

NE Michigan - Region 3
Regional Prosperity Initiative
***Economic & Community
Development Strategy***

Final Report Recommendations

August 19, 2014

Presented by:



Regional Community & Economic Development Assistance Strategy
Table of Contents

- I. Overview
 - 1. Purpose
 - 2. Outcome
 - 3. Methodology & Time Line
 - 4. Map of Territory
- II. Recommendations
 - 1. Training for Volunteer Economic Development Organization/Team
 - 2. Retention Visit Coordination
 - 3. Business Attraction and Available Sites Inventory
 - 4. Marketing/Branding
 - 5. Business Connect Websites (NE Region and State-wide)
 - 6. Flex Service for Technical Expertise
 - 7. Support/Resources for Entrepreneurs
 - 8. Revolving Loan Fund (RLF)
 - 9. Sub-regional Cooperation/Collaboration for Economic Development Capacity
- III. Community Input
 - 1. Teleconference Series
 - a. Invite
 - b. Attendee List
 - c. Survey Results
 - 2. Confab
 - a. Invite
 - b. Attendee List
 - c. Notes from discussion
- IV. Community Inventories:
 - Alcona**
Harrisville
Lincoln
 - Alpena**
Alpena
Hillman
 - Cheboygan**
Cheboygan
Indian River

Mackinaw City

Crawford

Grayling

Iosco

Tawas

Oscoda

Montmorency

Atlanta

Lewiston

Ogemaw

Rose City

West Branch

Oscoda

Fairview

Mio

Otsego

Gaylord

Presque Isle

Onaway

Rogers City

Roscommon

Houghton Lake

Roscommon

- V. Appendix
1. Sample Budget
 2. Sub Regional Map
 3. Revolving Loan Fund Chart
 4. Plan of Action Overview and Time Table



Purpose

- To develop a five-year plan to improve the prosperity throughout NE Michigan. There are 12 sections to the RPI project

Task Specific Outcome

- To develop a cost effective delivery system that improves economic/community development capacity throughout the region.

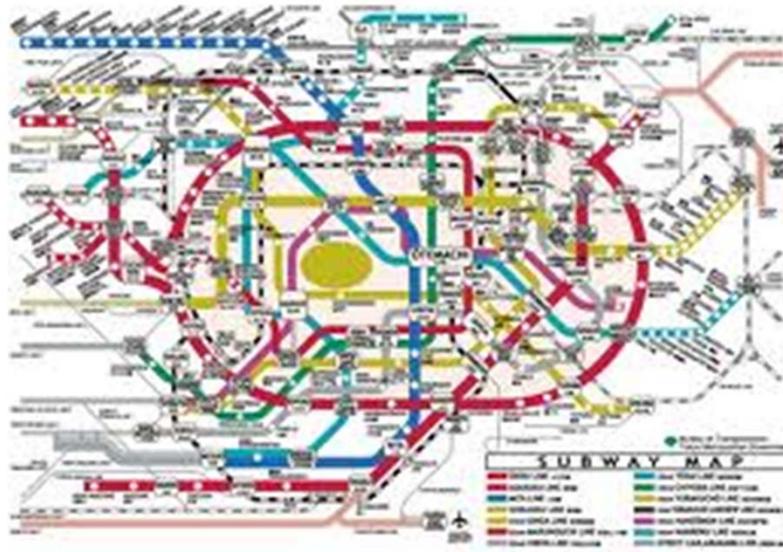
Overview of Regional Prosperity Initiative Section Regional Community & Economic Development Assistance Strategy

Professional Economic Development assistance is not available throughout the region. This is due primarily to funding capacity and a lack of collaborative programming. Within the 11 county region, there are 4 fulltime professional staff, 2 part-time and 5 counties with volunteer or 0 paid staff. Northeast Michigan Council of Governments (NEMCOG) through its Economic Development Designation (EDD) and Economic Development Administration (EDA) assistance provides local assistance with community and economic development activities in the region; however the funding level is very insufficient to address the entire

region's needs.

In order to improve upon the region's economic prosperity, it is imperative that the current economic development delivery system is analyzed to determine a cost-effective means for professional staffing and financing in the 11-county region. The analysis will include a review of all current economic development organization's structures, functions, staffing, staffing duties, and coverage area. ***A recommended strategy will be developed that also takes into account economic and community development needs of local communities.***

Methodology & Time-line



Feb – Apr	Inventory (21 communities)
May	Develop draft recommendations
June	Review Draft with communities to determine if draft meets their needs
July	Conduct region-wide summit to review recommendations
Aug	Present final report, recommendations

This seven month project was approached logically and systematically. By design, during the first “inventory state” we pro-actively “reached out” to the communities throughout the 11 county CDC/RPI region and met in the communities rather than asking them to gather in central location miles from their town. This was quite effective as 21 communities with multiple organizations within each community having input. This also helped establish a relationship for future parts of the projects.

After gathering info our staff team did an in-depth analysis to determine what was feasible and local communities would/could embrace. During this stage we developed our initial recommendations.

The next stage was to reach back out to the communities to review the draft to determine if it met their needs and to make adjustments based on feedback. We accomplished this by conducting 6 web-based “adobe connect” discussions. Once complete we tweaked our recommendations.

Next, we conducted a region-wide summit “Confab” to gather community reps and give yet

another opportunity for feedback. This was successful as it also gave a face to face meeting of the various communities and fostered a foundation for future working relationships.

Finally, we presented our final report recommendations to the full CDC RPI group.

Basic Considerations



- Every community felt a need for economic development to grow their local economy
- Budget constraints are wide-spread
- We attempted to identify those needs communities had in common AND made sense to share limited resources
- Sharing makes sense if it helps strengthen a local community's effort

After getting to know the communities, we developed recommendations that we felt were truly realistic for implementation. We felt it important not to waste people's time with grandiose ideas that weren't realistic and had no chance to be implemented.

Also, our recommendations are simple, to the point and doable. Designed to be implemented immediately, should a community wish to.

These recommendations will build a community's capacity for economic development and as a result, the sum total will increase the region's capacity also.



The CDC RPI region is eleven counties. Eight are currently in the NEMCOG and three are in the EMCOG region.

Action Plan Timetable

- Short Term – immediately
- Intermediate – 2-4 years
- Long term – 5 years



Training for Volunteer Economic Development Organization/Team

Recognizing the limited staffing levels we see an opportunity to provide training to the local volunteer teams operating in economic development roles in our various communities. Local communities, NE Michigan and the entire state would be strengthened with greater capacity of local communities to impact economic development.

Training offered would be basic education and for those wishing to invest more time and resources, more advanced training opportunities would be identified. Topics to be presented include:

- Retention and attraction program for local companies
- Workforce – what’s available, what development programs exist, etc.
- Assistance to new business start ups
- Basic tools for entrepreneurship such as website and local resources
- Available sites inventory
- Putting a team together to respond to new business location and site requests

- State-wide resources to assist at the local level
- Advanced training opportunities from MEDC, MEDA, MSUE and others

The training would consist of several “60 minute” training blocks and could be delivered in a variety of formats including classroom format (in each community, in regional clusters, or region-wide); or as a web-based training (long distance learning). Training could be offered over time (3-4 sessions) or during an all-day session, depending on the wants/needs of the community.

Session materials will be available on-line for reference after the session.

Although there would be a “training coordinator”, the training team would be recruited and would include full-time economic development professionals with appropriate expertise. These could be staff of EDO’s, MEDC, NEMCOG, MI Works, MSU Extension, SBDC, etc.

Cost for the program: The training coordinator would be sub-contracted to a EDO within the region that has the capacity to coordinate this training. Facilities, presenters, materials, etc. would be very low cost (if any) and would be recovered as part of a training session registration fee.



Retention Visit Coordination

Having a pro-active retention program for local companies is a key foundation block for a successful economic development program. Often times we all get bogged down with the "emergency of the day" and taking the time to visit the larger, successful companies gets pushed off to the side.

With a regular retention visit program, communities can meet and discuss the wants and needs of their base employers in a relaxed manner. These visits build relationships, give an opportunity to express thanks to the local company for their investment and job creation and often times, identify future projects the company is considering. This provides the time necessary to assemble whatever resources are needed to help the company. It's also a great way to identify and rectify a problem before it's too late.

Our recommendation is to have a "centralized" retention visit administrative staff.

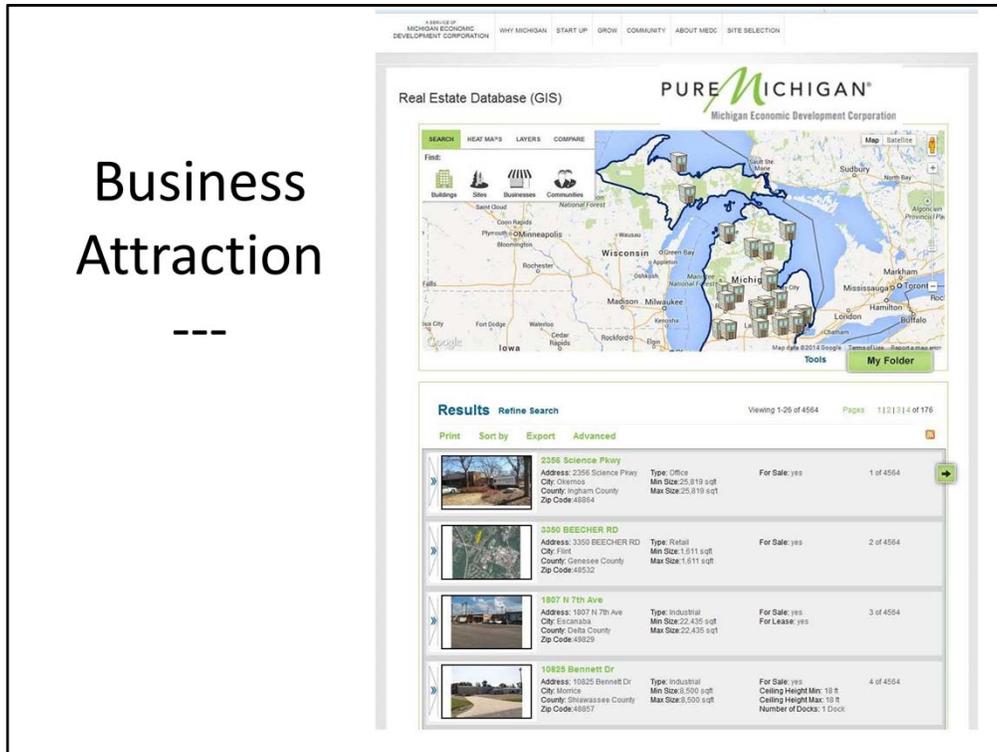
- Working with each local community, a target list of companies would be

developed (larger companies, base-job producers, etc.)

- Visits would be scheduled with targeted companies based on an agreed upon schedule.
- This person would have the responsibility of contacting and scheduling retention visits based on a pre-determined list of target companies, an agreed upon contact schedule.
- The retention team would consist of the MEDC (Lydia Murray), Michigan Works (local rep) and a local economic development team member (TBD on a case by case basis)
- Regular reports as to what companies were called upon would be submitted.

Cost to fund this position. This would be a part-time administrative position that would spend approx. 5-10 hours/week. We recommend this position be contracted by an existing EDO within the region to help offset admin staff costs. This would help an EDO move a “part-time” position to full time and thus be able to attract/retain a quality employee.

