

**Northeast Michigan
Council of Governments**

*For the eight-county region of Alcona, Alpena,
Cheboygan, Crawford, Montmorency, Oscoda,
Otsego, and Presque Isle Counties.*

Comprehensive Economic Development Strategy

CEDS 2008-2009

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SECTION ONE: THE CEDS PROCESS

CEDS Process

The Comprehensive Economic Development Strategy (CEDS) is the result of a local planning process designed by the community of Northeast Michigan to guide the economic growth of our region.

The Northeast Michigan CEDS process is guided and overseen by the Regional Economic Development Advisory Committee (REDAC). The REDAC Committee acts as Northeast Michigan Council of Government's (NEMCOG's) CEDS Committee. This committee contains representatives of the public and private sector of all eight Northeast Michigan counties. Representation on the REDAC Committee by minorities and women is actively sought and encouraged. The REDAC Committee presently seats eight women. Membership to the Committee is recommended to the NEMCOG Board, upon request, by the appropriate local unit of government or REDAC Committee.

REDAC provides input into the CEDS document through its review and ultimate approval of the draft, listing the economic development projects and providing overall direction for the economic development portion of NEMCOG's programs. REDAC is responsible for evaluating and reporting on the progress of the Northeast Michigan Regional economic development program and its results. Once the CEDS document is approved by REDAC, it is submitted to the eight counties of Northeast Michigan for endorsement and then to the NEMCOG Board for final approval. It is then submitted to the U.S. Economic Development Administration.

CEDS Organization & Management

Economic Development and support staff of NEMCOG are responsible for the preparation of the CEDS document. A listing of current NEMCOG staff is found in **Figure I-2**. In formulating the CEDS document, NEMCOG staff survey all Northeast Michigan local governmental units for their input into the program and document. They are asked to provide information on changes to their local economy, plans for future economic activity and possible economic development projects for the CEDS project list. As stated above, the counties are involved once again at the end of the CEDS process when they are asked to review the final CEDS draft and approve it.

Figure I-1 Regional Economic Development Advisory Committee

NAME/ADDRESS	COUNTY	AFFILIATION
Sheila Phillips Alcona County Bd. of Commissioners P.O. Box 291 Harrisville, MI 48740	Alcona	Local Government County Board Agriculture
Bethany Styer, Director Village of Lincoln DDA 3534 Hillcrest Dr. Oscoda, MI 48750	Alcona	Comm. & Econ. Dev.
Dave Karschnick, Mayor Pro Tem City of Alpena P.O. Box 611 Alpena, MI 49707	Alpena	Local Government City
Mark Kish, Plant Controller Lafarge Corp. 1435 Ford Ave. Alpena, MI 49707	Alpena	Private Sector
Col. Ewin Sansom, Commander Michigan Air National Guard Alpena CRTC/CC 5884 A. St. Alpena, MI 49707	Alpena	Government Military
Carol Shafto, Planning & Eval. Dir. NEMCSA 2375 Gordon Alpena, MI 49707	Alpena	Community Organization Local Government REDAC Vice-Chair REDAC Secretary
Lee Shirey, Director Target Alpena P.O. Box 65 Alpena, MI 49707	Alpena	Community Organization Economic Development
Greg Sundin, Planning & Dev. Director City of Alpena 208 N. First Alpena, MI 49707	Alpena	Local Government Staff City Planning & Development
Marie Twite, Supervisor Alpena Township 4385 US-23 North Alpena, MI 49707	Alpena	Local Government Township Board
Steve Schnell, Planning & Zoning Cheboygan County 825 S. Huron St., Suite 2 Cheboygan, MI 49721	Cheboygan	Local Government Staff City Council
Gaila Gilliland, Director Crawford Co. Econ. Dev. Partnership PO Box 141 Grayling, MI 49738	Crawford	Economic Development

Terry Wright, Supervisor Grayling Township P.O. Box 521 Grayling, MI 49738	Crawford	Local Government Township
David Post, Village Manager Village of Hillman P.O. Box 96 Hillman, MI 49746	Montmorency	Local Government Village Council
John Zollars, Supervisor Briley Township PO Box 397 Atlanta, MI 49709	Montmorency	Local Government Township
Randy Booth, Supervisor Big Creek Township PO Box 301 Luzerne, MI 48636	Oscoda	Local Government Private Business REDAC Vice-Chair
Dennis Kauffman Oscoda Co. Bd. of Com. 1246 N. Mt. Tom Rd. Mio, MI 48647	Oscoda	Local Government County Commission Agriculture REDAC Chair
Duane Roddy, Director Oscoda County EDC 2 N. Mt. Tom Rd. Mio, MI 49738	Oscoda	Economic Development
Tom Trimmer Economic Development Alliance for Oscoda County PO Box 777 Mio, MI 48647	Oscoda	Economic Development
Jeff Ratcliffe, Executive Director Otsego County Economic Alliance 1062 Cross Street Gaylord, MI 49735	Otsego	Community Organization Economic & Community Dev.
Brian Burns, CEO & President Presque Isle Electric & Gas Coop. 19831 M-68 Hwy Onaway, MI 49765	Presque Isle	Private Sector Utility
Mark Slown, City Manager Rogers City 193 E. Michigan Ave. Rogers City, MI 49779	Presque Isle	Local Government City Council
Bill Valentine, Director Presque Isle Co. Development Partnership PO Box 110 Rogers City, MI 49779	Presque Isle	Economic Development
Tom Edison Northern Innovative Communities 23800 Caughlin Rd. Hillman, MI 49746	Region	Community Organization Comm. & Econ. Dev.
Lydia Murray Account Manager, MEDC 300 N. Washington Sq. Lansing, MI 48913	Region	State Government
Kurt Ries, Director N.E. Mich. Consortium P.O. Box 711 Onaway, MI 49765	Region	Local Government Auth. Unemploy/Underemploy

Figure I-2: NEMCOG Staff Members - 2007

<i>NAME</i>	<i>TITLE</i>
Diane Rekowski	Director
Richard Deuell, AICP	Deputy Director Community and Natural Resources Programs
Laura Ingles	Economic & Community Development
Nico Tucker	Transportation and Resource Planning
Denise Cline	Planning & GIS
Meg Foote	Accountant
Pat Papendick	Administrative Assistant

SECTION TWO: PAST & PRESENT

Introduction

The economic future of Northeast Michigan counties is dependent on diverse competing forces, many of which cannot be influenced by the local communities themselves. The future health and direction of the U.S. and international economies is one such example. Local communities can, however, help to ensure their own future economic health by several means. These means can be broken down into three major categories: having a trained and available labor force; adequate infrastructure and services; and a willingness to foster economic growth, while protecting the natural environment. This chapter will explore the Northeast Michigan Region in terms that are helpful in measuring their ability to accept new economic development activity.

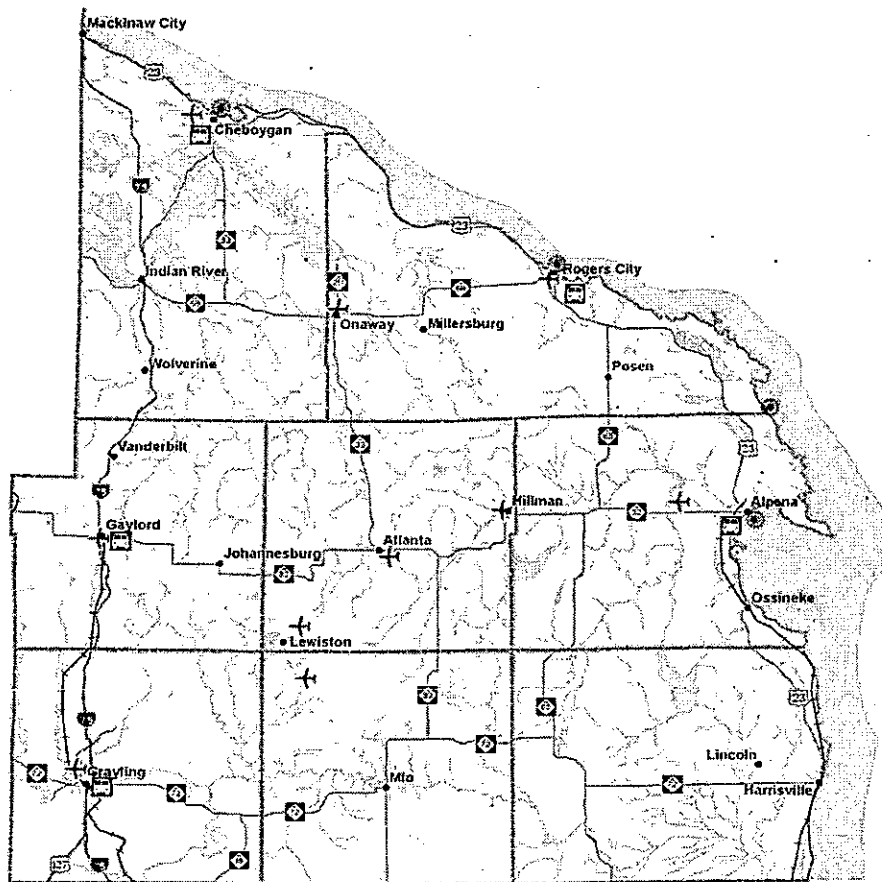


Figure 2-1

Northeast Michigan consists of the eight Lower Peninsula counties of Alcona, Alpena, Cheboygan, Crawford, Montmorency, Oscoda, Otsego and Presque Isle (see Figure 2-1).

The urbanized communities in the region are Alpena, Cheboygan, Mackinaw City, Gaylord and Grayling. These communities are tourism/commercial/industrial centers for the region. Outside these areas, it is largely rural in character featuring villages, parks, farms, mining, forests, and lakes that all contribute to local and regional economies.

Population

As of July 2006, it was estimated that the 8-county region held a population of approximately 142,509 individuals, a 0.0069 percent increase from 2000. In 2006, Alpena County remained the most populated county in the region with approximately 30,067 individuals. Oscoda is the least populated county in the region with 9,140 individuals.

According to the US Census Bureau, growth has been minimal in the last six years (**Figure 2-2**). Some counties have experienced loss of population due to the high unemployment rates from plant closures. While Alpena County has the largest population, it experienced an estimated -4.0 percent change in population followed closely by Oscoda County with a -3.0 percent population change. 2006 Census Bureau estimates put Otsego County with the highest growth in the region. There was a 6.1 percent change from 2000 to 2006.

Population trends continue to be key economic indicators for the region. Net migration has created a loss of 560 individuals since 2000 for Alpena County and 272 individuals in Oscoda County.

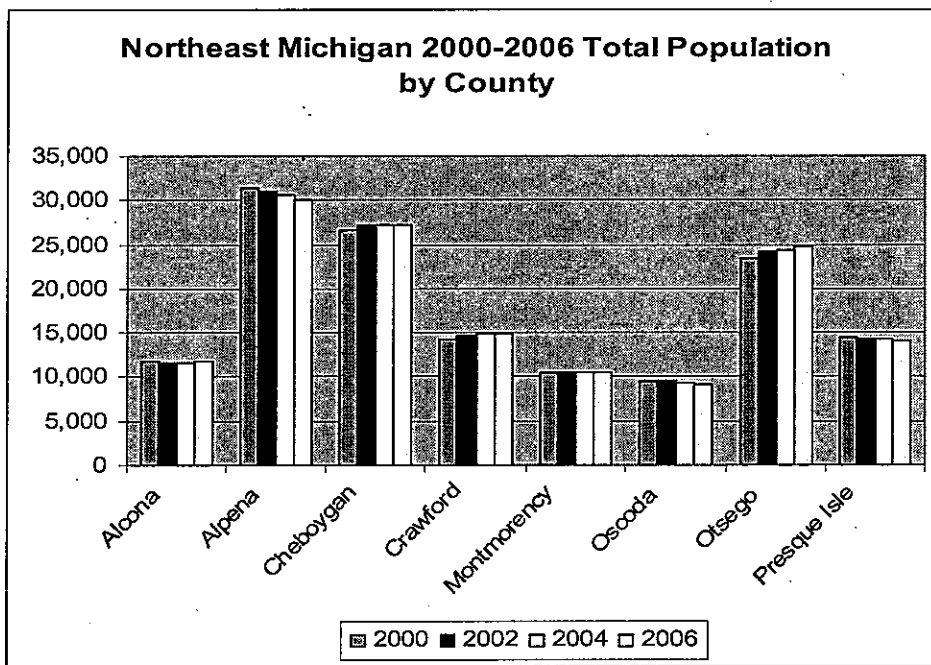


Figure 2-2 Source: U.S. Census Bureau Federal-State Cooperative for population estimates.

From 1900 through 1980, Otsego County ranked as the fourth most populated county in Northeast Michigan, behind Alpena, Cheboygan and Presque Isle Counties (in that order). In 1980, Otsego County's population surpassed Presque Isle County's population for the first time, making it the third most populated county in the Region. If the population projections prepared for Northeast Michigan hold true, by 2020 Otsego County will have the largest population of any county in the Region. The projections predict that all other Northeast Michigan counties will grow to some degree over the next 20 years, with Crawford and Otsego Counties' population expected to increase at the fastest pace.

Population Density

Cities have the highest population density, with townships surrounding population centers showing a higher density of rural forest and agricultural communities. Villages and unincorporated communities (such as Lewiston and Glennie) are included in the Township population and subsequently are not highlighted in this population density map.

Northeast Michigan Population Density by County Sub-Units - 2005

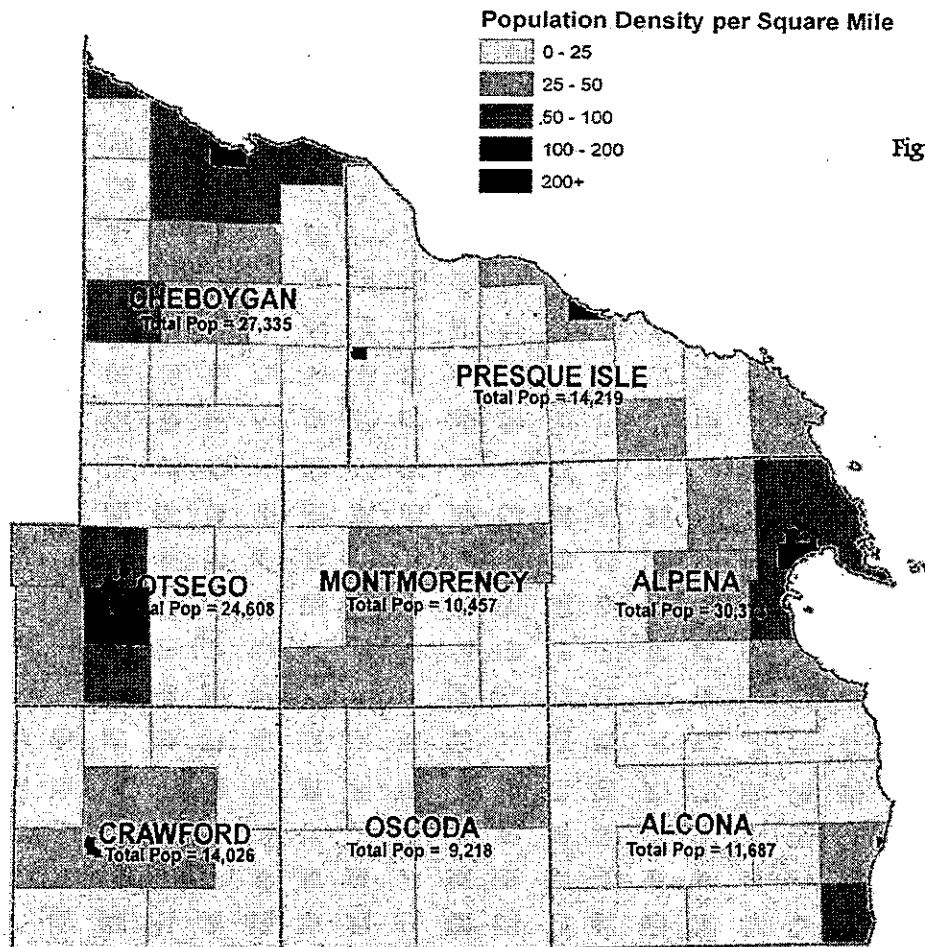


Figure 2-3

Source: U.S. Census Bureau, 2007

Population information separated by sex shows that, as would be expected, all Northeast Michigan counties have an approximately 50/50 split between males and females (see Figure 2-4). For most of Northeast Michigan counties, there are slightly more females than males.

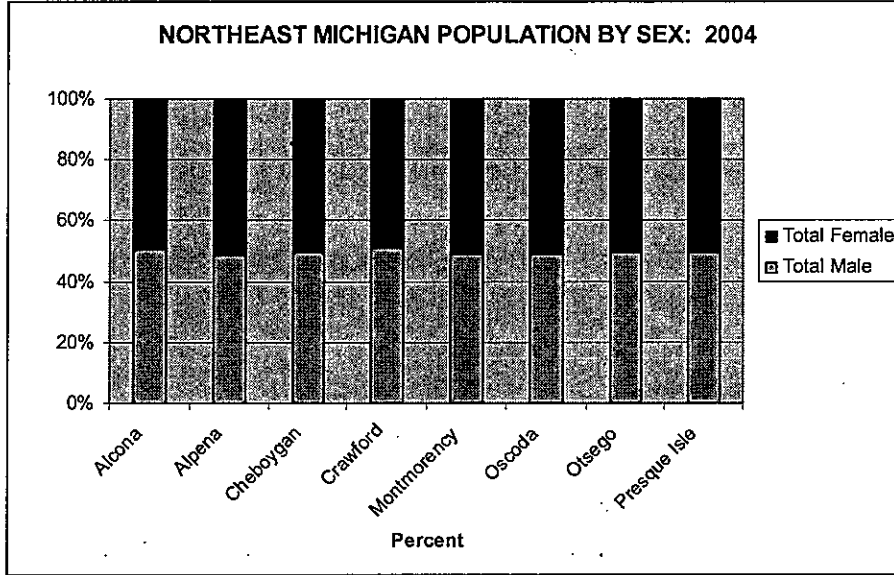


Figure 2-4

Northeast Michigan is noted as a magnet for retirees, based upon the area's desirable rural character and lifestyle. It is not surprising, therefore, to find that all of Northeast Michigan's counties have large percentages of residents 65 years old or older (see Figure 2-5). The largest percentages of elderly are found in the counties of Alcona, Montmorency, Oscoda and Presque Isle. Conversely the other Northeast Michigan counties (Alpena, Cheboygan, Crawford and Otsego) have relatively larger percentages of children (age 0-18 years). Barring any big change in those percentages, over time, these latter counties will have more of a work force with which to replace older employees.

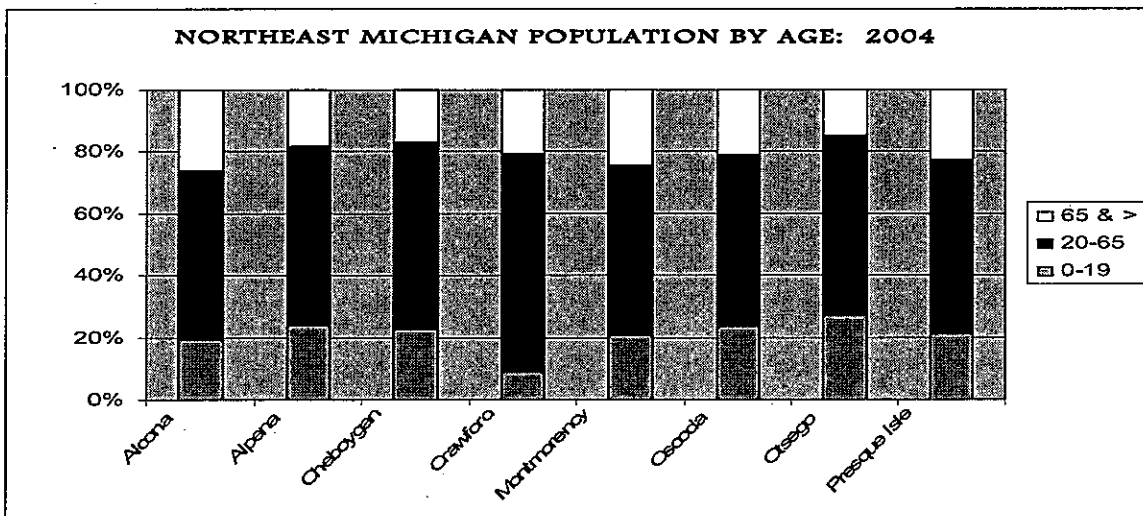


Figure 2-5

Income

A reliable measure of the economic health of families is median household income which is the midpoint of income for all households. Northeast Michigan lags far behind the rest of the Country and the State in median household incomes. Trends do not show this income gap closing but rather growing. In 2000, the gap in the State Median Income and Northeast Michigan Median Income was \$9,668. However, in 2004, the gap had increased to \$10,172, see Figure 2-6.

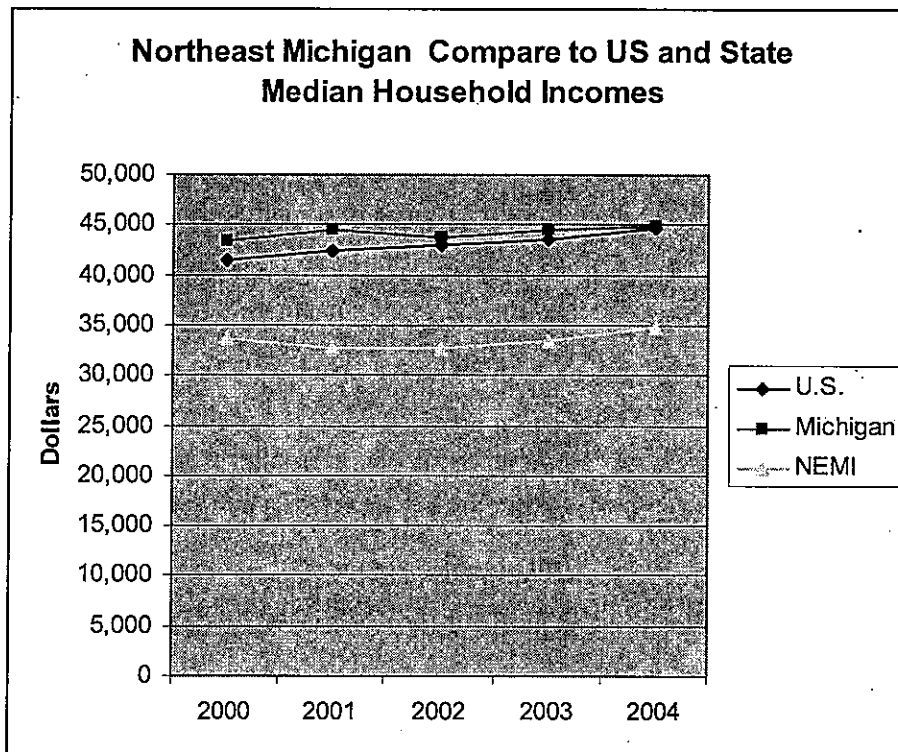


Figure 2-6

As more retirees move into the region and the local economy becomes more reliant on service and tourism job sectors, this trend of widening gaps between regional and state median household incomes is expected to continue. Lower incomes create challenges for balanced economic growth. As expenses for gas, food and housing continue to increase, families will be forced to move to areas that offer higher incomes. This could create an imbalance in the labor force necessary for positive economic growth.

Employment

In 2007, it was estimated that there were approximately 63,297 employees in the eight-county region. Hospitals were the largest employment industry in the region. From the data, Northeast Michigan continues to follow the trend of higher unemployment rates than either the State or the country. Joblessness in the Northeast Michigan Region has been historically much higher than the rest of the State or U.S. as a whole. The Region's unemployment rate over the last ten years has remained much greater than the State or the U.S. rate. As can be seen in Figure 2-7, in September of 2007, NEMI Region's unemployment rate was 7.7 percent, while the state's was 7.5 percent (according to the Michigan Department of Labor & Economic Growth).

