

CITY OF MANISTEE PLANNING COMMISSION

WORKSESSION AGENDA

Thursday, March 20, 2008 7:00 p.m.
Council Chambers, City Hall
70 Maple Street, Manistee, Michigan

I Call to Order.

II Worksession Items:

1. Setting Effective Goals for Master Plan
2. Misc.

III Adjourn.

All Planning Commission Meetings and Worksessions are open to the Public.

Worksessions are scheduled to allow the Planning Commission the opportunity to discuss in a less formal manner than a regular meeting. No motions or decisions can be made during a worksession.

The Planning Commission does not take public comment during worksessions. The public is not allowed to speak, ask questions, or express opinions on items which are being discussed during the worksession.



PLANNING AND ZONING
COMMUNITY DEVELOPMENT
231.398.2805
FAX 231.723-1546
www.ci.manistee.mi.us

MEMORANDUM

TO: Planning Commissioners
FROM: Denise Blakeslee *DB*
DATE: March 13, 2008
RE: March Worksession

Commissioners, the City of Manistee Planning Commission Worksession will be held on Thursday, March 20, 2008 at 7:00 p.m. in the Council Chambers.

We will be working on setting effective goals as recommended by Michael Clark, Williams and Works. This is our first exercise as a commission that begins the re-write of the Master Plan.

Reference materials for this discussion were handed out at the Meeting on March 6th. Please bring your information with you.

Let me know if you are unable to attend (398-2805).

:djb

City of Manistee Planning Commission Master Plan Goals

Development:

1. Manistee is positioned with solid infrastructure and zoning flexibility to be the location of choice for the new and expanding businesses.
2. Manistee has several “green” or environmental sensitive energy or recycling initiatives flourishing in the industrial and renaissance parks.
3. The renaissance and industrial parks have a significant amount (specific) of healthy businesses that embrace the charm and spender of its historic community and contribute to the economy in a rewarding fashion.
4. The downtown district is thriving with businesses and residential living and is harmoniously benefitting from the vertical zoning initiative.
5. The “Peninsula Plan” is complete and fully redeveloped.
6. Manistee has an elaborate and safe system of walkways and streets to effectively and efficiently connect its residents and visitors with businesses, parks and natural resources.
7. Manistee has the cleanest Lake Michigan public beaches with universal access to all people of all abilities.
8. Manistee has a large variety of housing options for wide range of income levels.
9. Manistee is a Michigan’s leader in the reduction and where possible the elimination of environmental contamination damaging rivers, streams and groundwater.

Planning Alliances:

1. All of the local and regional planning bodies are working collaboratively to enhance a steady and smart growth for northwest Michigan – A Planning Coalition or Alliance has been created.
2. City Counsel and other government entities share ideas and actively participate in planning and provide direction for the planning committees.

MASTER PLAN GOALS SUSTAINABLE DEVELOPMENT GOALS

1. EDUCATING CITIZENS ON PROBLEMS AND ISSUES THAT MIGHT BE ADDRESSED AND OPTIONS AVAILABLE
 2. PROVIDING CITIZENS WITH MEANINGFUL OPPORTUNITIES TO SHAPE A COMMUNITY VISION, PRINCIPLES, AND STRATEGIES
 3. PROVIDE WAYS FOR CITIZENS TO ASSIST IN IMPLEMENTATION AND SUPPORT OF LOCAL CITIZENS
- ## 9 INTRA STRUCTURE
4. GROWTH MANAGEMENT
 5. MANAGING COMMUNITY RESOURCES
 6. NEIGHBORHOOD DESIGNS
 7. ECONOMIC DEVELOPMENT
 8. RESOURCES EFFICIENT BUILDING

MEMORANDUM

TO: Jon Rose, Community Development Director
City of Manistee

FROM: Michael Clark, Planner

DATE: March 3, 2008

RE: **Setting Effective Goals**

The purpose of this memo is to provide information on setting effective goals and their components. As discussed at the February 28th meeting, the Planning Commission will be forming specific land use policy goals for the Master Plan update based on a combination of current land use issues, public input, and development trends.

An effective goal is one that serves as a useful guide for policy decisions by the Planning Commission, City staff and the City Council. For a goal to be useful, it ought to meet the following criteria:

- ◆ **Define a desired end.** A goal statement should describe a desired end state, outcome or result. The statement may be worded in either the present or future tense, but if the future tense is used, it should be stated as a prediction, rather than a hope. For example:

“Lakes and channels within the City of Manistee will be clean and healthy, providing a habitat for wildlife while maintaining human accessibility for waterfront living.”
- ◆ **State in positive terms.** For a goal to be effective, it should state a positive outcome, as opposed to avoidance of an undesirable result. It is tempting to state goals as the reversal of an undesirable trend, such as “The City of Manistee will limit significant additional development in woodlands and natural areas.” This statement, however, does not address the idea of preservation, nor does it address the underlying issue: Protection of woodlands for the benefit of future generations.
- ◆ **Bold, but realistic.** For a statement to be meaningful, it needs to require effort to achieve. Goals that will be achieved without effort are simply statements of current trends. On the other hand, a goal also needs to be realistic. Goals that are impossible to achieve will languish, resulting in community frustration and acrimony.
- ◆ **Reflect a consensus.** Most importantly for goal setting, the goal must reflect a community consensus on a particular issue. Since implementation of these goals will require broad community support, the goals need to reflect community ideas and values. A statement

Jon Rose
March 3, 2008
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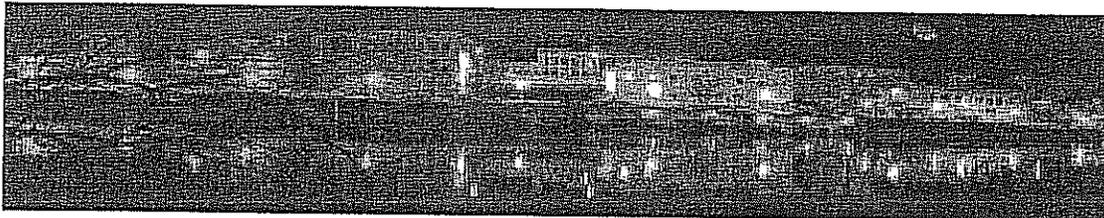
that does not reflect the ideas and values of a broad section of the community is doomed to failure.

If you have any further questions, or need further assistance in forming effective goals, please to not hesitate to contact us.

cc. Jay Kilpatrick, AICP

DRAFT

STRATEGY
City of Manistee
Update 2008-09
February 2008



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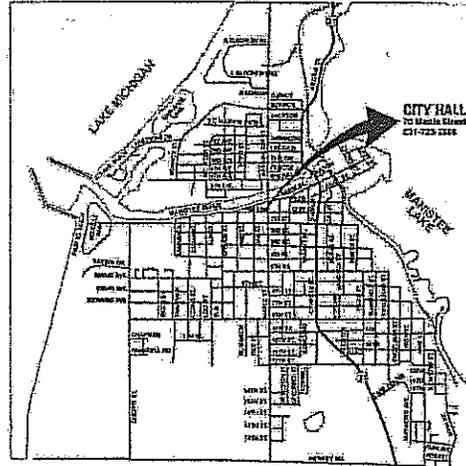
Update 2008-09: A Strategy for the City of Manistee

Dear Friends,

Great things are happening in the City of Manistee! We invite residents, businesses, visitors and our local, regional, state and Tribal partners, to join us in shaping and attaining the strategic goals for our City.

In 2007, we developed a three year strategy with the intent of updating it each year.

Our 2008-09 Strategy Update began with an open forum hosted by City Council on December 11, 2007. We talked about the positive things that are happening all around us. We also talked about the needs, opportunities and priorities for the City as well as the vision and missions of our City Council. As a result, City Council has added new goals dealing with City infrastructure and with housing, seniors and homelessness.



Our Strategy must be by, for and about all who have an interest in the City of Manistee's future. We must work in unison -- as a community -- to achieve our goals for the long-term betterment of our City.

Your ideas, comments and participation are invited! Please contact us to discuss ways that we can work together to truly make the City of Manistee "the community of choice on the northwest Michigan coastline."

Sincerely,

Ph. 231-723-8058 cfuller@harbor-village.com
Cyndy Fuller (Mayor)

Ph: 231-723-5398 ckenny@packagingcorp.com
Colleen Kenny

Ph: 231-723-5903 rmhornkohl@sbcglobal.net
Robert Hornkohl

_____ Ph: 231-794-5514
Ilona Haydon

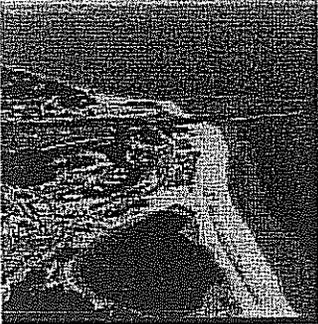
_____ Ph: 231-723-6805 hyonkman@yahoo.com
Hank Yonkman

_____ Ph: 231-723-6830 rimayor@yahoo.com
Richard Mack

_____ Ph: 231-723-6065 alupnorth@webtv.net
Alan W. Marshall

Great Things Are Happening in the City of Manistee!

We kicked-off this Strategy Update talking with community members about the City's progress and the positive things that are happening. The list is long, impressive and not inclusive -- a fitting way to begin the 2008-09 Update for the City's Strategy. The list includes:

- Acquisition of Man Made Lake (see photo)
 - The new Manistee County Community Pool
 - The first businesses in our Renaissance Park
 - The new Manistee Blacker Airport Terminal
 - The new education and training center at West Shore Medical Center, built in partnership with West Shore Community College
- 
- Funding and plans to improve our Lake Michigan public beaches
 - Investment by the Little River Band of Ottawa Indians in the commercial development of Manistee
 - Grants that are bringing new resources to our City and County, including a new shore based fishing facility for universal access to our renown sport fishery
 - A stable and successful manufacturing base
 - Increased philanthropy – the giving of time, talent and treasures toward the common good
 - Improved Public Access Television
 - Brownfield redevelopment and the development of new businesses like Walgreen's and Sears and the general enthusiasm about expansion
 - An active, increasingly more robust downtown
 - An increase in tourism
 - Open government, improved communication and a cooperative spirit
 - Youth that are active in our community
 - Our educational infrastructure, including our K-12 schools and West Shore Community College
 - The "Peninsula Plan" for redevelopment

Who We Serve and Impact

This Strategy, and our actions, policies and programs, serve and impact a diverse group of individuals, groups, governments and organizations, including, but not limited to:

- City residents
- City government employees
- Businesses and Industry,
including the Manistee
Manufacturer's Council
- The Little River Band of Ottawa
Indians
- Township, State and Federal
Governments
- County residents
- Tourists
- Seasonal residents
- Schools
- West Shore Community College
- Nonprofit organizations
- Civic organizations
- Youth
- Police, Fire and Rescue
personnel
- Individuals, businesses and
groups considering the City of
Manistee as a place to live, work
or simply enjoy.

As a public body, we must strive to engage all interests in defining needs and priorities and in building partnerships so that the visions for the future can be achieved.

Values

We have established a set of values to guide our actions and decisions involving the governance of the City of Manistee. They include:

- Fairness
- Integrity, honesty and the highest ethical standards
- Commitment to the community and to their respective offices
- Tolerance
- Accessibility and approachability
- Respect
- Listening and being responsive
- Responsiveness
- Leadership
- Trust
- Responsibility
- Universal Access for all people of all abilities

We will strive to apply these values fully and consistently in achieving our vision, mission and strategic goals.

Vision

We have created the following vision for the City of Manistee.

It is a challenging vision that can be attained through leadership, teamwork and collaboration with all who have an interest in the City's future:

“Manistee will be the community of choice on the northwest Michigan coastline with a strong, diversified economy providing opportunities for all...a city whose prosperity continues into the future.”

Mission

The mission for Manistee's City Council establishes the Council's purpose and defines how the Council will strive to attain the vision for the City:

“The Mission of the Manistee City Council is to provide direction for the community on behalf of its citizens. The council will achieve this through exemplary leadership, being accessible and approachable for all, upholding policy, ensuring financial stability, and providing citizens safety, economic opportunity and a better quality of life.”

Strategic Priorities

With community input, the Manistee City Council has identified seven areas of strategic priority (numerical order does not infer priority). It should be emphasized that the City of Manistee's government operates many programs and services that are essential to the community. The following strategic priorities and their associated goals and objectives in no way diminishes the importance or necessity of programs and services that may not be reflected in the following but are fundamental to City operations and the quality of life of its residents, tourists and business.

- 1. Competitive Position of the City**
- 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)

Strategic Three-Year Goals

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. Competitive Position of the City

1.1 Goal To competitively position the City of Manistee as the community of choice and destination for businesses, industry, tourists and families. This will be done by implementing 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 of Commerce to develop unifying brand identities and marketing themes for Manistee County that will provide a baseline for future branding and marketing of the City within the overarching brands of the County.

City Costs (000)			Lead Responsibility
08/09	09/10	10/11	City Manager
\$	\$	\$	

1.1 (b) Tax Rate and City Services. In 2008, complete an assessment that will compare the City of Manistee Tax Rate and the City Services with the Tax Rate and City Services of other communities that may be considered "competitors" for businesses, industry, tourists and families. Use this assessment, along with the Citizen Service Survey, to guide the direction of the City on tax rates and services.

City Costs (000)			Lead Responsibility
08/09	09/10	10/11	Finance Dept Director
\$	\$	\$	

1.1 (c) Safe, Friendly and Universally Accessible Community. To achieve measurable improvements in public safety and universal access and to lead by example to ensure that our community is recognized by residents and visitors alike as friendly, courteous and helpful.

City Costs (000)			Lead Responsibility
08/09	09/10	10/11	
\$	\$	\$	

1.2 Goal To ensure that City Council and City Government have the capabilities to competitively position the City of Manistee through a commitment to professional development, capacity building and leadership development.

Objective

1.2 (a) Assessment, Benchmarking and Development. To use the “360” assessment process with Council, the City Manager, Department Directors and employees to: benchmark capacities and growth needs; create capacity building objectives and identify development and continuous improvement programs that should be implemented.

City Costs (000)			Lead Responsibility
08/09	09/10	10/11	
\$	\$	\$	

2. Economic Development and Jobs

2.1 Goal To provide leadership for completing a comprehensive Manistee County Economic Development Plan.

(Note: The Alliance for Economic Success has the lead role for this initiative in which the City is a partner. City Council will be kept informed of plans and progress.)

2.2 Goal To achieve 100 percent occupancy in the industrial park and the Renaissance Park and other industrial properties.

Objective

2.2 (a) Jobs and Business Development. To provide economic stability through more employer opportunities, lower unemployment and by increasing the tax base, in partnership with the Alliance for Economic Success and other organizations.

City Costs (000)			Lead Responsibility
08/09	09/10	10/11	
\$	\$	\$	

2.2 (b) Rail Infrastructure. To partner with the Alliance for Economic Success in assessing the feasibility of rail infrastructure relocation to enhance support for existing manufacturers and enhance and expand economic/community development opportunities.

City Costs (000)			Lead Responsibility
08/09	09/10	10/11	
\$	\$	\$	

2.3 Goal To ensure that the Manistee harbor and channel are dredged and maintained to enable full and safe commercial navigation to support the retention, expansion and attraction of industry, business and jobs to the city, county and region.

(Note: The Alliance for Economic Success is the focal point in the County for advocating for the dredging and maintenance of the City of Manistee commercial harbor (as well as for the County's shallow draft harbors) in partnership with the City and other interests. City Council will be kept fully informed of status, plans and issues involving the dredging of the harbor and channel for commercial navigation.)

2.4 Goal To engage the Alliance for Economic Success to work with local businesses and industry to identify training and education needs and then to work with the K-12 schools and other educational institutions to address those needs.

Objective

2.4 (a) Youth in Government and Mentoring. In 2008, fully involve City of Manistee youth in City Government Boards and Commissions under the City's "Youth Observation Policy" and implement the youth/student mentoring program in collaboration with City schools, parents and students.

City Costs (000)			Lead Responsibility
08/09	09/10	10/11	
\$	\$	\$	

2.5 Goal To partner with the Downtown Development Authority, the Chamber and the Alliance for Economic Success to achieve an energized, thriving downtown.

Objective

2.5 (a) Downtown Support. To support plans and new ideas to deliver small business services and to bring people to Manistee’s downtown.

City Costs (000)			Lead Responsibility
08/09	09/10	10/11	
\$	\$	\$	

3. City Infrastructure

3.1 Goal To evaluate and document the current condition of water and sewer lines and roads. Develop the most efficient and cost effective plan to replace all lines and roads that are deemed unsatisfactory.

Objectives

3.1 (a) Management Plan. In 2008, complete and publish the street asset management plan that will include recommendations, priorities and estimated annual budget requirements for maintenance and replacement.

City Costs (000)			Lead Responsibility
08/09	09/10	10/11	
\$	\$	\$	

3.1 (b) Water Quality. To achieve measurable improvements in drinking water quality for the City.

City Costs (000)			Lead Responsibility
08/09	09/10	10/11	
\$	\$	\$	

3.1 (c) Storm Water Separation. To continue to achieve compliance with the National Pollution Discharge Elimination System (NPDES) permit to ensure public health and safety standards are met and that storm sewer work coincides with planned road construction.

City Costs (000)			Lead Responsibility
08/09	09/10	10/11	
\$	\$	\$	

3.2 Goal To evaluate, develop and oversee an asset management plan for restoration, preservation and maintenance of all city owned real estate. (New 2008-09)

Objective

3.2 (a) Management Plan. To complete an asset management plan for city owned buildings by December 2009 that will include recommendations, priorities and estimated annual budget requirements.

