Comprehensive Economic Development Strategy

CEDS 2010-2011

Northeast Michigan Council of Governments

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

NORTHEAST MICHIGAN COUNCIL OF GOVERNMENTS
COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGIES

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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 42 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 Comprehensive Economic Development Strategy (CEDS) is the result of a local planning process designed to guide the economic growth of our region.

Planning Process

The Northeast Michigan CEDS process is guided and overseen by the Regional Economic Development Advisory Committee (REDAC). The REDAC Committee acts as Northeast Michigan Council of Government's (NEMCOG's) CEDS Committee. This committee contains representatives of the public and private sector of all eight Northeast Michigan counties. Representation on the REDAC Committee by minorities and women is actively sought and encouraged. The REDAC Committee presently seats eight women. Membership to the Committee is recommended to the NEMCOG Board, upon request, by the appropriate local unit of government or REDAC Committee, see **Table 1.1**.

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

Transitioning Towards a Knowledge Economy

The **Michigan State University Center for Community and Economic Development (CCED)**, with the support of the U.S. Economic Development Administration, initiated a project in 2008 to develop innovative economic development strategies with three Northern Michigan regional planning partners—the **Eastern Upper Peninsula Regional Planning and Development Commission (EUPRPDC)**, **Northeast Michigan Council of Governments (NEMCOG)**, and **Northwest Michigan Council of Governments (NWMCOG)**. The goal of the project is to support creation of new knowledge-based jobs and businesses in the regions by competing more successfully in the global knowledge economy. By understanding the dynamics and demands of global knowledge economy forces, regional leaders can better align their regional investment priorities with those demands.

Each region participated in assessing their current economic conditions, assets, and challenges, and co-designing new approaches to effectively address learning gaps and needs through the development and implementation of collaborative learning (co-learning) plans. Implementation of the co-learning plans will provide regional planners and stakeholders with new learning and greater capacity. This new knowledge and capacity, then, will serve as a platform for regional planners and stakeholders to create innovative regional economic development strategies to compete successfully in the global knowledge economy.

A principal objective was to identify meaningful and useful knowledge economy indicators for the three predominantly rural regions to assess and measure the progress in the Knowledge Economy The set of 27 Knowledge Economy Indicators will serve as a new set of lenses through which economic development-related activity in the knowledge economy can be tracked, measured, and assessed by the regional planning partners and their stakeholders.

The CCED facilitated and supported a collaborative process whereby the three regional planning agencies worked together to develop their respective CEDS plans. As a result the regions have used similar planning approaches and plan structure. The sharing of knowledge and experiences clearly strengthened each agencies' CEDS and encouraged a consistent approach across the 18 county area.

CEDS Organization & Management

Economic Development and support staff of NEMCOG are responsible for the preparation of the CEDS document. A listing of current NEMCOG staff is found in **Table 1.2**. In formulating the CEDS document, NEMCOG staff surveyed Northeast Michigan local governmental units for their input into the program and document. They were asked to provide information on changes to their local economy, plans for future economic activity and possible economic development projects for the CEDS project list. As stated above, the counties are involved once again at the end of the CEDS process when they are asked to review the final CEDS draft and approve it.

Table 1.2: NEMCOG Staff Members - 2010

NAME	TITLE
Diane Rekowski	Executive Director
Richard Deuell, AICP	Community and Natural Resources Programs
Nico Tucker	Transportation and Resource Planning
Denise Cline	Planning & GIS
Meg Foote	Accountant
Pat Papendick	Administrative Assistant
Darlene McKinley	Community Corrections
Marie Frick	Community Corrections

NAME/ADDRESS	**COUNTY**	**AFFILIATION**
Sheila Phillips Alcona County Bd. of Commissioners	Alcona	Local Government County Board
Bethany Styer, Director, Village of Lincoln DDA	Alcona	Comm. & Econ. Dev.
Dave Karschnick, Mayor Pro Tem, City of Alpena	Alpena	Local Government, City
Mark Kish, Plant Controller, Lafarge Corp.	Alpena	Private Sector
Col. Ewin Sansom, Commander Michigan Air National Guard, Alpena RTC/CC	Alpena	Government & Military
Carol Shafto, Planning & Eval. Dir., NEMCSA	Alpena	Community Organization, Local Government
Lee Shirey, Director, Target Alpena	Alpena	Community Organization, Economic Dev.
Greg Sundin, Planning & Dev. Director City of Alpena	Alpena	Local Government Staff, City Planning & Development
Marie Twite, Supervisor, Alpena Township	Alpena	Local Government, Township Board
Steve Schnell, Planning & Zoning, Cheboygan Co.	Cheboygan	Local Government Staff County Gov.
Gaila Gilliland, Director	Crawford	Economic Development

Crawford Co. Econ. Dev. Partnership		
Terry Wright, Supervisor, Grayling Township	Crawford	Local Government, Township
David Post, Village Manager, Village of Hillman	Montmorency	Local Government, Village Council
John Zollars, Supervisor, Briley Township	Montmorency	Local Government, Township
Randy Booth, Supervisor, Big Creek Township	Oscoda	Local Government, Private Business
Joseph Stone, Oscoda Co. Bd. of Com.	Oscoda	Local Government, County Commission
Robert Mattson, Director, Oscoda County EDA	Oscoda	Economic Development
Tom Trimmer Economic Development Alliance for Oscoda Co.	Oscoda	Economic Development
Jeff Ratcliffe, Executive Director Otsego County Economic Alliance	Otsego	Community Organization Economic & Community Dev.
Brian Burns, CEO & President Presque Isle Electric & Gas Coop.	Presque Isle	Private Sector Utility
Mark Slown, City Manager, Rogers City	Presque Isle	Local Government, City Council
Joseph Cerecone, Director Presque Isle Co. Development Partnership	Presque Isle	Economic Development
Tom Edison, Northern Innovative Communities	Region	Community Organization, Econ. Dev.
Kurt Ries, Director, N.E. Mich. Consortium	Region	Local Government Auth.

Table 1.1 Regional Economic Development Advisory Committee

Regional Profile

NEMCOG's planning area encompasses the counties of Alcona, Alpena, Cheboygan, Crawford, Montmorency, Oscoda, Otsego and Presque Isle, **Figure 2.1**. With a total land area of 4,810 square miles and the 2008 population estimate of 138,552, the region's population density is 28.8 persons per square mile. The NEMCOG Region accounts for 8.5% of Michigan's land area, yet it has 1.4 percent of the State's population. Cities, villages and unincorporated communities function as tourism/commercial/industrial centers in the region. Outside the small urbanized areas the landscape is dominated by forests, farmlands, and wetlands. State and federal lands provide extensive areas for recreation. The small town atmosphere combined with the rural landscape form the basis of the region's quality of life and economy.

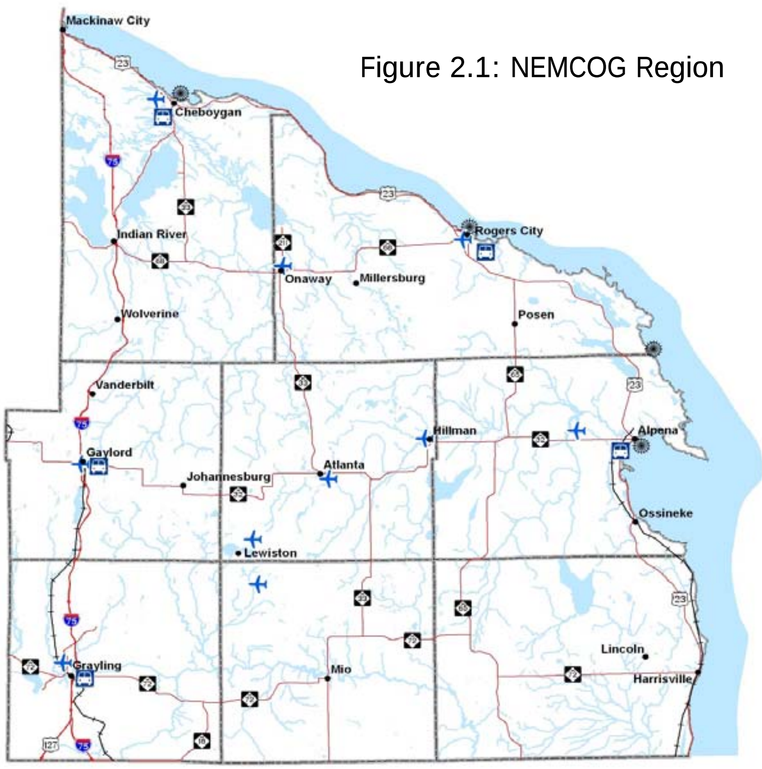


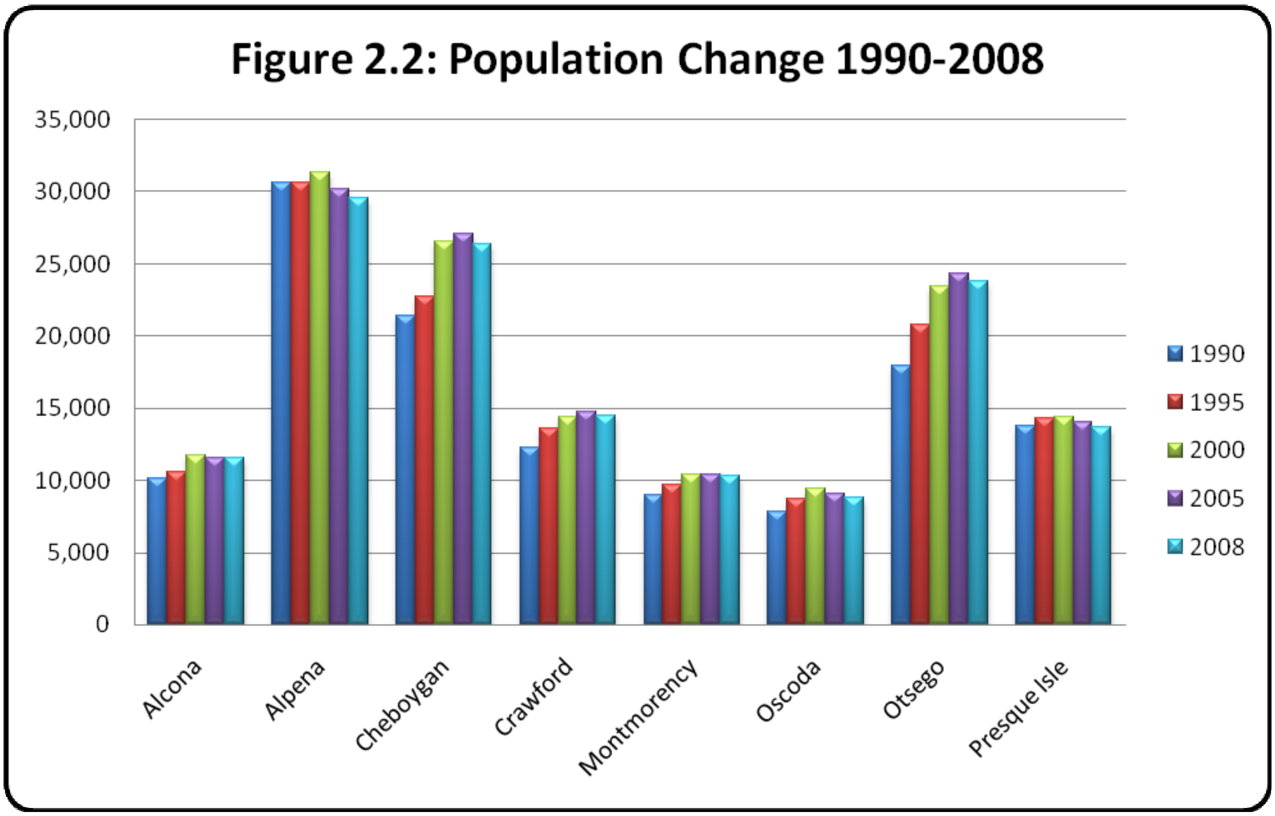
Figure 2.1: NEMCOG Region

> With over 2000 miles of streams and creeks; 221 miles of Lake Huron shoreline and 753 inland lakes greater than five acres in size, opportunities for outdoor recreation and ecotourism abound.

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

Population

In 1990 the regional population was 122,886 persons; the population had grown to 141,199 in the 2000. The estimated 2008 population for the 8-county region was 138,522. The decline can be contributed to several factors of which out migration for employment would one of the leading contributors. **Figure 2.2** shows county population from 1990 to 2008. Alcona, Alpena, Oscoda and Presque Isle Counties started to show population loss after 2000, while other counties began to show losses in the latter part of the decade. Overall, it is estimated the Region lost nearly 2% of its population. However, estimates for 2012 show an expected small increase in population from the 2008 population estimates, see **Table 2.1.**



In 2008, Alpena County remained the most populated county in the region with approximately 29,520 individuals. Oscoda County is the least populated county in the region with 8,836 individuals. While Alpena County has the largest population, it experienced an estimated loss of 1,794 persons from 2000 to 2008. Presque Isle County showed a loss of 761 persons and Oscoda County a loss of 582 persons during that same time period. Alcona and Cheboygan Counties also experienced net population loss. While other counties where

Table 2.1

Area	2009 Population	2012 Population	Change	% Change
NEMCOG Region	138,682	139,295	613	0.4%
State	10,058,598	10,196,902	138,304	1%
Nation	307,142,743	316,279,259	9,136,516	3%

Source: US Census Bureau and US Health Department showing population losses towards the end of the decade, they showed an estimated net population gain from 2000 to 2008.

Otsego County still had an estimated net population growth of 507 persons for the first 8 years of the decade. From 1900 through 1980, Otsego County ranked as the fourth most populated county in Northeast Michigan, behind Alpena, Cheboygan and Presque Isle Counties (in that order). In 1980, Otsego County's population surpassed Presque Isle County's population for the first time, making it the third most populated county in the Region. If the population projections prepared for Northeast Michigan hold true, by 2020 Otsego County will have the largest population of any county in the Region. The projections predict that all other Northeast Michigan counties will grow to some degree over the next 20 years, with Crawford and Otsego Counties' population expected to increase at the fastest pace.

Population Density

Cities have the highest population density, with townships surrounding population centers showing a higher density of rural forest and agricultural communities. Villages and unincorporated communities (such as Lewiston and Glennie) are included in the Township population and subsequently are not highlighted in this population density map, **Figure 2.3**.

Northeast Michigan Population Density by County Sub-Units - 2005

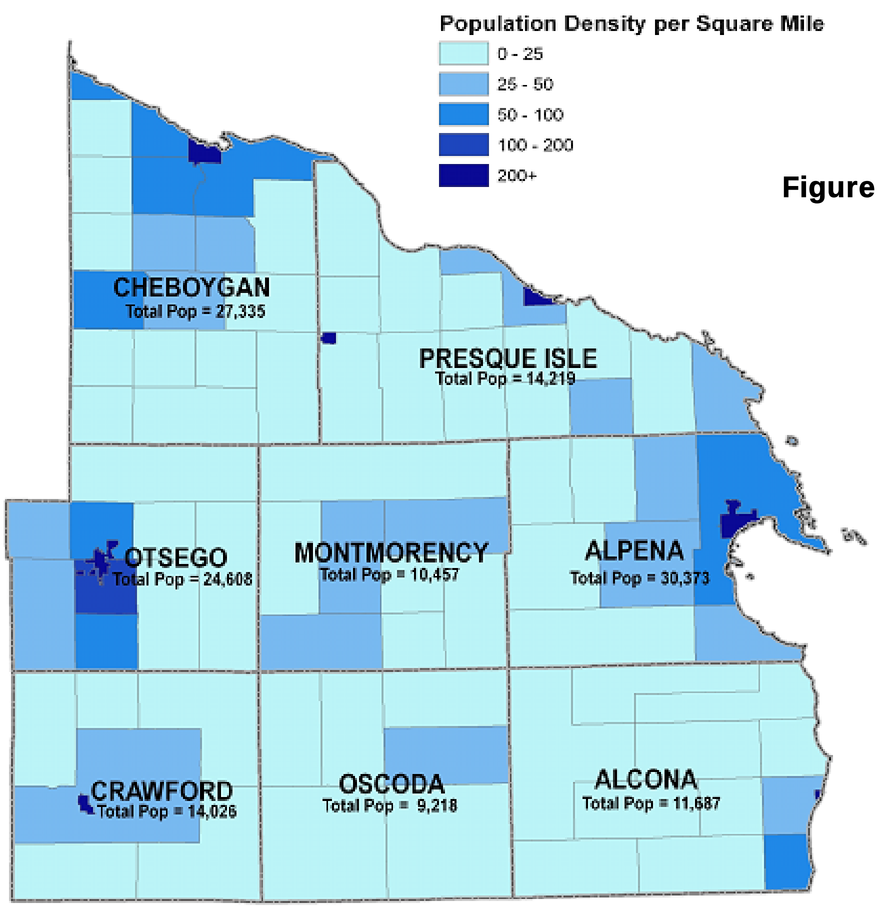


Figure 2.3

Source: U.S. Census Bureau, 2007

Population information separated by sex shows that, as would be expected, all Northeast Michigan counties have an approximately 50/50 split between males and females (see **Figure 2.4)**. For most of Northeast Michigan counties, there are slightly more females than males.

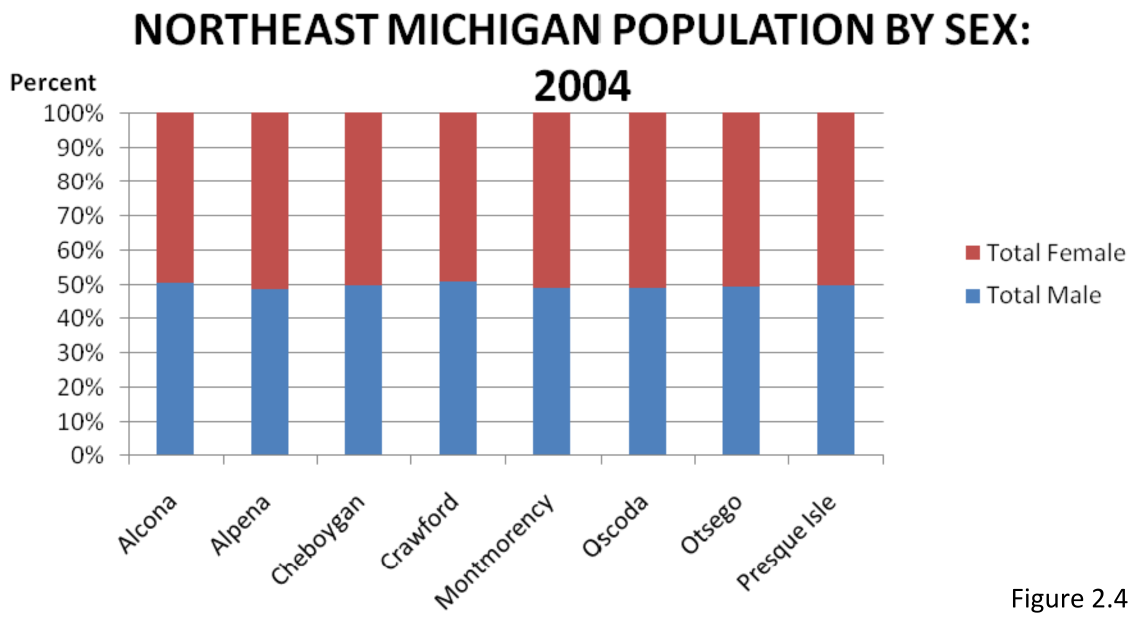


Figure 2.4

Northeast Michigan is noted as a magnet for retirees, based upon the area's desirable rural character and lifestyle. It is not surprising, therefore, to find that all of Northeast Michigan's counties have large percentages of residents 65 years old or older (see **Figure 2.5**). The largest percentages of elderly are found in the counties of Alcona, Montmorency, Oscoda and Presque Isle. Conversely the other Northeast Michigan counties (Alpena, Cheboygan, Crawford and Otsego) have relatively larger percentages of children (age 0-18 years). Barring any big change in those percentages, over time, these latter counties will have more of a work force with which to replace older employees. The median age of the population of all counties in the project area has been increasing over the past few decades, as it has statewide and nationally. **Table 2.2** shows the median age for 11 counties and the state of Michigan for 1990 and 2000.

Table 2.2: Median Age - 1990 & 2000: NEMCOG Counties & State

Unit of Government	1990	2000	2008
Alcona County	44.8	49.0	50.8
Alpena County	35.3	40.4	44.1
Cheboygan County	37.1	41.3	42.9
Crawford County	34.7	40.6	42.0
Montmorency County	41.6	47.0	48.1
Oscoda County	40.0	43.7	45.9
Otsego County	N/A	37.7	40.6
Presque Isle County	38.5	45.1	47.9
Michigan	32.6	35.5	38.0

Source: U.S. Bureau of the Census

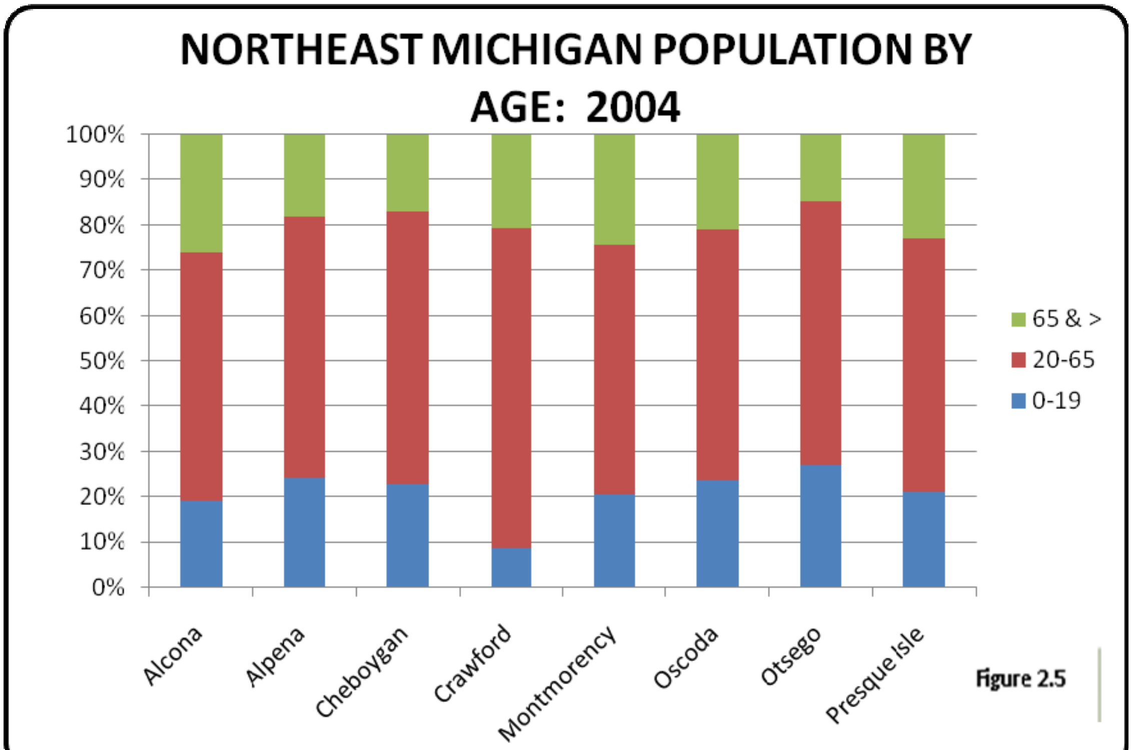


Figure 2.5

As can be seen, all of the counties had median ages higher than the State with Alcona, and Montmorency Counties having median ages more than ten years older than the state. These statistics show northern Michigan is becoming an increasingly popular retirement area. Retirees are looking to live an active life and search out biking and walking opportunities, particularly on dedicated bicycle/pedestrian trails. Health services, cultural activities, natural resources, dining and shopping are other amenities desired by retirees.

Housing

Table 2.3 shows the total housing units and percent seasonal housing units from the 2000 U.S. Census. It is anticipated the number of seasonal homes will decrease as people retire and move north to the vacation home. The in-migration of people moving to their northern Michigan “get-a-way” provides communities with new social assets. People seeking a second career and encore career will present opportunities for new, experienced entrepreneurs. At a minimum, experienced retirees who get involved in their new community can bring in new ideas and a desire to make a difference.

Foreclosure Filings

With the downturn in the US economy and subsequent job loses, many homeowners were forced to sell or be foreclosed on by their lender. Michigan was in the top five states for the greatest number of foreclosures. On the statewide basis there were 118,302 foreclosure fillings in 2009, which accounted for 2.61 percent of the housing stock in the state. Southeast Michigan was hardest hit by the foreclosure dilemma. Counties in Northeast Michigan all had foreclosure filing rates well below statewide levels. Otsego County had the highest percent at 1.33 and was ranked 37 out of 83 counties. As can be seen in **Table 2.4**, most of the NEMCOG counties had rates below one percent.

Table 2.3
Percent Seasonal Housing Units - 2000: Project Area Counties & State

Unit of Government	Total Housing Units	Percent Seasonal Housing Units*
Alcona County	10,584	47.9%
Alpena County	15,289	10.8%
Cheboygan County	16,583	28.8%
Crawford County	10,042	40.9%
Montmorency County	9,238	47.5%
Oscoda County	8,690	48.0%
Otsego County	13,375	28.4%
Presque Isle County	9,910	33.1%
Michigan		5.5%

The percent of seasonal housing units as compared to each county's total housing units.
Source: U.S. Bureau of the Census

Table 2.4: 2009 Foreclosure Filings

	Foreclosure Filings	% of Housing Units	Rank
Michigan-Total	118,302	2.61	
Otsego	197	1.33	37
Crawford	111	1.03	51
Alpena	143	0.92	55
Montmorency	77	0.79	60
Cheboygan	125	0.70	62
Presque Isle	71	0.67	63
Alcona	67	0.60	66
Oscoda	52	0.57	68

Source: Detroit Free Press

Income

A reliable measure of the economic health of families is median household income which is the midpoint of income for all households. While all eight counties have exhibited a steady increase in median income over the past decade, Northeast Michigan still lags behind the state as a whole. **Figure 2.6** presents information on the median household income for the project area counties and the State of Michigan. According to the U.S. Census Bureau, Otsego County had the highest median household income in 1999 and 2008. All of the counties fell below the state-wide household median income in all three years, though Otsego County has narrowed the gap in 2008.

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

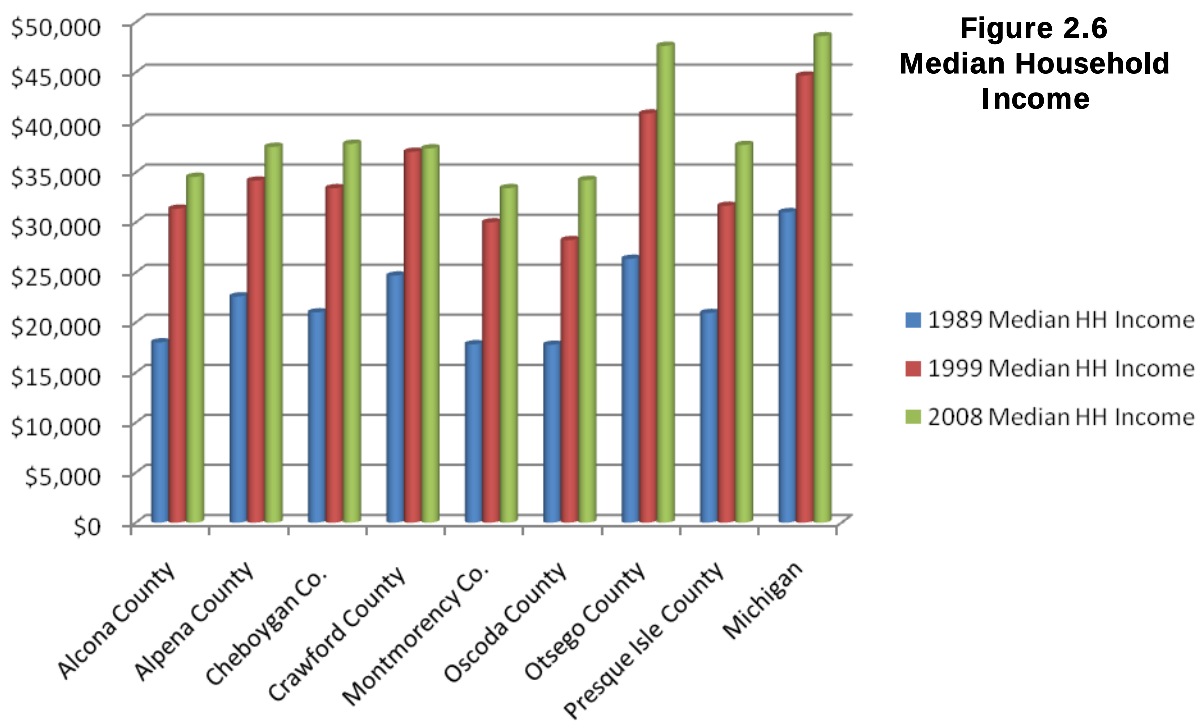


Figure 2.6
Median Household Income

Employment

According to Department of Labor and Economic Growth Labor Market Information, the 2009 labor force for the eight-county region was approximately 62,976, with 53,112 employed. **Figure 2.7** shows workforce, employed and unemployed persons within the region from 2006 to 2009. Note, the labor force has decreased in the region, a consequence of job loss and people moving to find employment. Hospitals were the largest employment industry in the region. From the data, Northeast Michigan continues to follow the trend of higher unemployment rates than either the State or the country. Joblessness in the Northeast Michigan Region has been historically much higher than the rest of the State or U.S. as a whole. The Region's unemployment rate over the last ten years has remained much greater than the State or the U.S. rate. As can be seen in **Figure 2.8**, in 2007, NEMI Region's unemployment rate was 15.7 percent, while the state's was 13.2 percent and the nation's was 9.8 percent (according to the Michigan Department of Labor & Economic Growth). Unemployment rates in Alcona, Montmorency and Oscoda Counties were higher than the regional average.