Business Attraction



Business Attraction and Available Sites Inventory

Knowing what sites are available and key development information about each site is important for communities to respond quickly and effectively to requests from site selection professionals and frequent MEDC requests for available sites.

As a region, we can guide and support local communities to “be prepared” for the site selection process by companies wishing to locate in Michigan and/or NE Michigan.

- Local Teams
 - Assist in the recruitment of a “local quick response team” from each community. This will provide a quick, easy and trained local team to meet with prospective companies and developers wishing to visit sites, learn about the community, what’s available, etc.
- Inventory of available manufacturing/development sites
 - Develop common template of the information to be collected and have easy access to on sites in each community.
 - This inventory would focus on larger development opportunities

- and not include every available site (i.e. empty coffee shops, etc)
- Zoom Prospector
 - Provide assistance in up-loading available sites into the MEDC tool for site selection.
 - Provide annual training session on how to access, update and utilize this tool.
 - MEDC Attraction Team (familiarization tour)
 - Conduct an annual “tour of available sites” by the MEDC Attraction Team to keep them familiar with what’s available and develop/maintain relationships between front line MEDC staff and local E.D. officials and groups.

Training: We recommend that regular on-going training could be easily conducted tied into the monthly CDC meetings. By setting aside 30 minutes (prior to, immediately following or as part of the regular agenda) an on-going training program covering the items here could be easily accomplished with little or no cost.

Trainers for the session would come from a variety of places including area EDO professionals with experience, MEDC staff expertise and/or reps from the specific software/program to be covered. There would be no cost as all presenters would come from EDO’s and/or state/region partner organizations.



Marketing & Branding

Marketing/Branding

Providing an easy method for a community to have a professional image is important to the economic development process. Today, prospective employers and employees use the internet to do much of their homework before even making the first contact. This first impression is critical.

“Donuts” would be developed for the region that provide opportunities for each community to insert their personal information and still have a professional look

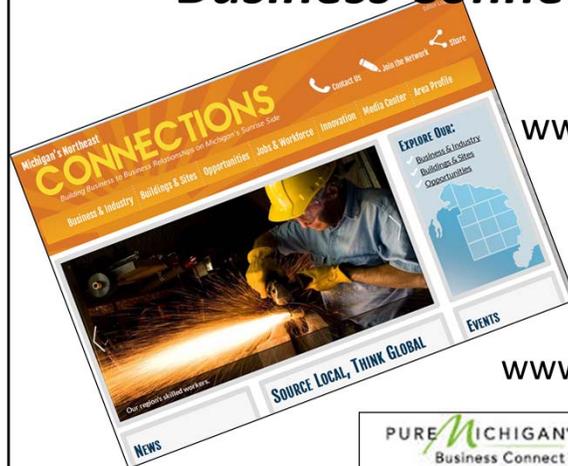
- Website: Housed on the NEMCOG website, each community would be provided a page “template” for local information. The page would include photos, links to local organizations, events, sites available, who to contact for more info, etc. Regional information, demographics, etc. would all be part of the main NEMCOG website
- This would also standardize the type of information that we are asking each community to generate as together, we sell the region.
- We recommend starting with the website, however press releases, radio spots, television public service announcements, etc. could all be done

the same way. A regional ad would be created, with a “donut” in the middle to insert local information.

Success stories on company launches, expansions and community projects could be added to the NEMCOG website to provide an up-beat and realistic picture of the area for those that are “surfing the web” to find out information.

Cost: The region would pay for the website and provide a link to the local community to up-load their information. Training would need to be provided and specific local “webmasters” identified so as to maintain consistency. Webmaster training would be conducted by NEMCOG staff and could be held on-line in a “webinar” format.

Business Connect websites



www.northeastmichigan.biz

www.puremichiganb2b.com



Business Connect Websites (NE Region and State-wide)

There are two outstanding tools available now for no cost (other than local time to promote to their local companies activate and populate with their data)

- Northeast Michigan Business Connections (northeastmichigan.biz). This excellent tool provides every business in a community an opportunity to have a profile in a searchable database for those looking to do business in the NE Region.

Local communities must identify a “lead organization” that will in turn promote the site to their local companies and encourage them to sign on (free) and activate/update their listing. This could be the local Chamber of Commerce, EDC, DDA, Service Club, etc.

- MEDC Pure Michigan Business Connect. This is also an excellent tool which must not be ignored. Although the NE MI Connections is a better looking site and much more user friendly, the two sites are not linked. This site has the full power and resources of the state of Michigan and the MEDC behind it for promotion, support, etc.

The same local organization promoting usage of the NE MI Business Connections site to local companies, should do the same with this site. Yes, it is a duplication of effort, however to not be a part of the state-wide system is not wise. (note the target companies may differ for each program)

Promotion ideas

- i. Email to each local company followed by personal phone call
- ii. Have computers at various events (Business After Hours, Expos, etc.) with experts to assist companies sign in etc.
- iii. Identify small groups based on business types and hold simple “coffee and connect” type meetings to get them signed up.

Cost: No cost other than manpower



Flex Service for technical expertise

To provide “on-demand” services to those communities without staff expertise, a contract will be developed with those EDO’s in the region to provide technical expertise on a case by case basis when needed. This would allow communities to have access to expertise when needed without the expense of having a regular staff person.

Services could include (for example):

- Grant writing /Administration
- Project based expertise
 - Business expansions
 - Infrastructure projects
 - Façade grants for downtown
 - Strategic planning and community visioning sessions
 - Etc.

If agreed, an inventory of professional abilities by professional economic developers

throughout Northeast region would be developed.

Cost. A fee structure would be developed depending on the services needed. Fees would be charged to reimburse the EDO that employs the expert for that person's time and travel. Total cost would be paid for by the recipient community and/or company.

Support / Resources for Entrepreneurs



Support/Resources for Entrepreneurs

Having resources and expertise positioned locally to assist entrepreneurs (pre-startup, startup and existing) is important to grow a local economy. We recommend several low cost items that can be established and implemented in each community.

Promotion and marketing of these programs is critical so entrepreneurs are aware of available assistance.

- Self-help resources
 - Establish a Business Resource Center. A BRC contains publications and tools to assist entrepreneurs in basic market research, business plan development, etc. This can be done at the local library with very little startup costs a community can supplement the books and materials already there. Libraries are a good host because they are generally open in the evenings and weekends when most entrepreneurs are available to do this research. Organizations like the Northern Lakes Economic Alliance, Michigan State University Extension, and the SBDC-Michigan all have lists of resources that should be included and in some cases have materials they could provide to the BRC library

of materials.

(Note: we recommend common “branding” of the various BRC’s through signage and brochures. This will build recognition of the resources throughout the region. Local costs for this could be covered by service clubs, local foundation and/or private company sponsorships)

- Web-based tools. Already established (through a project jointly initiated by the Northern Lakes Economic Alliance, Michigan State University Business Library and MSU Extension) a complete set of on-line resources in 15 most searched categories from business plan templates to finance planning and market research is available free of charge. Local BRC’s, E.D. groups, Chambers of Commerce, etc. can simply link this resource to your website, etc.
- Classes for entrepreneurs: There are a wide variety of business classes available ranging from “How to start a business” to more in-depth topics for established businesses. These can be provided for little or no cost by the SBDC-Michigan. We recommend local chambers work with the SBDC-Michigan to determine a regular schedule of offerings and promote all programs region wide.
- Business Counseling: The SBDC-Michigan has an established team of professional business counselors that serve the NE Region. Each community could/should establish a mechanism to access these counselors.
 - Regular visit schedule (once a week, a month, etc.)
 - On-demand as a request comes in
 - Business counseling could be held at local BRC (Library), MI Works offices, Chamber of Commerce office or other location available in each community.

Cost: Cost to implement any/all of these recommendations are very small and in most cases no-charge. Materials for the BRC, signage, brochures and branding could be of minor costs and local sponsors could be recruited in each community to

cover these expenses if needed. Resource people to guide communities in this effort would come from the MSU Extension, the SBDC, the MEDC or a combination of all.

Revolving Loan Fund Assistance



Revolving Loan Fund (RLF)

There are local RLF's in the NE Region. Unfortunately most are too small to afford professional back office services and as a result, often times the funds are not promoted or used to their full potential.

We see an opportunity to combine efforts and "share" back office expertise for the various RLF's that are willing. Each RLF would remain autonomous and the decision making authority and process would remain the same however, professional tools and support would be available:

- Training program for RLF board members and staff on the basics of managing a RLF, legal obligations, etc.
- Common application form would be developed to insure correct information is being requested for loan decisions.
- An auditor would review each RLF portfolio annually to insure everything is proper.
- Professional help to review applications and qualify applicants so local boards can make informed decisions
- Assistance building the loan fund balances

- Follow-up with trouble accounts (before it's too late)

See attached chart of revolving loan funds and contact information

Cost. Once determined which loan programs are willing to consider involvement in the program a formula based cost structure would be developed. (Admin costs can come from RLF balance). We recommend a meeting of all RLF's to discuss wants/needs and determine if and how to proceed. This meeting could be hosted by an existing EDO in the region that currently manages a RLF.

Revolving Loan Funds in NE MI



See report appendix for list of revolving loan fund locations and contact information.



Sub-regional cooperation/collaboration for increased economic development capacity

During both the inventory phase and the feedback phase of the project we heard expressions of ‘wanting to keep volunteers’... “we lose volunteers”. One advantage of a properly staffed operation is that there is clear coordination of efforts and a much more targeted and meaningful use of the volunteers involved. This approach will actually increase the number of volunteers involved, make their experience more enjoyable and productive and provide consistency and continuity to a community’s effort.

There are opportunities to increase local capacity with full-time staff expertise throughout the NE Region by pooling resources. Using the NLEA model (30 year history) of a public / private partnership we have outlined a “sample organization budget” that would establish an economic development office staffed with a full-time Director and part-time administrative assistant.

This will encourage regional cooperation and collaboration as more than one county

will see the value of pooling their efforts.

The maps outline some suggested groupings, however at the end of day, it will be the decision of those communities and/or counties that share a like mind that will agree to work together in this manner. The lines on the maps are designed to get people thinking and talking; and provide a roadmap for those that wish to maximize the potential for their community. (see attached budget samples)

Cost. Ultimately those sub-regions involved would generate the income necessary. NEMCOG could be the catalyst to get this started by allocating a portion of their EDA funding for economic development to each county provided the money is used to leverage other dollars to create a regional (2 or more counties) Economic Development Organization.

The formula could be: NEMCOG would allocate \$5,000 per county if a multi-county effort was formed. Maximum expenditure would be \$40,000 per year.

Expertise to facilitate specific discussions with interested parties is available from a variety of sources including the Northern Lakes Economic Alliance, the MSU Extension and the NEMCOG.



Thank you!



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Sara Christensen
sara@northernlakes.net

Tom Erhart
tom@northernlakes.net



Northern Lakes Economic
Alliance

231-582-6482

www.northernlakes.net



Thank you. It has been a pleasure working on this project and we are excited about the true spirit of cooperation and collaboration that exists throughout this eleven county region. People are excited, committed, and engaged. It's really quite refreshing!

SUBJECT: Regional Economic Development Strategy-next step, conference call

TO: All Community Representatives Interviewed during February and March

Dear County Representative,

Thank you for participating with NLEA staff to conduct an information gathering session regarding your community's economic climate. We have developed a draft Community and Economic Development Plan of Action based on all the feedback and would like to share our recommendations with you for local input (bullet point version attached). Are you available for a 45 minute conference call on any of the following dates/times?