City Costs (000)			Lead Responsibility
08/09	09/10	10/11	
\$	\$	\$	

3.3 Goal To explore and develop public/private partnerships to provide and develop infrastructure that is mutually beneficial. (New 2008-09)

Clarification from Mayor Fuller: This has to do with achieving more cooperation with potential developers, recognizing that the City's financial position does not enable everything to be accomplished that the City would like to do...the objective of the goal was to have staff thinking about possible opportunities for improving/expanding City infrastructure with some creative solutions involving the private sector.

3.4 Goal To explore and develop public/private partnerships (including the Downtown Development Authority) to acquire property at target areas within the City limits to facilitate and promote redevelopment and economic activity. (New 2008-09)

Objective

3.4 (a) Analysis and Strategy. To complete an acquisition needs and opportunity analysis by December 30, 2008 that can be used to develop an acquisition strategy for the City.

City Costs (000)			Lead Responsibility
08/09	09/10	10/11	
\$	\$	\$	

3.5 Goal (Proposed by City Department Directors to Council) To identify, invest and use appropriate technology city-wide to improve the efficiency and effectiveness of City operations and services. (Note: A similar goal was included in the 2007 City strategy under "Competitive Position.")

Objective

3.5 (a) Technology Implementation and Assessment. To incrementally build the City's technology capacities, including GIS systems, broadband and others, in partnership with other organizations while assessing options and pros and cons of technology use throughout all City departments.

City Costs (000)			Lead Responsibility
08/09	09/10	10/11	
\$	\$	\$	

4. City Beaches, Parks and Recreation Areas

4.1 Goal To have the cleanest Lake Michigan public beaches in Michigan with universal access to all people of all abilities.

Objectives

4.1 (a) Beach Master Plans. In 2008, complete master plans for the 5th Avenue and 1st Street Beaches, including a best practice analysis.

City Costs (000)			Lead Responsibility
08/09	09/10	10/11	
\$	\$	\$	

4.1 (b) Safety and Litter. In 2008 post appropriate signage and increase foot patrols to ensure full compliance with and enforcement for laws and ordinances governing the City's beaches.

City Costs (000)			Lead Responsibility
08/09	09/10	10/11	
\$	\$	\$	

4.2 Goal To have the best boating facilities on the Lake Michigan shoreline.

Objectives

4.2 (a) City Marina. In 2008, work with other organizations, including the Alliance for Economic Success, to explore alternative sources of funding to enhance or, potentially, replace certain public marina facilities.

City Costs (000)			Lead Responsibility

08/09	09/10	10/11
\$	\$	\$

4.2 (b) City Marina Repair. Depending upon the results of the funding feasibility assessment, proceed with required repairs of the City Marina.

City Costs (000)			Lead Responsibility
08/09	09/10	10/11	
\$	\$	\$	

4.2 (c) Enhanced Boater Access. To guide and support the Great Lakes Fishery Trust funded project to improve recreational access to migratory fish species by building a fishing pier at the Arthur Street Launch site that will enhance boater access to Manistee Lake.

City Costs (000)			Lead Responsibility
08/09	09/10	10/11	
\$	\$	\$	

4.3 Goal To develop a capital improvement plan for parks and recreation areas that recommends upgrades and costs and fully considers universal accessibility.

Objective

4.3 (a) Management Plan. To complete in 2008 the asset management plan for the City that will identify needs, priorities and recommended annual budget requirements to upgrade City parks, including emphasis upon universal access.

City Costs (000)			Lead Responsibility
08/09	09/10	10/11	
\$	\$	\$	

4.4 Goal To explore public/private partnerships to establish new amenities and attractions and enhance recreational opportunities on public beaches, parks and recreation areas in the City of Manistee.

Objective

4.4 (a) Beach Management Plans. To identify and prioritize opportunities for public/private partnerships in the Master Plans for the City's Lake Michigan beaches that will be completed in 2008. Partnerships will be pursued based on the recommendations of the Master Plans.

City Costs (000)			Lead Responsibility
08/09	09/10	10/11	
\$	\$	\$	

5. Financial Stability

Goal 5.1 To achieve the strategic three-year goals set by City Council without increasing the millage rate.

Goal 5.2 To develop and maintain a three-year financial forecast of revenue income, operating expenses and capital funding.

Goal 5.3 To identify potential trends that could negatively or positively impact achieving the strategic goals established by City Council for the City of Manistee.

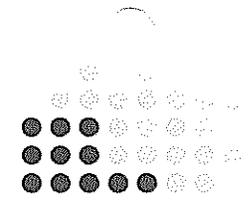
6. Intergovernmental Relationships

Goal 6.1 To collaborate with other units of government to provide services to citizens, such as wastewater treatment plant collection in Filer Township, joint economic development and joint public safety services in the "Greater Manistee Area."

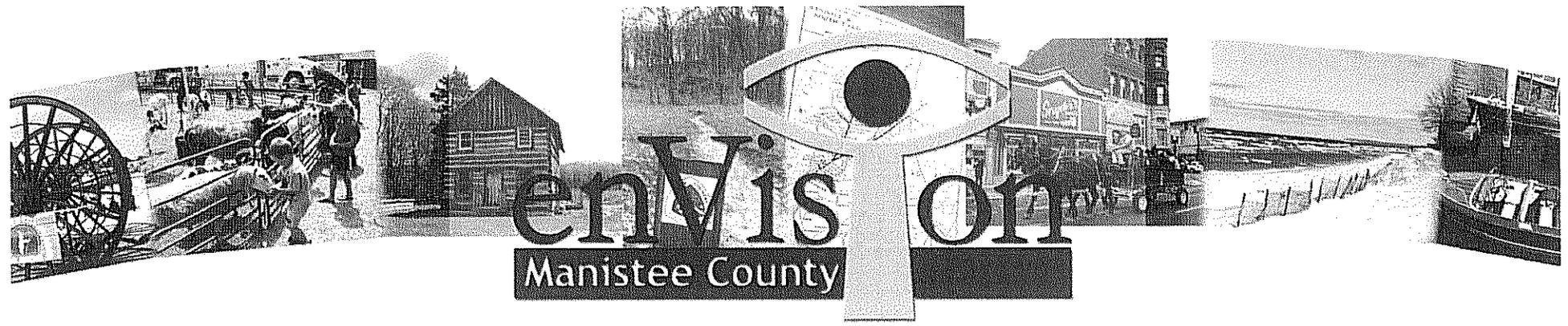
Goal 6.2 To collaborate and provide leadership to assist in establishing a Manistee County Recreational Authority.

7. Housing, Homelessness and Senior Citizens

Goal 7.1 To partner with the Housing Commission, Downtown Development Authority and others to develop a housing strategy that responds to issues involving homelessness prevention, housing for low income individuals and families and senior housing as well the long-term housing needs of the entire population. (New 2008-09)



enVision the Possibilities

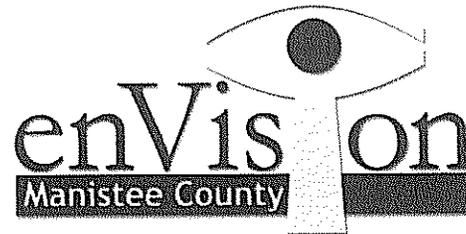


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Prepared by



for



www.envisionmanisteecounty.org

For more information on this publication or the enVision Manistee County process please contact:



MANISTEE COUNTY
community foundationSM

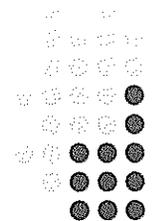
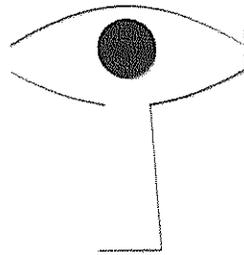
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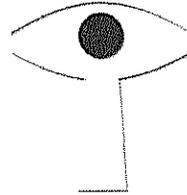
E-Mail: manisteefoundation@net-port.com

Acknowledgements



enVision Manistee County Steering Committee:

Heather Bacon
Frank Beaver
Mary Becker-Witt
Elaine Bush
Mitch Deisch
Charles Dillon
John Hojnowski
Nick Jaskiw
Joe Kimball



Dale Kowalkowski
Allan O'Shea
Gerald Peterson
Steve Paine
Doug Parkes
Burt Parks
Sandy Saylor
Dan Shepard
Shari Wild
Sue Wilson

enVision Manistee County Co-Facilitators:

Arts, Culture, & Humanities

Marie Brooker
Glenn Zaring

Health & Human Services

Sharron Lemmer
Clara Vargo

Economy & Employment

Steve Brower
Dave Yarnell

Natural Environment & Recreation

Richard Hitchingham
Shannon Saunders

Government & Infrastructure

John Hoch
Mary Russell

Youth & Education

Mike Matesich
John Mencarelli

enVision Manistee County Project Management:

Manistee County Community Foundation

Karen Bruchan
Tim Ervin

enVision Manistee County Project Consultant:

Northwest Michigan Council of Governments

Matt McCauley
Megan Olds

David Adams
Susan Adolphsen
Aaron Alley
Ted Arens
Cindy Asiala
Charles Ausmus
Becky Bailey
Don Bailey
Jack Ball
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Jan Williams
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Hilary Witt
Bill Wittig
Jesse Wrzesinski
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Paula Yorton

THANK YOU!

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Tom Kubanek
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Kay Kurtz
Doug Lapham
Myra Lautner

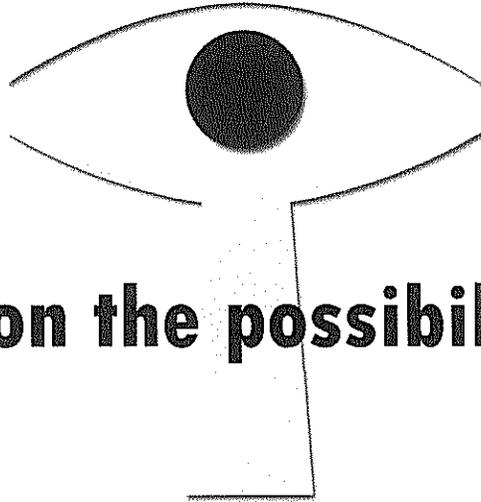
Shawn McKenney
Ron Melchert
Susan Mencarelli
Amber Miller
Anita Mlejnek
Alice Mummey
Eric Nyman
Megan O'Brien
Stephanie Ogren
John O'Hagan
Sarah Oleniczak
Judy Ouvry
Bill Paine
Martha Paine
Ed Palsrok
Veronica Peake
Diane Pearson

*And to all those who were
unintentionally omitted from this list.*

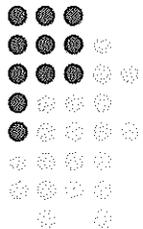
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enVision the possibilities...



May 4, 2006



Dear Friends:

It is with great pleasure that we submit to each of you the final report for the first phase of enVision Manistee County. This report will be used as a guide to enrich the quality of life in Manistee County now and in the future.

The process and accompanying visions described in this document are the result of the work and enthusiasm of countless volunteers over the last 16 months.

The participants in enVision Manistee County joined together in an open and participatory process that will help guide infrastructure, programs, and services in Manistee County. It has been an honor for the Manistee County Community Foundation to serve as coordinator for this initiative.

The primary outcome of enVision Manistee County has always been and continues to be the realization of visions and strategies spelled out in the following pages. We hope all of you will envision the possibilities and take an active role in converting visions into reality.

enVision Manistee County is only the beginning....the best is yet to come!

On behalf of all enVision Manistee County participants,

A handwritten signature in black ink that reads "Tim Ervin".

Tim Ervin
President, MCCF

A handwritten signature in black ink that reads "Karen Bruchan".

Karen Bruchan
Executive Director, MCCF

What is “visioning?”

The American poet Carl Sandburg said, “Nothing happens unless first a dream.” Visioning is simply the first step in a community for people to come together to talk about their dreams and aspirations and develop visions and strategies to guide their future.

Why visioning?

We are increasingly becoming a global community. Throughout the world, nation and state change is occurring at a more rapid pace than ever before. At a community level, the options and choices for the future are complex and often competing. Progressive communities are taking steps to anticipate and accommodate change so that they can be proactive rather than reactive in managing their future.

Manistee County is facing change on all fronts, including economic, demographic, technological, social, and environmental. As a result, community members chose to participate in a visioning process to shape the future of their County.

Does visioning replace community and organizational planning?

No. Visioning does not replace other forms of planning. However, visioning has significant value in planning processes. Visioning defines the big picture — the ideal state— that should guide decisions and plans in a community. Ultimately, individual jurisdictions, agencies, and organizations will decide how to best integrate visions and strategies into their respective activities.



enVision Manistee County History

Like many northern Michigan counties, Manistee County has an abundance of natural resources, rural character, recreational opportunities, and people who are passionate about their quality of life. It also has unique attributes, character and cultures.

The Manistee County Community Foundation (MCCF) Board of Directors, in conjunction with other organizations in the community, felt that a visioning initiative would help sustain and enhance the quality of life in the county and provide a way for all interests to have a role in establishing the future direction, priorities and focus for the County.

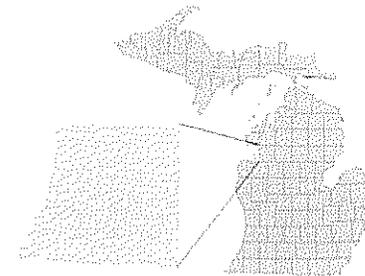
That community discussion expanded into *enVision Manistee County*, with initial support garnered from a variety of stakeholders, including:

- City of Manistee
- Little River Band of Ottawa Indians
- Manistee County Board of Commissioners

- Manistee County Human Services Collaborative Body
- Michigan Department of Environmental Quality
- Manistee Economic Council & Chamber Alliance
- Office of Senator Carl Levin
- Office of Congressman Peter Hoekstra
- Office of State Representative David Palsrok
- West Shore Medical Center
- United Way of Manistee

In the Fall of 2004, the MCCF contracted with the Northwest Michigan Council of Governments (NWMCOG) to act as the project consultant. The NWMCOG assisted in process design, facilitated community dialogue, information gathering, and provided support for the project steering committee and work groups.

From the outset, several factors made enVision Manistee County unique. First, it was the first such effort ever undertaken in Manistee County. Second, a primary goal of enVision Manistee County was to involve all interests in the process from the outset. Third, the intensity of the initiative made it unique. It encompassed all elements of the quality of life in the county. It involved countless volunteers from throughout the county that were the heart and sole of the process. Finally, the visioning process in Manistee county has been rarely done in rural areas. It is a credit to the county and the participants that Manistee county is leading the way as a progressive rural county to plan and manage its future.



Manistee County, Michigan





A “cookie-cutter” approach to visioning cannot work because every community is different. As a result, the enVision Manistee County process was designed to accommodate the unique needs of Manistee County.

To be effective, enVision Manistee County had to invite and embrace the involvement and input of the community. Additionally, enVision Manistee County needed to be a process that produced results. A vision is important, but action is key.

The enVision Manistee County participant groups included:

Project Management – The MCCF served as the “neutral convener” throughout the process, in keeping with one of their primary roles as a community foundation. The MCCF will also use the results of Envision to guide their grant making and in helping to link the priorities of the county with charitable giving.

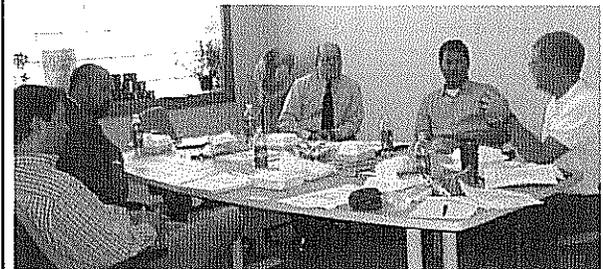
Steering Committee – Community input directed the outcome, but the Steering Committee was ultimately responsible for providing the focus for the visioning process. Comprised of members representing a cross-section of agencies and organizations, the responsibilities of the Steering Committee included developing the scope of the project and promoting county-wide participation.

County-Wide Stakeholder Group – In order to ensure the broadest community representation and support, a stakeholder group met three times throughout the process.

The Stakeholder Group meetings, involving hundreds of participants, were held to update community members on progress and gain input from a wider representation of community leaders.

Work Groups – Work Groups addressed each of the six quality of life topic areas and acted as advisory bodies to the Steering Committee. Work Groups defined community needs, issues, opportunities and priorities within their defined area of focus. Their deliberations were supported by information gathered through public meetings, surveys, interviews, informal conversations and web site interaction.

More detailed information on the Work Groups can be found on page 5.





enVision Manistee County Process *cont.*

Citizen Input – Continuous citizen input was critical to the success of the visioning process in order to ensure ownership, continuity, and implementation of the results. To be legitimate, the visioning process requires the participation of a broad and diverse base of people that reflects the community. In addition to the Steering Committee, Stakeholder Group Meetings and Work Groups, opportunities for citizen involvement included:

- Public meetings;
- Website comments;
- Stakeholder meetings;
- Perception surveys.

enVision Manistee County was created using a variety of methodologies unique to the project, but the basic concept was developed after the “Oregon Model” (S. Ames, 1992), in which the visioning process is followed in four distinct steps:

1. Profiling the Community

During the first phase of the project, NWMCOG compiled a variety of data relevant to quality of life in Manistee County. The “enVision Manistee County Fact Book” was created to provide the community baseline information about the county as a jumping off point for the visioning process.

2. Analyzing the Trends

The second phase of the project assessed current and projected trends and their potential impact on the county. Using the Fact Book as baseline knowledge, residents and work groups assessed community values and projected trends impacting quality of life in the county.

