DISCOVER
Northeast Michigan
EAST OF EXPECTED

Comprehensive Economic Development Strategy

2015 - 2020

Business   **Talent**   **Community**

Northeast Michigan

Comprehensive Economic Development Strategy (CEDS)

2015 – 2020

Alcona County – Alpena County – Cheboygan County – Crawford County – Montmorency County – Oscoda County – Otsego County – Presque Isle County

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1│Executive Summary

NEMCOG's planning area is located in the northeastern lower peninsula of Michigan and encompasses the counties of Alcona, Alpena, Cheboygan, Crawford, Montmorency, Oscoda, Otsego and Presque Isle. Formed in 1968 under Public Act 281 of 1945, NEMCOG has over the last 48 years built a strong foundation of partnerships with local communities, organizations, and agencies. One of the roles as an Economic Development District, as designated by the U.S. Economic Development Administration, is the development of a Comprehensive Economic Development Strategy (CEDS). The CEDS is the result of a local planning process designed to guide the economic growth of our region and is integrated with the State's Regional Prosperity Initiative.

Planning Process

The Northeast Michigan CEDS process is guided and overseen by the Regional Economic Development Collaborative (EDC), the Collaborative Development Council, and Northeast Michigan Regional Prosperity Collaborative. Both committees serve to provide input and oversight in the overall plan development. The committee contains representatives of the public and private sector of all eight Northeast Michigan counties. The EDC has representatives from local and state agencies, local government, higher education, and county economic development corporations. The RPI Collaborative membership consists of representatives from higher education, adult education, transportation, local Economic Development Organizations (EDO), private businesses, and public agencies. The Collaborative provides input into the CEDS document through its review and ultimate approval of the draft, providing overall direction for the economic development portion of NEMCOG's programs. Once the CEDS document is approved by the EDC and Collaborative, it is submitted to the eight counties of Northeast Michigan for endorsement and then to the NEMCOG Board for final approval (**see Appendix B**). It is then submitted to the U.S. Economic Development Administration (EDA).

The following report provides:

- ❖ Background information and current economic conditions about Northeast Michigan
- ❖ An assessment of the strengths, weaknesses, opportunities and threats for the region
- ❖ A brief description of the goals and objectives to bring economic growth and sustainability to the region
- ❖ Strategic Plan and Action Items
- ❖ Description of economic resilience strategies in place and a plan for future development
- ❖ Evaluation Framework

2│Vision & Mission

A Vision for Prosperity

Our vision is to provide current and future generations a vibrant, sustainable, and prosperous Northeast Michigan region that:

1. Promotes innovation across the economy and supports entrepreneurs with connections and resources
2. Tells the world that we are an interconnected network of great places
3. Sustains excellence in education from early childhood through all stages of life
4. Provides the skills needed by employers through education and training that results in a continuously transforming and responsive workforce
5. Utilizes our natural resources in a sustainable way
6. Fulfills the current and future needs of the region through strong collaboration and leadership

The *mission* of Northeast Michigan developed by the RPI Collaborative is: to create, through public/private collaboration, sustainable economic development resulting in rising employment, income, and overall quality of life in Northeast Michigan. This CEDS report reviews the strategies set in place over the next five years to ensure this mission is maintained and progress continues to occur.

3│Goals & Objectives

For Northeast Michigan economic growth relies on the development of three core categories: business, talent, and community. Each of these serves as a leg on a stool and all three are required to have a well-supported economy. You cannot grow business and industry without well-trained talent, and you cannot attract key talent without great places for people to live. For this reason, the goals of the Comprehensive Economic Development Strategy all focus on the development of these categories. This section will review the goals and objectives broadly. A more detailed description of the strategies planned to complete these goals will be reviewed in the next section.
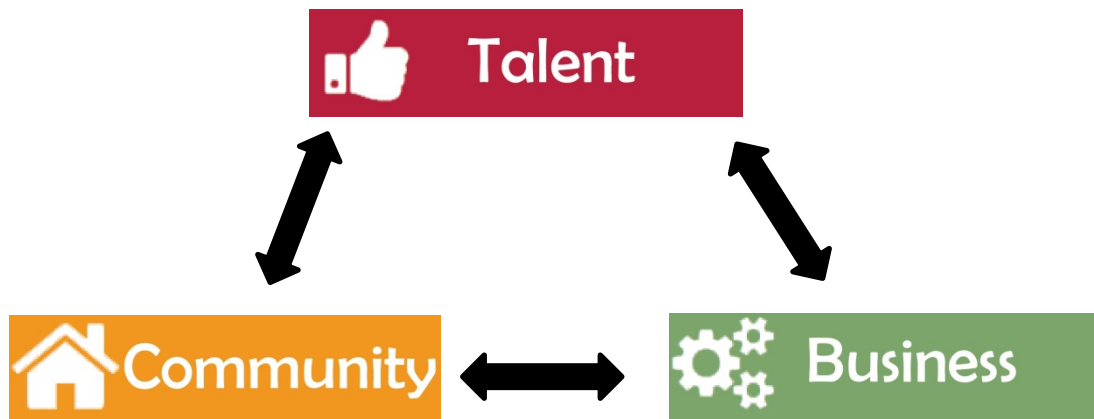
𝒢oal 1: Business Growth

Northeast Michigan's economy is mostly made up of small business owners and the strength of this sector is an important asset to the region. Small business development is

Business

the foundation for a thriving regional economy. Providing a supportive environment is critical to the success of new and existing endeavors. Collaboration amongst the stakeholders that provide services to the business community is critical to support and strengthen innovation and entrepreneurship. Additionally, attracting business development in untapped areas will be critical to diversifying the region's economy and ensure economic resiliency during future economic downturns.

Objective 1

Develop entrepreneurial support systems throughout the region where business owners and aspiring entrepreneurs can seek assistance in developing and growing their business.

Objective 2

Support the development and continuation of Industry Clusters (tourism, aerospace, value-added wood products, local foods, and energy efficiency.

Objective 3

Provide Economic Development Services region-wide.

𝒢oal 2: Talent Development and Retention

Developing and retaining skilled workers in the region is critical for the region to be able to continue to grow and diversify the economy. Significant collaboration among higher

Talent

education and other training facilities is an important step towards achieving the objectives listed below.

Objective 1

Increase technical training opportunities in high demand occupations not currently offered.

Objective 2

Connect high school students with industry leaders through Talent Tours, mentorship opportunities, and co-op programs.

Objective 3

Connect business owners with higher education to better identify training needs.

Goal 3: Create Great Places to Live and Work

In order to attract and retain new business and new talent to the region we must focus on creating great places to live and work. In order to assist our communities in creating vibrant places to live our strategies focus on utilizing placemaking and a Target Market Analysis.

Objective 1

Continually develop and promote regional and sub-regional marketing strategies.

Objective 2

Support expansion of high speed broadband throughout the region.

Objective 3

Assist communities with the implementation of placemaking projects.

Objective 4

Promote Northeast Michigan to the rest of the world highlighting communities and natural resource assets.

4│Strategic Direction/Action Plan

The economic strategic plan for the region has been developed through significant collaboration through the latest RPI grant awarded to the region. The objectives and action items outlined in this section build off previous work. More will continue to be done to revitalize the region and plan for economic growth in the future by focusing on the areas of business, talent, and place.

Goal 1: Business Growth

Business

Objective 1

Develop an Entrepreneurial Support System.

> **Action Item1:** Create a supportive environment and resources for entrepreneurs throughout the region.

> **Action Item 2:** Diversify and globally connect businesses in the region.

> **Action Item 3:** Increase capital funding through a Community Development Financial Institution and other innovative funding methods (i.e. crowd funding)

> **Action Item 4:** Continue progress in developing the region's first SCORE program, which provides mentorship to new entrepreneurs.

Objective 2

Diversify the regional economy by adding-value to the industry clusters: ecotourism, aerospace, wood products, local foods, and energy efficiency.

Tourism

> **Action Item 1:** Create a positive visitor first impression with service excellence through the development of a mystery shopper program and hospitality training for new employees each year.

> **Action Item 2:** Access the national and global tourism marketplace through web-based presence.

> **Action Item 3:** Continue to develop Trail Town plans in communities that do not currently have one.

Action Item 4: Continue to assist communities in the Trail Town signage project and ensure that one sign is placed in each strategic placemaking center.

Action Item 5: Excel in quality product development by collaboration with agencies involved with tourism.

> **5.1:** Establish 5 self-guided regional themed tours

> **5.2:** Provide regional visitor information in a variety of formats

> **5.3:** Implement US 23 Heritage Route Management Plan

Action Item 6: Assist communities in developing sub-regional promotion, marketing, and communications. Develop attraction materials to be used when recruiting new businesses into their communities.

> **6.1** Draft materials for communities.

> **6.2** Obtain input from stakeholders.

> **6.3** Finalize and disseminate (include on Collaborative Website).

Action Item 7: Protect natural resources and the environment

> **7.1:** Support and expand efforts to inventory and assess the natural, cultural, and heritage resources critical to growing Northeast Michigan's tourism industry.

> **7.2:** Encourage tourism businesses to adopt and implement stewardship principles to protect natural resources.

> **7.3** Educate local government and the general public on sustainability and resource protection.

> **7.4** Integrate best practices for growth management in community master plans and zoning ordinances.

Wood Cluster

Action Item 1: Continue to support production of value-added wood products in the region.

Action Item 2: Assist in Kirtland Community College's pursuit of the establishment of a "Forestry Products Institute" at the Grayling KCC site.

Action Item 3: Implement effective vocational and entrepreneurial training programs for the wood industry through continued support of the apprenticeship program at MiFair.

Action Item 4: Provide lifelong learning opportunities for the wood industry.

Action Item 5: Bring the wood industry wider recognition through development of a website to promote entrepreneurs and their products

Local Foods

Action Item 1: Assist the establishment of a regional food hub in Northeast Michigan.

Action Item 2: Increase the number of food product entrepreneurial businesses in Northeast Michigan.

Action Item 3: Educate the public on the benefits of "Healthy Eating and Buying Local Foods".

Action Item 4: Increase the awareness of residents of the local food industry.

Action Item 5: Increase visibility and use of Northeast Region Kitchen Incubator through increased visits to website, monthly media, meetings, and hands-on efforts.

Energy & Efficiency

Action Item 1: Conduct an inventory of the region to determine baseline data for evaluative measures on existing overall mainstream and renewable energy use per county and region for residential, commercial and industrial sectors

Action Item 2: Develop regional renewable energy strategy to support increase of use of renewable energy devices by all sectors as well as to encourage new business opportunities to support demand.

Action Item 3: Work with partners to hold vocational and entrepreneurial training programs for the renewable energy industry.

Aerospace

Action Item 1: Increase the number of aerospace business opportunities in the region by: developing marketing campaign and collaborate with the state of Michigan.

Action Item 2: Assist in the development of aerospace research and test centers at the Alpena airport and others if applicable.

Action Item 3: Determine infrastructure needs of airports in region for aerospace attraction in order for the region to have a competitive edge when developing and recruiting major aerospace projects.

Objective 3

Provide regional economic development services.

Action Item 1: Develop and maintain mini-grant program to provide economic development support to communities using the professional economic directors in the region.

Action Item 2: Continue to hold Regional Economic Development Collaborative meetings in collaboration with Michigan Economic Development Corporation (MEDC) for networking and coordination of services.

Action Item 3: Provide seamless coverage for company retention visits throughout the region.

Action Item 4: Establish SCORE branches in key economic development offices for region-wide coverage.

Action Item 5: Hold attraction and retention training for economic and community development staff.

Action Item 6: Explore the creation of a Community Development Financial Institution (CDFI) for expanded lending.

Action Item 7: Increase company enrollment on the business to business website by 20% per year.

Goal 2: Talent Development & Retention 👍 Talent

The next area of focus is in developing and retaining a skilled workforce. Having adequately trained workers is essential to maintaining and growing the region's economy. In order to promote talent development and retention there are four areas of focus: workforce, higher education, adult education, and transit.

Workforce Objectives & Action Items

Objective 1

Retain talent workers in the region.

Action Item 1: Introduce a Northeast Michigan business PLEDGE project. Companies would pledge to offer to one student annually:

- A coop-student opportunity while still in high school…and then,
- An intern opportunity while in college…and then,
- An apprenticeship-style employment option upon college completion

Action Item 2: Promote the Pure Michigan Talent Connect board offered through the state of Michigan in high school. This allows high school students to do a state-wide job search and post their resume to get connected to employers.

Action Item 3: Use available technologies to transmit employment, business, and entrepreneurship success stories emanating from the region through Michigan (and beyond).

Action Item 4: Bring the Live-Work-Detroit concept to northern Michigan (Live-Work-UpNorth).

Objective 2

Increase funding for workforce programs.

Action Item 1: Bring more training dollars to the region, thereby improving trainee skills, increasing employment self-sufficiency and reducing unemployment.

Objective 3

Improve the region's workforce image.

Action Item 1: Utilizing the collaborative website, display a more progressive, advanced business/community image of the region.

Action Item 2: Promote the region's quality of life attributes for talent attraction and talent retention.

Action Item 3: Work with local high schools to educate students on the various technical jobs available within the region through holding Talent Tours.

Objective 4

Increase cooperative activities between workforce service providers to improve operational effectiveness and efficiency.

Action Item 1: Employ a shared-staffing service delivery practice.

Action Item 2: Establish a Joint Venture Committee (JVC) between the two Michigan Works! agencies to prioritize the use of client-customer collaborative service projects to initiate and identify progressive consolidation. Examples may include but not be limited to the following:

- Business sector-based job fairs
- Specialized trade shows
- Business tours (actual & virtual)
- Unique technology linkages/capacities
- Improved Prosperity Region 3 economic positioning within the state
- Cooperative implementation of the new federal Workforce Innovation & Opportunities Act
- Identification of regional joint venture niche service areas, foundation grants, education assets, etc.
- Employing cost saving options including but not limited to: consumables, technology, trainings, etc.

Action Item 3: Improve communications to business customers, job seekers, service partners, and the public in and out of the region. Messaging will dispel service myths, promote common and specialty service opportunities, emphasize business leadership, and increase overall awareness of service availability.

Objective 5

Improve the skill set and job placement of workers in Northeast Michigan.

Action Item 1: Establish greater incumbent worker and new worker training programs.

Action Item 2: Develop a quarterly mailing/emailing of a "WHAT DO YOU WANT?" news piece to area employers.

Action Item 3: Build a two-way communication process between employers and the Talent District Career Council (TDCC) that could react within 90 days to training/learning requests.

Action Item 4: Develop a mentoring program for those in need of supportive services.

Action Item 5: Actively promote the Digital Works technology job training and placement program in the City of Cheboygan.

Action Item 6: Support the development of new Digital Works site in key locations in region.

Post-Secondary Education Objectives & Action Items

Objective 1

Improve the awareness and availability of beyond-high school training opportunities to increase the incidence of talent and resident retention.

Action Item 1: Through the Talent District Career Council, develop a streamlined/comprehensive publication for high school students that promote all education and training opportunities within the region.

Action Item 2: Disseminate information to schools through onsite visits, educational workshops, tours, social media, etc.

Objective 2

Allow for greater economies among post-secondary educational organizations.

Action item 1: Expand training into new areas not currently offered in the region.

Action Item 2: Provide off-campus training opportunities in underserved locations by utilizing mobile labs currently available through local community colleges.

Action Item 3: Extend the use of available technologies to offer non-traditional training/learning options.

Adult Education Objectives & Action Items

Objective 1

Increase the number of people utilizing adult education services in the region.

Action Item 1: Target services toward individuals in need of basic learning assistance to improve chances of employment

Action Item 3: Increase the public's awareness of regionally available Adult Basic Education services through social media, local media, partner dissemination of information, etc.

Action Item 4: Establish a common regional "voice" for those in need of ABE service to better express the size and diversity of the need.

Action Item 5: Develop education alternatives for those leaving high school without a diploma and/or are learning deficient in the areas of workplace math, reading and computer literacy such as:

- Non-traditional employer partnerships
- Digital Works
- A pilot program which places workplace literacy/job readiness as the measurable
- Requesting State-level waivers to use alternative/innovative ABE performance standards related to workplace literacy

Action Item 6: Heighten the understanding of why high school learning is critical by developing a message/campaign to reinforce the need to stay in and learn as much as you can while in school. Message campaign may include:

- Employers offering personal messages on their learning/education expectations.
- Dropouts offering personal messages in small class sessions.
- Third grade reading level message pieces explaining the challenges resulting from leaving school before graduation.

Public Transit Objectives & Action Items

Objective 1

Provide transportation to work and training.

Action Item 1: Develop an information packet about transit services in the region including brochures from each transit system and a regional brochure.

Action Item 2: Provide information to employers, employment agencies, colleges and schools.

Action Item 3: Hold coordination meetings/roundtables to develop a strategy to meet the transit needs of the education and business sectors:

- College admissions offices and transit agencies
- Employment agencies and transit agencies
- High schools and transit agencies

Action Item 4: Obtain partnership agreements from college admissions offices to function as a portal for transit information, advice, brochures, web site, and ride share bulletin boards.

Action Item 5: Obtain partnership agreements from employment agencies to function as a portal for transit information, advice, brochures, web site, and ride share bulletin boards.

Action Item 6: Work with regional transit systems to identify opportunities to better serve transit dependent population in relation to workplace or educational transportation needs.

Action Item 7: Explore use of route deviation service and point deviation service for county and regional transit systems to provide timely and predictable transportation to work and school.

*G*oal 3: Community

In order to improve our "places" and ensure that our communities are welcoming and have proper resources to support existing and growing populations this goal has three primary categories of focus: planning, infrastructure, placemaking, and regional branding.

Planning

The Northeast Michigan Council of Governments offers planning services to our 8-county region. All counties, townships, villages, and cities are eligible to become a member of NEMCOG and receive professional planning services. NEMCOG provides assistance with:

- Master/comprehensive Plans

- Zoning ordinances
- Recreation plans
- Strategic Plans
- Hazard Mitigation Plans
- Natural Resource Plans
- Wellhead Protection Plans
- Water Resource Plans
- Transportation Plans
- Solid Waste & Recycling Plans

Having well developed plans is essential to a community's ability to successfully plan for the future and prepare for economic shifts in the economy. Ensuring that communities have policies and ordinances in place that align with the region's economic strategic plan is also critical to growing the region's economy.

Infrastructure

Objective 1

Expand high speed internet access throughout the region.

Action Item 1: Complete county broadband plans in each county to maintain and improve reliable high speed internet service and wireless telephone access along all of the major routes and in all business and population centers.

Action Item 2: Monitor broadband deployment through annual updates from Connect MI on high-speed deployment in region.

Action Item 3: Provide vertical asset inventories online for internet service providers' use.

Action Item 4: Perform an analysis of local policies and ordinances in regards to fiber optic broadband installation.

Objective 3

Ensure adequate municipal infrastructure exists.

Action Item 1: Create an inventory of municipal infrastructure needs in region.

Action Item 2: Assist local government with water, sewer, road, broadband funding procurement.

Objective 4

Enhance transportation connections.

Action Item 1: Explore options for alternative transportation modes.

Action Item 2: Meet with transit agencies to review current operational routes.

Action Item 3: Upgrade state and local road system. Utilize road rating system to prioritize investment areas.

Action Item 4: Update and implement non-motorized trail plan.

Action Item 5: Prioritize key areas for investment for connection.

Action Item 6: Construct identified trail connectors.

Placemaking

Economic growth depends on skilled talent. Attracting and retaining skilled talent means providing a high quality of life in terms of "great places" to draw diverse individuals to Northeast Michigan. Therefore, placemaking is an essential component in business and workforce development. In 2015, each county participated in a Target Market Analysis. This analysis provided detailed information for each county on what types of housing are needed and what types of housing would attract their targeted population to encourage economic growth. Below is a list of action items to assist the region in promoting great places to live.

Objective 1

Target investment into small, urban centers (i.e. cities, villages, and more densely developed areas).

Action Item 1: Utilize results from recent Target Market Analysis to determine the priority locations to focus investment in residential opportunities.

Action Item 2: Develop strategies in each community focused on developing those desired building forms and arrangement resulting in the addition of disposable income into urban centers.

Action Item 3: Identify appropriate business types needed to serve the targeted urban centers.

Action Item 4: Adopt Main Street principles in the Strategic Placemaking Centers.

Action Item 5: Achieve "Redevelopment-Ready Communities" status.

Action Item 6: Create general place plans in Strategic Placemaking Centers which integrate arts and culture.

Action Item 7: Provide land use best practices to communities and advocate changes in the planning process to streamline approvals.

Objective 2

Coordinate placemaking at a regional level to link urban and rural places visually, functionally and culturally.

Action Item 1: Create a new Northeast Michigan Placemaking Network to address funding, capacity, leadership, entrepreneurship, and metrics. Utilize this network to convene events.

Action Item 2: Expand placemaking network to include indigenous arts and culture into Strategic Placemaking Centers.

Action Item 3: Engage a consultant to develop a regional marketing initiative to promote regional places.

> **3.1:** Complete community branding and promotional materials and tie that into the regional and sub-regional identity.