Wednesday, June 4 at 10:00 a.m. or 2:00 p.m.

Thursday, June 5 at 10:00 a.m. or 2:00 p.m.

Please let me know your availability for this very important "next step".

Sincerely,

Northern Lakes Economic Alliance

P.O. Box 8

Boyne City, MI 49712

Phone: 231-582-6482

Fax: 231-582-3213

info@northernlakes.net

www.northernlakes.net

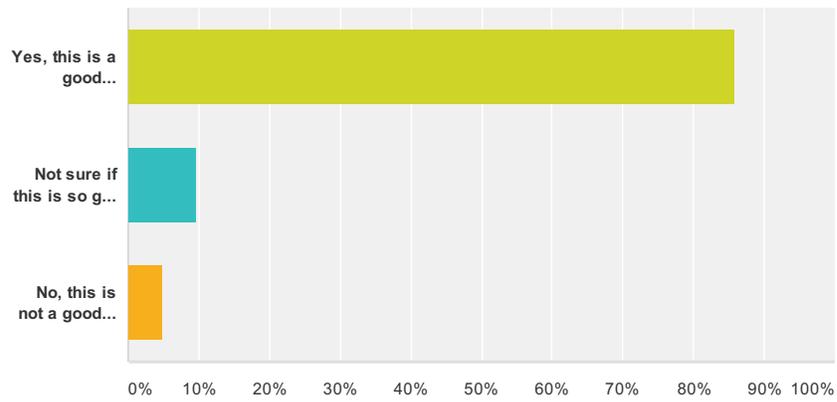
Attachment: Region 3 RPI – NLEA Recommendations – Bullet points - DRAFT

Reg 3 RPI Phone call briefing and discussion

NLEA HOST-Andy & Sara		NLEA HOST-Andy & Sara	
Wed 6/4 10am		Wed 6/4 2pm	
Bonnie Zoia-Harrisville		Erich Podjaske-Grayling	
Tom Page-Montmorency Co.		Philip Lewis-Grayling	
Bonnie Page-Lewiston		Dan Bonamie-Grayling	
Tim Jenks-Oscoda Co.		Doug Baum-Grayling	
Susan Schautz-Oscoda Co.		Traci Cook-Grayling	
Kelly Vieau-Mackinaw City		Rosalie Myers-Roscommon	
		Brenda Bachelder-Roscommon City	
		Tom Edison-Hillman	
		Marilyn Moran-Onaway	
NLEA HOST-Andy & Jan		NLEA HOST- Andy & Tom	
Thur 6/5 10am		Thur 6/5 2pm	
Matt Friday-Cheboygan		Lisa McComb-Otsego Co.	
Tom Trimmer-Oscoda Co.		Mark Hitchcock-Tawas	
Dave Post-Montmorency Co.		Bruno Wojak-Montmorency Co.	
Rick Benjamin-Rose City		Dawn Bodnar-Indian River	
		Gary Kellen-Oscoda	
Break out calls- NLEA HOST-Andy			
6/10- Lydia Murray			
6/13- Jim Klarich and Mandi Chasey			
6/17- Diane Rekowski and Phil Alexander			

Q1 Training for your local Economic Development Team (volunteers and staff)

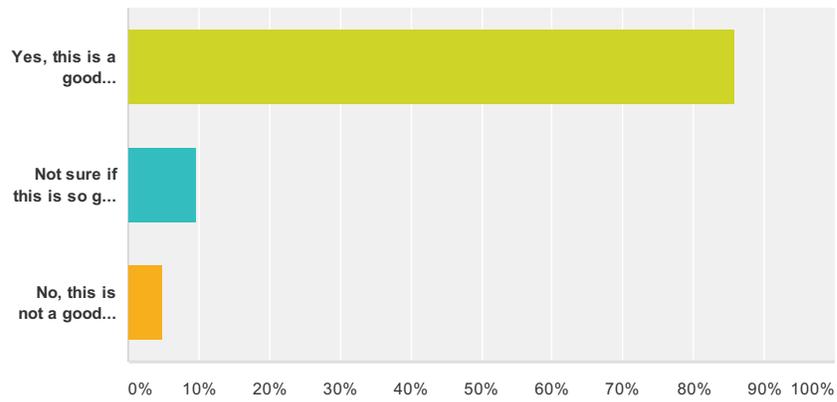
Answered: 21 Skipped: 0



Answer Choices	Responses
Yes, this is a good recommendation and will help our community	85.71% 18
Not sure if this is so good or would help our community	9.52% 2
No, this is not a good recommendation and would not help our community	4.76% 1
Total	21

Q2 Retention visit coordination to larger companies and base job providers

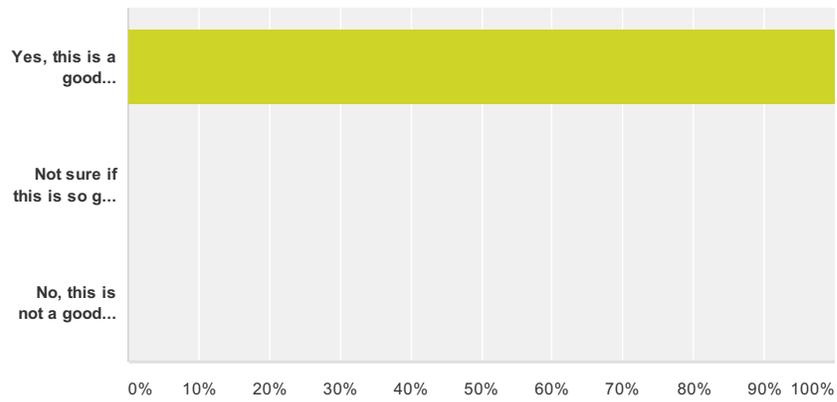
Answered: 21 Skipped: 0



Answer Choices	Responses
Yes, this is a good recommendation and will help our community	85.71% 18
Not sure if this is so good or would help our community	9.52% 2
No, this is not a good recommendation and would not help our community	4.76% 1
Total	21

Q3 Business Attraction & Available Sites Inventory

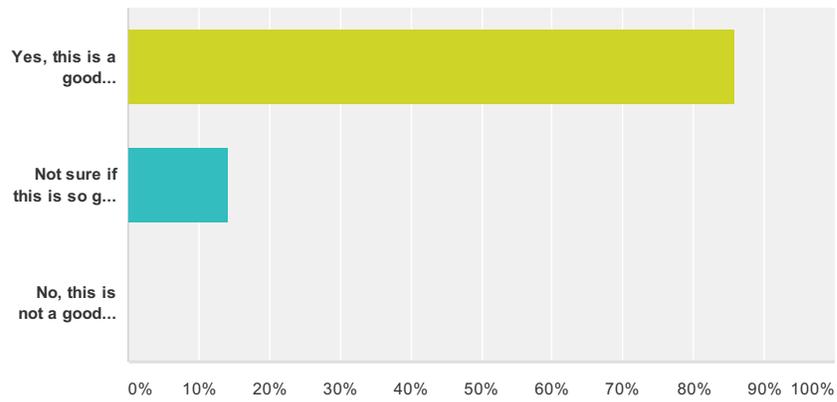
Answered: 20 Skipped: 1



Answer Choices	Responses
Yes, this is a good recommendation and will help our community	100.00% 20
Not sure if this is so good or would help our community	0.00% 0
No, this is not a good recommendation and would not help our community	0.00% 0
Total	20

Q4 Support and Resources for Entrepreneurs

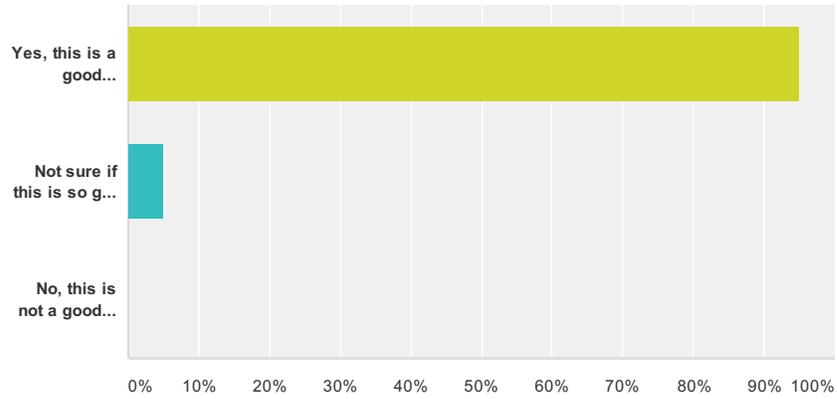
Answered: 21 Skipped: 0



Answer Choices	Responses	
Yes, this is a good recommendation and will help our community	85.71%	18
Not sure if this is so good or would help our community	14.29%	3
No, this is not a good recommendation and would not help our community	0.00%	0
Total		21

Q5 Marketing & Branding Assistance

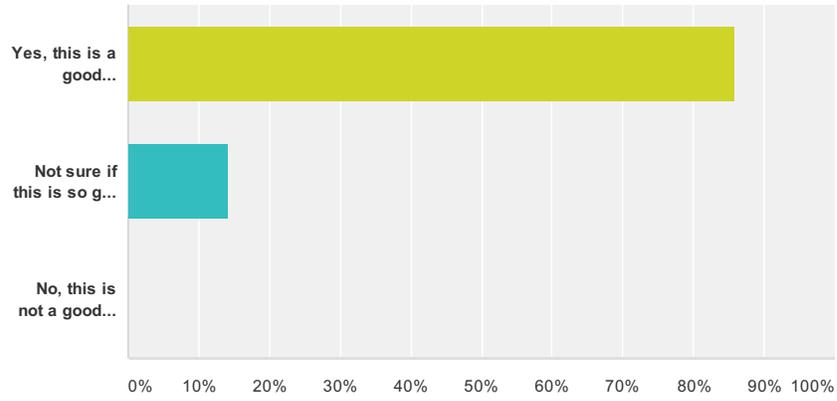
Answered: 20 Skipped: 1



Answer Choices	Responses
Yes, this is a good recommendation and will help our community	95.00% 19
Not sure if this is so good or would help our community	5.00% 1
No, this is not a good recommendation and would not help our community	0.00% 0
Total	20

Q6 Business Connect Websites

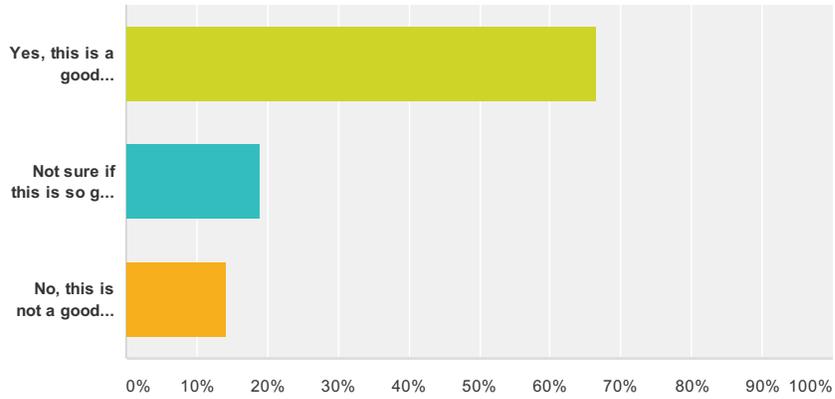
Answered: 21 Skipped: 0



Answer Choices	Responses	
Yes, this is a good recommendation and will help our community	85.71%	18
Not sure if this is so good or would help our community	14.29%	3
No, this is not a good recommendation and would not help our community	0.00%	0
Total		21