Also, community surveys were used as a component of this phase. The first survey was a youth survey given to Manistee County high school students. The second survey, administered by Northwestern Michigan College’s

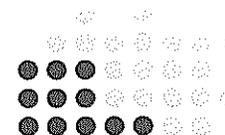
M-TEC department, was a random telephone survey administered to a scientifically valid sample of Manistee County’s residents.

3. Creating the Vision

During the third phase of enVision Manistee County, the community created the enVision Statements describing what it wants to become. During this phase, the work groups created their vision for 2015 within their quality of life area.

4. Developing an Action Plan

The fourth phase of the project produced goals, strategies, and action plans to attain the visions. Each work group created an “enVision Action Matrix” that collectively displays over 100 actions to improve quality of life in Manistee County.



Six enVision Manistee County Work Groups established visions, goals and strategies for the following quality of life areas:

- Arts, Culture, & Humanities
- Economy & Employment
- Government & Infrastructure
- Health & Human Services
- Natural Environment & Recreation
- Youth & Education



NWMCOG staff facilitated 36 work group meetings. Two local residents per work group were asked to serve as co-facilitators.

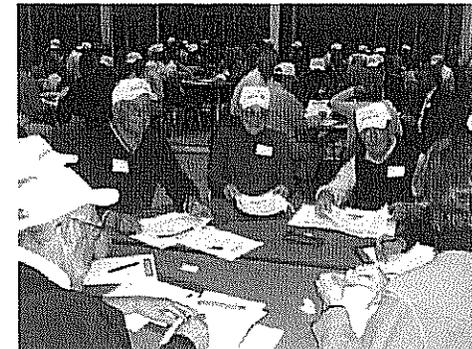
Each work group was responsible for the detailed exploration of issues relevant to their Quality of Life area, creating a vision statement, and developing accompanying action plans to address the vision statement.

To encourage full participation and reflect county-wide concerns and issues, it was determined that the work group meetings should be held in a variety of locations throughout the county, including:

- Stronach Township Hall
- Manistee County Road Commission
- Benzie/Manistee County Community Mental Health Building
- Onekama High School
- Brethren High School
- Trinity Lutheran Church
- Bear Lake High School

Additionally, three meetings were held to provide a forum for co-facilitators networking and training.

Each enVision Manistee County Work Group has its own section in the following pages of this report. While the reporting format for each work group is fairly consistent, there is some variability in outcomes due to the unique approach of each work group.

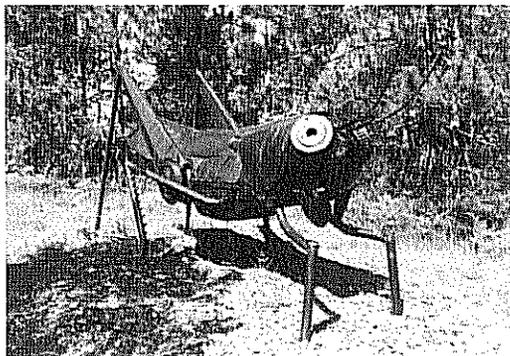




Arts, Culture, & Humanities

Arts and cultural opportunities are of immense significant to Manistee County..

Museums, musicians, festivals, artists and other art and culture assess are important to the community's social and economic health. A thriving arts and culture community benefits residents, visitors, and businesses alike. It is vital to education and brings depth, perspective and diversity to the County. It is a factor that can increasingly differentiate Manistee County's quality of life.

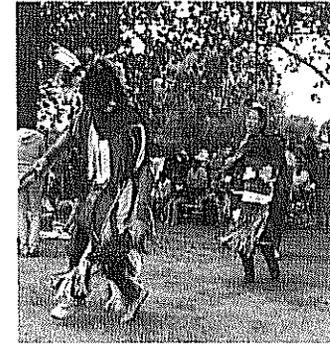


enVision Statement:

"In the year 2015, Manistee County boasts a thriving arts and cultural environment that reflects a dynamic quality of life. People of all ages participate in diverse forms of creative expression flowing through and strengthening communities. Arts, culture, and humanities encompass a way of thinking and living that identify Manistee County as a place to live the arts."

Work Group Activities:

This work group held six meetings to discuss the current status of Manistee County, review trends, identify present and future needs, and to recommend implementation options relating to the arts, culture, and humanities in Manistee County.



In the beginning of the work group phase, the Arts, Culture, and Humanities Work Group identified strengths and challenges including:

Strengths:

- Natural beauty of the area;
- The presence of theater arts;
- Community support for the arts;
- Residents with artistic talent;
- Multitude of cultural opportunities in a variety of venues.

Challenges:

- Cooperation among various arts and cultural groups;
- A feeling of disconnect from the arts in general;
- Funding;
- Opportunities for younger people.



Work Group Activities *cont.*:

Using maps of the Manistee County area, the Arts, Culture, & Humanities Work Group also identified primary assets and visions, including:

Assets:

- County-wide library system;
- Downtown City of Manistee cultural opportunities;
- Artistic scenery;
- Music festivals;
- Strong cultural base.

Visions:

- County cultural center;
- Downtown City of Manistee movie theater;
- Lake Michigan shoreline visual and performing arts center;
- Additional library branches;
- Scenic cleanup of Manistee Lake.



The Arts, Culture, and Humanities Work Group spent significant time creating a vision statement that would best reflect the ideal state of arts, culture, and humanities in 2015.

Individually and as a group the work group was asked to describe a realistic, ideal state for arts, culture, and humanities in 2015. Through facilitated discussion, the group created a consensus vision statement. Finally, the group used the vision statement to define action strategies.

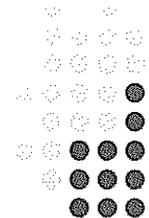
The Arts, Culture, & Humanities enVision Statement can be found on the preceding page.

Action Planning:

The Arts, Culture, and Humanities Work Group identified twelve action items that support their vision for the future.

Of the twelve action items developed by this work group, four were considered to be priorities, including:

- Create a Manistee County Arts Alliance;
- Create an Arts Resource Directory;
- Implement a "Random Acts of Art" Program;
- Create a Manistee County Arts & Culture promotional package.



enVision Manistee County Arts, Culture, & Humanities Action Matrix

enVision Statement:

"In the year 2015, Manistee County boasts a thriving arts and cultural environment that reflects a dynamic quality of life. People of all ages participate in diverse forms of creative expression flowing through and strengthening communities. Arts, culture, and humanities encompass a way of thinking and living, that identify Manistee County as a place to live the arts."

enVision Statement Focus Area: Boasts a thriving arts and cultural environment								
Strategy	Seek coordinated and collaborative efforts towards enhancing Manistee County's artistic and cultural activity.						Timeline	
Action 1.1	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
 Manistee County Arts Alliance	Create and implement a county-wide "arts alliance" to support and promote collaborative arts and cultural activities throughout Manistee County.	Area schools, Beautification Committee, Chamber of Commerce, CVB, Dickson School Cultural Center, DDA, galleries, local units of government, LRBOI, MAI, Manistee Civic Players, Manistee Historical Society, Ramsdell Theatre, Shoreline Showcase, Spirit of the Woods, WSCC	Youth & Education Work Group	MCCF, member fees, public & private grants, MI Arts Council, Revenue Sharing Board, sponsorships, Traverse Arts Council	X	>	>	>
Action 1.2	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Grant Writing Resources	Create a non-competitive environment for grant application skill building and joint ventures relating to the arts and cultural activities of Manistee County.	Area schools, Manistee County Arts Alliance, Beautification Committee, Chamber of Commerce, CVB, Dickson School Cultural Center, DDA, galleries, local units of government, LRBOI, MAI, Manistee Civic Players, Manistee Historical Society, NWMCOG, Ramsdell Theatre, Shoreline Showcase, Spirit of the Woods, WSCC	All enVision Manistee County Work Groups	MCCF, member fees, public & private grants, MI Arts Council, Revenue Sharing Board, sponsorships, Traverse Arts Council		X	>	>
Action 1.3	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
 Arts Resource Directory	Create and implement a local arts resource directory (hard copy and Internet based) where information can be easily found by subject or artist name.	Area schools, Manistee County Arts Alliance, Beautification Committee, Chamber of Commerce, CVB, Dickson School Cultural Center, DDA, galleries, local units of government, LRBOI, MAI, Manistee Civic Players, Manistee Historical Society, Ramsdell Theatre, Shoreline Showcase, Spirit of the Woods, WSCC	Economy & Employment Work Group	MCCF, member fees, public & private grants, MI Arts Council, Revenue Sharing Board, sponsorships, Traverse Arts Council		X	>	>

enVision Statement Focus Area: People of all ages participate								
Strategy	Seek cross-generational arts / culture training and demonstration in the school system.				Timeline			
Action 2.1	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Local Art in Education Program	Create and implement strategies focusing on integrating local artist knowledge into the classroom through demonstration and educational forums specific to the artist's area of expertise.	Area schools, Manistee County Arts Alliance, Beautification Committee, Chamber of Commerce, CVB, Dickson School Cultural Center, DDA, galleries, local units of government, LRBOI, MAI, Manistee Civic Players, Manistee Historical Society, Ramsdell Theatre, Shoreline Showcase, Spirit of the Woods, WSCC	Youth & Education Work Group	MCCF, member fees, public & private grants, MI Arts Council, Revenue Sharing Board, sponsorships, Traverse Arts Council		X	>	>
Action 2.2	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Historic Preservation Programs	Create and implement historic preservation programs that encourage and strengthen public awareness to historic preservation in Manistee County.	Area schools, Manistee County Arts Alliance, Beautification Committee, Chamber of Commerce, CVB, Dickson School Cultural Center, DDA, local units of government, LRBOI, MAI, Manistee Historical Society, Ramsdell Theatre, Shoreline Showcase, Spirit of the Woods, WSCC	Economy & Employment / Government & Infrastructure Work Groups	MCCF, member fees, public & private grants, MI Arts Council, Revenue Sharing Board, sponsorships, Traverse Arts Council		X	>	>
Action 2.3	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Youth Music Showcase	Create and implement a youth music showcase to regularly highlight local, youth bands in the area.	Area schools, Arts Council, Manistee Arts Institute, Ramsdell Theater, local governmental units, Manistee Civic Players, Jaycees, Big Brothers/Sisters, Junior Achievement, parent groups, YAC	Natural Environment & Recreation Work Group	Local, private foundations, YAC, revenue sharing board, schools, service organizations		X		

Please note:

- Every action item supports a key focus area (underlined in the enVision statement) and strategy;
- Assigned numbers are meant for referencing purposes only;
- All acronym definitions can be found in the Appendix section of this document.

LEGEND:

- =Implemented
- =Ongoing
- ✕ =To be implemented
- ✓ =Priority Item

enVision Statement Focus Area: Diverse forms of creative expression								
Strategy	Seek unique ways to represent Manistee County's artistic and cultural base.						Timeline	
Action 3.1	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
 "Random Acts of Art" Program	Create and implement a "random acts of art program" that would allow local artists to display their creations in highly visible, unique locations.	Area schools, Manistee County Arts Alliance, Beautification Committee, Chamber of Commerce, CVB, Dickson School Cultural Center, DDA, galleries, local units of government, LRBOI, MAI, Manistee Civic Players, Manistee Historical Society, Ramsdell Theatre, Shoreline Showcase, Spirit of the Woods, WSCC	Economy & Employment / Government & Infrastructure Work Groups	MCCF, member fees, public & private grants, MI Arts Council, Revenue Sharing Board, sponsorships, Traverse Arts Council		X	>	>
Action 3.2	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Manistee County Brand Identification	Seek ways to creatively enhance Manistee County's "brand" through local artist input and collaboration.	Area schools, Manistee County Arts Alliance, Beautification Committee, Chamber of Commerce, CVB, Dickson School Cultural Center, DDA, galleries, local units of government, LRBOI, MAI, Manistee Civic Players, Manistee Historical Society, Ramsdell Theatre, Shoreline Showcase, Spirit of the Woods, WSCC	Economy & Employment / Government & Infrastructure Work Groups	MCCF, member fees, public & private grants, MI Arts Council, Revenue Sharing Board, sponsorships, Traverse Arts Council		X		X
Action 3.3	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Manistee County Cultural Center	Seek strategies towards the creation of a county cultural center that would celebrate Manistee County's cultural heritage.	Area schools, Manistee County Arts Alliance, Beautification Committee, Chamber of Commerce, CVB, Dickson School Cultural Center, DDA, galleries, local units of government, LRBOI, MAI, Manistee Civic Players, Manistee Historical Society, Ramsdell Theatre, Shoreline Showcase, Spirit of the Woods, WSCC	Government & Infrastructure Work Group	MCCF, member fees, public & private grants, MI Arts Council, Revenue Sharing Board, sponsorships, Traverse Arts Council		X		

enVision Statement Focus Area: Arts, culture, and humanities encompass a way of thinking and living								
Strategy	Promote Manistee County arts, culture, and humanities as a strength of the community.						Timeline	
Action 4.1	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
 Arts / Culture Promotional Package	Create and implement a local arts / culture promotional package that effectively communicates the county's creativity base.	Area schools, Manistee County Arts Alliance, Beautification Committee, Chamber of Commerce, CVB, Dickson School Cultural Center, DDA, galleries, local units of government, LRBOI, MAI, Manistee Civic Players, Manistee Historical Society, Ramsdell Theatre, Shoreline Showcase, Spirit of the Woods, WSCC	Economy & Employment Work Group	MCCF, member fees, public & private grants, MI Arts Council, Revenue Sharing Board, sponsorships, Traverse Arts Council		X		
Action 4.2	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Local Artist Celebration	Create and implement a county-wide art celebration that highlights the works of local artists.	Area schools, Manistee County Arts Alliance, Beautification Committee, Chamber of Commerce, CVB, DDA, galleries, local units of government, LRBOI, MAI, Manistee Civic Players, Manistee Historical Society, Ramsdell Theatre, Shoreline Showcase, Spirit of the Woods, WSCC	Economy & Employment Work Group	MCCF, member fees, public & private grants, MI Arts Council, Revenue Sharing Board, sponsorships, Traverse Arts Council		X	>	>
Action 4.3	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
ACH Outreach & Education Program	Create and implement a regular appearance in local media to highlight and educate the public on current and upcoming artistic /cultural activities.	Area schools, Manistee County Arts Alliance, Beautification Committee, Chamber of Commerce, CVB, Dickson School Cultural Center, DDA, galleries, local units of government, LRBOI, MAI, Manistee Civic Players, Manistee Historical Society, Ramsdell Theatre, Shoreline Showcase, Spirit of the Woods, WSCC		MCCF, member fees, public & private grants, MI Arts Council, Revenue Sharing Board, sponsorships, Traverse Arts Council		X	>	>

Please note:

- Every action item supports a key focus area (underlined in the enVision statement) and strategy;
- Assigned numbers are meant for referencing purposes only;
- All acronym definitions can be found in the Appendix section of this document.

LEGEND:

- =Implemented
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-  =Priority Item

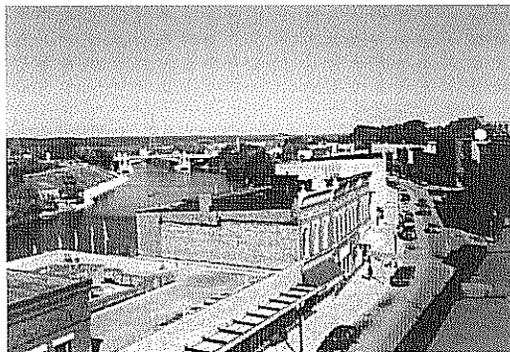


Economy & Employment

The economic health of a community is fundamental to its quality of life. A community with economic difficulties has limited resources to address its quality of life priorities.

Improving health care, housing, transportation, social programs, public safety and education can be difficult when the economy slows. In a poor economy, wages may suffer, tax revenues will decline and property values can stagnate.

Understanding and shaping the economic environment is a key step toward understanding and enhancing quality of life in Manistee County.



enVision Statement:

"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 balanced quality of life, and a reputation for natural beauty and a strong commitment to environmental stewardship."

Work Group Activities:

This work group held six meetings to discuss the current status of Manistee County, review trends, identify present and future needs, and to recommend implementation options relating to the economy and employment in Manistee County.



In the beginning of the work group phase, the Economy & Employment Work Group identified strengths and challenges, including:

Strengths:

- Natural resources;
- Existing manufacturing base;
- Strong public school system and community college;
- Growth of tourism.

Challenges:

- Lack of unity on what type of economic growth is needed;
- Lack of governmental cooperation;
- Resistance to change;
- Industrial jobs decreasing along with average annual wages.
- Attracting technology firms and jobs.



Work Group Activities *cont.*:

Using maps of the Manistee County area, the Economy & Employment Work Group also identified primary assets and visions, including:

Assets:

- Outdoor recreation opportunities;
- Economic vitality of Downtown Manistee;
- Manufacturing base;
- Road system.

Visions:

- Increase industrial park development in Manistee and Kaleva;
- Greater use of Renaissance Zones;
- Additional recreational opportunities throughout the county;
- Improve multi-modal transportation systems;
- Increase workforce development;
- Increase technical jobs and infrastructure.



The Economy & Employment Work Group spent significant time creating a vision statement that would reflect the ideal state of the economy and employment in 2015.

The work group was asked to describe a realistic, ideal state for the economy and employment in 2015. Then, through facilitated discussion, the group create a consensus vision statement. Finally, the group was asked to identify action strategies based upon their vision.

The Economy & Employment enVision Statement can be found on the preceding page.

Action Planning:

The Economy & Employment Work Group identified twenty-four action items to attain their vision for the future.