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

Figure 2.7: Labor Force, Employment and Unemployment in Northeast Michigan

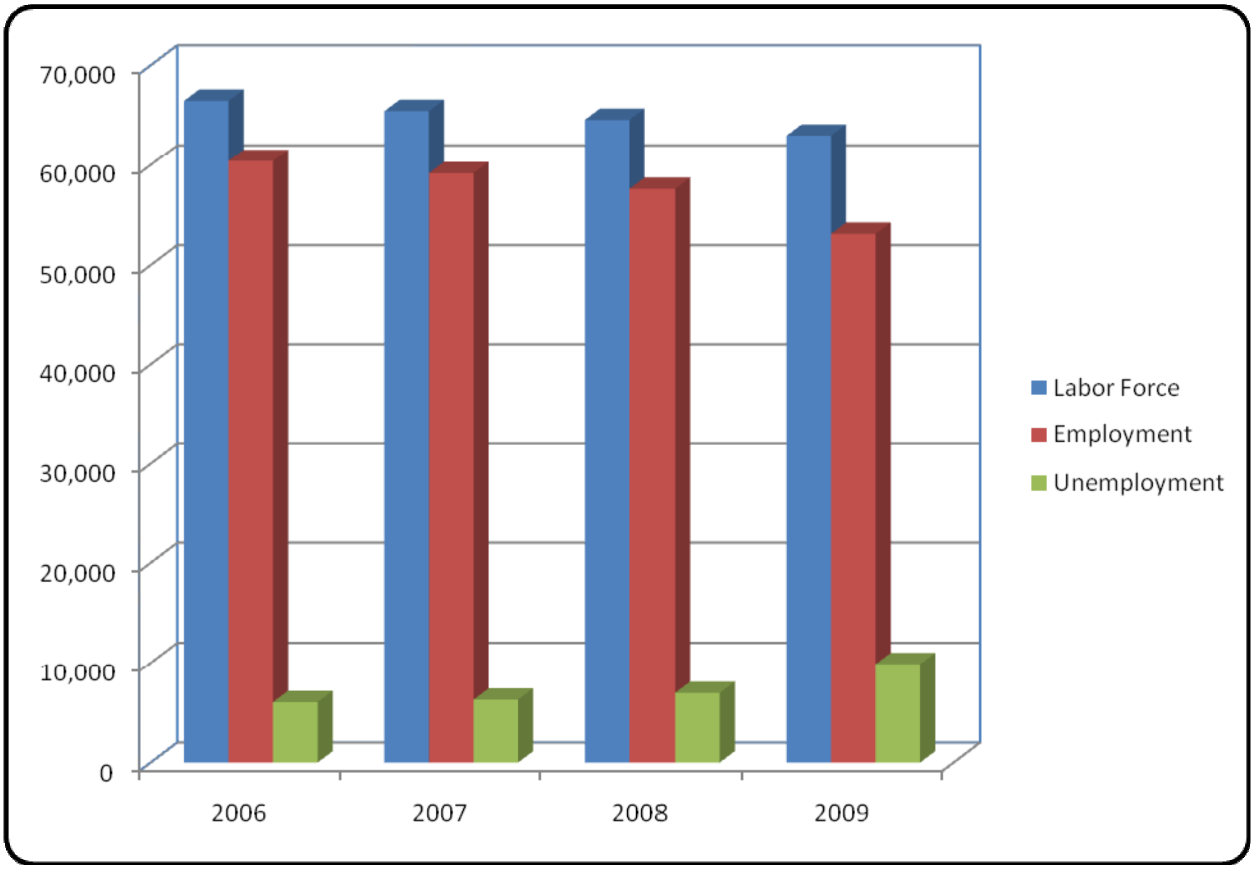


Figure 2.8

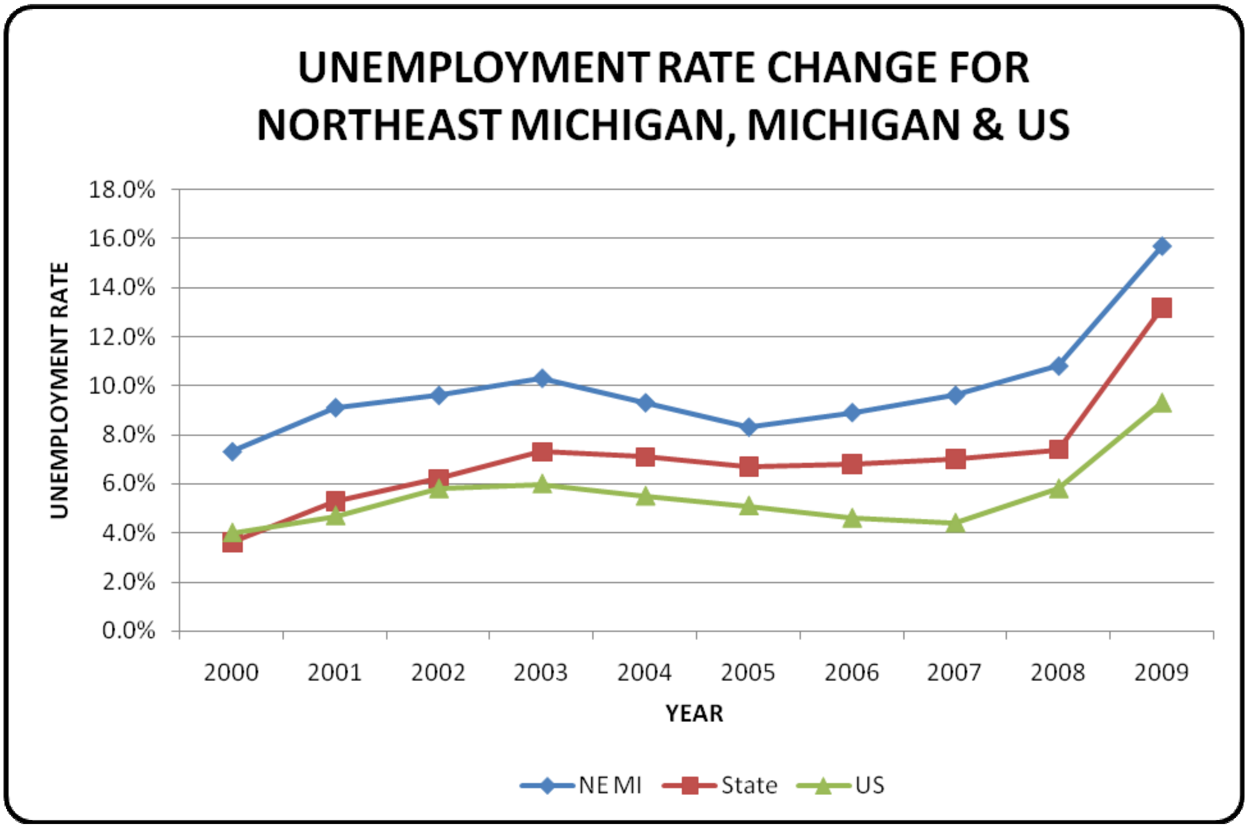


Table 2.5 Labor and Employment Trends - NEMCOG				
Year	**Labor Force**	**Employment**	**Unemployment**	**Unemployment Rate**
2006	66,459	60,424	6,035	9.1%
2007	65,437	59,172	6,265	9.6%
2008	64,556	57,602	6,954	10.8%
2009	62,976	53,112	9,864	15.7%
Source: Department of Labor and Economic Growth				

High Growth Industries

The top ten high growth industries in Northeast Michigan are reported by the local U.S. Census Bureau and the Local Employment Dynamics, see **Table 2.6.** At 43.8 percent, hospitals had the highest employee growth rate followed closely by telecommunications, which had a 39 percent employee growth rate in the region. Retail sporting goods, hobby, book and music stores were ranked third. The tenth-ranked growth of employment was merchant wholesalers and durable goods.

Table 2.6 High Growth Industries

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

Based on the 2005 Q4 and 2006 Q1-3.

Industry Job Trends

Figure 2.8 show industry job trends in the region from 2004 to 2006.

• Between 2004 and 2006, private payroll jobs declined by 400 or 1.1 percent. A large number of jobs were lost in *Manufacturing* (-500 jobs), *Retail Trade* (-250), and *Construction* (-200). Other declines were reported in *Information*, *Professional and Technical Services*, and *Accommodation and Food Services*.

• Over this period, several industries added jobs. Among industries with the largest growth rates were *Transportation and Warehousing*, *Mining*, *Educational Services*, and *Agriculture*. The *Health Care and Social Assistance* sector created 150 new jobs but posted a small growth rate.

• Statewide, job loss was recorded at 42,700 over the period, representing a decline of 1.2 percent, slightly exceeding the region. The largest declines were recorded in *Manufacturing* and *Construction*.

Industry Job Trends (2004 –2006)

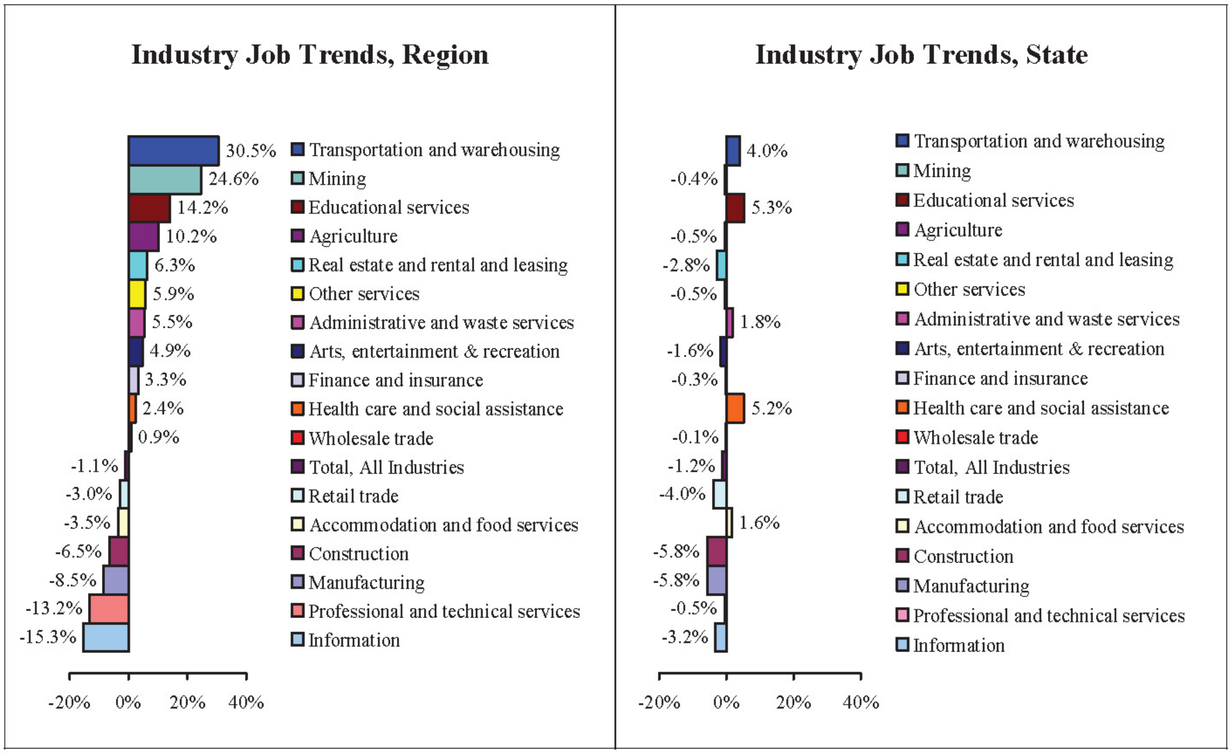


Figure 2.8 Source: MDLEG

As seen in **Figure 2.9**, job growth was seen in several industries statewide. Large growth rates were posted in *Educational Services* (+5.3 percent), and *Health Care and Social Assistance* (+5.2 percent). Industries adding a large number of new jobs over the period included *Accommodation and Food Services* (+5,400 jobs), *Administrative and Waste Services* (+4,800), and *Transportation and Warehousing* (+4,000).

Jobs for Northeast Michigan reflect a 30.5% increase in *Transportation and Warehousing*, followed closely by a 24.6% increase in *Mining*, and *Educational Services* at 14.2 5. The industries losing the largest number of employees are in *Information* at 15.3% and *Professional and Technical Services* at 13.2%, followed an 8.5% loss in *Manufacturing*.

Profile of Regional Industries

Table 2.7 Source: MI DLEG

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

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

Declining Industries (Regional industries with declining employment)

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

Table 2.8

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

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

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

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

Source: MI DLEG

- In the Northeast Michigan Region, growth industries encompassed a cross-section of sectors ranging from the helping and health related industries of *Social Assistance* and *Hospitals* to industries like *Truck Transportation* and *Amusement, Gambling and Recreation.*
- Three of the top ten declining industries were manufacturing related and included *Wood Product Manufacturing*, *Plastic and Rubber Manufacturing*, and *Chemical Manufacturing*. These industries saw jobs decline at many area employers between 2004 and 2006.

- Three retail industries are among the region's largest declining industries including *General Merchandise Stores*, *Gasoline Stations*, and *Motor Vehicle and Parts Dealers*. These industries combined to lose about 250 jobs over the period.
- Northeast Michigan boasts of a diverse set of core industries. Several industries are directly – or indirectly – related to the region's plentiful natural resources including *Water Transportation*, *Forestry and Logging*, and *Mining*.

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

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

Table 2.9 Source: MI DLEG

- A tourism related industry – *Amusement, Gambling, and Recreation* – is also a notable core industry. While only a small number of new jobs were created in this industry, workers saw a large increase in their average weekly wage over this period.
- The average weekly wage in the region's developing industries was measured at $550, slightly above the regional average for all industries. The highest paying industries were two manufacturing-related and *Hospitals*. A slightly higher than average wage was reported in *Repair and Maintenance*. Below average wages were seen in the retail and service related industries.
- Competitive-advantage industries include helping and health care industries, manufacturing industries, as well as transportation and trade related industries. The region's retail and leisure and hospitality sectors – many of which experienced job growth – are not well represented among competitive-advantage industries, primarily due to a low average weekly wage.
- Three health and helping related industries appear on the region's competitive-advantage list. These sectors are especially vital to the Northeast as the region continues to draw retirement-age individuals to the region, many of whom currently are or will be demanding the services provided by these industries.
- The Northeast enjoys a strong competitive advantage in both Machinery Manufacturing and Mining. Just over six percent of the region's total jobs are concentrated in these two detailed sectors. Employers in these sectors predominantly reflect those specializing

limestone mining as well as metalworking, industrial and other general-purpose machinery manufacturing.

Transportation

Transportation remains a critical issue for Northeast Michigan since many of 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 2.9.**

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

Deep sea ports are an important element to the coastal counties. Alpena, Cheboygan and Presque Isle Counties offer four deep water ports for commercial use. The ports located in Alpena, Stoneport and Rogers City are utilized primarily for shipping limestone to market. The port in Rogers City is utilized to ship large products made at Moran Iron 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. In 2007, Gaylord's terminus was shifted to the south side of town.

The region has several airports. The Alpena County Regional Airport provides commercial passenger service to Northeast Michigan. In 2007, there were 7,638 enplanements for the commercial passenger service, down slightly from 2006 passenger levels. With its 9,001 feet of concrete runway, full time fire service and clear air space, the FAA has selected this as an emergency landing site for in-flight emergencies. The airport can accommodate any type of commercial or military aircraft and has state-of-the-art communications and radar systems. In recent years airport expansions have occurred at the Rogers City and Gaylord airports. Alpena, Gaylord, Hillman and Rogers City have industrial parks located at their airports.

Public transportation is provided at varying levels within the region. Local bus systems are funded by a combination of federal, state, and local monies, in addition to fare box and contracts with agencies. Crawford and Otsego Counties have county-wide demand response bus systems, **Figure 2.10**. 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, Otsego and Presque Isle Counties. The Thunder Bay Transportation Authority, a public authority formed under PA 196, provides transportation services for area elderly, handicapped, and special needs passengers. The Authority services Alpena, Alcona and Montmorency Counties as well as Presque Isle County south of M-68, including Rogers City, Onaway and Posen. The specialized service and regional bus systems provide a limited level of service across much of the region. Funding is clearly a limiting factor for these systems. Interstate bus service (Indian Trails) 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.

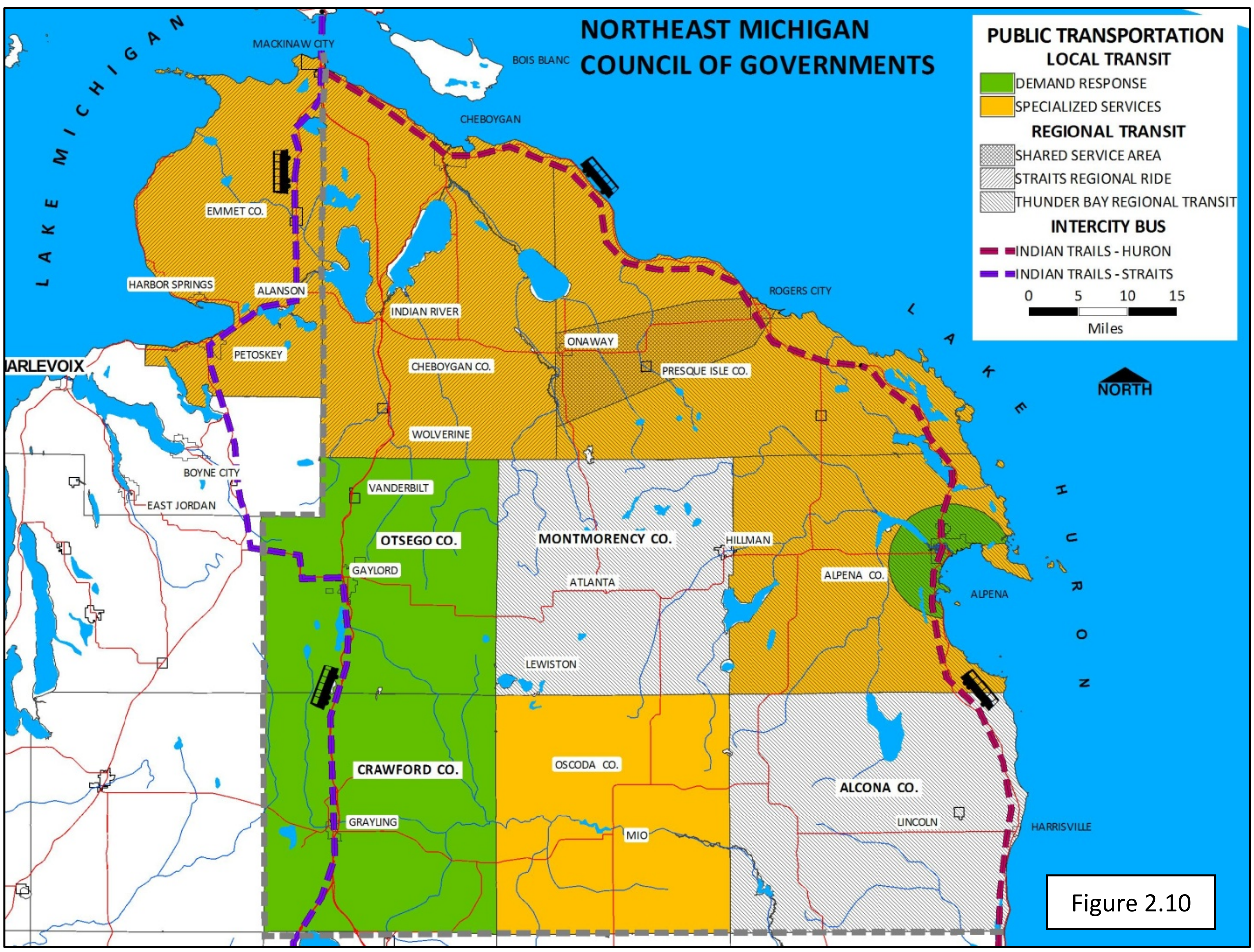


Figure 2.10

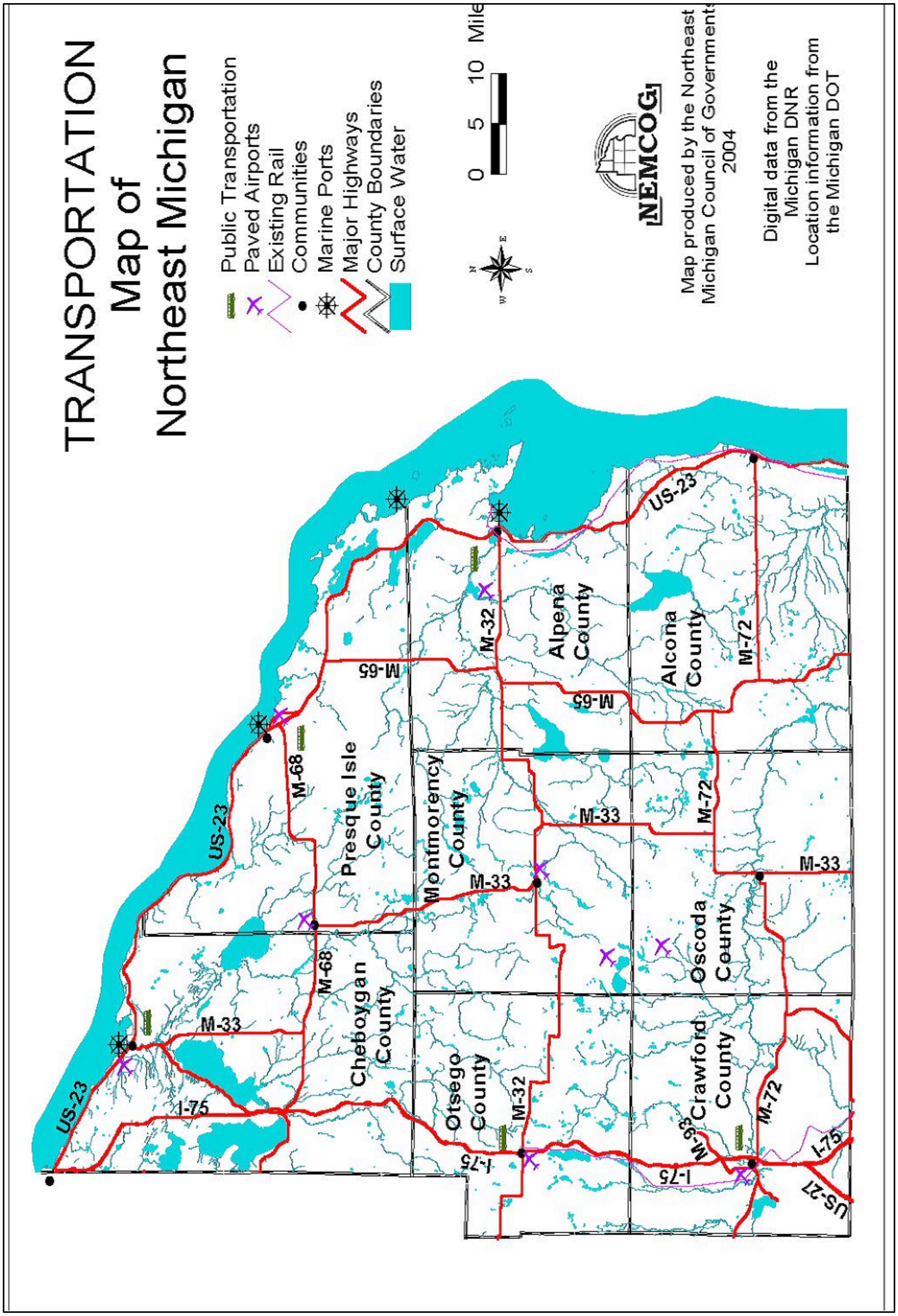

TRANSPORTATION
Map of
Northeast Michigan
Public Transportation
Paved Airports
Existing Rail
Communities
Marine Ports
Major Highways
County Boundaries
Surface Water
0 5 10 Miles
NEMCOG
Map produced by the Northeast Michigan Council of Governments 2004
Digital data from the Michigan DNR
Location information from the Michigan DOT
Presque Isle County
Cheboygan County
Montmorency County
Alpena County
Alcona County
Otsego County
Oscoda County
Crawford County
US-23
M-33
M-68
M-65
M-32
M-72
I-75
M-93
US-27

Figure 2.9

Infrastructure

A community's ability to accommodate economic development, particularly manufacturing, professional and large scale retail is closely tied to its infrastructure availability. Infrastructure availability for the region is graphically presented in **Figure 2.11**. Ten communities have industrial business parks, with some communities such as the City of Alpena and Gaylord having more than one facility. Nine communities have public water and sewer systems. The community of Mio has a public water system.

High speed and broadband internet is clearly a limiting factor in rural business development in the region. Reliable data to map the extent of high speed internet coverage is not currently available. More densely populated communities have some level of high speed internet available, which includes DSL, cable or wireless. **Figure 2.12** is a map generated in 2009 that shows the number of high speed internet service providers by zip code district. While the map gives some indication of availability, the geographic extent of actual deployment does not coincide with the entire zip code geographic extent. In other words, only the more densely developed areas within a zip code area would have highest levels of service.

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

Allband Communications Cooperative provides service to rural parts of Alcona, Alpena and Montmorency Counties. A loan from the United States Department of Agriculture's Rural Development division has helped Allband build a state-of-the-art telecommunications network in Allband's service area. Allband plans to spend a little over 8 million dollars in two phases on the first all fiber to the home (FTTH) system in the state.

The Northern Michigan Broadband Cooperative was formed during the summer of 2008. The counties represented by the Cooperative are as follows: Alpena, Antrim, Alcona, Benzie, Charlevoix, Cheboygan, Crawford, Emmet, Grand Traverse, Iosco, Kalkaska, Leelanau, Manistee, Missaukee, Montmorency, Ogemaw, Oscoda, Otsego, Presque Isle, Roscommon, and Wexford. The purpose of the Northern Michigan Broadband Cooperative is to facilitate the provision of reliable broadband and telecommunications services throughout Northern Michigan at affordable rates for all users, but particularly education, governmental services, economic development and commerce, health-care and emergency services.