> **3.2:** Develop informational materials that will promote the "great places" in Northeast Michigan and link together small towns to increase destination trips to the region in order to improve the business climate, create opportunities for new business, and attract retirees and young people to the region.

> **3.3:** Initiate joint and cross-promotion between arts and cultural organizations throughout the region.

> **3.4:** Improve way-finding and accessibility to culturally significant places.

Regional Branding

Objective

Increase national and global recognition of the region by showcasing a consistent and effective Northeast Michigan image.

> **Action Item 1:** Utilize an effective regional brand which communicates the essence of Northeast Michigan to the world. This can be done by promoting the regional brand in all regional attraction materials and encourage each county to adopt the brand and include in their marketing strategies.

5│SWOT Analysis

Strengths

Growing tourism industry

Community-based collaborative projects have assisted the region in expanding tourism opportunities. The development of the US 23 Heritage Route and Up North Trails projects have provided the region with a comprehensive way to highlight the region's tourist attractions and natural resources. A new collaborative effort is underway to develop a Dark Sky Byway through the interior corridor of the region.

Strong technical training available

Northeast Michigan is home to 3 community colleges that all offer a variety of technical trainings in fields of: concrete management, mechatronics, welding, HVAC, EMT certification, and CNC machining. Additionally, the Industrial Arts Institute has recently been established in Onaway to offer short-term welding training and job placement for graduates.

Natural Resources/Lifestyle

Northeast Michigan's quality of life is enhanced by the vast natural resources available. From pristine lakes, rivers, forests, and wildlife to trail systems which connect our communities to the wide open spaces in between, Northeast Michigan calls to the special type of person who values these things. This relaxed lifestyle is attractive to professionals and retirees who desire this type of lifestyle choice.

Collaboration

Throughout the past several years efforts to collaborate between counties, townships, and agencies has significantly improved. The region has seen great success in collaborative programs such as Up North Trails and US 23 Heritage Route. Working collaboratively to highlight the region's greatest assets has broadened the region's reach throughout the state and across the border. Collaboration continues to be an important characteristic of our region in order to share the limited resources available. Collaborative efforts are also being developed in order to provide economic development services to communities without professional staff.

𝓦eaknesses

Talent Development and Retention

Since the recession in 2008 and a significant decrease in population the region has struggled to recruit and retain talent. Workers aged 24-44 are very limited in the region with over half of the population being retirement age.

Lack of public transit

Given the large geographic area of our region the ability for efficient public transportation is a weakness and challenge. Several larger communities do operate a bus system in some capacity, however, with a large percentage of commuters many residents rely on personal transportation. There is great growth potential for public transit throughout the region.

Low paying jobs

Northeast Michigan relies heavily on seasonal work focused in the tourism industry that traditionally consists of low paying jobs.

Lack of regional economic resilience strategies

The economic recession that started in 2008 has greatly impacted Northeast Michigan and the region is just starting to see some come-back with lower unemployment rates and new companies moving into the region. The region currently does not have an extensive plan in place to assist in dealing with any future economic crisis that may occur.   Counties have developed strategies to respond to environmental hazards such as natural disasters, extreme weather conditions, etc. But few counties have plans and strategies developed to handle broader economic shifts.

Lack of Community Vibrancy

Many of the communities in Northeast Michigan have downtown areas that have not been updated and lack vibrancy that attract tourists and new residents. Placemaking workshops have taken place within several communities to assist in understanding how our communities can be updated without significant financial investment.

Wood Industry

Northeast Michigan is home to thousands of acres of forest. The region has many sawmills in the area that ship out the wood for production. This is a significant weakness for the region to be

shipping out our asset when value-added wood products could be produced regionally. This is also an area of opportunity for future development of the wood cluster.

Distance

The region is located at a great distance to many of the urban areas in the state, often requiring at least a 2-3 hour drive to arrive in Northeast Michigan. With many communities in the region not connected by a major highway traveling throughout the region is not easy. Additionally, the region is Michigan's best kept secret in terms of the vast array of opportunities offered throughout the year. The development of collaborative projects like Up North Trails and the US-23 Heritage Route are examples of working towards making our region more known throughout the state as a great place to live and tourist destination.

Opportunities

Natural resources

Northeast Michigan is home to 4,000 miles of rivers, 160,000 acres of inland lakes, Thunder Bay National Marine Sanctuary, and thousands of miles of trails. The region's vast natural resources provide significant opportunities for tourism, research, and preservation.

Culture

There is great opportunity to expand the cultural offerings throughout the region by utilizing current assets such as Sunrise Side Wine & Hops trail, Historic Mill Creek, ARTrail, and other community projects. Each community offers its own unique culture and the key for our regions is in promoting those opportunities both within and outside of the community, region, and state.

Infrastructure

One of the biggest areas of growth needed in Northeast Michigan is greater access to high speed internet. With many communities still without access to high speed internet it is difficult to attract young talent to the region, grow businesses, and connect with the global economy.

Ports

Northeast Michigan's coast has 10 ports offering both commercial and cargo capabilities. This allows the region to have greater ability to import and export goods.

Community

Northeast Michigan is home to many small quaint communities, as well as, more populated areas. Our communities thrive on recreational activities, community events, sense of security and safety, beautiful natural environment, and lots of seasonal tourism.

Threats

Decreasing population in 25-44 range

More than half of Northeast Michigan's population is age 55 and older with the smallest population in the 25-44 age range. This leaves a big gap for young professionals in the region. This also means that the workforce is aging and leaving many mid-level professional positions unanswered.

Slow/limited business growth

Since the 2008 recession, businesses have been slow to expand their operations and new business development has also slowed. 2015 saw a few big announcements in the region leaving hopes that the coming years will see a significant improvement in business growth.

Infrastructure limitations

Access to high-speed internet is perhaps one of our biggest threats toward growth and development. With a significant portion of our region as undeveloped land there isn't infrastructure in place to provide proper high speed access needed to start and growing globally competitive companies.

Talent Development and Negative Perceptions

Northeast Michigan employers continue to seek well-trained employees in many technical fields. While the region does have 3 community colleges offering a variety of training programs, there is a negative perception of these jobs. Many people fear that another economic downturn could once again send manufacturing jobs overseas.

6│Economic Resilience

For Northeast Michigan, economic resilience is essential in order to grow the economy and respond to any natural disasters or economic downturns that may occur. The loss of large manufacturers in the region since 2008 has forced the region to re-evaluate how to balance the economy so that it is not reliant on a single industry. Strides are being made to improve upon the diversity of the economy, but a more comprehensive strategy is necessary in order to assess how the region would recover from another major recession.

As a four season region that relies heavily on outdoor sports and recreation to draw in tourists local businesses are able to adapt to changing weather and market the region accordingly. In cases of extreme weather conditions or natural disaster, communities are prepared through the adoption of Hazard Mitigation Strategies and Emergency Preparedness Plans.

Hazard Mitigation Strategies

All 8 counties in the region currently have Hazard Mitigation Strategies in place. As part of the county's planning process the mitigation strategies ware reviewed and updated as necessary. Each mitigation plan outlines goals, mitigation strategies, and implementation. The goals and strategies present within each hazard mitigation plan are listed below:

Goals:

1. Protect Public Health and Safety
2. Minimize Damage to Public and Private Property
3. Maintain Essential Services
4. Guide Growth/Development
5. Build partnerships to support emergency response services and hazard mitigation activities on a regional basis

Mitigation Strategies
1. Prevention
2. Property Protection
3. Public Education and Awareness
4. Natural Resource Protection
5. Emergency Services
6. Structural Projects

Within each Hazard Mitigation plan potential hazards are identified and strategies are in place to address how the county will work to prevent such hazard and respond to the hazard should it occur. For example, Alpena County has identified the following potential hazards and written strategic plans to respond in case any of these should occur:

1. Dam Failure
2. Riverine/Urban Flooding
3. Fixed Site Hazmat
4. Transportation Accidents
5. Structural Fire
6. Wildfire
7. Winter Weather Hazards
8. Extreme Temperatures
9. Infrastructure Failures
10. Public Health Emergencies
11. Hazardous Material Transportation Incidents

Each of the potential hazards has several strategies in place to prevent and respond to the hazard. Each strategy outlines how the implementation will be funded, geographic reach of the strategy (i.e., county-wide, township, etc.), the progress of the plan, and status.

Enbridge Line 5 Pipelines

One of the most significant threats to economic resilience is Enbridge's Line 5 pipelines which lie under the Straits of Mackinac and also run through the county of Cheboygan and further south through Otsego and Crawford counties. These aging oil pipelines serve as a significant threat to the surrounding communities should a leak occur. An oil spill would be disastrous and extremely difficult to clean-up given the strong currents in the Straits.

Cheboygan County is taking a proactive approach in working to ease the threat of the pipeline. The county recently passed a resolution asking Governor Snyder to act on this issue by restricting Line 5's cargo to non-oil products until further research is done evaluating the conditions of the pipeline. The county is also working with the Tri-County Office of Emergency Management in properly planning for any potential hazards from the aging pipeline. Information for residents on what to do in order to ensure safe drinking water should a leak occur has also been disseminated pre-emptively.

Economic Resilience

Additionally, economic resilience was identified as one our weaknesses in the SWOT Analysis. Steps for sustained economic resiliency are addressed through the establishment of the CDC and the RPI Collaborative. A communications network has been established between service providers representative of the sectors implicit in addressing the Talent and Community needs critical for a thriving diverse economy. The RPI Collaborative has set business growth and support as a main goal for 2016, and within the RPI plan are strategies in place to support recruiting diverse industry types that are not currently present within the region. Another important strategy to improving the region's economic resiliency is to provide access to proper education and training to fit the needs of current and future businesses. Advanced education is

critical to responding to the market. Diversifying business and industry and supporting lifelong learning are critical strategies to ensuring the region is economically resilient to future downturns and shifts in the economy. Overall, the 5-Year CEDS Plan provides for strategies that will bolster the long-term economic durability of the region.

Communication is key amongst the service providers in the region to address pending issues and to prevent future issues from occurring. To address this, monthly meetings of those providing economic development services in the region (CDC) are held to network, update on projects and discuss regional issues of concern. Quarterly, the CDC hosts meetings of state and federal departments that provide services in the region also attend to engage an even larger perspective.

The Regional Collaborative comprised of stakeholders from all aspects of community and economic development (economic developers, workforce, business representatives, K-12 and post-secondary education, adult education, regional economic development, communities) meet to review the progress of the strategies and to begin to address the obstacles impeding prosperity in the region.

In addition, a Collaborative Website has been developed for all stakeholders in the region that provides information on the Region, service providers, business to business , county profiles, available properties for industrial development, and NEMCOG and NE MI Consortium/MI Works!.

7 | Evaluation Framework

Evaluating the progress of Northeast Michigan's Comprehensive Economic Development Strategy is occurring in two ways. First, key data is being tracked that will allow the Collaborative to review progress being made towards the goals as previously outlined. The photo below shows an example of some of the data that is being tracked.

Northeast Michigan Prosperity Region 3 Performance Dashboard				
Note: If 2015 data is provided, then 2013 data is only provided for reference. Progress arrow indicates change between the two most recently available datasets. "--" indicates data not available.				
Economy & Financial Health	2013	2014	2015	Progress
Population	208,955	205,403	--	⬇
Unemployment Rate	11.9%	9.8%	7.9%	⬆
Fiscal Distress Indicator Score (local unit average)	1.71	2.00	--	⬇
Number of New Private Business Start-Ups	681	--	--	--
Housing Affordability	73.42%	--	--	--
Taxable Value (100k)	$6,233,315	$2,147,484	--	⬇
Median Household Income	$37,621	--	--	--
# in Labor Force	83,203	83,053	83,126	⬆
Median Age	50	--	--	--
Families below Poverty Line	12.4%	--	--	--
Number of Vertical Assets				
Miles of Fiber				
% of Population Served by Broadband				
# of Municipal Wi-Fi Systems				

Second, as part of the CEDS, each of the goals has specific action items that are being measured. Each action item has a timeline of when it should be completed and how success will be measured. A copy of the complete table outlining each action item is shown below in **Table 24**. Adjustments to the plan will be made yearly based on progress and if more work is necessary to complete an action item.

Table 24 Evaluation Framework			
Action Item	**Measureable Goals**	**Status/Year Planned**	**Performance**
Establish Region 3 Collaborative Group			
Complete Organizational structure: bylaws, executive committee	Adopted Bylaws	Ongoing	
Utilize video conferencing	# of attendees via video conferencing	Go To Meeting video conferencing is available when necessary Conference Call is available upon request	
Educate region on RPI Plan	# of meetings	Crawford, Alpena, Presque Isle Human Services, Roscommon County Community Foundation	
Partner Support			
Website development/merger	New NEMCOG/NEMC website	Collaborative website is complete and will launch early 2016	
Regional Placemaking			
Develop & utilize Regional Brand	Brand established and launched	Brand complete	
Implement Target Market Analysis	Housing projects established	Study was completed in December 2015. Group meetings held in March. Study will be implemented as projects come forward in communities.	
Identify business types to serve urban centers	Missing services identified	Future project	
Adopt Main Street principles	Principles adopted by one community per year	Ongoing	
Redevelopment Ready status in communities	One community per year achieves status	Ongoing	
Create place plans	Place plans created in one comm per year	Ongoing	
Provide best land use practices	Best land use practices developed and disseminated	Ongoing	
Placemaking networking meetings	# of attendees	Roger City and Grayling hosted placemaking sessions in the Spring of 2015	
Integrate Arts & Culture in placemaking	Arts & culture appear in placemaking efforts	Ongoing	
Dev Regional Marketing Strategy	Marketing strategy complete	Future project	
Aerospace Initiative			

Increase number of aerospace businesses	New business development	Future project	
Create test sites/centers at each airport	Test sites created at each airport	Aerospace Cluster was put on hold due to budget cuts	
Determine infrastructure needs	Needs determined	Future project.	
Wood Cluster			
Implement vocational and entrepreneurial training	Graduates of training and increase in entrepreneurs	MiFair has hired 4 entrepreneurs to date that are completing an apprenticeship program	
Provide Lifelong learning opportunities in wood industry	Long-standing education programs	Kirtland Community College is currently evaluating the need for a wood manufacturing program to be offered through the college	
Increase value-added wood products being produced in the region	Develop 2-3 value added wood products each year	1st product was developed in Fall 2015. Work is being done to get product in stores for Spring 2016	
Bring wider recognition	Website	In progress	
Local Foods			
Establish food hub	Food hub established	The City of Grayling is currently working to develop a local food hub and slaughter facility. A feasibility study was completed in 2015 for a regional food hub	
Increase number of food product entrepreneurial businesses	New food product businesses in region	Grayling is working to develop a Kitchen Incubator to assist entrepreneurs in product development	
Education on healthy eating and buying local	Training & promo materials	Future project	
Increase awareness of residents of the local food industry	Increase use of local food website, increase purchase of foods at farmers market	Ongoing outreach done through local efforts and through local food website	
Increase visibility of Northeast Region Kitchen Incubator	Bring regional attention via newspaper articles and social media	Ongoing	
Support Energy Efficiency			
Conduct inventory of region	Completed inventory	Future project	
Develop regional sustainable renewable energy strategy	Strategy developed from collaborative effort	Future project	
Hold yearly training program for renewable energy industry	1 training held each year	Future project	
Tourism & Promotion			

Develop Mystery Shopper Program	Completed program with results presented to local communities	Future project	
Web presence to access national and global tourism market	Websites promoting the region and regional programs online	Several websites promoting the region are online: discovernortheastmichigan.org, heritage23.com, and upnorthtrails.com	
Trail Town Plans	Develop plans in communities	Future project.	
Trail-town signage	Complete Trail Town grant and install signs in designated communities	In progress - currently waiting on final cost for signs. Signs to be put up in 2016	
Excel in quality product development	Development of self-guided tours, provide regional visitor information	Ongoing	
Attraction materials	Develop materials and post online	Ongoing	
Protect natural resources	Inventory, educate, and integrate best practices	Best practices being utilized. Education on-going. Inventory of assets on-going	
Infrastructure			
Complete Broadband plans for each county	Completed plans for all counties	3 community plans have been completed and more are planned in 2016 through the RPI grant	
Monitor broadband deployment	Annual update	Ongoing	
Provide vertical asset inventories online	Inventories online	Ongoing	
Analyze local policy and ordinances in regards to fiber installation	Local communities coordinated with	Future project	
Inventory municipal needs	Inventory complete	Future project	
Assist local govt with funding	Amt of funding procured	Ongoing	
Explore alternative transportation	Alt transportation identified	Future project	
Review current operation transit routes	Routes reviewed	Future project	
Upgrade road system	Road upgrades	Ongoing	
Update and implement non-motorized plan	Miles of trails built	Future project	
Prioritize areas for connection.	Key areas identified	Future project	
Construct trail connectors	Connectors built	Future project	
Entrepreneurial/Business Support			
Create supportive environment for entrepreneurial	Support services developed	Beginning in 2016	

development and provide resources to entrepreneurs to start their business			
Diversify and Globally connect businesses	Increase in products exported. Increase in new businesses in under-developed areas	Ongoing	
Develop Community Development Financial Institution	CDFI established	Future project	
Begin SCORE program	Established SCORE Chapter in region	Work to become a branch chapter of SCORE was started in 2015 with plans to become finalize branch chapter status in 2016	
Talent Development and Retention			
Create Northeast MI Business PLEDGE Project	Number of participants that complete program and find employment	Future project	
Promote the Pure Michigan Talent Connect Board in High School	Have all HS Counselors share resource with students	Future project	
Promote success stories.	Success stories appear on web	Regional success stories are currently online at discovernortheastmichigan.org	
Increase grant funding for training	Grant funding increase by 10% in region	Ongoing	
Use website to display advanced business & community image	Information online	Ongoing	
Promote quality of life	Information online	Ongoing	
Education students on technical jobs in region	Talent tours	Ongoing by Michigan Works! Northeast Consortium	
Shared staffing for workforce service programs	Shared staffing services delivered	Ongoing	
Establish joint venture committee	Committee established	Future project	
Improve communications	Opportunities posted on website	Ongoing	
Establish incumbent worker and new worker training programs	Programs established	Ongoing	
Mailing of What Do You Want news piece.	Quarterly mailings	Future project	
Communications between employers and TCDD	Training/learning requests filled within 90 days	Ongoing	
Mentoring program	Program established	Ongoing	
Promote Digital Works program	Promotion though various media.	Ongoing	

Support dev of Digital Works site in key locations	New sites established.	Future project.	
Post-Secondary Education			
Create streamlined publication for HS students to promote all education and training opportunities in region	Completed publication and disseminated to all HS students in region	Future project	
Disseminate info to schools	Onsite visits, workshops, tours	Ongoing – Michigan Works! Northeast Consortium	
Expand training into new areas not currently offered	New training programs	Ongoing	
Provide off-campus training opportunities to underserved locations	Increase use of mobile labs currently available through KCC and NCMC	Ongoing	
Offer non-traditional training/learning options	Non-degree programs created	Ongoing	
Adult Basic Education			
Determine people in need of ABE	Increased population served	Outreach is ongoing to reach as many residents as possible	
Streamline and improve public awareness of ABE services	New marketing materials and outreach to agency partners	Ongoing	
Establish a common regional "voice" for those in need of ABE services	Complete survey of region to determine data of population	Future project	
Dev educational alternatives	Non-traditional employer partnerships, Digital Works, etc.	Ongoing	
Campaign to stay in school and learn	Messages communicated	Future project	
Public Transit			
Information packet about services	Packets developed	Future project	
Provide info to employers, employment agencies, college, schools	Information provided	Ongoing	
Hold meetings to address needs	Meetings held quarterly	Future project	
Admissions offices to function as portal for transit info	Portal established	Future project	
Employment offices to function as portal for transit info	Portal established	Future project	
Identify opportunities to serve transit-dependent	Needs identified.	Future project	

students			
Route deviation services to provide timely transportation to work and school	New services established	Future project	
Economic Development Support Services			
Mini-grant program to provide support	Mini-grants awarded	Mini-grant application has been developed	
EDC/CDC Meetings	Routine meetings	EDC is meeting monthly and CDC meets quarterly	
Seamless coverage for company retention visits	Retention visits throughout region	Ongoing	
SCORE branches in EDO offices	Branches established	Ongoing	
Hold attraction and retention training for EDO and Comm Dev staff	Trainings held annually	Future project	
Explore dev of a Community Dev Financial Institution (CDFI) for expanded lending	CDFI established	Future project	
Increase company enrollment in B2B website	Increase of 20% each year	Ongoing	

|	
Positive	
In Progress	
No data available	

Appendix A │ Technical Report

The Northeast Michigan Comprehensive Economic Development Strategy (CEDS) is designed to provide a regional plan for economic growth and sustainability for the region. The purpose of the plan is to assist the region to fostering job creation, improving the quality of lives for citizens, and ensuring a diversified economy that can change with the needs of the market.

Northeast Michigan is comprised of 8 counties: Alcona, Alpena, Cheboygan, Crawford, Montmorency, Oscoda, Otsego, and Presque Isle.