Of the twenty-four action items developed by this work group, nine were considered to be priority items, including:

- Create a Manistee County economic development policies and programs resource guide;
- Enhance career skills and basic education training;
- Create an economic best practices committee;
- Continuously update, review, and analyze pertinent Manistee County economic data;
- Survey employer needs;
- Survey employment skill base;
- Create a small business “Red-Tape Cutter” program;
- Create value-added agriculture programs;
- Create a county-wide economic development marketing plan.

enVision Manistee County Economy & Employment Action Matrix

enVision Statement:

"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 balanced quality of life, and a reputation for natural beauty and a strong commitment to environmental stewardship."

enVision Statement Focus Area: Good cooperation at all levels of the community								
Strategy	Seek opportunities to collaborate, cooperate and communicate with the County, City, Tribe, villages, townships, regional agencies, and non-profits to address common issues and concerns relating to the economic health of Manistee County.					Timeline		
Action 1.1	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Government Master Plan Collaboration	Enhance collaboration with the business community and local units of government in creating and updating master plans.	Local businesses, MECCA, DDA, Chamber of Commerce, Mfg. Council, IDC, local units of government, LRBOI, NWMCOG	Government & Infrastructure Work Group	None needed.		X	Y	Y
Action 1.2	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Economic Development Regional Forums	Create economic development regional forums that will focus on locally-based industries and businesses to serve the needs of local enterprise and promote stable employment.	NWMCOG, MEDC, Chamber of Commerce, Northwest Lower Michigan units of government, WSCC, EDOs, tribal gov'ts		Local units of government, public & private grants		X	Y	Y

enVision Statement Focus Area: Good cooperation at all levels of the community								
Strategy CONTINUED	Seek opportunities to collaborate, cooperate and communicate with the County, City, Tribe, villages, townships, regional agencies, and non-profits to address common issues and concerns relating to the economic health of Manistee County.					Timeline		
Action 1.3	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
 Economic Development Policies and Program Resource	Create a county-wide economic development policies and programs resource guide for use by local governments and potential business owners.	Local businesses, MEDC, Chamber of Commerce, DDA, NWMCOG, MECCA, Mfg. Council, SBTDC, IDC, local units of government, LRBOI		Local units of government, public & private grants		x		
Action 1.4	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Transportation Port Authority	Use intergovernmental exploration and cooperation towards the possible creation of a Transportation Port Authority to address transportation infrastructure issues related to the economic health of Manistee County.	Local units of government, LRBOI	Government & Infrastructure Work Group	Local units of government, public & private grants			x	

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enVision Statement Focus Area: Highly educated / skilled workforce								
Strategy	Teach career specific skills and demonstrate a positive work ethic to potential employees.				Timeline			
Action 2.1	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Business Internship Programs	Create internship and apprenticeship programs for persons entering and re-entering the workforce.	Local businesses, local units of government, Chamber of Commerce, LRBOI, WSCC, SBTDC, MI Works, area schools	Youth & Education Work Group	Local units of government, area schools, public & private grants		X	Y	Y
Action 2.2	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
 Career Skills & Basic Education Training	Enhance current career skills training opportunities to focus on local / regional employment needs.	Local businesses, local units of government, LRBOI, SBTDC, WSCC, NWMCOG, MI Works, area schools	Youth & Education Work Group	Local units of government, area schools, public & private grants	X	Y	Y	Y
Action 2.3	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Life Skill Training Programs	Enhance current life skill training (i.e. attitude, professionalism, work ethic, etc.) opportunities to focus on how such skills improve employability.	Local businesses, area schools, parent groups	Youth & Education Work Group	Local units of government, area schools, public & private grants		X	Y	Y
Action 2.4	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Migrant Worker Services	Support and enhance current migrant worker services to assist in migrant worker issues.	Local units of government, state/federal units of government, agricultural community	Youth & Education / Health & Human Services Work Groups	Local units of government, public & private grants		X	Y	Y

enVision Statement Focus Area: Diverse and growing economy								
Strategy	Accept and expect change in order to explore opportunities for increasing the economic health of Manistee County.				Timeline			
Action 3.1	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Broadband Implementation	Create and implement strategies to create a county-wide, high speed internet network.	Area schools, Local governmental units, MEDC, EDA, LRBOI, MECCA	Government & Infrastructure Work Group	Local units of government, public & private grants		X		
Action 3.2	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
 Economic Best Practices Committee	Create an Economic Best Practices Committee in order to recognize current and future economic trends affecting Manistee County and to explore options for the County to positively adapt to such changes.	Local businesses, CVB, Chamber of Commerce, MECCA, Mfg. Council, SBTDC, IDC, local units of government, LRBOI, NWMCOG		None needed.		X	>	>
Action 3.3	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Risk Management Program	Create and implement methodologies for analyzing the reasons behind small business failure in Manistee County. Learn from past failures through the dissemination of such knowledge.	Local businesses, MECCA, Mfg. Council, SBTDC, IDC, WSCC, LRBOI, NWMCOG		Local units of government, public & private grants		X	>	>

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enVision Statement Focus Area: Reputation as a business-friendly community								
Strategy	Assess Manistee County's economic base.				Timeline			
Action 4.1	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
 Survey Employer Needs	Create and deliver a survey geared specifically at assessing the employment needs of area business.	Local businesses, CVB, WSCC, area schools, MECCA, LRBOI, Mfg. Council, MEDC, IDC, local units of government, NWMCOG	Youth & Education Work Group	Local units of government, public & private grants	X		X	
Action 4.2	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
 Survey Employment Skill Base	Create and deliver a survey geared specifically at assessing and rating the employability of Manistee County residents.	Local businesses, CVB, WSCC, MEDC, area schools, LRBOI, MECCA, Mfg. Council, IDC, local units of government, NWMCOG	Youth & Education Work Group	Local units of government, public & private grants		X		X
Action 4.3	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
 Economic Data Analysis	Review and update on a regular basis relevant and locally identifiable economic data to better demonstrate possible trends and economic viability issues.	Local businesses, CVB, WSCC, area schools, MECCA, MEDC, Mfg. Council, IDC, local units of government, MDOT, energy providers, LRBOI, airport, shipping carriers, NWMCOG		Local units of government, public & private grants		X	>	>
Action 4.4	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Infrastructure Assessment	Create a thorough analysis of current infrastructure (transportation, broadband internet, utilities, etc.) as it relates to the economic health of Manistee County.	Local businesses, WSCC, CVB, MEDC, area schools, MECCA, Mfg. Council, IDC, local units of government, MDOT, energy providers, LRBOI, airport, shipping carriers, NWMCOG	Government & Infrastructure Work Group	Local units of government, public & private grants		X		X

Strategy	Create a financial support system for small business.				Timeline			
Action 5.1	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
 Small Business "Red Tape Cutter" Program	Create and/or enhance a program to assist in removing many of the bureaucratic controls for new or existing businesses.	MECCA, local units of government, DDA, SBTDC	Government & Infrastructure Work Group	MECCA, local units of government		x	>	>
Action 5.2	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Small Business Low-Interest Loan Program	Create and implement a locally driven small business loan program to promote and sustain small business development.	Financial institutions, MECCA, IDC, DDA		Financial institutions, MECCA, IDC, DDA		x	>	>
Action 5.3	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Small Business Tax Incentives Program	Create and implement a locally driven tax incentive program to promote and sustain small business development.	Local units of government, Chamber of Commerce, MECCA, IDC, DDA	Government & Infrastructure Work Group	Local units of government, MECCA, IDC, DDA		x	>	>
Action 5.4	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Small Business Angel Funding Network	Create and implement a locally driven angel funding network, where individuals or groups provide capital to one or more startup companies.	Financial institutions, investors, MECCA, Chamber of Commerce, DDA		Financial institutions, investors, MECCA		x	>	>

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enVision Statement Focus Area: Sustaining and expanding Manistee County's economic base								
Strategy	Support existing businesses to promote organic growth.				Timeline			
Action 6.1	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Small Business Networking	Create regular opportunities for local business owners to share experiences and best practices from outside sources and with one another.	Local businesses, MECCA, Chamber of Commerce, SBTDC		Local units of government, MECCA, IDC, DDA		X	V	V
Action 6.2	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
 Value-Added Agriculture	Create and implement strategies to explore value-added agricultural opportunities throughout Manistee County.	Local businesses, WSCC, MEDC, CVB, MSUE, MECCA, local units of government, LRBOI, NWMCOG, MLUJ, agricultural community	Natural Environment & Recreation Work Group	Local units of government, public & private grants		X	V	V

enVision Statement Focus Area: Common vision that can be adapted to changing conditions								
Strategy	Develop a community identity program that reflects the community's character and promotes economic opportunity in Manistee County.					Timeline		
Action 7.1	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
 Economic Development Marketing Plan	Create a collaborative economic development marketing plan to target specific industry sectors best suited for the market conditions of Manistee County.	All Manistee County residents, governments, and businesses	All enVision Work Groups	Local units of government, MECCA, public & private grants		x		x
Action 7.2	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Signage Development and Implementation Program	Develop a signage program, incorporating Manistee County logo and motto, and include community gateways and township / village components.	Local governmental units, local businesses, Road Commission, LRBOI, MECCA	Government & Infrastructure Work Group	Local units of government, public & private grants		x	v	v
Action 7.3	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Manistee County Logo / Motto	Establish, through a community process, a Manistee County logo and motto which represents the community's unique identity.	All Manistee County residents, governments, and businesses	All enVision Work Groups	Local units of government, public & private grants	o (logo, no motto)	x		x

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Government & Infrastructure

Local government services are directly related to quality of life. All governmental units in Manistee County provide a variety of essential services, from maintaining public safety to protecting the natural environment.

Adequate infrastructure is also essential for Manistee County's health and vitality. Infrastructure guides community growth and is fundamental to the well-being of a community.

Understanding the issues relating to government and infrastructure creates opportunities for inclusive decision making and sustainable growth throughout Manistee County.



enVision Statement:

"In the year 2015, individuals, groups, and governmental units continue their collaborative efforts to promote exceptional quality of life for all. Infrastructure is well maintained and expands to provide affordable, convenient access, while being environmentally sensitive. Broad participation in the government process makes Manistee County a dynamic community in which to live, grow, and prosper."

Work Group Activities:

This work group held six meetings to discuss the current status of Manistee County, review trends, identify present and future needs, and to recommend implementation options relating to government and infrastructure in Manistee County.



In the beginning of the work group phase, the Government & Infrastructure Work Group identified strengths and challenges including:

Strengths:

- Natural resources;
- Local hospital;
- Strong public school system;
- Deep water port;
- Quality and availability of east/west and north/south highways.

Challenges:

- Determining what type of new businesses to attract;
- Creating opportunities for younger residents;
- Intergovernmental cooperation and communication.



Work Group Activities *cont.*:

Using maps of the Manistee County area, the Government & Infrastructure Work Group also identified primary assets and visions, including:

Assets:

- Abundance of recreational opportunities;
- Existing manufacturing base;
- Public safety system;
- City of Manistee;
- Airport;
- Public transit system;
- Abundance of public lands.

Visions:

- Expand broadband coverage;
- Fill industrial parks;
- Improve park and trail systems;
- Improve recycling program;
- Improve water quality monitoring;
- Expand sewer and water;
- Improve intergovernmental cooperation.



The Government & Infrastructure Work Group spent significant time creating a vision statement that would reflect the ideal state of government and infrastructure in 2015.

The work group was asked to describe a realistic, ideal state for government and infrastructure in 2015. Then, through facilitated discussion, the group created a consensus vision statement. Finally, the group was asked to determine action strategies to attain the visions.

The Government & Infrastructure enVision Statement can be found on the preceding page.

Action Planning:

The Government & Infrastructure Work Group identified twenty-two items that support their vision for the future.

Of the twenty-two action items developed by this work group, seven were considered to be priority items, including:

- Create a forum for local planning collaboration;
- Create a county road / recreation map;
- Seek way to connect existing trail systems;
- Create a Manistee County Recreation Plan;
- Create a county-wide recycling program;
- Create a Citizen Involvement Committee;
- Create a county-wide broadband network.

enVision Manistee County Government & Infrastructure Action Matrix

enVision Statement:

"In the year 2015, individuals, groups, and governmental units continue their collaborative efforts to promote exceptional quality of life for all. Infrastructure is well-maintained and expands to provide affordable and convenient access, while being environmentally sensitive. Broad participation in the government process makes Manistee County a dynamic community in which to live, grow, and prosper."

enVision Statement Focus Area: Collaborative efforts to promote exceptional quality of life								
Strategy	Seek collaborative ways to enhance current governmental functions.				Timeline			
Action 1.1	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
 Local Governmental Units Planning Collaboration	Create and implement quarterly meetings between planning / zoning boards to share best practices	Local governmental units		None needed		X	V	V
Action 1.2	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Michigan 2-1-1 Comprehensive Information and Referral System	In coordination with the healthcare community, create and implement a county-wide 2-1-1 service to provide callers with information about and referrals to human services for every day needs and in times of crisis	HSCB, HHS Council, MCCF, LRBOI, business & industry, government, MECCA, MCCVB, media outlets	Health & Human Services Work Group	WSMC, MCCF, Revenue Sharing Board, public & private grants, UW, DHS, WSCC		X	V	V
Action 1.3	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Blight / Trash Ordinance	Create, implement, and enforce a coordinated blight / trash ordinance throughout Manistee County.	Local townships, cities, and villages		Manistee County		X		

Strategy CONTINUED	Seek collaborative ways to enhance current governmental functions.				Timeline			
	Action 1.4	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013
Multi-jurisdictional Planning	Seek ways to better enhance current multi-jurisdictional planning efforts in Manistee County.	Local governmental units		None needed	x	>	>	>
Action 1.5	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014*
Enhancing Manistee County's "Character"	Seek ways to promote and enhance Manistee County's rural or village character where appropriate.	Area schools, League of Women Voters, Local governmental units, LRBOI, MECCA, Onsite Wastewater Task Force, Road Commission, service organizations, U.S. Forest Service	Art, Culture, & Humanities / Economy & Employment Work Groups	local units of government, revenue sharing board, MSU STDI, private & public grants, service organizations		x	>	>

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Strategy	Seek collaborative ways to better promote recreational opportunities in the county.				Timeline			
Action 2.1	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
 Road / Recreational Map	Create and distribute a county specific road / recreation map that would show access points to recreational opportunities via the county road system.	NWMCOG, Local governmental units, Road Commission, service organizations, MDNR, U.S. Forest Service	Natural Environment & Recreation Work Group	Local units of government, public & private grants		X		X
Action 2.2	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
 Recreational Trail Connectivity	Create and implement strategies to connect existing trail systems in Manistee county.	Local governmental units, Road Commission, service organizations, MDNR, U.S. Forest Service	All enVision Manistee County Work Groups	Local units of government, public & private grants		X	>	>
Action 2.3	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Large Boat Harboring	Explore opportunities to allow the harboring of large (>60') boats.	Local marinas, Local governmental units, LRBOI, MECCA	Natural Environment & Recreation / Economy & Employment Work Groups	Local units of government, public & private grants		X		

Strategy CONTINUED	Seek collaborative ways to better promote recreational opportunities in the county.				Timeline			
Action 2.4	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
 County Recreation Plan	Create and implement a county recreation plan to address a wide range of recreational issues facing residents and visitors alike.	Local governmental units, Manistee County residents, NWMCOG	All enVision Manistee County Work Groups	Local units of government, public & private grants		x		x
Action 2.5	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Recreation Commission	Create a county-wide recreation commission to oversee and implement county recreation plan strategies.	Local governmental units, MDNR, U.S. Forest Service	All enVision Manistee County Work Groups	Local units of government, public & private grants		x	>	>
Action 2.6	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
County Road Bicycling Access	Create and implement strategies to allow for the increased shoulder width of county roads to better allow for bicycle traffic.	Local governmental units, MDOT, Road Commission	Natural Environment & Recreation Work Group	Local units of government, public & private grants		x	>	>

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Strategy	Seek collaborative ways to promote environmental responsibility in the county.				Timeline			
Action 3.1	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
 County-wide Recycling Program	Create and implement a county-wide recycling program that includes a wide range of recycling needs in the county (paper, glass, plastic, hazardous waste, electronics, etc.).	Area schools, local governmental units	Natural Environment & Recreation Work Group	Local units of government, public & private grants		X	>	>
Action 3.2	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Spring Cleanup Program	Create and implement a county-wide spring cleanup program.	Local governmental units, Road Commission, service organizations	Natural Environment & Recreation Work Group	Local units of government, public & private grants		X	>	>
Action 3.3	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Septic Tank Inspections	Create and implement a county-wide ordinance and educational series promoting the regular inspection of septic tank systems in Manistee County.	Local governmental units, Onsite Wastewater Task Force	Natural Environment & Recreation Work Group	Local units of government, public & private grants		X	>	>

Strategy CONTINUED	Seek collaborative ways to promote environmental responsibility in the county.				Timeline			
	Action 3.4	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013
Clean Drinking Water Programs	Seek strategies to promote clean drinking water as an asset to Manistee County.	Local governmental units, Onsite Wastewater Task Force	Natural Environment & Recreation Work Group	Local units of government, public & private grants		X	V	V
Action 3.5	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Abandoned Well Inspections	Seek strategies towards the regular inspection of abandoned wells (oil, gas, water) in Manistee County.	Local governmental units, Onsite Wastewater Task Force	Natural Environment & Recreation Work Group	Local units of government, public & private grants		X	V	V

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enVision Statement Focus Area: Infrastructure is well maintained and expands								
Strategy	Seek best practice methodologies to improve upon Manistee County's current infrastructure.					Timeline		
Action 4.1	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Road Quality / Traffic Task Force	Enhance current road quality / traffic analysis programs.	Local governmental units, Road Commission, MDOT	Economy & Employment Work Group	Local units of government, public & private grants		X	>	>
Action 4.2	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
 Broadband Implementation	Create and implement strategies to create a county-wide, high speed internet network.	Area schools, Local governmental units, LRBOI, MECCA	Economy & Employment Work Group	Local units of government, public & private grants		X		
Action 4.3	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Public Water / Sewer Systems	Explore opportunities to create public water / sewer systems in appropriate areas.	Local governmental units, Onsite Wastewater Task Force	Natural Environment & Recreation Work Group	Local units of government, public & private grants		X		

enVision Statement Focus Area: Broad participation in the government process								
Strategy	Involve citizens in the governmental process.				Timeline			
Action 5.1	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
 Citizen Involvement Committee	Create and implement a county-wide citizen involvement committee to organize opportunities for direct interaction with elected and appointed officials and to gauge perception of residents.	Area schools, League of Women Voters, Local governmental units, MECCA, service organizations	All enVision Manistee County Work Groups	Local units of government, public & private grants		x	>	>
Action 5.2	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Election Education Forums	Create and implement non-partisan forums to inform and educate the public to election year issues and candidates.	Area schools, League of Women Voters, Local governmental units, MECCA, service organizations	All enVision Manistee County Work Groups	Local units of government, public & private grants		x	>	>
Action 5.3	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Communications Clearinghouse	Create and implement a communications clearinghouse to provide a singular source for government postings, announcements, and minutes.	enVision Manistee County, League of Women Voters, Local governmental units, NWMCOG, service organizations		Local units of government, public & private grants		x	>	>

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Health & Human Services

Health is fundamental to quality of life. People suffering from health problems face considerable challenges in addressing other aspects of life. Preventive health care can also be critical for communities, and can potentially save considerable resources. Access to health and human services can pose significant barriers which communities must address.