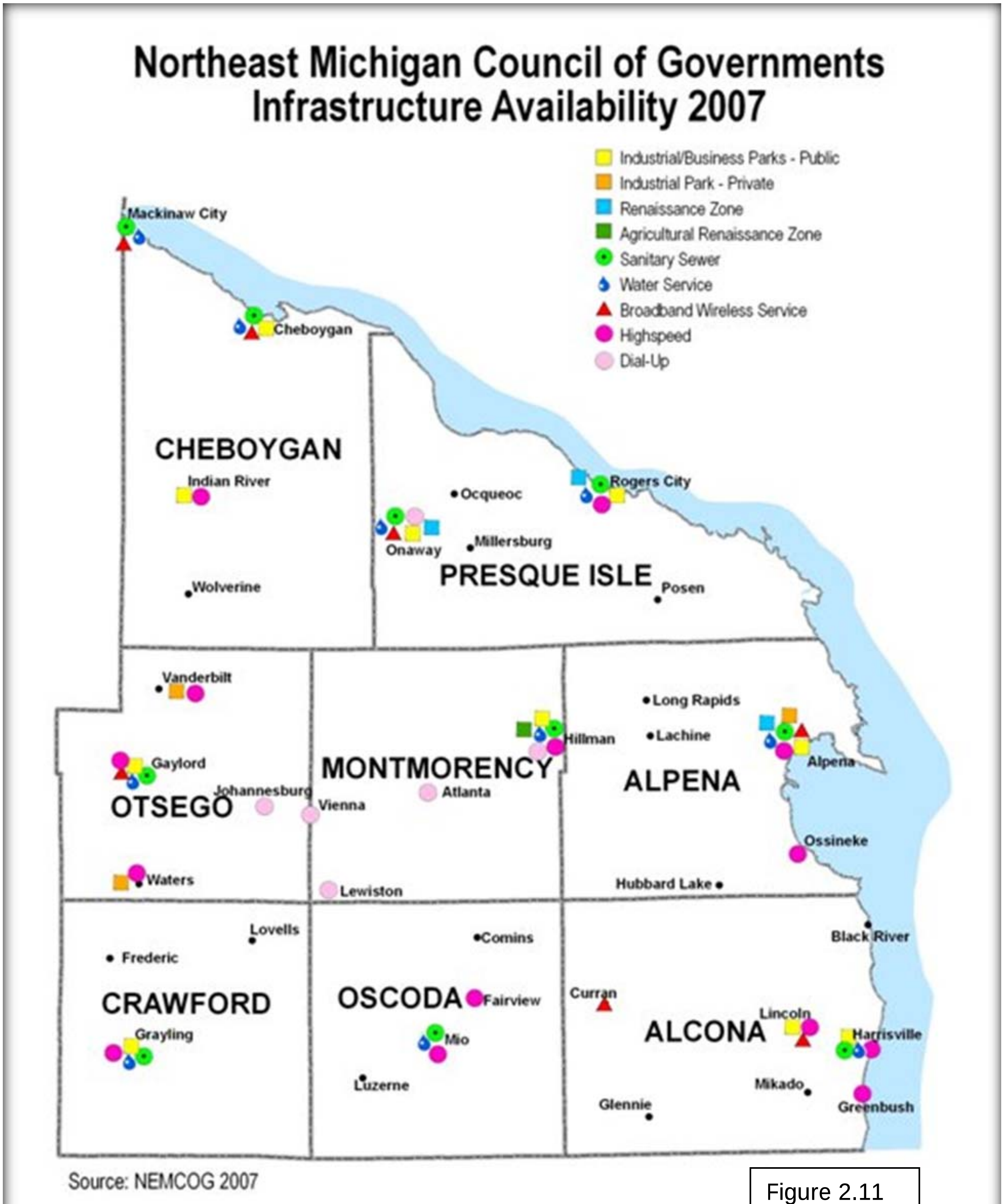
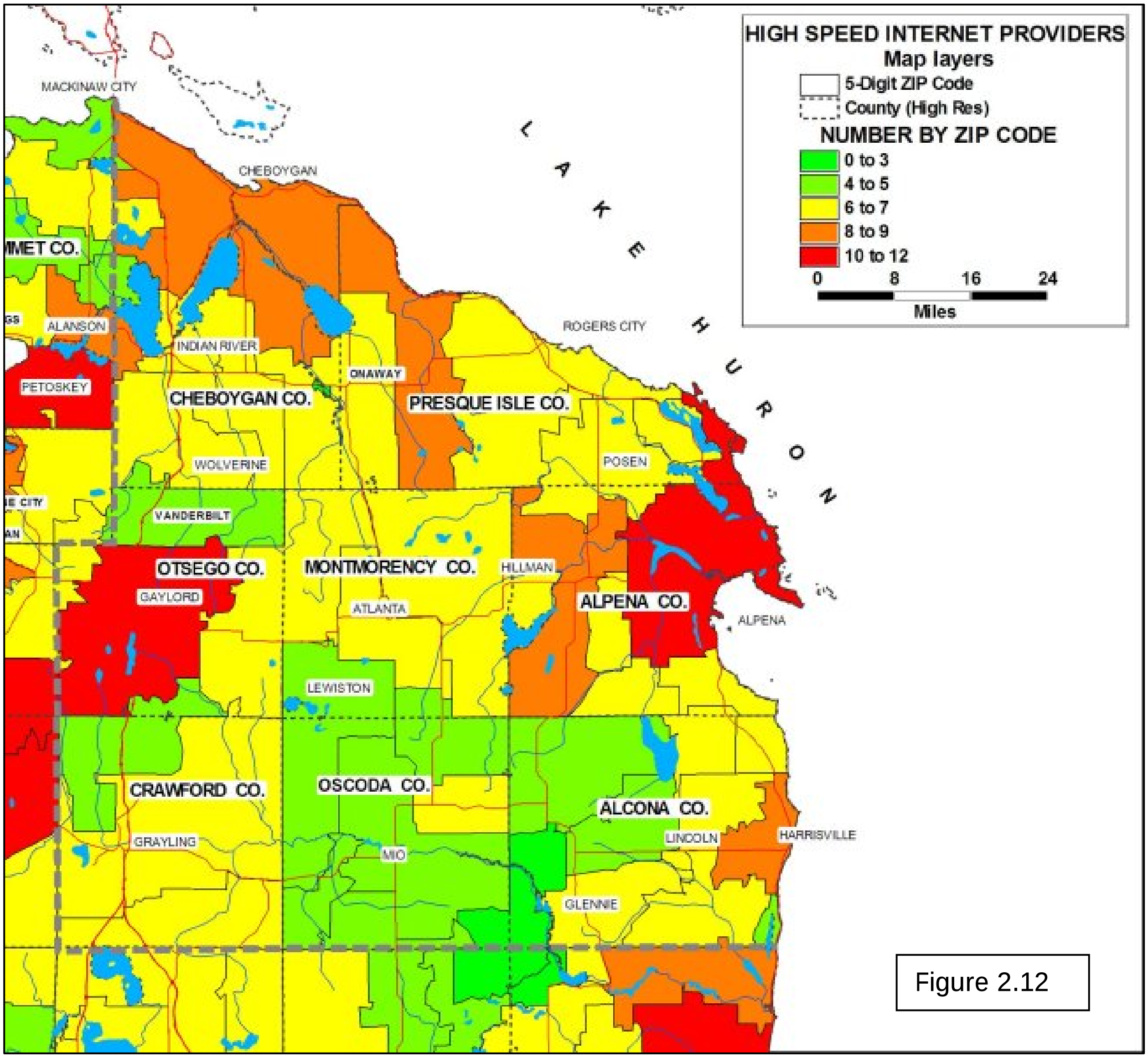

Northeast Michigan Council of Governments
Infrastructure Availability 2007
Industrial/Business Parks - Public
Industrial Park - Private
Renaissance Zone
Agricultural Renaissance Zone
Sanitary Sewer
Water Service
Broadband Wireless Service
Highspeed
Dial-Up
Mackinaw City
Cheboygan
CHEBOYGAN
Indian River
Wolverine
Ocqueoc
Rogers City
Onaway
Millersburg
PRESQUE ISLE
Posen
Vanderbilt
Gaylord
OTSEGO
Johannesburg
Vienna
Waters
MONTMORENCY
Hillman
Atlanta
Lewiston
Long Rapids
Lachine
ALPENA
Alpena
Ossineke
Hubbard Lake
Lovells
Frederic
CRAWFORD
Grayling
Comins
OSCODA
Fairview
Mio
Luzerne
Black River
Curran
Lincoln
ALCONA
Harrisville
Mikado
Glennie
Greenbush
Source: NEMCOG 2007

Figure 2.11



Agricultural

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 2.13** shows concentrations of agricultural activity in the region. According to the Michigan Department of Agriculture 2009 Report, agriculture production accounted for $67,772,000 in the region.

Alpena County ranks number one in total market value of agricultural production in the region, Presque Isle ranks second, Cheboygan third and Alcona County is fourth, see **Table 2.10** and **Figure 2.14.** Livestock production accounts for nearly 60 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.

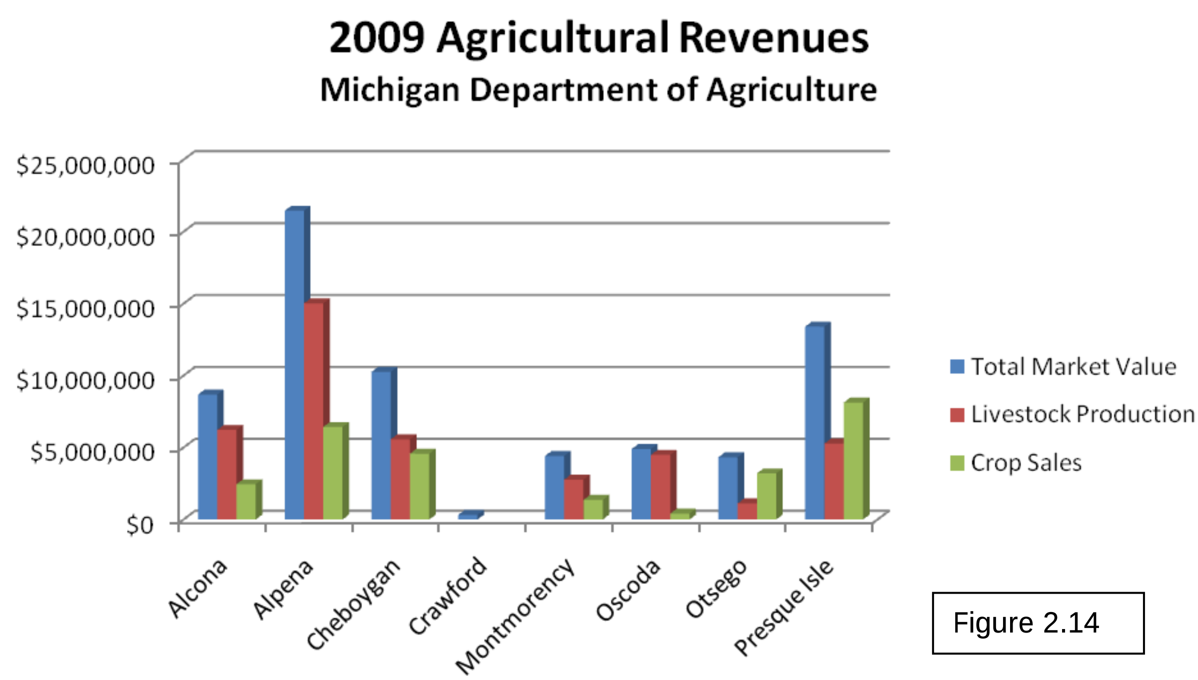


Figure 2.14

Table 2.10: 2009 Agricultural Crop Production in Northeast Michigan			
County	**Total Market Value**	**Crop Sales**	**Livestock Production**
Alcona	$8,680,000	$2,453,000	$6,227,000
Alpena	$21,458,000	$6,430,000	$15,028,000
Cheboygan	$10,259,000	$4,578,000	$5,578,000
Crawford	$320,000	NA	NA
Montmorency	$4,414,000	$1,367,000	$2,774,000
Oscoda	$4,903,000	$409,000	$4,494,000
Otsego	$4,332,000	$3,208,000	$1,124,000
Presque Isle	$13,406,000	$8,127,000	$5,279,000
Total	**$67,772,000**	**$26,572,000**	**$40,504,000**
Source: Michigan Department of Agriculture – July 2009			

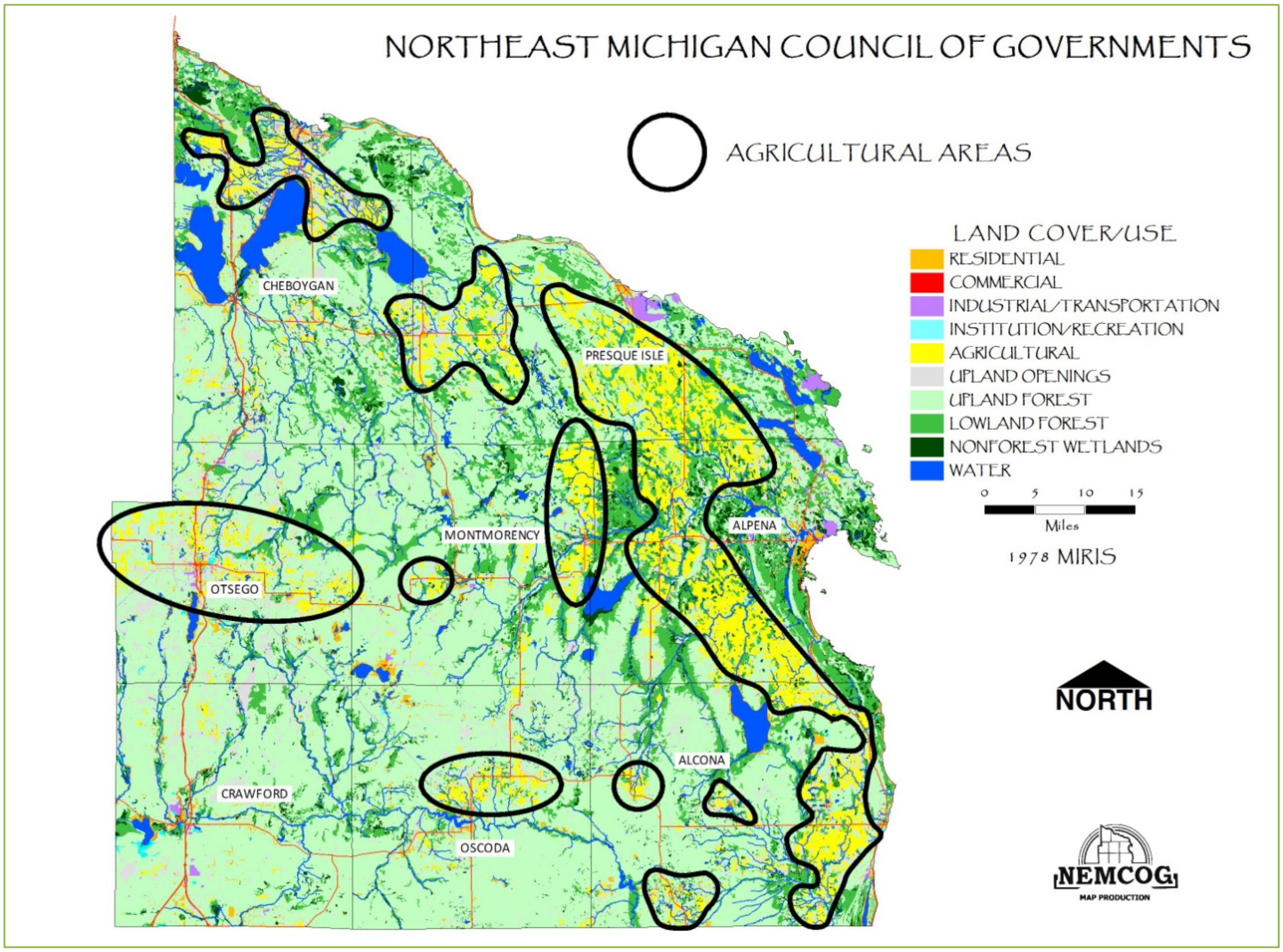


Figure 2.13

Water 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 2.15 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 AuSable 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.

Forest Resources

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 2.16** 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.

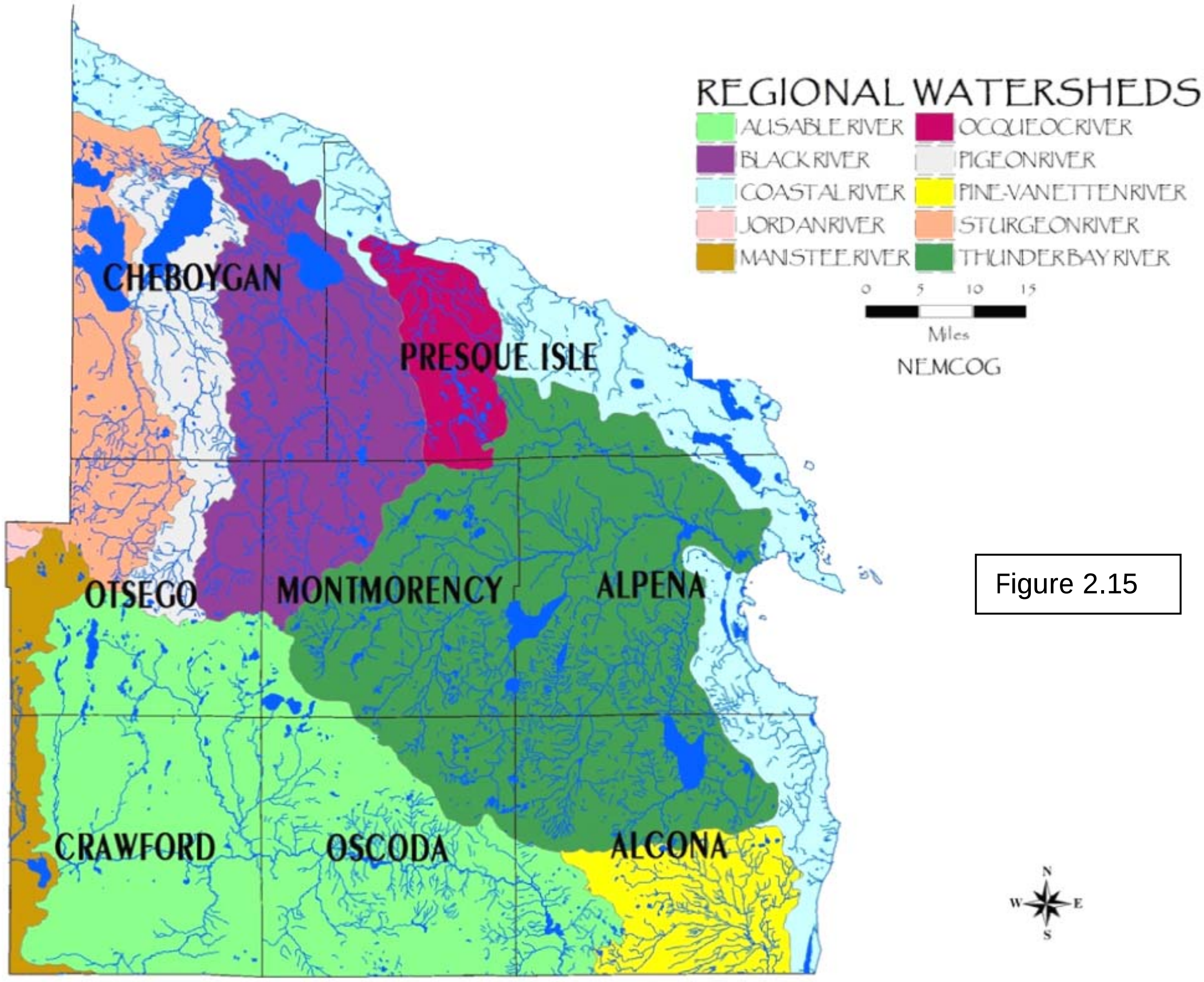


Figure 2.15

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.

Table 2.11: Regional Forest Resources

Inventory – Michigan 2003-2007: area/volume

Michigan (26) -- Area of sampled forest land by Forest type group and Ownership group (in acres)

	Ownership group			
Forest-type group	Forest Service (10)	State and Local Gov't (30)	Private (40)	Total
White / red / jack pine (100)	126,410	163,831	94,524	384,765
Spruce / fir (120)	19,545	75,141	182,637	277,324
Exotic softwoods (380)	2,970	--	14,531	17,501
Oak / pine (400)	20,921	62,492	77,374	160,788
Oak / hickory (500)	36,295	124,823	175,424	336,543
Elm / ash / cottonwood (700)	--	17,204	50,036	67,240
Maple / beech / birch (800)	19,718	124,693	371,313	515,724
Aspen / birch (900)	60,301	182,200	374,403	616,904
Other hardwoods group (960)	5,188	2,344	9,853	17,386
Nonstocked (999)	--	2,044	4,996	7,041
Totals:	**291,349**	**754,773**	**1,355,093**	**2,401,215**

(The color of each estimated value represents its percent sampling error (pse); if estimate is **black**, pse is less than or equal to 25%; if estimate is **green**, pse is greater than 25% and less than or equal to 50%; if estimate is **red**, pse is greater than 50%)

Regional Land Cover

The regional land cover map, **Figure 2.17** 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.

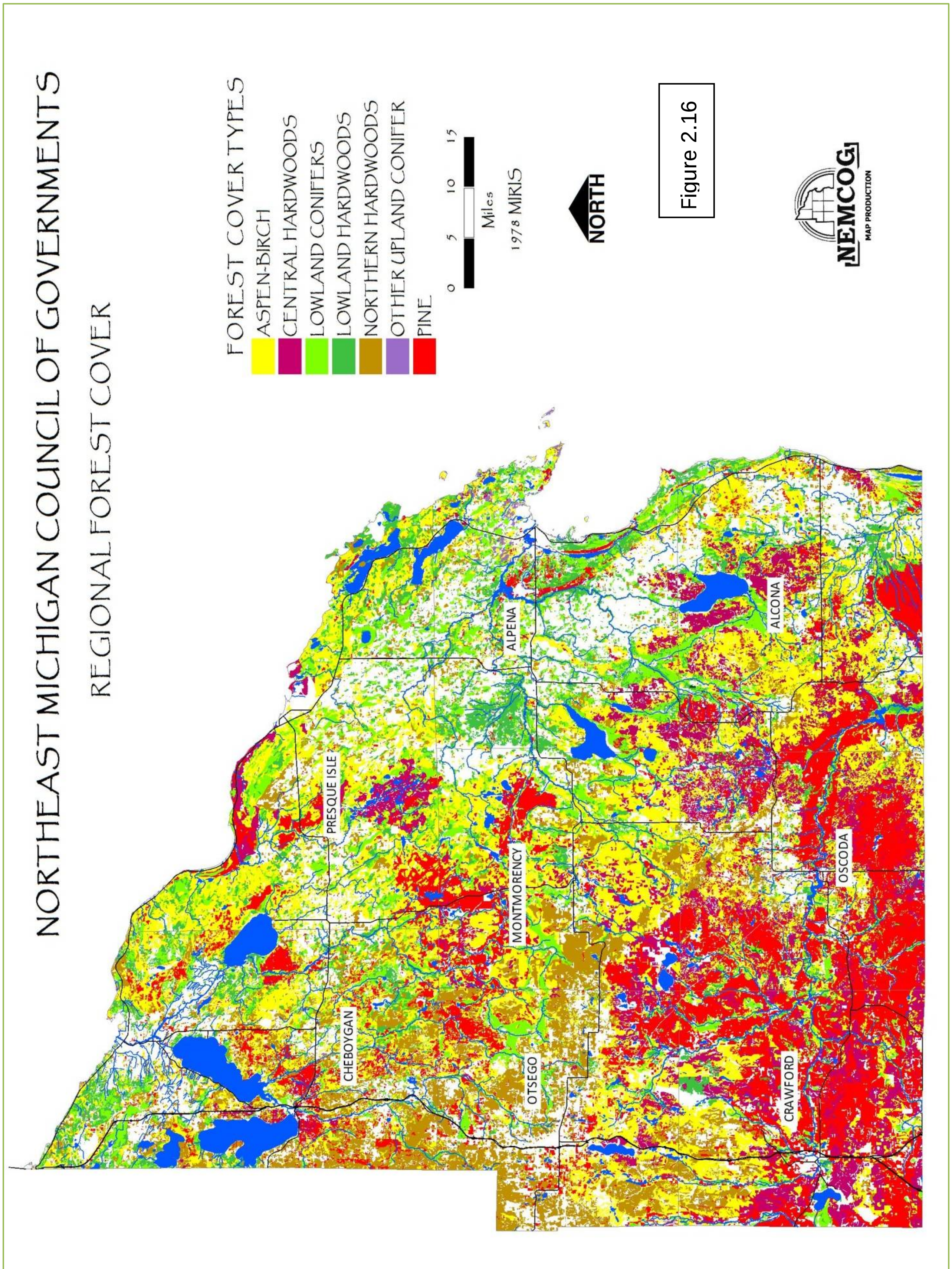

NORTHEAST MICHIGAN COUNCIL OF GOVERNMENTS
REGIONAL FOREST COVER
FOREST COVER TYPES
ASPEN-BIRCH
CENTRAL HARDWOODS
LOWLAND CONIFERS
LOWLAND HARDWOODS
NORTHERN HARDWOODS
OTHER UPLAND CONIFER
PINE
0 5 10 15
Miles
1978 MIRIS
NORTH
NEMCOG
MAP PRODUCTION
PRESQUE ISLE
ALPENA
ALCONA
MONTMORENCY
OSCODA
CHEBOYGAN
OTSEGO
CRAWFORD

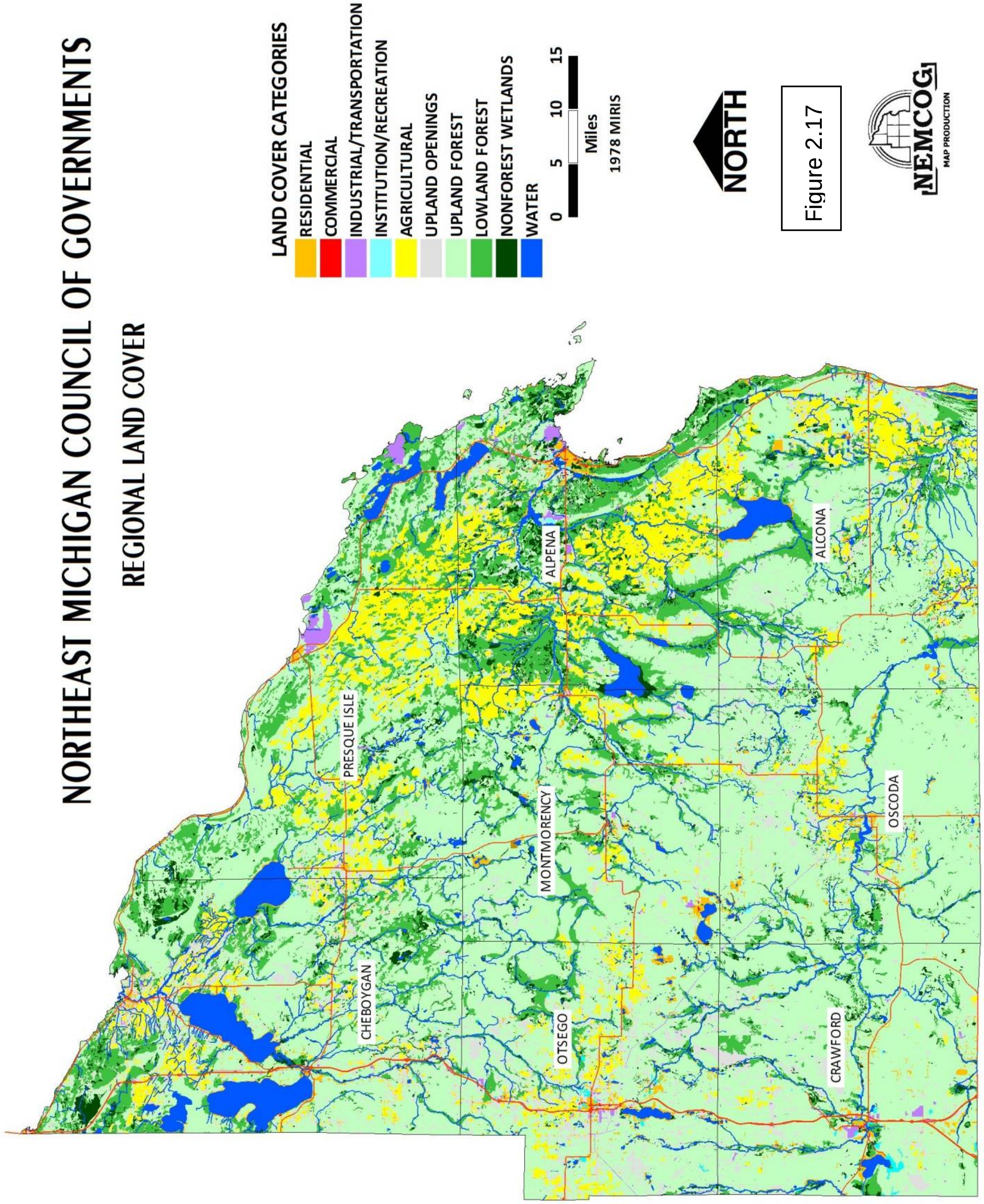
Figure 2.16

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 and 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.

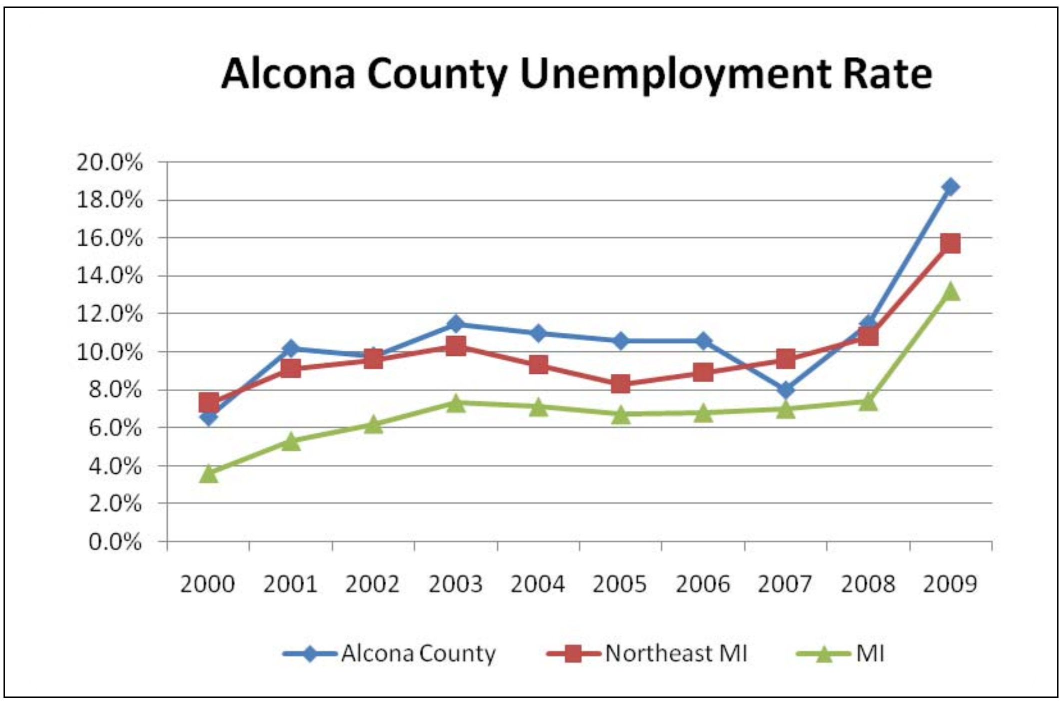

NORTHEAST MICHIGAN COUNCIL OF GOVERNMENTS
REGIONAL LAND COVER
LAND COVER CATEGORIES
RESIDENTIAL
COMMERCIAL
INDUSTRIAL/TRANSPORTATION
INSTITUTION/RECREATION
AGRICULTURAL
UPLAND OPENINGS
UPLAND FOREST
LOWLAND FOREST
NONFOREST WETLANDS
WATER
0 5 10 15
Miles
1978 MIRIS
NORTH
NEMCOG
MAP PRODUCTION
PRESQUE ISLE
ALPENA
ALCONA
MONTMORENCY
OSCODA
CHEBOYGAN
OTSEGO
CRAWFORD
Figure 2.17

Selected Economic Indicators for Alcona County, MI

In Alcona County population estimates show a loss in population. The number of people in the labor force and employment has also dropped from 2004, as weel the unemployment rate has increased. Alcona County was 25th in the nation (3144 counties) in highest unemployment rate. Per capita and median household income has increased since 2000. However, poverty rates have also increased in recent years.

Population (2008)	11,556	**Per Capita Personal Income (2006)**	$23,303
Population (2004)	11,624	**Median Household Income (2007)**	$34,121
Labor Force (2009)	4,171	**Adults over 25 % Bachelor's Degrees (2007)**	10.9%
Employment (2009)	3,392	**Poverty Rate (2007)**	13.5%
Unemployment Rate (2009)	18.7 %	**Children in Poverty Rate (2005)**	27.2%

Figure 2.18



According to the Michigan Department of Agriculture 2009 Agricultural Survey there were 281 farms with 45,395 acres of farmland in Alcona County. The 2009 survey found annual value of agricultural production was $12,848,000, with $6,227,000 in livestock sales, $4,168,000 in dairy production, and $2,453,000 in crop sales. Alcona County ranks 17 in the state in dry edible bean production.

