



Culver®

LITTLE TOWN ON LAKE MAXINKUCKEE

## Crossroads Culver

After a series of workshops led by Town Manager Ginny Munroe and Economic Development Consultant Cheryl Morphew, the Crossroads Culver team formed in November 2021. This team is made up of a Steering Committee and four subcommittees with representation from all walks of life in Culver. The team's mission is:

*To foster an innovative and vibrant community that values collaboration and drives growth unique to Culver.*

## Subcommittees



### Communications/Marketing

**Chair:** Marty Oosterbaan

**Mission:** Serve the subcommittees of the Culver Crossroads group, as well as the steering committee, through communications, marketing and promotion needed for success.

### Quality of Place

**Co-Chairs:** Tracy Fox and Greg Hildebrand

**Mission:** Collaborate with community stakeholders to identify and invest in bold and innovative quality-of-place initiatives and projects that create dynamic, attractive spaces that enhance Culver's culture, community, and quality of life. These initiatives should meet one or more of the following outcomes: grow Culver's population, increase economic development opportunities, increase economic development growth, attract talented workforce, improve education attainment rates, grow per capita income or assessed value for the town, and enhance quality of life in Culver.

### Leadership Capacity Building

**Chair:** Ginny Munroe/Karen Shuman

**Mission:** Develop leaders and educate leaders to ensure Culver has leadership capacity to grow and thrive.

### Business Development

**Chair:** Bill Cleavenger

**Mission:** Develop a strategy that attracts new businesses, expands existing businesses, attracts a talented workforce, and increases economic development for the town of Culver.

# Crossroads Culver Workshops

## Executive Summary

### October 20, 2021: Workshop Day #1

**Introduction:** Consultant Cheryl Morphew reviewed the activities leading up to this current workshop. She shared that with previous workshops, Culver stakeholders established a list of common desires they would like to see achieved through a planning effort. These common desires include:

- Culver stakeholders agree that a new vision/plan building on the Stellar momentum is needed.
- Collaboration among organizations would be beneficial to any planning efforts.
- Promoting Culver would benefit all stakeholders/organizations.
- Business growth should be more diverse.
- Culver needs more diverse housing options.
- Growing the population and school population would benefit businesses and the community's sustainability.
- Culver should focus more on talent developments.
- Culver should engage the seasonal population and remote workforce.
- Culver should strengthen relationships with the county, regional partners, and state agencies.
- Culver should increase its focus on cultural arts.

**Strategic Planning:** Town Manager Ginny Munroe presented on the planning phase the town is shifting into after a Culver Stellar implementation and the launch of regional Stellar projects. This presentation also consisted of sharing with the team the work taking place at the County level through the Marshall County Crossroads team. Following were key points from this section:

- It's important the Town of Culver continue to plan for its future through strategic planning and through the work of a collaborative team.
- The Town's Comprehensive Plan is 7 years-old and ready to be updated. Updating the plan will build on the momentum of Stellar and it will require collaboration.
- The Marshall County Crossroads Team has achieved a lot with the Regional Stellar Designation. This team's structure and its processes for operating have had success. It's key achievement is the collaboration taking place among the city of Plymouth and the towns in the County, as well as the county. The team's mission is to inspire leaders from across the County to create great hometowns. Ginny suggested that a Culver team working on planning could have a similar mission and team organizational structure.
- Ginny had the team conduct a writing exercise to look at how participants in the workshop viewed Culver's mission and future. The team wrote words that described Culver and then statements that connected their ideas and thoughts. They also wrote down potential values for the team to incorporate into the mission.

**Develop Culver Presents Data on Part-Time Residents:** Develop Culver presented what they have learned from their engagement with part-time residents. This data is important to the work that will take place in the coming months. (Results are in the slide set.)

**Mission and Pillars for Success:** Cheryl presented a potential mission statement: *To foster an innovative and vibrant community that values collaboration and drives growth unique to Culver.* Cheryl also presented on how the common desires the team had outlined earlier in the year could be organized into four key areas: Publicity and Communication, Quality of Place, Building Leadership Capacity, and Small Business Development. She discussed which common desires to populate each of these areas of work.

### **October 21, 2021: Workshop Day #2**

**Affirming Passion and Teams:** Cheryl had participants explain what role they could see themselves serving in and which pillar of work they would align themselves with.

**Formulating Goals:** Cheryl walked the team through how to inventory and evaluate where Culver is today, and then how to formulate goals that are either strategic, creative, or tactical. This involved also defining outcomes and benchmarks for recognizing success.

**Thoughts from Day 1:** Cheryl presented a list of thoughts from Day 1 that resulted from the various discussions. These are key ideas that she believes should be incorporated into the formulation of Goals. They are:

- Use of testimonials is needed in promotional efforts.
- Promotion needs to be both “internal” and “external.”
- Bridging the gap between “Downtown” and “Uptown” is important.
- Culver Academies must engage in this process.
- “Reconnect with Culver” – Marketing initiative targeting alumni and “Generationals” to take up permanent residence in Culver.
- A common acceptance of focus areas will keep the team on plan.
- Broadband fiber efforts are key.
- Culver needs to focus on promoting professional services opportunities in Culver.
- Explore an Angel Investment network for entrepreneurs and small business to engage in this process
- Explore the creation of a coworking/remote work Hub as well as collocating growth entities, such as Tourism, Main Street, Chamber of Commerce, etc.
- This effort will focus on the greater Culver area.
- Unified messaging is key across all growth entities.



- This community development effort will support the upcoming Comprehensive Plan revision.

### **Organization of Team: What Could We Do, What Should We Do, and What Will We Do?**

The team first designated Karen Shuman and Ginny Munroe as co-chairs of the Steering Committee. They also determined that basing the structure of the team on the Crossroads model was a good idea, and they want to call the team Crossroads Culver. They discussed how to bring more people to the team (steering committee and subcommittees). They also determined that they would follow a 30/30 Meeting Model, which will have the Steering Committee come together every 30 days and subcommittees will meet ahead to report in.

The team also identified potential people to recruit to the team and subcommittees. Each person committed to a subcommittee or the Steering Committee.

**Goal Setting Example:** Cheryl walked the team through how to set goals for the Quality of Place Pillar. This generated numerous project ideas and discussion about how to organize the team. After discussion of this and the structure of the team, all agreed to meet again on Friday, October 29<sup>th</sup>.

## Since the Workshops

- **Mission statements**
- **Inventory assets**
- **Assess challenges, gaps**
- **READI grant preparation: READI Committee**
- **Housing Committee**
- **Broadband Fiber Taskforce**