Additionally, the health of an area's social environment is an important quality of life factor. Manistee County's social environment takes into account poverty, mental health, and family dynamics - issues that impact everyone in the community.

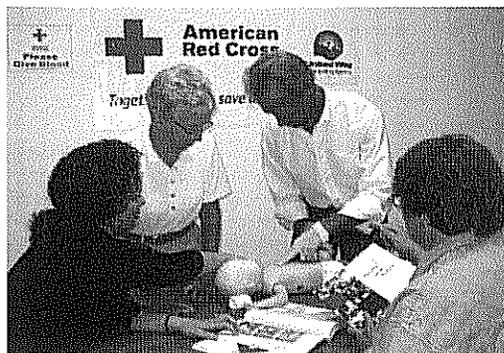
If Manistee County fails to address the health and human services needs of those in the community, it will face tremendous challenges in the future.

enVision Statement:

"In the year 2015, Manistee County is an educated and informed community that values the diversity of individuals and that brings together a variety of resources to meet identified needs for universal access to high quality health and human services."

Work Group Activities:

This work group held six meetings to discuss the current status of Manistee County, review trends, identify present and future needs, and to recommend implementation options relating to health and human services in Manistee County.



In the beginning of the work group phase, the Health & Human Services Work Group identified strengths and challenges, including:

Strengths:

- High levels of volunteerism;
- Financially stable hospital;
- 10-County health plan for those not covered by Medicaid;
- Human Services Collaborative Body.

Challenges:

- Educating people about preventative health;
- Rise of health care costs;
- Aging population issues;
- Federal and state advocacy abilities;
- Reduced health care budgets.



Work Group Activities *cont.*:

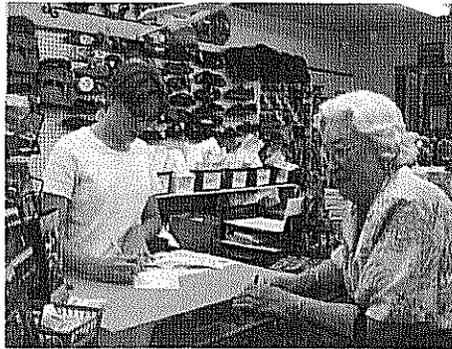
Using maps of the Manistee County area, the Health & Human Services Work Group identified primary assets and visions, including:

Assets:

- County-wide health delivery system;
- Community mental health system;
- County-wide affordable housing;
- Emergency medical service;
- Senior services.

Visions:

- Primary health services in every rural community;
- 2-1-1 system;
- More dental providers;
- Enhanced mental, substance abuse programs;
- Effective public transportation system;
- Mobile hospital services;
- Migrant family services;
- Free medical clinic.



The Health & Human Services Work Group spent significant time creating a vision statement that would best reflect the ideal state of health and human services in 2015.

The work group was asked to describe a realistic, ideal state of health and human services in 2015. Then, through facilitated discussion, the group created a consensus vision statement. Finally, the group was asked to define strategies based upon its vision.

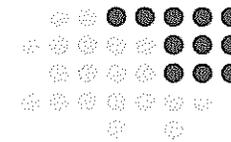
The Health & Human Services enVision Statement can be found on the preceding page.

Action Planning:

The Health & Human Services Work Group identified eighteen action items that support their vision for the future.

Of the eighteen action items developed by this work group, five were considered to be priority items, including:

- Create a health and human services communication / information strategy;
- Implement a Michigan 2-1-1 comprehensive information and referral system;
- Form a Health & Human Services Council;
- HHS transportation system;
- Implement a county-wide health and human services needs assessment.



enVision Manistee County Health & Human Services Action Matrix

enVision Statement:

"In the year 2015, Manistee County is an educated and informed community that values the diversity of individuals and that brings together a variety of resources to meet identified needs for universal access to high quality health and human services."

enVision Statement Focus Area: Educated and informed community								
Strategy	Provide widely available public resources for education and information regarding health and human services.				Timeline			
Action 1.1	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
 HHS Communication / Information Strategy	Create and implement communication venues supplemental to current and future HHS systems to educate and inform those in need of specific HHS resources.	HSCB, UW, MCCF, HHS Council, business & industry, government, MECCA, MCCVB, LRBOI, media outlets	Youth & Education / Government & Infrastructure Work Groups	WSMC, MCCF, Revenue Sharing Board, UW, DHS, WSCC		X	V	V
Action 1.2	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
 Michigan 2-1-1 Comprehensive Information and Referral System	Implement 2-1-1 service in Manistee County to provide information about and referrals to HHS Agencies. Promote 2-1-1 to educate and inform citizens, businesses, and organizations throughout Manistee County.	HSCB, HHS Council, MCCF, LRBOI, business & industry, government, United Way, MECCA, MCCVB, media outlets	Government & Infrastructure Work Group	WSMC, MCCF, Revenue Sharing Board, UW, DHS, WSCC		X	V	V
Action 1.3	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
HHS Education Programs	Create and implement a systematic approach to assure that appropriate HHS programs meet identified community needs.	MSUE, District 10 Health Dept, HHS Council, SFSC, LRBOI, WSCC, DHS, CTF, MISD, MSUE	Youth & Education Work Group	District 10 Health Dept, WSCC, DHS, SFSC, CTF, MISD		X	V	V

enVision Statement Focus Area: Values the diversity of individuals								
Strategy	Increase the diversity (race, sex, age, economic, social, etc.) of individuals receiving and providing health and human services.				Timeline			
Action 2.2	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Diversity Awareness Program	Promote diversity awareness training to various agencies and groups, including inter-agency training opportunities.	Area schools, MISD, student organizations, MSUE, MCFA, DHS, LRBOI, service groups, Michigan Works, WSMC, MCCF	Arts, Culture, & Humanities / Economy & Employment Work Groups	MSUE, District 10 Health Dept, WSCC, DHS, CTF, LRBOI, MISD		x		
Action 2.3	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Diverse Choices of Treatment Strategy	Provide treatment choices (i.e.: holistic, faith-based, alternative medicine, etc.) for HHS clients throughout Manistee County.	HHS Council, LRBOI, organizations of holistic & alternative treatment providers		HHS Providers		x		
Action 2.3	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Cultural Awareness Events	Encourage and support events that showcase diversity within Manistee County.	MECCA, LRBOI, CVB, MEA	Arts, Culture, & Humanities / Economy & Employment Work Groups	MCCVB, MECCA, LRBOI		x	>	>

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enVision Statement Focus Area: Brings together a variety of resources								
Strategy	Seek opportunities to collaborate, cooperate and communicate with health and human services agencies to address common issues and concerns related to the physical, social, and mental health of Manistee County.				Timeline			
Action 3.1	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
 HHS Council	Form a council of multiple HHS agency heads and other decision-makers that convenes regularly to support and advance a cohesive system for maximizing resources and to implement HHS strategies of enVision Manistee County.	WSCC, WSMC, 9 -1-1, MCISD, CMH, United Way, MCCF, 2-1-1, Love INC		HHS Council Member Agencies		X	V	V
Action 3.2	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Grant Resources Program	Create and implement a non-competitive environment for building grant writing skills and developing collaborative grant application processes. Regularly provide inter-agency grant writing workshops. Develop a system for identifying grants.	WSCC, HSCB member agencies, HSCB Exec. Comm., MI Works, LRBOI, NWMCOG, MECCA	All enVision Manistee County Work Groups	HSCB member agencies and grants (UW, MCCF, State of Michigan), WSCC		X	V	V
Action 3.3	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Human Services Collaborative Body (HSCB)	Enhance and support current HSCB activities that focus on collaborative efforts to improve the physical, social, and mental health of Manistee County and to promote collaboration and cooperation between various groups to develop education & training opportunities.	HSCB member agencies, SFSC, HSCB Exec. Comm.		HSCB member agencies and grants (UW, MCCF, State of Michigan), SFSC	O	V	V	V

enVision Statement Focus Area: Meet identified needs								
Strategy	Explore opportunities to maintain and improve physical, mental and social health in response to changing needs of Manistee County.				Timeline			
Action 4.1	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
HHS Resources Inventory	Identify and implement tools for continuous, real-time inventory of HHS services and programs.	2-1-1 contact hub, SFSC, all HHS providers	Economy & Employment Work Group	State, MCCF, UW, WSMC, SFSC		X		X
Action 4.2	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
 Community HHS Needs Assessment	Identify and implement HHS assessment tools, communication, and data-gathering systems to connect those in need with the resources available.	WSMC, Love INC, 2-1-1 contact hub, local media	Economy & Employment Work Group	MCCF, UW, WSMC, FEMA		X		X
Action 4.3	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Community Volunteer System	Create and implement a system for volunteers to identify and connect with opportunities for meaningful and effective use of their interests and abilities.	WSMC, Love INC, MISD/Schools, 2-1-1 contact hub, LRBOI, Senior Center, WSCC	All enVision Manistee County Work Groups	WSMC, MCCF, Revenue Sharing Board, UW, DHS, WSCC		X	>	>

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enVision Statement Focus Area: Universal access								
Strategy	Ensure universal access to healthcare for all Manistee County residents.				Timeline			
Action 5.1	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Community / State / Federal Aid Identification and Advocacy Program	Create and implement a system for identifying available aid and for informing/mentoring those in need to ensure they have access to these resources. Establish a county advocacy system to communicate with high-level decision makers.	WSMC, WSCC, FiveCap, DHS, Love INC, MECCA, Health Dept., Community Mental Health, Continuum of Care, Manistee County State legislators, local media	All enVision Manistee County Work Groups	DHS, local media		X	V	V
Action 5.2	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
 HHS Transportation Program	Assess needs for HHS-related transportation. Identify, support, and improve county-wide, low-cost or free transportation to HHS appointments.	Little River Casino Resort Shuttle, Manistee County Transportation, Volunteer System	Government & Infrastructure Work Group	Manistee County Transportation, LRBOI		X	V	V
Action 5.3	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Community Centers	Identify or establish gathering places throughout the county where community members would interact. Expedite accessibility & delivery by providing services on-site whenever possible. Integrate a variety of uses (i.e.: town meetings, health education, teen activities, fitness).	Local gov't's., HHS Council, schools, Dickson School Cultural Ctr., MECCA, MSUE, LRBOI	Arts, Culture, & Humanities / Government & Infrastructure Work Groups	Local gov't's., HHS Council, schools, MSUE, LRBOI	O	V	V	V
Action 5.4	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Telephone / Internet HHS Communication	Identify and implement a means of universal telephone and internet access to HHS information.	Senior Center, 2-1-1 contact hub, Manistee County Library, developers of community centers (i.e.: Dickson Cultural Center)	Government & Infrastructure Work Group	Senior Center, Manistee County Library, developers of community centers (i.e.: Dickson Cultural Center). State of Michigan		X	V	V

enVision Statement Focus Area: High-quality health and human services								
Strategy	Ensure high-quality health and human services				Timeline			
Action 6.1	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
HHS Benchmarking	Study best practices in serving community needs within and outside HHS industry to identify and define quality. Identify, monitor and adopt best practices which support cultural/community expectations for excellence.	MQC, MBNQA, WSMC, WSCC, HHS Council		HHS Council Member Agencies		X	X	X
Action 6.2	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
HHS Continuous Quality Improvement	Establish defined criteria for excellence beyond state/federal minimum requirements and develop continuous feedback mechanisms from all stakeholders to ensure information is timely and utilized for improvement.	MQC, MBNQA, HHS Council, Manistee County HHS providers with current CQI programs.		HHS Council Member Agencies		X	X	X

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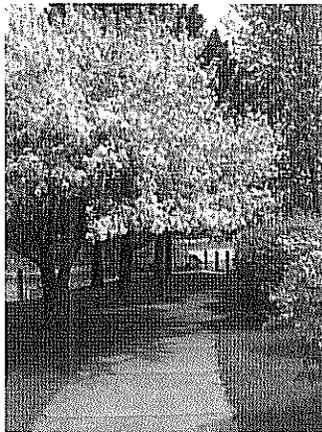
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Natural Environment & Recreation

The natural environment and recreation are key elements to quality of life in Manistee County. The county's natural beauty, resources, and recreational opportunities provide immeasurable benefits—profoundly influencing the county's quality of life.

Without doubt, Manistee County's great appeal is intrinsically linked to its natural environment and the resources and recreational opportunities it affords. Manistee County should take care in decision-making affecting these two issue areas.



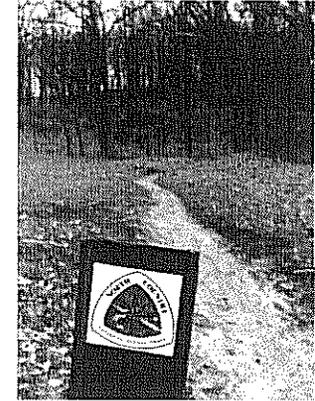
enVision Statement:

"In the year 2015, Manistee County's geography is the magnet, and broad-based collaboration is the means, based on fact based decision making, technology and analysis. This results in improved natural resources, natural environment, individual health, and recreation opportunities."

Work Group Activities:

This work group held six meetings to discuss the current status of Manistee County, review trends, identify present and future needs, and to recommend implementation options relating to the natural environment and recreation in Manistee County.

In the beginning of the work group phase, the Natural Environment & Recreation Work Group identified strengths and challenges, including:



Strengths:

- Abundance of public lands;
- Availability of water;
- Diverse recreational opportunities;
- Abundant, existing recreation infrastructure.

Challenges:

- County-wide recreation plan;
- Providing recreational opportunities for young people;
- Finding a balance between a growing economy and the environment;
- Lack of coordinated planning.



Work Group Activities cont.:

Using maps of the Manistee County area, the Natural Environment & Recreation Work Group identified primary assets and visions, including:

Assets:

- Abundance of trail systems;
- Abundance of public lands;
- Winter activities;
- Fisheries;
- Lake Michigan beachfront;
- City of Manistee Riverwalk.

Visions:

- Improve communication / cooperation among governmental entities;
- Connect existing trail systems;
- Create better public access to water;
- Create a multi-sport, intergenerational recreation complex;
- Create better maps/signs of recreational opportunities.



The Natural Environment & Recreation Group spent significant time creating a vision statement that would reflect the ideal state of the natural environment and recreation in 2015.

The work group was asked to describe a realistic, ideal state of the natural environment and recreation in 2015. Then, through facilitated discussion, the group create a consensus vision statement. Finally, the group was asked to define strategies to attain the vision.

The Natural Environment & Recreation enVision Statement can be found on the preceding page.

Action Planning:

The Natural Environment & Recreation Work Group identified twenty-seven action items that support their vision for the future.