Alcona County	
Agricultural Lands	**Amount**
Total number of farms:	281
Total farmland:	45,395 acres (10.5% of total area)
Forage/pasture/non-crop farmland:	14,170 acres (31.2% of farmland)
Number of farms using organic production:	1 (no certified organic farms)
Local Distribution	**Amount**
Farmers' markets:	1
U-pick farms /On-farm markets:	1
Farms using Community Supported Agriculture:	0
Value of direct-to-consumer farm product sales:	$20,000
Local food production index:	28
Michigan Department of Agriculture – July 2009	

Alcona County	
Agricultural Revenues	**Amount**
Total market value of agriculture production	$8,680,000
Total crop sales	$2,453,000
Total livestock sales	$6,227,000
Michigan Department of Agriculture – July 2009	

Alcona County			
Locally Important Products	**Size**	**Amount**	**MI Top 20 Ranking**
Dry edible beans	not available	not available	#17
Michigan Department of Agriculture – July 2009			

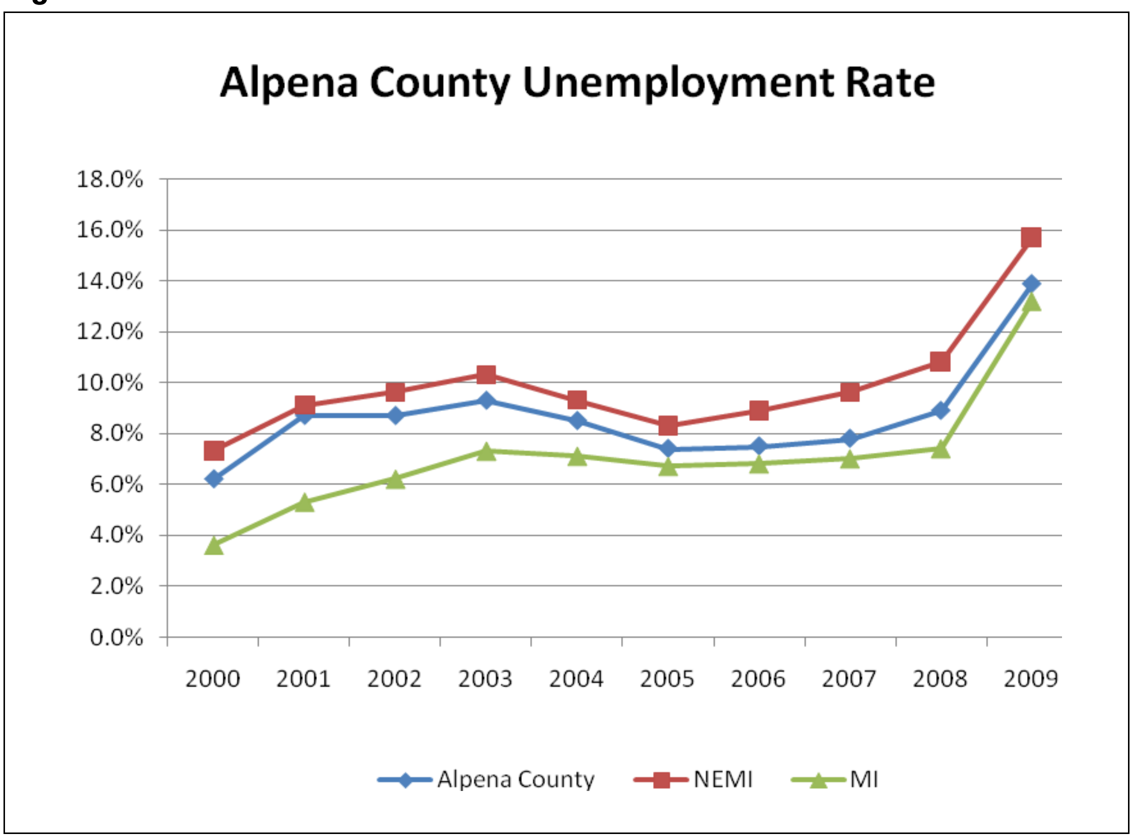
Alcona County		
Key Products	**Production**	**Revenues**
Corn, soy, and wheat	3,996 acres (10.5% of cropland)	$633,000
Vegetables	3 acres (0.01% of cropland)	$8,000
Fruit and tree nuts	76 acres (0.5% of cropland)	not available
Dairy farms	15 farms (0.7% of all in MI)	$4,168,000
All animal operations	137 operations (6,696 animals)	$6,227,000
Michigan Department of Agriculture – July 2009		

Selected Economic Indicators for Alpena County, MI

In Alpena County, population estimates show a loss in population. The number of people in the labor force and employment has also dropped from 2004, as well the unemployment rate has increased. Alpena County was 235th in the nation (3144 counties) in highest unemployment rate. The unemployment rate for the county has been consistently lower than region-wide rates. Per capita and median household income has increased since 2000. However, poverty rates have also increased in recent years.

Population (2008)	29,520	**Per Capita Personal Income (2006)**	$28,551
Population (2004)	30,682	**Median Household Income (2007)**	$37,508
Labor Force (2009)	14,894	**Adults over 25 (2007) % Bachelor's Degrees**	13.2%
Employment (2009)	12,826	**Poverty Rate (2007)**	15.5%
Unemployment Rate (2009)	13.9%	**Children in Poverty Rate (2005)**	20.3%

Figure 2.19



According to the Michigan Department of Agriculture 2009 Survey , there were 573 farms with 58,947 acres of farmland in Alpena County. The 2009 survey found annual value of agricultural production was $33,867,000, with $15,028,000 in livestock sales, $12,409,000 in dairy production, and $6,430,000 in crop sales. Alpena County ranks 14 in the state in forage-land used for hay.

Alpena County	
Agricultural Lands	**Amount**
Total number of farms:	573
Total farmland:	58,947 acres (16.1% of total area)
Forage/pasture/non-crop farmland:	25,265 acres (42.86% of farmland)
Number of farms using organic production:	2 (no certified organic farms)
Cropland in transition to organic:	132 acres (includes non-certified acres)
Local Distribution	**Amount**
Farmers' markets:	1
U-pick farms /On-farm markets:	1
Farms using Community Supported Agriculture:	2
Value of direct-to-consumer farm product sales:	$185,000
Local food production index:	24
Michigan Department of Agriculture – July 2009	

Alpena County		
Agricultural Revenues	**Amount**	**MI Top 20 Ranking**
Total market value of agriculture production	$21,458,000	
Total crop sales	$6,430,000	
Total livestock sales	$15,028,000	
Michigan Department of Agriculture – July 2009		

Alpena County			
Locally Important Products	**Size**	**Amount**	**MI Top 20 Ranking**
Forage-land used for hay	25,265 acres	$1,912,000	14
Grains, oilseeds, dry beans, and dry peas		$3,835,000	
Michigan Department of Agriculture – July 2009			

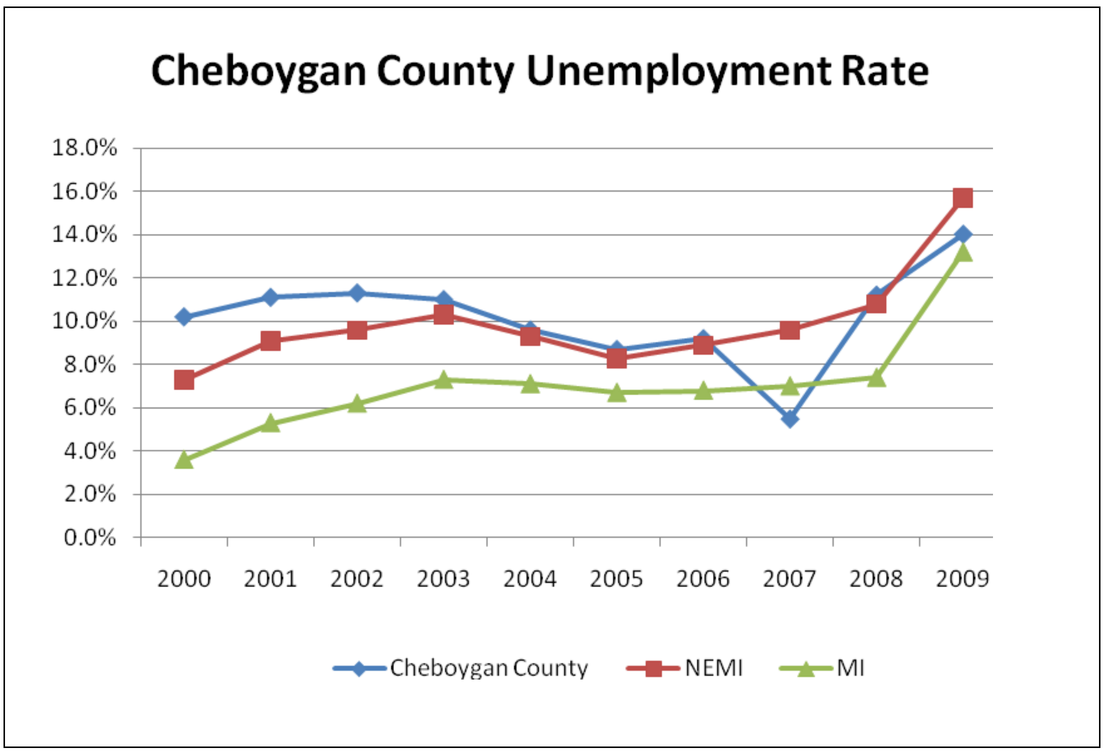
Alpena County		
Key Products	**Production**	**Revenues**
Corn, soy, and wheat	14,307 acres (24.3% of cropland)	$2,554,000
Vegetables	85 acres (0.14% of cropland)	$182,000
Fruit and tree nuts	103 acres (0.1% of cropland)	$175,000
Dairy farms	39 farms (1.7% of all in MI) #20	$12,409,000
All animal operations	281 operations (16,537 animals)	$15,028,000
Michigan Department of Agriculture – July 2009		

Selected Economic Indicators for Cheboygan County, MI

In Cheboygan County, population estimates show a loss in population. The number of people in the labor force and employment has also dropped from 2004, as well the unemployment rate has increased. Cheboygan County was 222nd in the nation (of the 3144 counties) with the highest unemployment rate. Per capita and median household income has increased since 2000. However, poverty rates have also increased in recent years.

Population (2008) Estimate	26,354	**Per Capita Personal Income (2006)**	$25,766
Population (2004)	27,296	**Median Household Income (2007)**	$38,335
Labor Force (2009)	11,758	**Adults over 25 (2007) % Bachelor's Degrees**	13.9%
Employment (2009)	10,110	**Poverty Rate (2007)**	14.9%
Unemployment Rate (2009)	14.0%	**Children in Poverty Rate (2005)**	23.1%

Figure 2.20



According to the Michigan Department of Agriculture 2009 Survey, there were 573 farms with 58,947 acres of farmland in Cheboygan County. The 2009 survey found annual value of agricultural production was $13,696,000, with $5,578,000 in livestock sales, $3,540,000 in dairy production, and $4,578,000 in crop sales. Cheboygan County ranks 11th in Christmas tree production and 15th in barley production in the state.

Cheboygan County	
Agricultural Lands	**Amount**
Total number of farms:	347
Total farmland:	47,562 acres (10.4% of total area)
Forage/pasture/non-crop farmland:	14,067 acres (29.6% of farmland)
Number of farms using organic production:	3 (no certified organic farms)
Cropland in transition to organic:	27 (includes non-certified acres)
Area of greenhouse/nursery operations	91,660 sq. ft.
Local Distribution	**Amount**
Farmers' markets:	2
U-pick farms /On-farm markets:	1
Farms using Community Supported Agriculture:	0
Value of direct-to-consumer farm product sales:	$127,000
Local food production index:	20
Michigan Department of Agriculture – July 2009	

Cheboygan County		
Agricultural Revenues	**Amount**	**MI Top 20 Ranking**
Total market value of agriculture production	$10,259,000	
Total crop sales	$4,578,000	
Total livestock sales	$5,578,000	
Michigan Department of Agriculture – July 2009		

Cheboygan County			
Locally Important Products	**Size**	**Amount**	**MI Top 20 Ranking**
Barley		$238,000	#15
Christmas Trees	744 acres		#11
Michigan Department of Agriculture – July 2009			

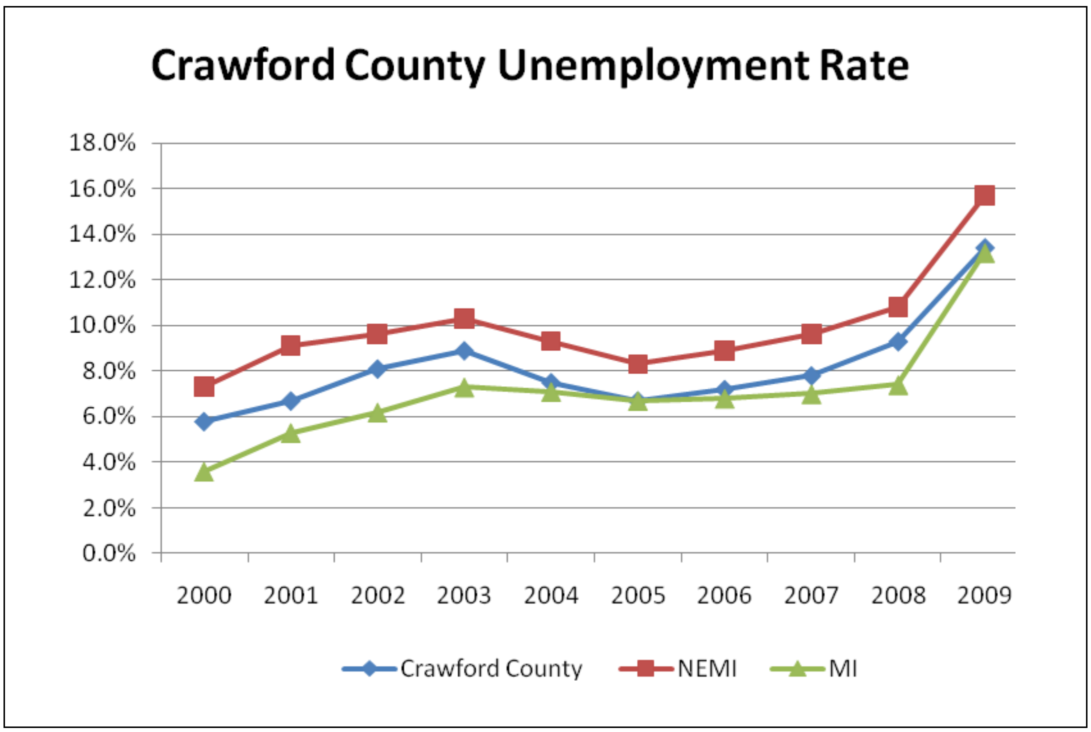
Cheboygan County		
Key Products	**Production**	**Revenues**
Corn, soy, and wheat	1,544 acres (3.3% of cropland)	$167,000
Vegetables	54 acres (0.1% of cropland)	$164,000
Fruit and tree nuts	55 acres (0.1% of cropland)	not available
Dairy farms	6 farms (0.3% of all in MI)	$3,540,000
All animal operations	201 operations (7,613 animals)	
Michigan Department of Agriculture – July 2009		

Selected Economic Indicators for Crawford County, MI

In Crawford County, population estimates show a loss in population. The number of people in the labor force and employment has also dropped from 2004, as well the unemployment rate has increased. Crawford County was 293 in the nation (of the 3144 counties) with the highest unemployment rate. The unemployment rate for the county has been consistently lower than region-wide rates. Per capita and median household income has increased since 2000. However, poverty rates have also increased in recent years.

Population (2008) Estimate	14,463	**Per Capita Personal Income (2006)**	$22,318
Population (2004)	14,812	**Median Household Income (2007)**	$35,979
Labor Force (2009)	6,413	**Adults over 25 (2007) % Bachelor's Degrees**	12.9%
Employment (2009)	5,551	**Poverty Rate (2007)**	14.7%
Unemployment Rate (2009)	13.4%	**Children in Poverty Rate (2005)**	26.1%

Figure 2.21



Less than 1% of its land is agricultural; most lies within the Mackinaw, Pere Marquette, and Au Sable State Forests. According to the Michigan Department of Agriculture 2009 Survey, there were 39 farms with 2,524 acres of farmland in Crawford County. Total market value of agriculture production is $320,000.

Crawford County	
Agricultural Lands	**Amount**
Total number of farms:	39
Total farmland:	2,524 acres (0.7% of total area)
Forage/pasture/non-crop farmland:	278 acres (11.4% of farmland)
Number of farms using organic production:	0 (no certified organic farms)
Cropland in transition to organic:	0 acres
Local Distribution	**Amount**
Farmers' markets:	1
U-pick farms /On-farm markets:	0
Farms using Community Supported Agriculture:	0
Value of direct-to-consumer farm product sales:	$36,000
Local food production index:	0
Michigan Department of Agriculture – July 2009	

Crawford County		
Agricultural Revenues	**Amount**	**MI Top 20 Ranking**
Total market value of agriculture production	$320,000	
Total crop sales	Not Available	
Total livestock sales	Not Available	
Michigan Department of Agriculture – July 2009		

Crawford County			
Locally Important Products	**Size**	**Amount**	**MI Top 20 Ranking**
Poultry and eggs	14 Operations	$14,000	
Michigan Department of Agriculture – July 2009			

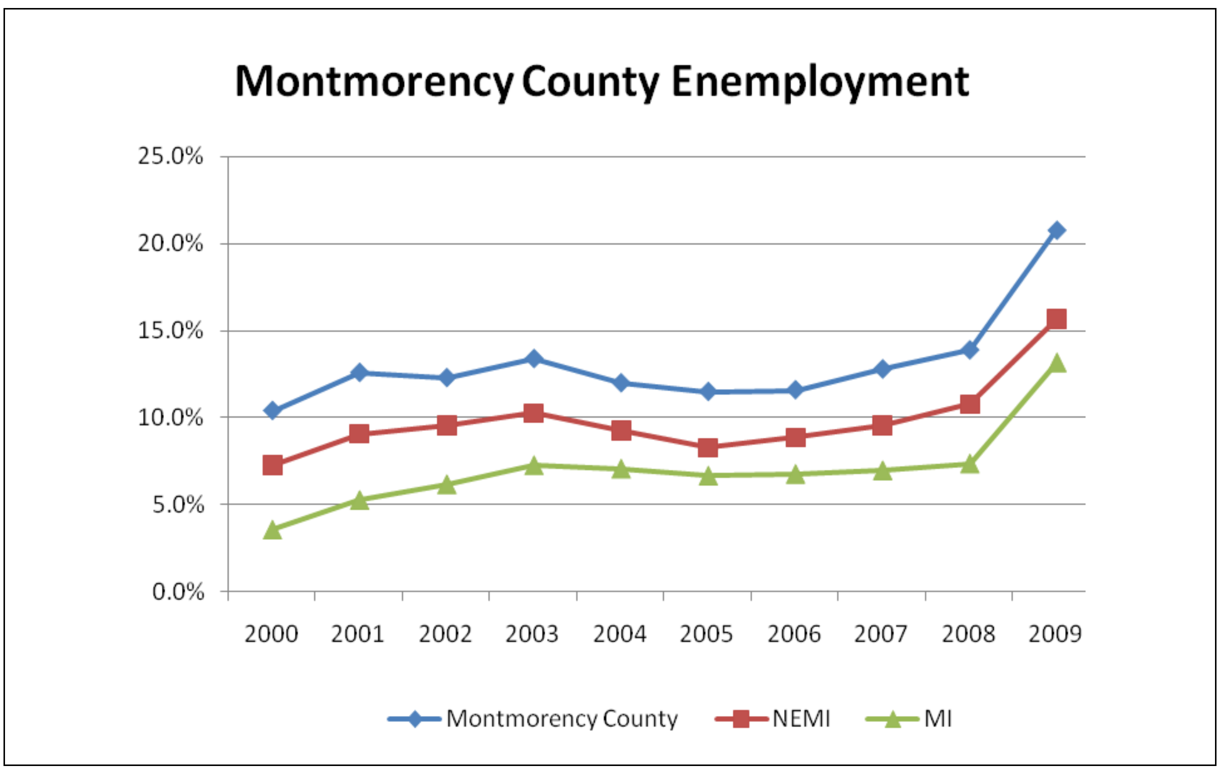
Crawford County		
Key Products	**Production**	**Revenues**
Corn, soy, and wheat	0 acres (0.0% of cropland)	
Vegetables	0 acres (0.0% of cropland)	
Fruit and tree nuts	0 acres (0.0% of cropland)	
Dairy farms	0 acres (0.0% of cropland)	
All animal operations	27 operations (1,213 animals)	
Michigan Department of Agriculture – July 2009		

Selected Economic Indicators for Montmorency County, MI

In Montmorency County, population estimates show a loss in population. The number of people in the labor force and employment has also dropped from 2004, as well the unemployment rate has increased. Montmorency County was 9th in the nation (of the 3144 counties) with the highest unemployment rate. The unemployment rate for the county has been consistently higher than region-wide rates. Per capita and median household income has increased since 2000. However, poverty rates have also increased in recent years. Montmorency County was 894 out of 3144 in highest poverty rates.

Population (2008) Estimate	10,335	**Per Capita Personal Income (2006)**	$21,881
Population (2004)	10,508	**Median Household Income (2007)**	$33,620
Labor Force (2009)	3,985	**Adults over 25 (2007) % Bachelor's Degrees**	8.2%
Employment (2009)	3,157	**Poverty Rate (2007)**	15.9%
Unemployment Rate (2009)	20.8%	**Children in Poverty Rate (2005)**	28.3%

Figure 2.22



According to the Michigan Department of Agriculture 2009 Survey, there were 140 farms with 21,801 acres of farmland in Montmorency County. The 2009 survey found annual value of agricultural production was $6,008,000 with $2,774,000 in livestock sales, $1,867,000 in dairy production, and $1,367,000 in crop sales. Montmorency County ranks 6th in the state for sunflower production.

Montmorency County	
Agricultural Lands	**Amount**
Total number of farms:	140
Total farmland:	21,801 acres (6.2% of total area)
Forage/pasture/non-crop farmland:	5,845 acres (26.8% of farmland)
Number of farms using organic production:	1 (1 certified organic farm)
Cropland in transition to organic:	not available
Area of greenhouse/nursery operations	not available
Local Distribution	**Amount**
Farmers' markets:	0
U-pick farms /On-farm markets:	0
Farms using Community Supported Agriculture:	0
Value of direct-to-consumer farm product sales:	$79,000
Local food production index:	23
Michigan Department of Agriculture – July 2009	

Montmorency County		
Agricultural Revenues	**Amount**	**MI Top 20 Ranking**
Total market value of agriculture production	$4,414,000	
Total crop sales	$1,367,000	
Total livestock sales	$2,774,000	
Michigan Department of Agriculture – July 2009		

Montmorency County			
Locally Important Products	Size	**Amount**	**MI Top 20 Ranking**
Sunflower	346 acres		#6
Michigan Department of Agriculture – July 2009			

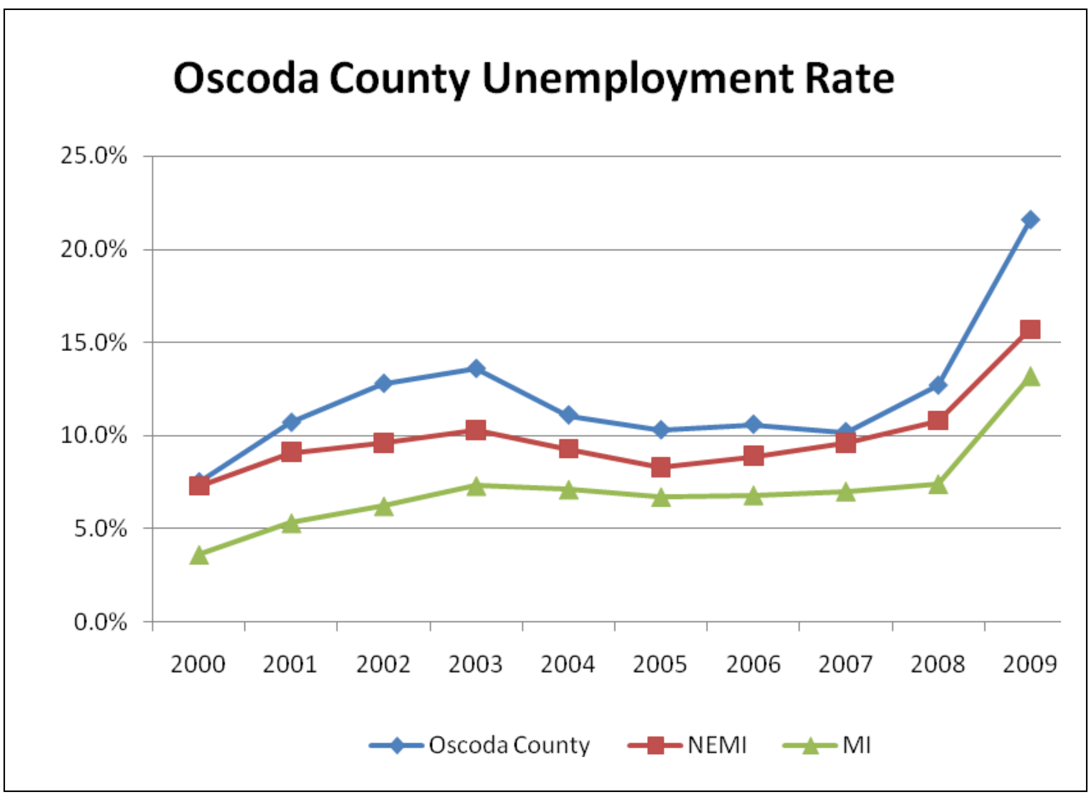
Montmorency County		
Key Products	**Production**	**Revenues**
Corn, soy, and wheat	3,792 acres (17.4% of cropland)	$649,000
Vegetables	not available	not available
Fruit and tree nuts	13 acres (0.01% of cropland)	$49,000
Dairy farms	12 farms (0.4% of all in MI)	$1,867,000
All animal operations	118 operations (4,459 animals)	
Michigan Department of Agriculture – July 2009		

Selected Economic Indicators for Oscoda County, MI

In Oscoda County, population estimates show a loss in population. The number of people in the labor force and employment has also dropped from 2004, as well the unemployment rate has increased. Oscoda County was 5th in the nation (of the 3144 counties) with the highest unemployment rate. The unemployment rate for the county has been consistently higher than region-wide rates. Per capita and median household income has increased since 2000. However, poverty rates have also increased in recent years. Oscoda County had the highest poverty rates for all persons and for children of all counties in the Region.

Population (2008) Estimate	8,836	**Per Capita Personal Income (2006)**	$21,815
Population (2004)	9,383	**Median Household Income (2007)**	$31,385
Labor Force (2009)	3,689	**Adults over 25 (2007) % Bachelor's Degrees**	8.0%
Employment (2009)	2,894	**Poverty Rate (2007)**	21.6%
Unemployment Rate (2009)	21.6%	**Children in Poverty Rate (2005)**	28.8%

Figure 2.23



According to the Michigan Department of Agriculture 2009 Survey, there were 136 farms with 21,801 acres of farmland in Oscoda County. The 2009 survey found annual value of agricultural production was $7,620,000 with $4,494,000 in livestock sales, $2,717,000 in dairy production, and $409,000 in crop sales. The Amish and Mennonite farm communities are central to the county's agricultural base.

Oscoda County	
Agricultural Lands	**Amount**
Total number of farms:	136
Total farmland:	17,579 acres (4.9% of total area)
Forage/pasture/non-crop farmland:	4,582 acres (26.1% of farmland)
Number of farms using organic production:	3 (3 certified organic farms)
Cropland in transition to organic:	265 acres
Area of greenhouse/nursery operations	18,000 sq. ft.
Local Distribution	**Amount**
Farmers' markets:	1
U-pick farms /On-farm markets:	0
Farms using Community Supported Agriculture:	0
Value of direct-to-consumer farm product sales:	$134,000
Local food production index:	27
Michigan Department of Agriculture – July 2009	

Oscoda County		
Agricultural Revenues	**Amount**	**MI Top 20 Ranking**
Total market value of agriculture production	$4,903,000	
Total crop sales	$409,000	
Total livestock sales	$4,494,000	
Michigan Department of Agriculture – July 2009		

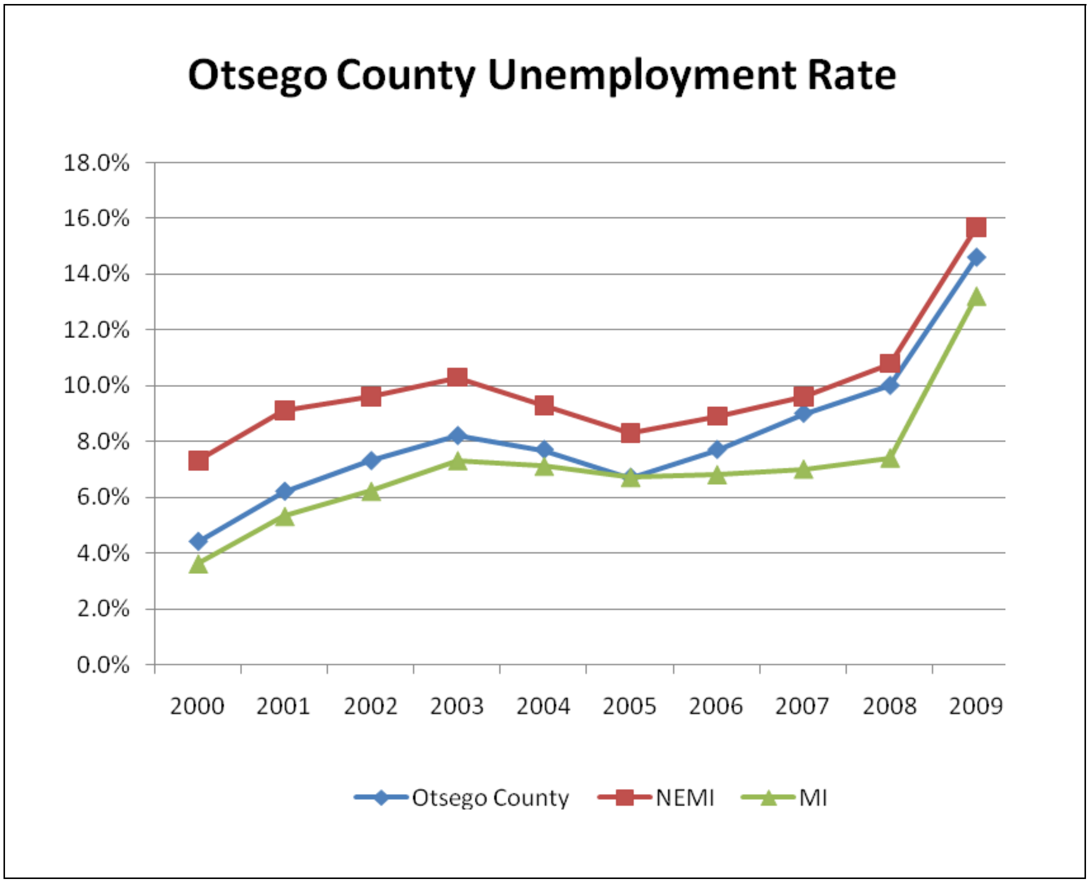
Oscoda County		
Key Products	**Production**	**Revenues**
Corn, soy, and wheat	957 acres (5.4% of cropland)	$16,000
Vegetables	27 acres (0.2% of cropland)	not available
Fruit and tree nuts	3 acres (0.1% of cropland)	not available
Dairy farms	16 farms (0.7% of all in MI)	$2,717,000
All animal operations	125 operations (6,611 animals)	
Michigan Department of Agriculture – July 2009		

Selected Economic Indicators for Otsego County, MI

In Otsego County, population estimates show a loss in population. The number of people in the labor force and employment has also dropped from 2004, as well the unemployment rate has increased. Oscoda County was 162 in the nation (of the 3144 counties) with the highest unemployment rate. The unemployment rate for the county has been consistently lower than region-wide rates. Per capita and median household income has increased since 2000. Otsego County has the highest per capita and median household incomes in the Region. The same holds true for persons 25 years and older with bachelor's degrees, Otsego County has the highest percentage in the region. However, poverty rates have also increased in recent years. Montmorency County was 894 out of 3144 in highest poverty rates.