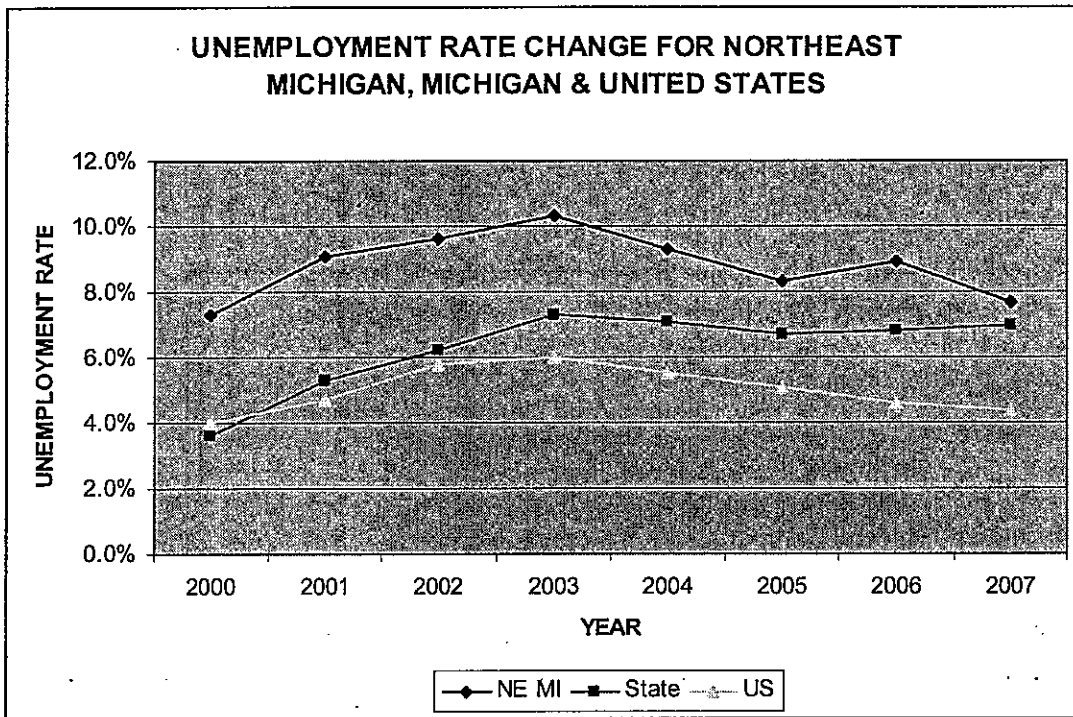


Figure 2-7 Sources: DLEG and LMI. The 2007 rates are from September only.

While the gap between Northeast Michigan and the United States is staying consistent, the gap between Northeast Michigan and the State of Michigan is closing. This is due to the overall economic condition of the State, not from increasing employment opportunities in Northeast Michigan.

Overall, the unemployment rate for Northeast Michigan is down as of September. That is misleading as it only represents September. Also, numbers are down because families have left the area seeking employment.

High Growth Industries

The top ten high growth industries in Northeast Michigan are reported by the local U.S. Census Bureau and the Local Employment Dynamics, see Table 2-1. At 43.8 percent, hospitals had the highest employee growth rate followed closely by telecommunications, which had a 39 percent employee growth rate in the region. Retail sporting goods, hobby, book and music stores ranked third. The tenth-ranked growth of employment was merchant wholesalers and durable goods.

Table 2-1

Rank	Industry (NAICS)	Employment Growth	Average Quarterly Employment
1	Hospitals	43.8%	1644
2	Telecommunications	39.0%	132
3	Sporting Goods, Hobby, Book, and Music Stores	32.8%	119
4	Rental and Leasing Services	25.4%	160
5	Nursing and Residential Care Facilities	18.9%	1117
6	Social Assistance	16.4%	1248
7	Electronics and Appliance Stores	15.1%	158
8	Administrative and Support Services	14.1%	3084
9	Wood Product Manufacturing	13.9%	961
10	Merchant Wholesalers, Durable Goods	12.6%	649

Based on the 2005 Q4 and 2006 Q1-3.

Industry Job Trends

Figure 2-8 show industry job trends in the region from 2004 to 2006.

- Between 2004 and 2006, private payroll jobs declined by 400 or 1.1 percent. A large number of jobs were lost in *Manufacturing* (-500 jobs), *Retail Trade* (-250), and *Construction* (-200). Other declines were reported in *Information*, *Professional and Technical Services*, and *Accommodation and Food Services*.
- Over this period, several industries added jobs. Among industries with the largest growth rates were *Transportation and Warehousing*, *Mining*, *Educational Services*, and *Agriculture*. The *Health Care and Social Assistance* sector created 150 new jobs but posted a small growth rate.
- Statewide, job loss was recorded at 42,700 over the period, representing a decline of 1.2 percent, slightly exceeding the region. The largest declines were recorded in *Manufacturing* and *Construction*.

Industry Job Trends (2004–2006)

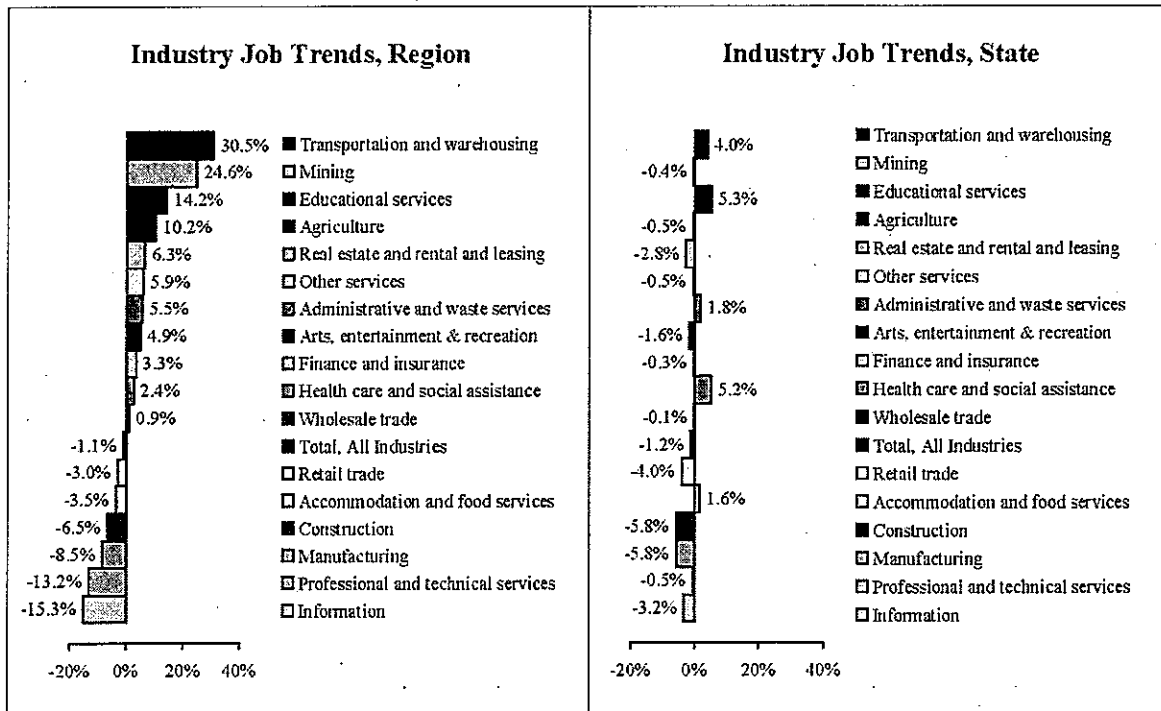


Figure 2-8 Source: MDLEG

As seen in Figure 2-8, job growth was seen in several industries statewide. Large growth rates were posted in *Educational Services* (+5.3 percent), and *Health Care and Social Assistance* (+5.2 percent). Industries adding a large number of new jobs over the period included *Accommodation and Food Services* (+5,400 jobs), *Administrative and Waste Services* (+4,800), and *Transportation and Warehousing* (+4,000).

Jobs for Northeast Michigan reflect a 30.5% increase in *Transportation and Warehousing*, followed closely by a 24.6% increase in *Mining*, and *Educational Services* at 14.2%. The industries losing the largest number of employees are in *Information* at 15.3% and *Professional and Technical Services* at 13.2%, followed an 8.5% loss in *Manufacturing*.

Profile of Regional Industries

Growth Industries (Regional industries with faster than average employment growth)

Industry	Jobs	Average Weekly Wage	Percent Change 2004-2006	
			Jobs	Weekly Wage
Social Assistance	1,268	\$349	14.1%	-7.3%
Electronics and Appliance Stores	163	\$413	14.0%	24.5%
Credit Intermediation and Related Activities	831	\$553	7.5%	0.9%
Fabricated Metal Product Manufacturing	850	\$629	6.7%	14.1%
Administrative and Support Services	964	\$354	5.6%	14.8%
Building Material & Garden Supply Stores	973	\$472	5.4%	8.8%
Machinery Manufacturing	1,750	\$837	4.4%	11.0%
Hospitals	1,679	\$706	3.8%	1.5%
Truck Transportation	404	\$708	3.8%	8.4%
Amusements, Gambling, and Recreation	1,019	\$270	2.1%	12.6%

Declining Industries (Regional industries with declining employment)

Industry	Jobs	Average Weekly Wage	Percent Change 2004-2006	
			Jobs	Weekly Wage
Wood Product Manufacturing	928	\$832	-15.9%	10.6%
Plastics and Rubber Products Manufacturing	377	\$669	-15.4%	-3.8%
Professional and Technical Services	873	\$653	-13.2%	15.5%
Motor Vehicle and Parts Dealers	845	\$613	-11.0%	2.8%
Specialty Trade Contractors	1,332	\$574	-9.5%	16.5%
Nursing and Residential Care Facilities	1,414	\$407	-7.3%	11.8%
Gasoline Stations	790	\$293	-6.5%	3.2%
General Merchandise Stores	1,680	\$344	-4.3%	17.2%
Food Services and Drinking Places	3,826	\$181	-4.1%	-0.4%
Computer and Electronic Product Manufacturing	P	P	P	P

Figure 2-9 Source: MI DLEG

Core Industries (Region has a higher share of jobs in this industry than nationally)

Industry	Jobs	Average Weekly Wage	Percent Change 2004-2006	
			Jobs	Weekly Wage
Water Transportation	187	\$878	-3.4%	8.9%
Forestry and Logging	178	\$564	0.2%	3.4%
Wood Product Manufacturing	928	\$832	-15.9%	10.6%
Mining, Except Oil and Gas	331	\$998	12.2%	11.1%
Machinery Manufacturing	1,750	\$837	4.4%	11.0%
Gasoline Stations	790	\$293	-6.5%	3.2%
Utilities	396	\$1,033	2.7%	-0.5%
Building Material and Garden Supply Stores	973	\$472	5.4%	8.8%
Amusements, Gambling, and Recreation	1,019	\$270	2.1%	12.6%
Construction of Buildings	1,145	\$608	-3.0%	14.5%

Developing Industries (Region's share of jobs advancing faster than national average)

Industry	Jobs	Average Weekly Wage	Percent Change 2004-2006	
			Jobs	Weekly Wage
Machinery Manufacturing	1,750	\$837	4.4%	11.0%
Rental and Leasing Services	217	\$398	16.4%	-29.5%
Social Assistance	1,268	\$349	14.1%	-7.3%
Sporting Goods, Hobby, Book, and Music Stores	203	\$273	16.3%	3.6%
Membership Associations and Organization	733	\$323	4.3%	1.1%
Repair and Maintenance	527	\$494	7.2%	7.0%
Fabricated Metal Product Manufacturing	850	\$629	6.7%	14.1%
Amusement, Gambling, and Recreation	1,019	\$270	2.1%	12.6%
Hospitals	1,679	\$706	3.8%	1.5%
Paper Manufacturing	P	P	P	P

Figure 2-10 Source: MI DLEG

Competitive-Advantage Industries (Regional industries with a favorable combination of wage, employment change, and competitive employment performance vs. national trends)

Industry	Jobs	Average Weekly Wage	Percent Change 2004-2006	
			Jobs	Weekly Wage
Machinery Manufacturing	1,750	\$837	4.4%	11.0%
Mining, Except Oil and Gas	331	\$998	12.2%	11.1%
Hospitals	1,679	\$706	3.8%	1.5%
Fabricated Metal Product Manufacturing	850	\$629	6.7%	14.1%
Credit Intermediation and Related Activities	831	\$553	7.5%	0.9%
Social Assistance	1,268	\$349	14.1%	-7.3%
Truck Transportation	404	\$708	3.8%	8.4%
Merchant Wholesalers, Durable Goods	697	\$624	2.8%	1.5%
Ambulatory Health Care Services	1,583	\$645	1.9%	-4.4%
Building Material and Garden Supply Stores	973	\$472	5.4%	8.8%

Figure 2-11 Source: MI DLEG

- In the Northeast Michigan Region, growth industries encompassed a cross-section of sectors ranging from the helping and health related industries of *Social Assistance* and *Hospitals* to industries like *Truck Transportation* and *Amusement, Gambling and Recreation*.
- Three of the top ten declining industries were manufacturing related and included *Wood Product Manufacturing*, *Plastic and Rubber Manufacturing*, and *Chemical Manufacturing*. These industries saw jobs decline at many area employers between 2004 and 2006.
- Three retail industries are among the region's largest declining industries including *General Merchandise Stores*, *Gasoline Stations*, and *Motor Vehicle and Parts Dealers*. These industries combined to lose about 250 jobs over the period.
- Northeast Michigan boasts of a diverse set of core industries. Several industries are directly – or indirectly – related to the region's plentiful natural resources including *Water Transportation*, *Forestry and Logging*, and *Mining*.
- A tourism related industry – *Amusement, Gambling, and Recreation* – is also a notable core industry. While only a small number of new jobs were created in this industry, workers saw a large increase in their average weekly wage over this period.
- The average weekly wage in the region's developing industries was measured at \$550, slightly above the regional average for all industries. The highest paying industries were two manufacturing-related and *Hospitals*. A slightly higher than average wage was reported in *Repair and Maintenance*. Below average wages were seen in the retail and service related industries.
- Competitive-advantage industries include helping and health care industries, manufacturing industries, as well as transportation and trade related industries. The region's retail and leisure and hospitality sectors – many of which experienced job growth – are not well represented among competitive-advantage industries, primarily due to a low average weekly wage.
- Three health and helping related industries appear on the region's competitive-advantage list. These sectors are especially vital to the Northeast as the region continues to draw retirement-age individuals to the region, many of whom currently are or will be demanding the services provided by these industries.
- The Northeast enjoys a strong competitive advantage in both Machinery Manufacturing and Mining. Just over six percent of the region's total jobs are concentrated in these two detailed

sectors. Employers in these sectors predominantly reflect those specializing limestone mining as well as metalworking, industrial and other general-purpose machinery manufacturing.

Transportation

Transportation remains a critical issue for Northeast Michigan since many of our counties are not directly serviced by a freeway system. Distance from the I-75 corridor, distance to downstate markets and related transportation costs pose economic challenges to businesses locating in the inner counties. Northeast Michigan communities located along the I-75 corridor tend to have a distinct economic advantage over communities in Alcona, Alpena, Montmorency, Oscoda and Presque Isle Counties further to the east. A transportation map of the region is provided in **Figure 2-12**.

Commuting to nearby communities and even adjacent counties for employment is a common practice in Northern Michigan. As unemployment increases, residents are forced to travel farther for work. Current road quality, road capacity, and gasoline costs are limiting factors for economic development in the region. As people drive farther for employment and commute times increase, a greater economic strain is placed on area residents. The end result is more time and money spent on transportation to and from work for residents and potentially increased cost to counties to keep road conditions at current levels.

Deep sea ports are important element to the coastal counties. Alpena, Cheboygan and Presque Isle Counties offer four deep water ports for commercial use. The ports located in Alpena, Stoneport and Rogers City are utilized primarily for shipping limestone to market.

Rail freight service is provided on a limited basis to the region. One rail line, the Lake State Railroad, services Lake Huron coastal communities with its terminus at the north side of the City of Alpena. Lake State Railroad leases the Detroit & Mackinac Railroad rail line that services the western side of the region running through Grayling and ending on the north side of Gaylord. In 2007, Gaylord's terminus was shifted to the south side of town causing business hardship and relocation.

The region has several airports. The Alpena County Regional Airport provides commercial passenger service to Northeast Michigan. With its 9,001 feet of concrete runway, full time fire service and clear air space, the FAA has selected this as an emergency landing site for in-flight emergencies. The airport can accommodate any type of commercial or military aircraft and has state-of-the-art communications and radar systems. In recent years airport expansions have occurred at the Rogers City and Gaylord airports. Alpena, Gaylord, Hillman and Rogers City have industrial parks located at their airports.

Public transportation is provided at varying levels within the region. Local bus systems are funded by a combination of federal, state, and local monies, in addition to fare box and contracts with agencies. Crawford and Otsego Counties have county-wide demand response bus systems. The City of Alpena merged with Thunder Bay Transportation Association and provides a demand response bus system that services the city and portions of Alpena Township. These systems provide a high level of transportation service, Monday through Friday from approximately 7:00 a.m. to 6:00 p.m. Other communities have specialized services bus system that concentrate their services on elderly and persons with disabilities. In recent years two regional bus systems have been established. The Straits Regional Ride services communities in Cheboygan, Emmet, Otsego and Presque Isle Counties. The Thunder Bay Transportation Authority, a public authority formed under PA 196, provides transportation services for area elderly, handicapped, and special needs passengers. The Authority services Alpena, Alcona and Montmorency Counties as well as Presque Isle County south of M-68, including Rogers City, Onaway and Posen. The specialized service and regional bus systems provide a limited level of service across much of the region. Funding is clearly a limiting factor for these systems. Interstate bus service (Greyhound and Indian Trails) is provided to some communities along the eastern and western edge of the region. As the regions population ages, the need for a higher level of public/assisted transportation will only increase. Increased costs associated with commuting to work also present opportunities and increased demand

for public transportation. One of the biggest challenges facing the region over the next decade will be accommodating the increased demand for public transportation.

Infrastructure

A community's ability to accommodate economic development, particularly manufacturing, professional and large scale retail is closely tied to its infrastructure availability. Infrastructure availability for the region is graphically presented in Figure 2-12. Ten communities have industrial business parks, with some communities such as the City of Alpena and Gaylord having more than one facility. With the City of Onaway completing construction of a community water and sanitary system, nine communities have water and sewer systems. The community of Mio has a public water system. High speed and broadband internet is clearly a limiting factor in rural business development in the region.

The city of Alpena partnered with 16 other agencies to bring high-speed, next generation networking to the Alpena area by constructing an integrated fiber optic network. By organizing the Alpena Regional Fiber Consortium, the city improved local services, while reducing expenses for local agencies. It created a model for statewide replication that produced a community telecommunications network for the future and will significantly reduce communication expenses.

Knowledge Economy

Technology-led economic development offers great wealth generation potential for those individuals and communities who are creative, talented, have a modern IT infrastructure, and have the foresight to plan for the new economy. Many of these characteristics are present in "university towns" where public and private investments in knowledge generation and application have been a long-term priority. Communities with a research and development capacity will likely do relatively well in the knowledge, technology-led economy that is emerging globally. However, those communities that do not succeed as research and development or other high-knowledge centers will probably find themselves competing with the rest of the world to be the cheap labor pool of choice, and thus may join the widening disparity between winner and loser communities worldwide.


Knowledge Economy indices for the eight-county region of Northeast Michigan are provided in Tables 2-2, 2-3 and 2-4 on page 2-16. The tables show rankings in comparison to the 83 counties within the State of Michigan. While the more densely populated communities within the region have begun to see an increase in their ability to access broadband internet, the majority of the region continues to lag behind. This constricts businesses efforts to enter global economic markets and remain competitive. Counties are ranked by their number of knowledge jobs (IT jobs, Workforce Education, Management/Professional), Innovation Capacity (High Tech Jobs, Venture Capital, Patents, Engineers, Bioscience Jobs), Globalization (Firms with Foreign Parents, Exporting Firms) and their Economic Dynamism (Manufacturing Change, Service Change, Sole Proprietorship change). This provides a general overview, the knowledge economy tables show the rankings for each of the individual sub-sectors as described above. In general, Northeast Michigan lags behind the southern half of the state in terms of knowledge jobs and globalization. The region does not fare well in the overall rankings, with six of the eight counties being 62 or higher. Montmorency County and Oscoda County are ranked 83 and 80 respectively.