Of the twenty-seven action items developed by this work group, six were considered to be priority items, including:

- Create a Manistee County Recreation Plan;
- Create a Recreation Intergovernmental Sharing Agreement;
- Create an Environmental Intergovernmental Sharing Agreement;
- Create a natural environmental and recreation outreach and education program;
- Implement a program to connect existing trail systems;
- Create a septic tank inspection program.

enVision Manistee County Natural Environment & Recreation Action Matrix

enVision Statement:

"In the year 2015, Manistee County's geography is the magnet and broad-based collaboration is the means used in fact based decision making, utilizing the best technology and thorough analysis. There is an improved natural environment, resulting in enhanced recreational opportunities and individual health, and sustainable use of our natural resources.

enVision Statement Focus Area: Broad-based collaboration								
Strategy	Create a more inclusive structure for intergovernmental cooperation within Manistee County.				Timeline			
Action 1.1	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
 County Recreation Plan	Create and implement a county recreation plan to address a wide range of recreational issues facing residents and visitors alike.	Local governmental units, LRBOI, Manistee County residents, YMCA, CVB, NWMCOG	All enVision Manistee County Work Groups	Local units of government, public & private grants		X		X
Action 1.2	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Recreation Commission	Create a county-wide recreation commission to oversee and implement county recreation plan strategies.	Local governmental units, LRBOI, MDNR, U.S. Forest Service	All enVision Manistee County Work Groups	None needed		X	>	>
Action 1.3	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Recreational Infrastructure Training	Create and implement regular training programs for government officials responsible for recreational planning.	Local governmental units, MDNR, MSUE, U.S. Forest Service	Government & Infrastructure Work Group	Local units of government, public & private grants		X	>	>

Strategy CONTINUED	Create a more inclusive structure for intergovernmental cooperation within Manistee County.				Timeline			
Action 1.4	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
 Recreation Inter-governmental Sharing Agreement	Create and implement an intergovernmental sharing agreement regarding recreational data and information.	Local governmental units, LRBOI	Government & Infrastructure Work Group	None needed		x		
Action 1.5	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
 Environmental Inter-governmental Sharing Agreement	Create and implement an intergovernmental sharing agreement regarding environmental data and information.	Local governmental units, LRBOI	Government & Infrastructure Work Group	None needed		x		

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enVision Statement Focus Area: Improved natural environment								
Strategy	Improve citizen awareness and access to environmental awareness.				Timeline			
Action 2.1	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Manistee County Environment Bulletin	Create and regularly distribute a non-partisan environmental news bulletin specific to Manistee County issues.	Area schools, local units of government, MSUE, LRBOI, property owner associations, sportsman's groups, watershed organizations, MDNR, U.S. Forest Service		Local units of government, public & private grants		X	V	V
Action 2.2	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Environment Oriented Celebrations (Earth Day, Arbor Day, etc.)	Enhance current celebratory activities to include educational forums and involvement programs.	Area schools, local units of government, LRBOI, sportsman's groups, watershed organizations, MDNR, U.S. Forest Service	All enVision Manistee County Work Groups	Area schools, local units of government, public & private grants, MDNR, U.S. Forest Service		X	V	V
Action 2.3	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Manistee County-specific Environmental Education	Enhance current environmental education activities to include topic areas that are specific or unique to the natural environment in Manistee County.	Area schools, local units of government, MSUE, LRBOI, property owner associations, sportsman's groups, watershed organizations, MDNR, U.S. Forest Service	Youth & Education Work Group	Area schools, Local units of government, public & private grants		X	V	V

Strategy CONTINUED	Improve citizen awareness and access to environmental awareness.				Timeline			
Action 2.4	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Environmental Education Speakers List	Create a designated speakers list of qualified individuals to speak on a variety of natural environment issues.	Area schools, local units of government, LRBOI, property owner associations, sportsman's groups, watershed organizations, MDNR, U.S. Forest Service	Government & Infrastructure / Youth & Education Work Group	Area schools, local units of government, public & private grants, MDNR, U.S. Forest Service		X	>	>
Action 2.5	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
 Media Outreach & Education Program	Create and implement a regular appearance in local media outlets to highlight and educate the public on current and upcoming natural environment issues.	Area schools, local units of government, local radio, local tv, local newspapers, LRBOI, property owner associations, sportsman's groups, watershed organizations, MDNR, U.S. Forest Service		Local units of government, public & private grants		X	>	>
Action 2.6	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
County-wide Youth Summer Camp	Create and implement a county-wide summer camp program to focus on natural environment issues specific to the area.	Area schools, local units of government, LRBOI, sportsman's groups, watershed organizations, YMCA, WSCC, MDNR, U.S. Forest Service	Youth & Education Work Group	Area schools, Local units of government, public & private grants		X	>	>

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enVision Statement Focus Area: Enhanced recreational opportunities and individual health								
Strategy	Explore opportunities to enhance the current recreational infrastructure of Manistee County.				Timeline			
Action 3.1	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Activity Specific Recreation Map	Create and distribute maps outlining activity specific opportunities in Manistee County.	Local governmental units, MDNR, CVB, LRBOI, Road Commission, NWMCOG, MDOT, U.S. Forest Service	Government & Infrastructure Work Group	Local units of government, public & private grants		X		X
Action 3.2	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Activity Specific Outreach	Obtain feedback from specific recreational groups regarding improvement opportunities.	Local governmental units, MDNR, LRBOI, YMCA, U.S. Forest Service, recreation clubs, area schools	All enVision Manistee County Work Groups	Local units of government, public & private grants		X	>	>
Action 3.3	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Recreational Kiosks	Create and implement a recreation kiosk program that displays recreational opportunities in the county.	Local units of government, LRBOI, CVB, local businesses	All enVision Manistee County Work Groups	Local businesses, local units of government, public & private grants		X		

Strategy CONTINUED	Explore opportunities to enhance the current recreational infrastructure of Manistee County.				Timeline			
Action 3.4	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Manistee County Passport Program	Create and implement a county-wide passport program in which residents and visitors alike can record visitations to identified area of significance throughout the county.	CVB, Local units of government, MDNR, U.S. Forest Service, LRBOI, local businesses	Economy & Employment Work Group	Local businesses, local units of government, public & private grants		X	>	>
Action 3.5	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
 Recreational Trail Connectivity	Create and implement strategies to connect existing trail systems in Manistee county.	Local governmental units, MDNR, LRBOI, U.S. Forest Service	All enVision Manistee County Work Groups	Local units of government, public & private grants		X	>	>
Action 3.6	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Recreation Signage Program	Create and implement a county recreational signage program to better display recreational access points relative to a variety of activities in Manistee County.	Local governmental units, MDNR, LRBOI, Road Commission, MDOT, U.S. Forest Service	Government & Infrastructure Work Group	Local units of government, public & private grants		X		X

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Strategy CONTINUED	Explore opportunities to enhance the current recreational infrastructure of Manistee County.				Timeline			
Action 3.7	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Village Center Trail Connections	Explore opportunities to connect Manistee County villages and cities via non-motorized trailways.	Local governmental units, MDNR, Road Commission, MDOT, U.S. Forest Service	Government & Infrastructure / Economy & Employment Work Groups	Local businesses, local units of government, public & private grants		X	V	V
Action 3.8	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Limited Mobility Recreational Opportunity	Create and implement a variety of limited mobility recreational opportunities for disabled and elderly individuals.	Local governmental units, Council on Aging, WSMC, MDNR, LRBOI, Road Commission, MDOT, U.S. Forest Service	Government & Infrastructure / Health & Human Services Work Groups	Local units of government, public & private grants		X	V	V
Action 3.9	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Recreation Programs	Seek county-wide, collaborative strategies towards the creation of a county-wide indoor recreation program that provides year-round recreational activities for a variety of age groups.	Area schools, Big Brothers/Sisters, Junior Achievement, YMCA, West Shore Medical Center, WSCC, parent groups, YAC	Arts, Culture, & Humanities / Health & Human Services Work Groups	Local, private foundations, revenue sharing board, schools, service organizations		X		
Action 3.10	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Coach Recruitment Program	Create and implement a coach recruitment program to assist in the after school athletic (traditional & non-traditional) programs.	Area schools, Big Brothers/Sisters, Junior Achievement, Love INC, YMCA, parent groups, YAC	Arts, Culture, & Humanities Work Group	Local, private foundations, revenue sharing board, schools, service organizations		X		

Strategy	Identify emerging recreational activities and seek ways to incorporate into the current recreational infrastructure.				Timeline			
Action 4.1	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Frisbee Golf	Create and implement strategies to integrate "Frisbee Golf" into current public lands and / or parks.	Area schools, local units of government, CVB, LRBOI, property owner associations, sportsman's groups, watershed organizations	Youth & Education / Government & Infrastructure Work Groups	Local units of government, public & private grants		X		
Action 4.2	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Geocaching	Create and implement strategies to fund a "Geocaching" program in the county.	Area schools, local units of government, CVB, LRBOI, property owner associations, sportsman's groups, watershed organizations	Youth & Education / Government & Infrastructure Work Groups	Local units of government, public & private grants		X		
Action 4.3	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Large Boat Harboring	Explore opportunities to allow the harboring of large (>60') boats.	Area schools, local marinas, MECCA, local units of government, LRBOI, property owner associations, sportsman's groups, watershed organizations	Economy & Employment / Government & Infrastructure Work Groups	Local units of government, public & private grants		X		
Action 4.4	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Bike Tours	Create and implement a Manistee County bike tour program.	Area schools, local units of government, LRBOI, bike clubs	All enVision Manistee County Work Groups	Local units of government, public & private grants		X	>	>

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enVision Statement Focus Area: Sustainable use of our natural resources								
Strategy	Obtain a high level of natural resources management best practices.				Timeline			
Action 5.1	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Private Landowner Educational Forums	Create and implement a timber management educational forum for private landowners.	Local governmental units, MDNR, LRBOI, Road Commission, property owner associations, NWMCOG, MDOT, U.S. Forest Service	Government & Infrastructure Work Group	Local units of government, public & private grants		x	>	>
Action 5.2	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
 Septic Tank Inspections	Create and implement a county-wide ordinance and educational series promoting the regular inspection of septic tank systems in Manistee County.	Local units of government, health dept., property owner associations, realtors	Government & Infrastructure Work Group	Local, private foundations, revenue sharing board, service organizations, state/federal grants		x	>	>

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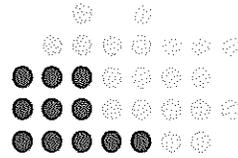
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Youth & Education

Education is important to Manistee County and some would argue it is the most important aspect surrounding the future health of the community. The local educational system develops area youth and adults, motivates decisions regarding where people live, creates a skilled labor force, and provides a tremendous resource to improve the quality of life.

The success of local youth is directly tied to the future success of Manistee County. Additionally, the community should not undervalue the importance of education, not only for its youth, but also for lifelong learners and job seekers.



enVision Statement:

"In the year 2015, Manistee County provides youth with the educational foundation to become confident, lifelong learners who are able to recognize the values necessary to become productive citizens. Additionally, community members have the means to explore a broad spectrum of opportunities that results in their ability to obtain employment and fulfill human needs permitting individuals and families to live happy, comfortable, and self-satisfying lives."

Work Group Activities:

This work group held six meetings to discuss the current status of Manistee County, review trends, identify present and future needs, and to recommend implementation options relating to youth and education in Manistee County.

In the beginning of the work group phase, the Youth & Education Work Group identified strengths and challenges, including:

Strengths:

- Rural pace vs. urban issues;
- Endless enthusiasm and possibilities for youth;
- Very good public school system;
- Quality of youth groups;
- Youth want a say in decision-making;
- Number of schools in the county, student / teacher ratio.

Challenges:

- Lack of jobs for youth;
- Lack of career exploration;
- An understanding of how the community is preparing youth for the future;
- Disenfranchised students;
- Recreational opportunities for youth.



Work Group Activities *cont.*:

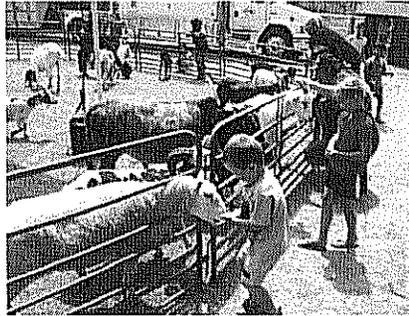
Using maps of the Manistee County area, the Youth & Education Work Group also identified primary assets and visions, including:

Assets:

- County-wide library system;
- Public school system;
- Natural resources;
- Traditional sports opportunities.

Visions:

- Lifelong learning centers throughout the county;
- Visual arts education center;
- County-wide mentoring program;
- Parenting classes;
- Enhancement of pre-school activities;
- Visual arts education center;
- Enhance technical training opportunities.



The Youth & Education Work Group spent significant time creating a vision statement that would best reflect the ideal state of youth and education in 2015.

The work group was asked to describe a realistic, ideal state for youth and education in 2015. Then, through facilitated discussion, the group created a consensus vision statement. Finally, the group was asked to identify key focus areas within the statement to better target action strategies.

The Youth & Education enVision Statement can be found on the preceding page.

Action Planning:

The Youth & Education Work Group identified ten action items that will support their vision for the future.

Of the ten action items developed by this work group, five were considered to be priority items, including:

- Create a community Career Learning Program;
- Local Job Market Analysis;
- Career education training;
- Anti-bullying Program;
- Youth substance abuse education and outreach



enVision Manistee County Youth & Education Action Matrix

enVision Statement:

"In the year 2015, Manistee County provides youth with the educational foundation to become confident lifelong learners, who are able to recognize the values necessary to become productive citizens. Additionally, community members have the means to explore a broad spectrum of opportunities that result in their ability to obtain employment and fulfill human needs permitting individuals and families to live happy, comfortable, and self-satisfying lives."

enVision Statement Focus Area: Provides youth with the educational foundation								
Strategy	Seek activities to "broaden" the educational experiences of area youth.				Timeline			
Action 1.1	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Art / Culture Education Enhancement	Create and implement an arts enhancement program to better integrate arts education into all educational programs.	Area schools, Arts Council, Manistee Arts Institute, Ramsdell Theater, LRBOI, Manistee Civic Players, MI Works, Jaycees, Big Brothers/Sisters, Junior Achievement, Love INC, parent groups, local artists, YAC, MISD	Arts, Culture, & Humanities Work Group	Local, private foundations, revenue sharing board, schools, service organizations		X	>	>
Strategy	Coordinate career preparatory activities with peers, post-secondary institutions, and local employers.				Timeline			
Action 2.1	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
 Community Career Learning Program	Create and implement strategies to better integrate area employers with the schools by providing opportunities to receive "hands on" learning and employer involvement throughout the county.	Area schools, Big Brothers/Sisters, local businesses, Chamber of Commerce, West Shore Medical Center, Junior Achievement, MECCA, Mfg. Council, SCORE, MISD, MI Works, WSCC, parent groups, YAC	Economy & Employment Work Group	Local, private foundations, revenue sharing board, schools, service organizations		X	>	>

Strategy CONTINUED	Coordinate career preparatory activities with peers, post-secondary institutions, and local employers.				Timeline			
Action 2.2	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Education Interest Surveys	Survey area youth, lifelong learners, and employers regarding interest areas to create corresponding course offerings.	Area schools, MECCA, Mfg. Council, SCORE, NWMCOG, MISD, MI Works, WSCC, parent groups, YAC	Economy & Employment Work Group	Local, private foundations, revenue sharing board, schools, service organizations		X		X
Action 2.3	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Youth Best Practices Committee	Create and implement a forum in which youth service providers can share best practices with other youth oriented professionals in Manistee County.	Area schools, Big Brothers/Sisters, Junior Achievement, MISD, Love INC, parent groups, YAC	All enVision Manistee County Work Groups	Local, private foundations, revenue sharing board, schools, service organizations		X	>	>
Action 2.4	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Valuing Youth Program	Create and implement a youth recruitment program for interested youth to assist in county-wide decision making activities.	Area schools, Big Brothers/Sisters, Junior Achievement, MISD, LRBOI, Service Clubs, Love INC, parent groups, YAC	All enVision Manistee County Work Groups	Local, private foundations, revenue sharing board, schools, service organizations		X	>	>

Please note:

- Every action item supports a key focus area (underlined in the enVision statement) and strategy;
- Assigned numbers are meant for referencing purposes only;
- All acronym definitions can be found in the Appendix section of this document.

LEGEND:

o =Implemented

> =Ongoing

x =To be implemented

✓ =Priority Item

enVision Statement Focus Area: Means to explore a broad spectrum of opportunities								
Strategy	Broaden career exploration opportunities for all Manistee County residents.				Timeline			
Action 3.1	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
 Local Job Market Analysis	Survey area employers to determine the skill sets necessary to enter the local job market.	Area schools, local units of government, LRBOI, MISD, NWMCOG, Little River Casino, MECCA, Mfg. Council, SCORE, West Shore Hospital, MISD, MI Works, WSCC, parent groups, YAC	Economy & Employment Work Group	Local, private foundations, revenue sharing board, schools, service organizations		X		X
Action 3.2	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
 Career Education Training	Enhance current career education programs to allow for individualized selection of vocational and/or professional job training.	Area schools, Big Brothers/Sisters, Junior Achievement, LRBOI, MECCA, Mfg. Council, SCORE, MISD, MI Works, WSCC, parent groups, YAC	Economy & Employment Work Group	Local, private foundations, revenue sharing board, schools, service organizations	X	V	V	V
Action 3.3	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013	2014+
Mentor Recruitment Program	Create and implement a mentor recruitment program for interested youth to assist in the pursuit of individual excellence.	Area schools, Big Brothers/Sisters, Coalition of Youth, MISD, YMCA, LRBOI, Junior Achievement, Love INC, parent groups, YAC, Women's Network	All enVision Manistee County Work Groups	Local, private foundations, revenue sharing board, schools, service organizations		X		

Strategy	Seek activities to increase the physical and mental health of Manistee County youth.				Timeline			
	Action 4.1	Description	Potential Partners	enVision Partners	Possible Funders	<2006	2006-2009	2010-2013
 Anti-bullying Program	Create and implement a county-wide program to address the four types of bullying in schools: physical, social, verbal, and electronic.	Youth & Family Council, Law Enforcement, MISD, Coalition for Youth Success, Area schools, Big Brothers/Sisters, Junior Achievement, Love INC, parent groups, YAC	Health & Human Services Work Group	Local, private foundations, revenue sharing board, schools, service organizations	x	>	>	>
 Youth Substance Abuse Education / Outreach	Create and implement county-wide programs that provide early education about drugs / alcohol, open communication, good role modeling, and early recognition of substance abuse.	YAC, Area Schools, local governmental units, MISD, YMCA, law enforcement, DARE, LRBOI, Coalition for Youth Success, LOVE INC., parent groups	Health & Human Services Work Group	Local, private foundations, YAC, revenue sharing board, schools, service organizations	x	>	>	>

Please note:

- Every action item supports a key focus area (underlined in the enVision statement) and strategy;
- Assigned numbers are meant for referencing purposes only;
- All acronym definitions can be found in the Appendix section of this document.