Q7 Revolving Loan Fund Assistance

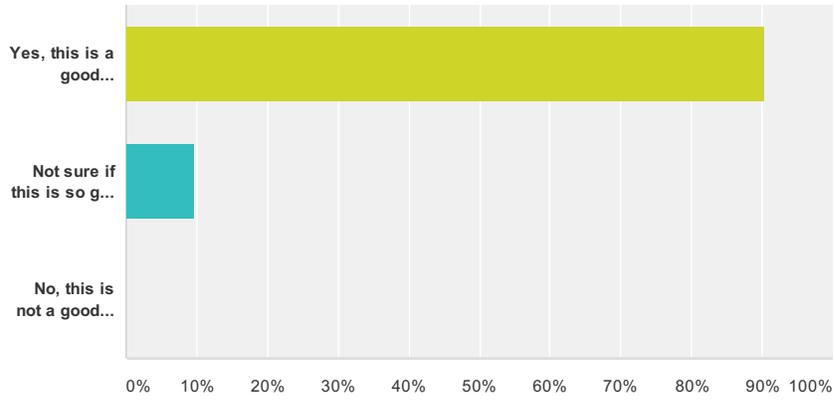
Answered: 21 Skipped: 0



Answer Choices	Responses
Yes, this is a good recommendation and will help our community	66.67% 14
Not sure if this is so good or would help our community	19.05% 4
No, this is not a good recommendation and would not help our community	14.29% 3
Total	21

Q8 Flex Service for Technical Expertise

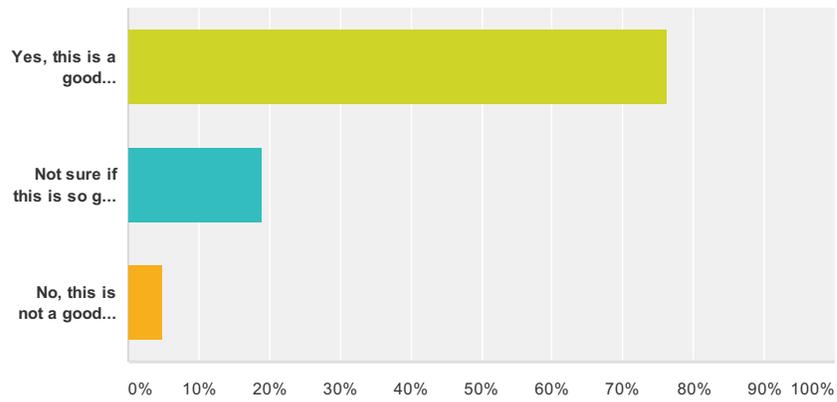
Answered: 21 Skipped: 0



Answer Choices	Responses	
Yes, this is a good recommendation and will help our community	90.48%	19
Not sure if this is so good or would help our community	9.52%	2
No, this is not a good recommendation and would not help our community	0.00%	0
Total		21

Q9 Sub-Regional Cooperation to increase local staffing

Answered: 21 Skipped: 0



Answer Choices	Responses	
Yes, this is a good recommendation and will help our community	76.19%	16
Not sure if this is so good or would help our community	19.05%	4
No, this is not a good recommendation and would not help our community	4.76%	1
Total		21

NE Michigan RPI - Economic & Community Development - Recommendations

Q10 Other Comments:

Answered: 14 Skipped: 7

#	Responses	Date
1	Great Job, Guys! If I had to rank the most important one for Indian River, at this time, it would be training and support for a local EDT (# 1). Thanks for all of your hard work!	6/6/2014 9:51 AM
2	#9 ended up a (NO) because I strongly disagree with the proposed sub-regions as presented. Regions are just that regions. Many factors that make up a "region" have been overlooked in the proposed lines. Division simply for equality in economic resources would be detrimental to northeast Michigan's interior for a number of reasons; common demographics, geography, and social structure are just small examples of what makes up a region. I believe this would also help with the branding and marketing of the sub-regions.	6/5/2014 5:51 PM
3	Iosco & Alcona Sub-Region is perfect! Youth Entrepreneurship curriculum/program in early stages of development by MSU Extension Educators in region. Additional input/assistance welcome.	6/5/2014 3:34 PM
4	Some of the above we do - some not so much or do not have the means or expertise.	6/5/2014 1:53 PM
5	Although I really like the concept of a regional office/director, we have an excellent county EDC director and I don't really see the justification in the duplication of efforts, especially when there would be additional cost incurred.	6/5/2014 1:43 PM
6	The Northeast Region is diverse but a common theme in the region exist. It is hard to bring people out of the woodwork. People in this area like their isolation.	6/5/2014 1:16 PM
7	Being a geographer, I feel the idea of well defined sub-regional units is fundamental to the success of the initiative. But these regions must be coherent and justified. Thanks for your efforts.	6/5/2014 10:11 AM
8	There are some excellent thought in the list. I think the subregional cooperation can be really useful if the subregions are considered carefully - and perhaps differently for different purposes.	6/4/2014 6:24 PM
9	1. I appreciate your efforts to improve economic development, if we can share resources and become stronger it would be a great outcome. 2. Sometimes less is more, I would favor a few initiatives that are done really well over many initiatives that are watered down or done in broad strokes. 3. Volunteers on boards have limited time. It is very difficult to get them to attend seminars, trainings, especially if it involves taking time away from their businesses, they are very different than paid staff whose job it is to attend. Utube, manuals, workbooks, and in house sessions would be much more valuable for us. 4. I have had very little positive feedback about the business counseling and support resources that exist. Hands on mentoring, business coaching, customer service training, one minute manager training, social media training and addressing the seasonality of our area and how that affects businesses vs the cookie cutter approach that seems to exist would be a refreshing innovation. So many Mom and Pop businesses that need on site help. 5. Simplicity would be terrific. One phone number that you can call to ask questions and get answers would be helpful. There are almost too many resources out there, it's difficult to even know where to go or what questions to ask. For example we have been trying for 3 years to find what grants might help us. No one seems to be able to provide an answer in a straight forward way. 6. I appreciate the idea of putting part of Montmorency county with Ostego county. In Lewiston at least we gravitate to Gaylord. However, I think splitting our county up between two regions would be detrimental, how would our EDC which is already stretched thin work with 2 different regions and wouldn't that dilute our efforts. What is the purpose of the subregions? If it's to put like counties together I like the MOO concept since we have more in common with those counties, no shoreline and no expressway, little industry and little clout. Another item that wasn't addressed is working with your local government. In our neck of the woods we could use help convincing our township and county that economic development is a worthwhile investment. They seem to put up more barriers than bridges to helping in these efforts. Sometimes it feels like we are beating our heads against a brick wall. Again, thanks for your efforts.	6/4/2014 5:18 PM
10	I think the sub-regional coop is a great idea and divided up well.	6/4/2014 4:58 PM
11	Our community does not have a RLF.	6/4/2014 3:44 PM
12	Teaming counties that share common goals, resources, and challenges would be good. They should be on a level playing field so that one county does not take the lion's share of resources, monies, opportunities, etc.	6/4/2014 12:39 PM
13	The biggest thing we need help with is funding we only have private donations to rely on which is extremely limiting. Perhaps help writing grants or even finding appropriate grants to apply for would be helpful. Your technical expertise idea might help with that.	6/4/2014 11:50 AM
14	If the NE region can work together toward these goals - I have no doubt that wealth in the region would increase. However, there is a very important component to implementation, and that is trust. There is an elephant in the room that will need to be discussed - fairness. Discussion and an understanding of the importance of 'give and take' between regions is extremely important! Also, other regional grouping could be around roads (I-75, M-33, M-23) or around watersheds. Innovatively speaking, could counties divide based on other criteria (such as roads, watersheds, resources, etc)? It may be a different way to address the fairness issue too. Just a thought...	6/4/2014 11:42 AM

NE Region 3-CDC-RPI-EDO's-Confab

(Northeast Michigan Region 3 - Coordinating Development Council - Regional Prosperity Initiative - Economic Development Organizations - BIG MEETING)

Economic & Community Development Strategy "Draft" Recommendations

Tuesday, July 22

11:30am – 1pm (lunch provided)

Mio Community Center

(305 E. 9th, Mio)

We all want our area to prosper. Towards that end, the Northeast Michigan Council of Governments (with support from the Michigan Economic Development Corporation) is developing a five-year prosperity plan in a wide variety of areas to help NE Michigan achieve that goal.

"Economic & Community Development" is a key section of the plan and beginning in February 2014, the Northern Lakes Economic Alliance began a process that reached out to 22 communities in eleven different counties to inventory needs and develop recommendations that will actually work in our area. Based on what we learned, nine specific recommendations have been developed.

Simple and to the point; There is something for everyone and all designed to strengthen your community's economic & community development effort.

Now... as a final step before presenting our final recommendations to the NEMCOG, we are inviting key economic and community reps (board members, volunteers, staff, etc.) to gather to review the recommendations and provide feedback as to how these recommendations will help your community strengthen your economic and community development effort.

RSVP: info@northernlakes.net 231-582-6482

Questions? Contact any project team member:

Andy Hayes andy@northernlakes.net

Jan Kellogg jan@northernlakes.net

Sara Christensen sara@northernlakes.net

Tom Erhart tom@northernlakes.net

Northern Lakes Economic Alliance 231-582-6482



This is a project of the Northeast Michigan Council of Governments. For more information on this project, the other sections of the regional prosperity plan or information regarding the NE Michigan Council of Governments contact NEMCOG Director Diane Rekowski and/or Reg. 3 RPI Coordinator Phil Alexander. PO Box 457, Gaylord Mi, 49734, 989-705-3730

Location-Mio
Date-July 22nd, 2014

NE Region 3-CDC-RPI-EDO's-Confab
time 11:30-1:00

	NAME	Company	PHONE	EMAIL	Community	Notes
1	Brenda Bachelder	MI Works	989-366-8940	bbachelder@michworks4u.gov	Roscommon	
2	Philip Lewis	CMS Energy		plewis@cmsenergy.com	Grayling	
3	Rosalie Myers	Roscommon County-EDC	989-275-5268	MyersR@roscommoncounty.net	Roscommon	
4	Susan Shantz	Oscoda County Arts Council		susan@otb-arts.com	Oscoda	
5	Tim Jenks	Timberland Quilt Trail			Oscoda	
6	Andy Hayes	NLEA				
7	Sara Christensen	NLEA				
8	Jan Kellogg	NLEA				
9	Phil Alexander	NEMCOG	988-705-3736	palexander@nemcog.org		
10	Bonnie Page			umsu1@sbcglobal.net	Lewiston	
11	Mark Hitchcock	MSUE	989-362-3449	hitchc27@anr.msu.edu	Iosco	
12						
13						
14						
15						
16						
17						
18						
19						

CONFAB 7/22/2014

11:30AM-1:00 PM, MIO

INVITE LIST

RSVP

Community	Name	Email	Y/N
Alpena			
	Jim Klarich	jklarich@targetalpena.com	N
Atlanta			
	Bruno Wojcik	rogue@nemichigan.com	Y
	Tom Edison	tedison@speednetllc.com	N
Cheboygan			
	Matthew Friday	mfriday@cheboygan.com	N
	Sue Eno	enos@cnbismybank.com	N
	Steve Schnell	steve@cheboygancounty.net	Y
Fairview			
Gaylord			
	Lisa McComb	lisa@gaylord-otsego.com	Y
Grayling			
	Erich Podjaske	zoning@cityofgrayling.com	Y
	Philip Lewis	plewis@cmsenergy.com	Y
	Dan Bonamie	dan@northernlistings.com	N
	Doug Baum	dbaum@gityofgrayling.org	N
	Traci Cook		N
Harrisville			
	Richard Gillies		N