Figure 1: Northeast Michigan Counties
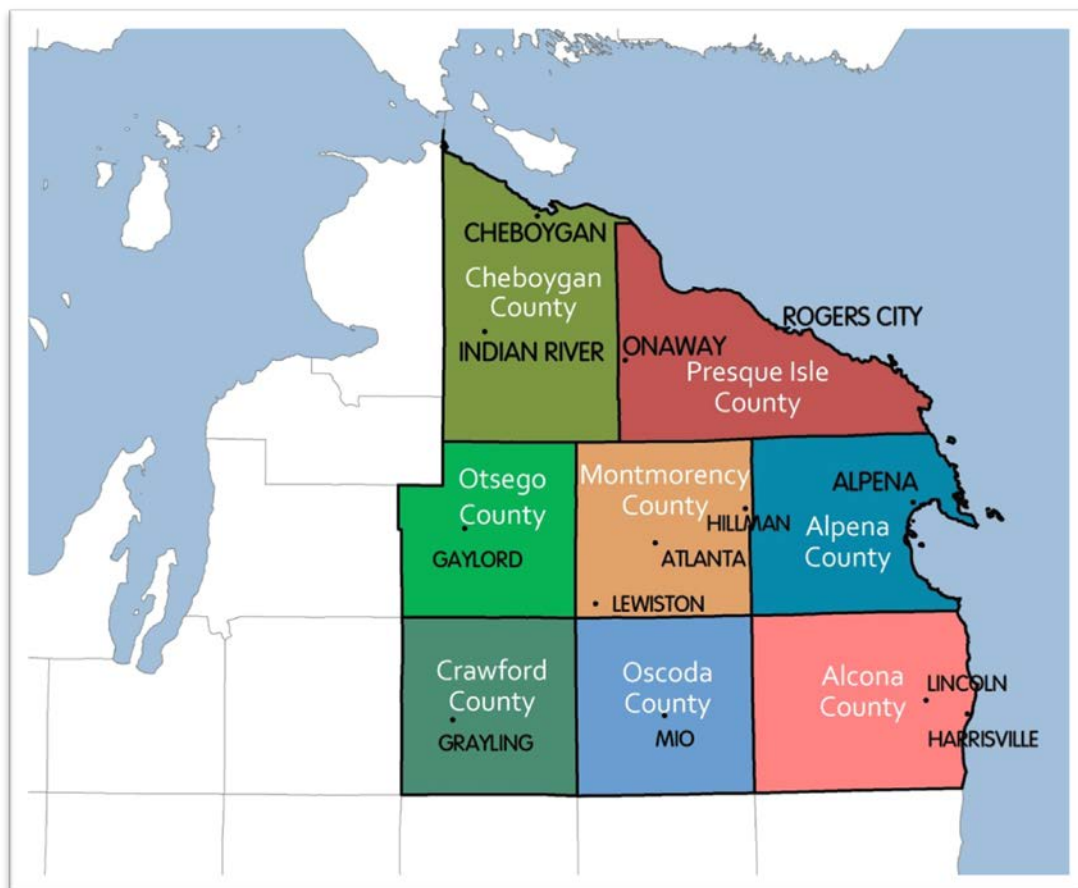
𝓟opulation

The total population of the region is 121,818 which is approximately less than 1% of the total population in the State of Michigan. The region has experienced a population decline since 2000 with over a 4% decrease in population over the last fourteen years. **Table 1** and **Figure 2** show population by county throughout the past 24 years. There are many factors that can contribute to a population decline. Migration out for employment would be one of the leading causes of a decline

Figure 2   Northeast Michigan Population

Northeast Michigan Population
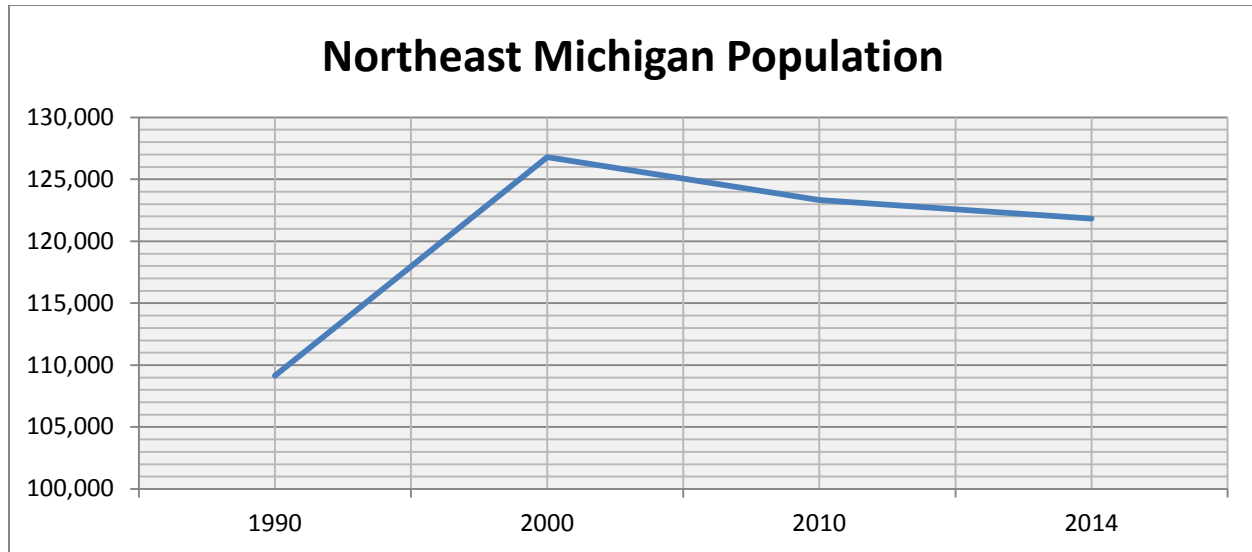
Source: US Census Bureau

Alpena County is consistently the most populated county throughout Northeast Michigan with approximately 29,242 individuals. Oscoda County is the least populated county with only 8,525 individuals. Table 1 shows the population trends for each county throughout the past 24 years. Northeast Michigan covers nearly 5,000 square miles with an average population of 27.7 per square mile, as shown in Table 2. This is significantly lower than the State as a whole (102) and the United States (81).

Table 1 Population

|	1990	2000	2010	2014
Northeast Michigan	*109,143*	*126,788*	*123,335*	*121,818*
Alcona County	10,145	11,719	10,942	10,657
Alpena County	30,605	31,314	29,598	29,242
Cheboygan County	21,398	26,448	26,152	25,821
Crawford County	12,260	14,273	14,074	13,941
Montmorency County	8,936	10,315	9,765	9,506
Oscoda County	7,842	9,418	8,640	8,525
Otsego County	17,957	23,301	24,164	24,126
Presque Isle County	13,743	14,411	13,376	13,128

Source: US Census Bureau

Table 2 Population per Square Mile

	Square Miles	Population per Square Mile
Northeast Michigan	***4,995***	***27.7***
Alcona County	694	15.8
Alpena County	594	49.8
Cheboygan County	796	32.9
Crawford County	563	25.0
Montmorency County	563	17.3
Oscoda County	571	15.1
Otsego County	527	45.9
Presque Isle County	687	19.5

Source: US Census Bureau 2010

Figure 3 Population per Square Mile
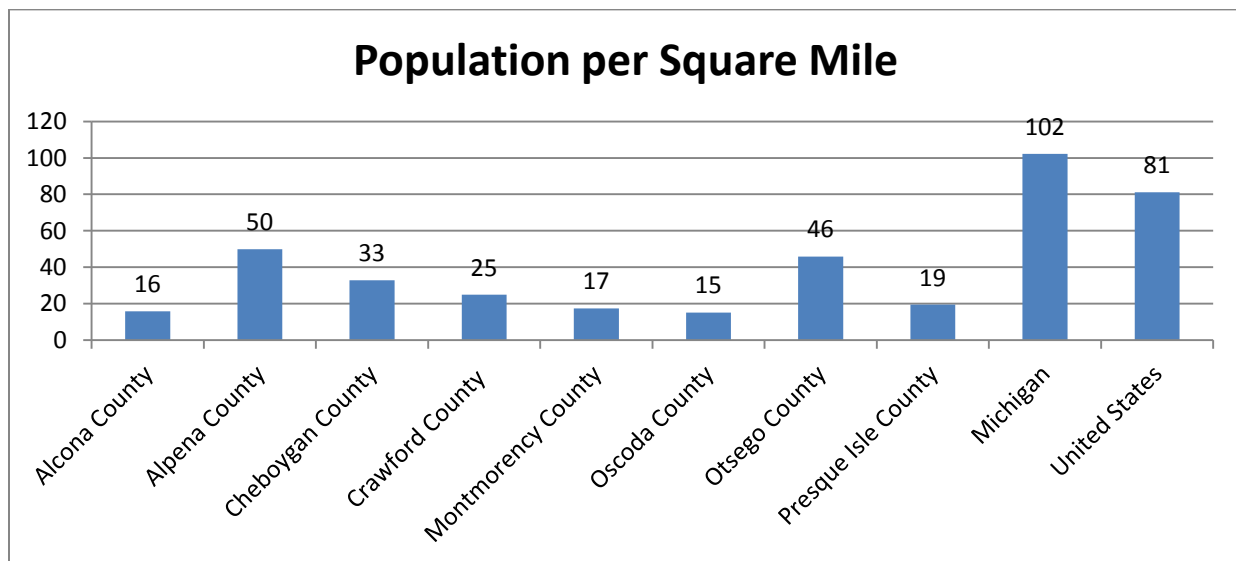
Source: US Census Bureau 2010

*M*edian Age

Throughout the past 25 years the region's median age has steadily increased from 38.2 in 1990 to 50.1 in 2015. The fact that Northeast Michigan is home to a growing retirement community presents both opportunities and challenges to the region. The region's relaxed lifestyle and scenic natural resources are a major draw for retirees. **Table 3** highlights the median age for each county.   Alcona County has the highest median age at 56.3, while Otsego County has the lowest median age of 43.8. The region is significantly above the State of Michigan median age of 39.3

Table 3 Median Age 1990-2015

	1990	2000	2010	2015
Northeast Michigan	*38.2*	*43.1*	*49.8*	*50.1*
Alcona County	44.8	49.0	55.2	56.3
Alpena County	35.3	40.4	51.7	46.6
Cheboygan County	37.1	41.3	47.1	48.4
Crawford County	34.7	40.6	47.7	48.6
Montmorency County	41.6	47.0	52.3	53.9
Oscoda County	40.0	43.7	49.7	50.8
Otsego County	33.7	37.7	43.2	43.8
Presque Isle County	38.5	45.1	51.7	52.5
Michigan	32.6	35.5	38.9	39.3

Source: U.S. Bureau of the Census

*E*ducational Attainment

Table 4 Educational Attainment 2014

|	Less than 9th grade	9th-12th grade, no diploma	High school graduate	Some college, no degree	Associate's degree	Bachelor's degree	Graduate or professional degree
Northeast Michigan	*3.7%*	*9.0%*	*38.7%*	*25.1%*	*8.7%*	*9.6%*	*5.3%*
Alcona County	3.3%	9.2%	38.8%	26.6%	8.6%	8.6%	4.8%
Alpena County	3.6%	7.5%	34.5%	26.6%	11.8%	9.4%	6.7%
Cheboygan County	2.5%	9.2%	40.1%	23.1%	8.4%	10.8%	6.0%
Crawford County	2.6%	11.6%	36.0%	25.0%	9.1%	9.9%	5.9%
Montmorency County	4.2%	9.7%	40.8%	26.3%	8.7%	6.6%	3.7%
Oscoda County	6.1%	11.2%	41.7%	26.5%	4.7%	6.7%	3.1%
Otsego County	2.3%	5.9%	37.2%	24.6%	9.5%	14.0%	6.5%
Presque Isle County	4.7%	8.0%	40.1%	21.9%	8.9%	10.5%	5.9%
Michigan	3.3%	7.4%	30.2%	23.9%	8.8%	16.1%	10.3%

Population 25 years and over   *Source: U.S. Bureau of the Census*

Table 4 shows that Northeast Michigan has a greater percentage of people aged 25 years and over with only a high school diploma compared to the State as a whole. Conversely, a much lower percentage of people in the region hold a bachelor's degree or higher than hold degrees in the State. While only 10.5% of people in the region hold a bachelor's degree, over 16% of people in the State hold this degree. The State of Michigan has twice the percentage of people who hold master's degrees than in our region.

Figure 4 Educational Attainment

Educational Attainment
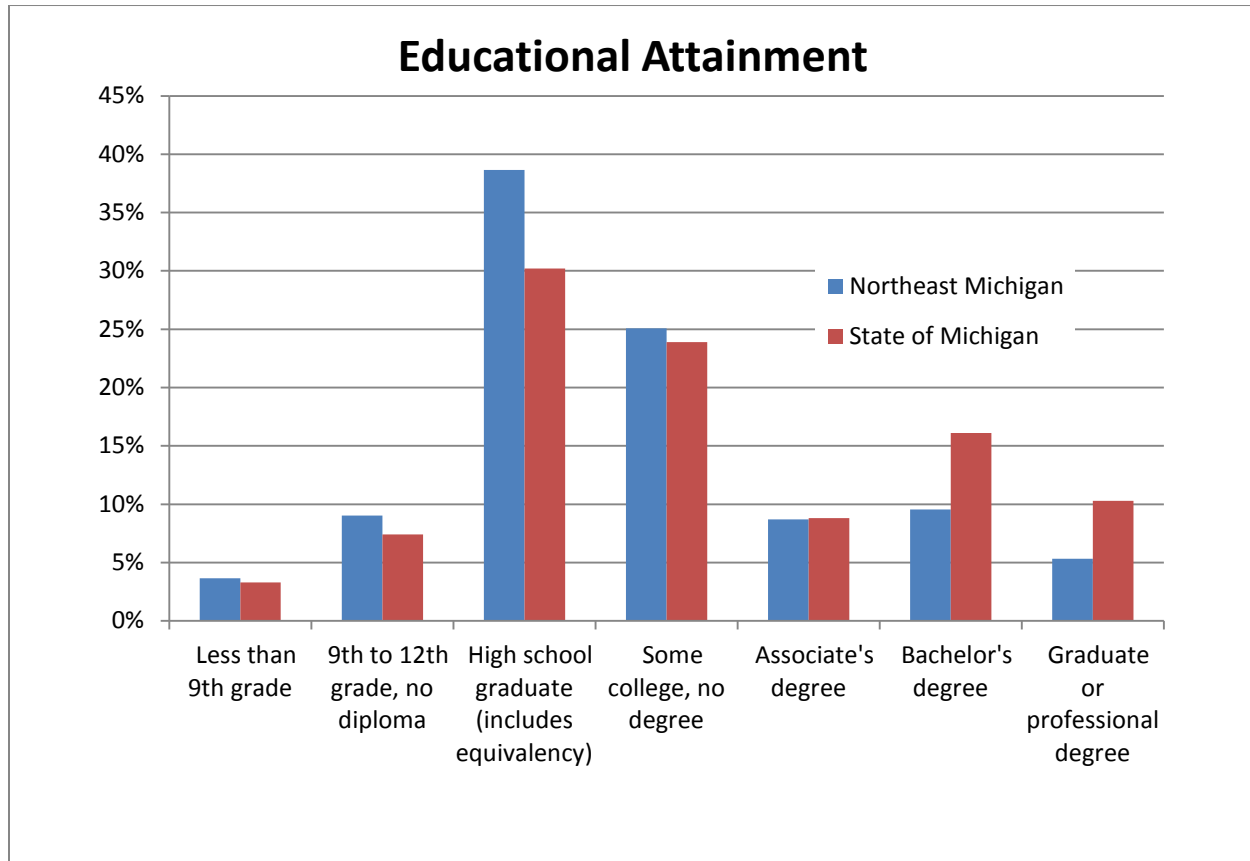
Source: US Census Bureau

Income & Poverty

An important measure of economic health for a region is the median household income. The region's median household income has steadily increased since 1990. **Table 5** shows the region's median income in comparison to the State of Michigan and the United States. While the region does fall below the State of Michigan's average, the rate of increase in the region's median household income has been consistent with the state's increase.

Table 5 Median Household Income: 1990-2010

	1990	2000	2010	2014
Northeast Michigan	*$20,750*	*$33,719*	*$36,236*	*$39,197*
Michigan	$29,937	$45,512	$46,276	$49,755
United States	$29,943	$41,990	$49,276	$53,657

Source: U.S. Bureau of the Census

Table 6 Poverty 2014

	United States	Michigan	Northeast Michigan
All families	11.5%	12.1%	11.2%
All families with related children under 18 years	18.1%	20.1%	21.6%
All families with related children under 5 years only	18.6%	23.6%	22.4%
Married couple families	5.7%	5.4%	6.3%
Married couple families with related children under 18 years	8.4%	8.6%	11.2%
Married couple families with related children under 5 years only	7.0%	8.3%	11.7%
Families with female householder, no husband	30.9%	34.2%	36.1%
Female householder with related children under 18 years	40.5%	45.3%	48.4%
Female householder with related children under 5 years only	47.0%	54.2%	47.1%

Source: U.S. Bureau of the Census

In 2014, American Community Survey shows average poverty rates in Northeast Michigan to be similar to the State of Michigan. In general, poverty rates in the region are higher than the State and US among families and female householders with children but slightly lower for all families in general.

*L*abor Force & Unemployment

Table 7 Labor Force & Employment

	Labor Force	Employment	Unemployment
2014	56,139	50,710	5,429
2010	59,635	50,623	9,012
2005	66,855	61,015	5,840
2000	66,764	62,499	4,265
1995	63,044	56,295	6,749
1990	55,510	49,965	5,545

Source: State of Michigan Labor Market Information

Labor force and unemployment have decreased over time with the most significant drop occurring between 2005-2010 with a loss of 7,220 individuals in the labor force.

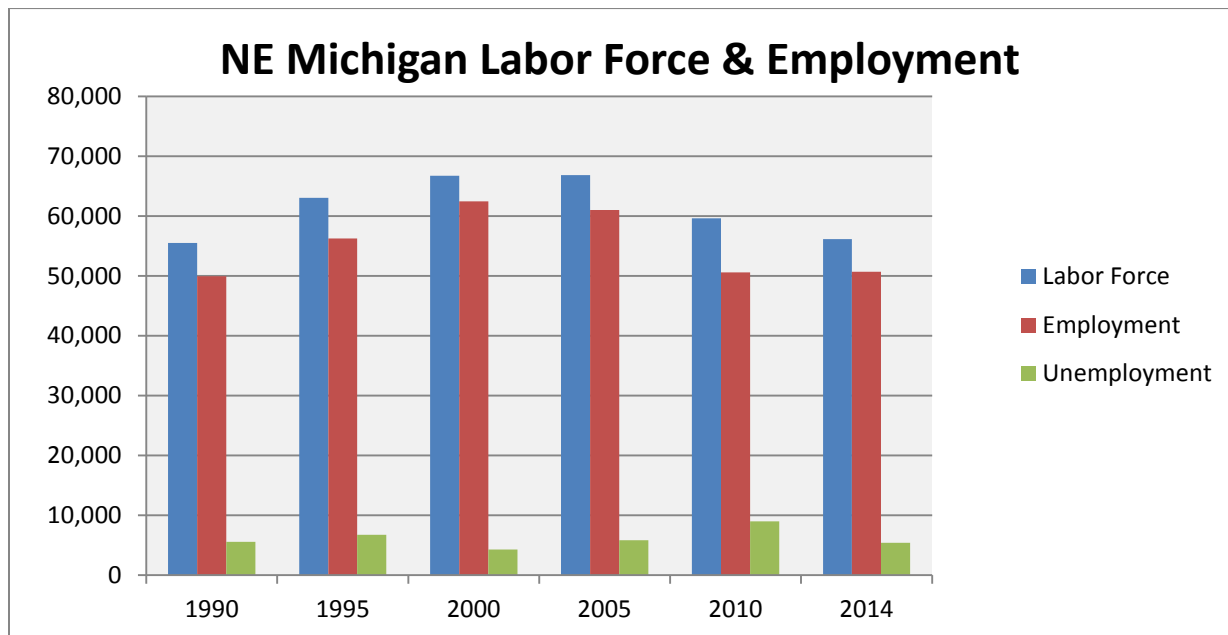## *Figure 5 Northeast Michigan Labor Force & Employment*

NE Michigan Labor Force & Employment

Legend: ■ Labor Force ■ Employment ■ Unemployment

Table 8 Jobless Rates 1990-2015

	1990	2000	2010	2015
Northeast Michigan	*10.3*	*6.6*	*16.3*	*7.9*
Alcona County	13	7	17.8	7.7
Alpena County	10.1	5.7	13.1	6.0
Cheboygan County	11.9	8.3	14.0	8.6
Crawford County	6.6	4.7	14.2	7.4
Montmorency County	15.0	8.3	20.2	9.3
Oscoda County	8.1	6.3	19.6	8.5
Otsego County	6.1	4.2	14.2	6.0
Presque Isle County	11.6	8.5	17.4	9.9

Source: State of Michigan Labor Market Information

Northeast Michigan was significantly impacted by the economic recession in 2008 and jobless rate from 2000 to 2010 nearly tripled. However, as shown in **Table 8**, 2015 shows a significant decrease in the jobless rate in Northeast Michigan from 16.3% in 2010 to 7.9% in 2015. In the past 5 years almost every county has been able to cut the jobless rate in half.