TRANSPORTATION Map of Northeast Michigan

-  Public Transportation
-  Paved Airports
-  Existing Rail
-  Communities
-  Marine Ports
-  Major Highways
-  County Boundaries
-  Surface Water



0 5 10 Mile




Map produced by the Northeast
Michigan Council of Government
2004

Digital data from the
Michigan DNR
Location information from
the Michigan DOT

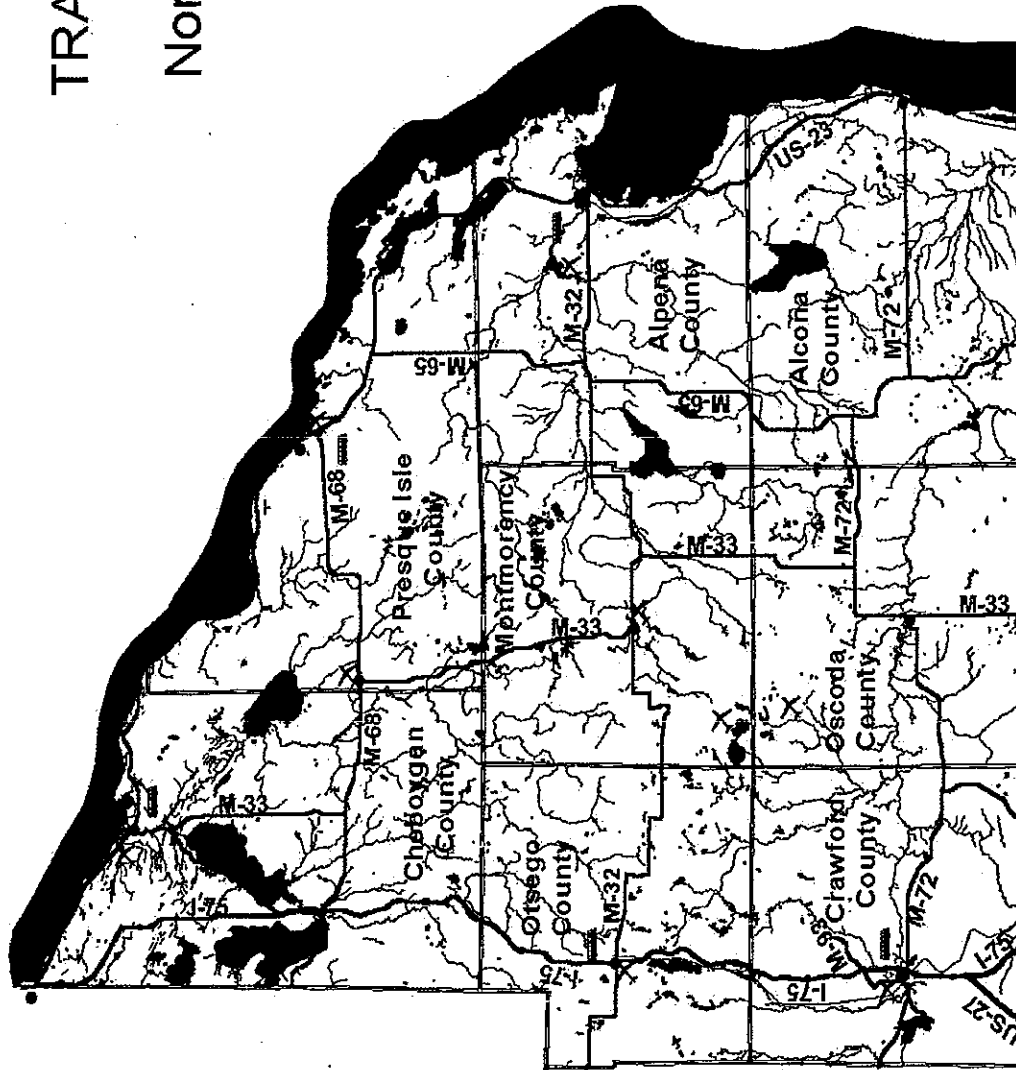
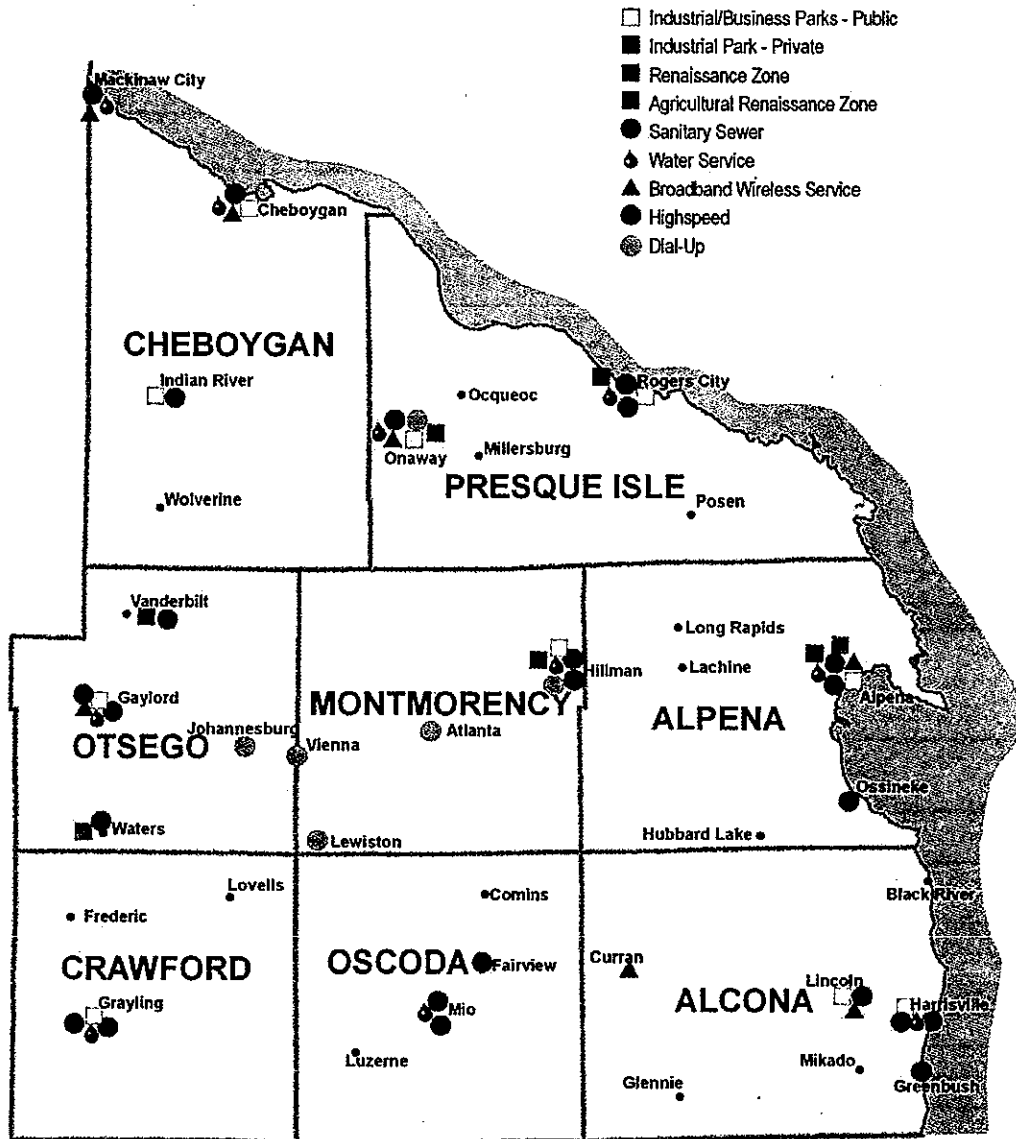


Figure 2-12

Northeast Michigan Council of Governments Infrastructure Availability 2007



Source: NEMCOG 2007

Figure 2-13

Knowledge Economy County Rankings, Northeast Michigan						
Table 2-2: County Rankings - Overall Index and Categories of Indicators						
County	Overall Rank	Knowledge Jobs	Innovation Capacity	Digital Economy	Globalization	Economic Dynamism
Alcona	77	74	59	69	70	28
Alpena	28	33	41	30	40	21
Cheboygan	62	64	56	73	61	11
Crawford	66	66	72	73	68	3
Montmorency	83	81	64	82	77	63
Oscoda	80	77	80	82	70	15
Otsego	25	11	18	17	70	50
Presque Isle	64	32	24	80	77	59

Source: Michigan State University, CEDP, Knowledge Economy Research Team, June 2004

Knowledge Economy County Rankings, Northeast Michigan								
Table 2-3: Individual Indicators Rankings Part 1								
County	IT Jobs	Workforce Education	Professional/ Managerial	Hi Tech Jobs	Venture Capital	Patents	Engineers	Bioscience Jobs
Alcona	80	66	60	82	12	54	2	18
Alpena	30	49	29	44	12	29	46	18
Cheboygan	65	45	64	39	12	54	43	18
Crawford	83	51	52	83	12	54	36	18
Montmorency	68	81	78	73	12	54	21	18
Oscoda	50	82	80	63	12	54	76	18
Otsego	5	24	23	1	12	54	31	13
Presque Isle	7	60	40	19	12	54	26	18

Source: Michigan State University, CEDP, Knowledge Economy Research Team, June 2004

Knowledge Economy County Rankings, Northeast Michigan								
Table 2-4: Individual Indicators Rankings Part 2								
County	Internet Use	Cable Modem	Digital Govt.	Foreign Parents	Exporting Firms	Manuf. Dyn.	Service Dyn.	Sole Prop. Dyn.
Alcona	64	32	73	43	69	55	21	24
Alpena	64	3	24	28	47	31	29	32
Cheboygan	64	71	48	43	59	38	28	7
Crawford	64	71	48	43	59	38	28	7
Montmorency	64	71	73	43	76	80	19	69
Oscoda	64	71	73	43	69	21	11	48
Otsego	64	3	5	43	69	48	46	51
Presque Isle	64	62	69	43	76	78	69	12

Source: Michigan State University, CEDP, Knowledge Economy Research Team, June 2004

*Overall Knowledge Economy index is calculated as the simple unweighted average of a county's rank for the sixteen individual indicators.

*Internet usage is determined as the percent of residents who use the Internet at least three times per week, based on a 2002 survey of Michigan residents.

*High Tech jobs are the percentage of the workforce employed in one of seven industry categories representing high technology firms. Source was 2000 County Business Patterns (NAICS), US Census Bureau.

ALCONA COUNTY

Selected Economic Indicators for Alcona County, MI

Table 2-5

Population (2006)	11,759	Per Capita Personal Income (2005)	\$22,501
Population (2004)	11,624	Employment (2006)	4,000
Labor Force (2007)	4,586	Median Household Income (2004)	\$32,355
Unemployment Rate (2007)	8.0 %	Poverty Rate (2004)	12.9%

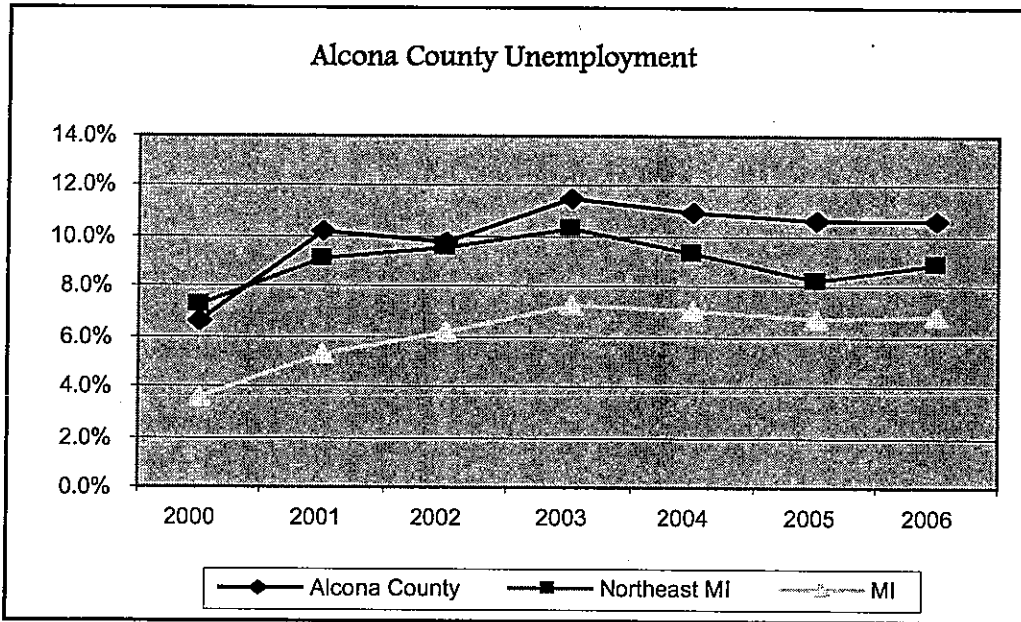


Figure 2-14

ALPENA COUNTY

Selected Economic Indicators for Alpena County, MI

Table 2-6

Population (2006)	30,067	Per Capita Personal Income (2005)	\$27,304
Population (2004)	30,682	Employment (2006)	12,194
Labor Force (2007)	15,161	Median Household Income (2004)	\$35,946
Unemployment Rate (2007)	7.4%	Poverty Rate (2004)	13.2%

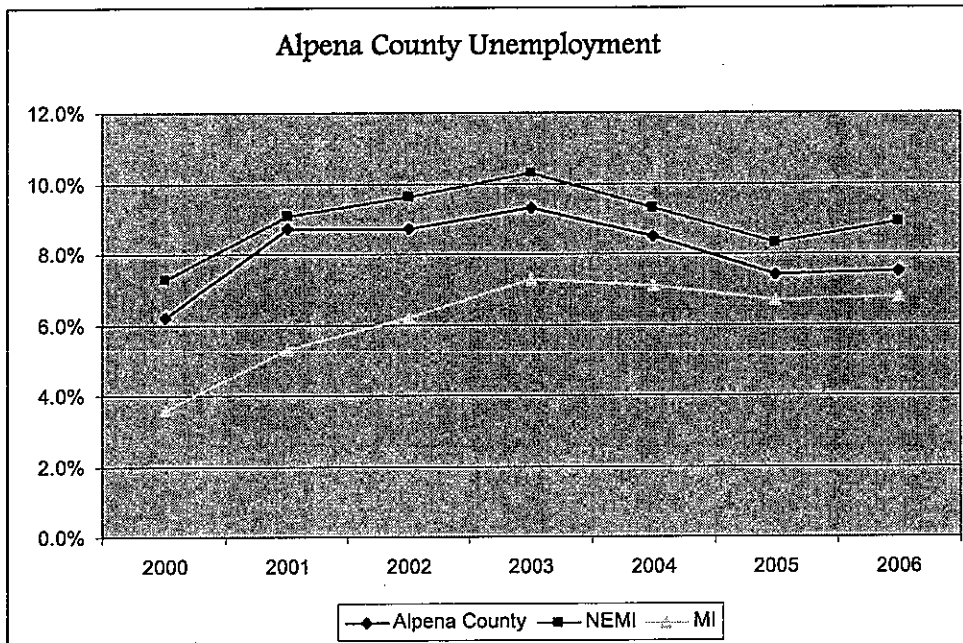


Figure 2-15

CHEYOGAN COUNTY

Selected Economic Indicators for Cheboygan County, MI

Table 2-7

Population (2006)	27,282	Per Capita Personal Income (2005)	\$24,765
Population (2004)	27,296	Employment (2006)	12,194
Labor Force (2007)	13,467	Median Household Income (2004)	\$35,659
Unemployment Rate (2007)	6.0%	Poverty Rate (2004)	13.1%

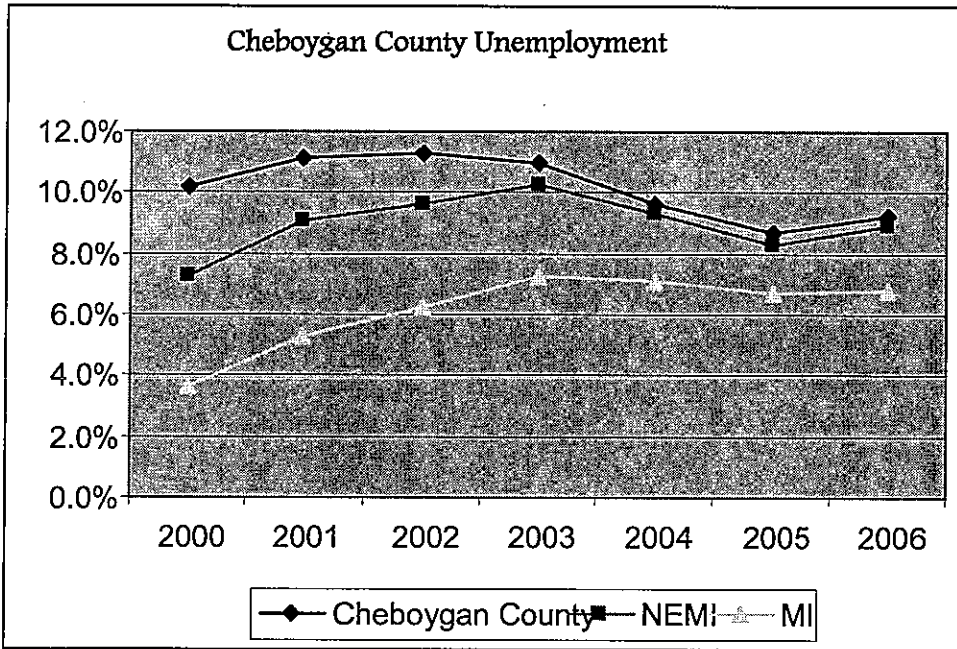


Figure 2-16

CRAWFORD COUNTY

Selected Economic Indicators for Crawford County, MI

Table 2-8

Population (2006)	14,928	Per Capita Personal Income (2005)	\$21,204
Population (2004)	14,812	Employment (2006)	6,426
Labor Force (2007)	6,947	Median Household Income (2004)	\$34,150
Unemployment Rate (2007)	6.7%	Poverty Rate (2004)	14.1%

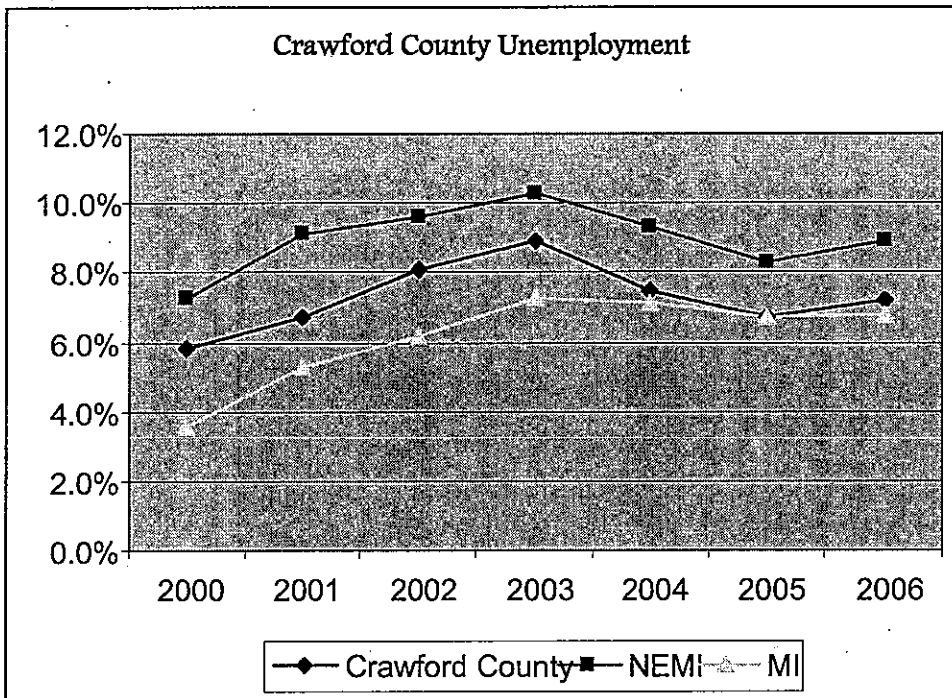


Figure 2-17

MONTMORENCY COUNTY

Selected Economic Indicators for Montmorency County, MI

Figure 2-9

Population (2006)	10,478	Per Capita Personal Income (2005)	\$21,153
Population (2004)	10,508	Employment (2006)	3,891
Labor Force (2007)	4,410	Median Household Income (2004)	\$32,055
Unemployment Rate (2007)	10.5%	Poverty Rate (2004)	13.7%

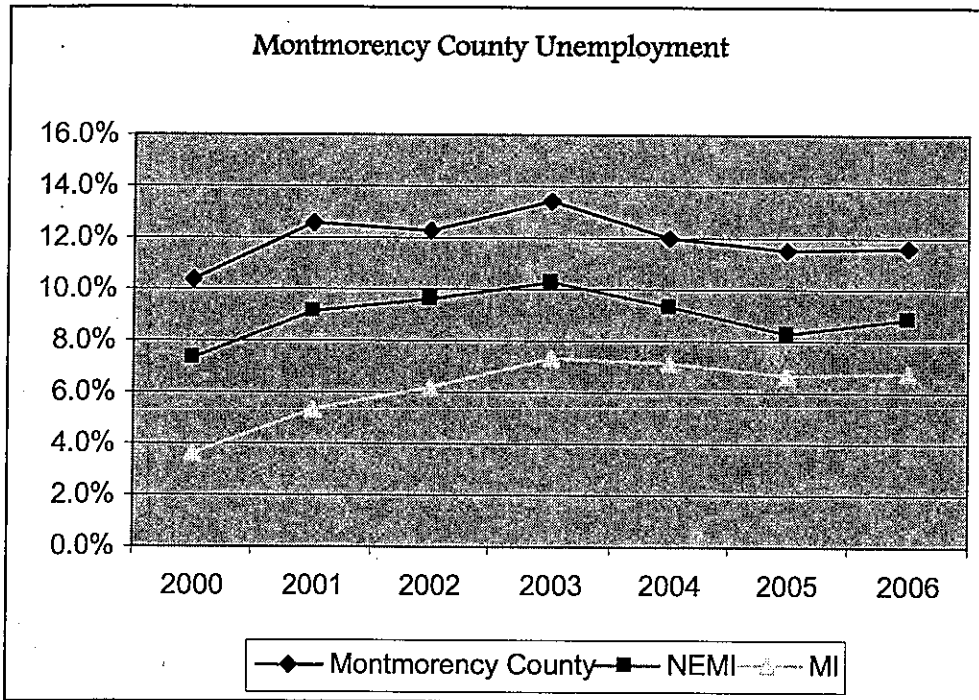


Figure 2-18

OSCODA COUNTY

Selected Economic Indicators for Oscoda County, MI

Figure 2-10

Population (2006)	9,140	Per Capita Personal Income (2005)	\$19,960
Population (2004)	9,383	Employment (2006)	3,697
Labor Force (2007)	4,128	Median Household Income (2004)	\$30,184
Unemployment Rate (2007)	9.6%	Poverty Rate (2004)	15.1%

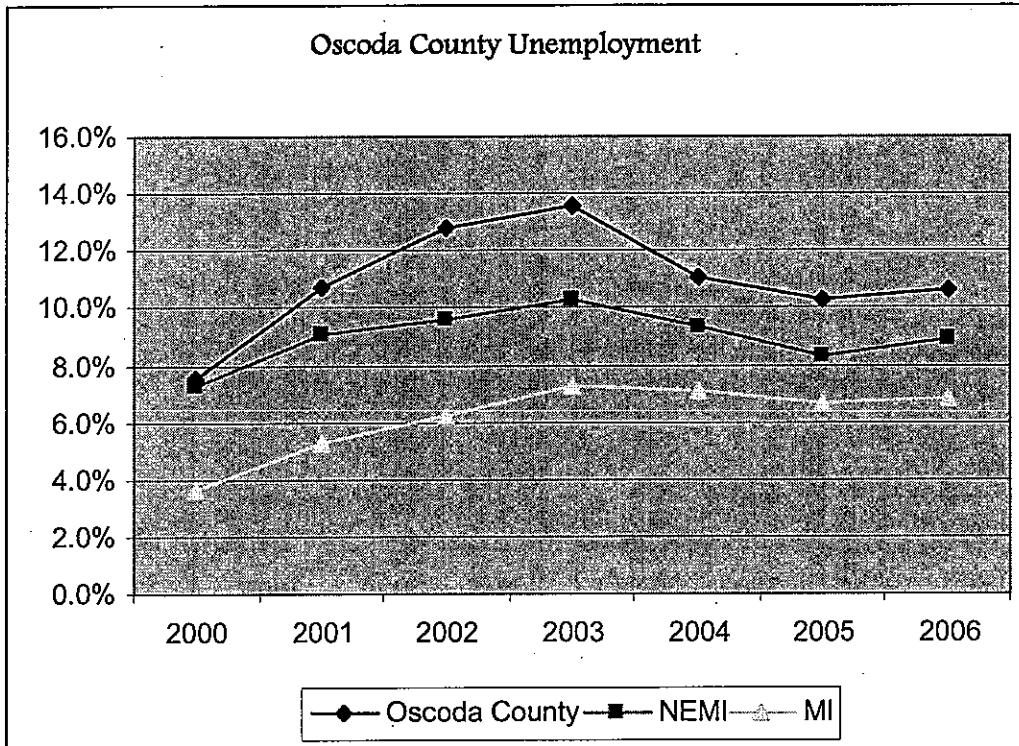


Figure 2-19

OTSEGO COUNTY

Selected Economic Indicators for Otsego County, MI

Figure 2-11

Population (2006)	24,711	Per Capita Personal Income (2005)	\$27,047
Population (2004)	24,454	Employment (2006)	11,768
Labor Force (2007)	12,810	Median Household Income (2004)	\$43,399
Unemployment Rate (2007)	8.1%	Poverty Rate (2004)	9.8%

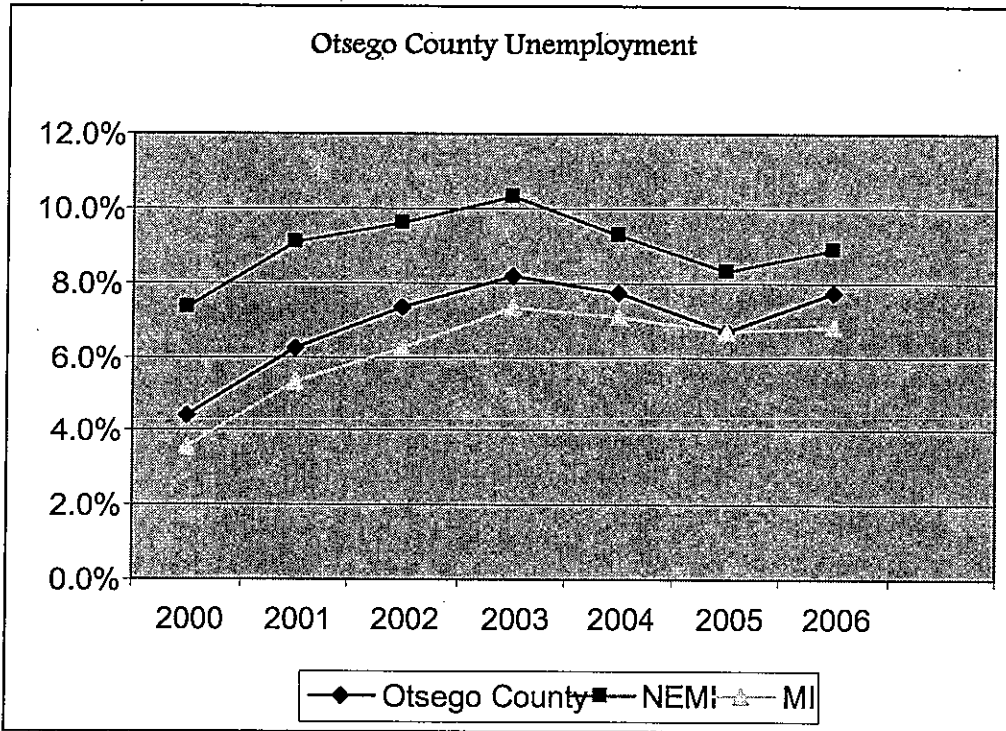


Figure 2-20

PRESQUE ISLE COUNTY

Selected Economic Indicators for Presque Isle County, MI

Figure 2-12

Population (2006)	14,144	Per Capita Personal Income (2005)	\$23,547
Population (2004)	14,332	Employment (2006)	5,613
Labor Force (2007)	5,613	Median Household Income (2004)	\$34,119
Unemployment Rate (2007)	9.1%	Poverty Rate (2004)	11.8%