Population (2008) Estimate	23,808	**Per Capita Personal Income (2006)**	$27,470
Population (2004) Estimate	24,454	**Median Household Income (2007)**	$44,591
Labor Force (2009)	12,034	**Adults over 25 (2007) % Bachelor's Degrees**	17.4%
Employment (2009)	10,283	**Poverty Rate (2007)**	12.9%
Unemployment Rate (2009)	14.6%	**Children in Poverty Rate (2005)**	14.9%

Figure 2.24



According to the Michigan Department of Agriculture 2009 Survey, there were 182 farms with 33,598 acres of farmland in Otsego County. The 2009 survey found annual value of agricultural production was $4,332,000 with $1,124,000 in livestock sales and $3,208,000 in crop sales. Montmorency County ranks 6th in the state for barley production and 2nd for dairy warehouse, transfer, and truck wash facilities.

Otsego County	
Agricultural Lands	**Amount**
Total number of farms:	182
Total farmland:	33,598 acres (10.2% of total area)
Forage/pasture/non-crop farmland:	7,300 acres (21.7% of farmland)
Number of farms using organic production:	2 (1 certified organic farm)
Cropland in transition to organic:	not available
Area of greenhouse/nursery operations	not available
Local Distribution	**Amount**
Farmers' markets:	2
U-pick farms /On-farm markets:	0
Farms using Community Supported Agriculture:	1
Value of direct-to-consumer farm product sales:	$123,000
Local food production index:	13
Michigan Department of Agriculture – July 2009	

Otsego County		
Agricultural Revenues	**Amount**	**MI Top 20 Ranking**
Total market value of agriculture production	$4,332,000	
Total crop sales	$3,208,000	
Total livestock sales	$1,124,000	
Michigan Department of Agriculture – July 2009		

Otsego County			
Locally Important Products	**Size**	**Amount**	**MI Top 20 Ranking**
Barley	726 acres		#6
Dairy warehouse, transfer, and truck wash facilities	2		#2
Michigan Department of Agriculture – July 2009			

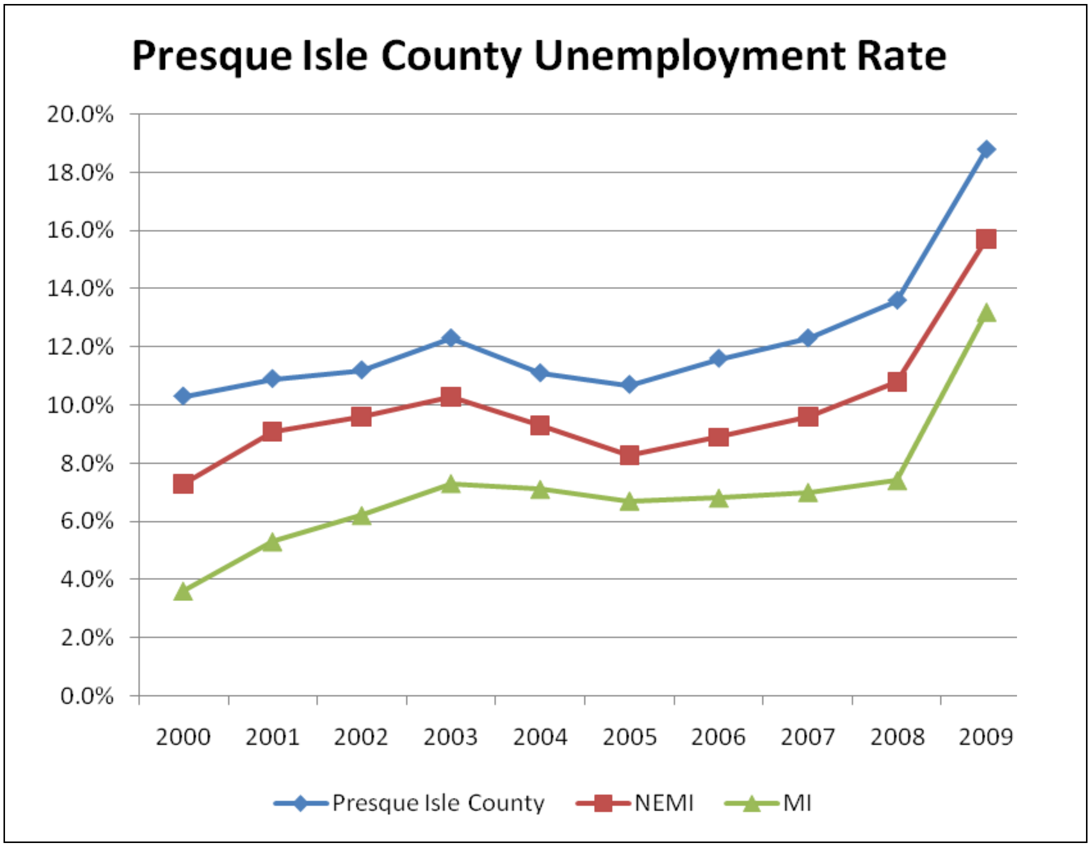
Otsego County		
Key Products	**Production**	**Revenues**
Corn, soy, and wheat	1,573 acres (4.7% of cropland)	$228,000
Vegetables	426 acres (1.3% of cropland)	$1,819,000
Fruit and tree nuts	17 acres (0.01% of cropland)	$52,000
Dairy farms	1 farm (0.04% of all in MI)	not available
All animal operations	103 operations (4,521 animals)	
Michigan Department of Agriculture – July 2009		

Selected Economic Indicators for Presque Isle County, MI

In Presque Isle County, population estimates show a loss in population. The number of people in the labor force and employment has also dropped from 2004, as well the unemployment rate has increased. Presque Isle County was 20th in the nation (of the 3144 counties) with the highest unemployment rate. The unemployment rate for the county has been consistently higher than region-wide rates. Per capita and median household income has increased since 2000. However, poverty rates have also increased in recent years.

Population (2008) Estimate	13,650	**Per Capita Personal Income (2006)**	$23,967
Population (2004) Estimate	14,332	**Median Household Income (2007)**	$39,969
Labor Force (2009)	6,032	**Adults over 25 (2007) % Bachelor's Degrees**	11.5%
Employment (2009)	4,899	**Poverty Rate (2007)**	13.9%
Unemployment Rate (2009)	18.8%	**Children in Poverty Rate (2005)**	18.7%

Figure 2.25



According to the Michigan Department of Agriculture 2009 Survey, there were 289 farms with 71,079 acres of farmland in Presque Isle County. The 2009 survey found annual value of agricultural production was $17,225,000 with $5,279,000 in livestock sales, $3,819,000 in dairy production, and $8,127,000 in crop sales. Presque Isle County ranks 1st in the state for oats production.

Presque Isle County	
Agricultural Lands	**Amount**
Total number of farms:	289
Total farmland:	71,079 acres (16.9% of total area)
Forage/pasture/non-crop farmland:	15,261 acres (21.5% of farmland)
Number of farms using organic production:	2 (no certified organic farms)
Cropland in transition to organic:	not available
Area of greenhouse/nursery operations	42,400 sq. ft.
Local Distribution	**Amount**
Farmers' markets:	2
U-pick farms /On-farm markets:	1
Farms using Community Supported Agriculture:	4
Value of direct-to-consumer farm product sales:	$144,000

Local food production index:	29
Michigan Department of Agriculture – July 2009	

Presque Isle County		
Agricultural Revenues	**Amount**	**MI Top 20 Ranking**
Total market value of agriculture production	$13,406,000	
Total crop sales	$8,127,000	
Total livestock sales	$5,279,000	
Michigan Department of Agriculture – July 2009		

Presque Isle County			
Locally Important Products	**Size**	**Amount**	**MI Top 20 Ranking**
Oats	4,080 acres		#1
Michigan Department of Agriculture – July 2009			

Presque Isle County		
Key Products	**Production**	**Revenues**
Corn, soy, and wheat	12,655 acres (17.8% of cropland)	$2,799,000
Vegetables	1,744 acres (2.5% of cropland)	$2,717,000
Fruit and tree nuts	85 acres (0.1% of cropland)	not available
Dairy farms	15 farms (0.7% of all in MI)	$3,819,000
All animal operations	136 operations (7,213 animals)	
Michigan Department of Agriculture – July 2009		

Assessment of the Knowledge Economy

The Michigan State University Center for Community and Economic Development (CCED), with the support of the U.S. Economic Development Administration, initiated a project in October, 2008 to develop innovative economic development strategies with three Northern Michigan regional planning partners—the Eastern Upper Peninsula Regional Planning and Development Commission (EUPRPDC), Northeast Michigan Council of Governments (NEMCOG), and Northwest Michigan Council of Governments (NWMCOG).

The goal of the project is to create new knowledge-based jobs and businesses in the regions by competing more successfully in the global knowledge economy. By understanding the dynamics and demands of global knowledge economy forces, regional leaders can better align their regional investment priorities with those demands.

To assess and measure the progress of the three Northern Michigan regions in the Knowledge Economy, the Michigan State University Center for Community and Economic Development (CCED) project team and its three regional partners - EUPRPDC, NEMCOG, and NWMCOG - developed a set of 27 Knowledge Economy Indicators.

In collaboration with the three partners, the project team examined the MSU CCED's 2006 Michigan Knowledge Economy Index: A County-Level Assessment of Michigan's Knowledge Economy to commence development of this set of regional knowledge economy indicators. The 2006 CCED county assessment was based on the national 2004 State New Economy Index published by Robert D. Atkinson of the Progressive Policy Institute [now with the Information Technology and Innovation Foundation (ITIF)]. The project team also reviewed the current State New Economy Index, published in November, 2008 by the ITIF and Kauffman Foundation. The principal objective of this collaborative process between MSU CCED and its three regional planning partners was to identify meaningful and useful knowledge economy indicators for the three predominantly rural regions. The use of clear indicators can empower planners and stakeholders to understand, prioritize, and track quantifiable changes associated with the transformation of economic development strategies from a traditional manufacturing-based model to one consistent with the dynamics of the global knowledge economy.

This section contains excerpts from "An Assessment of the Knowledge Economy in Northern Michigan and the Eastern Upper Peninsula[i]," one of the outputs of the collaboration. CCED staff was primarily responsible for drafting the report, while regions provided direction and input into the report development.

Northern Michigan Knowledge Economy Indicators	
CATEGORY	**INDICATOR**
Talent	Public High School Graduation Rates ACT Composite Scores ACT Writing Scores Certificates Conferred in the Regions College Degrees Conferred in the Regions Undergrad Enrollment in MI Public Universities Grad/Prof Enrollment in MI Public Universities
Innovation Capacity	Patents Venture Capital Firms High-Tech Firms High-Tech Jobs Annual High-Tech Wages
Knowledge Sector Jobs	ICT Jobs Annual ICT Wages Health Care Jobs Annual Health Care Wages
Digital Economy	High-Speed Internet Access Providers Wireless Hotspots
Globalization	Airport Enplanements H-1B Visas Granted Exports Foreign Trade Zones Imports
Economic Dynamism	Job Turnover Rates: All Industry Sectors Job Turnover Rates: Health Care Sector Certified Business Parks

Talent

Cultivation, retention and attraction of talent poses a critical challenge to Northern Michigan communities as talented residents are needed to become local entrepreneurs and provide leaders and skilled workers in the Knowledge Economy. Talent indicators include seven measures of **High School Performance** and **Higher Education Attainment**.

Higher education, as pointed out by the Cherry Commission Report on Higher Education and Economic Growth (December 2004), “fosters the discovery of new ideas that create new goods, services, and whole industries” and builds “dynamic communities where creativity and culture create the quality of place that is critical to attracting (and retaining) knowledge jobs.” Moreover, no factor other than educational attainment has a statistically-significant impact on the expansion of the regional job or wage base, according to the U.S. Economic Development Administration’s 2003 report on Technology Transfer and Commercialization.

Certificates are defined here as 2-4 years, 1-2 years, less than 1 year, post baccalaureate, post-master's, and first-professional certificates. Degrees are defined as Associate's, Bachelor's, Master's, Doctor's, and professional. In addition, data on undergraduate, graduate, and professional student enrollments of northern Michigan residents at the 15 state universities was obtained. As the regions re-design their EDA-required Comprehensive Economic Development Strategies (CEDS) to better align their priorities with the demands of the global knowledge economy, regional planners and stakeholders may want to evaluate these talent indicators and identify strategies to elevate education performance and attainment. This is a good time to do that.

Talent: High School Performance

Public High School Graduation Rates (2007)
Public high school graduation rates are calculated by the Michigan Department of Education based on "tracking individual students from the time they were enrolled as first-time ninth-graders." This tracking system accounts for students who complete high school in four years, transfer, are held back, or leave school and later return. With both the Northwest and Northeast regions' graduation rates reaching 80% or greater, these regions are competitive with the top rates in the country. The regions, even with these commendable rates, may want to consider increasing high school graduation rates as a strategic objective.

ACT Scores (2008)
All 11th-grade public school students in the state are required to take the Michigan Merit Examination that includes the ACT Plus Writing. Only two other states (Colorado and Illinois) require all public high school students to take the ACT. Michigan's composite score of 18.8 lags behind Colorado's 20.5 and Illinois' 20.7, respectively. The ACT Plus Writing test is used by many U.S. college admissions offices to evaluate applicants.

ACT Composite Scores (Range: 1-36)
The regions compare well with the overall state ACT scores. Northeast Michigan's ACT composite scores equal the statewide scores and Northwest Michigan's scores exceed the statewide scores. The Eastern Upper Peninsula's scores lagged slightly behind the statewide scores.

ACT Writing Scores (Range: 2-12)
The regions also compare well with the overall state ACT Writing scores. Northwest Michigan's writing scores are equal to the average state score. Northeast Michigan and the Eastern Upper Peninsula lag slightly behind the statewide average, by 0.1 and 0.3, respectively.

Talent: High School Performance				
Indicator	**Northeast MI**	**Northwest MI**	**Eastern UP**	**Michigan**
H. S. Graduation Rate*	80.67%	85.67%	75.17%	76.73%
ACT Composite Score **	18.8	19.5	18.4	18.8
ACT Writing Score***	6.5	6.6	6.3	6.6

***Source:** *Four-Year Cohort Graduation and Dropout Reports, Michigan Center for Educational Performance and Information (2009).*
****Source:** *Michigan Merit Examination Data Files, Michigan Office of Educational Assessment and Accountability (2009).*
*** **Source:** *Michigan Merit Examination Data Files, Michigan Office of Educational Assessment and Accountability (2009).*

Talent: Higher Education Attainment

The Knowledge Economy relies heavily on a college-educated workforce. Reliance on college-educated workers can only be expected to increase in the future as knowledge and learning skills assume an increasingly greater economic role. President Obama has set a goal that by 2020 the U.S. will have the highest proportion of college graduates to compete for high-tech, high-wage jobs. Community colleges, universities, and other higher education institutions, then, are an important source and gauge of talent.

The number of students from each region receiving degrees, independent of where they earn those degrees, is an important talent indicator. A key concern, however, is that many students do not return to their home communities after obtaining their college degrees. Those who do return bring critical knowledge skills that can be used to contribute to their regional economies and communities. Michigan ranked 31st in the nation for the percentage of 25-34 year-olds with a bachelors degree or higher. It should be noted that comparing the regions' performances to statewide higher education data may be misleading in that the state's performance is below the national average. Michigan ranks in the bottom 25. That is, regional performance levels at or lower than state performance levels put those regions at a disadvantage relative to other areas in the U.S. and the world.

Talent: Higher Education Attainment				
Measures	**Northeast MI**	**Northwest MI**	**Eastern UP**	**Michigan**
Certificates*	304	162	56	20,922
Per 1,000 population	2.19	0.55	1.00	2.09
Degrees **	633	1,035	680	103,183
Per 1,000 population	4.57	3.48	12.03	10.31
Undergraduate Enrollment ***	2,230	6,247	1,610	234,780
Per 1,000 population	16.10	21.02	28.64	23.47
Graduate/Professional Enrollment ***	342	1,106	214	55,113
Per 1,000 population	2.47	3.72	3.81	5.51

****Source:*** *National Center for Education Statistics, U.S. Department of Education (2009).*
*****Source:*** *National Center for Education Statistics, U.S. Department of Education (2009).*
******Source:*** *Grand Valley State University, Office of Institutional Analysis (2009).*

Certificates Conferred in the Regions (2006)
Certificates are conferred for completing programs of up to four years. First-professional certificates, post-baccalaureate, and post-master's are granted by colleges and universities. Certificates for completing vocational training programs typically lack general requirements (e.g., English or Math courses) and take less time to complete. The data reported here includes certificates conferred on students who reside outside the respective regions. Community and private colleges offering various certificate programs play a hugely important role in Northern Michigan's knowledge economy. Northeast Michigan's level of certificates adjusted for population exceeds the statewide level. The Eastern Upper Peninsula and Northwest Michigan levels of conferred certificates are significantly below the statewide level. Regions may want to further investigate these performance levels to identify specific issues associated with improving these levels that can be addressed through targeted strategies.

College Degrees Conferred in the Regions (2006)
Degrees include Associate's, Bachelor's, Master's, Doctor's, and professional degrees conferred by colleges and universities. As above, this data includes degrees conferred on students who

reside outside the respective regions. Neither Northeast or Northwest Michigan have a state university which may account for their lower numbers of college degrees conferred per 1,000 compared to the Eastern Upper Peninsula. The Eastern UP, on the other hand, has Lake Superior State University in Sault Ste. Marie. Northeast and Northwest Michigan lag significantly below the statewide level of college degrees conferred while the Eastern UP exceeds it. Given the regions' quality levels of high school performance, regions may want to consider strategies to improve their performance in the conferring of college degrees.

Undergraduate Enrollment in MI Public Universities (2008)
Michigan's 15 public universities report their undergraduate and graduate student enrollments for each county (based on students' home addresses prior to enrollment). The higher Eastern UP undergraduate enrollment corresponds to being the only region of the three that is home to a state university, Lake Superior State University, in Sault Ste. Marie. Northwest Michigan lags slightly; Northeast Michigan lags significantly behind.

Graduate/Professional Enrollment in MI Public Universities (2008)
All three regions lag below the statewide level of graduate/professional enrollments in state public universities with Northeast Michigan lagging most seriously.

Innovation Capacity

Innovation drives the Knowledge Economy. Innovation provides the competitive advantage to those firms and entrepreneurs who act boldly and imaginatively with diligent purpose and focus. An innovation is the implementation of a new or significantly-improved product, process, marketing approach, or organizational method. It requires careful analysis of the needs and capabilities of the intended users (Drucker, The Discipline of Innovation).

- Product innovations are those introductions of new or significantly-improved goods or services, and may include significant improvements in technical specifications, components and materials, software, user friendliness, or other functional characteristics. Product innovations can be based on new uses or combinations of existing knowledge or technologies.
- Process innovations implement improved production or delivery methods, and include changes in techniques, equipment, and/or software.
- Marketing innovations involve changes in product design or packaging, promotion, or pricing. Such innovations are aimed at opening up new markets and/or new positioning of a firm's product to increase sales.
- Organizational innovations are new methods in a firm's business practices, workplace organization, or external relations. Such innovations are intended to increase a firm's performance by reducing transaction costs, gaining access to non-tradable assets, or reducing supply costs.

It is important to note that innovation is increasingly a function of collaboration as pointed out in a 2008 Information Technology and Innovation Foundation report. In today's world, collaboration is critical to private sector innovation. Such collaboration underscores the critical role of government agencies, federal labs, and research universities. Public agencies and institutions of higher learning can act as critical partners and/or catalysts in the innovation process. Innovation is fundamental to future economic productivity and community prosperity. Meaningful measures of collaboration on a regional level need to be developed.

The indicators of Innovation Capacity include Patents, Venture Capital, and High-Tech Sector Performance.

Innovation Capacity: Patents
Patents provide a direct but imprecise measurement of innovation as many of the patents issued do not result in new business applications. Innovation in its economic context refers to business applications of new inventions, processes, and ideas. The absence of a major research university or large private sector R & D facilities in the regions accounts, at least in part, for the lagging numbers of patents issued. Again, this is an imprecise measurement of innovation.

Innovation Capacity: Venture Capital
Data on the number of venture capital firms located in the respective regions is not one of the stronger indicators. For one thing, venture capital is one of several types of risk capital, that also include R&D, pre-seed, seed, and mezzanine. These types of capital can be delivered by universities and federal labs, pre-seed and seed funds, angel investors, venture funds, or mezzanine funds. Angel investors are particularly important in the earliest stages of a firm's development. Limited access to capital represents one of the key barriers to economic development in rural regions. This table amply illustrates this difficulty.

Measures	Northeast MI	Northwest MI	Eastern UP	Michigan
Patents Issued (2007)*	5	41	2	3,695
Per 1,000 population	0.04	0.14	0.04	0.37
Venture Capital Firms (2008)	0	3	0	54
Per 1,000 population	0.00	0.01	0.00	0.01

***Source:** U.S. Patent and Trademark Office (2009).*
****Source:** Michigan Business/Organization Directory (Venture Capital specialty), Michigan Economic Development Corporation (2009).*

Innovation Capacity: High-Tech Sector

The high-tech sector is at the core of the Knowledge Economy. The National Science Foundation relies on the Organization for Economic Co-operation and Development (OECD) definition of the high-technology sector. The sector "includes those science-based industries that manufacture products while performing above-average levels of R&D—aerospace, pharmaceuticals, computers and office machinery, communication equipment, and scientific (medical, precision, and optical) instruments." The high-tech sector frequently provides products and services used by other Knowledge Economy businesses. High-tech jobs are typically higher-paying, and often require college degrees or other types of formal training to assure that workers can apply advanced skills and knowledge to innovate new products, processes, and marketing approaches.

As a practical matter for purposes of this project, high-tech categories include computing services, telecommunications, research, a number of manufacturing industries, and the sciences. The following NAICS codes were identified as high-tech: 1131, 1132, 211, 2211, 324, 3251, 3252, 3253, 3254, 3255, 3259, 3332, 3333, 3336, 3339, 334, 3353, 3364, 3369, 4234, 486, 5112, 5152, 517, 518, 519, 521, 5232, 5413, 5415, 5416, 5417, 55, 5612, 8112, and federal government excluding postal services.

The following three indicators are among the strongest performance indicators in the knowledge economy developed for this assessment. More time and resources were expended in developing this set of indicators than any other indicators in this assessment. Northwest Michigan exceeds the statewide level of high-tech firms per 1,000 population while Northeast Michigan and the Eastern Upper Peninsula lag significantly. All three regions lag below the statewide level of high-tech jobs per 1,000 workers, with Northwest Michigan performing at a higher level than the other two regions.

Measures	Northeast MI	Northwest MI	Eastern UP	Michigan
High-Tech Firms (2008)	162	598	55	18,177
Per 1,000 population	1.17	2.01	0.98	1.82
High-Tech Jobs (2008)	1,556	5,452	496	353,842
Per 1,000 workers	24.36	34.92	18.63	71.69

Source: *Custom data tabulation provided by the Labor Market Information, Michigan Department of Energy, Labor, & Economic Growth (2009).*

Wages illustrate the high value of high-tech jobs with statewide high-tech wages exceeding all other types of wages by over $32,000. Although regional high-tech wages are less than the statewide high-tech wages, they clearly provide a substantial living wage of over $50,000 per year in each region.

Annual High-Tech Wages (2008)

	Northeast MI	Northwest MI	Eastern UP	Michigan	All Jobs (MI)
Annual High-Tech Wage	$50,587	$54,013	$56,611	$76,216	$43,896

Source: *Custom data tabulation provided by the Labor Market Information, Michigan Department of Energy, Labor, & Economic Growth (2009).*

Knowledge Sector Jobs

The effective deployment of knowledge-based jobs results in productivity gains and competitive market advantage. Clustering of firms that take advantage of networking and innovation platforms can advance regional economies. Creating new knowledge jobs will result from nurturing strong networks and clusters based on the existing economic, social, and natural assets of the regions. Indicators of Knowledge Jobs include Information and Communications Technology (ICT) Jobs and Health Care Jobs.

The Information and Communications Technology (ICT) sector has emerged from the rapid transformation of the Information Technology (IT) sector since 2000. This transformation reflects, in part, the huge role of the Internet in the creation and functionality of the knowledge and network economy that is replacing the traditional economy. The ICT world is primarily one of Web sites and URLs in addition to streets and roads and postal zip codes. It is a world of instantaneous communications and dynamic 24/7 networks. Health care jobs, too, require significant levels of knowledge and education and the demand for health care workers is expanding. This growth sector is vital to the future of the Northern Michigan economy.

Knowledge Sector Jobs: ICT Jobs

Information and communications technology (ICT) provides the circulatory system which Knowledge Economy businesses must have to breathe and function. Providing vital services like high-speed Internet access, telecommunications services, data networks, and computer software development and support is critical. The ICT sector can serve as a bellwether in spite of its relatively small workforce. Beyond actual numbers of jobs, this indicator may also suggest the extent of connectivity between local businesses and the global networking of the knowledge economy. It is the networking that fuels the exponential rates of innovation diffusion and results in the vast economic power of instantaneous 24/7 global communication.

The information and communications technology (ICT) cluster consists of cable television, telecommunications (including Internet service providers), computer services and design, and information services (NAICS codes 5152, 517, 518, 519, and 5415).

All three regions lag behind the state level of ICT jobs. Northwest Michigan leads the other two regions in ICT jobs but has proportionately 50% less than the state level. ICT wages in the three regions are significantly higher than the average statewide wage. The highest average ICT wage is in the Eastern Upper Peninsula followed by Northeast and Northwest Michigan, respectively.

Measures	Northeast MI	Northwest MI	Eastern UP	Michigan
ICT Jobs (2008)	170	866	49	68,742
Per 1,000 workers	2.66	5.55	1.84	13.93

Source: *Custom data tabulations provided by Labor Market Information, Michigan Department of Energy, Labor, & Economic Growth (March, 2008).*

Annual ICT Wages (2008)	Northeast MI	Northwest MI	Eastern UP	Michigan	All Jobs (MI)
	$55,214	$55,127	$57,162	$67,724	$43,896

Source: *Custom data tabulations provided by Labor Market Information, Michigan Department of Energy, Labor, & Economic Growth (March, 2008).*

Knowledge Sector Jobs: Health Care Jobs

Health care with over 463,000 jobs is currently the largest Knowledge Economy sector in the state workforce of 4.8 million. In the overall state economy, only the manufacturing (NAICS codes 31-33) and retail industry sectors (NAICS codes 44-45) account for a greater proportion of employment. Health care providers in the three regions have expressed concern about their ability to attract sufficient numbers of skilled professionals to fill open positions. Health care is grouped with social assistance at the broadest NAICS code level (62). However, Health Care is defined more specifically here by using NAICS codes 621-623 (ambulatory health care services, hospitals, and nursing and residential care facilities).

Northwest Michigan has the greatest number of health care jobs both in absolute terms and proportionately and exceeds the state average per 1,000 workers. Annual average health care wages in all three regions lag behind the average state health care wage. Health care job wages are also lower than overall average job wage in the state. Health care job wages in Northwest Michigan are the highest and closest to the state average for this indicator. Eastern Upper Peninsula and Northeast Michigan health care wages lag significantly behind the state average for this industry sector.

Measure	Northeast MI	Northwest MI	Eastern UP	Michigan
Health Care Jobs (2008)	4,854	14,144	513	463,863
Per 1,000 workers	76.01	90.60	19.26	93.98

Source: *Custom data tabulations provided by Labor Market Information, Michigan Department of Energy, Labor, & Economic Growth (March, 2008).*

Measure	Northeast	Northwest	Eastern UP	Michigan	All Jobs (MI)
Annual Health Care Wage (2008)	$33,992	$42,017	$35,184	$43,472	$43,896

Source: *Custom data tabulations provided by Labor Market Information, Michigan Department of Energy, Labor, & Economic Growth (March, 2008).*

Digital Economy

The Digital Economy refers to those economic and other activities 'enabled by' the Internet and information technology (IT). Direct measures of the digital economy, then, would include retail sales via e-commerce and business-to-business (B2B) e-commerce. Such data is not available at the state or sub-state level. Measures of IT adoption by economic sector would be an extremely useful indicator of the extent of transformation to the digital economy. The adoption of IT in the health care sector or the extent of public sector use of IT would provide ideal indicator measures. Again, this data is not available.