Industry Sectors

Table 9 Workers by Sector – Northeast Michigan (2014)

Ownership	Number of Establishments	Average Employment	Average Weekly Wages
Federal Government	67	568	1,017
State Government	73	797	1,212
Local Government	148	5,690	759
Private	3,236	31,890	629

Source: State of Michigan LMI – Industry Census of Employment & Wages (QCEW)

Table 10 Workers by Private Sector Industry – Northeast Michigan (2014)

Industry	Number of Establishments	Average Employment	Average Weekly Wages
Total	*3,236*	*31,890*	*629*
Agriculture, forestry, fishing a hunting	70	441	587
Mining	38	641	1,295
Utilities	18	237	1,446
Construction	418	1,962	822
Manufacturing	190	3,989	932
Wholesale trade	88	1,057	870
Retail trade	554	6,997	458
Transportation a warehousing	91	938	883
Information	42	305	684
Finance insurance	145	1,143	860
Real estate a rental a leasing	84	389	494
Professional a technical services	186	824	745
Management of companies a enterprises	2	*	*
Administrative a waste services	140	719	476
Educational services	16	148	402
Health care a social assistance	259	5,238	731
Arts, entertainment, a recreation	94	908	327
Accommodation a food services	373	4,389	256
Other services, except public administration	394	1,412	426

Source: State of Michigan LMI – Industry Census of Employment & Wages (QCEW)
*data hidden

Table 9 shows workers by sector in the region. Private sector employment is by far the foundation of the region's economy. Private sector jobs are also the lowest paying jobs within the region. This is a result of significant seasonal employment and low-paying retail, service,

and tourism positions. **Table 10** highlights the industries by number of establishments, average employment, and average weekly wages. Northeast Michigan's economy is largely supported by three main industries: retail, services, and manufacturing. **Table 10** shows that retail trade employs the largest number of people in the region, however health care and social assistance employs the second highest number of people following closely by accommodation and food services and then manufacturing. Employees in the utility field in the region are earning the highest weekly wages followed by mining. Many of our sectors in the region are made up of low-paying jobs with an average hourly rate of $15. **Figure 6** shows the percent of jobs of each of the main industries found throughout the region. While it appears that the largest percentage of people are employed by the government (local, state, or federal), it is important to remember that certain establishments may be classified as governmental (i.e. some hospitals).

Figure 6 Percent of Jobs by Industry

Jobs - % of Total

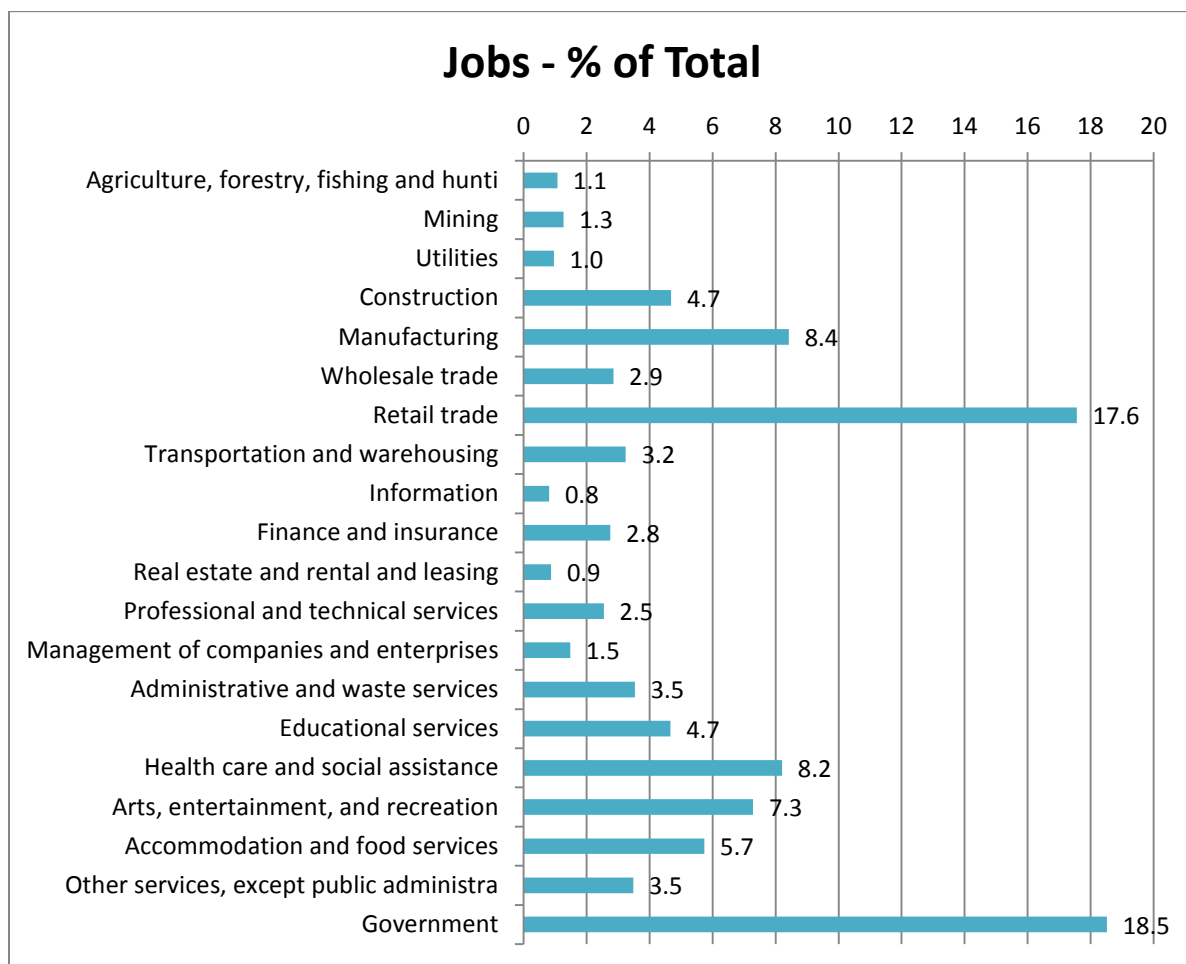| Industry	%
Agriculture, forestry, fishing and hunti	1.1
Mining	1.3
Utilities	1.0
Construction	4.7
Manufacturing	8.4
Wholesale trade	2.9
Retail trade	17.6
Transportation and warehousing	3.2
Information	0.8
Finance and insurance	2.8
Real estate and rental and leasing	0.9
Professional and technical services	2.5
Management of companies and enterprises	1.5
Administrative and waste services	3.5
Educational services	4.7
Health care and social assistance	8.2
Arts, entertainment, and recreation	7.3
Accommodation and food services	5.7
Other services, except public administra	3.5
Government	18.5

Table 11 contains projections in employment for all industries for the region. The industries highlight in yellow are expected to undergo a positive change of 10 percent or more. Industry projections through 2020 show the region having a slight increase in employment overall with

the biggest positive hit in the services area. Administrative and Support Services and Social Assistance will also increase significantly during this time, while accommodation and oil and gas extraction will see the largest decreases.

Table 11 Industry Projections 2010-2020

Industry	Projected Employment	Numeric Change	Percent Change
Total All Industries	**41,010**	**1,670**	**3.7**
Goods-Producing	5,530	-110	-2
Natural Resources and Mining	820	0	-0.9
Services-Providing	35,480	1,780	5.3
Professional and Business Services	1,780	210	13.2
Education and Health Services	10,830	970	9.8
Leisure and Hospitality	5,110	230	4.7
Forestry and Logging	290	20	7.1
Oil and Gas Extraction	50	-10	-19
Mining (except Oil and Gas)	240	0	1.3
Support Activities for Mining	240	-20	-6.6
Utilities	230	-10	-2.5
Construction	1,710	80	4.8
Construction of Buildings	570	-10	-1.2
Heavy and Civil Engineering Construction	270	30	10.2
Specialty Trade Contractors	870	60	7.5
Manufacturing	3,010	-180	-5.7
Food Manufacturing	60	10	23.1
Wood Product Manufacturing	650	-30	-4.1
Printing and Related Support Activities	50	-10	-17.2
Chemical Manufacturing	40	0	-5
Plastics and Rubber Products Manufacturing	330	20	3.8
Nonmetallic Mineral Product Manufacturing	400	10	1.8
Fabricated Metal Product Manufacturing	350	-20	-4.3
Machinery Manufacturing	870	-40	-4.7
Wholesale Trade	1,200	110	10.6
Merchant Wholesalers, Durable Goods	670	100	17.6
Merchant Wholesalers, Nondurable Goods	440	10	2.3
Wholesale Electronic Markets and Agents and Brokers	90	0	4.4
Retail Trade	7,280	80	1.1
Motor Vehicle and Parts Dealers	750	10	1.1
Furniture and Home Furnishings Stores	190	20	8.1
Electronics and Appliance Stores	160	0	1.9
Building Material and Garden Equipment and Supplies Dealers	830	40	5.2
Food and Beverage Stores	1,600	-40	-2.6
Health and Personal Care Stores	380	30	8.4

Gasoline Stations	660	-50	-8
Clothing and Clothing Accessories Stores	190	0	2.1
Sporting Goods, Hobby, Book, and Music Stores	160	10	4.5
General Merchandise Stores	1,890	70	3.6
Miscellaneous Store Retailers	400	10	1.8
Nonstore Retailers	80	0	-3.7
Truck Transportation	370	30	9.8
Support Activities for Transportation	240	20	9.6
Postal Service	330	-20	-5.7
Couriers and Messengers	100	0	2.1
Information	390	-20	-7
Publishing Industries	130	-10	-4.4
Broadcasting (except Internet)	50	0	2.1
Telecommunications	130	-30	-14.1
Finance and Insurance	1,210	20	1.7
Credit Intermediation and Related Activities	780	0	0.5
Real Estate and Rental and Leasing	360	20	5.8
Real Estate	200	10	6.8
Professional, Scientific, and Technical Services	1,010	100	11.7
Administrative and Support Services	630	110	19.9
Educational Services	2,690	-60	-2.1
Ambulatory Health Care Services	2,390	410	20.9
Hospitals	2,420	190	8.8
Nursing and Residential Care Facilities	1,550	90	6.5
Social Assistance	1,780	330	22.4
Amusement, Gambling, and Recreation Industries	930	70	8.3
Accommodation	600	-150	-20.3
Food Services and Drinking Places	3,510	320	9.8
Other Services (Except Government)	1,970	30	1.9
Repair and Maintenance	450	-20	-2.6
Personal and Laundry Services	270	0	0.4
Religious, Grantmaking, Civic, Professional, and Similar Org	1,250	40	3.9
Federal, Excluding Postal Service	290	-30	-11.2
State Government, Excluding Education and Hospitals	3,890	120	3.1
State, Excluding Education and Hospitals	1,030	120	13.2
Local, Excluding Education and Hospitals	2,570	30	1.3

Source: State of Michigan Labor Market Information

Location Quotients by Industry

Tables 12 and 13 show the location quotient data for each county. Location quotients are a method used to determine if there are more or less workers in a subsector for a specific geography as compared to a larger geography. **Table 12** shows the NEMCOG region as

compared to Michigan and **Table 13** shows the region as compared to the United States. For Alcona County wood product manufacturing is most noteworthy at 7.86. Alpena county data is more spread throughout industries than most other counties, but also has wood product manufacturing as most significant with 9.78. Cheboygan County, Montmorency County, Otsego County, and Presque Isle Counties have the largest location quotient in forestry and logging. Crawford County shows gas stations at 4.67 as the largest location quotient. Lastly, Oscoda County's largest location quotient is food and beverage stores.

Table 12 Location Quotients (Michigan Base)

Industry	Alcona County	Alpena County	Cheboygan County	Crawford County	Montmorency County	Oscoda County	Otsego County	Presque Isle County
111 Crop production		0.36						
112 Animal production and aquaculture								4.73
113 Forestry and logging			8.8		22.98		9.78	65.28
213 Support activities for mining							37.99	
221 Utilities		1.15	0.53				0.72	
236 Construction of buildings	1.2	3.28	2.13	3.88	4.12		1.48	
237 Heavy and civil engineering construction	0.96		6.15				1.89	
321 Wood product manufacturing	9.39	11.69	0.48			15.54		11.29
238 Specialty trade contractors	1.17		2.24	0.53	1.33	2.2	0.9	0.82
311 Food manufacturing		0.23	0.39					
423 Merchant wholesalers, durable goods		0.72	0.35				0.64	
424 Merchant wholesalers, nondurable goods		2.09					0.84	
425 Electronic markets and agents and brokers		0.18					1.15	
441 Motor vehicle and parts dealers		1.36	2.24	1.48	0.59	0.67	1.59	1.46
442 Furniture and home furnishings stores		2.82					1.06	
443 Electronics and appliance stores		1.1					1.81	
444 Building material and garden supply stores	2.02	2.18	1.01	1.1	1.13	1.92	2.48	1.43
445 Food and beverage stores	2.36	2.89	1.84	1.06	2.41	3.1	2.77	2.16
446 Health and personal care stores		1.1	0.57	1.73			0.94	
323 Printing and related support activities							0.48	
327 Nonmetallic mineral product manufacturing		13.02					1.02	
332 Fabricated metal product manufacturing	1.08	0.98					0.08	
333 Machinery manufacturing	4.5	3.59				0.93	1.04	
336 Transportation equipment manufacturing								

Industry							
541 Professional and technical services	0.27		0.61	0.46	0.17	0.17		0.18
561 Administrative and support services		0.29				0.03	0.34	
562 Waste management and remediation services		1.17				1.4		
611 Educational services		0.11	0.36					
621 Ambulatory health care services		0.77	1.06	0.72	0.41	0.32	0.94	1.81
623 Nursing and residential care facilities			0.77	1.24			1.13	1.82
624 Social assistance		4.37	1.79			0.86	0.65	
447 Gasoline stations	4.5	1.08	3.49	4.95	3.71	6.46	3.21	3.64
448 Clothing and clothing accessories stores		0.64	0.48	0.21			0.41	
451 Sports, hobby, music instrument, book stores		1.37		0.52			0.72	
452 General merchandise stores		1.81	2.03	0.61	0.58		2.57	
453 Miscellaneous store retailers	1.97	1.18	5.64	1.83			0.6	1.88
454 Nonstore retailers		0.27					3.02	3.74
484 Truck transportation		1.02	0.24			1.89	1.47	2.82
492 Couriers and messengers							2.34	
511 Publishing industries, except Internet			1.37					
517 Telecommunications			0.42				0.67	
522 Credit intermediation and related activities		1.38	1.13	1.29	1.24		0.54	1.5
523 Securities, commodity contracts, investments		0.44						
524 Insurance carriers and related activities	0.47	0.75		0.33				
531 Real estate			0.32	0.29		0.31	0.61	
532 Rental and leasing services			2.11	2.54		1.97	1.96	
711 Performing arts and spectator sports			0.85					
712 Museums, historical sites, zoos, and parks			2.16					
713 Amusements, gambling, and recreation		1.09	2.06		4.9			
721 Accommodation		0.63	6.1		0.4		1.27	
722 Food services and drinking places		0.92	1.87	1.45	1.03		1.24	1.43
811 Repair and maintenance	0.26	1.45	1.64	0.54	0.95	1.02	1.85	1.1
812 Personal and laundry services	0.52	0.88	0.65	1.03	0.53	1.16	0.56	0.29
813 Membership associations and organizations	2.53	1.5	0.85	0.77	1.3	1.02	1.45	1.51
814 Private households	1.7	2.29	1.93	1.57	2.2	2.71	0.48	2.59
999 Unclassified		1.37	1.46	4.27	0.25		1.16	1.98

Source: US Bureau of Labor Statistics calculated from Quarterly Census of Employment & Wages 2014
Blank cells = data is either not disclosable or not calculable

Table 13 Location Quotients (US Base)

Industry	Alcona County	Alpena County	Cheboygan County	Crawford County	Montmorency County	Oscoda County	Otsego County	Presque Isle County
111 Crop production		0.35						
112 Animal production and aquaculture								5.12
113 Forestry and logging			8.6		22.45		9.56	63.78
213 Support activities for mining							6.37	
221 Utilities		1.35	0.62				0.84	
236 Construction of buildings	0.92	2.53	1.64	2.99	3.18		1.14	
237 Heavy and civil engineering construction	0.55		3.53				1.08	
321 Wood product manufacturing	7.86	9.78	0.4			13		9.44
238 Specialty trade contractors	0.92		1.78	0.42	1.05	1.75	0.72	0.65
311 Food manufacturing		0.17	0.29					
423 Merchant wholesalers, durable goods		0.76	0.37				0.68	
424 Merchant wholesalers, nondurable goods		1.66					0.66	
425 Electronic markets and agents and brokers		0.16					1	
441 Motor vehicle and parts dealers		1.4	2.31	1.53	0.61	0.7	1.65	1.5
442 Furniture and home furnishings stores		2.56					0.96	
443 Electronics and appliance stores		1.03					1.7	
444 Building material and garden supply stores	2.31	2.49	1.15	1.26	1.29	2.19	2.82	1.64
445 Food and beverage stores	1.97	2.41	1.53	0.88	2.01	2.59	2.31	1.8
446 Health and personal care stores		1.12	0.59	1.77			0.96	
323 Printing and related support activities							0.48	
327 Nonmetallic mineral product manufacturing		11.4					0.89	
332 Fabricated metal product manufacturing	1.95	1.76					0.15	
333 Machinery manufacturing	9.18	7.32				1.9	2.12	
541 Professional and technical services	0.28		0.64	0.48	0.18	0.18		0.19
561 Administrative and support services		0.32				0.03	0.37	
562 Waste management and remediation services		1.19				1.44		
611 Educational services		0.09	0.29					

Industry								
621 Ambulatory health care services		0.74	1.02	0.7	0.4	0.31	0.91	1.75
623 Nursing and residential care facilities			0.81	1.3			1.18	1.9
624 Social assistance		2.73	1.12			0.54	0.4	
447 Gasoline stations	4.25	1.02	3.29	4.67	3.51	6.1	3.03	3.44
448 Clothing and clothing accessories stores		0.5	0.37	0.17			0.32	
451 Sports, hobby, music instrument, book stores		1.48		0.56			0.77	
452 General merchandise stores		2.1	2.35	0.71	0.67		2.98	
453 Miscellaneous store retailers	2.03	1.21	5.79	1.88			0.61	1.93
454 Nonstore retailers		0.14					1.6	1.98
484 Truck transportation		1.03	0.24			1.9	1.47	2.84
492 Couriers and messengers							1.47	
493 Warehousing and storage								
511 Publishing industries, except Internet			0.94					
517 Telecommunications			0.33				0.51	
522 Credit intermediation and related activities		1.27	1.04	1.19	1.15		0.5	1.38
523 Securities, commodity contracts, investments		0.21						
524 Insurance carriers and related activities	0.38	0.61		0.27				
531 Real estate			0.26	0.23		0.25	0.49	
532 Rental and leasing services			1.69	2.03		1.57	1.57	
711 Performing arts and spectator sports			0.57					
712 Museums, historical sites, zoos, and parks			1.89					
713 Amusements, gambling, and recreation		0.84	1.6		3.8			
721 Accommodation		0.44	4.3		0.28		0.89	
722 Food services and drinking places		0.9	1.81	1.4	1		1.2	1.38
811 Repair and maintenance	0.27	1.49	1.68	0.56	0.97	1.04	1.9	1.13
812 Personal and laundry services	0.48	0.82	0.61	0.95	0.49	1.08	0.52	0.27
813 Membership associations and organizations	2.71	1.6	0.91	0.83	1.39	1.1	1.55	1.62
814 Private households	2.08	2.8	2.37	1.93	2.7	3.31	0.59	3.17
999 Unclassified		1.95	2.08	6.08	0.35		1.64	2.81

Source: US Bureau of Labor Statistics calculated from Quarterly Census of Employment & Wages 2014
Blank cells = data is either not disclosable or not calculable

Proximity to Selected Markets

One of the biggest challenges Northeast Michigan has faced in terms of recruiting new talent, businesses, and tourist is the great distance to major markets. In order to reach a major metropolitan area it takes a minimum of a 3 hour drive. This can be seen as a negative for those wanting to live in more rural areas, but still have easy access to many attributes offered by metropolitan areas.