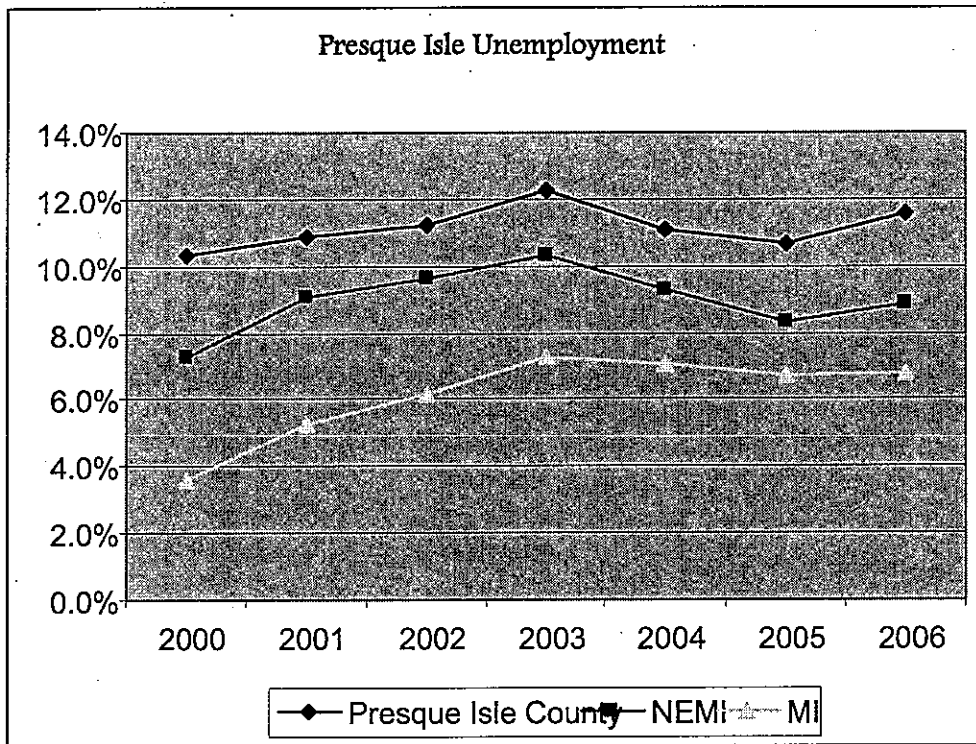


Figure 2-21

SECTION THREE: ECONOMIC ACTIVITIES

Past Year's Activities

The Northeast Michigan Council of Governments (NEMCOG) continues to progress in economic development planning in the Northeast Michigan Economic Development District. A performance summary is listed below:

ECONOMIC AND COMMUNITY PLANNING AND DEVELOPMENT

Objective 1: Continue to providing economic and community planning assistance on a Regional and community-wide basis with priority given to the Region's most distressed communities and/or groups.

1A. Completed the 2007/2008 "Northeast Michigan Comprehensive Economic Development Strategy".

1B. NEMCOG staff continued to assist several communities in the preparation of comprehensive, recreation, and resource management plans, zoning ordinances and audits. The following projects were completed: City of Alpena Comprehensive Plan, Bearinger Township Master Plan, Green Township Master Plan, Crawford County Master Plan, Presque Isle County Green Infrastructure Plan, Tuscarora Township Recreation Plan, Village of Lincoln Recreation Plan, South Branch Township Zoning Ordinance, Hawes Township Zoning and zoning audits for Rogers City, Alcona Township, Hawes Township, and Curtis Township.

NEMCOG staff is currently working on the following: Mitchell Township Master plan, Alpena Township Visioning Plan, Alpena Township Nature Preserve Plan, Village of Hillman Strategic Plan, Wilson Township Recreation Plan, and Zoning Ordinances for Green and Alcona Townships and the City of Alpena.

1C. NEMCOG initiated a Regional Marketing program with funding assistance from EDA's Technical Assistance Program. This project will involve the development of an internet-based, interactive geographic information system database allowing global access to Northeast Michigan's industrial and commercial sites and data as well as demographic and consumer data information.

Objective 2: Continue providing technical assistance to member communities in the realm of project planning including procuring financial assistance. Priority will be given to the Region's most distressed communities and/or groups.

2A. NEMCOG staff continued to work with Northeast Michigan communities and economic development entities on identifying and developing projects that promote community and economic development.

NEMCOG staff increased its assistance to the Alcona County Economic Development Community (EDC) for moving local projects forward. Budgetary issues have limited the EDC's ability to continue economic development efforts.

- 2B. NEMCOG applied for and received funds from Rural Development's Rural Business Enterprise Grant (RBEG) program to conduct a feasibility study for a Center of Entrepreneurial Excellence Incubator in Alpena County. The study is being conducted by Larry Molnar, Director of University of Michigan's, EDA University Center for Economic Diversification. The focus of the study is to determine possible entrepreneurial niches based on a regional market analysis, analysis of existing buildings to house incubator, and determination incubator start-up needs. In addition, University of Michigan graduate students will also identify local professionals (accountants, lawyers, etc) willing to provide low-cost or free assistance for incubator tenants
- 2C. NEMCOG provided its member communities and other interested municipalities and agencies with information regarding sources of possible funding opportunities for community development projects. For example, staff participated in several meetings at the Village of Hillman, Mackinaw City, Onaway, Grayling and Rogers City, sharing information on possible funding opportunities.
- 2D. NEMCOG assisted the Presque Isle County EDC in identifying funding opportunities to conduct a feasibility study for the re-use of an elementary building. Possible building uses could include office space for various community-based entities, and a small business incubator focusing on the arts.
- 2E. Staff assisted the City of Grayling in Crawford County in procuring a \$520,000 CDBG Infrastructure Capacity Enhancement (ICE) Grant for a downtown Grayling streetscape and infrastructure improvement project. In addition, staff also assisted the City with a CDBG grant for sewer and road infrastructure funding at their industrial park.
- 2F. The Village of Hillman requested NEMCOG's assistance to procure CDBG funding to complete the steam connection from Hillman Power Company to a wood kiln facility in the industrial park. Utilizing the excess heat will result in an average savings of ten thousand dollars a month in the company's gas utility bill.
- 2G. NEMCOG partnered with Cheboygan County as a recipient of a "Rebuild Michigan" energy grant. The purpose of the project was to create awareness and to encourage energy audits to be completed on commercial and government buildings. A coalition comprised of public and private representatives was established to promote energy conservation and renewable energy alternatives in Northeast Michigan. Energy audits were completed in three businesses in Mackinaw City which provided energy savings measures to implement to reduce overall energy costs. An unexpected outcome of the project involved the initial study for a solid waste gasification plant for electricity production at a three-county owned landfill.

Objective 3: Encourage member communities to build an ongoing capacity within their organization to be able to plan and develop economic development programs and projects.

- 3A. NEMCOG continued to work with the "Northern Economic Network (NEN)", an informal networking group comprised of economic development practitioners in the Northern Michigan area. NEN continues to meet on a bi-monthly basis with the overall mission of informal sharing, education and networking between members. After a major plant closure in Otsego County, NEN explored opportunities to improve advanced warnings of business closures. Business retention software was identified as a need for economic development practitioners throughout Northern Michigan. Several software programs were reviewed for use in all 20 Northern Michigan Counties. Software was selected and, with financial assistance from the Work Force Development Board, it has been purchased for all 20 counties. This will allow aggregate information on businesses throughout the Tip of the Mitt to be shared among agencies and EDCs involved with providing technical assistance. Providing a coordinated approach to business retention calls and data collection will assist in providing technical assistance to a struggling business/industry prior to closing. NEN also partnered with USDA and U.S. Senator Stupak's office to organize and hold a Rural Broadband Summit. Over 180 people from Northern Michigan and the Upper Peninsula attended this summit.
- 3B. NEMCOG continued to provide technical assistance on the US-23 Heritage Route project. This project helps the four northeast coastal counties to implement the goals and objectives outlined in the "US-23 Sunrise Side Coastal Highway Management Plan."
- 3C. NEMCOG staff continued to serve on the Communities for a Lifetime steering committee in Otsego County. The purpose of the committee was to develop standards that could be used as criteria for certification of an "Elder Friendly Community". This pilot project has been recognized by the state, and resulted in Otsego County's certification as an "Elder Friendly Community". The project is now called "Communities for a Lifetime".

Objective 4: Continue providing technical assistance for entrepreneurial ventures which will create or retain permanent jobs (especially for low-income persons or other disadvantaged groups), encourage a sustainable economy, or otherwise improve the community's economic health.

- 4A. NEMCOG staff continued to provide information to interested parties concerning possible loan programs and where to find assistance in the preparation of business plans. Staff also accompanied the Account Manager from the Michigan Economic Development Corporation on business retention calls, as requested.

A sub-committee of REDAC has been formed to pursue funding for capitalization of a Revolving Loan Fund (RLF) which would serve all the counties in Northeast Michigan. The purpose of the regional RLF will be to provide gap project financing and assist those counties without a local RLF. In addition, the committee will explore opportunities for a

Regional Brownfield Development RLF.

- 4B. NEMCOG continued to serve as facilitator of the Entrepreneurial Pilot project (Creating Entrepreneurial Communities) involving Alcona, Alpena and Presque Isle Counties. This program is offered through MSU Product Center; MEDC; Michigan Department of History, Arts and Libraries; Edward Lowe Foundation; and the Michigan SBDTC. The Huron team has expanded its members and is actively meeting on a regular basis and attending intensive trainings.
- 4C. High speed internet access continued to be a high priority for NEMCOG. A regional coalition from the eight-county was initiated to advance telecommunication throughout the region. The committee is comprised of both public and private sector with assistance from Michigan State University.
- 4D. NEMCOG continued to host an agency website (www.nemcog.org). Along with other information concerning NEMCOG's activities and Regional information, one section is devoted to providing information regarding state and federal economic and community development programs. This section is updated as programs and priorities change.

Objective 5: Continue providing other technical assistance to member communities and associated economic and community development agencies, especially for those groups and/or projects which will positively benefit low-income persons and/or other disadvantaged groups. Encourage the cooperative networking between local groups and agencies.

- 5A. NEMCOG staff continually provided member communities with updated information concerning State and Federal programs, grants and policies, as needed. This information was also available on NEMCOG's website, as described above.

- 5B. Technical assistance was provided on the following committees:

NEMCOG staff continued to serve on the Workforce Development Board of the Northeast Michigan Consortium. This committee handles workforce and training issues and programs for the northeast Michigan region.

NEMCOG staff continued to serve on the Board of Directors of the Northern Homes Community Development Corporation (CDC). This organization is a non-profit affordable housing corporation. Having a good supply of quality affordable housing is an important piece of community and economic development.

NEMCOG staff served on the North Advisory Committee for the Tri-State Parks of Thompson Harbor, Rockport, and Negwegon. The purpose of the committee is to provide public input in the development of the three park management plans. Management plans were never developed for these parks by the State therefore these areas have had little public use. Some of the area's most pristine beaches on Lake Huron are located in these parks and currently are very difficult to access. The proper development of these parks will have significant

impact on the area's tourist economy.

NEMCOG staff served on the Michigan Research Council. The main purpose of this committee is to develop a database of resources across the state. This will increase collaborative efforts and sharing of services throughout the state.

- 5C. NEMCOG continued to provide technical assistance to further Michigan State University's Sea Grant projects. Staff assisted with the development of the Northeast Michigan Integrated Assessment. Implementation of the recommendations from the Integrated Assessment, were initiated. The Creating Entrepreneurial Communities project and the Tri-State Parks Management Plan are just two examples of the continuation from the Northeast Michigan Integrated Assessment.

Objective 6: Continue to provide updated data bases to local units and other public and private entities.

- 6A. NEMCOG has completed county profiles for each of the Northeast Michigan counties on their website. Updates of these profiles continue to take place as needed.
- 6B. NEMCOG continued to be actively involved as a local Census Affiliate in conjunction with the Michigan Center for Geographic Information. NEMCOG received releases of Census information as they became available from the Census Bureau. Pertinent information was uploaded onto NEMCOG's website and is otherwise available to the public, upon request.
- 6C. Data analysis was provided by NEMCOG as requested.

Survey of Economic Development Activities

In 2007, a survey was distributed to all local units of government and economic development organizations throughout Northeast Michigan. This survey extracts details of economic development projects which had been completed in 2007. A summary of survey results is listed below. The reader should remember, however, that since many communities did not answer the survey, this survey is far from complete.

Alpena County

Project Name: New Peebles Store
Project Type: New Retail
Private Investment: \$650,000
Jobs Created: 10

Project Name: ATI Casting Service, LLC
Project Type: New Wind Turbine Manufacturer
Public Investment: \$3,400,000 tax credits
Private Investment: \$10,500,000
Jobs Created: 150 over three years

Project Name: Cork & Olive
Project Type: New Restaurant
Jobs Created: 4

Project Name: Little Caesar's
Project Type: Restaurant
Jobs Created: 8

Project Name: Alpena Regional Medical Center
Project Type: Expansion

Project Name: Alpena Alcona Credit Union
Project Type: New Branch Office
Jobs Created: 15

Project Name: Alpena On-line
Project Type: Internet Design
Jobs Created: 1

Project Name: Arzo Park
Project Type: Renovation
Jobs Created: 5

Project Name: Centurion Farms
Project Type: Community Farm Produce
Jobs Created: 2

Project Name: Muddy Paws Grooming
Project Type: Dog groomers
Jobs Created: 2

Project Name: Nick & Ivy's
Project Type: Restaurant
Jobs Created: 3

Project Name: Jaylin's Outfitters
Project Type: Retail Store
Jobs Created: 2

Project Name: 108 Threads
Project Type: Retail Store
Jobs Created: 4

Project Name: Patches & Lace Quilt Shop
Project Type: Retail
Jobs Created: 3

Cheboygan County

Project Name: Pizza World
Project Type: New
Private Investment: \$500,000
Funding: Local
Employees: 15

Project Name: Mackinaw Crossings
Project Type: New Retail
Private Investment: \$8,000,000
Jobs Created: 25

Project Name: B.C. Pizza
Project Type: New Restaurant
Employees: 10

Project Name: Northpointe Inn
Project Type: Waterpark
Employees: 6

Project Name: Bilinkas and Kwiatkowski (Cheboygan Area)
Project Type: Office Building
Private Investment: \$360,000
Jobs Created: 0

Project Name: YMCA (Indian River)
Project Type: Building addition (dining hall and workshop)
Private Investment: \$536,771
Jobs Created: 10 summer staff

Project Name: Nicholas Seehafer / McDonalds (Indian River)
Project Type: Addition
Private Investment: \$75,000

Project Name: Northern Michigan Sports Medicine (Cheboygan Area)
Project Type: Physical Therapy – change of use
Private Investment: \$1,000,000
Jobs Created: 3

Project Name: Robert Coffey (Indian River)
Project Type: Building addition to florist/landscaping business
Private Investment: \$25,000

Jobs Created: 0

Project Name: Moran Iron Works (Tower/Onaway Area)
Project Type: Industrial building and addition to a fabrication facility
Private Investment: \$300,000
Jobs Created: 8-10

Crawford County

Project Name: AJD Forest Manufacturer
Project Type: Expansion
Private Investment: \$1,000,000
Funding: Local

Project Name: RAS of Northern MI
Project Type: Expansion
Private Investment: \$2,000,000
Jobs Created: 4
Funding: Local

Project Name: MI Wood Pellets
Project Type: New
Private Investment: \$700,000
Jobs Created: 7

Project Name: Northern Woodcrafters
Project Type: Expansion
Private Investment: \$250,000
Jobs Created: 20

Otsego County

Project Name: FedEx Ground Facility
Project Type: Expansion
Private Investment: \$2,500,000
Jobs Created: 44 retained

Project Name: Alpine City Center
Project Type: Commercial/Retail Development
Private Investment: \$920,000
Jobs Created: 12

Project Name: Gaylord Regional Airport Taxi & Security Improvements
Project Type: Public Infrastructure
Public Investment: \$1,200,000
Funding: MDOT/Local

Project Name: Gaylord Infrastructure Improvements (3 projects)
Project Type: Public Infrastructure (water, sewer, storm sewer, streets, sidewalks & streetscape)
Public Investment: \$2,090,550
Funding: CDBG/Local

Project Name: Otsego County Road Improvements (3 projects)

Project Type: Public Infrastructure
Public Investment: \$1,500,000
Funding: FHWA/MDOT/Local

Project Name: Culver's Restaurant
Project Type: New Restaurant
Private Investment: \$2,000,000
Jobs Created: 20

Totals

For the 34 projects that were reported, the survey reports that during the last year, at least \$31,316,771 of private investment came to or from the Region. Public sector investment for these projects totaled a minimum of \$8,190,550. At least 395 jobs were created or retained. Since these are recently completed projects, the job creation numbers are bound to be low. It is expected that they will increase substantially over time as private businesses expand and/or locate into these areas.

SECTION FOUR: REGIONAL ECONOMIC DEVELOPMENT GOALS & OBJECTIVES

The 2008 CEDS process included facilitation of quarterly meetings of the REDAC Committee. These sessions were led by staff from Northeast Michigan Council of Governments. The outcomes of the 2008 CEDS process addressed refinement of the vision for *Northeast Michigan's Regional Economic Development Strategy* along with related goals and objectives.

Vision Statement

REDAC is a regional organization that promotes collaborative economic development leading to the creation of permanent employment with higher wage opportunities focusing on environmentally sound and economically sustainable growth through professional economic development activities, while retaining quality of life and unique community character.

GOALS, OBJECTIVES & ACTION

Goal One: Facilitate support for and access to technical assistance for private sector developments which will lead to the creation or retention of permanent jobs, increase the tax base or have other public benefits.

Objective: Encourage and support value-added manufacturing, especially that which utilizes renewable natural resources.

Action:

1. Create and promote Ag-Ren zones.
2. Develop an inventory of available resources and make it available for investors.

Objective: Advocate sustainable development practices.

Action:

1. Encourage and provide technical assistance to communities to have master, green, zoning and other plans developed that assist in sustainable development.
2. Cluster industries that can sustain one another.
3. Create entrepreneurial friendly communities.

Objective: Market, fill, re-use, develop and expand commercial and industrial properties and parks.

Action:

1. Encourage the development of industrial parks to Certified Industrial Park standards.
2. Create a regional marketing committee to develop global access for promotion of industrial parks and empty retail spaces.
3. Provide regional cooperation and training to develop consistent assistance for entrepreneurs.

4. Support and develop a "Northern Economic Gardening" economic development tool.

Objective: Facilitate access to capital to assist private sector development.

Action:

1. Work with local and regional Revolving Loan Funds to make start-up capital more accessible.
2. Re-activate a regional Revolving Loan Fund organization.
3. Encourage and assist communities to utilize Brownfield funding, Tax Abatements, and Tax Increment Financing.
4. Encourage policy development for the use of business incentives.

Objective: Coordinate with and support local economic and community development organizations and activities.

Action:

1. Participate in local economic and community development organizations meetings and projects.
2. Through cooperative regional efforts, utilize the same software retention program for aggregate results and evaluations.
3. Develop regional economic gardening toolbox.
4. Develop regional entrepreneurial toolbox.

Objective: Encourage business expansion in areas that serve the retiree sectors.

Action:

1. Encourage communities to follow the Otsego County's project program Communities for a Lifetime.
2. Educate business and entrepreneurs about related and new services required by the elderly.

Objective: Support the utilization of Northeast Michigan's natural resources by business and industry which employ prudent and conservation minded extraction and harvesting methods.

Action:

1. Educate existing businesses on conservation methods.
2. Support the growth of conservation-minded businesses.

Goal Two: Create, maintain, and improve infrastructure and services to attract and support business development.

Objective: Create, expand, and maintain publicly-owned infrastructure systems to serve established population, business centers and industrial parks.

Action:

1. Provide technical assistance for planning, design and construction funds.
2. Provide appropriate training for new operation procedures, maintenance and expansion upgrades.

Objective: Assist communities in maintaining, improving, and expanding transportation infrastructure, including:

- Federal, State and local highways, roads and bridges
- Airport terminals, runways, lighting, hangars, etc.
- Rail
- Ports and docks
- Public transportation
- Non-motorized transportation systems

Action:

1. Work with local units of government to help secure funding for planning, design and construction.
2. Educate communities about the best designs for new facilities.

Objective: Advocate improvements to high-tech telecommunications.

Action:

1. Work with committee to assist providing high-tech communications.
2. Work with companies to expand high-tech communications into rural regions.

Objective: Encourage environmentally sound solid waste management practices which are affordable and convenient including disposal, recycling, and resource recovery.

Action:

1. Provide leadership for solid waste management programs.
2. Provide education on solid waste management practices to local units of government.

Objective: Local and regional planning activities provide technical assistance for:

- Comprehensive Plans
- Economic Development Plans
- Land Use Plans
- Recreation Plans
- Growth Management Plans
- Access Management Plans
- Capital Improvement Plans
- Affordable Housing Plans
- Zoning Ordinances
- Transportation Improvement Studies

Action:

1. Encourage communities to participate in sustainable community activities through educational workshops.
2. Promote the importance of having these plans to local units of government.

Objective: Develop and improve access to health care facilities, delivery systems, and emergency services including:

- Hospitals, clinics, emergency care
- Care for the elderly

- Transportation to and from health care, emergency transportation, etc.
- Fire, police, and other emergency services

Action:

1. Improve broadband access for medical and emergency systems.
2. Continue to encourage local units of government in supporting emergency services.

Objective: Construct, maintain, and improve affordable housing stock, including both owner- and renter-occupied units.

Action:

1. Encourage local units of government to provide low-income housing through existing housing programs and agencies.
2. Monitor programs to ensure the needs of the people are being met.
3. Work with local housing agencies to create opportunities for affordable housing stock.

Goal Three: Maintain, expand and improve education and training opportunities.

Objective: Help provide educational facilities the ability to improve, maintain and expand educational facilities.

Action:

1. Advocate for local and state support for education.
2. Support new ideas on providing education to rural areas in a cost effective manner.

Objective: Strengthen, expand and improve the quality of and access to educational programs including:

- Secondary education
- Post secondary education
- Re-training activities and life-long learning
- Training and counseling entrepreneurs through SBTDC and Creating Entrepreneurial Communities Project

Action:

1. Advocate for local and state support for education.
2. Create understanding of the training and education needs of local businesses through workshops, brochures, and written materials.

Goal Four: Enhance global awareness and access of NE Michigan's regional economic development opportunities and assets.

Objective: Create a regional marketing initiative for regional economic development opportunities through a global, internet web-based marketing program.

Action:

1. Organize a regional commercial marketing committee to develop criteria and standards for the web-based regional marketing program.
2. Collect/gather data and prepare for input into the web-based

system.

3. Encourage the development, improvement and promotion of tourist attractions in Northeast Michigan on the site.

Objective: Promote marketing site through internet search engines, state, national, international website linkages.