Indicators of the Digital Economy that are used here include surrogate measures, **High-Speed Internet Access** and **Wireless Hotspots**.

<u>Digital Economy: High-Speed Internet Access</u>
High-speed Internet access, or broadband, provides critical knowledge economy infrastructure. It is estimated that for each percentage point increase in broadband penetration, employment is projected to increase 0.2-0.3% per year. This suggests an increase of 300,000 jobs on the national level (Crandall etal 2007). A 10% increase in broadband coverage, then, could result in an increase of 290-440 jobs in the 21 counties of Northern Michigan based on a current workforce of 14,500.

An ideal indicator of the digital economy would be the current number of actual broadband subscribers by location. However, service providers refuse to disclose this data (although this may change with the data collection mandates included in the 2009 American Recovery and Reinvestment Act). Not knowing the extent of broadband penetration is a severe problem that undermines efforts in numerous rural areas across the country to provide broadband service. As broadband is the backbone of the knowledge economy, this is a hugely significant area to measure. To provide surrogate measures of the digital economy, the project team obtained data on high-speed Internet providers and wireless hotspots.

High-Speed Internet Access Providers (By Zip Code, 2007)
Federal Communications Commission (FCC) data on the number of high-speed Internet service-provider holding companies with at least one subscriber in a zip code was obtained. This measure clearly does not provide meaningful subscriber data. However, the data suggests, as limited as it is, that high-speed Internet service providers are not as active in the three regions as they are in other parts of the state.

Wireless Hotspots (2008)
Providers of wireless hotspots (locations with wireless Internet access) want the public to access their service locations to increase their business. Two wireless providers, AT&T and T-Mobile, provide complete listings of their wireless hotspots on their Websites. This data was obtained from those Web sites. However, other businesses (commercial networks and independent establishments) also provide wireless services. The data in this table represents a fraction of the actual number of wireless hotspots. Wireless hotspots provide an important service to consumers and businesses in the digital economy. Hotspots may be particularly important in the three regions where broadband penetration is spotty.

Measures	Northeast MI	Northwest MI	Eastern UP	Michigan
High-Speed Internet Access Providers (2007)*	6.36	6.67	4.36	8.01
Wireless Hotspots (2008) **	12	32	8	864
Hotspots Per 1,000 sq mi	2.50	6.76	2.30	15.21

***Source:** *Zip Codes by Number of High-Speed Service Providers, Federal Communications Commission (2009).*
****Source:** *AT&T and T-Mobile Websites (2009).*

Globalization

The global economy refers to the phenomenon of information, money, capital markets, production systems, and management systems working as an integrated unit on a global scale in real time (Castells 2001). Globalization, then, refers to more than traditional trade. Interconnectedness and interdependence across national borders creates demand for services and information as well as goods. Globalization implies opening local or nationalistic perspectives to embrace a broader outlook on this vital interconnectedness and inter-dependence.

Indicators of Globalization include Air Travel Passengers, H-1B Visas, Exports, Foreign Trade Zones, and Imports.

Globalization: Air Travel Passengers

In the Knowledge Economy, the ability to travel quickly and economically remains important. Most businesses prefer their facilities to be located at sites where air travel is convenient and inexpensive. The Federal Aviation Administration (FAA) publishes annual enplanement data (the number of passengers boarding airplanes) for all U.S. airports. The number of enplanements in Northwest Michigan is significantly higher than the other two regions. In 2007, Traverse City's Cherry Capital airport ranked fifth in the number of enplanements, behind only Detroit, Grand Rapids, Flint, and Lansing, and ahead of Kalamazoo. 17.5 million passengers boarded planes at Detroit Metropolitan Airport, accounting for over 87% of enplanements in the state. Many of these passengers, however, do not originate from the state. As a major Delta (formerly Northwest) Airlines hub, large numbers of Metro Detroit passengers are simply transferring planes.

Airport Enplanements (Domestic and International, 2007)

Measure	Northeast MI	Northwest MI	Eastern UP	Michigan
Enplanements	7,657	251,408	13,879	20,084,509
Per 1,000 population	55.28	845.89	246.92	2,007.76

Source: *Passenger Boarding and All-Cargo Data, Federal Aviation Administration (2009).*

Globalization: H-1B Visas

The ability to employ legal foreign workers (those who are not immigrating to the U.S. to establish permanent residence) in specialized job positions has become increasingly important, albeit controversial, in the Knowledge Economy. These workers are directly linked to Knowledge Economy activity as H-1B work visas are typically granted to workers in the health, technology, and science sectors and universities.

To qualify for an H-1B visa, a foreign worker must have a bachelor's degree, or equivalent, and be needed to perform high-skill tasks in a technology-heavy industry. The Foreign Labor Certification Data Center maintains a database of all electronically-filed H-1B visa applications (e-applications accounted for over 90% of applications in 2004). A maximum of 65,000 H-1B visas are annually granted. Visa locations are based on the primary location of the job opening, not the worker's place of residence. Only those visas with a primary work site that could be located are included.

The number of Northeast Michigan's H-1B visas granted is close to the statewide level per 1,000 population. Northwest Michigan and the Eastern Upper Peninsula numbers of H-1B visas are negligible, both in absolute terms and compared to the statewide level.

Measure	Northeast MI	Northwest MI	Eastern UP	Michigan
H-1B Visas Granted (2007)	98	10	8	7,420
Per 1,000 population	0.71	0.03	0.14	0.74

Source: *Online Wage Library, Foreign Labor Certification Data Center (2009).*

Globalization: Exports

In the highly-interconnected global marketplace that characterizes the Knowledge Economy, import and export trade activity (measured by value) represents a key market opportunity. Bi-lateral Michigan-Canada trade amounted to$58.9 billion in 2008. Michigan's exports to Canada were valued at $19.1 billion and Michigan imported $39.8 billion worth of goods from Canada. This is a significant drop-off from 2007 when bi-lateral trade was over $77 billion. In 2007, Michigan's exports to Canada were valued at $24.9 billion, and Michigan imported $53 billion worth of goods from Canada. Canada remains Michigan's and the U.S.' leading trading partner. Northern Michigan regions can take steps to trade in the global market place by exporting and/or importing goods to and from Canada. Michigan's high-volume land traffic connections to Canada include the International Bridge connecting Sault Ste. Marie to its sister city in Ontario. This land connection along with those at Detroit and Port Huron make the state's transport network the major entry route for Canadian goods entering any U.S. market in 2008. This transport network access provides excellent opportunities for exporting and importing firms, and logistics facility and transport firms.

No data was available for any port of entry in the Northwest Michigan. Limited data for Northeast Michigan and the Eastern Upper Peninsula was obtained. The Eastern Upper Peninsula exported about $225 million in goods to Canada, compared to Northeast Michigan's export value of $40,000 in 2008. Export opportunities could be substantial.

Exports to Canada *in millions of dollars, 2008*	**Northeast MI**	**Northwest MI**	**Eastern UP**	**Michigan**
	$0.04	$0.00	$225.34	$18,340.17

Source: *Research and Innovative Technology Administration, Bureau of Transportation Statistics, U.S. Department of Transportation (2009).*

Globalization: Foreign Trade Zones

Foreign Trade Zones (FTZs) are federally-designated areas in the U.S. where merchandise is treated as being outside the country. This merchandise may be assembled, tested, relabeled, processed, mixed, or repackaged. Important economic advantages include one, cash flow savings from deferring customs duties and excise taxes until the merchandise is shipped from the zone to a U.S. market; and two, allowing the manufacture, manipulation, or assembly of articles using imported components and paying a lower duty rate for the finished articles than a firm would have paid on the individual components. Firms can warehouse their goods at U.S. locations near their markets or distribution centers, while keeping inventory costs down. If goods are exported from the zone, no duties or taxes are owed.

Foreign Trade Zones are licensed by the Foreign Trade Zones Board, (composed of the U.S. Secretaries of Commerce and Treasury, respectively), housed in the Import Administration of the International Trade Administration, U.S. Department of Commerce. There are approximately

250 Foreign Trade Zones in the United States. There are no Foreign Trade Zones in Northeast Michigan.

Foreign Trade Zones 2009	Northeast MI	Northwest MI	Eastern UP	Michigan
	0	0	1	6

Source: *List of Foreign-Trade Zones by State, Import Administration, International Trade Administration (2009).*

Globalization: Imports

The ability to import goods represents an important regional economic advantage. Businesses trading with foreign markets may increase their efficiency by locating their facilities near ports of entry where cargo may be brought into the United States. Ports of Entry are under the jurisdiction of U.S. Customs and Border Protection in the Department of Homeland Security. The Eastern Upper Peninsula has the most ports of entry as a result of its international border with Ontario, Canada. The other two regions, of course, do not share borders with Ontario.

Ports of Entry (2009)	NEMCOG	NWMCOG	EUPRPDC	Michigan
	3	1	8	40

Source: *List of Facilities and Crossings within Ports of Entry, U.S. Customs and Border Protection (2009).*

Imports from Canada (in millions of dollars, 2008)
No data was available for any port of entry in the Northwest Michigan. Limited data for Northeast Michigan and the Eastern Upper Peninsula was obtained. The value of Eastern Upper Peninsula imports from Canada was $288 million. Investigating potential bi-lateral import trade opportunities could lead to the development of new markets for Northern Michigan firms.

Imports from Canada (2008)	Northeast MI	Northwest MI	Eastern UP	Michigan
	$0.00	$0.00	$288.32	$39,824.97

Source: *Research and Innovative Technology Administration, Bureau of Transportation Statistics, U.S. Department of Transportation (2009).*

Ports of Entry in Upper Peninsula & Northern MI
1 Houghton Seaport 2 Marquette Seaport 3 Munising Seaport 4 Escanaba Seaport 5 Port Inland Seaport 6 International Bridge, Sault Ste Marie 7 Sault Ste. Marie Airport 8 Chippewa County Int'l Airport 9 Port Dolomite Seaport 10 Detour Seaport 11 Drummond Island Airport, Chippewa 12 Mackinaw Island Seaport 13 Cheboygan Seaport 14 Rogers City Seaport 15 Alpena Seaport 16 Manistee Seaport

Economic Dynamism

In an economic environment of profound structural change and deeply-distressing transformation, the capacity to adapt to change is absolutely essential. Such adaptation is often evidenced by “churn” in the workforce as new jobs replace old jobs, and new enterprises are created and aging enterprises transform themselves (or failt to survive).

The State New Economy Index developed by Rob Atkinson of the Innovation and Information Technology Foundation employs six indicators of economic dynamism at the state level: 1) jobs in fast-growing firms (so-called gazelle firms defined as 20% growth per year for five consecutive years); 2) degree of job churning; 3) number of Deloitte Technology Fast 500 and Inc. 500 firms; 4) value of companies’ IPOs (initial public offerings); 5) number of entrepreneurs starting businesses; and 6) number of individual inventor patents issued. Current data for gazelle firms, Fast 500, Inc. 500, and IPOs shows no activity in Northern Michigan. Patent data is used for one of our Innovation Capacity indicators. Project resources precluded obtaining regional data from unsorted paper files in state records on entrepreneurial start-ups. The indicators of Economic Dynamism at the regional level include Job Turnover Rates and Certified Business Parks.

Economic Dynamism: Job Turnover Rates

Given the rapid changes that characterize the Knowledge Economy, “job churn” provides an important indicator of Economic Dynamism. Job churn results from existing businesses downsizing or going out of business as new businesses are created and more successful businesses expand. Many factors contribute to job churn with both positive and negative social and economic impacts on local communities.

Regional data is available for job turnover rates. These rates are based on the number of hires and separations in the workforce. Higher rates indicate a greater number of people starting new jobs and leaving existing jobs compared to workers remaining in existing jobs. We define job turnover as: (1/2) * (full-quarter hires + full-quarter separations) / employment stable jobs, based on Census Bureau definitions. Job turnover rates are given as a percentage of total employment.

To obtain job turnover rates for all industry sectors in each region, data based on two-digit NAICS codes is used. Low job turnover rates tend to be associated with high-wage jobs, and high job turnover rates with low-wage jobs. Higher job turnover rates are also associated with the positive upward movements of young workers in the labor market. High job turnover rates are also found in job sectors with seasonal hiring practices, like tourism and construction. Low turnover for young workers can also mean that job opportunities are restricted, and workers cannot gain important skills. High turnover for older workers signifies chronic unemployment.

	Northeast MI	**Northwest MI**	**Eastern UP**	**Michigan**
Job Turnover Rate (2007)	9.6%	10.3%	11.2%	9.2%

Source: *Local Employment Dynamics, U.S. Census Bureau (2009).*

Job Turnover Rates: Health Care Sector (2007)
As health care is an important economic sector in the three regions, that sector's turnover rate was also calculated. Health care jobs are defined as those in NAICS codes 621, 622, and 623. Within a single industry sector, the job turnover rate measures the upward movement of workers in that sector. Higher rates, then, are positive. However, this indicator should be paired with other labor market data to provide greater clarity to the meaning of the job turnover rate.

	Northeast MI	Northwest MI	Eastern UP	Michigan
Job Turnover Rate (2007)	7.8%	8.0%	10.5%	7.5%

Source: *Local Employment Dynamics, U.S. Census Bureau (2009).*

Economic Dynamism: Certified Business Parks

Certified business parks are parcels of land or districts dedicated to manufacturing and/or high-tech industrial facilities. Business parks are "lightweight" versions of industrial parks, the latter being more associated with heavy industry. Certified parks provide basic utility services, including telephone service, parking, water and sewer lines that businesses can tap into immediately (reducing start-up lead time). They also have appropriate zoning, prior plat approval, and protective covenants to assure long-term site quality. Certified Parks provide certain advantages not available in other parks, including the potential to capture property taxes for public infrastructure improvements (in qualified local units of government) and being marketed by the Michigan Economic Developers Association. In the dynamics of the Knowledge Economy, new businesses are rapidly created on an ongoing basis. Locating a business in a business park reduces lead time and the level of capital formation necessary to get business startups 'up and running' and business parks also support facility maintenance.

This data on Certified Business Parks was obtained from the Michigan Certified Business Park Program. Certified Business Parks represent a fraction of all business parks in the three regions as many business parks do not participate in the Certified Business Parks program.

Measures	Northeast MI	Northwest MI	Eastern UP	Michigan
Certified Business Parks	0	2	0	48
Per 1,000 sq mi	0.00	0.42	0.00	0.85

Source: *Michigan Certified Business Park Program, Michigan Economic Developers Association (2009).*

Conclusion

The **MSU Center for Community and Economic Development (CCED)** project team and three regional planning agency partners—**Northeast Michigan Council of Governments (NEMCOG)**, **Northwest Michigan Council of Governments (NWMCOG)**, and the **Eastern Upper Peninsula Regional Planning and Development Commission (EUPRPDC)**—sought to adopt a set of knowledge economy indicators to assist their stakeholders in understanding where these Northern Michigan and Eastern Upper Peninsula regions stand in the rapidly-evolving knowledge economy. The project team and partners started this six-month long process with an examination of the MSU CCED's 2006 Michigan Knowledge Economy Index: A County-Level Assessment of Michigan's Knowledge Economy. It became immediately evident that a new set of knowledge economy indicators would have to be developed because of the regional focus of this project. Large regional data gaps for previously-identified indicator measures were identified, as the preponderant majority of relevant public data is generated for use at the state or national levels.

After extensive review and analysis by the project team, partners, and external experts, 27 regional knowledge economy indicators were identified or developed in six categories: **Talent**, **Innovation Capacity**, **Knowledge Sector Jobs**, **Digital Economy**, **Globalization**, and **Economic Dynamism**. Five measures were also identified to provide the demographic and economic context of the three Northern Michigan regions. The indicators are designed to create a new set of lenses for this and future assessments and measurement of the regions' progress in the knowledge economy. Although some proxy indicators are distinctly less than ideal, the entire set of indicators can provide regional leaders with valuable new insights to guide the creation of innovative economic development strategies and help communities succeed in the global knowledge economy of the 21st century.

Our Northern Michigan regional assessment, then, is subject to the constraints of available relevant data and our current understanding of the knowledge economy. We do not pretend to know exactly how the knowledge economy will evolve in the future so these indicators will no doubt be supplemented and in some cases replaced by new indicators to better understand the future evolution of the global and Northern Michigan/Upper Peninsula knowledge economies.
While it is recognized that the knowledge economy is increasingly important to the future prosperity of Michigan and the Midwest, regional strategic planning focused on developing the knowledge economy has been limited.

Northern Michigan and the Eastern Upper Peninsula were identified in traditional regional and local economic planning. This Regional Assessment is designed to leapfrog that error and help regional planners ramp up their comprehensive economic development strategies to create new knowledge economy jobs and businesses. This Assessment can be used by regional leaders to better prepare for high-value, innovative regional economic development in the 21st century global knowledge economy.

In spite of facing significant methodological barriers, the project team identified or developed 27 regional knowledge economy indicator measures that are readily obtained from available data sets. Planners throughout the state and Midwest can replicate this methodology and use these indicators to assess the performance of their regions in the knowledge economy. Instructions on retrieving specific data sets for these knowledge economy indicators will soon be available on the project web site (KnowledgePlanning.org). Access to these instructions will enable planners, citizens, and leaders to obtain data and apply these knowledge economy indicators to their regions.

Major Findings of the Northern Michigan/Upper Peninsula Knowledge Economy Assessment

The three regions have substantial talent assets, as evidenced by several talent indicators. The three regions compare extremely well with the average state public high school graduation rate and ACT scores (both composite and writing). In fact, Northeast Michigan's and Northwest Michigan's graduation rates are over 80%, exceeding the average state graduation rate by four and nine percentage points, respectively. Only 13 states have graduation rates of 80% or better. For ACT composite scores, Northwest Michigan exceeds the average state score by .7 (19.5 compared to 18.8), Northeast Michigan's score is identical to the average state score, and the Eastern UP is just .4 below the state average.

The three regions also perform well compared to the statewide average in public university undergraduate enrollments although they lag behind in graduate enrollments. Northeast Michigan exceeds the state and the other regions in certificates conferred. The Eastern Upper Peninsula, the only region of the three with a 4-year public university, is also the only region that exceeds the state average in the number of college degrees conferred. The other two regions lag significantly behind the state average for this indicator.

This talent base is extremely important critical in the knowledge economy. Talent is needed to do the current and future work of local entrepreneurs, skilled workers, and visionary leaders in the Northern Michigan/Upper Peninsula Knowledge Economy. Talent and an ongoing willingness to learn are key to embracing mind-set change poised for competing successfully in the global knowledge economy.

All three regions are comparable to the state in the number of high-tech firms, but lag behind in the number of high-tech jobs and level of high-tech wages. The number of high-tech firms in the three regions is a strong positive indicator. Job creation and talent retention and attraction will be critical in improving this measure of the knowledge economy.

For the number of venture capital firms, Northwest Michigan is equal to the statewide average. Venture capital firms are not found in the other two regions. Creating and expanding capital networks and flow is needed. For Digital Economy indicators, all three regions lag behind the state average in the number of high-speed Internet providers and lag significantly behind in the number of wireless hotspots. As broadband is the backbone of the knowledge economy, expanding high-speed Internet or broadband coverage is an objective the regions may want to consider. The regions' long-term economic vitality in the knowledge economy may be at stake,
Economic Dynamism indicators assess a region's ability to adapt to a changing economy. Both job turnover for all industry sectors and health care job turnover were higher in Northern Michigan than the state as a whole, indicating higher numbers of people are entering new jobs and leaving or losing existing jobs. This performance is likely a positive indicator of the regions' economic resilience and adaptability. All three regions lag behind the state in the number of certified business parks, a relatively weak proxy indicator.

All three regions lag behind the state in the number of information and communications technology (ICT) jobs as well as lagging behind in annual ICT wages. Northwest Michigan compares favorably with the state level of health care jobs and annual health care wages, but the other two regions trail Northwest Michigan and the state for this indicator.

<u>Regional Collaborative Actions to Compete Successfully in the Global Knowledge Economy</u>

The economic development challenge for Northern Michigan and the Eastern Upper Peninsula, as with any region in the country, demands a new foundation of collaborative partners—economic development agencies, local governments, all types of private companies, community colleges, school districts, work force development agencies, civic organizations, nonprofit agencies, and universities—to work in new and perhaps even uncomfortable ways. These new networking relationships ("swarms") and candid conversations are essential to creating dynamic new collaborative models.

The use of these knowledge economy indicators is intended to facilitate constructive dialogues, innovative new networking, and strategic planning to position the regions for success in the global knowledge economy. Bold leadership is required to reject traditional economic development models that clearly no longer work. The focus for the future must be on creating and implementing intelligent economic development strategies that will support innovation and risk-taking across the board through aggressive networking, vital collaboration, constant learning, and flexible adaptation.

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A digital version of this report, including expanded and updated datasets and sources, is available at KnowledgePlanning.org
Acknowledgements

The authors sincerely appreciate the assistance of Mark Reffitt, Michigan Department of Energy, Labor and Economic Growth; Kenneth Darga, Michigan State Demographer; Faye Backie, Associate Director of MSU Libraries; Hailey Mooney, MSU Data Librarian; Hui Hua Chua, MSU U.S. Documents Librarian; Sara Bowers, MSU Center for Community and Economic Development. We also thank Kassandra Ray-Smith, MSU Center for Community and Economic Development and Mary Taylor, MSU Outreach & Engagement.

This report was prepared by the Michigan State University Center for Community and Economic Development under award 06-86-05322 from the Economic Development Administration, U.S. Department of Commerce. The statements, findings, conclusions, and recommendations are those of the authors and do not necessarily reflect the views of the Economic Development Administration or the U.S. Department of Commerce.

Economic Activity

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

ECONOMIC AND COMMUNITY PLANNING AND DEVELOPMENT

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

1A. Completed the 2008/2009 "Northeast Michigan Comprehensive Economic Development Strategy".

1B. NEMCOG staff continued to assist several communities in the preparation of comprehensive, recreation, and resource management plans, zoning ordinances and audits. The following projects were completed: City of Harrisville Master Plan, Crawford County Master Plan, Wilson Township Master Plan, Crawford County Recreation Plan, City of Grayling Recreation Plan, Village of Hillman Recreation Plan, City of Alpena Recreation Plan, Alpena County Recreation Plan, Alpena Township Visioning Plan, Alpena Township Nature Preserve Plan, Village of Hillman Strategic Plan, Wilson Township Recreation Plan, Green Township Zoning Ordinance, Alcona Township Zoning Ordinance, Bearinger Township Zoning Ordinance, and City of Alpena Zoning Ordinance.

NEMCOG staff is currently working on the following: Mitchell Township Zoning Ordinance, Curtis Township Zoning Ordinance, Oscoda County Juvenile Justice Plan, Village of Hillman Master Plan, Rogers City Zoning Ordinance, and Village of Lincoln Master Plan.

1C Obtained funding to create a Regional Prosperity Alliance led by the business community. This initiative will be aligned with NEMCOG's REDAC committee to provide business leadership to spur economic activity in the region. Sub-region projects have evolved with this effort, involving ecotourism development, asset inventory and mapping, export website development, and collaborative marketing effort.

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

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

2B. NEMCOG applied for and received funds from Rural Development's Rural Business Enterprise grant for a Feasibility Assessment for Eco-tourism Development in the Alpena area.

2C. NEMCOG provided its member communities and other interested municipalities, agencies and businesses with information regarding sources of possible funding opportunities for community development projects. Particularly with the stimulus funding, requests for grant information dramatically increased.

2D. NEMCOG secured a $479,000 EECDBG grant to install energy efficiency lighting and HVAC systems in Alcona, Alpena, Crawford, Montmorency, Oscoda, Otsego, Presque Isle counties and Tuscarora Township

2E. Worked with the Village of Hillman to secure funding for start-up of a gluten-free business. Obtained funding and business start-up will occur in fall 2010.

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

3A. Three County Recycling Education Program: Completed Recycling Education Program that covered Alpena, Montmorency and Oscoda Counties. Promotional materials were developed; presentations were made to local units of government, schools, and service organizations, a three county homeowner recycling survey was completed. Staff has continued to work with the communities to restructure the three county recycling program.

3B. Continued to assist with the siting of a Biomass Gasification system at the Montmorency –Oscoda- Alpena Solid Waste Management Authority's landfill. Developed a grant and secured partial funding for Cheboygan, Emmet, Otsego and Presque Isle counties biomass study, however due to inability to obtain local match have put the project on hold..

3C. Northeast Michigan Great Lakes Stewardship Initiative: NEMCOG serves on the Leadership Team of the NE Michigan Great Lakes Stewardship Initiative, a placed-based educational program aimed at connecting schools and community partners through Great Lakes stewardship projects. NEMCOG assists with establishing the school-local government connection, website development, and the development of a database of projects based on community needs.

3D. NEMCOG continued to provide technical assistance on the US-23 Heritage Route project. This project helps the four northeast coastal counties to implement the goals and objectives outlined in the "US-23 Sunrise Side Coastal Highway Management Plan."

3E. Huron Blueways: NEMCOG Completed Phase I of Huron Blueways effort funded by DEQ Coastal Management. The inventory of public access site along the coast from Mackinaw City to Tawas was completed. We worked with volunteers to gather information on kayaking routes. Submitted report to DEQ. NEMCOG received funding to complete Phase II of the Huron Blueways and update the Huron Greenway. One of the end products will be an interactive web site and updated brochures. The web development will be lead by LIAA and interface with US-23 Heritage Route site. The Blueways combined with the Huron Greenways and the US-23 Heritage Route efforts will strengthen the region's ability to market our resource based recreation and eco-tourism.

3F. NEMCOG staff worked with Thunder Bay National Marine Sanctuary/NOAA to create a Google map for the Thunder Bay National Marine Sanctuary website. The interactive shipwreck map provides pop-up windows with information, photos, and links pertaining to individual shipwrecks. The shipwreck database was updated and a live link was established between the database and the GIS.

3G. Black River/Coastal Watershed – Alcona County: Funding was received from the DEQ Coastal Management Program to develop Phase I – Inventory of the watershed. NEMCOG, working with the Black River Watershed Advisory Council, completed the stream bank, remaining road/stream crossing and agricultural field inventories during the summer and fall of 2009.

3H. NEMCOG continued to work with the "Northern Economic Network (NEN)", an informal networking group comprised of economic development practitioners in the Northern Michigan area.

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

4A. NEMCOG staff continued to provide information to interested parties concerning possible loan programs and where to find assistance in the preparation of business plans.

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

4B. Stimulus Funding: Monitoring of the Stimulus Package and opportunities for funding is ongoing.

4C. Regional Agricultural Innovation Center: Developed a survey and held community meetings to determine the interest in an agriculture incubator to be located in Hillman A grant was submitted to the Kellogg Foundation to support the technical assistance necessary for the development of a regional agricultural product development program and a field to table program. In addition, grants have been submitted for agricultural marketing and promotion, and technical assistance.

4D. Regional Site Selection Website: The regional internet-based site selection website for Northeast Michigan is complete and ready to be launched in conjunction with the new NEMCOG website and the marketing of the Heritage Route. This web site contains economic data and industrial sites within industrial parks available in Northeast Michigan. The contract was executed with Midwestern Consulting out of Ann Arbor. NEMCOG staff compiled the GIS and economic data to be used for the website.

4E. Community Economic Development Strategies (CEDS): Completing three year update of CEDS. Collaborating with NWMCOG, EUPRPD and CCED to incorporate knowledge economy components, and have develop CEDS with consistent components. Projects identified as part of the stimulus package will be merged with the CEDS list. The plan will be submitted to Economic Development Administration in April.

4F. Comprehensive Intelligent Development Strategies (CIDS): The Michigan State University Center for Community and Economic Development has been awarded a $150,000 grant from the U.S. Department of Commerce to develop innovative economic development strategies for three northern Michigan regions. The goal is to create strategies that enable each region to compete successfully in the global knowledge economy. Additional match funds from several MSU units will bring the total project investment to approximately $525,000.

4G. People & Land (PAL) Regional Prosperity Initiative: Funding was received in collaboration with MSUE Regional Land Use Educator to develop a business–led alliance to assist in economic recovery and prosperity throughout the region. A survey has been developed to gather input from the business community. A day and ½ half retreat was organized and held at which a strategy was developed to strengthen the region to support economic development activities. To date a website has been developed to market products for exports in the region, along with a portal that details regional assets. In addition, the Regional Prosperity Alliance recently retained an Ecotourism Director to assist in the development l of eco-tourism-related opportunities in the region.

4H. MEDC: Continued to schedule appointments with businesses in the northeast Michigan region for Lydia Murray, Business Development Account Manager for the Michigan Economic Development Corporation.

4I. Business Retention: Assisted several businesses in exploring grant and/or loan funds for start-ups or expansions.

4J. Community Development Assistance: High speed internet access continued to be a high priority for NEMCOG. A regional coalition from the eight-county was initiated to advance telecommunication throughout the region. The committee is comprised of both public and private sector with assistance from Michigan State University. NEMCOG has provided fiduciary assistance to the Northern Michigan Broadband Cooperative. Organized a meeting with EDR, Dennis Foldenaar to discuss possible funding for Tuscarora Township Sewer project, MOASWMA Methane Gas Recovery project, City of Grayling Infrastructure project, Alpena Incubator project and Regional Agricultural Innovation Center.

4K. NEMCOG continued to host an agency website (www.nemcog.org). Along with other information concerning NEMCOG's activities and Regional information, one section is devoted to providing information regarding state and federal economic and community development programs. This section is updated as programs and priorities change.

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

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

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

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

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

5C. NEMCOG continued to provide technical assistance to further Michigan State University's Sea Grant projects

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

6A. NEMCOG has completed county profiles for each of the Northeast Michigan counties on their website. Updates of these profiles continue to take place as needed.

6B. NEMCOG continued to be actively involved as a local Census Affiliate in conjunction with the Michigan Center for Geographic Information. NEMCOG received releases of Census information as they became available from the Census Bureau. Pertinent information was uploaded onto NEMCOG's website and is otherwise available to the public, upon request.

6C. Data analysis was provided by NEMCOG as requested.