LEGEND:

- o =Implemented
- x =To be implemented
- > =Ongoing
-  =Priority Item



The best is yet to come!

The enVision Manistee County process and results are a product of countless hours of hard work by a large number of volunteers throughout Manistee County. It is a remarkable reflection of the dedication, loyalty and commitment that people selflessly bring to making Manistee County a better place.

It is of great importance that implementation is underway. Examples include:

- The United Way of Manistee County and the Manistee County Community Foundation have taken the unprecedented step to develop a collaborative grant process with the collective grant funds of both organizations to be focused on the priorities and recommendations of enVision Manistee County (Grant applicants must refer to the complete enVision Manistee County document in preparing their grant applications. Go to www.envisionmanisteecounty.org.)
- Michigan State University's Small Town Design Initiative has approved an application to bring the faculty, staff and fifth-year students from the renown Landscape Architecture School to Manistee County. During 2006 and continuing into 2007, they will lead a community-driven process to provide physical designs of all of Manistee County's communities and environs. This MSU program has provided similar assistance to over 40 Michigan communities and this will be the first time in the history of their program that they have dedicated their resources to an entire county.
- Plans are being prepared to assess how we bring new essential services to our county: Broadband (high speed internet service) and "2-1-1"
- Three significant private foundations are in the final stages of their review of funding applications to support the implementation of enVision Manistee County.
- West Shore Community College will soon announce plans to bring a new Leadership Institute to Manistee County to support enVision Manistee County.
- The Youth Advisory Committee to the Manistee County Community Foundation has launched a new two-year fund development program to make grants to help respond to the priorities of youth identified through enVision Manistee County.

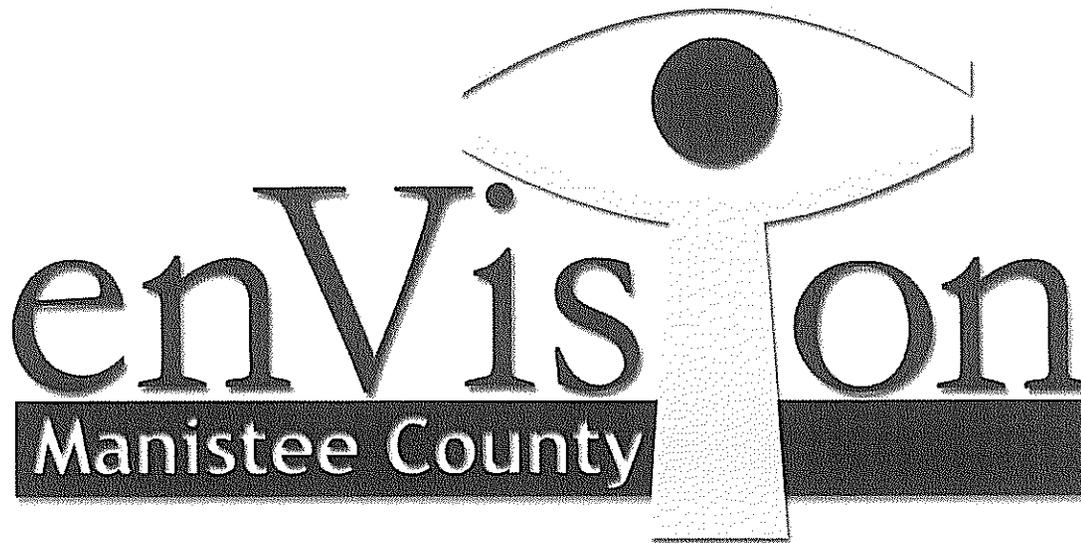




The best is yet to come! *cont.*

- The Manistee County Community Foundation and the United Way will use the visions and priorities of enVision Manistee County as a guide for existing and new philanthropy – to focus time, treasures and talent on addressing the needs identified through this open, county-wide process.

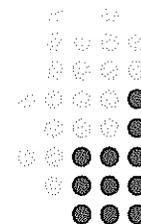
The best is truly yet to come. We plan to formally update enVision Manistee County every five years to meet the evolving needs and opportunities of the County. We ask each of you to “enVision the Possibilities” and take an active role in converting visions into action and results!





Appendix: Acronym Definitions

ACH.....	Arts, Culture, & Humanities	MEA.....	Michigan Education Association
CMH.....	Community Mental Health	MEDC.....	Michigan Economic Development Corporation
CQI.....	Continuous Quality Improvement	MISD.....	Manistee Intermediate School District
CTF.....	Children’s Trust Fund	MLUI.....	Michigan Land Use Institute
CVB.....	Convention & Visitor Bureau	MQC.....	Michigan Quality Council
DDA.....	Downtown Development Authority	MSUE.....	Michigan State University Extension
DHS.....	Department of Human Services	NWMCOG.....	Northwest Michigan Council of Governments
EDO.....	Economic Development Organizations	NER.....	Natural Environment & Recreation
EE.....	Economy & Employment	SBTDC.....	Small Business & Technical Development Center
GI.....	Government & Infrastructure	SCORE.....	Service Corps of Retired Executives
HHS.....	Health & Human Services	SFSC.....	Strong Families / Safe Children
HSCB.....	Human Services Collaborative Body	UW.....	United Way of Manistee County
IDC.....	Industrial Development Corporation	WSCC.....	West Shore Community College
LRBOI.....	Little River Band of Ottawa Indians	WSMC.....	West Shore Medical Center
MAI.....	Manistee Arts Institute	YAC.....	Youth Advisory Committee
MBNQA.....	Malcolm Baldrige National Quality Award Program	YE.....	Youth & Education
MCCF.....	Manistee County Community Foundation	YMCA.....	Young Men’s Christian Association
MCFA.....	Manistee County Family Advocates		
MEA.....	Michigan Education Association		
MDNR.....	Michigan Department of Natural Resources		
MDOT.....	Michigan Department of Transportation		
MECCA.....	Manistee Economic Council & Chamber Alliance		



EnVision Manistee County Community Survey Results Summer 2005

Q1. On average, how far do you travel for recreation and/or entertainment, including for such things as movies, museums, art events, parks, trails, civic centers, etc.?

0-5 miles—19.6% 6-15 miles—14.7% 16-30 miles—23.8% 31-50 miles—22.3% 51-100 miles—7.9%
Over 100 miles—6.4% NA/Do not travel—5.3%

Q2. In your opinion, how important is the development or enhancement of the following cultural and recreational opportunities in Manistee County?

	Very Important	Somewhat Important	Not Important At All		Very Important	Somewhat Important	Not Important At All
Historical museum	47.5%	41.9%	10.6%	Baseball fields	47.9%	37.0%	15.1%
Children's museum	46.0%	39.6%	14.3%	Snowmobile trails	30.9%	38.1%	30.9%
Art museum	35.8%	46.8%	17.4%	Non-motorized trails	57.4%	30.6%	12.1%
Ice skating rink	35.5%	38.9%	25.7%	Casinos	10.2%	24.9%	64.9%
Public access to water— beaches, boat launches, marinas	82.3%	10.9%	6.8%	Libraries	84.9%	10.6%	4.5%
Soccer fields	39.2%	41.9%	18.9%	Community Theater	61.5%	29.8%	8.7%
				Other (specify)			

Q3. Overall, how would you rate the future "health" of Manistee County's economy based on current condition?

Excellent—1.9% Above Average—9.6% Average—33.1% Below Average—38.5% Poor—16.9%

Q4. In your opinion, how important is that Manistee County attract or encourage more of the following:

	Very Important	Somewhat Important	Not Important At All		Very Important	Somewhat Important	Not Important At All
Professional Services	64.2%	28.7%	7.2%	Large-scale, heavy manufacturing	55.8%	27.5%	16.6%
Agriculture	58.3%	34.5%	7.2%	Large retail	47.9%	34.0%	18.1%
Recreational Tourism	52.1%	36.6%	11.3%	Small retail	63.0%	31.3%	5.7%
Small-scale, light manufacturing	78.9%	18.1%	3.0%	Health care	86.0%	8.3%	5.7%

Please indicate your level of agreement with each of the following statements:

Q5. Manistee County is able to provide sustainable employment opportunities that offer a "livable wage."

Strongly Agree—4.5% Somewhat Agree—19.2% Neither Agree nor Disagree—9.4% Somewhat Disagree—32.1% Strongly Disagree—34.7%

Please indicate how likely you are to use each of the following modes of transportation to travel to work or errands, assuming the facilities and infrastructure were in place to make your travel safe and convenient.

	Very Likely	Somewhat Likely	Not Likely At All		Very Likely	Somewhat Likely	Not Likely At All
10a. Bicycle	14.0%	22.3%	63.8%	10d. Carpool	20.4%	25.7%	54.0%
10b. Walk	40.4%	30.9%	28.7%	10e. Drive alone	82.6%	12.8%	4.5%
10c. Public transit	19.6%	27.9%	52.5%	10f. Other (specify)			

Please indicate if each of the following is Very Desirable, Somewhat Desirable, or Not Desirable At All when considering where to live:

	Very Desirable	Somewhat Desirable	Not Desirable At All		Very Desirable	Somewhat Desirable	Not Desirable At All
Close to water, such as rivers or lakes	60.4%	28.7%	10.9%	Close to public parks	35.5%	40.0%	24.5%
Rural character (farms, open space)	50.9%	32.1%	17.0%	Close to schools	30.6%	27.9%	41.5%
A private or secluded location	41.9%	27.9%	30.2%	Close to health care services / hospitals	55.5%	33.6%	10.9%
Close to work / job	36.2%	32.8%	30.9%	Close to services / shopping	42.3%	44.5%	13.2%
An older, established community (city, village neighborhood)	39.6%	39.2%	21.1%	Close to transit	22.6%	26.8%	50.6%
Close to non-motorized trails (walking, biking)	35.5%	35.8%	28.7%	New development	6.8%	26.8%	66.4%
				Close to motorized trails (snowmobile, ORV)	4.9%	16.2%	78.9%

Q12. In your opinion, within the past two years, has the quality of health care in your county been:

Improving—35.7% Declining—11.6% Staying the Same—52.7%

Q13. Which local health care services have you used in the last 12 months? (Choose all that apply)

Hospital—69.8% Nursing Home—4.2% Mental Health—3.4% Physical Therapy—27.2% Home Care—10.9% Doctor's Office—90.2%

Q14. On average, how far do you travel to access health care?

0-5 miles—36.6% 6-15 miles—24.5% 16-30 miles—17.4% 31-50 miles—9.8%
 51-100 miles—7.2% Over 100 miles—2.6% NA/Do Not Travel—1.9%

Q15. On average, how often, not including workplace activities, do you exercise?

5-7 days/wk—27.5% 3-4 days/wk—36.6% 1-2 days/wk—17.4% Less than 1 day/wk—9.1% Never—9.4%

Q26. How long have you lived in Manistee County?

Less than 5 Years—4.9%	5-10 Years—15.1%	11-20 Years—20.4%	21-30 Years—11.7%	Over 30 Years—47.9%
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Q27. In which township or village do you live?

City of Manistee—28.7%	Manistee Twp.—10.6%	Onkama Twp.—9.4%
Filer Charter Twp.—7.9%	Norman Twp.—7.2%	Bear Lake Twp.—6.4%
Arcadia Twp.—4.9%	Other—4.9%	Pleasanton Twp.—4.5%
Maple Grove Twp.—4.2%	Dickson Twp.—3.4%	Stronach Twp.—3.0%
Brown Twp.—2.3%	Marilla Twp.—1.5%	Springdale Twp.—1.1%

Gender

Male—32.8%	Female—67.2%
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EnVision Manistee County Youth Survey Results

Spring 2005

Q1. Overall, how would you rate your community as a place to live?

Excellent—6.5% Above Average—21.6% Average—54.9% Below Average—12.3% Poor—4.6%

Q2. Overall, how often do you feel a sense of belonging in your community?

Always—9.8% Often—28.0% Occasionally—37.6% Seldom—16.5% Never—8.1%

Q3. Overall, how would you rate the public education system in your community?

Excellent—6.9% Above Average—26.3% Average—48.3% Below Average—13.7% Poor—4.4%

Q4. How concerned are you with regard to the public education system in your community?

Very Concerned—11.1% Somewhat Concerned—31.5% Neutral—38.0% Somewhat Unconcerned—13.3% Very Unconcerned—6.0%

Q5. Overall, how would you rate the natural environment in your community?

Excellent—11.0% Above Average—34.1% Average—44.8% Below Average—7.3% Poor—2.8%

Q6. How concerned are you with regard to the natural environment in your community?

Very Concerned—12.8% Somewhat Concerned—35.6% Neutral—37.6% Somewhat Unconcerned—8.9% Very Unconcerned—5.1%

Q7. Overall, how would you rate the cultural opportunities (concerts, museums, plays) in your community?

Excellent—3.7% Above Average—11.6% Average—33.1% Below Average—29.6% Poor—22.1%

Q8. How concerned are you with regard to the cultural opportunities in your community?

Very Concerned—10.4% Somewhat Concerned—29.7% Neutral—39.8% Somewhat Unconcerned—12.0% Very Unconcerned—8.1%

Q9a. Overall, how would you rate the recreational opportunities (such as parks trails, recreational facilities, organized sports) in your community?

Excellent—8.1% Above Average—24.5% Average—43.0% Below Average—17.8% Poor—6.7%

Q9b. Overall, how would you rate the recreational opportunities for people 18 and under in your community?

Excellent—3.47% Above Average—13.6% Average—35.2% Below Average—29.1% Poor—18.6%

Q10. How concerned are you with regard to the recreational opportunities in your community?

Very Concerned—15.7% Somewhat Concerned—36.8% Neutral—35.6% Somewhat Unconcerned—6.3% Very Unconcerned—5.7%

Q22. Overall, how would you rate your job opportunities in Manistee County after you graduate from high school?

Excellent—3.7% Above Average—9.2% **Average—36.1%** Below Average—30.4% Poor—20.6%

Q23. Overall, how would you rate your job opportunities in Manistee County after graduation from college?

Excellent—4.7% Above Average—14.0% **Average—39.4%** Below Average—26.3% Poor—15.6%

Q24. In your opinion, how much of a problem is teen use of drugs or alcohol?

Very Much a Problem—36.2% Somewhat of a Problem—28.2% Undecided—19.6% Not Much of a Problem—8.2% Not a Problem at All—7.8%

Q25. What is your grade level?

Freshman—25.7% Sophomore—26.5% **Junior—29.4%** Senior—17.9%

Q26. What is your age?

14—9.0% 15—23.6% 16—25.3% **17—28.1%** 18—13.8%

Q27. What is your gender?

Male—47.1% **Female—52.9%**

Q28. Additional Comments:

**Master Plan Review Committee
Meeting of February 28, 2008
6:00 p.m. in the Lunch Room**

Members Present: Maureen Barry, Dave Crockett, Eric Gustad, Roger Yoder

Others: Jay Kilpatrick (Williams & Works), Mike Clark (Williams & Works), Jon Rose, and Denise Blakeslee

Members of the Ordinance Re-Write Committee met with Jay Kilpatrick and Mike Clark our Planner of Record. This meeting was to discuss the Master Plan. The Group reviewed Task List that was distributed at the January 17, 2008 Worksession. Reviewed list and comments were as follows:

Preface, No additional work needed

Chapter 1 Introduction, Need Steve Harold to provide language and minor changes remain.

Chapter 2 Existing Land Use, Jay/Mike were given the Existing Land Use Map that the Committee updated. They will be able to provide the computations from the map needed to finish this chapter.

Chapter 3 Population, Housing, Employment, and Population Projections Local and Regional Comparisons. Jay/Mike were provided with copies of the Housing Studies. Eric Gustad will see if there is a Study that was done by the LRBOI that could be shared with the Planner.

Chapter 4 Transportation, A copy of the U.S. 31 Corridor Study and Non Motorized Transportation Plan will be provided. Rail Relocation and recent upgrades to the airport will need to be included also.

Chapter 5 City Utilities, Two items need verification

Chapter 6 Township and City - Planning Relations, Copies of the neighboring plans were provided to Williams and Works.

Chapter 7 Guiding Issues and Plan Goals, Jay/Mike will provide information to the Planning Commission who will work on goals during their March Worksession.

Chapter 8 Future Land Use, Jay/Mike will review existing standards.

Chapter 9 the Downtown, This section will be removed Beckett Raeder have done a recent downtown study. This chapter will be removed, but the document will become an attachment.

Chapter 10 Implementation Will work on once other tasks are complete.

Respectfully Submitted



Denise Blakeslee
Recording Secretary for the Planning Commission

**Ordinance Re-Write Committee
Meeting of February 28, 2008
2:00 p.m. in Executive Council Chambers**

Members Present: Linda Albee and Ben Bifoss

Members Absent: Harlo Haines and Tony Slawinski

Others: Lee Trucks (DDA), Jay Kilpatrick (Williams & Works), Mike Clark (Williams & Works), Jon Rose, and Denise Blakeslee

Members of the Ordinance Re-Write Committee met with Jay Kilpatrick and Mike Clark our Planner of Record. This meeting was to discuss Ordinance Amendments that require their assistance in drafting proposed language. Discussion on items as follows:

Vertical Zoning

Lee Trucks from the DDA was present during this portion of the meeting. The group discussed the list of permitted uses in the C-3 Zoning District and determined which should be permitted. Uses that were removed as a permitted use shall become a special Use. This only applies to the first 25 feet of depth on the River Street level for buildings from Cypress Street (U.S. 31) to Pine Street.