	Hillman			
		Dave Post	office@hillmanmichigan.org	Y
	Houghton Lake			
	Indian River			
		Dawn Bodnar	dbodnar@irchamber.com	
	Iosco	Leslie Fullerton	lfullerton@michworks4u.gov	Y
		Lisa Bolen	lbolen@michworks4u.gov	Y
	Lewiston			
		Bonnie Page	umsu1@sbcglobal.net	Y
	Mackinaw City			
		Kelly Vieau	kelly@mackinawchamber.com	N
	Mio			
	Onaway			
		Marilyn Kapp-Moran	marilyn@moraniron.com	N
	Oscoda	Tom Trimmer	tetrim@earthlink.net	Y
		Susan Shantz	susan@otb-arts.com	Y
		Tim Jenks		Y

	Gary Kellan	oscairport@charter.net	N
Rogers City			
Rose City	Rick Benjamin		N
	Cindy Rosebrugh-Wilton		N
Roscommon			
	Brenda Bachelder	bbachelder@michworks4u.gov	N
	Rosalie Myers	MyersR@roscommoncounty.net	Y
	Erine Adams	erine.adams@kirtland.edu	Y
Tawas			
	Mark Hitchcok	hitchc27@anr.msu.edu	Y
West Branch	Mandi Chasey	mchasey@michworks4u.org	Y
	Jay Jacobs		Y
NLEA REPS			
	Andy Hayes	andy@northernlakes.net	Y
	Jan Kellogg	jan@northernlakes.net	Y
	Sara Christensen	sara@northernlakes.net	Y
NEMCOG			
	Phil Alexander		Y
	Diane Rekowski		Y
NEML	Marisue Moreau		Y
MEDC	Lydia Murray		N
NI	Lori Meeder		N
MDNR	Kerry Wieber		N
	Marv Pichla		Y

Confab Feedback Notes-July 24, 2014

Training for Local E.D. Teams

- How to address volunteer/staff turnover

Retention Visits to Employers

No additional comments

Business Attractions/Site Selections

No additional comments

Local Help for Entrepreneurs

No additional comments

Marketing & Branding

No additional comments

Business Connect Websites

No additional comments

Revolving Loan Fund Assistance

- NEMCOG has a small RLF
- Provide sample forms
- Best practice/training for collection & on-going administration
- Interest in combining loan funds?
- Get the current RLF representatives together.

Flex Service for Tech. Expertise

No additional comments

Confab Feedback Notes-July 24, 2014

Sub-Regional Cooperation

- Create one stop shops in each sub-region
- Possible imbalance of needs in each community
- Training on “the ask”, how to get buy-in from the local purse holders.
- Identify the “Champions in your community”
- Need additional guidance on creating a more detailed budget
- How to get more volunteers

NEMCOG Regional Prosperity Initiative

**Regional Community & Economic Development Assistance Strategy
Facilitated by Northern Lakes Economic Alliance**

- Summary of Information gathering session with Harrisville –

Attendees: Bonnie Wichtner-Zoia – MSU Extension (former Director of Ogemaw County EDC, currently serves on Alcona County EDC)

Community & Economic Development

1. Q: How does your community currently support company growth, retention and recruitment? How much is currently being spent in this effort?
A: volunteer board, no staff; EDC provides \$500 stipend; Village of Lincoln has an active DDA that TIFs with outside consultant and part-time director; Industrial Park; about 10 manufacturers in area.
2. Q: What organizations are involved in the process? What are their names and contact information?
A: MSUE, SBDC in Alpena, Alcona County Chamber, Greenbush Chamber, Glennie Beautification Committee.

General (relating to both economic development and community development)

1. Q: What is missing?
A: Connections with Alcona Leadership group; broadband (“Access Alcona” is an ad hoc committee with a mission to increase broadband availability); 3 phase power; available buildings.
2. Q: What would make your efforts more effective?
A: Less turnover/changes at MI Works; a clear economic development plan.
3. Q: Can you identify areas that if you could “share a resource” it would make sense?
A: Retail incubator – refer to study completed by U of M; Montmorency has a kitchen incubator.
4. Would you be willing to invest financially to be part of a group that shares some resources?
5. Other thoughts and comments?
A: Retail incubator “Harbortown” currently houses 1 bus. + Chamber, capacity for 6-7 businesses, no current manager. Challenging geography with forest area.

NOTE: Tom also met with Richard Gillies to discuss Harrisville.

NEMCOG Regional Prosperity Initiative

**Regional Community & Economic Development Assistance Strategy
Facilitated by Northern Lakes Economic Alliance**

- Summary of Information gathering session with Lincoln-

Attendees:

Richard Gillies, Sheila Phillips, Sara Healy

Community & Economic Development

1. Q:How does your community currently support company growth, retention and recruitment? How much is currently being spent in this effort?
A: Infrastructure issues like water/sewer. Unable to articulate. EDC budget of \$2500, County \$500, Harbourtown 1200.
2. Q:What organizations are involved in the process? What are their names and contact information?
A: Lincoln DDA, Village, Alcona County, MEDC, NEMCOG, Lions Club, SBDC, individual business leaders, local Bank.
- 3 Q:What part of the process does each of these various organizations play?
A: Streetscape, beautification, utilities, business counseling, business connecting
- 4 Q:Are there any studies, plans or reports that have been completed relating to this topic? If so can we please have copies? (or at least a brief overview)
A: Feasibility of Incubator-not sure when or source.

General (relating to both economic development and community development)

1. Q: What is missing?
A: Infrastructure, internet, cell phone coverage, lack of ED/CD consultant, financing options. Need involvement from more concerned individuals (same people are always involved)
- 2 Q: What would make your efforts more effective?
A: Have Jan Kellogg back. Marketing of community/lifestyle. (Do not want to market development), have a regional ED/CD person.
- 3 Q: Can you identify areas that if you could “share a resource” it would make sense?
A: ED/EC Director
- 4 Q: Would you be willing to invest financially to be part of a group that shares some resources?
A: Yes, amount unknown.
5. Q: Other thoughts and comments? –
A: Lincoln wants development in Alpena & Oscoda but have employees live in Lincoln. Seeking an emotional boost and generate excitement from this study.

NEMCOG Regional Prosperity Initiative

**Regional Community & Economic Development Assistance Strategy
Facilitated by Northern Lakes Economic Alliance**

Summary of Info gathering session Alpena/Alpena County, Presque Isle County (3/4/14)

Attendees: Jim Klarich (Target Alpena) – Presque Isle County contracts with Target Alpena to provide economic development support services

Community & Economic Development

1. Q: How does your community currently support company growth, retention and recruitment? How much is currently being spent in this effort?
A: Target Alpena is part of the Alpena Area Chamber of Commerce. They serve as the focal point for business attraction/retention. Depending on the need, they work with other organizations such as Alpena Community College, SBDC, etc. the City and County are engaged in the process through Target Alpena. Presque Isle is engaged by hiring Target Alpena to provide services.

2. Q: What organizations are involved in the process? What are their names and contact information?
A: Target Alpena – Jim Klarich
B. Alpena Area Chamber of Commerce
C. Alpena Community College
D. SBDC
E. MEDC
F. Presque Isle County EDC

3. Q: What part of the process does each of these various organizations play?
A: The chamber works mainly with smaller companies, Target Alpena is involved in projects involving larger companies. SBDC provides business counseling and the community college implements educational programming to meet companies workforce needs. ACC also is involved in larger projects such as the cyber range, etc. MI Works is in the area however is not viewed as effective.

4. Q: Are there any studies, plans or reports that have been completed relating to this topic? If so can we please have copies? (or at least a brief overview)
A: They have developed trade area studies and attraction strategies based on feedback from companies and consultants.

General (relating to both economic development and community development)

1. Q: What is missing?
A: Talent pool is very shallow
B. Regional Attraction strategy

C. Regional Service deployment strategy

2. Q: What would make your efforts more effective?
A: Retention visit coordination to some companies (not all)
B. How to recruit workers when company needs “300” (an example)

3. Q: Can you identify areas that if you could “share a resource” it would make sense?
A: Revolving Loan fund
B. Attraction
C.

4. Q: Would you be willing to invest financially to be part of a group that shares some resources?
A: would consider on a case by case basis.
B. Already willing to work sub-regionally within NE Region

5. Q: Other thoughts and comments? -
A: They are already developing their own incentives rather than wait on or rely on the MEDC
B. They use existing companies as an attraction tool (clusters, suppliers, etc)

NEMCOG Regional Prosperity Initiative

Regional Community & Economic Development Assistance Strategy Facilitated by Northern Lakes Economic Alliance

- Summary of Information gathering session with Hillman-

Attendees: Dave Post, Hillman Village Manager (also on the County's EDC Board) and Tom Edison, Northern Innovative Communities Board Member

Community & Economic Development

1. Q:How does your community currently support company growth, retention and recruitment? How much is currently being spent in this effort?

A: The Village of Hillman does most of the economic development in this area. The Chamber is not very active and the County EDC doesn't have many resources. They tend to concentrate on Atlanta, rather than Hillman. The Village has an RLF fund with about \$400,000 in it. They keep making loans, but have gotten more cautious, due to several loans that have defaulted. They make micro-loans, too, of up to \$5,000 each. They market the RLF through word of mouth. Target Alpena will also make loans through their RLF in Montmorency County. The Township is willing to approve tax abatements, but have not had many requests for them. If someone wants to start a new business, they refer them to the SBDC.

NIC is a non-profit (501c3) organization that promotes and implements community development projects in the County (and elsewhere). Their biggest project, so far, is the construction of the Grist Mill in Hillman. This has been doing well. They coordinate and hold many events and festivals for the community. They are also involved in other projects, such as a low powered FM radio station in Hillman, local musicians in Atlanta, etc. They are self-supporting – they raise funds for operations and projects in various ways.

2. Q:Are there any studies, plans or reports that have been completed relating to this topic? If so can we please have copies? (or at least a brief overview)

A: Hillman Strategic Plan through NEMCOG

General (relating to both economic development and community development)

1. Q: What is missing?

A: Economic development efforts should be regional. Communities in the area should join forces with one another and take advantage of one another's strengths. More funds and assistance needed from the State.

2. Q: What would make your efforts more effective?

A: Dave feels that the Montmorency County EDC should join Target Alpena to become a regional economic development organization. Tom feels that the area should market their strengths, just as becoming known as the “Quiet Corner”.

3. Q: Can you identify areas that if you could “share a resource” it would make sense?

A: Dave doesn’t feel that the Village would be willing to open their RLF to other areas.

4. Q: Would you be willing to invest financially to be part of a group that shares some resources?

A: The Village probably wouldn’t put money into a regional economic development organization, but he feels that the County should.