Goals and Objectives

The 2010 CEDS goals and objectives developed in conjunction with the REDAC Committee. Additionally, process incorporated a new approach based on an EDA grant received from Michigan State University's Center for Community and Economic Development. The funding received from EDA allowed for a new look at the region from a "Knowledge Economy" perspective. Information from this project was integrated into 2010 CEDS.

Vision Statement

Economic development in northeast Michigan is based on collaborations between public, private entities and organizations leading to the creation of permanent higher-wage employment opportunities. Focusing on environmentally sound and economically sustainable growth, Northeast Michigan will be an area desired as it retains its high quality of life and unique community character.

Goal One: Create the ability to locate or develop businesses, whether home-based or large industrial, that have access to critical public services, and (high-quality) infrastructure that includes high-speed internet access throughout the region.

Objective 1A: Provide support to efforts underway in the region for the deployment of a fiber back- bone for last-mile high-speed connection.

Action
1. Monitor progress of Merit, Northern MI Broadband Cooperative, and other ISP's progress on procurement of funding and fiber installation.
2. Provide, when necessary support for proposals (determined to be of benefit to region) and communications to partners on high-speed internet progress.

Objective: 1B: Create, expand, and maintain publicly-owned infrastructure systems to serve established population, business centers and industrial parks.

Action
1. Provide technical assistance for planning, design and construction funds.
2. Connect pubic officials with key individuals through national and state networks for new approaches, opportunities for financing.

Objective 1C: Assist communities in maintaining, improving, and expanding transportation infrastructure, including:
- Federal, State and local highways, roads and bridges
- Airport terminals, runways, lighting, hangars, etc.
- Rail
- Ports and docks
- Public transportation
- Non-motorized transportation systems

Action

1. Work with local units of government to help secure funding for planning, design and construction projects.
2. Educate communities on the integration of transportation, land use, and community development.

Objective 1D: Develop and improve access to health care facilities, delivery systems and emergency services including:

- Hospitals, clinics, emergency care
- Care for the elderly
- Transportation to and from health care, emergency transportation, etc.
- Fire, police, and other emergency services

Action

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

Objective 1E: Encourage environmentally sound solid waste management practices which are affordable and convenient including disposal, recycling, and resource recovery.

Action

1. Provide technical assistance to explore gasification of solid waste for electrical generation and job creation.
2. Provide education on solid waste management practices to local units of government.

Goal Two: Create or retain permanent jobs that increase the tax base or have other public benefits.

Objective 2A: Meet with economic development professionals, organizations, i.e. MI Works!, NE MI Consortium, MSUE, SBTDC, Lake State University, to develop a coordinated approach to assistance for entrepreneurs, business and industry throughout the region.

Action

1. Organize a roundtable discussion to establish a collaborative program to support entrepreneurship and innovation.
2. Develop a collaborative strategy that will be supported by agencies through a partnership agreement.
3. Implement strategy.

Objective 2B: Develop, retain, attract, and re-attract talented entrepreneurs and skilled workers.

Action

1. Select and develop specific talent strategies.
2. Work in partnership with Kirtland and Alpena Community Colleges, M-Tech and University Center to design educational programs for regional residents to acquire skills for entrepreneurial success and new innovative businesses.

Objective 2C: Provide technical assistance to assist communities with the development of business Incubators.

Action
1. Assist Lincoln, Alcona County with findings on Incubator feasibility study.
2. Assist Alpena County/ACC with mixed-use and virtual incubator project.
3. Assist Village of Hillman, Montmorency County with Agriculture Innovation Center.
4. Assist Rogers City, Presque Isle County with the Arts /Business Incubator.
5. Collaborate regionally to provide support and assistance for the Virtual Incubator.

Objective 2D: Encourage and support value-added manufacturing, especially that which utilizes renewable natural resources.

Action
1. Develop an inventory of available natural resources and make it available for use by private and public agencies involved with community and economic development.
2. Work with Research and Development Center at Universities to assist with product development.

Objective 2E: Identify and leverage economic clusters in region.

Action
1. Work with LPI/MSU on cluster identification.
2. Develop strategies to generate economic development opportunities.

Objective 2F: Engage former seasonal residents now living permanently in Northeast Michigan in strengthening regional economic development activities and supporting business development.

Action
1. Identify and support entrepreneurial opportunities in NE Michigan that new permanent residents could take advantage of.

2. Identify and implement mentoring opportunities that new permanent residents could participate in with young and new regional entrepreneurs.

Goal Three: Compete successfully in the global knowledge economy.

Objective 3A: Identify and expand export markets.

Action
1. Complete Regional Export Website.
2. Work with the U. S. Export Assistance Center and other partners in region to define opportunities for assistance in region.

Goal Four: Enhance community character to attract and retain both entrepreneurial development and business location.

Objective 4A: Provide educational workshops and trainings for community leaders and businesses on economic place-making strategies.

Action
1. In collaboration with MSUE-LPI provide educational trainings on place-based economic strategies.
2. Establish a site on NEMCOG's website with place-based strategies.

Objective 4B: Procure funding and/or college internships to initiate visioning and place-making strategies in small communities.

Action
1. Promote community enhancement plans:
    - Comprehensive Plans
    - Economic Development Plans
    - Land Use Plans
    - Recreation Plans
    - Growth Management Plans
    - Access Management Plans
    - Capital Improvement Plans
    - Affordable Housing Plans
    - Zoning Ordinances
    - Transportation Improvement Studies

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2. Develop "Economic Gardening" strategies in communities.

Objective 4C: Create a regional marketing initiative to promote regional assets including industrial parks and empty retail spaces.

Action
1. Inventory and map assets throughout region.
2. Display assets on NE MI Regional Prosperity website.
3. In coordination with Regional Prosperity Initiative, Huron Coastal Communities, MSUE SEA Grant and others establish a collaborative to define a marketing plan for the region.
4. Initiate marketing plan strategies.

Goal Five: Create regional financing mechanisms for business retention, expansion and development in region.

Objective 5A: Develop a regional investment program to assist communities in providing venture capital funds.

Action
1. Research models that provide for local investment to support innovation and business development.
2. Determine models that may be successful in region.

Objective 5B: Develop a network between existing lenders, i.e. USDA , SBA Northern Initiatives, Target, to support small business needs.

Action
1. Identify all potential lending sources to assist in region's economic recovery.
2. Meet with lenders to develop a collaborative approach to business development and expansion in region.

Goal Six: Advance higher level educational attainment in the region

Objective 6A: Develop a collaborative effort between community colleges, University Center and M-Tech. to improve higher level or technological educational attainment in region.

Action:
1. Convene a roundtable discussion to identify areas for collaborative programming.
2. Determine an approach to provide educational opportunities in a collaborative manner.

Goal Seven: **Build / expand the region's ecotourism industry**.

Objective 7A: Implement strategies for Ecotourism development developed by Regional Prosperity Alliance.

Action
1. Continue to meet with resorts, community groups, hunt clubs and others to promote and develop ecotourism opportunities.
2. Incorporate data generated by the MSU CCED ecotourism business survey in ecotourism initiatives.
3. Aggressively market NE Michigan ecotourism opportunities on national and international scales.
4. Work with the NOAA Great Lakes Maritime Heritage Museum, Alpena, CVB, and others in ecotourism marketing.

Action Plan

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

Criteria for Selecting Highest Priority Projects

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

1. How many permanent and part-time jobs are directly created and/or retained within the Region as a result of this project?

2. Are matching funds secured for the project?

3. Has the preliminary engineering been completed?

4. Is the project located in a community suffering from high levels of unemployment or other economic distress?

5. Is the project identified and/or prioritized by another Region-wide program being carried out by NEMCOG?

6. What is the estimated number of indirect jobs created or the possibility of related developments as a result of this project being implemented?

7. Is there a clearly demonstrated need for the project?

8. Will the project enhance the attractiveness of the Region for new growth or improve the "quality-of-life" in Northeast Michigan?

9. Is the project a wise and prudent environmental use of the Region's natural resources?

10. Is there a strong local commitment to the project?

11. Which CEDS goals or objectives will be addressed upon the completion of this project?

Economic Development Project List for Alcona County				
PROJECT TITLE	**SPONSOR / APPLICANT**	**POTENTIAL FUNDING SOURCES**	**ESTIMATED COST**	**STATUS**
Non-motorized Trails	Alcona County	DNRE, MDOT, USFS, RD, EDC, MEDC	Unknown	Planning Stage
ORV for County	Alcona County	DNRE, EDC, RD, USFS, Local	Unknown	Planning & Seeking Funding
County Fairgrounds Improvements	Alcona County	DNRE, Local	Unknown	Pending
Alcona County Business/Tourism Marketing	Alcona County	RD, Local	Unknown	Pending
US-23 Business Loop Beautification & Streetscape Improvements	Alcona County	MDOT, Local	Unknown	Seeking Funding
Re-Use of Brownfield Sites	Alcona County	BRA, Private, Local	Project Dependent	Seeking Projects
Construct a “green” (eco friendly) business incubator – Phase I Feasibility Study	Alcona County	RBEG, USFS, Local	$50,000	Seeking Funding
Public Works Facility	Alcona County Road Comm.	Local	$2,500,000 to $6,100,000	Seeking Funding
Industrial Park: Land & Infrastructure	Caledonia Township	EDA, CDBG, Local	Unknown	Pending
Glennie Streetscape (Downtown)	Curtis Township	MDOT, MEDC, Local, Private	$750,000	Seeking Funding
Greenbush Twp. Water System-Connect with Tawas system	Greenbush Township	RD, EDA, Local	$2,725,000	Seeking Funding
Cedar Lake Improvement Board and Watershed Management	Greenbush Township	DNRE, MDOT, USFS, RD, EDC, MEDC, Local	Unknown	Planning Stage
Cedar Lake Park Improvements	Greenbush Township	DNRE, Local	Unknown	Ongoing
Resurface F-30 – Reconstruct F30 from Wile Rd. to US 23 (2.5 miles)	Alcona County Road Comm. & Greenbush Township	MDOT, ACRC, Greenbush Township	$1,030,000	Seeking Funding
Harrisville Train Depot Renovations	Harrisville Historical Society	MCACA, RD, Foundations, Local	Unknown	Seeking Funding
Harrisville Downtown Streetscape	Harrisville City	MDOT, Local	$500,000	Seeking Funding
Firehall Addition	Harrisville City	RD, Local	$400,000	Tabled
Water Tower Replacement & Main St. Infrastructure Improvements	Harrisville City	CDBG, RD, Local	$2,350,000	In Progress
Park Improvements	Harrisville Township	DNRE, Local	Unknown	Planning Stage
Commercial Land and Infrastructure/Industrial Commercial Site Development	Hawes Township	EDA, CDBG, MDOT, Local	Unknown	Tabled
Sewer and Wastewater Treatment for South End of Hubbard Lake	Hawes Township	RD, CDBG, EDA, DEQ, Local	$1,000,000	Tabled
Brownlee Lake Improvement: Aeration System	Lake Assoc.	EPA, DEQ, Local	$88,000	Seeking Funding
Lincoln & Brownlee Lakes Restoration	Lincoln Village	DNRE, Local	$400,000	Seeking Funding
Streetscape Project	Lincoln Village	MEDC	$365,000	Pending
Purchase & Tear Down Buildings on 2nd Street	Lincoln Village	MEDC	$128,000	Pending
Extend Streetscape to Barlow Rd.	Lincoln Village	MEDC	$400,000	Pending

Firehall Addition	Mikado Township	FEMA, USDA, Local	$148,405	Seeking Funding
Recreation Park Playground Equipment	Mikado Township	FEMA, USDA, Local	$10,000	Seeking Funding
Barton City & South Shore Fire Dept. Training & Equipment	Millen & Hawes Townships	RD, Local	Unknown	Ongoing
Upgrade Millen Twp. Park	Millen Twp.	DNRE, Local	Unknown	Seeking Funding
Docks on Jewell Lake	Barton City Improvement Association	DNR, Local	$10,000 – $15,000	Planning Stage
Cooperative Marketing	Under Discussion	MEDC, RD, Local	Unknown	Seeking Funding
Recreational trail connecting parks, tourist attractions and facilities	Under Discussion	DNRE, MDOT, Local	Under Review	Seeking Funding

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Economic Development Project List for Alpena County				
PROJECT TITLE	**SPONSOR / APPLICANT**	**POTENTIAL FUNDING SOURCES**	**ESTIMATED COST**	**STATUS**
Downtown Improvements	Alpena City	EDA, CDBG, RD, Local	$1,400,000	Ongoing
Mich-e-ke-wis Park/Starlite Beach Imp.	Alpena City	DNRE, Local, CMP	$4,000,000	Seeking Funding
Downtown Riverfront Development Project	Alpena City	DNRE, CDBG, EDA, Local, Private	$3,000,000	Planning Stage
River Plan-Phase 3 – Interpretive Center	Alpena City	DNRE, MDOT, Local, Foundations, Private	$1,500,000	Seeking Funding
Infrastructure Replacement	Alpena City	SRF, DWRF	$8,759,400 $9,475,825	Ongoing
Woodward Ave./Henry St. Corridor Infrastructure Imp.	Alpena City	CDBG, Local	$4,000,000	Planning Stage
Water Street Riverfront Development Project	Alpena City	DEQ, CDBG, MSHDA, EDA, Local	$2,500,000	Planning Stage
Long Lake Ave. By-Pass	Alpena City	MDOT, EDA, CDBG,	$500,000	Planning Stage
Hobbs Dr. Improvements: 3rd Ave. to Grant St.	Alpena City	EDA, MDOT, Local	$1,000,000	Planning Stage
Grant St. Improvements: Addison St. to Hobbs Dr.	Alpena City	EDA, MDOT, Local	$950,000	Seeking Funding
East Commerce Dr. Infrastructure Sewer & Water (Hueber St. to Wessel Rd.)	Alpena City	EDA, CDBG, Private, Local	$1,500,000	Planning Stage
Brownfield Redevelopment	Alpena City	EPA, DEQ, CDBG, Local	$1,000,000	Ongoing
Wastewater Treatment Plants Improvements: Phase III	Alpena City	Local	$500,000	Seeking Funding
New Conference Center	Alpena City	RD, Local, Bond	$1,800,000 - $2,000,000	In Progress
Redevelopment of Fletcher Paper site.	Alpena City	Tax Credit, CDBG, Local, TIF	$10,000,000 to $20,000,000	Ongoing
Expansion of Bi-Path System	Alpena City	MDOT, DNRE, Local	$1,000,000	Ongoing
River St. Improvements: 3rd Ave. to Ninth Ave.	Alpena City	SRF, DWRF	$1,800,000	Completed
Downtown Parking Lot Improvement	Alpena City	Local, DDA	$500,000	Seeking Funding
Cool Cities Blueprint – North Side	Alpena City	Local, CDBG	$440,000	Completed
Neighborhood Preservation Plan – Lincoln School Area	Alpena City	MSHDA, CDBG, RD, Local	$1,000,000	Planning Stage
ACC Area Development Project/Business Incubator	ACC/Alpena City	CDBG, EDA, Private, Local	Unknown	Planning Stage
N. Second Avenue Improvement	Alpena City	MDOT, Local	$1,500,000	Seeking Funding
Water Recycling Plant Piping Replacement	Alpena City	EDA, USDA, Local	$2,250,000	Seeking Funding
M-32/Ripley Intersection Enhancements	Alpena City/MDOT	MDOT, Local	$200,000	Pending
Ripley Blvd. Reconstruction	Alpena City/MDOT	MDOT, Local	$850,000	Seeking Funding
Genschaw Rd./Hamilton Rd. Connector	Alpena Co. Rd. Comm.	FhwA, MDOT, Local	$1,500,000	Seeking Funding
Bridge Across the Thunder Bay River	Alpena Co. Rd. Comm.	MDOT, Local	Unknown	Pending
Tamrack Road/Werth Road Connector	Alpena Co. Rd. Comm.	FHWA, MDOT, TEDF, Local	$4,000,000	Seeking Funding

Leer Road Resurfacing	Alpena Co. Rd. Comm.	FHWA, MDOT, Local	$2,000,000	2010 Projects
Nicholson Hill Road Resurfacing	Alpena Co. Rd. Comm.	FHWA, MDOT, TEDF, Local	$1,600,000	Seeking Funding
Jacks Landing Road	Alpena Co. Rd. Comm.	FHWA, MDOT, TEDF, Local	$1,500,000	Seeking Funding
Herron Road Reconstruction	Alpena Co. Rd. Comm.	FHWA, MDOT, TEDF, Local	$2,500,000	Seeking Funding
Wolf Creek Road Resurfacing	Alpena Co. Rd. Comm.	FHWA, MDOT, TEDF, Local	$1,650,000	Seeking Funding
Wolf Creek Road Reconstruction	Alpena Co. Rd. Comm.	FHWA, MDOT, TEDF, Local	$1,500,000	Seeking Funding
Werth Road Resurface	Alpena Co. Rd. Comm.	FHWA, MDOT, TEDF, Loca	$3,500,000	Seeking Funding
Pearl Road	Alpena Co. Rd. Comm.	FHWA, MDOT, TEDF, Local	$400,000	Seeking Funding
Misery Bay Road	Alpena Co. Rd. Comm.	FHWA, MDOT, TEDF, Local	$800,000	Seeking Funding
Bloom Road	Alpena Co. Rd. Comm.	FHWA, MDOT, TEDF, Local	$1,500,000	Seeking Funding
Cathro Rd Resurface	Alpena Co. Rd. Comm.	FHWA, MDOT, TCDF, Local	$700,000	Seeking Funding
Hamilton Rd. Resurface	Alpena Co. Rd. Comm.	FHWA, MDOT, TCDF, Local	$600,000	Seeking Funding
Local Road Resurfacing	Alpena Co. Rd. Comm.	FHWA, MDOT, TCDF, Local	$5,000,000	Seeking Funding
Long Rapids Road Resurfacing	Alpena Co. Rd. Comm.	FHWA, MDOT, TCDF, Local	$1,200,000	Seeking Funding
Recapitalize County Revolving Loan Fund	Alpena County	RD, SBA, Local	$300,000	Ongoing
ADA Improvements & Energy Efficiency Improvements to County Buildings	Alpena County	RD, Local	$4,000,000	Ongoing
Airport Industrial Park Development	Alpena County	RBEG, EDA, CDBG, RD, FAA, Local	Phase I: $71,000 Phase II: Unknown	Seeking Funding
County Jail	Alpena County	DOC, Local, State	$8,000,000	Ongoing
Feasibility Study & Improvements at the Port of Alpena	Alpena County	EDA, CDBG, Private, Local	$3,000,000	Ongoing
Rotary Island Mill Park – Fishing/ Launching Deck, Picnic Area, Rain Gardens, Misc.	Alpena Rotary, City of Alpena	Local, CZM	$112,900	In Progress
Service Drives for M-32 Commercial District	Alpena Township	MDOT, Local	$3,400,000	Pending
Local Roads Planning	Alpena Township	MDOT, Local	$5,000 per yr.	Pending
Long Lake Rd Imp: Hamilton Rd. to US23 N.	Alpena Township	MDOT, Local	$1,500,000	Pending
Infrastructure Improvements in Alpena Twp. Park	Alpena Township	DNRE, Local	$300,000	Pending

Bagley St./Bridge Imp.	Alpena Township	MDOT, Local	Unknown	Planning Stage
Third St./Tamrack Rd. Extension	Alpena Township	MDOT, Local	$1,200,000	Seeking Funding
Develop Road from Hamilton Rd. to Bagley St.	Alpena Township	MDOT, Local	$4,200,000	Seeking Funding
Water Extension: Burkholder Dr. Area	Alpena Township	RD, CDBG, Local	$2,000,000	Seeking Funding
Road Relocation & Improvements: Burkholder Dr. to Lake Winyah Rd.	Alpena Township	MDOT, Local	$1,800,000	Seeking Funding
Sidewalk & Corridor Enhancements on Bagley St.	Alpena Township	EDA, MDOT, Private, Local	$1,500,000	Planning Stage
Squaw Bay Boardwalk and Fishing Area	Alpena Township	MDOT, Local	Unknown	Planning Stage
Service Dr. – end of 3rd to Tamrack	Alpena & Wilson Townships	MDOT, MDOTEDF, Local	Unknown	Tabled
Alpena Twp.-Water Extensions in Lay/Werth Rd. and French/Truckey Rd. Areas	Alpena Township	DWRF, CDBG, Local	Werth: $660,000 Truckey: $770,000	Tabled
Alpena Twp.-Misc. Water and Sewer Extensions	Alpena Township	DFWR, EDA, CDBG, DEQ, Local	$3,200,000	Tabled
Alpena Tri-Township Fire/Rescue Station	Alpena Township	Local, FEMA,	$3,000,000	Planning Stage
Addition to Alpena Township Offices	Alpena Township	Local	$200,000	Pending
Alpena Twp Nature Preserve park adding parking lot, restrooms and improvements to land	Alpena Township	Local, MDNRE	$75,000	Seeking Funds
NS Fire Station addition	Alpena Township	Local, FEMA	$150,000	Pending
Water/Sewer Imp. – Hamilton/US-23 N.	Alpena Township	EDA, CDBG, Local	$630,000	Pending
Infrastructure Imp. On Genshaw Rd. to Accommodate Golf Course	Alpena Township	EDA, CDBG, Local	$600,000	Tabled
Highland Ct. Water Extension	Alpena Township	DWRF, RD, Local	$115,000	Completed
Lake Winyah Water Extension	Alpena Township	DWFR, RD, Local	$198,000	Planning Stage
Narrows Dam/Creation	Alpena Township	DNRE, Local	Unknown	Planning Stage
Water/Sewer Auth. Planning & Dev. Study	Alpena Township	CDBG, EDA, Local	$25,000	Tabled
Water Plant	Alpena Township	DWRF, RD, CDBG, EDA, Local	Unknown	Tabled
Sewage Treatment Plant	Alpena Township	RD, EPA, CDBG, EDA, Local	Unknown	Tabled
Long Lake Water Wells Project	Alpena Township	DWRF, RD, CDBG, Local	Unknown	Tabled
Rockport Dock Improvements	Alpena Township	DNRE, Foundations, Private, Local	Unknown	Tabled
Coastal Management Planning	Alpena Township	CMP, DNRE, Local	Unknown	Completed
Alpena Township-Two Mini-Sewage Treatment Plants	Alpena Township	SRF, RD, Local	Unknown	Tabled
Connect Greenways Trails in Alpena Twp. With Alpena City and Presque Isle County	Alpena Township	DNRE, MDOT, Local	Unknown	Planning Stage
Alpena Township Nature Preserve – Land Acquisition for parking and kayak access.	Alpena Township	DNRE, Foundation, Private	Unknown	Seeking Funding
Multi-use Trail from Alpena Twp to Sanborn Twp	Alpena Township	MDOT, Local	Unknown	Planning Stage

Industrial Park	Alpena Township	CDBG, Local	$120,000	Planning Stage
Industrial Park Infrastructure	Alpena Township	CDBG, EDA, USDA, Local	$3,200,000	Planning Stage
Long Lake County Park Dock	Alpena County/Alpena Township	DNR, Local	$35,000	Seeking Funds
Cheboygan to Alpena Rail Trail	DNRE/local communities	DNR/MDOT/Local/Private	3,200,000	In Progress
Sidewalks & Lighting	Sanborn Township	MDOT, DNRE, Local	Unknown	Seeking Funding
Township Park Improvements	Wilson Township	MDNRE, Local	Unknown	Planning & Seeking Funding
ACC Utility Tech Incubator Building Added 10/26/09, requested by Target Alpena Development Corporation	Target Alpena Development Corporation	ACC, MEDC, EDA, USDA, Local	$9,000,000	Planning Stage
Wilson Township Wolf Creek Park Improvements	Wilson Township – Alpena County	DNRE, Fisheries	Unknown	Seeking Funding Sources

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Economic Development Project List for Cheboygan County				
PROJECT TITLE	**SPONSOR / APPLICANT**	**POTENTIAL FUNDING SOURCES**	**ESTIMATED COST**	**STATUS**
Recreational Park	Benton Township	DNRE, Local	$250,000	Pending
Cheboygan County Building Annex or Addition	Cheboygan County	RD, Local	Unknown	Pending
Fairgrounds Improvements	Cheboygan County	RD, Local	Unknown	Pending
County Airport Improvements	Cheboygan County	FAA, MAC, Local	Unknown	Pending
Phase I N. Huron Ave. Reconstruction	Cheboygan County	MDOT, Local	$450,000	Pending
Clean Up/Redevelop Brownfields	Cheboygan County, Local Units	DEQ, DNRE, BRA, Local, Private	Unknown	Ongoing
Recreational Sports Complex at Fair Grounds	Cheboygan County, et. al.	DNRE, Local	Unknown	Pending
Expansion of broadband and necessary fiber backbone	Cheboygan County	RD, Local, Private	unknown	Pending
Recreational Trail resurfacing and trailhead construction	Cheboygan County	DNRE, MDOT, Local	unknown	On-going
Devereaux Lake Road Reconstruction	Cheb. Co. Road Comm.	Unknown	$2,079,000	Seeking Funding Source
Mann Road Reconstruction M-33 to Zolner	Cheb. Co. Road Comm.	Unknown	$2,530,000	Seeking Funding Source
Quarry and Ostrander Road Reconstruction	Cheb. Co. Road Comm.	Unknown	$1,980,000	90% Complete
Trowbridge Road Reconstruction	Cheb. Co. Road Comm.	Unknown	$1,127,500	Seeking Funding Source
E. Mullett Lake Road Reconstruction	Cheb. Co. Road Comm.	Unknown	$1,782,000	Seeking Funding Source
Carnegie Library Renovation	City of Cheboygan	Unknown	Unknown	Pending
Waste Water Treatment Plant Imp.	City of Cheboygan	EDA, USDA, MDEQ, Local	$6,000,000	Seeking Funding
Water System Improvements	City of Cheboygan	EDA, USDA, MDEQ, Local	3,700,000	Seeking Funding
E. State Street Sanitary Sewer Extension	City of Cheboygan	EDA, USDA, DEQ, Local	1,000,000	Seeking Funding
Garfield Ave. & Bay View Dr. Sewer	City of Cheboygan	RD, DEQ, CDBG, Local, Private	$200,000	Pending
Storm Water/San. Sewer Separation Improvements	City of Cheboygan	RD, DEQ, Local	$2,000,000	Ongoing
Infrastructure Improvements to Foster Development	City of Cheboygan	EDA, DEQ, DNRE, CDBG, RD, MDOT, Private, Local	Unknown	Pending
East US-23 Sanitary Sewer	City of Cheboygan	RD, DEQ, CDBG, Local,	$600,000	Pending

		Private		
Duncan Bay Area Sanitary Sewer	City of Cheboygan	RD, DEQ, CDBG, Local, Private	$300,000	Pending
Mackinaw Ave. Sanitary Sewer Extension	City of Cheboygan	RD, DEQ, CDBG, Local, Private	$300,000	Pending
East Side Elevated Water Storage Tank	City of Cheboygan	RD, DEQ, Local	$2,000,000	Pending
Stempky St./Loomis St. Extension, Inc. Utilities	City of Cheboygan	MDOT, EDA, CDBG, Local	$1,500,000	Pending
Multi-use Sports Arena	City of Cheboygan	USDA, EDA, CDBG, Local	Unknown	Planning Stage
Munger Rd. Paving	Ellis Township	MDOT, Local	$500,000	Seeking Funding
Forrest Twp. Hall Renovations	Forrest Township	RD, Local	$110,000	Seeking Funding
Road Improvement Projects	Inverness Township	MDOT, Local	$500,000	Ongoing
Water System	Inverness Township	EDA, USDA, Local	$2,000,000	Seeking Funding
Sewer Improvements	Inverness Township	EDA, USDA, Local	$500,000	Seeking Funding
Assisted Living Facility	Inverness Township	USDA, MSHDA, Private, Local	$2,500,000	Pending
Quarry and Osatrander	Koehler Township	Unknown	Unknown	Unknown
Municipal Building Renovation	Mackinaw City	RD, Local	$500,000	Ongoing
Wastewater Treatment Plant Improvement	Mackinaw City	EPA, DEQ, CDBG, RD, EDA, Local	$4,000,000	Ongoing
Conkling Heritage Park Imp. – Restrooms	Mackinaw City	DNRE, Local	$170,000	Seeking Funding
West Central Avenue Resonstruction Phase 1	Mackinaw City	MDOT, Local	$500,000	Funding Approved
Huron Ave Sewer Improvements Phase 1	Mackinaw City	CDBG, Local	$500,000	Completed
Huron Ave Sewer Improvements Phase 2	Mackinaw City	CDBG, Local	$500,000	Seeking Funding
Fire Station	Mackinaw City	RD, Local, State	$1,500,000	Seeking Funding
Historic Village Park Imp.	Mackinaw City	DNRE, Local	$250,000	Seeking Funding
Purchase Waterfront Property	Mackinaw City	DNRE, Local	Unknown	Planning
East Central Ave. Resurfacing	Mackinaw City	MDOT, Local	$500,000	Funding Approved
North Huron Avenue Reconstruction Phase I	Mackinaw City	Village	$280,000	Completed
Wastewater Treatment Plant Sludge Removal	Mackinaw City	EPA, CDA, USDA, DEQ, RD, Local	$350,000	Seeking Funding for 2011
Rondo Road Improvements	Mentor & Ellis Townships	MDOT, Local	Unknown	Completed
Builder Rd. Paving	Mentor/ Wilmot Townships	MDOT, Local	$200,000	Seeking Funding
Topinabee Streetscape	Mullett	MDOT, Local	2,000,000	Seeking funding
Road & Bridge Improvements in Township	Nunda Township	MDOT, Local	Various	Ongoing
Webb Road Paving	Nunda Township	MDOT, Local	Unknown	Seeking Funding
Indian River Pedestrian Walk	Tuscarora Township	DDA, CDBG, MDOT,	Unknown	Ongoing