Action:

1. Develop a press release on website.
2. Work with consultant to determine web linkages.
3. Implement promotion/linkages.

Goal Five: Provide the foundation to attract/create renewable/alternative energy industries throughout the region.

Objective: Organize a regional energy coalition.

Action:

1. Expand a local energy coalition into a regional energy coalition.
2. Create a quarterly newsletter for coalition members.

Objective: Implement sustainable energy practices via wind, solar, or Geo-thermal usage in public buildings and residential homes.

Action:

1. Create awareness with articles, fliers and written materials.
2. Promote sustainability through workshops and energy fairs.

Objective: Determine the feasibility of solid waste to energy production through the construction of a biomass gasification system.

Action:

1. Complete a feasibility study.
2. Determine Phase II and financing of project.

SECTION FIVE: REGIONAL ECONOMIC DEVELOPMENT ACTION PLAN

Action Plan

The following "Action Plan" is based on input from all Northeast Michigan local units of government. On an annual basis, all local entities are given the opportunity to submit their priority projects to be included in the "Comprehensive Economic Development Strategy" (CEDS). From this input an "Economic Development Project List" is compiled by county and the Region based on how the proposed projects fit in with the CEDS economic development strategy (see "Section Four"). Next a list of "Highest Priority Projects" is generated based upon the criteria outlined below. This does not in any manner diminish the importance of other top priority projects.

Criteria for Selecting Highest Priority Projects

The following questions serve as guidelines to assist in the rating of projects and to determine the relative importance of each one. These criteria are purposefully broad to provide flexibility of the prioritization process and thus allow local input and permit subjective contributions.

1. How many permanent and part-time jobs are directly created and/or retained within the Region as a result of this project?
2. Are matching funds secured for the project?
3. Has the preliminary engineering been completed?
4. Is the project located in a community suffering from high levels of unemployment or other economic distress?
5. Is the project identified and/or prioritized by another Region-wide program being carried out by NEMCOG?
6. What is the estimated number of indirect jobs created or the possibility of related developments as a result of this project being implemented?
7. Is there a clearly demonstrated need for the project?
8. Will the project enhance the attractiveness of the Region for new growth or improve the "quality-of-life" in Northeast Michigan?
9. Is the project a wise and prudent environmental use of the Region's natural resources?
10. Is there a strong local commitment to the project?
11. Which CEDS goals or objectives will be addressed upon the completion of this project?

Top Priority Projects

The following is a list of the top priority community and economic development projects, by county, for the Northeast Michigan Region.

PROJECT/TITLE	APPLICANT	PAGE #
Alcona County Projects		
US-23 Bus. Loop Beautification/Streetscape	Alcona Co.	5-3
"Green" Eco Friendly Business Incubator Feasibility Study	Alcona County	5-3
Recreational trail connecting parks, tourist attractions and facilities	Alcona County	5-4
Cooperative Marketing	Alcona County	5-4
Re-Use of Brownfield Sites in Alcona County	Alcona County	5-3
Harrisville Main St. Infrastructure Improvements	Harrisville City	5-4
Lincoln Train Depot Renovations	Lincoln Village	5-4
Alpena County Projects		
ACC Area Development Project	Alpena City	5-5
ACC Center for Entrepreneurial Excellence	ACC, Alpena City	5-5
Redevelopment of Former Fletcher Paper Site	Alpena City	5-5
Infrastructure Improvements to Accommodate Golf Course	Alpena Township	5-8
Cheboygan County Projects		
Rehabilitation of Former Woolworth Building	Cheboygan City	5-9
Garfield Ave & Bay View Drive Business Dev.	Cheboygan City	5-8
Infrastructure imp. to foster development	Cheboygan City	5-9
Mackinaw City Business Incubator Feasibility Study	Mackinaw City	5-10
Downtown Marina Park Project	Tuscarora Township	5-10
Tuscarora Township Sanitary Sewer	Tuscarora Twp.	5-10
Crawford County Projects		
Grayling Fish Hatchery Museum	Crawford County	5-11
Downtown Renovations & Brownfield Redevelopment Project	Grayling City & Crawford Co.	5-11
Infrastructure Improvements in 4-Mile Road Area	Grayling Twp.	5-11
Montmorency County Projects		
Hillman Eco Park – Biomass Business Development	Hillman Village	5-13
Hillman downtown Infrastructure & Streetscape	Hillman Village	5-13
Otsego County Projects		
I-75 E-W Crossings Projects	Otsego County	5-15
Redevelopment of G-P Property	Otsego County	5-14
Water & Sewer Systems in Vanderbilt	Vanderbilt Village	5-16
Oscoda County Projects		
Water & Sewer	Oscoda County, Mio	5-14
Develop Educational/Recreational Courses for Adults/Tourists	Oscoda County, etc.	5-14
Presque Isle County Projects		
Rogers City Ren Zone project	Rogers City	5-18
Re-use of Grambau Center	Rogers City	5-18
Wolverine Systems	Presque Isle	5-18
Rogers City Downtown Revitalization	Rogers City	5-18
Regional Projects		
Communities for a Lifetime	MSU, COA, etc.	5-19
Region-wide Marketing	NEMCOG, EDA	5-19
Telecommunications Improvements	Project Dependent	5-18
"Value Added" Tourism	NEMCOG, etc.	5-19
Creating Entrepreneurial Communities	NEMCOG, MSU, ELF	5-19
Regional Revolving Loan Fund – Regional Brownfields	NEMCOG/Target Alpena	5-19

Project List for Counties & Region

The following two-year project list of local and regional programs, activities, and projects is considered to be the recommended course of action which should be undertaken to accomplish the economic development goals and objectives found in "Chapter IV: Economic Development Strategy". Included in the listing below are those locally identified projects which may be eligible to receive assistance from the U.S. Economic Development Administration or other federal or State agencies or local governments. The information listed below identifies the project, sponsor or applicant, possible funding agencies, estimated cost and the number of the CEDS objective and task which this project will meet (see Chapter IV). **NOTE: Projects marked with * are new to this list.**

Economic Development Project List for Alcona County

PROJECT TITLE	SPONSOR/ APPLICANT	POSSIBLE FUNDING AGENCY(IES)	ESTIMATED COST	GOAL	STATUS
County Fairgrounds Improvements	Alcona County	DNR, Local	Unknown	2	Pending
Alcona County Business/Tourism Marketing	Alcona County	RD, Local	Unknown	1	Pending
US-23 Business Loop Beautification & Streetscape Improvements	Alcona County	MDOT, Local	Unknown	1	Seeking Funding
Re-Use of Brownfield Sites	Alcona County	BRA, Private, Local	Project Dependent	1	Seeking Projects
Construct a "green" (eco friendly) business incubator - Phase I Feasibility Study	Alcona County	RBEG, USFS, Local	\$50,000	1	Seeking Funding
Public Works Facility	Alcona County Road Comm.	Local	\$2,500,000 to \$6,100,000	2	Seeking Funding
Industrial Park: Land & Infrastructure	Caledonia Twp.	EDA, CDBG, Local	Unknown	1	Pending
Industrial Park Infrastructure	Curtis Twp.	EDA, CDBG, Local	Unknown	2	Pending
Indian Lake Picnic Area	Curtis Twp.	DNR, Local	\$15,500	2	Pending
Greenbush Twp. Water System - Connect with Tawas system	Greenbush Twp.	RD, EDA, Local	\$2,725,000	2	Pending
Cedar Lake Park Improvements	Greenbush Twp.	DNR, Local	Unknown	2	Pending
Harrisville Train Depot Renovations	Harrisville City	MCACA, RD, Foundations, Local	Unknown	1	Seeking Funding
Harrisville Downtown Streetscape	Harrisville City	MDOT, Local	Unknown	1	Pending
Firehall Addition	Harrisville City	RD, Local	\$400,000	2	Seeking Funding
Water Tower Replacement	Harrisville City	CDBG, RD, Local	\$800,000 to \$1,200,000	2	Seeking Funding
Main St. Infrastructure Improvements	Harrisville City	CDBG, RD, Local	Unknown	2	Seeking Funding

PROJECT TITLE	SPONSOR/ APPLICANT	POSSIBLE FUNDING AGENCY(IES)	ESTIMATED COST	GOAL	STATUS
Park Improvements	Harrisville Twp.	DNR, Local	Unknown	2	Pending
Commercial Land and Infrastructure/Industrial Commercial Site Development	Hawes Township	EDA, CDBG, MDOT, Local	Unknown	1	Planning Stages
Sewer and Wastewater Treatment for South End of Hubbard Lake	Hawes Twp.	RD, CDBG, EDA, DEQ, Local	\$1,000,000	2	Pending
Barton City & S. Shore Fire Dept. Training & Equipment	Hawes Twp.	RD, Local	Unknown	2	Pending
Brownlee Lake Improvement Testing	Lake Assoc.	EPA, DEQ, Local	\$100,000	1	Seeking Funding
Commercial Site Development	Lincoln	EDA, RD, CDBG	\$100,000	1	Pending
Lincoln & Brownlee Lakes Restoration	Lincoln Village	DNR, Local	\$400,000	2	Pending
Lincoln Village Recreation: Ballfields, Pavilions & Ice Rink	Lincoln Village	DNR, Local	\$5,000	2	Pending
Lincoln Train Depot Renovations - Phase 2	Lincoln Village	RD, EDA, Private	Unknown	1	Seeking Funding for Phase 2
Lincoln Village Hall	Lincoln Village	RD, Local	Unknown	2	Pending
Firehall Substation	Mikado Township	Local	Unknown	2	Planning Stage
Recreation Park	Mikado Township	DNR, Local	\$25,000	2	Seeking Funding
Barton City & South Shore Fire Dept. Training & Equipment	Millen & Hawes Twps.	RD, Local	Under Review	2	Pending
Upgrade Millen Twp. Park	Millen Twp.	DNR, Local	Unknown	2	Pending
Cooperative Marketing	Under Discussion	MEDC, RD, Local	Unknown	1	Seeking Funding
Recreational trail connecting parks, tourist attractions and facilities	Under Discussion	DNR, MDOT, Local	Under Review	2	Seeking Funding
Cedar Lake Improvement Board and Watershed Management	Under Discussion	DNR, Local	Unknown	1	Planning Stage

Economic Development Project List for Alpena County

PROJECT TITLE	SPONSOR/ APPLICANT	POSSIBLE FUNDING AGENCY(IES)	ESTIMATED COST	GOAL	STATUS
ACC Incubator Feasibility Study	ACC & Alpena City	RBEQ, Local	\$34,000	3	In Progress
Downtown Improvements	Alpena City	EDA, CDBG, RD, Local	\$1,900,000	1	Ongoing
Mich-e-ke-wis Park/Starlite Beach Imp.	Alpena City	DNR, Local, CMP	\$4,000,000	2	Seeking Funding
Downtown Riverfront Development Project	Alpena City	DNR, CDBG, EDA, Local, Private	\$3,000,000	1	Pending
River Plan -Phase 3 – Interpretive Center	Alpena City	DNR, MDOT, Local, Foundations, Private	\$1,200,000	1	Pending
Infrastructure Replacement	Alpena City	SRF, DWRF	\$8,759,400 \$9,475,825	2	Ongoing
Woodward Ave./Henry St. Corridor Infrastructure Imp.	Alpena City	CDBG, Local	\$4,000,000	2	Pending
Water Street Riverfront Development Project	Alpena City	DEQ, CDBG, MSHDA, EDA, Local	\$2,500,000	1	Pending
Long Lake Ave. By-Pass	Alpena City	MDOT, EDA, CDBG,	\$500,000	2	Pending
Hobbs Dr. Improvements: 3 rd Ave. to Grant St.	Alpena City	EDA, MDOT, Local	\$1,000,000	2	Pending
Grant St. Improvements: Addison St. to Hobbs Dr.	Alpena City	EDA, MDOT, Local	\$750,000	2	Pending
East Commerce Dr. Infrastructure Sewer & Water (Hueber St. to Wessel Rd.)	Alpena City	EDA, CDBG, Private, Local	\$1,500,000	2	Pending
Brownfield Redevelopment	Alpena City	EPA, DEQ, CDBG, Local	\$1,000,000	1	Ongoing
Wastewater Treatment Plants Improvements: Phase III	Alpena City	Local	\$500,000	2	Pending
Civic Center Renovations	Alpena City	RD, Local, Bond	\$3,000,000	1	Pending
Redevelopment of Fletcher Paper site.	Alpena City	Tax Credit, CDBG, Local, TIF	\$10,000,000 to \$20,000,000	1	Ongoing
Expansion of Bi-Path System (Fletcher St. expansion to Lincoln School completed)	Alpena City	MDOT, DNR, Local	\$1,000,000	2	Ongoing
Carter St. Improvements	Alpena City	MDOT, Local	\$250,000	2	Approved
River St. Improvements: 3 rd Ave. to Ninth Ave.	Alpena City	SRF, DWRF	\$1,800,000	2	Approved
Downtown Parking Lot Improvement	Alpena City	Local, DDA	\$500,000	1	Seeking Funding
Cool Cities Blueprint – North Side	Alpena City	Local, CDBG	\$440,000	2	Completion March 2008
Neighborhood Preservation Plan – Lincoln School Area	Alpena City	MSHDA, CDBG, RD, Local	\$1,000,000	2	Seeking Funding
ACC Area Development Project	Alpena City	CDBG, EDA, Private, Local	Unknown	1	Seeking Funding
*N. Second Avenue Improvement	Alpena City	MDOT, Local	\$1,300,000	2	Seeking Funding

PROJECT TITLE	SPONSOR/ APPLICANT	POSSIBLE FUNDING AGENCY(IES)	ESTIMATED COST	GOAL	STATUS
US-23 N Enhancements	Alpena City/MDOT	MDOT, Local	\$550,000	2	Planning Stage
M-32/Ripley Intersection Enhancements	Alpena City/MDOT	MDOT, Local	\$200,000	2	Seeking Funding
Hobbs/Grant Intersection Imp.	Alpena City/MDOT	MDOT, Local	\$900,000	2	Construction Phase
Ripley Blvd. Reconstruction	Alpena City/MDOT	MDOT, Local	\$600,000	2	Seeking Funding
Genschaw Rd./Hamilton Rd. Connector	Alpena Co. Rd. Comm.	FHWA, MDOT, Local	\$1,000,000	2	Seeking Funding
Bridge Across the Thunder Bay River	Alpena Co. Rd. Comm.	MDOT, Local	Unknown	2	Pending
Tamrack Road/Werth Road Connector	Alpena Co. Rd. Comm.	FHWA, MDOT, TEDF, Local	\$4,000,000	2	Seeking Funding
Ripley Blvd. Resurface	Alpena Co. Rd. Comm.	FHWA, MDOT, TEDF, Local	\$400,000	2	Seeking Funding
Leer Road Resurfacing	Alpena Co. Rd. Comm.	FHWA, MDOT, TEDF, Local	\$2,000,000	2	Seeking Funding
Nicholson Hill Road Resurfacing	Alpena Co. Rd. Comm.	FHWA, MDOT, TEDF, Local	\$1,600,000	2	Seeking Funding
Jacks Landing Road	Alpena Co. Rd. Comm.	FHWA, MDOT, TEDF, Local	\$1,500,000	2	Seeking Funding
Herron Road Reconstruction	Alpena Co. Rd. Comm.	FHWA, MDOT, TEDF, Local	\$2,250,000	2	Seeking Funding
Wolf Creek Road Resurfacing	Alpena Co. Rd. Comm.	FHWA, MDOT, TEDF, Local	\$1,650,000	2	Seeking Funding
Wolf Creek Road Reconstruction	Alpena Co. Rd. Comm.	FHWA, MDOT, TEDF, Local	\$1,500,000	2	Seeking Funding
Werth Road Resurfacing	Alpena Co. Rd. Comm.	FHWA, MDOT, TEDF, Local	\$1,400,000	2	Completed
Lake Winyah Road	Alpena Co. Rd. Comm.	FHWA, MDOT, TEDF, Local	\$2,000,000	2	Seeking Funding
Pearl Road	Alpena Co. Rd. Comm.	FHWA, MDOT, TEDF, Local	\$400,000	2	Seeking Funding
Misery Bay Road	Alpena Co. Rd. Comm.	FHWA, MDOT, TEDF, Local	\$800,000	2	Seeking Funding
Bloom Road	Alpena Co. Rd. Comm.	FHWA, MDOT, TEDF, Local	\$1,500,000	2	Seeking Funding
*Cathro Rd Resurface	Alpena Co. Rd. Comm.	FHWA, MDOT, TCDF, Local	\$700,000	2	Seeking Funding
*Hamilton Rd. Resurface	Alpena Co. Rd. Comm.	FHWA, MDOT, TCDF, Local	\$600,000	2	Seeking Funding
*Local Road Resurfacing	Alpena Co. Rd. Comm.	FHWA, MDOT, TCDF, Local	\$5,000,000	2	Seeking Funding
*Long Rapids Road Resurfacing	Alpena Co. Rd. Comm. & Alpena City	FHWA, MDOT, TCDF, Local	\$1,200,000	2	Seeking Funding
Airport Improvements	Alpena County	FAA, MAC, Local	\$880,000		Seeking Funding
Long Lake Dam Improvements	Alpena County	DNR, Local	\$3,000,000	2	Seeking Funding
Fairgrounds Improvements	Alpena County	DNR, Local	\$50,000	2	Pending
Pool Facility Improvements	Alpena County	DNR, Local	\$100,000 p/yr	2	Pending
Long Lake Recreational Imp.	Alpena County	DNR, Local	\$300,000	2	Pending
Sunken Lake Recreational Imp.	Alpena County	DNR, Local	\$50,000 per yr.	2	Pending
Recapitalize County Revolving Loan Fund	Alpena County	RD, SBA, Local	\$50,000 /yr.	2	Pending
ADA Improvements to County Buildings	Alpena County	RD, Local	\$300,000	1	Pending
Economic Land Reuse Development Program	Alpena County	RBEQ, EDA, CDBG, RD, FAA, Local	\$1,000,000 Phase I: \$71,000 Phase II: Unknown	2	Ongoing
County Jail	Alpena County	DOC, Local, State	\$8,000,000	2	Pending
Hubbard Lake Rd. Park Imp.	Alpena County	DNR, Local	\$100,000	2	Pending

PROJECT TITLE	SPONSOR/ APPLICANT	POSSIBLE FUNDING AGENCY(IES)	ESTIMATED COST	GOAL	STATUS
Beaver Lake Park Imp.	Alpena County	DNR, Local	\$100,000	2	Pending
Manning Hill Park Imp.	Alpena County	DNR, Local	\$100,000	2	Pending
Improvements at the Port of Alpena	Alpena County	EDA, CDBG, Private, Local	\$3,000,000	2	Planning Stage
Ball Field Complex Improvements	Alpena County	DNR, Local	\$600,000	2	Pending
Manufacturing Incubator Feasibility Study	Alpena County	EDA, RBEG, Local	\$50,000	2	Seeking Funding
*Rotary Island Mill Park - Fishing/ Launching Decks, Picnic Area, Rain Gardens, Misc.	Alpena Rotary, City of Alpena	Local, CZM	\$112,900	1	Seeking Funding
Service Drives for M-32 Commercial District	Alpena Township	MDOT, Local	\$3,400,000	2	Pending
Local Roads Planning	Alpena Township	MDOT, Local	\$5,000 per yr.	2	Pending
Long Lake Rd Imp: Hamilton Rd. to US23 N.	Alpena Township	MDOT, Local	\$1,500,000	2	Pending
Infrastructure Improvements in Alpena Twp. Park	Alpena Township	DNR, Local	\$300,000	2	Pending
Bagley St./Bridge Imp.	Alpena Township	MDOT, Local	Unknown	2	Pending
Service Drive to Businesses off Bagley St. on N. Side of M-32 W.	Alpena Township	MDOT, Local	\$565,000	2	Seeking Funding
Third St./Tamrack Rd. Extension	Alpena Township	MDOT, Local	\$1,200,000	2	Seeking Funding
Develop Road from Hamilton Rd. to Bagley St.	Alpena Township	MDOT, Local	\$4,200,000	2	Seeking Funding
Water Extension: Burkholder Dr. Area	Alpena Township	RD, CDBG, Local	\$2,000,000	2	Seeking Funding
Road Relocation & Improvements: Burkholder Dr. to Lake Winyah Rd.	Alpena Township	MDOT, Local	\$1,800,000	2	Seeking Funding
Sidewalk & Corridor Enhancements on Bagley St.	Alpena Township	EDA, MDOT, Private, Local	\$1,500,000	1	Pending
Squaw Bay Boardwalk and Fishing Area	Alpena Twp	MDOT, Local	Unknown	2	Planning
US-23N Entrance Improvements	Alpena Twp & City	TEA-21, Local	\$400,000	2	Planning Phase
Service Dr. - Bagley to King Settlement on S. side of M-32 W	Alpena Twp & Wilson Twp.	MDOT, MDOTEDF, Local	Unknown	2	Seeking Funding
Alpena Twp. - Water Extensions in Lay/Werth Rd. and French/Truckey Rd. Areas	Alpena Twp.	DWRF, CDBG, Local	Werth: \$660,000 Truckey: \$770,000	2	Pending
Alpena Twp.-Misc. Water and Sewer Extensions	Alpena Twp.	DFWR, EDA, CDBG, DEQ, Local	\$3,200,000	2	Pending
Alpena Twp. Water/Sewer Imp. - Hamilton/US-23 N.	Alpena Twp.	EDA, CDBG, Local	\$3,000,000	2	Pending
Infrastructure Imp. On Genshaw Rd. to Accommodate Golf Course	Alpena Twp.	EDA, CDBG, Local	\$600,000	2	Seeking Funding
Highland Ct. Water Extension	Alpena Twp.	DWRF, RD, Local	\$115,000	2	Pending
Lake Winyah Water Extension	Alpena Twp.	DWRF, RD, Local	\$198,000	2	Pending

PROJECT TITLE	SPONSOR/ APPLICANT	POSSIBLE FUNDING AGENC(IES)	ESTIMATED COST	GOAL	STATUS
Narrows Dam/Creation	Alpena Twp.	DNR, Local	Unknown	2	Pending
Water/Sewer Auth. Planning & Dev. Study	Alpena Twp.	CDBG, EDA, Local	\$25,000	2	Pending
Water Plant	Alpena Twp.	D WRF, RD, CDBG, EDA, Local	Unknown	2	Pending
Sewage Treatment Plant	Alpena Twp.	RD, EPA, CDBG, EDA, Local	Unknown	2	Pending
Long Lake Water Wells Project	Alpena Twp.	D WRF, RD, CDBG, Local	Unknown	2	Pending
Rockport Dock Improvements	Alpena Twp.	DNR, Foundations, Private, Local	Unknown	2	Pending
Coastal Management Planning	Alpena Twp.	CMP, DNR, Local	Unknown	2	Underway
Alpena Township-Two Mini-Sewage Treatment Plants	Alpena Twp.	SRF, RD, Local	Unknown	2	Pending
Connect Greenways Trails in Alpena Twp. With Alpena City and Presque Isle County	Alpena Twp.	DNR, MDOT, Local	Unknown	2	Pending
Multi-use Trail from Alpena Twp to Sanborn Twp	Alpena Twp.	MDOT, Local	Unknown	2	Planning
Sidewalks & Lighting	Sanborn Township	MDOT, DNR, Local	Unknown	2	Planning
Township Hall Renovations	Wilson Township	RD, Local	Unknown	2	Pending
Infrastructure for Golf Course Development	Wilson Twp.	MDOTEDF, EDA, CDBG, Local	Unknown	2	Pending