Table 14 Proximity to Selected Markets – Measured from geographic center of the region (Atlanta, Michigan)

Market	Shortest Distance by Road	Shortest Drive Time	Metropolitan Population
Lansing, MI	199 miles	3 h 00 min	464,036
Grand Rapids, MI	201 miles	3 h 16 min	988,938
Ann Arbor, MI	207 miles	3 h 17 min	344,791
Detroit, MI	223 miles	3 h 35 min	4,296,250
Chicago, IL	376 miles	5 h 59 min	9,461,105
Cleveland, OH	378 miles	5 h 53 min	2,077,240
Columbus, OH	397 miles	6 h 20 min	1,901,974
Toronto, ON	406 miles	6 h 23 min	5,583,064
Buffalo, NY	430 miles	6 h 45 min	1,135,509
Indianapolis, IN	451 miles	6 h 42 min	1,887,877
Milwaukee, WI	476 miles	7 h 22 min	1,555,908
Pittsburgh, PA	494 miles	7 h 30 min	2,356,285
Minneapolis, MN	588 miles	9 h 38 min	3,348,859
New York, NY	822 miles	12 h 43 min	19,567,410

Sources: Driving distance and driving time – Google Maps; United States Metropolitan Data – US Census 2010; Canada Metropolitan Data – Statistics Canada 2011

Figure 7 Proximity to Selected Markets
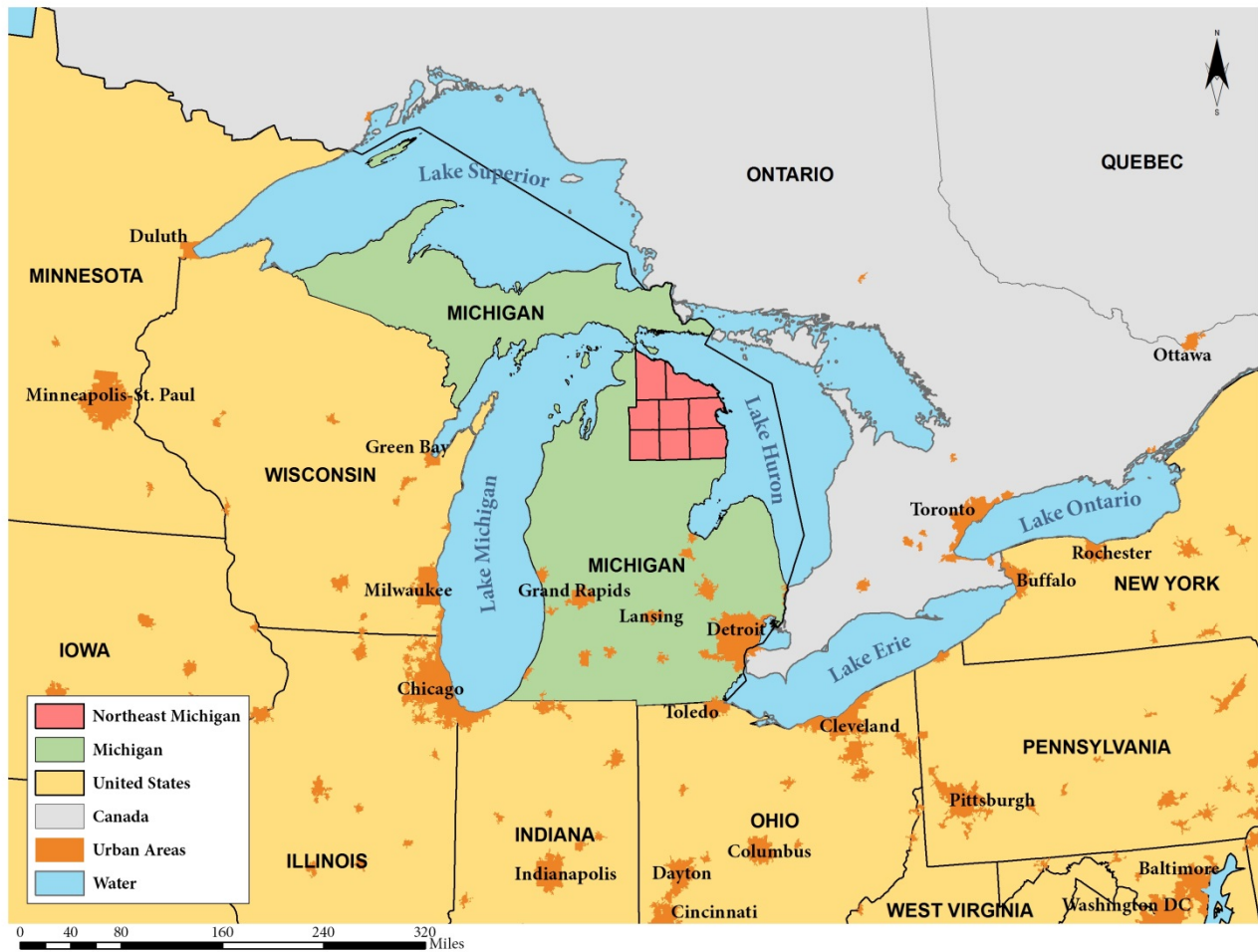
ℋousing

Housing in Northeast Michigan has seen continued increases in vacancies since 2000. **Table 15** shows that the total occupancy has only increased by 1,592 throughout the past 14 years. In order to improve the housing throughout the region each county participated in a Target Market Analysis in 2015 with one of the main goals of the analysis is to provide communities with ideas to improve their current vacancies to attract new residents.

Table 15 Housing Units Status 2000 – 2014

Area Name	2000			2010			2014		
	Total	Occupied	Vacant	Total	Occupied	Vacant	Total	Occupied	Vacant
Alcona	10,584	5,132	5,452	11,073	5,089	5,984	11,061	5,007	6,054
Alpena	15,289	12,818	2,471	16,053	12,791	3,262	15,989	12,860	3,129
Cheboygan	16,583	10,835	5,748	18,298	11,133	7,165	18,288	11,250	7,038
Crawford	10,042	5,625	4,417	11,092	6,016	5,076	11,097	5,781	5,316
Montmorency	9,238	4,455	4,783	9,597	4,416	5,181	9,583	3,985	5,598
Oscoda	8,690	3,921	4,769	9,118	3,772	5,346	9,105	3,743	5,362
Otsego	13,375	8,995	4,380	14,731	9,756	4,975	14,756	9,811	4,945
Presque Isle	9,910	6,155	3,755	10,428	5,982	4,446	10,409	6,091	4,318
Northeast MI	93,711	57,936	35,775	100,390	58,955	41,435	100,288	58,528	41,760

Source: US Census Bureau

Median home values range from $81,300 in Oscoda country to $119,200 in Otsego County. **Table 16** shows that a majority throughout the region were built between 1970-1979. Cheboygan County the largest number of old and historic homes built before 1939 with 20.2 percent. Newly constructed homes account for less than 0.5 percent of homes throughout the region.

Table 16 Housing Unit Age & Value: 2014

	Alcona Co	Alpena Co	Cheboygan Co	Crawford Co	Montmorency Co	Oscoda Co	Otsego Co	Presque Isle Co
2010 or later	0.1%	0.2%	0.1%	0.4%	0.2%	0.2%	0.2%	0.2%
2000-2009	7.3%	6.3%	11.2%	9.0%	6.5%	5.4%	10.7%	7.7%
1990-1999	12.3%	10.0%	19.5%	12.9%	12.8%	11.8%	21.0%	13.2%
1980-1989	12.5%	10.0%	11.6%	18.0%	15.6%	13.9%	15.0%	11.7%
1970-1979	23.7%	20.4%	16.3%	25.9%	22.4%	20.9%	22.5%	17.4%
1960-1969	17.4%	15.7%	9.8%	15.6%	17.3%	19.8%	12.4%	14.7%
1950-1959	11.6%	13.8%	8.6%	7.7%	11.7%	15.0%	7.0%	13.2%
1940-1949	8.0%	8.8%	2.8%	4.7%	6.8%	9.0%	4.6%	6.1%
1939 or earlier	7.0%	14.7%	20.2%	5.8%	6.7%	4.0%	6.6%	15.9%
Median Home Value	95,800	94,900	110,800	97,000	94,800	81,300	119,200	93,400

Source: US Census Bureau

State Equalized Value (SEV)

Table 17 State Equalized Value: 2015

	Agricultural	Commercial	Industrial	Residential	Timber-Cutover	Developmental	Personal	Total
Alcona Co	43,107,400	29,583,800	11,435,700	677,000,100	0	0	40,700,300	801,827,300
Alpena Co	93,847,300	106,692,100	34,282,000	693,910,900	0	0	89,054,710	1,017,787,010
Cheboygan Co	34,631,800	152,034,792	6,041,000	1,406,732,781	101,700	3,433,200	59,641,950	1,662,617,223
Crawford Co	214,600	42,209,400	19,536,400	484,231,025	1,249,000	0	65,207,400	612,647,825
Montmorency Co	17,955,600	27,567,500	9,430,100	501,031,935			57,896,595	613,881,730
Oscoda Co	11,200,700	25,532,800	7,596,100	360,386,700			47,367,100	452,083,400
Otsego Co	47,132,000	161,913,260	19,173,400	887,536,000			168,663,850	1,284,418,510
Presque Isle Co	77,350,700	25,642,500	27,979,100	614,932,618	88,000	14,500	40,793,823	786,801,241
Northeast MI	**325,440,100**	**571,176,152**	**135,473,800**	**5,625,762,059**	**1,438,700**	**3,447,700**	**569,325,728**	**7,232,064,239**

Source: Michigan Department of Treasury

As shown in **Table 17** and **Figure 8**, residential property makes up the largest percentage of the region's SEV accounting for over 10 times the value of commercial property in the region.

Figure 8 State Equalized Value
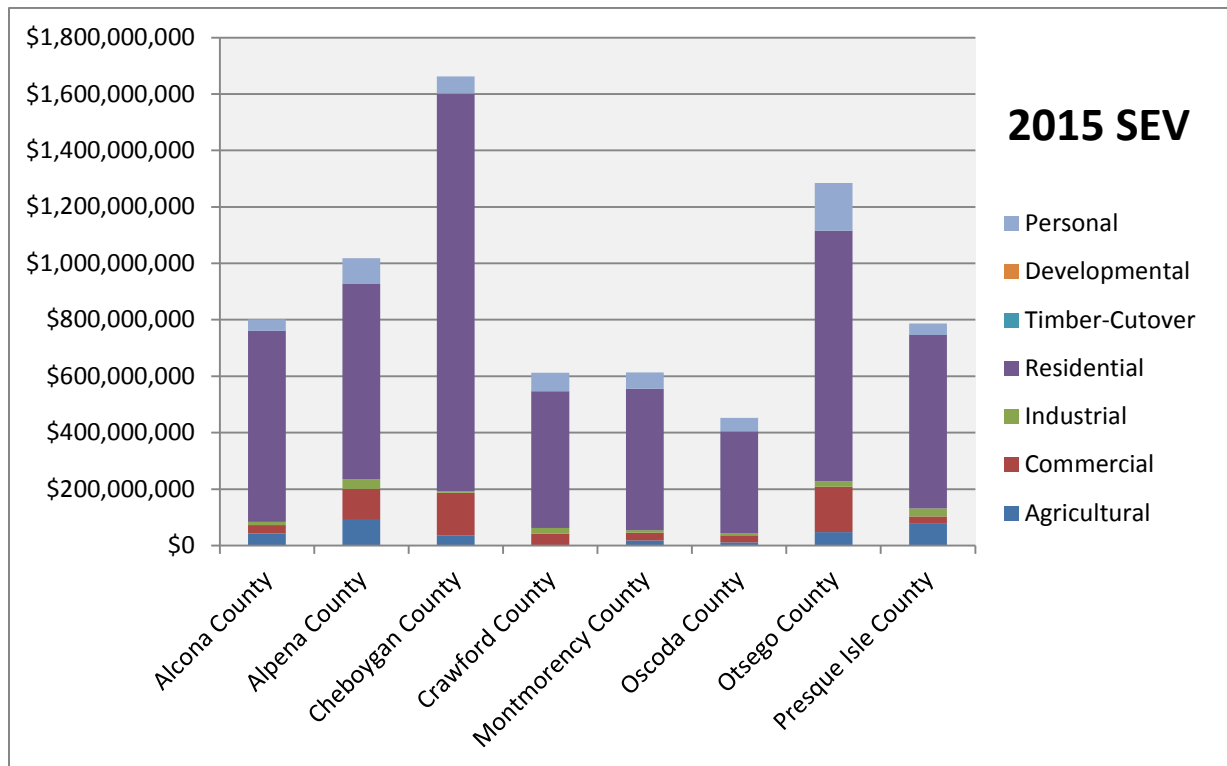
Transportation

Transportation remains a critical issue for Northeast Michigan since many of the counties are not directly serviced by a freeway system. Distance from the 1-75 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 9**.

Commuting to nearby communities and even adjacent counties for employment is a common practice in Northern Michigan. 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 an important element to the coastal counties. Alpena, Cheboygan and Presque Isle Counties offer four deep water ports for commercial use. The ports in Alpena, Stoneport and Rogers City are utilized primarily for shipping limestone to market. The port in Rogers City is utilized to ship large products made at Moran Iron Works in Onaway.

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.

The region has several airports. The Alpena County Regional Airport provides commercial passenger service to Northeast Michigan. In 2013, there were 31,951 passengers that used the commercial passenger service, up 5,626 from 2012. 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. The airport is also home to the Combat Readiness Training Center (CRTC) of the Michigan National Guard. In recent years airport expansions have occurred at the Rogers City and Gaylord airports. The airport in Mio has recently been converted to a paved runway. Alpena, Gaylord, Hillman and Rogers City have industrial parks located at their airports.

Figure 9 Transportation Map
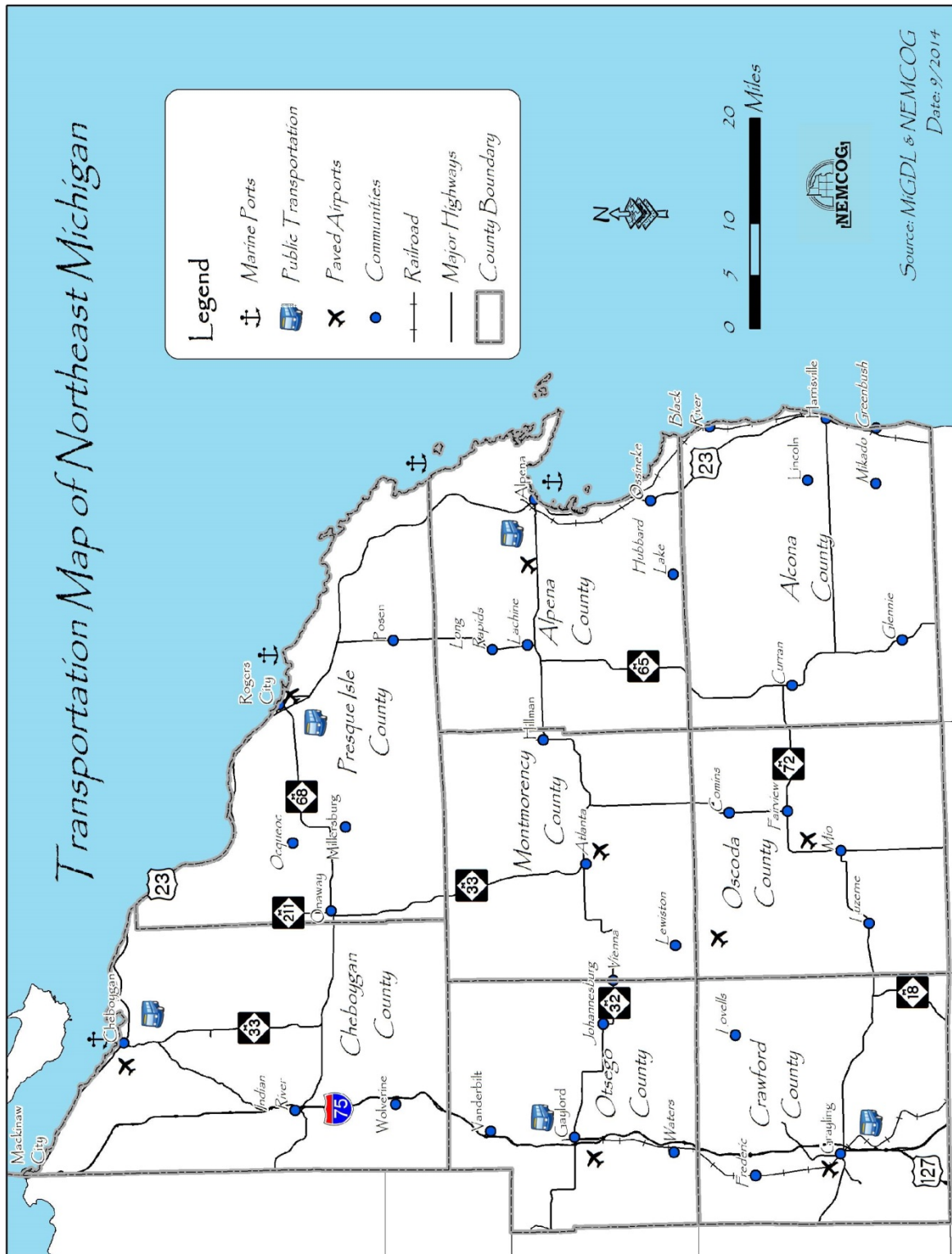
Public transportation is provided at varying levels within the region. Local bus systems are funded by a combination of federal, state, and local monies, in addition to fare box and contracts with agencies. Alpena, Cheboygan, Crawford and Otsego Counties have county-wide demand response bus systems, **Figure 10**. The City of Alpena Dial-A-Ride merged with Thunder Bay Transportation Authority 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, 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 (Indian Trails Huron & Straits) is provided to some communities along the eastern and western edge of the region. As the Region's 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.

*Figure 10 Public Transportation*

Figure 10 Public Transportation
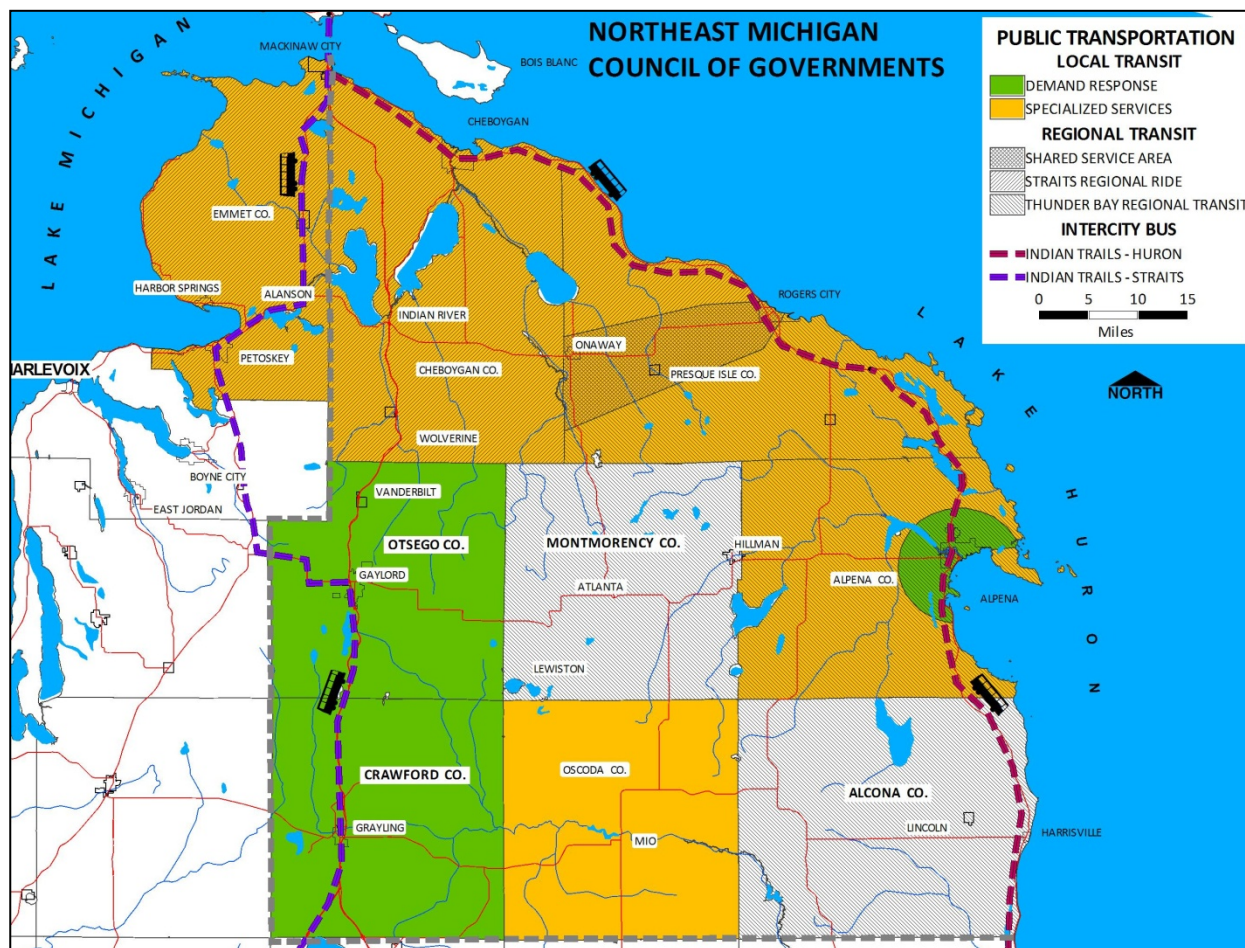
𝓘nfrastructure

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 11.** Twelve communities have industrial business parks, with some communities such as the City of Alpena and Gaylord having more than one facility. Ten communities have public water and sewer systems. The communities of Mio and Posen have a public water system but no sewer systems.