Condominiums

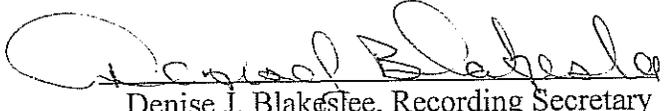
Discussed changing the definition of parcel without having to add additional language to the ordinance. Discussed the definition of a Zoning Lot. How site condos need to be addressed.

View Corridors

Discussed the need to preserve views throughout the community. Discussed the need to establish a building width restriction and percentage to allow views. These requirements would not apply to the L-I, Light Industrial District or the G-I, General Industrial District.

Mr. Kilpatrick and Mr. Clark will be drafting language for the committee to review.

Respectfully Submitted


Denise J. Blakeslee, Recording Secretary
City of Manistee Planning Commission



Envision *Accessible* Manistee County!

FINAL REPORT AND RECOMMENDATIONS

October 2007

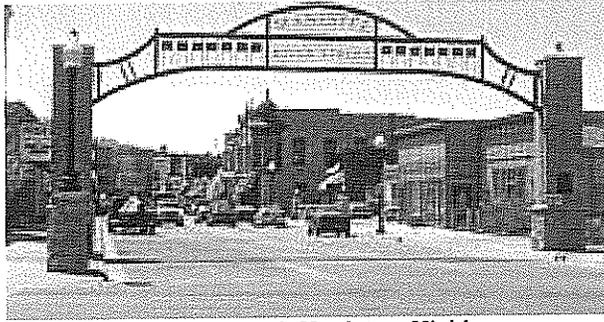
**A product of the Easter Seals Rural Solutions
Community Engagement and Accessibility Project**

in collaboration with

**Easter Seals Michigan
and
Manistee Alliance for Economic Success**

Funding provided by:





Main Street Arch Manistee, Michigan

BACKGROUND

In January 2007, Easter Seals headquarters and Easter Seals Michigan staff selected Manistee, Michigan as the second site in the nation in which to pilot test and refine a model for a rural community engagement and accessibility project. This project was funded by a grant from the USDA Office of Rural Development. The project goal was to engage the community in developing an action plan for addressing the needs and inclusion of people with disabilities county-wide. Easter Seals selected Manistee County for a variety of reasons, including

- ◆ the modest population (Manistee city approx. 6700+; Manistee county approx. 25,000),
- ◆ 2006 completion of a 16-month visioning process called Envision Manistee County that involved over 700 people,
- ◆ leaders who are looking for ways to increase the community's economic base, including capitalizing on its unique location as a tourist destination,
- ◆ the community's efforts to begin making parts of the town and county physically accessible to people with limited mobility,
- ◆ the fine hospital and clinic system in place, and
- ◆ Easter Seals Michigan's desire to find a way to reach people in rural communities across the state that could benefit from its services.

METHODOLOGY

The Easter Seals headquarters and Easter Seals Michigan staff collaborated with the newly re-engineered Alliance for Economic Success (AES) to facilitate the project. Community leaders and residents, including those with disabilities, were contacted by telephone and invited to an introductory meeting. The group was informed about the project and its goals and encouraged to participate. Over the course of the project, approximately 65 people were involved in some way. A core group of about 35 participated in a series of four meetings over a ten-month period between January and October 2007. An asset-based community development approach was used to frame the project activities. During that time they developed a plan for making the community a welcoming and accessible place for all people, including those with disabilities and chronic health conditions.

Similar to those used in the county-wide visioning effort, workgroups were formed in each of six areas of focus (i.e., education, employment, health, housing, recreation/social, and transportation) to:

- ◆ define barriers, issues, and needs related to universal access,
- ◆ establish priorities for initiating universal access based upon Envision Manistee County priorities and work group discussions, and
- ◆ develop recommendations and action plans for the County to respond to universal access needs

INDIVIDUAL & ORGANIZATIONAL PARTICIPATION

Approximately 65 individuals participated in the process. The organizations represented by participants included:

Alliance for Economic Success (formerly
Manistee Economic Development Office)
City of Manistee
Lake Michigan Broadcasting
Manistee Area Chamber of Commerce
Manistee-Benzie Community Mental Health
Manistee County Community Foundation
Manistee County Council on Aging
Manistee County District Health Department
#10
Manistee County Transportation
Manistee High School
Manistee Intermediate School District
Michigan Department of Human Services
Michigan State University Extension
Michigan Works!
West Shore Medical Center



J. Cocciolone, President & CEO Easter Seals Michigan, leads final phase one project discussion.

SPECIAL NEEDS AND ISSUES

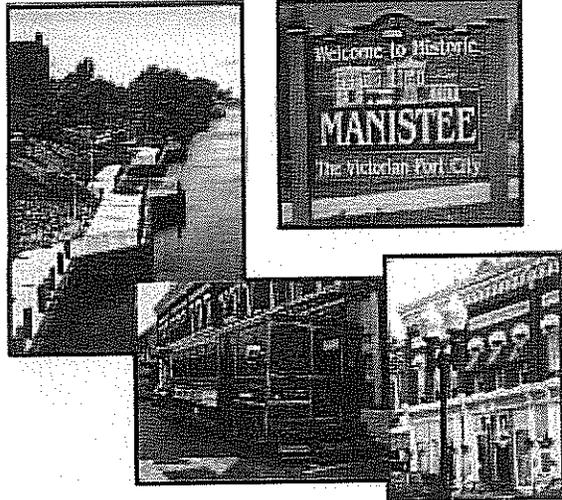
Rural, economically depressed areas, such as Manistee County, face challenges in the delivery of services for individuals who have disabilities, including:

- ◆ Programs and services are often not readily accessible or available.
- ◆ Private and public resources to provide the diversity of programs and services usually available in more urbanized and/or more affluent areas are absent.
- ◆ The number of older adults who have disabilities and chronic health conditions and require support services to maintain their independence is often well above the state urban norm. This is true of Manistee County.
- ◆ Programs for local residents affected by such issues as homelessness, substance abuse, and domestic violence often take priority over programs and services emphasizing universal access, education, and awareness aimed at helping local residents with disabilities.
- ◆ Health care costs that are often not fully reimbursed, which may be due in part to the large number of low-income residents' lack of health insurance, make expansion and delivery of health care services difficult for both the county and the individuals.
- ◆ Transportation options are often limited, distances to services long, and available vehicles are not accessible for someone using a wheelchair.

OPPORTUNITIES

While economically depressed rural areas like Manistee County present challenges that are unique and different from more urban areas, they also present clear opportunities. Opportunities Manistee County holds include the following.

- ◆ The county's modest population (approx. 25,000), makes it easier to inform its residents about challenges and issues of concern to the community. And if the community becomes focused, mobilized, and engaged in formulating the solutions, significant progress can be made relatively quickly.
- ◆ The county's natural resources are remarkable assets and could be leveraged for economic development by establishing universally accessible recreation and tourism initiatives.
- ◆ The county's size also makes it possible through a variety of means, including local and state programs and volunteer efforts, to inventory and address significant barriers and issues people with disabilities face.



RECOMMENDATIONS

Four primary recommendations were defined as a result of the "Envision Accessible Manistee County!" initiative.

1. **INCREASE UNDERSTANDING.** *Increase community awareness of and education about disabilities and disability issues.*
2. **CREATE SOLUTIONS.** *Better identify education, employment, health, housing, recreation, and transportation needs of children and adults with disabilities and create solutions to meet them.*
3. **FORM PARTNERSHIPS.** *Work to establish community partnerships to support children and adults with disabilities.*
4. **PROMOTE A VISION.** *Become known as a destination accessible to everyone.*

ACTION PLANS

Recommendation 1: *Increase community awareness of and education about disabilities and disability issues.*

Workgroup Findings

Education:

- ◆ A general lack of awareness about disabilities and disability issues exists among students and faculty throughout the school system.

Employment:

- ◆ Employers are fearful about hiring someone with a disability due to potential liabilities and ADA requirements. The fear may be based on a lack of knowledge about the law.
- ◆ Access to work opportunities is sometimes hampered by lack of transportation and limited accommodations within the work environment.

Health:

- ◆ In general, rural residents and health professionals in the area lack information concerning services available to individuals with disabilities, service and program eligibility among people who are underinsured, and programs currently available at various agencies.

Housing:

- ◆ The community (including realtors, builders, contractors, developers, city planners, and the general public) needs to be educated on what constitutes an accessible home and the kinds of in-home accommodations and accessible features that are available to meet the needs of someone with disabilities and/or chronic health condition.
- ◆ Need for more accessible housing in general.
- ◆ Realtors need to know that there is a market for resale of accessible homes.
- ◆ People with disabilities need help identifying accessible living options.

Recreation:

- ◆ The entire community's awareness needs to be raised around universal accessibility, particularly as the county moves forward with initiatives like the County-wide Recreation Plan.

Transportation:

- ◆ Manistee County Transportation is an excellent resource but has very limited capabilities because of funding constraints. Additional services needed include: increased area of coverage, longer hours of daily service, and weekend operations.

Workgroup Recommended Actions

- Implement the 2-1-1 system to provide a "911-like" system for people with disabilities to find and access programs and services that will meet their needs. Progress to Date: This program is now being developed through the United Way of Manistee County with grant support from the Manistee County Community Foundation.
- Construct a universally accessible model home in Manistee through *Habitat for Humanity* that can serve as a community prototype of housing that meets the needs of people with disabilities and chronic health conditions.
- Implement an anti-bullying initiative to increase awareness about disabilities and combat bullying directed at those with disabilities. Progress to Date: This program is now

underway in Manistee Area Public Schools, funded by the Manistee County Community Foundation.

- Utilize local media, such as the News Advocate, radio, and Channel 2, to increase communication and awareness surrounding the Envision *Accessible Manistee County!* initiative.

Recommendation 2: *Better identify education, employment, health, housing, recreation, and transportation needs of and solutions for children and adults with disabilities.*

Workgroup Findings

Education:

- ◆ School to work transitions need to be strengthened for children with disabilities; a specific avenue discussed was community involvement and partnerships with local businesses.

Employment:

- ◆ People with disabilities need to learn about the Michigan Works! office and be encouraged to make use of opportunities available through it.
- ◆ Employers are fearful about hiring someone with a disability due to potential liabilities and ADA requirements. The fear may be based on a lack of knowledge about the law.
- ◆ Access to work opportunities is sometimes hampered by lack of transportation and limited accommodations within the work environment.
- ◆ Although most people could benefit from help in developing good interviewing skills, testing skills, and job search support, for people with disabilities such assistance is often critical to their success in finding and maintaining a job.

Health:

- ◆ Many individuals with disabilities lack information on the services for which they are eligible. In addition, however, many agencies are unknowledgeable about the services their customers with disabilities really need and how best to provide the service or help the customers find them.

Housing:

- ◆ While the workgroup suspects, based on the personal experience of some members, there is a serious need for accessible housing in the county, a formal survey needs to be conducted to identify the market and specific needs of that market so that ways to meet the needs can be identified and implemented.

Recreation:

- ◆ Recreational needs of and opportunities for children and adults with disabilities must be identified and incorporated into the County-wide Recreation Plan.

Workgroup Recommended Actions

- As part of its re-engineering, the Human Services Collaboration Body (HSCB) of Manistee County should establish a strategic plan among participating organizations for responding to unmet needs of county residents with disabilities. Progress To Date: The HSCB group currently has a strategic planning effort underway.

- The HSCB, through its partnership of organizations, should more specifically define what appears to be a high rate of autism in the county so that Easter Seals can determine whether, and in what capacity, placement of an autism specialist and/or some form of autism services is desired and feasible. *Progress To Date:* Easter Seals Michigan is currently conducting an inventory throughout counties in Michigan of needs related to children and adults who have autism spectrum disorders. Manistee county is part of that inventory and should a need be demonstrated here, funding for placement of programs will be further sought.
- As a part of the County-wide Recreation Plan, an inventory needs to be conducted of the current opportunities for accessible recreation and the viability of those opportunities. *Progress To Date:* Development of the County-wide Recreation Plan has recently started and will take place throughout Fall 2007 and early Winter 2008. The Easter Seals Access to Freshwater Grant has been awarded to the Manistee County Community Foundation as a continuation of the Envision *Accessible Manistee County!* Rural Solutions project. The funds will support a significant part of efforts to identify and seek opportunities to make Manistee a premiere destination for accessible recreation.
- Explore accessible housing options, including a definition of what a truly accessible housing option is and develop an inventory of accessible living options in Manistee County.
- Develop co-operative learning opportunities within Manistee County for students with disabilities. This is intended to build upon the program already in place by the Manistee Intermediate School District.

Recommendation 3: *Work to establish community partnerships to support children and adults with disabilities.*

Workgroup Findings

Education:

- ◆ Collaborative/Community based instruction, particularly for students with disabilities, would serve many purposes: ease the school to work transition for students, help students gain needed real-world experience, get the community involved with the schools, improve employer's understanding about disability issues (as mentioned in Employment subgroup).

Employment:

- ◆ Although most people could benefit from help in developing good interviewing skills, testing skills, and job search support, for people with disabilities such assistance is often critical to their success in finding and maintaining a job. This fact provides a great opportunity to find an organization or individual that could partner with schools and disability service providers to provide such training.

Health:

- ◆ There is a lack of funds for special needs and the process to get such funds can be demeaning and difficult. Discussions surrounded finding and making available local funds that are easier to access.

Housing:

- ◆ Construction of a universally accessible model home in Manistee could be used to increase public awareness of the housing needs of people with disabilities and

chronic health conditions and serve as a community prototype for housing that meets those needs.

Recreation:

- ◆ Community awareness about the need for and benefits of universal accessibility, particularly as the county moves forward with its various initiatives, needs to be raised.

Transportation:

- ◆ Manistee County Transportation is an excellent resource but has very limited capabilities because of funding constraints. Additional desired services include: increased coverage, longer hours, and weekend operations.

Workgroup Recommended Actions

- Assess, improve, and expand the current initiative administered by the Manistee Alliance for Economic Success in collaboration with Manistee-Benzie Community Mental Health to help people with mental health disabilities succeed in micro-businesses as entrepreneurs. This could be expanded to a program that includes support for people with ALL types of disabilities. *Progress to Date:* Easter Seals Michigan CEO proposed to the Chamber of Commerce leadership that if they would consider giving these new micro-business entrepreneurs a discounted Chamber membership fee of \$100.00 for one year, ES would be willing to pay that fee for up to ten people. Discussions will resume after a new director is put into place at the Chamber of Commerce. Funding is currently being sought to continue and expand programming for the micro-business initiative.
- Request the HSCB collaborate with Manistee County Transportation to assess how the County Dial-A-Ride service can be made more readily available and accessible to support the mobility of people with disabilities. *Progress to Date:* Another possible source of information and technical assistance is Easter Seals Project ACTION, Materials and contact information was shared with the workgroup and Easter Seals staff contacted the General Manager of the County Dial-a-Ride to provide additional details and encouragement for Manistee to apply for the opportunity to participate in the 2008 Mobility Planning Service Institute.

Recommendation 4: *Become known as an accessible destination.*

Workgroup Findings

- ◆ All work groups concluded that development of a vision statement about making Manistee County a universally accessible location and a sought-after tourist destination was essential.

Workgroup Recommended Actions

- ***Adopt the following strategic vision statement: To make Manistee County the premier destination in the world for those requiring universal access to recreation, with an emphasis upon access to the county's Lake Michigan shoreline and its miles of lakes, streams, rivers, and wetlands.*** *Progress to Date:* Michigan Easter Seals is pleased to announce a development grant of \$20,000 to the Alliance for Economic Success (AES). That grant will be used to develop the financial, technical, and human resources toward the strategic vision.

AES will use these grant funds to develop and/or match resources, such as those available from state and federal governments, the Great Lakes Fishery Trust, Access to Recreation, and other organizations, to develop and implement a strategy to achieve this vision in Manistee County. AES will also use these funds to work with other county agencies and organizations to seek resources to implement the strategy.

Short-term results this strategy is envisioned to yield include:

- ◆ Development of a county-wide recreation program that identifies current assets that serve people with disabilities and establishes a clear plan for developing programs and assets to achieve the vision.
- ◆ Access to Roger McCarville and his television show, *Disabilities Today*, as a way to market Manistee as a tourist destination.
- ◆ Development of new opportunities for people with disabilities to angle from the shore of Manistee Lake.
- ◆ Development of master plans and designs for universal access to the City of Manistee's First and Fifth Street Beaches.
- ◆ Funding to install a wheelchair lift to provide anyone who uses a wheelchair access to boats to enjoy and benefit from the renowned recreational fishery that exists along Manistee County's Lake Michigan shoreline.

ASSESSMENT

Michigan Easter Seals will collaborate with the Alliance for Economic Success to assess progress toward the recommendations and vision included in this Final Report. In addition, Michigan Easter Seals will work with AES and the USDA's Rural Development Program to define, seek, and secure financial and technical assistance opportunities to implement these recommendations and assess plan results.



John Cociolone, President & CEO Easter Seals Michigan (l.) and Carol Maus, Sr. Director Federal Projects Easter Seals, Inc. (r), receive certificates of appreciation from Renee Ihlenfeldt, Executive Director, Alliance for Economic Success, Manistee County at the close of the "Envision *Accessible* Manistee! Project."



PLANNING AND ZONING
COMMUNITY DEVELOPMENT
231.398.2805
FAX 231.723-1546
www.ci.manistee.mi.us

MEMORANDUM

TO: Planning Commissioners
FROM: Denise Blakeslee 
DATE: March 13, 2008
RE: Tour of Traverse Commons

Commissioners, we will be rescheduling the tour of the Traverse Commons (Former State Asylum) for April. The current tour conflicts with Jon Rose's Mothers Memorial Service.

Sorry for any inconvenience.

:djb