Economic Development Project List for Cheboygan County

PROJECT TITLE	SPONSOR/ APPLICANT	POSSIBLE FUNDING AGENC(IES)	ESTIMATED COST	GOAL	STATUS
Recreational Park	Benton Twp.	DNR, Local	\$250,000	2	Pending
Garfield Ave. & Bay View Dr. Sewer	Cheboygan City	RD, DEQ, CDBG, Local, Private	\$200,000	2	Pending
Storm Water/San. Sewer Separation Improvements	Cheboygan City	RD, DEQ, Local	\$2,000,000	2	Ongoing
Cheboygan River Walkway & Foot Bridge	Cheboygan City	DNR, DDA, Local	\$1,000,000	2	Pending
Infrastructure Improvements to Foster Development	Cheboygan City	EDA, DEQ, DNR, CDBG, RD, MDOT, Private, Local	Unknown	2	Pending
East US-23 Sanitary Sewer	Cheboygan City	RD, DEQ, CDBG, Local, Private	\$600,000	2	Pending

PROJECT TITLE	SPONSOR/ AFFILIANT	POSSIBLE FUNDING AGENCY(IES)	ESTIMATED COST	GOAL	STATUS
Duncan Bay Area Sanitary Sewer	Cheboygan City	RD, DEQ, CDBG, Local, Private	\$300,000	2	Pending
Mackinaw Ave. Sanitary Sewer Extension	Cheboygan City	RD, DEQ, CDBG, Local, Private	\$300,000	2	Pending
East Side Elevated Water Storage Tank	Cheboygan City	RD, DEQ, Local	\$2,000,000	2	Pending
Stempky St./Loomis St. Extension, Inc. Utilities	Cheboygan City	MDOT, EDA, CDBG, Local	\$1,500,000	2	Pending
Rehabilitate Former Woolworth Building	Cheboygan City	EDA, CDBG, Private, Local	\$500,000	1	Seeking Funding
Cheboygan Econ. Dev. Strat.	Cheboygan City/Co.	CDBG, EDA, Local	\$40,000	2	Pending
Re-Use former Woolworth Bldg and/or Site	Cheboygan City/DDA	CDBG, DDA, Private, Local	\$1,500,000	1	Seeking Funding
Cheboygan County Building Annex or Addition	Cheboygan Co.	RD, Local	Unknown	2	Pending
Fairgrounds Improvements	Cheboygan Co.	RD, Local	Unknown	2	Pending
County Airport Improvements	Cheboygan Co.	FAA, MAC, Local	Unknown	2	Pending
Phase I N. Huron Ave. Reconstruction	Cheboygan Co.	MDOT, Local	\$450,000	2	Pending
Clean Up/Re-develop Brownfields	Cheboygan Co., Local Units	DEQ, DNR, BRA, Local, Private	Unknown	1	Ongoing
Mullett Lake (Boy Scout Camp) Park Dev.	Cheboygan County	DNR, Local	Unknown	2	Pending
Recreational Sports Complex at Fair Grounds	Cheboygan County, et. al.	DNR, Local	Unknown	2	Pending
Carnegie Library Renovation	City of Cheboygan			3	
*Waste Water Treatment Plant Imp.	City of Cheboygan	EDA, USDA, MDEQ, Local	\$6,000,000	2	Seeking Funding
*Water System Improvements	City of Cheboygan	EDA, USDA, MDEQ, Local	\$3,700,000	2	Seeking Funding
*E. State Street Sanitary Sewer Extension	City of Cheboygan	EDA, USDA, MDEQ, Local	1,000,000	2	Seeking Funding
Munger Rd. Paving	Ellis Twp.	MDOT, Local	\$500,000	2	Pending
Forrest Twp. Hall Renovations	Forrest Twp.	RD, Local	\$110,000	2	Seeking Funding
Multi-use Sports Arena Feasibility Study	Indian River	USDA, EDA, CDBG, Local	\$250,000	1	Seeking Funding
Indian River Pedestrian Walk	Indian River	DDA, CDBG, MDOT, Local		1	Seeking Funding
Road Improvement Projects	Inverness Twp.	MDOT, Local	\$56,000	2	Ongoing
Municipal Building Renovation	Mackinaw City	RD, Local	\$500,000	2	Ongoing

PROJECT TITLE	SPONSOR/ APPLICANT	POSSIBLE FUNDING AGENCIES	ESTIMATED COST	GOAL	STATUS
Wastewater Treatment Plant Improvement	Mackinaw City	EPA, DEQ, CDBG, RD, EDA, Local	\$4,000,000	2	Ongoing
Conkling Heritage Park Imp. - Restrooms	Mackinaw City	DNR, Local	\$170,000	1	Pending
Mackinaw City Business Incubator	Mackinaw City	RREG, Local	Unknown	1	Seeking Funding
West Central Avenue Reconstruction Phase 1	Mackinaw City	MDOT, Local	\$500,000	2	Seeking Funding
Huron Ave Sewer Improvements Phase 1	Mackinaw City	CDBG, Local	\$500,000	2	Seeking Funding
Fire Station	Mackinaw City	RD, Local, State	\$1,500,000	2	Seeking Funding
*Historic Village Park Imp.	Mackinaw City	DNR, Local	\$250,000	1	Seeking Funding
*Purchase Waterfront Property	Mackinaw City	DNR, Local	Unknown	1	Planning
*East Central Ave. Resurfacing	Mackinaw City	MDOT, Local	\$500,000	2	Seeking Funding
Mackinaw Twp. Memorial Garden	Mackinaw Twp.	DNR, Local	Unknown	2	Seeking Funding
Rondo Road Improvements	Mentor & Ellis Twp.	MDOT, Local	Unknown	2	Pending
Bilder Rd. Paving	Mentor/ Willmot Twp.	MDOT, Local	\$200,000	2	Pending
*NLEA Incubator Network Road & Bridge Improvements throughout Township	NLEA, others TBD Nunda Twp.	EDA, CDBG, USDA, Local MDOT, Local	Study Underway Various	1 2	Planning Stage Ongoing
Township Park	Nunda Twp.	DNR, Local	Unknown	2	Pending
Webb Road Paving	Nunda Twp.	MDOT, Local	Unknown	2	Pending
Tuscarora Twp. Sanitary Sewer Construction	Tuscarora Twp.	SRF, EDA, CDBG, Local	\$12,000,000	2	Pending
Indian River Downtown Marina Park Project	Tuscarora Twp.	DNR, EDA, CDBG, Local	\$1,500,000	1	In Progress
Assisted Living Facility	Tuscarora Twp.	USDA, MSHDA, Private, Local	\$2,500,000	2	Pending
Multi-Use Trails Development	Various	DNR, Local	Unknown	2	Pending
Lumberman's Memorial Park Development	Village of Wolverine	DNR, Local	\$160,000	2	Ongoing
Replace Cedar Street Bridge	Village of Wolverine	MDOT, EDA	\$350,000	2	Seeking Funding
Repair East Main St. Bridge	Village of Wolverine	MDOT, Local, EDA	\$5,000	2	Seeking Funding
Township Hall Renovations	Walker Township	RD, Local	Unknown	2	Pending
Walker Twp. Hall Renovation	Walker Twp.	RD, Local	Unknown	2	Pending
Solid Waste Transfer Station	Willmot & Nunda Twp. & Wolverine Village	RD, Local	\$170,000	2	Pending
Pave Shire Rd, from Wolverine Rd. to US-27	Willmot Township	MDOT, Local	Unknown	2	Pending
Fire Hall and Equipment	Willmot, Ellis, Nunda & Mentor Townships	RD, Local	Unknown	2	Pending

Economic Development Project List for Crawford County

PROJECT TITLE	SPONSOR/ APPLICANT	POSSIBLE FUNDING AGENCY(IES)	ESTIMATED COST	GOAL	STATUS
Sewer Treatment Facility for Camp Cornalia	Beaver Creek Twp.	EPA, SRP, Local	\$6,000,000	2	Design Stage
Traffic Study: I-75 Corridor - 4 Mile to M-93	Crawford Co, et. al.	MDOT, Local	\$35,000	2	In Progress
River Walk Along AuSable River	Crawford Co, Grayling City	DNR, USFS, Local	Unknown	1	Seeking Funding
*Mainstreet America Theme Park	Crawford Co. Road Comm.	EDA, CDBG, MDOT, Local	\$10,000,000	2	Planning Stage
Downtown Renovations and Brownfield Re-Use Projects	Crawford Co. & Grayling City	CDBG, EDA, BRA, MDOTEDF, Private, Local	\$200,000	1	Ongoing
N. Down River Road Interchange	Crawford Co. Rd. Comm.	MDOT, Local	Unknown	2	Pending
Improvements to N. Down River Rd.	Crawford Co. Rd. Comm.	MDOT, Local	Unknown	2	Pending
Infrastructure Improvements in 4 Mile Road Area	Crawford Co. Rd. Comm., Grayling & Beaver Creek Twp.	MDOTEDF, CDBG, EDA, Local	Unknown	2	Seeking Funding
Snowmobile Trails	Crawford Co., et al	DNR, Local	Unknown	2	Ongoing
Grayling Fish Hatchery Museum	Crawford County	DNR, RD, EDA, Local	\$1,000,000	1	Phase I Complete Seeking Funding - Phase 2
County Fairgrounds Renovation	Crawford County	DNR, Local	\$500,000	2	Pending
Courthouse Renovations or New Building	Crawford County	RD, BRA, Local	\$3,000,000	2	Pending
Air/Industrial Park Plan & Dev.	Crawford County	MAC, FAA, CDBG, EDA, Local	Unknown	2	Pending
District Health Dept. Relocation	Crawford County	DPH, Local	\$1,000,000	2	Pending
Animal Shelter Relocation	Crawford County	Local	\$350,000	2	Completed
Clean-up and Redevelop Brownfields within County - Site Assessment	Crawford County, etc.	DEQ, DNR, EPA, EDA, BRA, Private, Local	\$200,000	1	Ongoing
Industrial Drive - Rebuild & Extension	Grayling City	CDBG, Local	\$585,000	2	Seeking Funding
Storm Water Demonstration Project	Grayling City	DEQ, Local	\$1,000,000	2	Ongoing
Downtown Parking - Possible Ramp	Grayling City	MEDC, RD, Local	Unknown	1	Seeking Funding
Bike Path Improvements	Grayling City	MDOT, Local	\$150,000	2	Seeking Funding
Grayling Fish Hatchery Asbestos Removal	Grayling Fish Hatchery	USDA	\$30,000	1	Underway
Hanson Hills Recreation Improvements	Grayling Recreation Authority	DNR, Foundations, Local	\$800,000	2	Pending
Grayling Township Park Dev.	Grayling Township	DNR, Local	\$250,000	2	Underway
Wasteheat Feasibility Study	Grayling Township	EDA, RD, Local	Unknown	2	Pending
Industrial Park Expansion & Access Road	Grayling Twp.	MDOTEDF, EDA, CDBG, Local	Unknown	2	Pending
Flow Vehicle for Pedestrian Pathway	Grayling Twp.	Local	\$25,000	2	Seeking Funding
Bald Hill Rd. Paving from Co. Rd. 612 - 1 mile	Lovells Twp.	MDOT, Rd. Corrm. Local	Unknown	2	Seeking Funding

PROJECT TITLE	SPONSOR/APPLICANT	POSSIBLE FUNDING AGENCIES	ESTIMATED COST	GOAL	STATUS
Old 612 Paving from Twin Bridge Rd. to CR 612 - One Mile	Lovells Twp.	MDOT, Rd. Comm., Local	Unknown	2	Seeking Funding
Parking Lot for Municipal Complex/Historical Society Building	Lovells Twp.	RD, Local	\$50,000	2	Seeking Funding
South Branch Township Emergency Vehicles	South Branch Twp.	USDA RD, Local, FEMA	Unknown	2	Seeking Funding
Relocate Railyard from Downtown Grayling to S. 4 Mile Rd.	Under Discussion	MDOT, Private	\$1,000,000	2	Pending

Economic Development Project List for Montmorency County

PROJECT TITLE	SPONSOR/APPLICANT	POSSIBLE FUNDING AGENCIES	ESTIMATED COST	GOAL	STATUS
Trail Improvements	Albert Township	DNR, Local	Unknown	2	Pending
Buttles Road Park	Albert Township	DNR, Local	\$1,500,000	2	Pending
Twp. Office/State Police Building	Albert Twp.	RD, Local	\$1,500,000	2	Seeking Funding
Commercial District Street Paving & Sidewalks	Albert Twp.	MDOT, Local	\$160,000	2	Pending
Downtown Improvements	Albert Twp.	CDBG, Local	\$400,000	1	Ongoing
Sewage Treatment System	Albert Twp.	SRF, RD, Local	\$3,500,000	2	Pending
Water System Improvements	Albert Twp.	DWRF, RD, Local	\$2,500,000	2	Pending
Local Street Paving	Albert Twp.	MDOT, Local	\$100,000	2	Ongoing
Albert Twp. Little League Ball Field Imp.	Albert Twp.	DNR, Local	\$48,000	2	Pending
Community Street Paving Projects	Albert Twp.	MDOT, Local	\$275,000	2	Ongoing
Lake 15 Camp Grounds Imp.	Briley Township	DNR, Local	Unknown	2	Pending
Briley Park Improvements	Briley Township	DNR, Local	Unknown	2	Pending
Cross Country Ski & Nature Trails	Briley Township	DNR, Local	Unknown	2	Pending
Fishing Dock & Boat Launch	Briley Township	DNR, Local	Unknown	2	Pending
Sewer System Development	Briley Twp.	RD, CDBG, EDA, DEQ, Local	\$2,600,000	2	Planning
Downtown Improvements	Briley Twp.	CDBG, Local	\$95,000	1	Pending
Tri-Township Fire & Ambulance Barn Const.	Briley Twp.	RD, Local	Unknown	2	Pending
Walking & Bicycle Path	Briley Twp.	DNR, Local	Unknown	2	Pending
Little League Ball Field Lights	Briley Twp.	DNR, Local	Unknown	2	Pending
Multi-use paths and streetscape	County & Briley Township	DNR, MDOT, Local	Unknown	2	Planning Stage

PROJECT TITLE	SPONSOR/ APPLICANT	POSSIBLE FUNDING AGENCY(IES)	ESTIMATED COST	GOAL	STATUS
Riverfront Improvements	Hillman Village	DNR, Local	\$500,000	1	Pending
Bridge Replacement	Hillman Village	MDOT, Local	\$1,500,000	2	Pending
Storm Sewers	Hillman Village	MDOT, Local	\$500,000	2	Ongoing
Streetscape	Hillman Village	DNR, Local	\$20,000	2	Pending
Downtown Infrastructure Imp.	Hillman Village	RD, CDBG, Local	\$1,000,000	1	Pending
Hillman Eco-Park -- Biomass Facility	Hillman Village	MDOT, CDBG, USDA	Unknown	1	Needs Study
Hillman Little League	Hillman Village	DNR, Local	\$500,000	2	Pending
Downtown Improvements & Maintenance	Hillman Village	TEA-21, CDBG, Local	\$59,000 per year	1	Pending
Upgrade Tripp Field	Hillman Village	DNR, Local	Unknown	2	Pending
Community Bike Path	Hillman Village	MDOT	Unknown	2	Seeking Funding
Downtown Business Incubator	Hillman Village	CDBG, EDA	Unknown	1	Need Study
Bike Path/School to Village	Hillman Village & Twp.	MDOT, Local	\$150,000	2	Pending
High Speed Internet Project	Hillman, etc.	RD, Local	\$3,000,000	2	Seeking Funding
Dry Fire Hydrants	Local Fire Depts.	DNR, Local	\$27,200	2	Pending
Recreational Trails Plan	Montmorency Co	USFS, Local	Unknown	2	Seeking Funding
Animal Shelter Building	Montmorency Co.	RD, Local	\$200,000	2	Pending
Montmorency Twp. Road Improvements	Montmorency Co. Rd. Comm & Twp.	MDOT, Local	\$250,000	2	Pending
Fairground Improvements	Montmorency County	DNR, Local	\$60,000	2	Pending
Upgrade Co. Rd. 487	Montmorency County	MDOT, DNR, Local	\$2,000,000	2	Pending
Upgrade County Rd. 612-Lewiston to M-33	Montmorency County	MDOT, Local	Unknown	2	Pending
Upgrade County Rd. 489-Atlanta to Co. Rd. 612	Montmorency County	MDOT, Local	\$4,000,000	2	Seeking Funding
Recycling Center	Montmorency County	RD, Local	Unknown	2	Pending
County Maintenance Garage	Montmorency County	RD, Local	\$10,000	2	Pending
*Upgrade County Rd 624, M-33 to CR 459	Montmorency County RC	Federal Funding	\$4,000,000	2	Seeking Funding
*Upgrade CR 622, M-33 to Meridian Line Rd	Montmorency County RC	Federal Funding	\$8,000,000	2	Seeking Funding

Economic Development Project List for Oscoda County

PROJECT TITLE	SPONSOR/ APPLICANT	POSSIBLE FUNDING AGENC(IES)	ESTIMATED COST	GOAL	STATUS
Commercial Development in Mio	Big Creek & Mentor Twp.	CDBG, RD, MDOT, Local	Unknown	1	Ongoing
M-72 Improvements	Big Creek Township	DNR, MDOT, Local	Unknown	2	Pending
Luzerne Park Improvements	Big Creek Township	DNR, Local	\$50,000	2	Pending
Tourist Information Center	Oscoda County	MDOT, Local	\$25,000	1	Pending
Oscoda Co. Industrial Park/Manufacturer Dev.	Oscoda County	CDBG, EDA, Local	\$500,000	1	Pending
County Jail and Sheriff's Office	Oscoda County	Crime Funds, DOC, Local	\$2,000,000	2	Pending
Oscoda County Park Imp-Handicapped Access	Oscoda County	DNR, Local	\$200,000	2	Pending
Oscoda County Airport Dev.	Oscoda County	FAA, MAC, Local	\$900,000	2	Pending
Oscoda County Park Imp.	Oscoda County	DNR, Local	Unknown	2	Pending
Re-use of Industrial Building(s)	Oscoda County	DEC, EDA, CDBG, Private	Unknown	1	Pending
Oscoda County Economic Revitalization Plan	Oscoda County	RREG, CDBG, Local	\$40,000	2	Seeking Funding
Inventory Empty Commercial/Industrial Buildings/Brownfields	Oscoda County	RD, Local	Unknown	2	Planning Stage
Mapes Rd. Improvements	Oscoda County Rd. Comm.	USFS, Local	\$450,000	2	Seeking Funding
Mishler Rd. Improvements	Oscoda County Rd. Comm.	MDOT, Local	\$200,000	2	Seeking Funding
Develop Community Website	Oscoda County, et. al.	Foundations, Local	Unknown	1	Planning Stage
Develop Educational/Recreational Courses for Adults/Tourists	Under Discussion	CDBG, EDA, Local	Unknown	1	Planning Stage

Economic Development Projects for Otsego County

PROJECT TITLE	SPONSOR/ APPLICANT	POSSIBLE FUNDING AGENC(IES)	ESTIMATED COST	GOAL	STATUS
G-P Water & Sewer Infrastructure for Redevelopment	Bagley Twp	CDBG, EDA, MDOT, Local	\$24000,000	1	Pending
Bagley Twp. Sewer	Bagley Twp.	USDA RD, EDA, Local	Unknown	2	Pending
G-P Redevelopment Rail Infrastructure	Bagley Twp. ISRC	MDOT, CDBG, EDA, Local	\$ 1,000,000	1	Scheduled 2008
Streetscape Imp in Downtown Johannesburg	Charlton Twp.	MDOT, CDBG, Local	\$ 500,000	2	App Pending

PROJECT TITLE	SPONSOR/ APPLICANT	POSSIBLE FUNDING AGENCY(IES)	ESTIMATED COST	GOAL	STATUS
Alexander Rd Imp	Corwith Twp/Rd. Com.	MDOT, TEDF, CDBG, Local	\$ 600,000	2	Pending
Town Center Streetscape Improvements	Elmira Twp.	MDOT, Local	\$ 500,000	2	Seeking Funding
Elk View Park	Gaylord	DNR, Local, Private	\$ 540,000	1	App. Pending
McVannel Extension - M-32 to Van Tyle	Gaylord	MDOT, TEDF, CDBG, Local, Private	\$ 600,000	2	Pending
Water Distribution Imp.	Gaylord	DWRP, RD, Local	\$ 200,000	2	Ongoing
Streetscape Improvements - S. Otsego St. and Main St.	Gaylord	MDOT, Local	\$ 3,000,000	2	Planning Stage
Meijers Water & Sewer	Gaylord	Local, Private	\$ 1,400,000	2	Scheduled 2008
North Center Street	Gaylord	MDOT, CDBG, Local	\$ 500,000	2	Scheduled 2008
New City Hall	Gaylord	Local	\$ 2,000,000	1	Underway
Gateway Streetscape, Pedestrian & Access Mgt Imp - W M-32	Gaylord, Bagley & Livingston Twps.	MDOT, CDBG, Local	\$ 1,500,000	2	Pending
Construction of Freeway Entrance and Exit Ramps at New McCoy/Milbocker At-Grade Crossing	Gaylord, Otsego Co Rd Comm, Bagley, Livingston & Hayes Twps.	EDA, MDOT, Local	\$ 2,500,000	2	Pending
New I-75 At-Grade Crossing at Milbocker & McCoy	Gaylord, Otsego Co Rd Comm, Bagley, Livingston & Hayes Twps.	FHWA, MDOT, Local	\$ 13,050,000	2	Underway
New I-75 Overpass at VanTyle & S. Wisconsin	Gaylord, Otsego Co Rd Comm, Bagley, Livingston & Hayes Twps.	MDOT, EDA CDBG, Local	\$ 4,000,000	2	Pending
Gaylord Community Pathway	Gaylord, Otsego County Road Comm	MDOT, TEDF, MDOT, DNR Local	\$ 5,000,000	2	Ongoing
Hayes Tower Rd Imp - Phase II	Hayes Twp, Rd Comm	MDOT, Local	\$ 500,000	2	Scheduled 2008
M-32 W/Murner Rd. Pathway	Livingston & Bagley Twps, Gaylord	MDOT Enhancement, DNR, Local	\$ 1,670,000	2	Pending
Meecher Rd. Imp - M-32 to Five Lakes	Livingston Twp./Rd. Com.	MDOT, TEDF, CDBG, Local	\$ 300,000	2	Pending

PROJECT TITLE	SPONSOR/ APPLICANT	POSSIBLE FUNDING AGENCY(IES)	ESTIMATED COST	GOAL	STATUS
McCoy Rd. Improvements	OCRC, Bagley Twp	MDOT, Local	\$ 2,750,000	2	Pending
Old 27 North - Farmeter to Whitmarsh	Otsego Co Rd Comm	MDOT, Local	\$ 1,170,000	2	Scheduled 2008
Sturgeon Valley Rd. Pigeon River Bridge	Otsego Co Rd Comm	MDOT, Local	\$ 380,000	2	Scheduled 2008
North Otsego Lake Dr.	Otsego Co Rd Comm, Bagley Twp.	MDOT, CDBG, Local	\$ 125,000	2	Planned
Improvements to Old State Road	Otsego Co. Rd. Comm.	MDOT, Local	Unknown	2	Pending
Milbocker Rd. Improvements	Otsego Co. Rd. Comm.	MDOT, TEDE, CDBI, Local	\$ 1,200,000	2	Scheduled 2008
Krys Rd. Improvements	Otsego Co. Rd. Comm.	Small Urban Prog., Local	\$625,000	2	Scheduled 2008
Otsego County Park Imp.	Otsego County	DNR, Local	\$70,000	2	Ongoing
Jail Facility	Otsego County	DOC, Local	\$4,000,000	2	Pending
New Library	Otsego County	RD, Local	\$6,000,000	2	Pending
N-S Runway Extension	Otsego County	MDOT, MAC, FAA, Local	\$1,200,000	2	Planned
Old 27 South Imp: Widening and Bike Paths	Otsego Lake Twp.	MDOT, Local	Unknown	2	Pending
Downtown Improvements In Waters	Otsego Lake Twp.	MDOT, CDBG, Local	\$580,000	2	Pending
Water & Sewer	Vanderbilt	RD, EDA, CDBG, local	\$3,000,000		Seeking Funding
Industrial Business Park	Vanderbilt	EDA, CDBG, Local	\$1,000,000	2	Seeking Funding
Downtown Improvements	Vanderbilt	MSHDA, EDA, CDBG	\$500,000	2	App Pending
Water & Sewer Systems	Vanderbilt	RD, EDA, CDBG, Local	\$3,000,000	2	Seeking Funding
Downtown Improvements	Vanderbilt	MSHDA, EDA, CDBG	\$ 500,000	1	Pending
Welcome Center	Vanderbilt	MDOT, Local, Private	\$75,000	1	Pending
Streetscape	Vanderbilt	MDOT, Local	\$150,000	1	Pending