High speed and broadband internet is clearly a limiting factor for rural business development in the region. Most communities have a level of high speed internet available, which includes fiber, DSL, cable or wireless. Fiber broadband is available in the communities of Curran, Gaylord, Lachine, Long Rapids, and Mikado. Wireless service is available virtually across the entire

region, either with fixed wireless or mobile wireless broadband. Wireless internet is defined by Connect Michigan as "1) Internet applications and access using mobile devices such as cell phones and palm devices. 2) Broadband internet service provided via wireless connection, such as satellite or tower transmitters." Fixed wireless broadband is defined by Connect Michigan as "The operation of wireless devices or systems for broadband use at fixed locations such as homes or offices." **Figure 12** is a map that shows the availability of broadband service in northeast Michigan. While the map gives some indication of availability, there are localized pockets where equipment, terrain, and environment may inhibit service.

Figure 11 Infrastructure
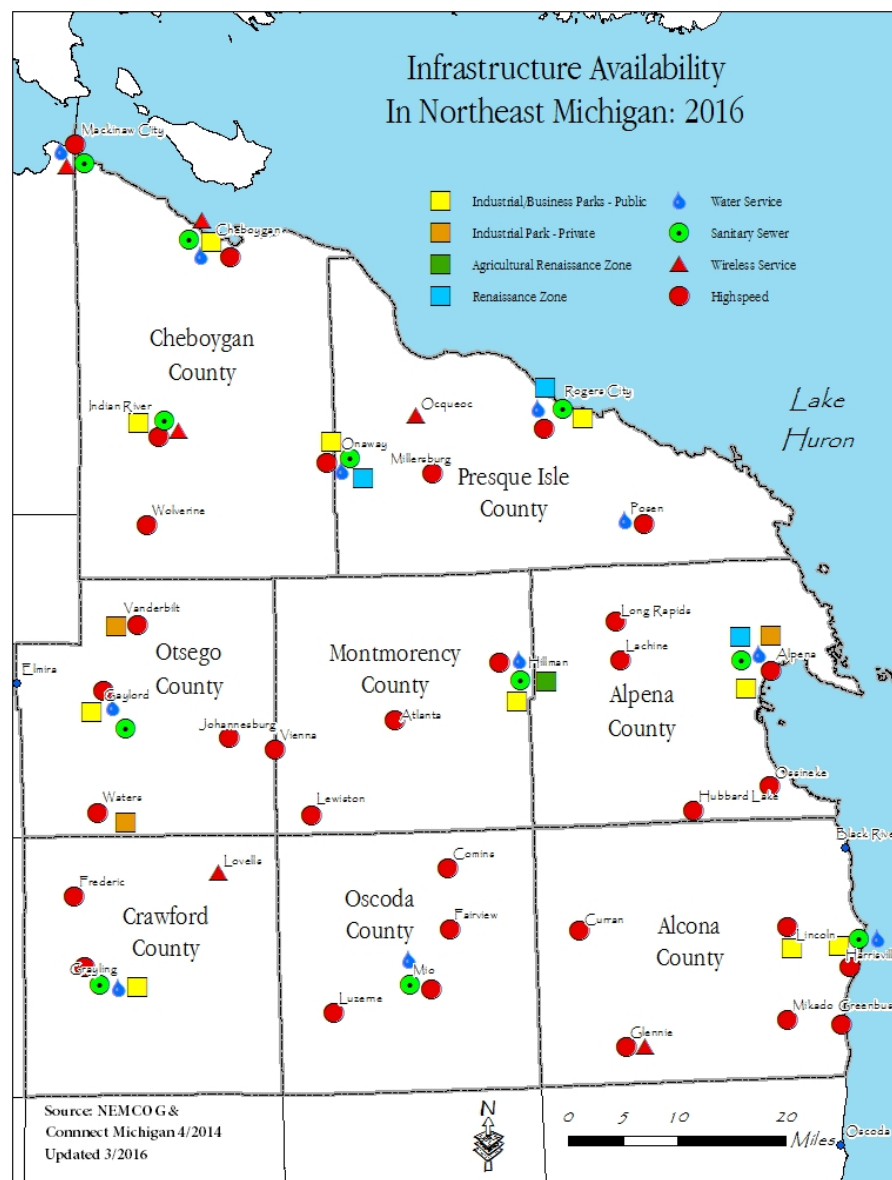
Several initiatives are working to expand service. The City of Alpena partnered with 16 other agencies to bring high-speed, next

Figure 12 Broadband

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.
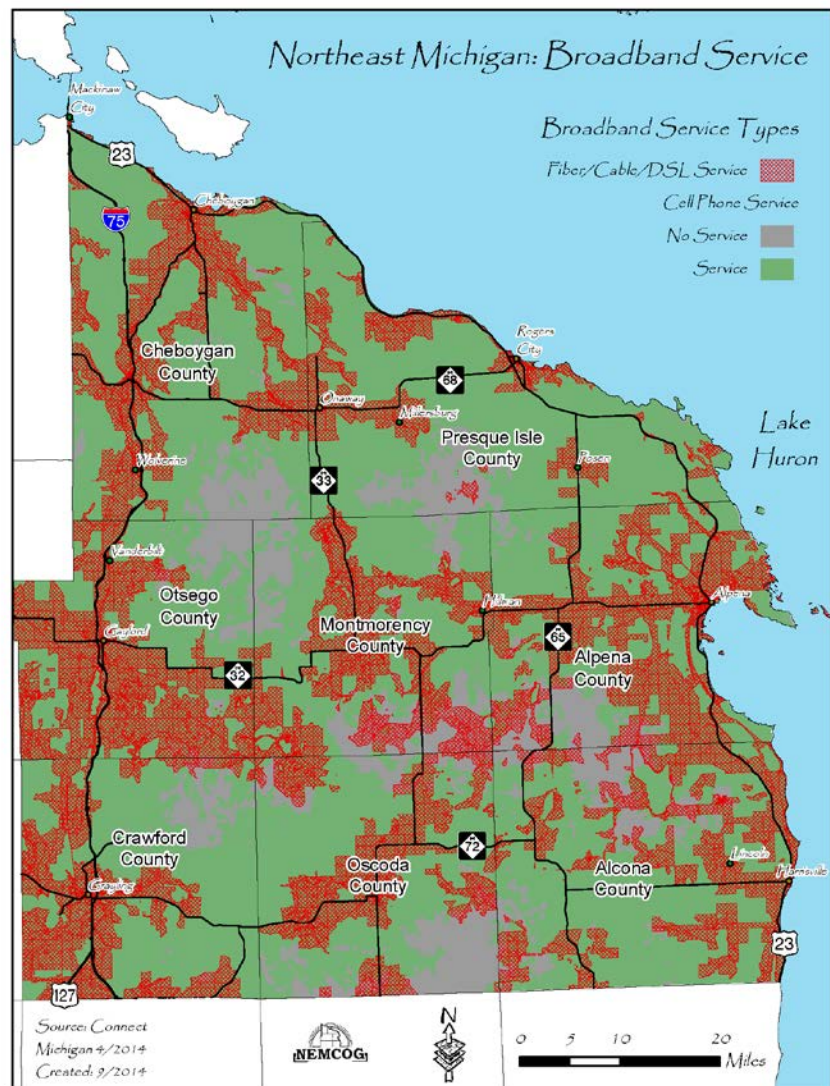
Agriculture

Farming is important to the local economy and is part of the lifestyle of many long-term residents of the region. The presence of farmland is also an integral part of the rural landscape. While the amount of land being farmed has been decreasing each decade, generally the land is converting to a less intensive use of open lands, large lot residential development and so far is not under great pressure for conversion to subdivisions or commercial uses.

Figure 13 shows concentrations of agricultural activity in the region. According to the USDA Census of Agriculture 2012 Report, agriculture production accounted for $89,913,000 in the region.

Alpena County ranks number one in total market value of agricultural production in the region, Presque Isle ranks a close second, Alcona third and Cheboygan County is fourth. Livestock production accounts for just over 45 percent of the total value of agricultural production in the region. Currently, much of the agricultural production is shipped in its unprocessed form to markets outside the region. There are rising interests in development of community based

agricultural which tends towards smaller farms that produce a wider variety of crops destined for local markets. Community based agriculture offers opportunities for small scale farms and younger generation to enter into farming. Other efforts are focusing on processing agricultural crops into products. Both of the above will generate greater economic wealth within the region.

Figure 13 Agriculture
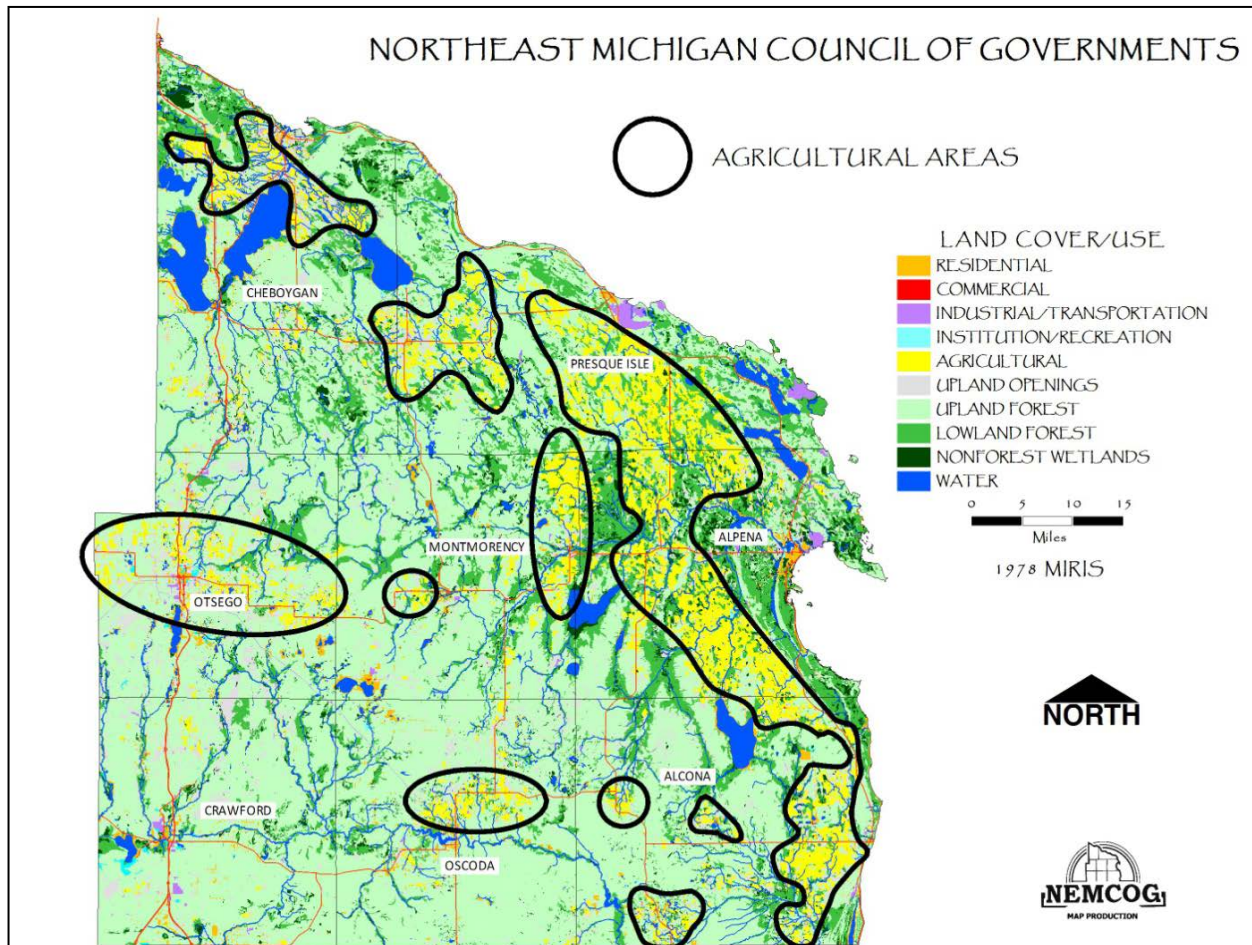
*W*ater Resources

Known for its high quality lakes and streams, surface water resources are at the root of northern Michigan's identity. Both residents and visitors list surface water as one of the top assets that add to the overall quality of life. It should be no surprise that communities with coastal areas and inland lakes are seeing increased pressure for second and retirement home development.

With its shoreline making up over one third of the regional boundary, the largest surface water resource in the NEMCOG region is Lake Huron. The Great Lakes are the largest system of fresh, surface water on Earth, containing roughly 18 percent of the world supply. Lake Huron is the second largest of the five Great Lakes in surface area (23,000 square miles). However, due to its many islands and inlets, it has the greatest length of shoreline at 3,827 miles, over 1,000 miles more than Lake Superior, which is the largest in surface area. In the NEMCOG region, there are over 221 miles of Lake Huron shoreline.

The Lake Huron coastal area contains some of the most ecologically rich and diverse areas found in the state. Marshes, limestone bedrock shorelines, cobble beaches, sand beaches, low dunes, dune and swale complexes, wet meadows, northern fens, conifer forests, islands, coastal wetlands, sinkholes and lowland hardwood swamps along the coastal area provide critical habitat for many rare and endangered species. Additionally, the near shore water features offer a wide array of paddle sport and boating adventures. Numerous bays, coves, points, islands, even underwater sinkholes and shipwrecks lure boating enthusiasts to explore the coastal waters.

The Region has 753 inland lakes greater than five acres in size, totaling over 119,500 acres of surface water. There are seven lakes greater than 5,000 acres in size: Mullett Lake, 17,360; Burt Lake, 17,120; Hubbard Lake, 8,850 acres; Black Lake, 10,130; Grand Lake, 5,560; Long Lake, 5,320; and Fletcher Pond, 5,310 acres. In rural communities, waterfront lands are some of the most valuable property. Historically, these properties were developed as recreational seasonal housing. However, in the last decade seasonal waterfront homes have been transitioning to year round residences as retirees move to their up-north property. As noted in the Presque Isle County Master Plan," Of these high growth townships, one common attribute is worth noting; namely, the presence of private property development on or near waterfront….. Not only is new residential development occurring in these townships, but homes that were previously used as vacation homes are being converted to year-round homes as homeowners retire and move north permanently."

Figure 14 depicts water features and major watersheds in the NEMCOG Region. The Pigeon River, Black River, Ocqueoc River, and Thunder Bay River watersheds are located entirely within the Region. Portions of the Au Sable River, Manistee River, Sturgeon River, Jordan River and Pine-Van Etten watersheds lie within the NEMCOG Region. Small watersheds are delineated along the Lake Huron coastal areas.

Figure 14 Water Resources

REGIONAL WATERSHEDS

AUSABLE RIVER | OCQUEOC RIVER
BLACK RIVER | PIGEON RIVER
COASTAL RIVER | PINE-VAN ETTEN RIVER
JORDAN RIVER | STURGEON RIVER
MANISTEE RIVER | THUNDER BAY RIVER

0   5   10   15
Miles
NEMCOG
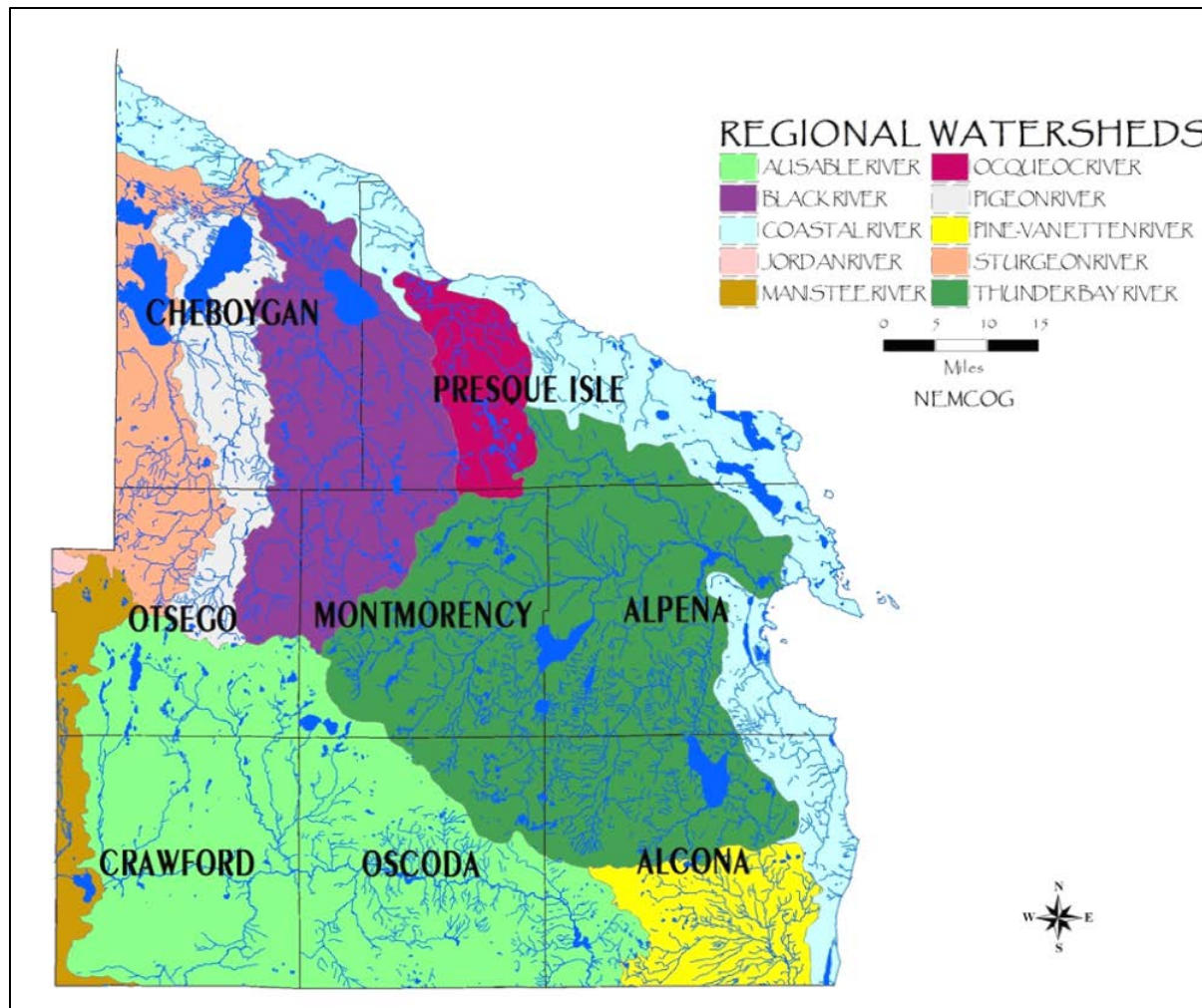
*F*orest Resources & Land Cover

Clearly, the predominate land cover in the NEMCOG region is forest land, which includes upland and lowland forest types. In addition to using the forest resources for timber and fiber, woodlands are also used for all types of outdoor recreation. Large expanses of different forest types offer habitat for a wide variety of species. Forest types include aspen-birch, northern hardwood (sugar maple, American beech, basswood, red maple, and ash) , oak (red, white and northern pin) lowland conifers (northern white cedar, black spruce, white spruce, tamarack and balsam fir), lowland hardwoods (elm, ash, balsam poplar, red maple and white birch) and white, red and jack pine. **Figure 15** shows the general forest types in northeast Michigan.