NEMCOG Regional Prosperity Initiative

**Regional Community & Economic Development Assistance Strategy
Facilitated by Northern Lakes Economic Alliance**

- Summary of Information gathering session with Cheboygan-

Attendees:

Matt Friday, Kirsten Guenther, Mayor Sangster

Community & Economic Development

1. Q: How does your community currently support company growth, retention and recruitment? How much is currently being spent in this effort?
A: City of Cheboygan has an Industrial Park. Unable to articulate other specific local ED or CD efforts. Unknown \$\$\$ investment.
Q: What organizations are involved in the process? What are their names and contact information?
A: City of Cheboygan, Cheboygan County, DDA, MEDC, CEDG (Bud's group), NLEA, DNR
- 3 Q: What part of the process does each of these various organizations play?
A: Organizations facilitate the attraction and retention of business.
- 4 Q: Are there any studies, plans or reports that have been completed relating to this topic? If so can we please have copies? (or at least a brief overview)
A: Wayfinding Marketing Study in 2008. Don't have handy.

General (relating to both economic development and community development)

1. Q: What is missing?
A: Clear vision. Assistance from County government, lack of representation of younger generation (20-35),
2. Q: What would make your efforts more effective?
A: County support for Ag, Port Authority, Great Up North, Race Track, other initiatives. County lacks doing homework, example Great Up North & Pure Michigan marketing initiative. All ED/CD organizations work cooperatively except County. Less regulation.
3. Q: Can you identify areas that if you could "share a resource" it would make sense?
A: Not sure.
4. Q: Would you be willing to invest financially to be part of a group that shares some resources?
A: Yes, but do not create any more organizations. 10 County representation may not represent "Cheboygan County" as well as being associated with NW Michigan counties through NLEA.
5. Q: Other thoughts and comments? -

NEMCOG Regional Prosperity Initiative

**Regional Community & Economic Development Assistance Strategy
Facilitated by Northern Lakes Economic Alliance**

- Summary of Information gathering session with Indian River–

Attendees:

Dawn Bodnar, Cindy Lou Poquette, Dan Nivelt (DDA)

Community & Economic Development

1. Q:How does your community currently support company growth, retention and recruitment? How much is currently being spent in this effort?
A. Chamber works on business attraction, business/community development with support of multiple organizations. Streetscape, Business Park infrastructure.
Q:What organizations are involved in the process? What are their names and contact information?
A: Chamber of Commerce, Tuscarora Twp., DDA, NLEA, MEDC, Cheboygan County, MDOT.

- 3 Q:What part of the process does each of these various organizations play?
A: Each have their own area of specialization.

- 4 Q:Are there any studies, plans or reports that have been completed relating to this topic? If so can we please have copies? (or at least a brief overview)
A: ?

General (relating to both economic development and community development)

1. Q: What is missing?
A: County cooperation-they get in the way! Businesses are frustrated with signing/zoning issues. Ages 24-35 are leaving community. Concern that “nothing” will be done. Businesses are hesitant to support growth efforts, for fear of losing customers. Community looks tired, nothing to make you stop. Need more, small/unique shops.
2. Q: What would make your efforts more effective?
A: #1 Need cohesiveness, better schools, bring other communities together with a positive mindset. County needs to market itself.
3. Q: Can you identify areas that if you could “share a resource” it would make sense?
A: Regionwide collective effort to promote a positive mindset.
4. Q: Would you be willing to invest financially to be part of a group that shares some resources?
A: Not sure, need details.
5. Q: Other thoughts and comments? -

NEMCOG Regional Prosperity Initiative

**Regional Community & Economic Development Assistance Strategy
Facilitated by Northern Lakes Economic Alliance**

- Summary of Information gathering session with Mackinaw City—

Attendees:

Dawn Bodnar, Jolene Michaels, 2 DDA reps.

Community & Economic Development

1. Q:How does your community currently support company growth, retention and recruitment? How much is currently being spent in this effort?
A. Chamber sends attraction letters to potential businesses that would be appropriate for open spaces like; Hospitality, School, Medical lab-Forensics, Cottage businesses. ? \$\$\$ on Development.
Q:What organizations are involved in the process? What are their names and contact information?
A: EDC, DDA, NLEA, Emmet/Cheboygan Counties, St. Ignace C of C, MEDC , MIWorks, State Park Commission, Village of Mackinaw City.
- 3 Q:What part of the process does each of these various organizations play?
A: Unable to articulate but all work on behalf of Mackinaw City.
- 4 Q:Are there any studies, plans or reports that have been completed relating to this topic? If so can we please have copies? (or at least a brief overview)
A: ----

General (relating to both economic development and community development)

1. Q: What is missing?
A: Cooperation and commitment of Cheboygan County, need Convention/Visitors Bureau. (currently, a private Tourist Bureau does their own marketing of Mack. City, conflicting with the City. Lack of professional jobs, lack of transportation from/to surrounding areas, lacking skills training for unemployed.
2. Q: What would make your efforts more effective?
A: A County government (Cheboygan) that is receptive to being open, collaborative, reaching out and not being so protective of their \$\$\$\$. Need an EDC mentor/apprenticeship program.
3. Q: Can you identify areas that if you could “share a resource” it would make sense?
A: County marketing

4. Q: Would you be willing to invest financially to be part of a group that shares some resources?

A: Yes, but don't see how they can get a collaborative effort from 10 counties when Cheboygan County won't even cooperate.

NEMCOG Regional Prosperity Initiative

**Regional Community & Economic Development Assistance Strategy
Facilitated by Northern Lakes Economic Alliance**

-Summary of Information gathering session with Grayling (3/12/14)

Attendees: Doug Baum (City Mgr), Traci Cook (Chamber Exec Dir), Dan Bonamie (DDA Chair), Phil Lewis (County EDC Director)

Community & Economic Development

1. Q:How does your community currently support company growth, retention and recruitment? How much is currently being spent in this effort?

A: The city and county all work well together and depending on where the entry point is, they contact each other to help the client. The county has zero budget and is totally volunteer driven. The City has no budget but the City Manager has economic development as his responsibility (along with several other “hats”). The DDA is funded through TIF, however has a limited budget. They just became a Michigan Main Street Community and are allocating all available dollars (\$100,000 budget) to the hiring of a director and limited budget (\$50,000 – City, \$14,000-general fund, \$36,000 private companies/citizens). The Chamber has a budget of \$90,000 and a limited staff. They do seminars and networking programs for small business and also assist the city and county on business growth/retention as needed. They are often the first point of contact for new and existing companies needing assistance. Small business counseling is provided “as needed” by the SBDC through contacts at the Chamber, etc.

2. Q:What organizations are involved in the process? What are their names and contact information?

- A: City – Doug Baum
- B. County EDC – Phil Lewis
- C. DDA – Dan Bonamie
- D. Chamber – Traci Cook
- E. SBDC – Bruce Goldhammer

3 Q:What part of the process does each of these various organizations play?

A: See above

4 Q:Are there any studies, plans or reports that have been completed relating to this topic? If so can we please have copies? (or at least a brief overview)

A: Not current (a 2004 Downtown Market Study was completed by Gosling Czubak however they mentioned it is out of date and note used

General (relating to both economic development and community development)

1. Q: What is missing?
A: They see cluster development around suppliers and needs for the National Guard Base, the hospital and the wood industry
B. Kirkland College is considering opening an campus
C. Marketing for the industrial park

2. Q: What would make your efforts more effective?
A: Share regional cluster ideas and support
B. State attraction team visit and familiarity
C. Grant writing and admin support
D. PMBC can NE Connections promotion

3. Q: Can you identify areas that if you could “share a resource” it would make sense?
A: Grant writing/administration
B. Rail hub

4. Q: Would you be willing to invest financially to be part of a group that shares some resources?
A: Depends on case by case basis.

5. Q: Other thoughts and comments? -
A:

NEMCOG Regional Prosperity Initiative

**Regional Community & Economic Development Assistance Strategy
Facilitated by Northern Lakes Economic Alliance**

- Summary of Information gathering session with Oscoda-

Attendees:

Gary Kellen, Helen Pasakarnis, Leisa Sutton, Ann Richards

Community & Economic Development

1. Q:How does your community currently support company growth, retention and recruitment? How much is currently being spent in this effort?
A: Infrastructure, park improvements, beautification efforts, market tourism, revolving loan fund. ?\$500,000.
- 2 Q:What organizations are involved in the process? What are their names and contact information?
A: MiWorks, Iosco County-revolving loan fund, MEDC Wurtsmith Airport-aerospace business expansion/attraction, SBDC, US Forest Service,Develop Iosco, Chamber of Commerce-Business development events, Oscoda Twp., DDA.
- 3 Q:What part of the process does each of these various organizations play?
A: County upgrades roads/infrastructure. MEDC retention visits. Other organizations not as clear.
- 4 Q:Are there any studies, plans or reports that have been completed relating to this topic? If so can we please have copies? (or at least a brief overview)
A: 2007 Blueprint-Cool Cities

General (relating to both economic development and community development)

1. Q: What is missing?
A: Lack of a Marketing Plan, a paid Economic Development Director for Iosco County, lack of ongoing Coastal identity, workforce development, collaboration. Broadband, inventory of available properties in area.
2. Q: What would make your efforts more effective?
A: A clear understanding of who does what, expand revolving loan fund.
3. Q: Can you identify areas that if you could “share a resource” it would make sense?
A: ED effort county or region. (must differentiate between I-75 and US-23 regions.
4. Q: Would you be willing to invest financially to be part of a group that shares some resources?
A: Yes, if value is demonstrated.

NEMCOG Regional Prosperity Initiative

**Regional Community & Economic Development Assistance Strategy
Facilitated by Northern Lakes Economic Alliance**

- Summary of Information gathering session with Tawas-

Attendees:

Janel Walmsley, Ron Leslie, Mark Hitchcock, Helen Pasakarnis, ISD Superintendent

Community & Economic Development

1. Q:How does your community currently support company growth, retention and recruitment? How much is currently being spent in this effort?
Effort to fill storefronts, recruit businesses encourage young business leaders- brainstorm ideas, revolving loan fund
No measurement of \$\$\$ spent on ED/CD efforts.
2. Q:What organizations are involved in the process? What are their names and contact information?
A: MiWorks, SBDC, City of E Tawas, Tawas Business Association, , ISD Career Center, Live losco (young bus. leaders), losco County & E Tawas Bus. Assoc have revolving loan funds, US Forest Service, Develop losco Inc (toolkit for businesses- county information) , DNR, NE Regional Farmers Market organization. Sunrise Coast Coalition-6 County-US Heritage route. Retention visits needed.
3. Q:What part of the process does each of these various organizations play?
A: shown above
4. Q:Are there any studies, plans or reports that have been completed relating to this topic? If so can we please have copies? (or at least a brief overview)
A: Tawas CofC needs assessment (never forwarded), Jobs 2000. Nothing ever came of these studies.

General (relating to both economic development and community development)

1. Q: What is missing?
A: Designated ED person for County or Region-needs to be a conduit to banks & EDC as well as a Marketing specialist.
Regional business attraction person. EDC should be using available loan funds as a "Venture Capitalist"-too conservative.
2. Q: What would make your efforts more effective?
A: A concerted, cohesive ED effort. Coordination of ED/CD resources. How do they fit and work together.
3. Q: Can you identify areas that if you could "share a resource" it would make sense?
A: Reional ED/CD Director.

4. Q: Would you be willing to invest financially to be part of a group that shares some resources?

A: Yes, with the 18 townships/municipalities within the County.

5. Q: Other thoughts and comments? –

A: Concern about Alpena and Gaylord being dominant and getting the attention in this study. Feel Iosco County is overlooked by State & Federal groups. Keep Iosco County in the loop with the progress of this study.