Economic Development Project List for Presque Isle County

PROJECT TITLE	SPONSOR/ APPLICANT	POSSIBLE FUNDING AGENCIES(IES)	ESTIMATED COST	GOAL	STATUS
High Speed Internet	Cities, County	RD, CDBG, MSU, Private	\$3,000,000	2	Planning Stage
Hawkes/Mackinac Trail	DNR, Local	DNR, Local	\$2,000,000	1	Planning Stage
Rogers City Spur Snowmobile Trail	DNR, Local	DNR, Local	\$1,000,000	1	Land Acquired
Historic Hanger Business Training Center	EDC	RD, CDBG, SBA	\$1,000,000	3	Planning Stage
Bike Path Extension: Hoeft Park to 40 Mile Pt.	EDC, Rogers Twp, MDOT	MDOT, Local	\$500,000	1	Planning Stage
Black Mountain State Forest Rec. Area Imp.	MI DNR	DNR	\$500,000	2	Pending
Millersburg Depot Restoration	Millersburg	CDBG, Local	\$500,000	1	Seeking Funding
Onaway Wastewater Collection & Treatment Project - Phase 3	Onaway	EDA, RD, DNR, Local	\$7,500,000	2	Phase 2 Beginning
Downtown Improvements	Onaway	CDBG, Local	\$200,000	1	Ongoing
Water System Improvements	Onaway	DWRF, RD, Local	\$125,000	2	Ongoing
Recreational Improvements	Onaway	DNR, Local	\$95,000	2	Pending
DPW Garage	Onaway	RD, Local	\$60,000	2	Funds Approved
Bike Path along M-65	Posen Township	DNR, MDOT, Local	\$75,000	2	Pending
Long Lake Rd. Improvements	Posen Twp.	MDOT, Local	\$225,000	2	Seeking Funding
Airport Hangars, Fuel, Parking	Presque Isle Co, Rogers City	MDOT, Local	\$250,000	2	Pending
Glawe Schoolhouse Restoration	Presque Isle Co.	Foundations, Local	Unknown	1	Seeking Funding
Airport Office Building	Presque Isle County, Onaway	MDOT, Local	\$150,000	1	Planning Stage
Presque Isle Twp. Safety Trail	Presque Isle Twp.	MDOT, Local	\$265,000	2	Ongoing
Safer Routes to School	Rogers City	SRTS, MDOT, Local	\$150,000	1 & 2	Planning
Tourism Center-Public Restrooms	Rogers City	DNR, Local, Various	\$100,000	1	Pending
Relocation of Public Works Garage & Industries to Ind. Park-Reuse of Land for Residential	Rogers City	MSHDA, EDA, CDBG, Local	\$1,500,000	2	Pending
Sports Park Improvements	Rogers City	DNR, MDOT, Local	\$200,000	2	Pending
Extension of Airport Rd. US-23 to Bus. US-23	Rogers City	MDOT, EDI, EDA, CDBG, Private, Local	\$500,000	2	Underway
Extension of Park Dr. to Third St. (US-23 to Bus. Rt. US-23)	Rogers City	MDOT, Local	\$325,000	2	Pending
Westminster Park Imp.	Rogers City	MDOT, Heritage Route, Local	\$150,000	2	Pending
Street Hockey Rink	Rogers City	DNR, Local	\$30,000	2	Pending

PROJECT TITLE	SPONSOR/APPLICANT	POSSIBLE FUNDING AGENCIES	ESTIMATED COST	GOAL	STATUS
Swimming Beach Imp.	Rogers City	DNR, Local	\$50,000	2	Phase 1 - Complete
Little League Ball Park Imp.	Rogers City	DNR, Local	\$30,000	2	Phase 2 - Planning
Community and Performing Arts Center	Rogers City	MCACA, RD, Local	\$1,500,000	2	Phase 1 - Complete
Galpin Sports Complex	Rogers City	DNR, State, Local	\$30,000	2	Phase 2 - Planning
Downtown Economic Enhancement Study	Rogers City	CDBG, RD, State, Local	\$1,500,000	2	Pending
Granbau Center Renovation -Multi-use as Incubator and Community Center	Rogers City	SHP, MSHDA, USDA-RD Local	\$40,000	2	Pending
Downtown Façade Renovations	Rogers City	MSHDA, Local	\$1,000,000	1	Pending
Connecting Trails	Rogers City	MDOT, Local	\$350,000	1	Funding
Raingardens	Rogers City	MDOT, Local	\$150,000	2	Approved
Community Dev. Authority (CDA) Downtown Revitalization: Promotion, infrastructure, and Economic Restructuring	Rogers City	DNR, Huron Pines, Local	\$200,000	2	Pending
Water and Sewer Improvements	Rogers City, CDA	CDA, MSHDA, VSCI	\$1,000,000	1, 2, & 5	Planning
Quarry View Improvements	Rogers City, CDA	RD, DEQ, Local			Ongoing
Marketing Industrial and Residential Renaissance Zones	Rogers City, Onaway & Presque Isle Co.	MDOT, Heritage Route, Local	\$1,000,000	1 & 2	Planning
Wolverine Clean Energy Venture	Rogers Twp, Rogers City	CDBG, MEDC, County, Local	\$250,000	1	Pending
		Public, Private	\$100,000	1	Ongoing
			\$1,000,000,000	2	Pending

Economic Development List for Region-Wide Projects

PROJECT TITLE	SPONSOR/APPLICANT	POSSIBLE FUNDING AGENCIES	ESTIMATED COST	GOAL	STATUS
Economic Development Planning	NEMCOG	EDA, NEMCOG, Local	\$60,000 Annually	2	Ongoing
Employment & Job Training	NEMC	USDOL, MDCD	Unknown	3	Ongoing
Regional Judicial Computer Network	Under Discussion	Crime Funds, DOC, Local	Unknown	2	Pending
Multi-County Recycling Processing Facility	Under Discussion	RD, Foundations, Local	Unknown	2	Alpena Project Complete
Huron Greenways Improvements and Promotion	NEMCOG, et al	EDA, DNR, RD, Local	Unknown	1	Ongoing
Telecommunications Implementation	NEMCOG, et al	MEDC, EDA, RD, TOP, Local	Phase I: \$400,000	2	Study Complete
Sunrise Side Heritage Route Implementation	NEMCOG, MSSTA, etc.	MDOT, Local	\$50,000	1	Seeking Funding
					Underway

PROJECT TITLE	SPONSOR/ APPLICANT	POSSIBLE FUNDING AGENCIES	ESTIMATED COST	GOAL	STATUS
Regional Revolving Loan Fund - Brownfields	NEMCOG, Target Alpena, et. al.	RD, EDA, Local	\$1,000,000	1	Seeking Funding
Hospitality Training Institute	MSSTA	DLEG, Local	Unknown	3	App. Stage
Region - Wide Marketing	NEMCOG, et. al.	MEDC, EDA, USDA, Foundations, Local	\$50,000	1	Planning Stage
Promote Region as "Communities for a Lifetime"	Under Discussion	MSU, et. al.	Unknown	1	Planning Stage
"Value-Added" Tourism - Phase 1	NEMCOG, et. al.	EDA	\$10,000	1	Phase 1 to begin
Creating Entrepreneurial Communities	NEMOG	MSU, MEDC, RUPRI	\$40,000	1	Ongoing
Regional Education Workshop	NEMCOG	MSU, Local	Unknown	3	Planned
Regional Communities Investing in Communities Initiative	NEMCOG	RD, EDA, Foundations	\$80,000	1	Underway

DEFINITIONS FOR ACRONYMS/ABBREVIATIONS:

BRA: Brownfield Redevelopment Authority; **Bureau of Hist.:** Bureau of Michigan History, **CDBG:** Community Development Block Grant (Michigan Economic Development Corporation), **CMF:** Coastal Management Program, **COE:** U.S. Army Corps of Engineers, **DDA:** Downtown Development Authority, **DEQ:** Michigan Department of Environmental Quality, **DLEG:** Michigan Department of Labor and Economic Growth, **DNR:** Michigan Department of Natural Resources, **DOC:** Michigan Department of Corrections, **DFH:** Department of Public Health, **DWRF:** Drinking Water Revolving Fund (Department of Environmental Quality), **EDA:** U.S. Economic Development Administration, **EPA:** U.S. Environmental Protection Agency, **FAA:** Federal Aeronautics Administration, **FhWA:** Federal Highway Administration, **MAC:** Michigan Aeronautics Commission, **MCACA:** Michigan Council for Arts and Cultural Affairs, **MDCD:** Michigan Department of Career Development, **MDOL:** Michigan Department of Labor, **MDOF:** Michigan Department of Transportation, **MDOFED:** Michigan Department of Transportation's Economic Development Fund, **MEDC:** Michigan Economic Development Corporation, **MSHDA:** Michigan State Housing Development Authority, **MSSTA:** Michigan Sunrise Side Travel Association, **MSUJ:** Michigan State University Extension, **MTEP:** Michigan Transportation Enhancement Program, **N.A.:** Not Available, **NEMIF:** Northeast Michigan Inter-Agency Forum, **NEMC:** Northeast Michigan Consortium, **NEMCOG:** Northeast Michigan Council of Governments, **RD:** Rural Development (formerly Farmers Home Administration), **RC&D:** Resource Conservation and Development Program of the U.S. Department of Agriculture, **SRF:** State Revolving Fund (Department of Environmental Quality), **TIFA:** Tax Increment Finance Authority; **USDA:** U.S. Department of Agriculture, **USDOL:** U.S. Department of Labor, **USFS:** U. S. Forest Service

Performance Measures

A system is evolving in which to measure the outcome of this Region's Comprehensive Economic Development Strategy (CEDS) over time. One way in which to measure this is to keep track of how many of the projects listed on the "Economic Development Projects List" (above) make progress and/or come to fruition. Thirty-seven projects were identified on this year's list. Also beginning this year, all new projects were marked with an asterisk (*).

Projects that had been listed on the CEDS Economic Development Projects Lists that have been completed within the last year were removed from the list. The following is a chart of these completed projects:

Project Name	Community	Investment
Animal Shelter	Crawford County	\$350,000
Re-Capitalize EDC's RLF	Montmorency County	\$25,000
Upgrade CR 491	Montmorency County	\$600,000
County Courthouse Renovations	Montmorency County	\$1,000,000
High Volume Water System for Fire Department	Corwith Twp.	\$286,500
A&L Iron & Metal Infrastructure Project	Bagley Twp.	\$2,300,000
Dry-Fire Hydrants	Mikado Twp	\$9,000
North Ohio Sewer & Water	Gaylord	\$1,500,000
Charles Brink Rd.	Bagley Twp, Rd Comm.	\$225,000
E/W Waterloop	Gaylord	\$440,000
New City Well No. 6	Gaylord	\$527,000
Water & Sewer Improvements	Gaylord	\$1,450,000
Parmeter Rd.-Morgan to Old 27	Otsego Co. Rd. Comm.	\$600,000
Mancelona Rd - M. Swanson to Hayes Twp.	Otsego Co. Rd. Comm.	\$400,000
E-W Taxiway Improvement	Otsego County	\$1,200,000
Regional Energy Savings Coalition	NEMCOG	\$24,000
Northeast MI Integrated Assessment	MI Sea Grant, NEMCOG	\$20,000
North Riverfront Park	Alpena City	\$500,000
Northside Thunder Bay River Dev.	Alpena City	\$3,000,000
Louvigny St. Streetscape	Mackinaw City	\$500,000
Upgrade CR 491 from Lewiston to M-32 to Class A	Montmorency Co. Rd Comm.	\$600,000
Schubert Highway	Krakow Twp	\$350,000
Landfill Entrance Rd.	Montmorency	\$80,000
Downtown Grayling Streetscape	Grayling City	\$1,250,000

Another performance measure comes from the "Survey of Economic Development Activity" found in Section 3. As was noted in that chapter, returns from the survey were low, so the results are far from complete. For the 34 projects that were reported, the survey reports that during the last year, at least \$31,816,771 of private investment came to or from the Region. Public sector investment for these projects totaled a minimum of \$8,190,550. At least 395 jobs were created or retained. Since these are recently completed projects, the job creation numbers are bound to be low. It is expected that they will increase substantially over time as private businesses expand and/or locate into these areas.

APPENDIX A:
REGIONAL ECONOMIC DEVELOPMENT ADVISORY COMMITTEE
GUIDELINES
Adopted 11/03

Committee Description

The Regional Economic Development Committee (REDAC) is a standing committee of the Northeast Michigan Council of Governments (NEMCOG) Board. It is made up of representatives from every participating county in the NEMCOG region, who volunteer their time to serve on this committee. Committee members are chosen to serve based on their leadership within their local communities, with special emphasis on those involved in local and regional economic development.

Committee Purpose

The purpose for the REDAC Committee is as follows:

- Oversee the annual update of the "Northeast Michigan Comprehensive Economic Development Strategy" (CEDS), as required by the Economic Development Administration (EDA). This document is prepared by NEMCOG staff, under the REDAC Committee's review and approval. Once this approval is reached, the CEDS is then submitted for approval by the NEMCOG Board and all participating counties within the NEMCOG region.
- Provide a forum for educational and networking opportunities.
- Promote and enhance economic development throughout the Region.
- Assist in the development of a "Regional Sustainable Community and Economic Development Action Strategy".
- Other activities as determined by the REDAC Committee, with the approval of the NEMCOG Board.

The REDAC Committee acts at the pleasure of the NEMCOG Board and is not authorized to undertake any official matters without NEMCOG Board approval. The REDAC Committee may, however, make suggestions to the NEMCOG Board and to the elected boards of their respective local communities on economic development issues. REDAC Committee members should keep their local communities informed of the activities and actions of the Committee.

Committee Structure

The REDAC Committee will be made up of selected representatives from throughout the NEMCOG Region. There will be at least two representatives from each participating NEMCOG county serving on the Committee at any given time, as well as at least two representatives from organizations having a regional scope. A "participating" county is one that is a full member of the Northeast Michigan Council of

Governments. As much as is possible, representation will be sought from local governments, business, industry, finance, agriculture, the professions, organized labor, utilities, education, community organizations, public health agencies, the aged, disabled, the unemployed, underemployed, racial or ethnic minorities and women.

REDAC Committee members will serve on the committee for as long as they are willing to serve or until their personal circumstances change and they no longer represent a community or economic development interest. Committee vacancies will be filled as they become known. New members will be appointed by the REDAC Committee, with the approval of the NEMCOG Board.

The REDAC Committee will be overseen by a Chair and a Vice-Chair (in case of the Chair's absence). The Chair and Vice-Chair will be elected from the membership of the REDAC Committee at the REDAC Annual Meeting by majority vote of those present from the REDAC Committee. Those individuals holding the office of Chair and Vice-Chair will hold those seats for a term of not longer than three consecutive years. The duty of the Chair (and Vice-Chair in case of the Chair's absence) will be to preside over all REDAC Committee meetings in accordance with the approved agenda for that meeting.

From time to time, the REDAC Committee may wish to appoint sub-committees to undertake certain specific tasks on behalf of the committee as a whole. Any actions of these sub-committees will be subject to the approval of the entire REDAC Committee.

The REDAC Committee will hold at least two Full Committee meetings per year, with the Annual Meeting to be held during the fall of each year. (The Annual Meeting constitutes one Full Committee meeting.) The times, dates, places and agenda for each meeting will be at the discretion of the Full Committee. However, the annual update of the CEDS document must be a component of at least some of these meetings.

Committee Guidelines Approval Procedure

This document should be treated as a guideline only. It does not have the legal weight of official by-laws.

The process for approving or amending this document will be a two-step procedure:

- The Full REDAC Committee must approve them, by majority vote of those present.
- The NEMCOG Board must approve changes, by majority vote of those present.

Appendix B
NORTHEAST MICHIGAN CIVILIAN LABOR FORCE BY COUNTY
1997 to 2006

	Civilian Labor Force		Employment		Unemployment		Unemp Rate
	#	% Dif*	#	% Dif*	#	% Dif*	%
Alcona County							
1997	5125	2.5%	4675	2.7%	425	-5.6%	8.4%
1998	5050	-1.5%	4675	0.0%	375	-11.8%	7.2%
1999	5025	-0.5%	4625	-1.1%	400	6.7%	8.0%
2000	4975	-1.0%	4650	0.5%	325	-18.8%	6.6%
2001	4700	-5.5%	4225	-9.1%	475	46.2%	10.2%
2002	4450	-5.3%	4000	-5.3%	450	-5.3%	9.8%
2003	4475	0.6%	3975	-0.6%	525	16.7%	11.5%
2004	4210	-5.9%	3746	-5.8%	464	-11.6%	11.0%
2005	4304	2.2%	3799	1.4%	426	-8.2%	10.6%
2006	4225	-1.8%	3850	1.3%	454	6.6%	10.6%
2007	4505	6.6%	4144	7.6%	361	-20.5%	8.0%
Alpena County							
1997	16025	1.7%	14725	3.2%	1275	-13.6%	8.0%
1998	16225	1.2%	15075	2.4%	1125	-11.8%	7.0%
1999	16225	0.0%	15175	0.7%	1075	-4.4%	6.6%
2000	16250	0.2%	15250	0.5%	1000	-7.0%	6.2%
2001	16300	0.3%	14900	-2.3%	1425	42.5%	8.7%
2002	15575	-4.4%	14225	-4.5%	1350	-5.3%	8.7%
2003	15650	0.5%	14175	-0.4%	1450	7.4%	9.3%
2004	15440	-1.3%	14121	-0.4%	1319	-9.0%	8.5%
2005	15144	-1.9%	14030	-0.6%	1114	-15.5%	7.4%
2006	15189	0.3%	14045	0.1%	1145	2.8%	7.5%
2007	15030	-1.0%	13857	-1.3%	1173	2.4%	7.8%
Cheboygan County							
1997	12275	2.1%	10950	2.6%	1300	-3.7%	10.6%
1998	12625	2.9%	11325	3.4%	1300	0.0%	10.4%
1999	12725	0.8%	11375	0.4%	1350	3.8%	10.6%
2000	12875	1.2%	11550	1.5%	1300	-3.7%	10.2%
2001	12675	-1.6%	11275	-2.4%	1400	7.7%	11.1%
2002	12050	-4.9%	10675	-5.3%	1350	-3.6%	11.3%
2003	12325	2.3%	10975	2.8%	1350	0.0%	11.0%
2004	12935	4.9%	11698	6.6%	1237	-8.4%	9.6%
2005	13349	3.2%	12190	4.2%	1159	-6.3%	8.7%
2006	13517	1.3%	12271	0.7%	1246	7.5%	9.2%
2007	14172	4.8%	13395	9.2%	777	-37.6%	5.5%
Crawford County							
1997	5625	2.3%	5225	2.5%	400	0.0%	6.9%
1998	5575	-0.9%	5225	0.0%	350	-12.5%	6.1%
1999	5750	3.1%	5375	2.9%	375	7.1%	6.6%
2000	5700	-0.9%	5375	0.0%	325	-13.3%	5.8%
2001	5675	-0.4%	5300	-1.4%	375	15.4%	6.7%
2002	5500	-3.1%	5075	-4.2%	450	20.0%	8.1%
2003	5575	1.4%	5075	0.0%	500	11.1%	8.9%
2004	6872	23.3%	6358	25.3%	514	2.8%	7.5%
2005	6853	-0.3%	6392	0.5%	461	-10.3%	6.7%
2006	6995	2.1%	6490	1.5%	505	9.5%	7.2%
2007	7085	1.3%	6584	1.4%	501	-0.8%	7.1%
Montmorency County							
1997	3500	3.7%	3075	4.2%	425	0.0%	11.8%
1998	3575	2.1%	3150	2.4%	425	0.0%	11.7%
1999	3600	0.7%	3200	1.6%	425	0.0%	11.6%
2000	3600	0.0%	3225	0.8%	375	-11.8%	10.4%
2001	3625	0.7%	3175	-1.6%	450	20.0%	12.6%
2002	3700	2.1%	3250	2.4%	450	0.0%	12.3%
2003	3825	3.4%	3325	2.3%	525	16.7%	13.4%
2004	4420	15.6%	3889	17.0%	531	1.1%	12.0%
2005	4319	-2.3%	3823	-1.7%	496	-6.6%	11.5%
2006	4308	-0.3%	3806	-0.4%	502	1.2%	11.6%
2007	4373	1.5%	3916	2.9%	457	-9.0%	10.5%

Figures not seasonally adjusted

Northeast Michigan Civilian Labor Force by County: 1997 to 2006

Page 2

Civilian Labor Force		Employment		Unemployment		Unemp Rate	
	#	% Dif*	#	% Dif*	#	% Dif*	%
Oscoda County							
1997	3425	-1.4%	3125	0.0%	300	-14.3%	8.7%
1998	3450	0.7%	3175	1.6%	275	-8.3%	7.9%
1999	3700	7.2%	3400	7.1%	300	9.1%	8.0%
2000	3525	-4.7%	3250	-4.4%	275	-8.3%	7.5%
2001	3475	-1.4%	3100	-4.6%	375	36.4%	10.7%
2002	3325	-4.3%	2900	-6.5%	425	13.3%	12.8%
2003	3325	0.0%	2875	-0.9%	450	5.9%	13.6%
2004	3914	17.7%	3480	21.0%	434	-3.6%	11.1%
2005	3950	0.9%	3545	1.9%	405	-6.7%	10.3%
2006	3987	0.9%	3566	0.6%	421	4.0%	10.6%
2007	4278	7.3%	3901	9.4%	377	-10.5%	8.8%
Otsego County							
1997	12925	4.0%	12350	4.9%	600	-7.7%	4.6%
1998	13200	2.1%	12600	2.0%	575	-4.2%	4.5%
1999	13500	2.3%	12850	2.0%	650	13.0%	4.7%
2000	14000	3.7%	13375	4.1%	625	-3.8%	4.4%
2001	13850	-1.1%	13000	-2.8%	850	36.0%	6.2%
2002	13650	-1.4%	12650	-2.7%	1000	17.6%	7.3%
2003	13700	0.4%	12575	-0.6%	1125	12.5%	8.2%
2004	12731	-7.1%	11751	-6.6%	980	-12.9%	7.7%
2005	13135	3.2%	12252	4.3%	883	-9.9%	6.7%
2006	13329	1.5%	12300	0.4%	1030	16.6%	7.7%
2007	12814	-3.9%	11788	-4.2%	1026	-0.4%	8.0%
Presque Isle County							
1997	6325	0.8%	5550	2.3%	750	-11.8%	12.0%
1998	6225	-1.6%	5525	-0.5%	675	-10.0%	11.1%
1999	6325	1.6%	5650	2.3%	675	0.0%	10.8%
2000	6525	3.2%	5850	3.5%	675	0.0%	10.3%
2001	6550	0.4%	5850	0.0%	725	7.4%	10.9%
2002	6325	-3.4%	5600	-4.3%	700	-3.4%	11.2%
2003	6450	2.0%	5650	0.9%	800	14.3%	12.3%
2004	6586	2.1%	5852	3.6%	734	-8.3%	11.1%
2005	6305	-4.3%	5629	-3.8%	676	-7.9%	10.7%
2006	6278	-0.4%	5551	-1.4%	727	7.5%	11.6%
2007	6303	0.4%	5712	2.9%	591	-18.7%	9.4%
Northeast Michigan							
1997	65225	2.2%	59675	3.1%	5475	-8.0%	8.4%
1998	65925	1.1%	60750	1.8%	5100	-6.8%	7.7%
1999	66850	1.4%	61650	1.5%	5250	2.9%	7.9%
2000	67450	0.9%	62525	1.4%	4900	-6.7%	7.3%
2001	66850	-0.9%	60825	-2.7%	6075	24.0%	9.1%
2002	64575	-3.4%	58375	-4.0%	6175	1.6%	9.6%
2003	65325	1.2%	58625	0.4%	6725	8.9%	10.3%
2004	67108	2.7%	60895	3.9%	6213	-7.6%	9.3%
2005	67359	0.4%	61660	1.3%	5620	-9.5%	8.3%
2006	67828	0.7%	61879	0.4%	6030	7.3%	8.9%
2007	68560	1.1%	63297	2.3%	5263	-12.7%	7.7%
Michigan (000)							
1997	4962	1.3%	4753	2.0%	209	-12.6%	4.2%
1998	5029	1.4%	4835	1.7%	194	-7.2%	3.9%
1999	5136	2.1%	4942	2.2%	194	0.0%	3.9%
2000	5201	1.3%	5016	1.5%	185	-4.6%	3.6%
2001	5157	-0.8%	4886	-2.6%	271	46.5%	5.3%
2002	5001	-3.0%	4691	-4.0%	310	14.4%	6.2%
2003	5042	0.8%	4674	-0.4%	368	18.7%	7.3%
2004	5079	0.7%	4719	1.0%	359	-2.4%	7.1%
2005	5110	0.6%	4764	1.0%	346	-3.6%	6.7%
2006	5097	-0.3%	4754	-0.2%	344	-0.6%	6.8%
2007	5041	-1.1%	4686	-1.4%	355	3.2%	7.0%

Figures not seasonally adjusted.