Extensive areas of pine forests are found on the sandy outwash plains particularly in Crawford, Oscoda, and Alcona Counties. Jack pine is well adapted to the droughty, low fertility soils and was a common species prior to the logging in the 1800's. Other areas where pine forests are common include northern Montmorency County, southeastern Otsego County and northwestern Presque Isle County. Aspen-birch forests are dispersed throughout the region. Aspen-birch forests were not common prior to the extensive logging and subsequence forest fires in the late 1800's. Once considered a junk tree, wood and paper products utilizing aspen have resulted in the species becoming a valuable forest product important to the local economy.
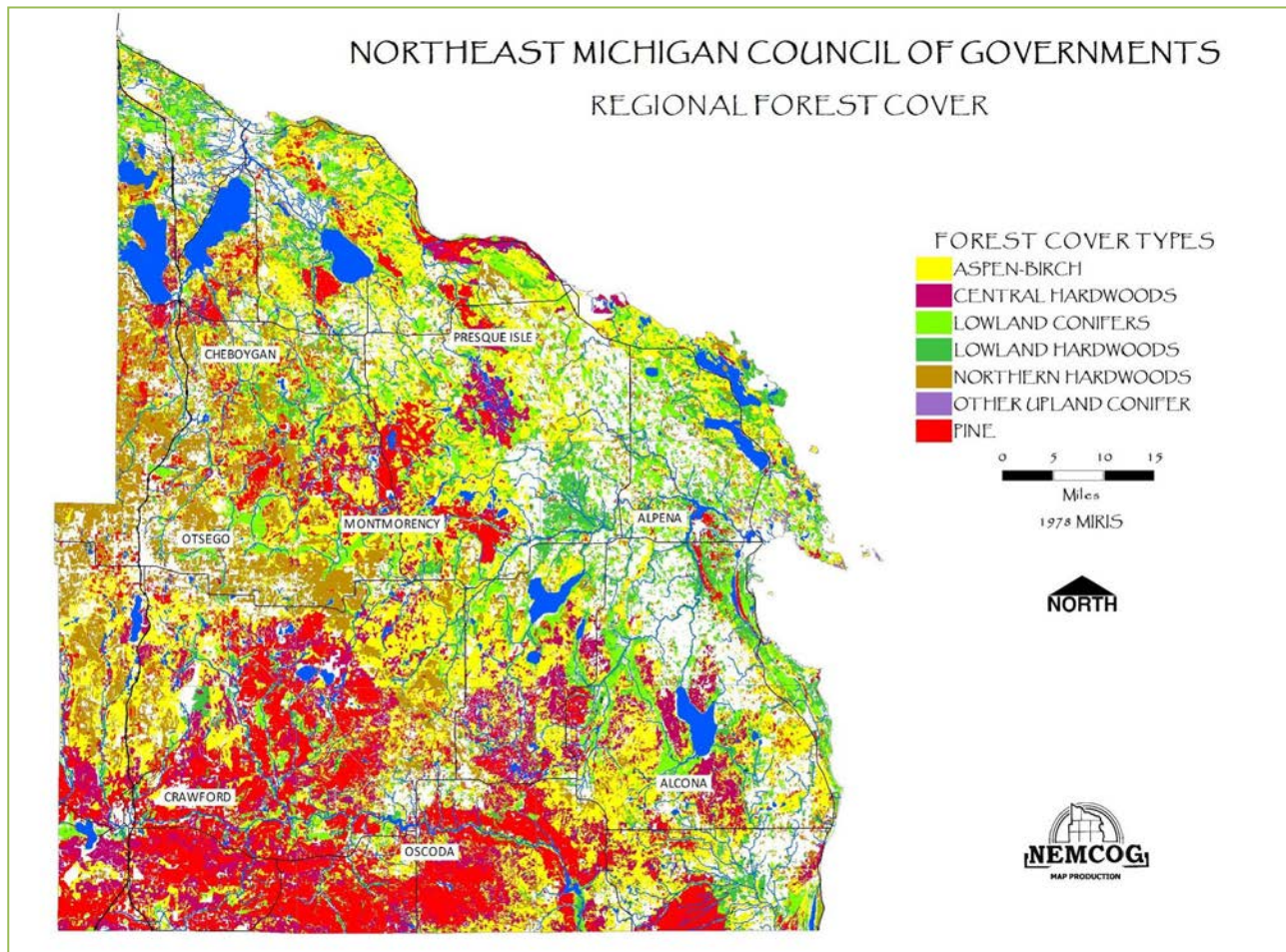
Northern hardwood forests are more common in the western parts of the region. Since northern hardwoods prefer to grow on fertile, well drained soils, most of the pre-settlement northern forests were cleared for farming. Lowland hardwood and conifer forests are most common in the coastal counties and can be found growing on poorly drained soils in the old lakes plains. Lowland forests are associated with lakes and streams, providing important wildlife habitat and water quality buffers.

According to information obtained from the US Forest Service, approximately 56 percent of the forest land is privately owned; a vast majority is under non-industrial private ownership. The second largest forestland ownership category is state and local government. The forest resources in the region present opportunities for development of forest products facilities such as sawmills, energy production facilities, and manufacturing facilities. Timber harvesting is concentrated on five timber types: aspen, jack pine, oak, red pine, and upland hardwoods.

The regional land cover map, **Figure 16** was generated from the Michigan Resource Information System (MIRIS) land cover/use compiled in the 1980's. While dated, the map is the best available source for displaying desired land cover categories, at the scale presented in this plan. While it is a given that changes have occurred, there not been major conversions to urban built-up land uses. Upland forestland (shown as light green on the land cover map) is the dominate land cover. Upland forest types include aspen-birch and pine (jack, red and white), northern hardwoods (sugar maple, American beech and basswood,) and oak in the upland areas. The upland species are the primary types harvested for forest products.

Lowland forests grow on soils with a seasonally high water table and are often classified as wetlands. This type is depicted as dark green on the land cover map. Lowland forests include areas that support lowland hardwoods and conifers, such as northern white cedar, black spruce, balsam fir, elm, black ash, red maple, ash and aspen species. These lowland forests border lakes and streams providing important wildlife cover and protecting water quality. Extensive lowland forests can be found along the coastal regions, growing on the poorly drained old lake plains.

Figure 15 Forest Resources

NORTHEAST MICHIGAN COUNCIL OF GOVERNMENTS
REGIONAL FOREST COVER

FOREST COVER TYPES
ASPEN-BIRCH
CENTRAL HARDWOODS
LOWLAND CONIFERS
LOWLAND HARDWOODS
NORTHERN HARDWOODS
OTHER UPLAND CONIFER
PINE

1978 MIRIS

NORTH

NEMCOG
MAP PRODUCTION

Wetlands are defined as land that has sufficient water at, or near, the surface to support wetland or aquatic vegetation. These areas are commonly referred to as swamps, marshes and bogs. The wetland category comprises non-forested types such as lowland brush (tag alder and willow), sphagnum bogs, emergent vegetation in lakes, beaver floodings and wet meadows. Two of the most important functions of wetlands are water quality protection and ecological corridors. As can be noted on the land cover map, major wetland areas are adjacent to rivers and creeks. The network of wetlands receives surface water and subsurface water discharge, creating the many streams and creeks that in turn flow into the area lakes. The interconnected resources exemplify how activities distant from major water bodies can still have an impact on the water quality.

Agricultural areas are shown as yellow on the land cover map. These lands include, row crops, hay and pasture land. Note the higher concentration of farmland within the coastal counties, particularly Alpena and Presque Isle Counties. Non-forested land (depicted as light gray on the map) includes areas supporting early stage of plant succession consisting of plant communities

characterized by grasses and shrubs. Such areas often occur on abandoned agricultural land or recently timbered areas.

Residential development is concentrated in the cities, villages and unincorporated communities. Additionally, small lot residential development is concentrated around the numerous lakes in the region and the Lake Huron shoreline. These waterside residential areas were primarily seasonal homes. However, in the last decade seasonal homes are being converted year-round homes, as owners retire and move north. Another trend in the last 20 years has been low density residential development on lots two acres and larger. The low density rural sprawl has impacts to local communities on certain services such as school bussing, fire protection, emergency medical response and road maintenance by increasing costs to provide services.

Commercial development is concentrated within communities and along major transportation corridors. Small commercial nodes, with as few as one store, can be found throughout the region and often serve the resort and recreational population. Industrial areas and quarry operations are depicted in purple. Limestone quarries from Rogers City to Alpena stand out prominently along the Lake Huron Coastline.

Figure 16 Land Cover
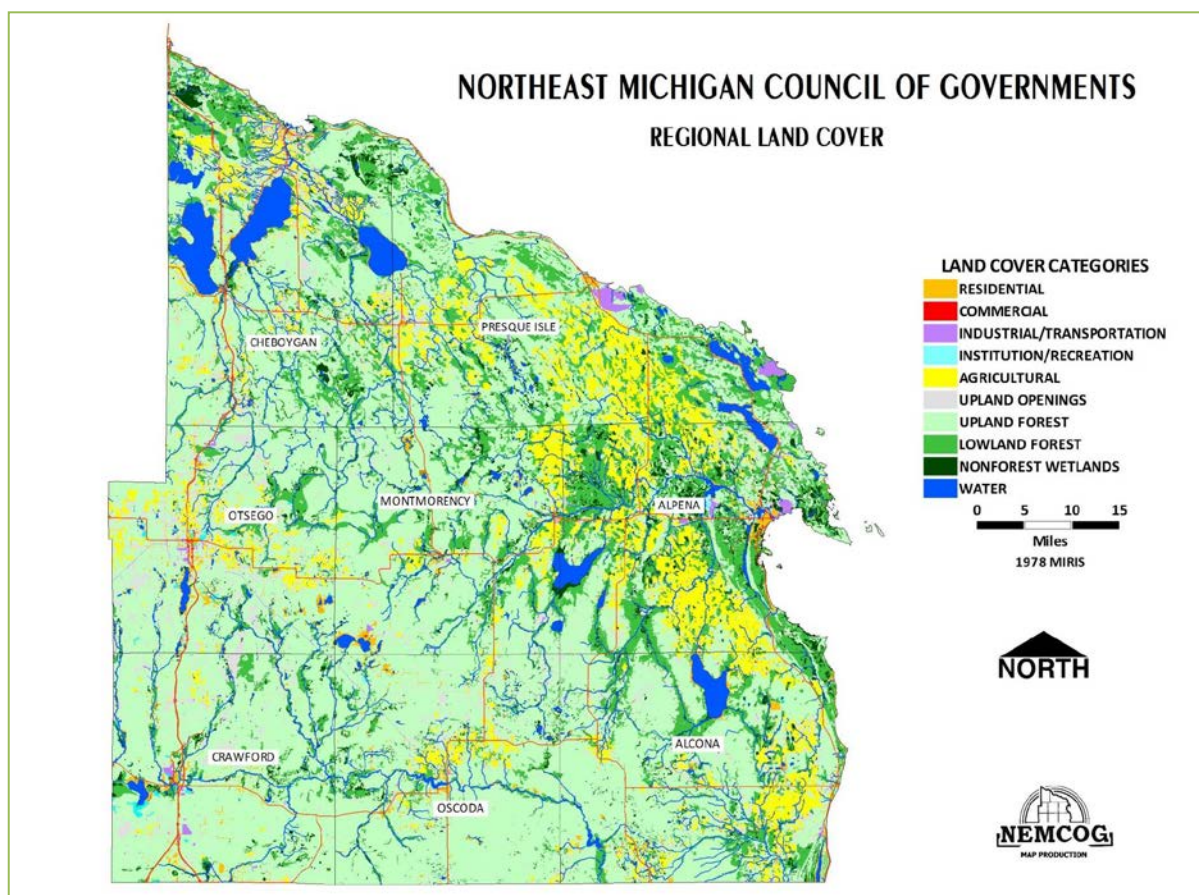
Lifestyle

One of the most unique aspects of Northeast Michigan is the diversity of natural resources and relaxed rural character. Northeast Michigan has thousands of miles of trails and rivers to enjoy many outdoor activities such as, biking, snowmobiling, canoeing/kayaking, hiking, and more. Part of the region is also home to the coast of Lake Huron offering access to many water activities, fresh-water research, and tourism destinations. Community partnerships have been developed to package these opportunities to attract more tourists to the region. One example of such collaboration comes from the region's Up North Trails project.   The Up North Trails Collaborative is a coalition of 53 organizations in Northern Michigan with the goal of promoting all trail systems together for all types of trail users.   The interactive website designed for Up North Trails allows tourists to plan their adventure from beginning to end in advance of their arrival. It also provides lots of education around the vast array of trails available, thus bringing new attention to the region's assets.

Northeast Michigan Sub-regions

Given that Northeast Michigan covers a large geographic area it is also important to highlight the differences in our three sub-regions. Each sub-region has its own economic characteristics that provide specific challenges and opportunities for growth.

Figure 17 Sub-Regions

Interstate 75 Corridor

Crawford County, Otsego County, and Cheboygan County make up the first sub-region which are all located along I-75. This sub-region is home to two of the most populated counties in the region as shown in **Table 18**. The I-75 sub-region has seen a slight decline in population since 2010 with a total decrease of 475 individuals.

Table 18: Population

	1990	2000	2010	2014
Northeast Michigan	*109,143*	*126,788*	*123,335*	*121,818*
Cheboygan County	21,398	26,448	26,152	25,821
Crawford County	12,260	14,273	14,074	13,941
Otsego County	17,957	23,301	24,164	24,126
Total:	51,615	64,022	64,363	63,888

Source: US Census Bureau

Employment

The I-75 corridor had the lowest jobless rate in 2010 of all the sub-regions with each county falling below the regional jobless rate. Additionally, in 2015 Otsego County had the lowest jobless rate of any other county in this sub-region with just 6 percent.

Table 19: Jobless Rates 1990-2015

	1990	2000	2010	2015
Northeast Michigan	10.3	6.6	16.3	7.9
Cheboygan County	11.9	8.3	14.0	8.6
Crawford County	6.6	4.7	14.2	7.4
Otsego County	6.1	4.2	14.2	6.0

Source: State of Michigan Labor Market Information

Community Characteristics

The I-75 corridor is home to a variety of manufacturing companies from wood products, tube fabrication, metal fabrication, and forestry. Over the past 12 years Otsego County has seen $93 million of investment in community and economic development infrastructure. This has contributed to significant growth in industry opportunities. In late 2015, Aruaco, a major particle board company announced it will be building the largest particle board plant in North America in Grayling, MI. With a projected minimum of 250 new employees by 2018 this development will greatly impact the sub-region and the entire Northern Michigan region by drawing in new residents and providing living-wage jobs.

The I-75 sub-region is also known for its significant golf and ski resorts that offer year-round activities for residents and tourists.

The I-75 sub-region has four post-secondary education and training facilities: Kirtland Community College, North Central Community College, The University Center, and Industrial Arts Institute. This sub-region is attractive to larger manufacturing companies due to the proximity of a major highway and railways.

Interior Corridor

Montmorency and Oscoda Counties make up the interior region. The Interior Corridor is home to a significant forest area. The sub-region also has hundreds of lakes and reservoirs which creates a quiet and scenic atmosphere.

Population

This small sub-region houses some of our smallest communities with populations less than 10,000 in each county. **Table 20** also shows a population decline of 374 over the past fourteen years.

Table 20: Population

	1990	2000	2010	2014
Northeast Michigan	*109,143*	*126,788*	*123,335*	*121,818*
Montmorency County	8,936	10,315	9,765	9,506
Oscoda County	7,842		8,640	8,525
Total	**16,778**	**19,733**	**18,405**	**18,031**

Source: US Census Bureau

Employment

The interior sub-region was greatly impacted by the recession and had the two highest jobless rates of the region in 2010 with 20.2% rate in Montmorency County and 19.6% rate in Oscoda County. However, by 2015 both counties were able to cut their jobless rates by more than half, and now remain just slightly above the region's average.

Table 21: Jobless Rates 1990-2015

	1990	2000	2010	2015
Northeast Michigan	10.3	6.6	16.3	7.9
Montmorency County	15.0	8.3	20.2	9.3
Oscoda County	8.1	6.3	19.6	8.5

Source: State of Michigan Labor Market Information

Community Characteristics

The interior sub-region is home to numerous sawmills, fabrication companies, and oil and gas machining. With limited access to training facilities without traveling a great distance this region relies heavily on their current manufacturing companies and tourism as drivers of the economy. One of the biggest events that the sub-region hosts each year is the Sno-Drift rally which brings in thousands of spectators each year.

The sub-region is currently working on a project to expand training for woodworkers through their apprenticeship program at MiFair. This unique program allows woodworkers to receive training in wood product development while getting paid for their work. The program is designed to highlight the region's most valuable natural resource and keep material goods from being shipped elsewhere for production.

Coastal Sub-region

Presque Isle, Alpena, and Alcona Counties make up the coastal sub-region. All counties occupy a portion of the Lake Huron coast.

Population

Similar to the other sub-regions there has been a decline in population since 2000 as shown in **Table 20** with a total loss of 889. While this may appear like a small number, to our rural communities a loss in population of even a few hundred has a significant impact on the economy. Alpena county is the region's most populated county and is over twice the size of Alcona and Presque Isle counties.

Table 22: Population

	1990	2000	2010	2014
Northeast Michigan	*109,143*	*126,788*	*123,335*	*121,818*
Alcona County	10,145	11,719	10,942	10,657
Alpena County	30,605	31,314	29,598	29,242
Presque Isle County	13,743	14,411	13,376	13,128
Total	**54,493**	**57,444**	**53,916**	**53,027**

Source: US Census Bureau

Employment

The jobless rate for the coastal sub-region was higher than the regional average in 2010, with two out of the three counties about 17 percent. Each county has made significant progress throughout the past 5 years to cut the rate nearly in half.

Table 23: Jobless Rates 1990-2015

	1990	2000	2010	2015
Region	10.3	6.6	16.3	7.9
Alcona County	13	7	17.8	7.7
Alpena County	10.1	5.7	13.1	6.0
Presque Isle County	11.6	8.5	17.4	9.9

Source: State of Michigan Labor Market Information

Community Characteristics and Projects

The coastal sub-region is home to many large companies including Omni Group, Decorative Panels, and Carmeuse Lime and Stone employing several hundred within each company. Industries range from manufacturing, forestry products, cement production, local farmers, and significant retail establishments. The sub-region is also home to hundreds of small businesses and tourist attractions.

The coastal sub-region is also home to a growing collaborative program, US-23 Heritage Route. The Heritage Route offers some of the most extensive and significant recreational, ecological, historical and cultural sites in Michigan's Lower Peninsula. The northern Lake Huron shoreline boasts water, forests, wetlands, lighthouses, parks, trails, museums, small towns, culture, attractions, golf, dining, and many other hidden treasures.

Stakeholders & Definitions

The following stakeholders were identified and provided input into the topic areas contained within the plan. Strategies were then developed based on stakeholder input. A complete list of stakeholders is as follows:

Marv Pichla, Team Leader
Workforce Development
- Marisue Moreau, Northeast Michigan Works! Agency
- Mark Berdan, Region 7B Michigan Works! Agency
- Jeremy Bockelman, Michigan Manufacturing Technology Center
- Tom Long, MSUE Career Programing
- Ed Howe, Michigan Prosperity Region 3 Career Liaison
- Marilyn Moran, Industrial Arts Institute
- Jim LeCureux, Mrs. Glee's Foods
- Mark Hitchcock, MSUE Educator
- Dan Leonard, MEDC

Post-Secondary/College
- Erine Adams, Kirtland Community College
- Don Mac Master, Alpena Community College (Based on document prepared earlier)
- Kathleen Bruski, Alpena Community College
- Thomas Nathe, North Central Community College
- Scott Govitz, Mid-Michigan Community College
- Mathew Miller, Mid-Michigan Community College
- Luann Mabarak, Kirtland M-TEC (Gaylord)
- Cameron Koch, North Central Michigan College
- Jack Thompson, University Center Gaylord

Adult/Secondary Education
- Dana McGrew, Iosco RESA
- Justin Gluesing, Alpena Public Schools
- Jake Stenz, Alpena Public Schools
- Laura Budreau, Northeast Michigan Works! Agency
- Heidi Palatka, Houghton Lake Community Education
- Melisa Akers, Houghton Lake Community Education
- Lisa Bolen, Region 7B Michigan Works! Agency
- Natasha Allen, Region 7B Michigan Works! Agency
- Dan Beltz, COOR ISD (via earlier interview)
- Michelle Cornish, ACES Academy, Alpena Public Schools

Tourism
Phil Alexander (NEMCOG), Team Leader
- Rosalie Myers (Roscommon County), Team Leader
- Matt Friday, Cheboygan CVB/Chamber executive director
- Paul Beachnau, Gaylord CVB/Chamber executive director and county commissioner
- Stefan Ringgenberg, general manager of the Otsego Club (150-200 employees)
- Barry Owens, general manager of TreeTops Resort (about 400 employees)
- Mark Hitchcock, MSU Extension
- Ilene Geiss-Wilson, Grayling Visitors Bureau
- Brandon Schroeder, Michigan Sea Grant
- Kerry Wieber, MDNR
- Brad Jensen, Huron Pines RC&D
- Adele Woskobojnik, Great Sand Bay Productions
- Denise Cline, U.S. 23 Heritage Route & Up North Trails
- Pam Duczkowski, Gaylord Area Convention and Tourism Bureau and city council member
- Jerry and Scott Nunn, The Guide
- John Walters, Pigeon River Country Advisory Council President
- Scott Whitcomb, MDNR
- Brad Garman, Michigan Environmental Council
- Mariah Frye, Cross Country Ski Headquarters

Placemaking/Branding
Denise Cline, Team Leader
- Jeff Winegard, Top of Michigan Trails Council Executive Director
- Emily Myerson, Michigan DNR
- Justin Burchett, Gaylord DDA Director
- Jeff Frank, Corbin Design
- Todd Neiss, Michigan DNR
- Annamarie Bauer, Michigan DNR
- Jim Tischler, MSHDA (contributions)

Economic Gardening (Business Development)
Lisa McComb, Team Leader
- Erine Adams, Owner, Roscommon Floral-Roscommon & Director of Workforce Development at Kirtland Community College
- Phil Alexander, Facilitator of NEM RPI, NEMCOG
- Julie Crick, Natural Resources Educator, Michigan State University Extension – Roscommon
- Janice Lampert, Owner of Sojourn Lakeside Resort & Paxton Resources in Gaylord
- Andy Liebner, Owner of Liebner Enterprises LLC & United States Ski Pole Company – Cheboygan)
- Lori Meeder, Commercial Lender, Northern Initiatives – Covering 32 counties in Michigan
- Dustin Prevost, Owner of Premium Hydro Solutions, Inc. – Alpena
- Jack Thompson, Executive Director, University Center Gaylord