Feels there is a division on the east side of the state. They have the east side of the region, (tourism/coastal communities) vs. west side of the region (agricultural).

The west side feels deprived of resources and attention.

NEMCOG Regional Prosperity Initiative

**Regional Community & Economic Development Assistance Strategy
Facilitated by Northern Lakes Economic Alliance**

- Summary of Information gathering session with **Montmorency County EDC**–

Attendees: Bruno Wojcek, Montmorency County EDC Chair

Community & Economic Development

1. Q:How does your community currently support company growth, retention and recruitment? How much is currently being spent in this effort?

A: The Montmorency County EDC doesn't try to attract businesses to the area. This is beyond their scope and the community's ability. Bruno concentrates his efforts on the Atlanta area. He has been trying to bring basic services to the area. For example, there is a gas station located north of Atlanta on the snowmobile trail. They couldn't afford to purchase gas, so the EDC worked with them to find a solution. They wanted to try to keep this business opened, so they can continue to attract snowmobiles to the area. He is trying to get the area to focus on their strengths and to enhance them – such as their trails and tourism.

2. Q:Are there any studies, plans or reports that have been completed relating to this topic? If so can we please have copies? (or at least a brief overview)

A: Master Plan for Montmorency County – 2008 through NEMCOG.

General (relating to both economic development and community development)

1. Q: What is missing?

A: Many in the community don't see economic development as important. The County tried to dissolve the EDC recently, but was persuaded to keep it active.

2. Q: What would make your efforts more effective?

A: Training for EDC Board members on economic development would be helpful. Each community needs to know their strengths and to work on them in a coordinated manner. Assistance managing the RLF funds would be useful. Communities should link their web sites with one another.

NEMCOG Regional Prosperity Initiative

**Regional Community & Economic Development Assistance Strategy
Facilitated by Northern Lakes Economic Alliance**

- Summary of Information gathering session with Montmorency County EDC and Lewiston DDA

Attendees: Bonnie Page- Montmorency County EDC Board and Tom Lewiston-DDA Board Member

Community & Economic Development

1. Q:How does your community currently support company growth, retention and recruitment? How much is currently being spent in this effort?

A: The Montmorency County EDC tries to promote economic development in the three major communities in the county (Lewiston, Atlanta and Hillman). They have a very part-time staff person (Jody Bordan) to help. She's paid to work for the EDC about 5 hours per week. The County puts in about \$7,000 per year for the EDC activities. Activities that the EDC does are very limited and done mostly by volunteers, although their staff person puts more time in on EDC activities than she gets paid for. The EDC does have a revolving loan fund. They market the fund through the Chambers, their web site and by putting articles in the local newspaper about it. They've got about a dozen loans out now. They are working with someone to purchase the local laundry mat. They have worked with Northern Initiatives and local businesses. The EDC started a "Montmorency on the Move" effort. Every month they will bring in an expert to talk to them about economic development. A local person – Ron Ernst – offers free coaching to businesses.

The Lewiston DDA has no staff or money right now. The DDA businesses district property values have gone down since they adopted their TIF plan, so they don't get any TIF funds. The Township does not put any funds in to support the DDA. So, they have raised funds from the private sector and individuals in order to undertake any projects. Projects are all done with volunteers. They raised \$40,000 per year for a few years, but only \$25,000 last year. Some DDA businesses are supportive of their efforts, but not all. The Township is supportive of tax abatements, but businesses don't seem to know about it. The DDA Board went through a strategic planning session with Denise Hansen, from the SBDC. They came up with a buy-local campaign called "Look at Lewiston", to bring awareness of what businesses and services are available in the community. They have had Dan Leonard and Lydia Murray out to visit with businesses and to try to get them to expand. The DDA puts out a monthly newsletter after every DDA meeting, to keep people informed.

Some of the projects that the DDA has undertaken are:

- Signage and planting trees. They'd like to put in benches too, if they can raise funds.

- Establishing a farmers' market
- Someone was willing to donate \$40,000 to \$50,000 to purchase an eyesore building in town to turn it into open space and perhaps restrooms. The Township was not willing to take ownership of the building, so the project didn't go through.

2. Q: Are there any studies, plans or reports that have been completed relating to this topic? If so can we please have copies? (or at least a brief overview)

A: The SWOT analysis done by Denise Hansen.

General (relating to both economic development and community development)

1. Q: What is missing?

A: Lack of funding, professional staffing, lack of expertise in economic development. Lack of support from the local governmental units (funding and supporting their efforts)

2. Q: What would make your efforts more effective?

A: Training for the Board members in economic development tools and techniques would help. Having a mentor for the Board would be helpful. Help with applying for and administering grants. More funding from the local governments.

3. Q: Can you identify areas that if you could "share a resource" it would make sense?

A: They were cautious on the idea of pooling their RLF with other small RLF's in the area. They are afraid of losing local control of the funds.

NEMCOG Regional Prosperity Initiative

**Regional Community & Economic Development Assistance Strategy
Facilitated by Northern Lakes Economic Alliance**

- Summary of Information gathering session with Rose City –

Attendees: Mandi Chasey, Dir of Bus and Econ for Ogemaw County
Rick Benjamin, DDA Chair
Cindy Rosebrugh-Wilton, Clerk

Community & Economic Development

1. Q:How does your community currently support company growth, retention and recruitment? How much is currently being spent in this effort?
A:Local façade grant program for businesses and residents – (50/50 match for materials only, maximum of \$750 per building, \$7,500 available in 2014, in the past 3 years there has been about 6 applicants, the program is promoted with a letter to all property owners in the DDA). Some lots for sale in the Industrial Park for \$1. Promote county through website: everythingogemaw.com, vacant property listings on website. The City drafts a quarterly Newsletter and they are working on a new website: rosecitymi.org. They are a broadband certified county. County MI Works hosts an annual business expo with 150 vendors and 1,400 attendees as well as workshops throughout the year. In the fall they hold an Economic Outlook event with 60-100 attendees featuring an Upjohn Institute Economist. EDC is currently researching the Redevelopment Ready Communities program through MEDC.
2. Q:What organizations are involved in the process? What are their names and contact information?
A: City, County EDC, MIWorks business liaison (see above list and excel spreadsheet). The Chamber has been closed for about 2 years, City Hall houses an “Info Center”. First point of contact for all new businesses is the SBDC intake person at MI Works (Denise Hansen).
- 3 Q:Are there any studies, plans or reports that have been completed relating to this topic? If so can we please have copies? (or at least a brief overview)
A:EDC Strategic Plan is available online, broadband mas and survey were recently completed, County wage survey to be conducted in July 2014.

General (relating to both economic development and community development)

1. Q: What is missing?
A: Mapping of recreational trails (ORV & Snowmobile) throughout NE Region. They rely heavily on the county for “staff”. Multi-dwelling housing, light-medium industry, school choices.

2. Q: What would make your efforts more effective?

A: Exposure, Festival, assist the 4-5 people interested in re-igniting the Chamber with legal structure advise and developing a membership list.

3. Q: Would you be willing to invest financially to be part of a group that shares some resources?

A: The City donates to the EDC.

4. Q: Other thoughts and comments? -

A: The city is looking to expand the "city limits" to include more businesses.

NEMCOG Regional Prosperity Initiative

**Regional Community & Economic Development Assistance Strategy
Facilitated by Northern Lakes Economic Alliance**

- Summary of Information gathering session with West Branch –

Attendees: Mandi Chasey-Ogemaw County EDC,
Heather Johnson-Chamber Director,
Tom Youatt-City Manager

Community & Economic Development

1. Q: How does your community currently support company growth, retention and recruitment? How much is currently being spent in this effort?
A: Website (everythingogemaw.com), attractive and active (Fabulous Fridays, DDA TIF) downtown, Grant Projects (restrooms, trails), active Chamber with weekly e-blasts, EDC monthly newsletter., upgraded infrastructure.

General (relating to both economic development and community development)

1. Q: What is missing?
A: Maternity ward at hospital, additional on-line resources, regional cooperation / collaboration, school district too large, convention center, broadband availability, more transparent ordinances.
2. Q: What would make your efforts more effective?
A: better coordination, match for grants, available revolving loan fund
3. Q: Can you identify areas that if you could “share a resource” it would make sense?
A: City shares services with township currently, Chamber has part-time staff, Chamber offers classes and is active on Facebook.
4. Q: Would you be willing to invest financially to be part of a group that shares some resources?
A: City budget losses will probably not permit financial support.
5. Q: Other thoughts and comments? -
A: Additional Amenities - 2 highway exits, 2 industrial parks, Airport (new terminal) & hospital, Kirtland Community College satellite office.

NEMCOG Regional Prosperity Initiative

**Regional Community & Economic Development Assistance Strategy
Facilitated by Northern Lakes Economic Alliance**

- Summary of Information gathering session with Oscoda County–

Attendees: Susan Shantz, Oscoda Council for the Arts, Tim Jenks, Oscoda County EDC

Community & Economic Development

1. Q:How does your community currently support company growth, retention and recruitment? How much is currently being spent in this effort?

A: See the Tom Trimmer interview too. Oscoda County gives their EDC \$12,000 per year for economic development. The EDC gives that to the non-profit organization – the Oscoda County EDA to spend on projects. The EDA also gets a little funding from the townships and some grants, for special projects. This arrangement has been working well. They work with the communities and the Arts Council on various projects. Examples of projects are an entrepreneurial competition (in partnership with the SBDC), Junior Achievement, training for wood products manufacturing, trails development, etc. The Arts Council has organized a “Quilt Trail” in the county and are encouraging other areas to join in. The EDC produces a newsletter twice per year.

2. Q:Are there any studies, plans or reports that have been completed relating to this topic? If so can we please have copies? (or at least a brief overview)

A: Yes, Tim will send them to me on a CD.

General (relating to both economic development and community development)

1. Q: What is missing?

A: The area needs better access to Broadband before they can attract businesses.

2. Q: What would make your efforts more effective?

A: They would like to be able to participate in Pure Michigan campaigns, but can't afford it.

3. Q: Can you identify areas that if you could “share a resource” it would make sense?

A: The County EDC and EDA groups are working well together, as well as working with other groups.

NEMCOG Regional Prosperity Initiative

**Regional Community & Economic Development Assistance Strategy
Facilitated by Northern Lakes Economic Alliance**

- Summary of Information gathering session with **Oscoda County Economic Development Alliance**–

Attendees: Tom Trimmer, Oscoda County EDA Board Member

Community & Economic Development

1. Q: How does your community currently support company growth, retention and recruitment? How much is currently being spent in this effort?
A: The County has an EDC, which they give \$12,000 per year. The EDC contracts with the non-profit Oscoda County EDA for services and projects. The EDC is mostly a pass through organization. Neither one has any paid staff – all projects are done with volunteers. Most recently they have been working on promoting their wood industry. The Yoder family has built an incubator type building in Fairview that is presently full of small wood or metal producing businesses. They may build even more space, as there seems to be a market. The EDC has a small RLF fund that Tom helps to manage for them. They get the word out about the fund through the newspaper, newsletter and word of mouth. They hold a monthly breakfast to bring together groups working on economic development. The Chamber gets involved as well. Many of their projects involve recreational activities such as getting more bike paths, handicapped access to parks, etc.

General (relating to both economic development and community development)

1. Q: What is missing?
A: More funding and professional staffing are needed.
2. Q: Can you identify areas that if you could “share a resource” it would make sense?
A: He didn’t feel that their efforts need to be combined with other groups. They are working well together now.