Source: Mich. Dept. of Labor & Economic Growth., Employment Services Agency, Office of Labor Market Info.

**A RESOLUTION OF CONCURRENCE WITH
THE 2008/2009 NORTHEAST MICHIGAN
COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)**

WHEREAS, Northeast Michigan continues to experience high and persistent unemployment; and

WHEREAS, The Northeast Michigan Council of Governments (NEMCOG) desires to alleviate this situation and to stabilize and improve the Region's economy, and

WHEREAS, NEMCOG has updated the Comprehensive Economic Development Strategy (CEDS) to reflect accomplishments over the past year, analyze the economy, review the structure of development and recommend ways to improve the development process and list and review projects to attract and retain jobs in the Economic Development District consisting of Alcona, Alpena, Cheboygan, Crawford, Montmorency, Oscoda, Otsego and Presque Isle Counties, and

WHEREAS, The Regional Economic Development Advisory Committee has approved the 2008/2009 Comprehensive Economic Development Strategy (CEDS), and

WHEREAS, Concurrence with the 2008/2009 CEDS Annual Report by each county in the District is necessary for them to continue to be eligible for EDA grant and loan programs,

THEREFORE BE IT RESOLVED, That the Board of the Northeast Michigan Council of Governments does hereby adopt the 2008/2009 Northeast Michigan Comprehensive Economic Development Strategy (CEDS).

Moved by D. Kauffman, seconded by L. Shirey to adopt the above Resolution, at a meeting of the NEMCOG Board on March 20, 2008.

Ayes 18 Nays 0 Absent 0

Dated: 03/20/08

Attested by Roger Frye, President
Northeast Michigan Council of Governments

Roger A. Frye

**A RESOLUTION OF CONCURRENCE WITH
THE 2008/2009 NORTHEAST MICHIGAN
COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs)
RESOLUTION # 2008-06**

- WHEREAS, Alcona County desires to improve the county economy, and
- WHEREAS, The Alcona County Board of Commissioners actively supports and currently participates in the economic development district activities of the Northeast Michigan Council of Governments (NEMCOG), and
- WHEREAS, The Northeast Michigan Council of Governments' Regional Economic Development Advisory Committee (REDAC) has reviewed and adopted the 2008/2009 Comprehensive Economic Development Strategy (CEDs), and
- WHEREAS, Concurrence with the CEDs by each county in the Region - Alcona, Alpena, Cheboygan, Crawford, Montmorency, Oscoda, Otsego and Presque Isle - does not preclude any of developing their own CEDs and allows them to retain eligibility for U.S. Economic Development Administration (EDA) funds,

THEREFORE BE IT RESOLVED, That Alcona County hereby adopts the 2008/2009 CEDs, because it does reflect the economic interests and concerns of the county, and


BE IT FURTHER RESOLVED, That Alcona County requests continued designation by the Economic Development Administration as a Redevelopment Area eligible for EDA grants, loans and other programs under the Public Works and Economic Development Act of 1965, as amended.

Moved by Carolyn Brummund, seconded by Sheila Phillips to adopt the above Resolution at a meeting of the Board of Commissioners of Alcona County on January 2, 2008, and passed by a vote of:

Ayes 5 Nays 0 Absent 0

Dated: 1/2/08

Attested by: Kevin Boyat, Chairman
Alcona County Bd. of Commissioners



Alpena County Board of Commissioners

720 CHISHOLM STREET, SUITE 7
ALPENA, MICHIGAN 49707

TELEPHONE: (989) 354-9500
FAX: (989) 354-9648

RESOLUTION #08-03
CONCURRENCE WITH
THE 2008/2009 NORTHEAST MICHIGAN
COMPREHENSIVE ECONOMIC
DEVELOPMENT STRATEGY (CEDs)

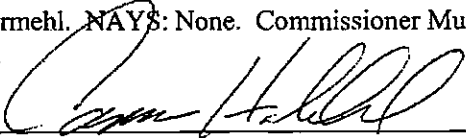


- WHEREAS, Alpena County desires to improve the county economy, and
- WHEREAS, The Alpena County Board of Commissioners actively supports and currently participates in the economic development district activities of the Northeast Michigan Council of Governments (NEMCOG), and
- WHEREAS, The Northeast Michigan Council of Governments' Regional Economic Development Advisory Committee (REDAC) has reviewed and adopted the 2008/2009 Comprehensive Economic Development Strategy (CEDs), and
- WHEREAS, Concurrence with CEDs by each county in the Region - Alcona, Alpena, Cheboygan, Crawford, Montmorency, Oscoda, Otsego and Presque Isle - does not preclude any of developing their own CEDs and allows them to retain eligibility for U.S. Economic Development Administration (EDA) funds,

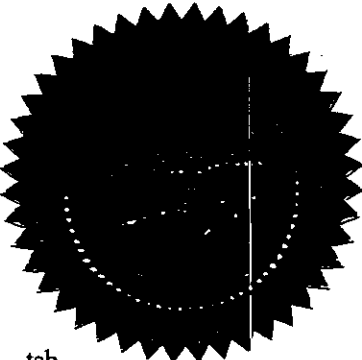
THEREFORE BE IT RESOLVED, That Alpena County hereby adopts the 2008/2009 CEDs, because it does reflect the economic interests and concerns of the county, and

BE IT FURTHER RESOLVED, That Alpena County requests continued designation by the Economic Development Administration as a Redevelopment Area eligible for EDA grants, loans and other programs under the Public Works and Economic Development Act of 1965, as amended.

Moved by Commissioner VanWormer and supported by Commissioner Fournier to approve the above resolution. Roll call vote was taken: AYES: Commissioners Bell, Ludlow, VanWormer, Fournier, Hall, Estlack, and Habermehl. NAYS: None. Commissioner Mullaney excused. Motion carried.

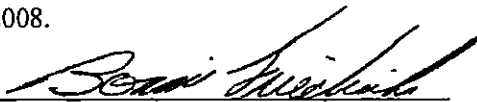

Cameron Habermehl, Chairman of the Board

STATE OF MICHIGAN)
County of Alpena)



I, Bonnie Friedrichs, Clerk of the Circuit Court for the County of Alpena, the same of Court of Record and having a seal do hereby certify that I have compared the annexed copy of the January 22, 2008 session and that it is a true and correct transcript therefrom and of the whole thereof.

IN TESTIMONY THEREOF, I have hereunto set my hand and affixed the seal of said Court, at Alpena this 22nd day of January 2008.


Bonnie Friedrichs, County Clerk

**County
of
Cheboygan**

BOARD OF COMMISSIONERS

County Building
P.O. Box 70, Room 135
Cheboygan, Michigan 49721

Tel - (231) 627-8855
Fax - (231) 627-8881
E-mail - ccao@cheboygancounty.net

**RESOLUTION 08-009
RESOLUTION OF CONCURRENCE WITH
THE 2008/2009 NORTHEAST MICHIGAN
COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs)**

WHEREAS, Cheboygan County desires to improve the county economy, and

WHEREAS, The Cheboygan County Board of Commissioners actively supports and currently participates in the economic development district activities of the Northeast Michigan Council of Governments (NEMCOG), and

WHEREAS, The Northeast Michigan Council of Governments' Regional Economic Development Advisory Committee (REDAC) has reviewed and adopted the 2008/2009 Comprehensive Economic Development Strategy (CEDs), and

WHEREAS, Concurrence with the CEDs by each county in the Region - Alcona, Alpena, Cheboygan, Crawford, Montmorency, Oscoda, Otsego and Presque Isle - does not preclude any of developing their own CEDs and allows them to retain eligibility for U.S. Economic Development Administration (EDA) funds,

THEREFORE BE IT RESOLVED, that Cheboygan County hereby adopts the 2008/2009 CEDs, because it does reflect the economic interests and concerns of the county, and

BE IT FURTHER RESOLVED, that Cheboygan County requests continued designation by the Economic Development Administration as a Redevelopment Area eligible for EDA grants, loans and other programs under the Public Works and Economic Development Act of 1965, as amended.

Moved by Commissioner Redmond, seconded by Commissioner Makina, to adopt the above Resolution at a meeting of the Board of Commissioners of Cheboygan County on February 13, 2008, and passed by a vote of:

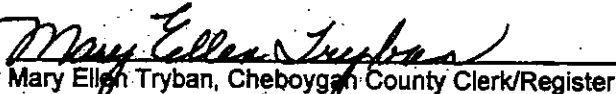
Ayes 7 Nays 0 Absent 0



Linda Socha, Chairperson
Cheboygan County Board of Commissioners

I, Mary Ellen Tryban, Clerk of Cheboygan County and of the Cheboygan County Board of Commissioners, do hereby certify that the foregoing is a true and correct copy of the resolution adopted by the Board at a regular meeting on February 13, 2008.

In Witness Whereof, I have hereunto set my hand and affixed the Seal of the County of Cheboygan on the 13th day of February 2008 at Cheboygan, Michigan.


Mary Ellen Tryban, Cheboygan County Clerk/Register

District 1
Linda Socha
Chairperson

District 2
Herb Makina

District 3
Pete Redmond
Vice-Chairperson

District 4
Alice Mushlock

District 5
Leonard Page

District 6
John B. Wallace

District 7
Robert R. Bolinger

**A RESOLUTION OF CONCURRENCE WITH
THE 2008/2009 NORTHEAST MICHIGAN
COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS):**

- WHEREAS, Crawford County desires to improve the county economy, and
 - WHEREAS, The Crawford County Board of Commissioners actively supports and currently participates in the economic development district activities of the Northeast Michigan Council of Governments (NEMCOG), and
 - WHEREAS, The Northeast Michigan Council of Governments' Regional Economic Development Advisory Committee (REDAC) has reviewed and adopted the 2008/2009 Comprehensive Economic Development Strategy (CEDS), and
 - WHEREAS, Concurrence with the CEDS by each county in the Region - Alcona, Alpena, Cheboygan, Crawford, Montmorency, Oscoda, Otsego and Presque Isle - does not preclude any of developing their own CEDS and allows them to retain eligibility for U.S. Economic Development Administration (EDA) funds,
- THEREFORE BE IT RESOLVED, That Crawford County hereby adopts the 2008/2009 CEDS, because it does reflect the economic interests and concerns of the county, and
- BE IT FURTHER RESOLVED, That Crawford County requests continued designation by the Economic Development Administration as a Redevelopment Area eligible for EDA grants, loans and other programs under the Public Works and Economic Development Act of 1965, as amended.

Moved by Anderson seconded by Lange to adopt the above Resolution at a meeting of the Board of Commissioners of Crawford County on _____, and passed by a vote of.

Ayes 6 Nays 0 Absent 1

Dated: 3-19-08

Attested by: David Stephenson, Chairman
Crawford County Bd. of Commissioners

Sandra Moore
Co Clerk

Roger D. Frye, Chairman
Paul Wingate, Vice-Chair
Albert LaFleche
Gene Thornton
Zachary Weaver



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P.O. Box 789
Atlanta, MI 49709
(989) 785-8000
(989) 785-8001

Robert Goodall,
County Coordinator
Email: montmanage@i2k.net

Candace Stephens,
Administrative Assistant
p60cas@yahoo.com

**Montmorency County
Board of Commissioners**

Resolution No. 08-06

**Resolution of Concurrence With The 2008/2009 Northeast Michigan
Comprehensive Economic Development Strategy (CEDs)**

At the regular meeting of the Montmorency County Board of Commissioners held in Atlanta, Michigan on the 13th day of February, 2008, the following action was taken:

WHEREAS, Montmorency County desires to improve the county economy; and,

WHEREAS, The Montmorency County Board of Commissioners actively supports and currently participates in the economic development district activities of the Northeast Michigan Council of Governments (NEMCOG), and

WHEREAS, The Northeast Michigan Council of Governments' Regional Economic Development Advisory Committee (REDAC) has reviewed and adopted the 2008/2009 Comprehensive Economic Development Strategy (CEDs), and

WHEREAS, Concurrence with the CEDs by each county in the Region – Alcona, Alpena, Cheboygan, Crawford, Montmorency, Oscoda, Otsego and Presque Isle – does not preclude any of developing their own CEDs and allows them to retain eligibility for U.S. Economic Development Administration (EDA) funds,

NOW THEREFORE BE IT RESOLVED, that Montmorency County hereby adopts the 2008/2009 CEDs, because it does reflect the economic interests and concerns of the County, and

BE IT FURTHER RESOLVED, that Montmorency County requests continued designation by the Economic Development Administration as a Redevelopment Area eligible for EDA grants, loans and other programs under the Public Works and Economic Development Act of 1965, as amended.

PRESENT:

Commissioner Roger Frye, Chairman
Commissioner Albert LaFleche
Commissioner Paul Wingate
Commissioner Gene Thornton
Commissioner Zachary Weaver

ABSENT:

None


On a motion by Commissioner Thornton, and supported by Commissioner Weaver:

Yeas 5

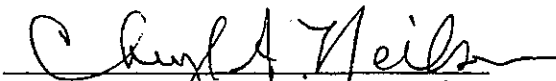
Nays 0

✓ Resolution declared *Approved*

By:


Roger D. Frye, Chairman
Montmorency County BOC

I, Cheryl Neilsen, Clerk of Montmorency County, Michigan, do hereby certify that the foregoing is a true and complete copy of the resolution adopted by the Montmorency County Board of Commissioners at their regular meeting held on February 13, 2007. This meeting was conducted and public notice of said meeting was given pursuant to, and in compliance with the Open Meetings Act, being Act 267, Public Acts of Michigan, 1976, and that the minutes of said meeting were kept and will be made available as required by said Act.


Cheryl A. Neilsen, Clerk
Montmorency County

COUNTY OF OSCODA



Board of Commissioners

Telephone (989) 826-1130

FAX line (989) 826-1173

Oscoda County Courthouse Annex

105 S. Court Street

P.O. Box 399

Mio, MI 48647

RESOLUTION 2008-001

CONCURRENCE WITH THE 2008/2009 NORTHEAST MICHIGAN COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs)

WHEREAS, Oscoda County desires to improve the county economy; and

WHEREAS, The Oscoda County Board of Commissioners actively supports and currently participates in the economic development districts of the Northeast Michigan Council of Governments (NEMCOG); and

WHEREAS, the Northeast Michigan Council of Governments' Regional Economic Development Advisory Committee (REDAC) has reviewed and adopted the 2008/2009 Comprehensive Economic Development Strategy (CEDs), and

WHEREAS, Concurrence with the CEDs by each county in the Region – Alcona, Alpena, Cheboygan, Crawford, Montmorency, Oscoda, Otsego and Presque Isle – does not preclude any of developing their own CEDs and allows them to retain eligibility for U.S. Economic Development Administration (EDA) funds,

THEREFORE BE IT RESOLVED, That Oscoda County hereby adopts the 2008/2009 CEDs, because it does reflect economic interests and concerns of the county, and

BE IT FURTHER RESOLVED, that Oscoda County requests continued designation by the Economic Development Administration as a Redevelopment Area eligible for EDA grants, loans and other programs under the Public Works and Economic Development Act of 1965, as amended.

Motion #2008-004 Moved by Commissioner Hunt and supported by Commissioner Kauffman to adopt the above Resolution at a Regular meeting of the Oscoda County Board of Commissioners held on **January 8, 2008**.

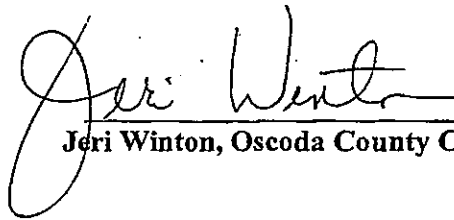
Roll Call Vote: Commissioner Kauffman; yes.
Commissioner Cowger; yes.
Commissioner Emig; yes.
Commissioner Hunt; yes.

RESOLUTION #2008-001 DECLARED ADOPTED

"Concurrence with the 2008/2009 Northeast Michigan Comprehensive Economic Development Strategy (CEDS)"

STATE OF MICHIGAN}
COUNTY OF OSCODA}

I hereby certify that the foregoing is a true and complete copy of a Resolution adopted at a regular meeting of the Oscoda County Board of Commissioners held on **Tuesday, January 8, 2008**, and that the said minutes are on file in the office of the Oscoda County Clerk and are available for public inspection.



Jeri Winton, Oscoda County Clerk/Register of Deeds

Minutes of a regular meeting of the Otsego County Board of Commissioners, held in the Multi-Purpose Room at the J. Richard Yuill Alpine Center, Gaylord, Michigan on the 25th day of March 2008, 9:30 a.m.

PRESENT: BATES, BEACHNAU, BENIZ, GLASSER, HYDE, JOHNSON, LISS.

ABSENT: BACKENSTOSE, OLSEN.

The following preamble and resolution was offered by Commissioner: LISS

RESOLUTION NO. OCR 08-12
A RESOLUTION OF CONCURRENCE WITH THE 2008/2009 NORTHEAST MICHIGAN
COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs)
OTSEGO COUNTY BOARD OF COMMISSIONERS
March 25, 2008

WHEREAS, Otsego County desires to improve the county economy; and

WHEREAS, the Otsego County Board of Commissioners actively supports and currently participates in the economic development district activities of the Northeast Michigan Council of Governments (NEMCOG); and

WHEREAS, the Northeast Michigan Council of Governments' Regional Economic Development Advisory Committee (REDAC) has reviewed and adopted the 2008/2009 Comprehensive Economic Development Strategy (CEDs); and

WHEREAS, concurrence with the CEDs by each county in the Region – Alcona, Alpena, Cheboygan, Crawford, Montmorency, Oscoda, Otsego and Presque Isle – does not preclude any of developing their own CEDs and allows them to retain eligibility for U.S. Economic Development Administration (EDA) funds, now, therefore, be it

RESOLVED, that Otsego County hereby adopts the 2008/2009 CEDs, because it does reflect the economic interests and concerns of the county, and be it further

RESOLVED, that Otsego County requests continued designation by the Economic Development Administration as a Redevelopment Area eligible for EDA grants, loans and other programs under the Public Works and Economic Development Act of 1965, as amended.

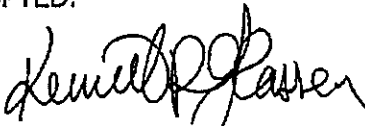
A ROLL CALL VOTE WAS TAKEN AS FOLLOWS:

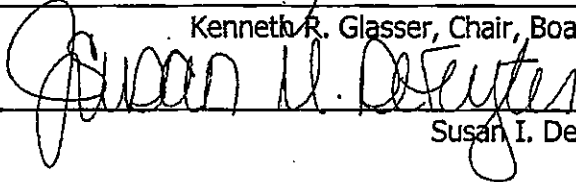
YES: UNANIMOUS.

NO: NONE.

ABSTAIN: _____

THE RESOLUTION WAS DECLARED ADOPTED.

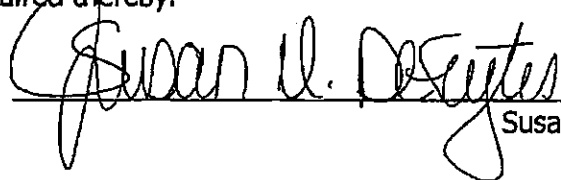


Kenneth R. Glasser, Chair, Board of Commissioners


Susan I. DeFeyter, County Clerk

STATE OF MICHIGAN)
) ss.
COUNTY OF OTSEGO)

The undersigned, being the duly qualified and acting Clerk of the County of Otsego, hereby certifies that the foregoing is a true and complete copy of a resolution duly adopted by the Otsego County Board of Commissioners at its regular meeting held on the 25th day of March, 2008, at which meeting a quorum was present and remained throughout and that an original thereof is on file in the records of the County. I further certify that the meeting was conducted, and public notice thereof was given, pursuant to and in full compliance with Act No. 267, Public Acts of Michigan, 1976, as amended, and that minutes of such meeting were kept and will be or have been made available as required thereby.

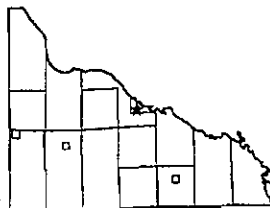


Susan I. DeFeyter, County Clerk

DATED: 3-25, 2008

Presque Isle County Board of Commissioners

COMMISSIONERS
District 1 -- Robert Schell
District 2 -- Allan H. Bruder
District 3 -- Michael A. Darga
District 4 -- Carl L. Altman
District 5 -- Stephen Lang



CHAIRMAN
Allan H. Bruder

VICE-CHAIRMAN
Stephen Lang

COUNTY CLERK &
CLERK TO THE BOARD OF
COMMISSIONERS
Susan M. Rhode

A RESOLUTION OF CONCURRENCE WITH THE 2008/2009 NORTHEAST MICHIGAN COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)

WHEREAS, Presque Isle County desires to improve the county economy, and

WHEREAS, The Presque Isle County Board of Commissioners actively supports and currently participates in the economic development district activities of the Northeast Michigan Council of Governments (NEMCOG), and

WHEREAS, The Northeast Michigan Council of Governments' Regional Economic Development Advisory Committee (REDAC) has reviewed and adopted the 2008/2009 Comprehensive Economic Development Strategy (CEDS), and

WHEREAS, Concurrence with the CEDS by each county in the Region -- Alcona, Alpena, Cheboygan, Crawford, Montmorency, Oscoda, Otsego and Presque Isle- does not preclude any from developing their own CEDS and allows them to retain eligibility for U.S. Economic Development Administration (EDA) funds.

THEREFORE, BE IT RESOLVED, That Presque Isle County hereby adopts the 2008/2009 CEDS, because it does reflect the economic interests and concerns of the county, and

BE IT FURTHER RESOLVED, That Presque Isle County requests continued designation by the Economic Development Administration as a Redevelopment Area eligible for EDA grants, loans and other programs under the Public Works and Economic Development Act of 1965, as amended.

Moved by Commissioner Schell and supported by Commissioner Altman to adopt the above resolution.

Ayes: Commissioners Schell, Altman, Lang and Chairman Bruder.

Nays: None. Excused: Commissioner Darga Motion carried by roll call vote.

**STATE OF MICHIGAN
COUNTY OF PRESQUE ISLE**

I, Susan M. Rhode, Clerk of the County of Presque Isle, do hereby certify that the foregoing resolution is a true copy taken from the minutes of the Presque Isle County Board of Commissioners at a meeting held January 9, 2008.

Dated: January 9, 2008


Susan M. Rhode, Presque Isle County Clerk

151 E. Huron Ave.
P.O. Box 110
Rogers City, MI 49779

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(800) 334-5698

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