Wood Product Manufacturing
Tim Jenks, Team Leader
- Tim Bills, Michigan Lumber and Wood Fiber, Inc.
- Jason Cleeves, Michigan Lumber and Wood Fiber, Inc.
- Dan Welch, Welch Land and Timber
- TimNeff, AJD Forest Products
- Paul Call, Forester
- Simon Yoder, Wood Industry Entrepreneur
- Bryce Metcalf, Susan Metcalf, Foresters
- Paul Yoder, Highland Lumber Co.
- Patrick Jacques, Forester, Weyerhaeuser
- Donna LaCourt, MDAg
- Lowell Eastman, Northern Woodcraft
- Pat Holberton, Perry Creek Woodworking
- Rick Bills, WoodHaven Log and Lumber
- Gary Gee, Woodworkers' Shoppe
- Tim Boonstra, Forester
- Lee Ballard, Springs Window Fashions
- Phillip Larrison, Harvester

Agricultural/Food Products
Jim LeCureux , Team Leader
- Scott Corrin, MDARD
- Wendy Wieland, MSU Extension
- Dave Glenn, former MSU Extension Educator
- Michelle Glenn, Federal Government contractor
- Patty Cantrell, Regional Foods Initiative, LLC
- Cherry Capital Foods, Michigan Food Distributor
- Alcona Farm Market Group

Chambers of Commerce
Jackie Krawczak, Team Leader
- Alpena Area Chamber of Commerce Executive Director, Jackie Krawczak
- Atlanta Area Chamber of Commerce President Kevin Carigon
- Cheboygan Area Chamber of Commerce ED, Matthew Friday
- Gaylord Area Chamber of Commerce ED, Paul Beachnau
- Grayling Area Chamber of Commerce ED, Traci Cook
- Higgins Lake/Roscommon County Chamber of Commerce representative Connie Allen
- Hillman Area Chamber of Commerce President, James Stoddard
- Alcona Area Chamber of Commerce volunteer
- Indian River Chamber of Commerce ED Dawn Bodnar
- Onaway Area Chamber of Commerce President, Connie Gibson
- Oscoda Area Chamber of Commerce ED, Leisa Sutton
- Ossineke Chamber of Commerce volunteer
- Posen Area Chamber of Commerce President, Randy Idalski
- Rogers City Area Chamber of Commerce ED, Alexa Donakowski
- Rose City-Lupton Chamber of Commerce volunteer
- Tawas Area Chamber of Commerce representatives Shelley Buresh and Janel Walmsley
- West Branch Chamber of Commerce ED, Heather Johnson
- Houghton Lake Chamber of Commerce ED, Linda Tuck

Aerospace
Lisa McComb, Team Leader
- Gary Kellen, Oscoda-Wurtsmith Airport manager
- Jim Klarich representing Alpena County Regional Airport
- Matt Barresi, Gaylord Regional Airport Manager

Renewable Energy & Energy Efficiency
Tim Jenks , Team Leader
- Dan Radomsky, NextEnergy
- Roman Bukowinski, T.E.S. Solar, Tartan Energy System, LLC
- Jay Jacobs, Consumers Energy
- Larry Gooder, Borealis Wood Power

Economic Development Organizations
Andy Hayes , Team Leader

- Ann Richards-Oscoda
- Andy Hayes-NLEA
- Bonnie Page-Lewiston
- Bonnie Zoia-Harrisville
- Brenda Bachelder-Roscommon City
- Bruno Wojak-Montmorency Co.
- Charlie Nyhus-Onaway
- Cindy Lou Poquette-Indian River
- Cindy Rosebrugh-Wilton-Rose City
- Dan Bonamie-Grayling
- Dan Nivelt-Indian River
- Dave Post-Montmorency Co.
- Dawn Bodnar-Indian River
- Diane Rekowski-NEMCOG
- Doug Baum-Grayling
- Erich Podjaske-Grayling
- Erine Adams-Roscommon
- Gary Kellen-Oscoda
- Gerald Ganske-Onaway
- Heather Johnson-West Branch
- Helen Pasakarnis-Oscoda
- Jan Kellogg-NLEA
- Janel Walmsley-Tawas
- Jay Jacobs-West Branch
- Jeff Ratcliff-Otsego
- Jim Klarich-Alpena
- Jolene Michaels-Mackinaw City
- Kelly Vieau-Mackinaw City
- Kristen Guenther-Cheboygan
- Leisa Sutton, Oscoda
- Leslie Fullerton-Iosco
- Lisa Bolen-Iosco
- Lisa McComb-Otsego Co.
- Lisa McComb - Otsego Co.
- Mandi Chasey-West Branch
- Marilyn Moran-Onaway
- Marisue Moreau-NEML
- Mark Hitchcock-Tawas
- Marv Pichla
- Matt Friday-Cheboygan
- Mayor Sangster-Cheboygan
- Phil Alexander-NEMCOG
- Philip Lewis-Grayling
- Richard Gillies-Lincoln
- Rick Benjamin-Rose City
- Ron Leslie-Tawas
- Rosalie Myers-Roscommon
- Sara Christensen-NLEA
- Sara Healy-Lincoln
- Sheila Phillips-Lincoln
- Steve Schnell-Cheboygan
- Susan Schautz-Oscoda Co.
- Tim Jenks-Oscoda Co.
- Tom Edison-Hillman
- Tom Erhart-NLEA
- Tom Moran-Onaway
- Tom Page-Montmorency Co.
- Tom Trimmer-Oscoda Co.
- Tom Youatt-West Branch
- Traci Cook-Grayling

ACEEE: American Council for an Energy-Efficient Economy

ABE: Adult Basic Education

CDC: Collaborative Development Council

CEDS: Comprehensive Economic Development Strategy

COOR ISD: Crawford, Oscoda, Ogemaw, Roscommon Counties Intermediate School District.

CVB: Convention and Visitor's Bureau

DDA: Downtown Development Authority

DNR: Department of Natural Resources

EAG: Education Advisory Group

EDA: Economic Development Administration (U.S.)

EDO: Economic Development Organization

FY: Fiscal Year

GED: General Educational Development

LEED: Leadership in Energy & Environmental Design

LIAA: Land Information Access Association

MDARD: Michigan Department of Agriculture & Rural Development

MDOT: Michigan Department of Transportation

MEDC: Michigan Economic Development Corporation

MEDC BDM: Michigan Economic Development Corporation Business Development Manager.

Michigan Works! Northeast Consortium: A network of resources, providing services to improve the region's workforce. Partners with businesses to develop recruiting and retention strategies and with job seekers to enhance education and career opportunities.

MSHDA: Michigan State Housing Development Authority

MSU: Michigan State University

MSUE: Michigan State University Extension

NEMCOG: Northeast Michigan Council of Governments

NEMSCA: Northeast Michigan Community Service Agency

NLEA: Northern Lakes Economic Alliance

Renewable Energy: Any energy resource that is naturally regenerated over a short time scale and derived directly from the sun (such as thermal, photochemical, and photoelectric), indirectly from the sun (such as wind, hydropower, and photosynthetic energy stored in biomass), or from other natural movements and mechanisms of the environment (such as geothermal and tidal energy). Renewable energy does not include energy resources derived from fossil fuels, waste products from fossil sources, or waste products from inorganic sources.

RLF: Revolving Loan Fund

RPI: Regional Prosperity Initiative

SBDC: Small Business Development Center

SCORE: Senior Corps of Retired Executives

SPC: Strategic Placemaking Center

SPN: Strategic Placemaking Nodes

TMA: Target Market Analysis

TOMTC: Top of Michigan Trails Council

Appendix B│CEDS Adoption & Regional Groups

NEMCOG Board of Directors

NORTHEAST MICHIGAN COUNCIL OF GOVERNMENTS
FY2016 Governing Board of Directors

	Execut	Financ	Bylaws	MAR	Nom	Role	Name	Position	County
	X		X	X		President:	Robert Heilman	Business Member Position	Cheboygan
	X					V-President:	Rick Anderson	County Appointeed Position	Crawford
	X					Exec. Bd Mbr:	Jeff Lawson	County Administer	Cheboygan
					X		Kathleen Vichunas	County Appointed Position	Alcona
							Cameron Habermehl	County Appointed Position	Alpena
							John Wallace	County Appointed Position	Cheboygan
							Dan Plasencia	County Appointed Position	Emmet
		X	X				Gene Thornton	County Appointed Position	Montmorency
		X					Jack Kischnick	County Appointed Position	Oscoda
							Robert Harkness/Julie Powers-Gehman	County Appointed Position	Otsego
		X			X		Carl Altman	County Appointed Position	Presque Isle
							Bill Wishart	Municipal Position	Otsego/Gaylord
			X				Doug Baum	Municipal Position	Crawford/Grayling
							Gary Nowak	Municipal Position	Presque Isle/Rogers City
		X		X	X		David Post	Municipal Position	Montmorency/Hillman Vill
							Norm Brecheisen	Township Official Position	Otsego
							Bill Domke	Municipal Position	Presque Isle/Wilson
		X					Adam Poll	At Large Position	Alpena
							Marisue Moreau	Business Member Position	Region
							VACANT	Business Member Position	Region
							Bruno Wojcik	At Large Position	Montmorency

NORTHEAST MICHIGAN COUNCIL OF GOVERNMENTS
FY2016 General Membership

Alcona County
Alpena County
Cheboygan County
Crawford County
Emmet County
Montmorency County
Oscoda County
Otsego County
Presque Isle County
Albert Township
Alpena Township
Bearinger Township
Briley Township
Caledonia Township
Curtis Township
Green Township
Greenbush Township

Gustin Township
Harrisville Township
Krakow Township
Livingston Township
Ossineke Township
Sanborn Township
South Branch Township
Tuscarora Township
Wilson Township
City of Alpena
City of Cheboygan
City of Gaylord
City of Grayling
City of Harrisville
City of Onaway
City of Rogers City
Village of Hillman
Village of Lincoln
Village of Mackinaw City

Public Notice

March 1, 2016 Posted on Web

March 1: CEDS sent to Boards

Theresa Huff

From:	Theresa Huff
Sent:	Wednesday, March 09, 2016 4:16 PM
To:	Adam Poll (adamp@alpena.mi.us); ''Bert LaFleeche'; ''Bill Domke'; Bill Wishart; ''Brenda Moore'; Bruno Wojcik; 'Bruno Wojcik'; 'Cam Habermehl'; Carl Altman (claltmanpreach@gmail.com); ''Dan Plasencia'; ''Darrell Kenyon'; ''Dave Post'; 'Deb Greene '; 'Diane Rekowski'; ''Doug Baum'; ''Edward Roddy'; 'Eric Smith'; 'Gary Nowak'; 'Gary Wregglesworth'; ''Gene Thornton'; 'Greg Sundin'; ''Jack Kischnick'; ''Jeff Kowalski'; ''Jeffery Lawson'; 'Jeri Winton'; ''Jim Klarich'; ''John Dobis'; ''John Jenkins'; ''John Klinger'; John Wallace ; ''John Zollars'; 'Judith Green'; 'Kathleen Vichunas'; Ken Glasser; 'Ken Lobert'; ''Laura Ellery'; 'Laura Luck '; Liz Mench (livingstontwp@gmail.com); 'Marie Twite'; ''Marisue Moreau'; Mark Devers; 'Mark Kniss'; ''Marty Krupa'; ''Mary Ellen Tryban'; 'Meg Foote'; ''Michael Grohowski'; 'Mike Ridley'; ''Patrick Pokorski'; ''Phillip Jordan'; 'Rick Anderson'; Robert Harkness (roberthark@earthlink.net); ''Robert Heilman'; Robert Schell (rdschell2@gmail.com); ''Robert Tulgetske'; ''Tammy Bates'; ''Thomas Seymour'
Subject:	NEMCOG Board Meeting March 17, 2016
Attachments:	AGENDA - 3-17-16.pdf; Minutes 2-18-16.pdf; Regional Project Review Mar. 2016.pdf; NEMCOG-Comm. Corrections Resolution for Increase of Per Diem for Residential Treatment -2016.pdf; CEDS 2015-2020 Stamped Draft.pdf

Good afternoon.

Attached, please find the following:

       Agenda for the March 17, 2016 board meeting

       Minutes from the February 18, 2016 meeting

       March Project Review list

       Resolution for NEMCOG-Community Corrections

       CED, I previously emailed this to you last week as well to allow you plenty of time to review

Thanks,

Theresa M. Huff

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Public Comments

CEDS: Public Comment:

Steve Schnell: Provided additional new infrastructure information.

NEMCOG: All suggestions and information were incorporated in Plan.

Minutes of CEDS Approval

The following pages contain the minutes of the NEMCOG Board of Director's meeting from March 17, 2016.

**MINUTES
OF THE
NORTHEAST MICHIGAN COUNCIL OF GOVERNMENTS
BOARD OF DIRECTOR'S MEETING
MARCH 17, 2016
UNIVERSITY CENTER
GAYLORD, MI**

Call to Order

The meeting of the Northeast Michigan Council of Governments (NEMCOG) Board of Directors was called to order by board President Robert Heilman at 10:00 a.m.

Roll Call

Governing Board

Members Present: Cam Habermehl, John Wallace, Rick Anderson, Dan Plasencia, Gene Thornton, Robert Harkness, Carl Altman, Adam Poll, Robert Heilman, Doug Baum, Dave Post and Norm Brecheisen.

Staff Present: Diane Rekowski, Meg Foote and Theresa Huff

A quorum was declared present.

Approval of Minutes

R. Heilman presented the Minutes of the February 18, 2016 meeting. R. Anderson moved, supported by C. Altman to approve the minute. All ayes, motion carried.

Financial Report

M. Foote reviewed February 2016 financial statements with the Board. D. Baum moved, supported by D. Plasencia to receive and file the February 2016 Financial report. All ayes, motion carried.

M. Foote noted next Finance Committee meeting will be held at 9 a.m. on April 21, 2016 just before next board meeting. The Audit is in final review process. The General Fund ended nicely. Hope to have final draft at next board meeting.

President's Report

Regional Project Review: President R. Heilman presented (4) Federal Grant projects for regional review. There were (0) Non-federal Grants applications, (0) Public Notices, (1) "Other" and (2) State Grant Applications.

D. Post moved, supported by G. Thornton to approve projects. All ayes, motion carried.

MI Association of Regions (MAR): D. Rekowski provided an update on the March MAR meeting.

Other: None

Director's Report

Administrative:

D. Rekowski informed the Board that Aleece Hodges has resigned from NEMCOG. She will still be working on contract work with MI Works!. Have advertised the position and have scheduled interviews with potential candidates.

Governor's Economic & Education Conference – D. Rekowski attended the Conference. While there was able to meet with MEDC CEO, Steve Arwood and Stephanie Komin, WDA Director on funding for Digital Works.

Community Corrections: An audit was conducted by the state of both Sunrise CCAB and the Northern CCAB programs. Audit went well, with minor changes being made.

New Projects:
Received Iron Belle Trail grant, it's a 6 month contract. Joint land use plan with Grayling and Dept. of Defense. Possible funding for implementation, all Federal dollars.

Projects Update:
EDA Program: Draft Comprehensive Economic Development Strategy (CEDS) was posted on website and copies were sent out to NEMCOG Board and Region 3 Collaborative to review. Comments were received and changes made.

Emmet County Forestry project: Completed with an estimated $200,000 in revenues from timber sales for the County.

MEDC-CDC: Submitted the Region 3 Grant request but have not yet heard whether the proposal was funded.

Recreation Plans: Staff has been working diligently on Recreation Plans for local governments in the region. DNR relayed to staff that Plans produced by NEMCOG have been the best in the State.

Wage & Salary Survey: T. Huff presented the Board with a completed copy of the Wage & Salary Survey, which she had completed. The survey will be posted on NEMCOG's website.

NEMCOG Directory: T. Huff presented the new 2016 NEMCOG Directory. Copies for everyone were provided and will also be put on the website.

Committee Reports
Bylaws committee met 9:00 am prior to the March 17, 2016 NEMCOG Board meeting. Draft copies of the Bylaws were passed out. Changes were reviewed. Will look for approval or disapproval at next board meeting.

Previous Business
None.

New Business
CEDS Approval: D. Rekowski discussed the 5 Year CEDS Plan. D. Post moved, seconded by D. Baum to approve the CEDS. Ayes all, motion carried.

Resolution of Support for Increased OCC Funding to Residential Treatment Providers was reviewed and discussed. D. Post moved to waive the reading of the resolution, supported by A. Poll. All ayes, motion carried.

D. Post moved to approve the resolution, C. Altman supported. A roll call vote was taken, 11 ayes approved, 1 nay, 0 abstained. Motion carried.

County Updates:
    Alpena County: Doing great, lots going on.
    City of Grayling: Construction is going on and the phones are ringing off the hook. 4 bridge projects are going on this year. Getting some help from police with truck traffic. MDOT has been helpful and pretty good to work with. Façade project, city was the applicant. New businesses are coming in. Kirtland project is going well and ahead of schedule.
    Crawford County: Ballot language for mileage re: Commission on Aging. Lots going on, bridge work is in progress and travel routes need to be considered prior to traveling for the next couple of months or so.
    Cheboygan County: Jeff Lawson's evaluation went well; therefore, his contract has been extended for another year. 911: Looking at expanding to 800 MH, ongoing project.

City of Alpena: Working on park improvements, DNR grants. Bids out for demolition project. City to take over harbor next fiscal year (July). Budget time, wrapping up. Lots of construction projects coming this summer.

Emmet County: In discussion to add a Transportation millage onto August Primary election. Need $1.7 million to increase service area for Regional Ride. Looking for 3rd EMS facility property. Working with Sheriff Dept. to make it a joint project. In preliminary stages for CZM grant approval.

Livingston Township: Working on 425 Agreement for property out by old junkyard. City of Gaylord is considering new bonding. Developer is withdrawing their gifts that were offered due to conflicts.

Otsego County: Trail heads: Bagley Township, City of Gaylord and Otsego County are all contributing to the project to extend the trail to Crawford County border.

Montmorency County: Sheriff millage passed. Having problems with the Annex part of the court house with heating and A/C. Estimated cost is $50-$60,000 to fix it and then the septic went out. The State said they have overpaid the county and are requesting a refund of $70,000. The county is filing an appeal.

Presque Isle County: New Register of Deeds appointed. Working on millage proposal and language. The current Prosecutor will not be running for election.

Village of Hillman: Adopted new budget. Revenues are down. Raising water rates and garbage pickup rates both by $1.00 per month. Housing report indicated that 25% of homes have been built in the last 20 years.

Mackinaw City: There are currently three court actions going on. Street project is on schedule. New Ferry Franchise Ordinance will be charging straight fee for all 3 companies. Class 2 casino building going in old water park property. It's a small building and will be offering only snacks vs restaurant style food. Zoning Ordinance update coming up.

Public Comment:
None.

Adjournment
The meeting was adjourned at 11:25 a.m. The next meeting will be held on April 21, 2016.

Collaborative Development Council

Collaborative Development Council Members

Name	Title	Organization	County	email	phone
Sheila Philips	Commissioner/Alcona County EDC	Alcona County	Alcona	srplincoln@yahoo.com	989.736.6881
Adam Poll	Planning and Development Director	City of Alpena	Alpena	adamp@ALPENA.MI.US	989.354.1771
Jim Klarich	Economic Development Director	Alpena Area Chamber of Commerce	Alpena/Presque Isle	jklarich@alpenachamber.com	989.354.2666
Andy Hayes	President	NLEA	Cheboygan	andy@northernlakes.net	231.582.6482
Erich Podjaske	Zoning Administrator	City of Grayling	Crawford	zoning@cityofgrayling.org	989.348.2131
Philip Lewis	Chair	Crawford County EDC	Crawford	plewis@cmsenergy.com	989.348.4575
Mark Hitchcock	President	Develop Iosco	Iosco	hitchc27@anr.msu.edu	989.362.6407
Bruno Wojcik	President	Montmorency County EDC	Montmorency	rogue@nemichigan.com	989.370.0268
Mandi Chasey	Director	Ogemaw County EDC	Ogemaw	mchasey@michworks4u.org	989.345.1090
Tim Jenks	Chaiman	Economic Development Alliance	Oscoda	tim@healinglifeways.org	989.348.2131
Gary Kellan	Director	Oscoda EDC	Oscoda	gkellan@oscairport.com	989.739.6999
Lisa McComb	Executive Director	Otsego County Economic Alliance	Otsego	lisa@gaylord-otsego.com	989.731.0288
Rosalie Myers	Executive Coordinator	Roscommon County EDC	Roscommon	myersr@roscommoncounty.net	989.275.5268
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Lydia Murray	Business Development Manager	MEDC	All	rogue@nemichigan.com	517.930.4969
Dan Leonard	Community Assistance Team Specialist	MEDC	All	leonardd6@michigan.org	989.387.4467
Marisue Moreau	Director	Michigan Works! Northeast Consortium	All	Moreaum@nemcworks.org	989.733.8548 ext. 2322

Regional Prosperity Collaborative

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Regional Prosperity Collaborative Members

Name	Organization	email
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