NEMCOG Regional Prosperity Initiative

**Regional Community & Economic Development Assistance Strategy
Facilitated by Northern Lakes Economic Alliance**

- Summary of Information gathering session with Gaylord/Otsego County (3/4/14)

Attendees: Jeff Ratcliff (Ostego County Economic Alliance)

Community & Economic Development

1. Q:How does your community currently support company growth, retention and recruitment? How much is currently being spent in this effort?
A: The Otsego Economic Alliance is a public private partnership funded by the city, county, various townships and private sector companies. Annual budget of approx. \$150,000. Focus is on retention/expansion. They work closely with the DDA and the Chamber on projects. The SBDC provides business counseling ‘as needed” and they work closely with MEDC on projects both downtown and company related.

2. Q:What organizations are involved in the process? What are their names and contact information?
A: MEDC
B. SBDC
C. DDA
D. Others depending on the project

- 3 Q:What part of the process does each of these various organizations play?
A: Otsego Alliance is the quarterback and works with and coordinates others on a project by project basis depending on the need/issue to be addressed.

- 4 Q:Are there any studies, plans or reports that have been completed relating to this topic? If so can we please have copies? (or at least a brief overview)
A:

General (relating to both economic development and community development)

1. Q: What is missing?
A: Better cross-representation on local boards
B. Leadership programs

2. Q: What would make your efforts more effective?
A: SBDC must stay regional and focused.
B. Regular visits to sites by MEDC attraction team
C. Promotion of available sites

3. Q: Can you identify areas that if you could “share a resource” it would make sense?
A: Attraction team fam tours
B. EDC training
D. Revolving Loan support
E. Retention visit support
F. Site inventory and marketing
G. Consultants with expertise “as needed”
H. Regional strategy developed but designed to be implemented locally
4. Q: Would you be willing to invest financially to be part of a group that shares some resources?
A: Would consider on a case by case basis.
5. Q: Other thoughts and comments? -
A:

NEMCOG Regional Prosperity Initiative

**Regional Community & Economic Development Assistance Strategy
Facilitated by Northern Lakes Economic Alliance**

- Summary of Information gathering session with Onaway –

Attendees:

Tom Moran, Marilyn Moran, Charlie Nyhus, Gerald Ganske

Community & Economic Development

1. Q: How does your community currently support company growth, retention and recruitment? How much is currently being spent in this effort?
A: Business/Industry leads the way, mainly Karmoose and Moran Iron Works.
Figure given was \$6 million, translated to private development efforts led by Moran.
Unknown public investment.
2. Q: What organizations are involved in the process? What are their names and contact information?
A: Forest Twp, MEDC, MiWorks, NLEA, PTAC, Alpena EDC (Jim Claridge) now merging to provide support to Presque Isle County, MDOT.
3. Q: What part of the process does each of these various organizations play?
A: Provides support and enable Industry to drive the Community & Economic developments efforts
4. Q: Are there any studies, plans or reports that have been completed relating to this topic? If so can we please have copies? (or at least a brief overview)
A: Onaway DDA study, long ago, not sure where.

General (relating to both economic development and community development)

1. Q: What is missing?
A: An active County EDC, rail service to NE Michigan, City & Chamber interest and action. Support of entrepreneurs.
2. Q: What would make your efforts more effective?
A: Leadership from Chamber, City. Get all organizations on the same stage, placemaking. Start with a collective plan. Combine activities of support organizations to see who is doing what. Avoid duplication of services and out what other businesses are doing in the Region.
3. Q: Can you identify areas that if you could “share a resource” it would make sense?
A: Port collaborative, high wire initiative, infrastructure.

4. Q: Would you be willing to invest financially to be part of a group that shares some resources?

A: Yes, if City, County, DDA and Chamber showed positive signs of interest, commitment and action.

**Regional Community & Economic Development Assistance Strategy
Facilitated by Northern Lakes Economic Alliance**

- Summary of Information gathering session with Roscommon/Houghton Lake –

Attendees: Rosalie Myers, Roscommon County EDC
Brenda Bachelder, MI Works! Business Liaison

Community & Economic Development

1. Q:How does your community currently support company growth, retention and recruitment?
How much is currently being spent in this effort?
A:Part-time staff paid by County (Rosalie), Village of Roscommon has an Industrial Park with sewer/water and DDA just completed an assessment to identify gaps in downtown, retention visits with MEDC to the 3 local companies that qualify, county is Broadband Certified and has a technology plan, county revolving loan fund currently has \$15,000 (\$3,000 added annually), county EDC marketing funds are spent each year to send the 3 chambers to annual trade show, 30,000 copies printed to market the county including 2 state parks, St. Helen has a DDA but no tax capture, St. Helen has a Charter K-8 school that is doing well, Roscommon and Houghton Lake both have high schools, farmers market at River Center.
2. Q:What organizations are involved in the process? What are their names and contact information?
A: County EDC, MI Works, 3 Chambers of Commerce (one is all volunteer), Roscommon County Community Foundation, DNR, USDA-RD, MSU, R2C2

General (relating to both economic development and community development)

1. Q: What is missing?
A: Landscape is 60-75% wetland and 50-60% state-owned, limited development and infrastructure. Village of Roscommon offers water/sewer and only sewer surrounds Houghton Lake, no incentives to grow/move business here, lack of skilled/motivated workforce.
2. Q: What would make your efforts more effective?
A: Encourage collaboration, motivate property owners to clean up, more dining options, infrastructure to support business growth, overcoming not being “incorporated” as this disqualifies them for grant programs.
3. Q: Can you identify areas that if you could “share a resource” it would make sense?
A: Houghton Lake library is a HUB for Broadband Fiber.
4. Q: Other thoughts and comments? -
A: Leer (manufacturer of seat components) employs 500+, home to Kirtland Community College and 2 campuses of Mercy Hospital, large amount of 2nd homes, and lots of vacancy due to foreclosures, median age is 54.

Staffing Scenerio

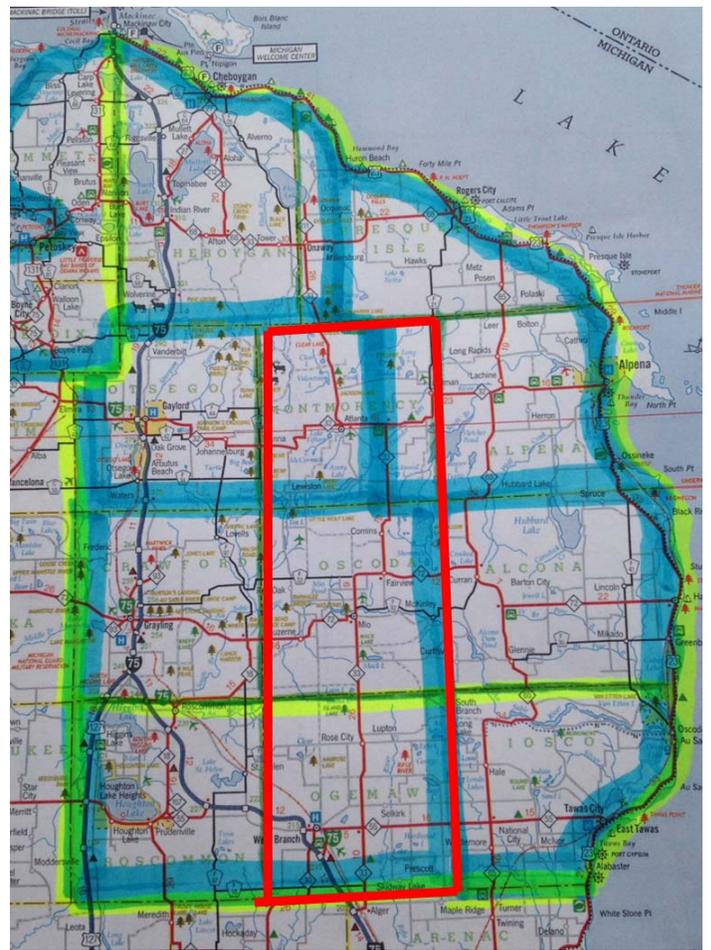
Full Time Executive Director: \$40,000/year

Administrative Asst.: (\$15/hr) x 20/wk = \$15,000/year

Proposed budget size 100,000

Income					
	Public Funding		50%		50,000
		Counties			
		Townships			
		Cities			
		Villages			
	Private Companies Funding		20%		20,000
		Manufactures			
		Utilities			
		Financial Institutions			
		Larger companies			
		Total Base Job companies			
	Partner Organizations		30%		30,000
		Regional Organizations			
		MSUE			
		NEMCOG			
		MEDC			
		ISD's			
		Foundations			
		Colleges			
	Total Income				100,000
Expenses					
	Staff				1.5 FTE
		Wages/Benefits/Taxes			70,000
		Travel			3,000
		Education/Training			2,000
	Office related				
		Equipment			2,000
		Telephone			2,000
		Postage			500
		Copier			500
		Supplies			1,000
	Insurance				3,000
	Rent & Utilities				10,000
	Marketing materials				2,000
	Misc				4,000
	Total Expenses				100,000

Sub-Regional cooperation/ collaboration for economic development capacity



Regional Community & Economic Development Assistance Strategy Plan of Action Overview and Time Table

These recommendations are part of the Region 3 - Regional Prosperity Initiative – to develop a five-year plan to improve prosperity throughout the NE Michigan area.

The nine recommendations were developed after having conversations with various community, business and program representatives from twenty-one communities throughout the eleven-county CDC region. They are designed to leverage limited resources, help local communities improve service/delivery at the local level and provide a game plan for those communities wishing to increase their effectiveness.

Short term – can be implemented immediately

Intermediate – can be implemented in 2-4 years

Long term – can be implemented in 5 years

1. **Training for Volunteer Economic Development Organization/Team:** To build knowledge and capacity a specific training program would be offered to all members of your local economic development team. Topics would range from business retention and attraction, to assisting local entrepreneurs develop and grow.
2. **Retention Visit Coordination:** Staff assistance to schedule regular “pro-active” retention visits to those companies in your community that create base-jobs.
3. **Business Attraction and Available Sites Inventory/Promotion:** Assist your community team be prepared to promote sites available as well as respond to info and meeting requests with potential companies and developers.
4. **Marketing/Branding:** “Donuts” would be developed for the region that would provide opportunities for each community to insert their personal information and have a professional look without the expense of hiring professional designers.
5. **Business Connect Websites (NE Region and State-wide):** Provide opportunities for your local companies to have an active presence (at no charge) to the two web-based tools in place to encourage doing business locally.
6. **Flex Service for technical expertise:** Provide “on-demand” services to those communities without staff expertise, but in need of assistance on a project by project basis.
7. **Support/Resources for Entrepreneurs:** Assistance in developing basic tools for small business (pre-start up to existing) including self-help resources, web-based tools, classes and business counseling.
8. **Revolving Loan Fund (RLF):** Provide “back office” assistance to your local RLF. This would include up-dating loan application forms, vetting applications prior to local board review/approval, keeping track of loans/programs in progress and identifying funds to add to your RLF.
9. **Sub-regional cooperation/collaboration for economic development capacity:** There are opportunities to provide full-time staff expertise (for your community) throughout the NE Region by pooling resources with others in your general area. Using a successful model with 30 years of experience, our recommendations are not designed to be implemented immediately however hopefully will provide a starting point for discussions that may in fact prove useful in future years.

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