		Local		
Tuscarora Twp. Sanitary Sewer Construction	Tuscarora Township	SRF, EDA, CDBG, Local	$12,000,000	Pending
Indian River Downtown Marina Park Project	Tuscarora Township	DNRE, EDA, CDBG, Local	$1,500,000	In Progress
Indian River Streetscape	Tuscarora Township	MDOT, Locl	Unknown	Seeking FUnding
Multi-Use Trails Development	Various	DNRE, Local	Unknown	Pending
Lumberman's Memorial Park Development	Village of Wolverine	DNRE, Local	$160,000	Ongoing
Replace Cedar Street Bridge	Village of Wolverine	MDOT, EDA	$350,000	Seeking Funding
Repair East Main St. Bridge	Village of Wolverine	MDOT, Local, EDA	$5,000	Seeking Funding
Township Hall Renovations	Walker Township	RD, Local	Unknown	Pending
Walker Twp. Hall Renovation	Walker Township	RD, Local	Unknown	Pending
Pave Shire Rd, from Wolverine Rd. to US-27	Wilmot Township	MDOT, Local	Unknown	Complete
Fire Hall and Equipment	Wilmot, Ellis, Nunda & Mentor Townships	RD, Local	Unknown	Seeking Funding

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Economic Development Project List for Crawford County				
PROJECT TITLE	**SPONSOR/ APPLICANT**	**POTENTIAL FUNDING SOURCES**	**ESTIMATED COST**	**STATUS**
River Walk Along AuSable River	Crawford County, Grayling City	DNRE, USFS, Local	$800,000	Seeking Funding
Orv Trail Improvement	Crawford County	DNRE/Local	Unknown	Seeking Funding
N. Down River Road Interchange	CCRC	MDOT, Local	$4,769,000	Seeking Funding
Improvements to N. Down River Rd.	CCRC	MDOT, Local	$1,644,000	Seeking Funding
Infrastructure Improvements in 4 Mile Road Area	CCRC, Grayling & Beaver Creek Township	MDOTEDF, CDBG, EDA, Local	Unknown	Seeking Funding
Snowmobile Trails	Crawford Co., et al	DNRE, Local	Unknown	Ongoing
Grayling Fish Hatchery Museum	Crawford County	DNRE, RD, EDA, Local	$2,000,000	Seeking Funding – Phase 2
County Fairgrounds Renovation	Crawford County	DNRE, Local	$500,000	Pending
Courthouse Renovations or New Building	Crawford County	RD, BRA, Local	$3,000,000	Underway
Air/Industrial Park Plan & Dev.	Crawford County	MAC, FAA, CDBG, EDA, Local	Unknown	Pending
District Health Dept. Relocation	Crawford County	DPH, Local	$1,000,000	Pending
Commission on Aging Relocation	Crawford County	Bonds	$2,000,000	Pending
Relocation of Little League Fields	Crawford County	DNRE, County	$200,000	Pending
Relocation of MSU-Extension to Fish Hatchery Bldg.	Crawford County	Bonds, County	$1,750,000	Pending
Clean-up and Redevelop Brownfields within County – Site Assessment	Crawford County, etc.	DEQ, DNRE, EPA, EDA, BRA, Private, Local	$200,000	Ongoing
Industrial Drive – Rebuild & Extension, Water & Sewer	Grayling City	CDBG, EDA, Local	$1,020,000	Seeking Funding
Downtown Parking – Possible Ramp	Grayling City	MEDC, RD, Local	$1,500,000	Seeking Funding
Bike Path Improvements	Grayling City	MDOT, Local	$800,000	Seeking Funding

Hanson Hills Recreation Improvements	Grayling Recreation Authority	DNRE, Foundations, Local	$800,000	Pending
Bald Hill Rd. Paving from Co. Rd. 612 – 1 mile	Lovells Township	MDOT, Rd. Comm. Local	Unknown	Seeking Funding
Old 612 Paving from Twin Bridge Rd. to CR 612 – One Mile	Lovells Township	MDOT, Rd. Comm., Local	Unknown	Seeking Funding
Handicap Accessibility-Lovells Township Historical Museum	Lovells Township	Unknown	Unknown	Seeking Funding
Road Improvements: County Road 612 from curve to Wakeley Bridge; 2 miles, County Road 612 from Big Creek Br. To County Line; 5 miles, all of Twin Bridge Road; 3 miles, all of Old 612; 1.5 miles, Buck's Hill at Jones Lake; .5 mile – 13 miles total	Lovells Township	MDOT, Rd. Comm., Local	Unknown	Seeking Funding
Bald Hill Rd. from 612 to Cemetery; 1 mile	Lovells Township	Unknown	Unknown	Pending
Purchase Pumper/Tanker	Grayling Fire Department	City/Township	$180,000	Seeking Funding
Purchase Pumper	Grayling Fire Department	USDA, Local	$350,000	Pending
Downtown Renovations and Brownfield Re-Use Projects	Crawford County & Grayling City	CDBG, EDA, BRA, MDOTEDF, Private, Local	$200,000	Ongoing

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Economic Development Project List for Montmorency County				
PROJECT TITLE	SPONSOR /	POTENTIAL	ESTIMATED	STATUS

	APPLICANT	FUNDING SOURCES	COST	
Trail Improvements	Albert Township	DNRE, Local	Unknown	Pending
Buttles Road Park	Albert Township	DNRE, Local	$1,500,000	Pending
Twp. Office/State Police Building	Albert Township	RD, Local	$1,500,000	Seeking Funding
Commercial District Street Paving & Sidewalks	Albert Township	MDOT, Local	$160,000	Pending
Downtown Improvements	Albert Township	CDBG, Local	$400,000	Ongoing
Sewage Treatment System	Albert Township	SRF, RD, Local	$3,500,000	Pending
Water System Improvements	Albert Township	DWRF, RD, Local	$2,500,000	Pending
Local Street Paving	Albert Township	MDOT, Local	$100,000	Ongoing
Albert Twp. Little League Ball Field Imp.	Albert Township	DNRE, Local	$48,000	Pending
Community Street Paving Projects	Albert Township	MDOT, Local	$275,000	Ongoing
Fire Hall Addition	Albert Township	Unknown	$100,000	Pending
Public Beach Improvements	Albert Township	Unknown	$50,000	Pending
Lake 15 Camp Grounds Imp.	Briley Township	DNRE, Local	Unknown	Pending
Briley Park Improvements	Briley Township	DNRE, Local	Unknown	Pending
Cross Country Ski & Nature Trails	Briley Township	DNRE, Local	Unknown	Pending
Fishing Dock & Boat Launch	Briley Township	DNRE, Local	Unknown	Pending
Sewer System Development	Briley Township	RD, CDBG, EDA, DEQ, Local	$2,600,000	Planning
Downtown Improvements	Briley Township	CDBG, Local	$95,000	Pending
Tri-Township Fire & Ambulance Barn Const.	Briley Township	RD, Local	Unknown	Pending
Walking & Bicycle Path	Briley Township	DNRE, Local	Unknown	Pending
Little League Ball Field Lights	Briley Township	DNRE, Local	Unknown	Pending
Town Hall and Community Center	Briley Township	CDBG	Unknown	Planning Stage
Multi-use paths and streetscape	County & Briley Township	DNRE, MDOT, Local	Unknown	Planning Stage
Improve Access Rd & Fencing to Twp. Recreation Area	Briley Township	DNRE, Local	Unknown	Planning Stage
Fence & Parking Lot in Twp. Recreation Area	Briley Township	DNRE, Local	Unknown	Planning Stage
Lake 15 Campground Acquisition & Improvements	Briley Township	DNRE, Local	Unknown	Planning Stage
Water System Improvements (Tower & New Wells)	Briley Township	RD, CDBG, DNRE	Unknown	Planning Stage
Downtown Parking	Briley Township	CDBG	Unknown	Planning Stage
Pave Alley South of M-32 (Downtown Atlanta)	Briley Township	Local	Unknown	Planning Stage
Re-develop Brownfield Sites	Briley Township	RD, CDBG, DNRE	Unknown	Planning Stage
Performance Stage in Briley Twp. Park	Briley Township	DNRE, local	Unknown	Planning Stage
Recreational Sportsplex	Briley Township	DNRE, local	Unknown	Planning Stage
Swimming Beach	Briley Township	DNRE	Unknown	Planning Stage

Downtown Riverfront Development Project	Briley Township	RD, CDBG, DNRE	Unknown	Planning Stage
Airport Improvements	Briley Township	Briley & Avery Townships	Unknown	Planning Stage
Riverfront Improvements	Hillman Village	DNRE, Local	$500,000	Planning Stage
Storm Sewers	Hillman Village	MDOT, Local	$500,000	Pending
Hillman Eco-Park – Biomass Facility	Hillman Village	MDOT, CDBG, USDA	Unknown	Needs Study
Hillman Little League	Hillman Village	DNRE, Local	$500,000	Pending
Upgrade Tripp Field	Hillman Village	DNRE, Local	Unknown	Pending
Walkable Communities	Hillman Village	MDOT, MDNRE	$650,000	Seeking Funding
Downtown Business Incubator	Hillman Village	CDBG, EDA	Unknown	Need Study
Reconstruction of Carrier Road to Class A standards from Industrial Park Drive to the West End of the Industrial Park Property, Approx 1200 LF	Hillman Village	CDBG, EDA	$150,000	Completed
1600 LF of New 8" Water main from Lynn Street to and along Riverside Drive	Hillman Village	CDBG, EDA	$65,000	Water Fund
2165 LF of New 8" Sanitary Sewer along State Street, Lowell Street and Connon Road	Hillman Village	CDBG, EDA	$130,000	Completed
Clearing, Grubbing, Leveling of the Industrial Park Lots, including drainage improvements, drive entrances and wetland mitigation	Hillman Village	CDBG, EDA	$541,000	Seeking Funding
Connection of the recalculating Hot Water Supply and return lines to the Power Plant	Hillman Village	CDBG, EDA	$85,000	Seeking Funding
Construction of 916 LF of Park Drive including curbed entrance and cul-de-sac, North of Carrier Road in the Industrial Park	Hillman Village	CDBG, EDA	$115,000	Seeking Funding
Rehabilitate existing medium intensity airfield lighting	Hillman Village	MDOT. Local	$175,000	Seeking Funding
Rehabilitate runway 04/22, taxiways and parking apron	Hillman Village	MDOT. Local	$435,000	Seeking Funding
Water Storage/Water Well	Hillman Village	CDBG, USDA	$1,000,000	Seeking Funding
Agriculture Innovation Center	Hillman Village	CDBG, EDA, USDA	Unknown	Seeking Funding
Bike Path/School to Village	Hillman Village & Township	MDOT, Local	$200,000	Seeking Funding
High Speed Internet Project	Hillman, etc.	RD, Local	$3,000,000	Seeking Funding
Dry Fire Hydrants	Local Fire Depts.	DNRE, Local	$27,200	Pending
Recreational Trails Plan	Montmorency Co & Briley Township	USFS, Local	Unknown	Seeking Funding
Animal Shelter Building	Montmorency Co.	RD, Local	$200,000	Completed
Montmorency Twp. Road Improvements	Montmorency Co. Rd. Comm & Township	MDOT, Local	$250,000	Pending
Fairground Improvements	Montmorency County	DNRE, Local	$60,000	Completed
Upgrade Co. Rd. 487 to All Season Rd. 489 to Landfill gate	Montmorency County & Road Commission	MDOT, DNRE, Local	$900,000	Seeking Funding

Upgrade County Rd. 612-Lewiston to M-33	Montmorency County	MDOT, Local	Unknown	Completed
Upgrade County Rd. 489-Atlanta to CR 612	Montmorency County & Road Commission	MDOT, Local	$3,000,000	Seeking Funding
Recycling Center	Montmorency County	RD, Local	Unknown	Seeking Funding
County Maintenance Garage	Montmorency County	RD, Local	$10,000	Pending
Upgrade County Rd 624, M-33 to CR 459	Montmorency County RC	Federal Funding	$4,000,000	Pending
Upgrade CR 622, M-33 to Meridian Line Rd	Montmorency County RC	Federal Funding	$8,000,000	Seeking Funding
MOASWMA Gassification Project	Private	CDBG, EDA, USDA	$1,200,000	Seeking Funding

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Economic Development Project List for Oscoda County				
PROJECT TITLE	**SPONSOR/ APPLICANT**	**POTENTIAL FUNDING SOURCES**	**ESTIMATED COST**	**STATUS**
Commercial Development in Mio	Big Creek & Mentor Townships	CDBG, RD, MDOT, Local	Unknown	Ongoing
M-72 Improvements	Big Creek Township	DNRE, MDOT, Local	Unknown	Pending
Commercial Development County Wide	Oscoda County	CDBG, TAA, Local	Unknown	Ongoing
Luzerne Park Improvements	Oscoda County	DNRE, USFS, Local	$25,000	Seeking Funds
County Jail and Sheriff's Office	Oscoda County	DOI, Local	$3,000,000	Ongoing
Revitalize Industrial Buildings	Oscoda County	DEQ, EDA, CDGB, Local	Unknown	Ongoing
Inventory Empty Commercial/Industrial Buildings	Oscoda County	RD, EDA, Local	Unknown	Ongoing
Animal Shelter/Veterinary Clinic	Oscoda County	USDA, CDBG, Local	$500,000	Seeking Funds
Luzerne/Big Creek Board Walk	Oscoda County	USFS, MDOT, NRTF, Local	$250,000	Planning Stage
Mio/McKinley Trail, Trailhead & Park	Oscoda County	USFS, MDOT, NRTF, Local	$1,250,000	Seeking Funds
Regional Artisan Incubator	Oscoda County	TAA, CDBG, Local	$750,000	Seeking Funds
Mapes Rd. Improvements from County Line to Park Rd. (7.5 miles)	Oscoda County Rd. Comm.	USFS, Local, MDOT	$3,000,000	Pending
*Mishler Rd. Improvements	Oscoda County Rd. Comm.	MDOT, Local	$450,000	Seeking Funding
Develop Community Website	Oscoda County, et. al.	Foundations, Local	Unknown	Planning Stage
Develop Educational/Recreational Courses for Adults/Tourists	Under Discussion	CDBG, EDA, Local	Unknown	Planning Stage
Waterwheel Court Bridge Replacement in 2010	Oscoda County Rd. Comm.	Local, ARRA	$100,000	Funding Secured-ARRA
Valley Rd – from M-33 to Mapes Rd. (5.0 miles)	Oscoda County Rd. Comm.	MDOT, Local, USFS	$1,500,000	Seeking Funding

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Economic Development Project List for Otsego County

PROJECT TITLE	SPONSOR/ APPLICANT	POTENTIAL FUNDING SOURCES	ESTIMATED COST	STATUS
G-P Infrastructure for Redevelopment	Bagley Township	CDBG, EDA, MDOT, Local	$2,4000,000	Pending
Bagley Twp. Sewer	Bagley Township	USDA RD, EDA, Local	Unknown	Pending
G-P Redevelopment Rail Infrastructure	Bagley Township LSRC	MDOT, CDBG, EDA, Local	$ 1,000,000	Scheduled 2009
Streetscape Imp in Downtown Johannesburg	Charlton Township	MDOT, CDBG, Local	$ 500,000	Completed
Alexander Rd Imp	Corwith Township /Rd. Comm.	MDOT TEDF, CDBG, Local	$ 600,000	Pending
Town Center Streetscape Improvements	Elmira Township	MDOT, Local	$ 500,000	Seeking Funding
Elk View Park	Gaylord	DNRE, Local	$ 540,000	Pending
McVannel Extension – M-32 to Van Tyle & Water Dist.	Gaylord	MDOTEDF, CDBG, Local, Private	$ 600,000	Pending
Water Distribution Imp.	Gaylord	DWRF, RD, Local	$ 200,000	Ongoing
Streetscape Improvements – S. Otsego St. and Main St.	Gaylord	MDOT, Local, EDA	$ 9,000,000	Seeking Funding
Wisconsin/Grandview Improvements	Gaylord	MDOT, CDBG, Local	$2,000,000	Partially Completed
Gateway Streetscape, Pedestrian & Access Mgt Imp – W M-32	Gaylord, Bagley & Livingston Townships	MDOT, CDBG, Local	$ 1,500,000	Pending
Construction of Freeway Entrance and Exit Ramps at New McCoy/Milbocker At-Grade Crossing	Gaylord, Otsego Co Rd Comm, Bagley, Livingston & Hayes Townships	EDA, MDOT, Local	$ 2,500,000	Pending
New I-75 At-Grade Crossing at Milbocker & McCoy	Gaylord, Otsego Co Rd Comm, Bagley, Livingston & Hayes Townships	FHWA, MDOT, Local	$ 13,050,000	Completed
Gaylord Community Pathway	Gaylord, Otsego County Road Comm.	MDOT, EDF, MDOT, DNRE Local	$ 5,000,000	Ongoing
Hayes Tower Rd – Phase III Safety	Hayes Township	MDOT-Safety, Local	$582,000	Completed
M-32 W/Murner Rd. Pathway	Livingston & Bagley Townships, Gaylord	MDOT Enhancement, DNRE, Local	$ 1,670,000	Pending
Meecher Rd. Imp – M-32 to Five Lakes	Livingston Township./Rd. Comm.	MDOT TEDF, CDBG, Local	$ 300,000	Pending
McCoy Rd. Improvements I	OCRC, Bagley Township	MDOT, Local	$ 2,750,000	Scheduled 2009
*Sturgeon Valley Rd. Pigeon River Bridge	OCRC	MDOT, Local	$ 380,000	Completed
*North Otsego Lake Dr.	OCRC , Bagley Township	MDOT, CDBG, Local	$ 125,000	Pending
Improvements to Old State Road	OCRC.	MDOT, Local	Unknown	Pending

Milbocker Rd. Improvements	OCRC.	MDOT TEDF, CDBT, Local	$ 1,200,000	Pending
McCoy Road Improvements	OCRC	MDOT – Cat. F, Local	$466,000	Scheduled 2010
North Crossing Overpass	OCRC, Gaylord	FHWA, MDOT, Local	$5,274,212	Pending
Edelweiss-Pine Ridge Shoping Connector (McVannel Rd, Mankowski Rd Ext. Dickerson Rd)	Gaylord, Local	Tiger Discretionary Grants	$3,060,045	Pending
I-75 Crossing Support Facilities (McCoy Rd.)	OCRC, Gaylord	Tiger Discretionary Grants	$6,650,022	Pending
Van Tyle Road	OCRC	Tiger Discretionary Grants	$750,000	Pending
Advanced Signal Timing Coordination System	OCRC, Gaylord	Tiger Discretionary Grants	$1,776.167	Pending
Charles Brink Road Improvements	OCRC & Bagley Township	Local	$200,000	Completed
Jail Facility	Otsego County	DOC, Local	$7,800,000	Planning Stage
McCoy Road Improvements II Krys to M-32	OCRC, Bagley & Chester Townships	USDOT, MDOT, Local		Seeking Funding
New Library	Otsego County	RD, Local	$6,000,000	Pending
N-S Runway Extension	Otsego County	MDOT, MAC, FAA, Local	$1,200,000	Completed
Old 27 South Imp: Widening and Bike Paths	Otsego Lake Township	MDOT, Local	Unknown	Pending
Downtown Improvements In Waters	Otsego Lake Township	MDOT, CDBG, Local	$580,000	Pending
Industrial Business Park	Vanderbilt	EDA, CDBG, Local	$1,000,000	Seeking Funding
Downtown Improvements	Vanderbilt	MSHDA, EDA, CDBG	$500,000	App Pending
Water & Sewer Systems	Vanderbilt	RD, EDA, CDBG, Local	$3,000,000	Seeking Funding
Downtown Improvements	Vanderbilt	MSHDA, EDA, CDBG	$ 500,000	Pending
Welcome Center	Vanderbilt	MDOT, Local, Private	$75,000	Pending
Streetscape	Vanderbilt	MDOT, Local	$150,000	Pending
Fire Suppression Waterline (Various Streetscape Types)	Vanderbilt	Unknown	Unknown	Pending

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Economic Development Project List for Presque Isle County

PROJECT TITLE	SPONSOR/ APPLICANT	POTENTIAL FUNDING SOURCES	ESTIMATED COST	STATUS
High Speed Internet	Cities, County	RD, CDBG, MSU, Private	$3,000,000	Seeking Funding
Hawkes/Mackinac Trail	DNRE, Local	DNRE, Local	$2,000,000	Funding Secured for 2011
Rogers City Spur Snowmobile Trail	DNRE, Local	DNRE, Local	$1,000,000	Ongoing
Historic Hanger Business Training Center	EDC	RD, CDBG, SBA	$1,000,000	Planning Stage
Bike Path Extension: Hoeft Park to 40 Mile Pt.	EDC, Rogers Township, MDOT	MDOT, Local	$500,000	Completed
Black Mountain State Forest Rec. Area Imp.	MI DNRE	DNRE	$500,000	Pending
Millersburg Depot Restoration	Millersburg	CDBG, Local	$500,000	Seeking Funding
Water system improvements	Onaway	RD, MEDC, Local	$1,800,000	Pending
Downtown improvements (M-68)	MDOT	MDOT, Local	$3,200,000	Pending
Downtown improvements	Onaway	MEDC, EDA	$300,000	Seeking Funding
Street improvements (Frenchtown)	Onaway	RD, Local	$135,000	Pending
Courthouse improvements	Onaway	RD, Local	$200,000	Funds Approved
DPW Garage	Onaway	RD, Local	$60,000	Funds Approved
Bike Path along M-65	Posen Township	DNRE, MDOT, Local	$75,000	Pending
Long Lake Rd. Improvements	Posen Township	MDOT, Local	$225,000	Seeking Funding
Airport Hangars, Fuel, Parking	Presque Isle County, Rogers City	MDOT, Local	$250,000	Pending
Glawe Schoolhouse Restoration	Presque Isle County	Foundations, Local	Unknown	Seeking Funding
Airport Office Building	Presque Isle County, Onaway	MDOT, Local	$150,000	Funding Secured – in Process
Presque Isle Twp. Safety Trail	Presque Isle Township	MDOT, Local	$265,000	Ongoing
Safer Routes to School	Rogers City	SRTS, MDOT, Local	$150,000	In engineering
Tourism Center-Public Restrooms	Rogers City	DNR, Local, Various	$100,000	Seeking funding
Relocation of Public Works Garage & Industries to Ind. Park-Reuse of Land for Residential	Rogers City	MSHDA, EDA, CDBG, Local	$1,500,000	Planning Stage
Sports Park Improvements	Rogers City	DNR, MDOT, Local	$200,000	Seeking funding
Extension of Airport Rd. US-23 to Bus. US-23	Rogers City	MDOT, MEDC, Local	$600,000	Seeking funding
Extension of Park Dr. to Third St. (US-23 to Bus. Rt. US-23)	Rogers City	MDOT, Local	$325,000	Seeking funding
Westminster Park Improvements	Rogers City	Local	$10,000	Seeking funding
Harbor View Improvements/Tourist Docking Ramp	Rogers City	DNRE, Local, Private	$200,000	Planning Stage
Swimming Beach Imp.	Rogers City	DNRE, Local	$30,000	Planning Stage
Little League Ball Park Imp.	Rogers City	DNRE, Local	$30,000	Planning Stage
Community and Performing Arts Center	Rogers City	MCACA, RD, Local	$1,500,000	Pending
Gilpin Sports Complex	Rogers City	DNRE, Local	$1,500,000	Pending
LED Street Lights Conversion	Rogers City	MSHDA, MEDC, PI	$450,000	Phase 1-completed

		County	$400,000	Phase 2- seeking funds
Granbau Center Renovation –Community Center	Rogers City	Multiple, Local	$3,200,000	Seeking Funding
Downtown Façade Renovations	Rogers City	MSHDA, private, Local	$650,000	In progress
Connecting Trails	Rogers City	Multiple, Local	$1,500,000	Planning Stage
Raingardens and Storm water pollution control	Rogers City	Multiple, Local	$200,000	Planning Stage
Downtown Revitalization: Main Street Program	Rogers City, CDA	CDA, MSHDA, VSCI	$200,000	Ongoing
Water and Sewer Improvements	Rogers City	USDA, MEDC, Local	$8,000,000	In progress
Quarry View Improvements	Rogers City, MLO	MDOT, Local	$250,000	Pending
Purchase of Fire Truck	Rogers City Area Fire Department Authority	Federal Grant, local	$250,000	Pending
New Rogers City Fire Hall	Rogers City Area Fire Department Authority	Federal Grant, local	$1,700,000	Pending
Herman Vogler Conservation Area Improvements	Rogers City, PI Soil Conservation District	DNRE, MDOT, Local	$200,000	Seeking funding
Downtown Economic Enhancement Study	Rogers City	CDBG, RD, State, Local	$40,000	Completed
Marketing Industrial and Residential Renaissance Zones	Rogers City, Onaway & Presque Isle Co.	CDBG, MEDC, County, Local	$100,000	Ongoing
*Wolverine Clean Energy Venture	Rogers Twp, Rogers City	Public, Private	$1,000,000,000	Permit Pending

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Economic Development List for Regional Projects				
PROJECT TITLE	**SPONSOR/APPLICANT**	**POTENTIAL FUNDING SOURCES**	**ESTIMATED COST**	**STATUS**
AuSable River Country Economic Development Initiative	Under Discussion	MSU, MEDC, RD, EDA, DNRE, MDOT, Local, Foundation	Unknown	Planning Stage
Creating Entrepreneurial Communities	NEMOG	RUPRI	$40,000	Ongoing
Economic Development Planning	NEMCOG	EDA, NEMCOG, Local	$60,000 Annually	Ongoing
Employment & Job Training	NEMC	USDOL, MDCD	Unknown	Ongoing
Huron Greenways and Blueways Improvements and Marketing: Partial funding from MDNRE	NEMCOG, et al	DNRE, RD, Local	$150,000	Ongoing
Huron Shores Heritage Route Implementation	NEMCOG, MSSTA, etc.	MDOT, DNRE, Local	$50,000	Ongoing
Multi-County Recycling Processing Facility (Alpena Project Operating)	Under Discussion	RD, Foundations, Local	Unknown	Planning Stage
Promote Region as “Communities for a Lifetime”	Under Discussion	MSU, et. al.	$80,000	Planning Stage
Region-Wide Marketing	NEMCOG, et. al.	MEDC, EDA, USDA, Foundations, Local	$50,000	Planning Stage
Regional Communities Investing in Communities Initiative	NEMCOG	RD, EDA, Foundations	$80,000	In Progress
Regional Education Workshops	NEMCOG	MSU, Local	$40,000	Ongoing
Regional Judicial Computer Network	Under Discussion	Crime Funds, DOC, Local	Unknown	Pending
Regional Revolving Loan Funds - Brownfields	NEMCOG, Target Alpena, et. al.	RD, EPA, EDA, Local	$1,000,000	Seeking Funding
Telecommunications Implementation Broadband	NEMCOG, et al	MEDC, EDA, RD, TOP, Local	Phase I: $400,000	Seeking Funding
“Value-Added” Tourism- Eco-Tourism	NEMCOG, et. al.	EDA	$10,000	Seeking funding
MOASWMA Gassification Project	Private	CDBG, EDA	$1,020,000	Seeking Funding
Cheboygan to Alpena Rail Trail	DNRE/local communities	DNR/MDOT/Local/Private	3,200,000	In Progress
Regional Incubator Initiative	Alpena, Hillman, Alcona, Presque Isle	MEDC, EDA, RD, local	Unknown	Seeking Funding
Four County Biomass Study	Otsego County	EDA, USDA,	Unknown	Pending

Northeast Michigan Regional Growth Strategies

Moving forward to a sustainable economy, Northeast Michigan must build upon its strengths and develop capacity to create wealth in an ever- changing world. No longer will traditional economic strategies work in a world where one can live where desired and work hundreds or even thousands of miles away by telecommute. Infrastructure investment continues to be necessary and critical if the region wants to engage in and support the new economy. Access to advanced education and training must continue be supported in order to advance the region's opportunities in the new economy.

The following strategies will guide NE MI stakeholders in stabilizing and growing the region's economy. The strategies are derived from the CED'S planning process that has defined the region's vision, goals and objectives. Implementing the strategies will provide a pathway to guide efforts for a sustainable economy for northeast Michigan.

Strategy One: Provide for Economic Growth and Prosperity in the Northeast Region by maintaining critical infrastructure: high-speed internet access, sewer, water, transportation; necessary for all aspects of the traditional and new economy.

Infrastructure development has been an ongoing priority in the region. Due to long-term economic distress infrastructure capacity has lagged behind many parts of the state. High-speed internet access has now become an essential piece of infrastructure necessary to attract or retain individuals desiring to live or create a business or industry in the region. Currently, access to affordable broadband is severely lacking in many parts of the region and in many areas non-existent beyond dial-up.

Action Tasks:

1) Inventory region for broadband access
Responsible organization: State of Michigan

2) Provide baseline of access (once state has mapped) and continue to track progress of high-speed internet access in region.
Responsible organization: NEMCOG

3) Support Regional Fiber Consortium, MERIT, and Northern MI Broadband Cooperative to ensure affordable access to broadband deployment throughout all eight counties.
Responsible organization: NEMCOG, EDC's Counties

4) Continue to assist counties with sewer, water, transportation infrastructure needs

5) Provide assistance in grant writing for infrastructure development.
Responsible organization: NEMCOG

Benchmarks:
1) Determine baseline of Knowledge-related jobs as of 2010.

2) Conduct annual count of jobs either gained or loss in Knowledge Economy sector.

3) Annually track new fiber deployment last mile access to affordable high-speed internet.

4) Annually track infrastructure improvements

Responsible Organization: NEMCOG

Strategy Two: Create Rich and Inviting Communities.

Cultivate rich and inviting communities built upon the areas historical foundation and natural assets. This will instill a sense of pride among existing community members, enhance the existing economy by attracting visitors to the area as well as those wishing to relocate to a small community rich in sense of place and outdoor amenities.

Regional stakeholders will provide assistance and support to communities in creating livable communities based on uniqueness, history, build upon assets of area, develop a brand and link to regional assets, i.e. recreational activities abound, high quality natural resources, unique features, and supportive of entrepreneurs:

Communities must have:

- Good schools
- Broadband
- Good Grocery stores
- Police/Fire/EMS
- Elder and Family Friendly
- Good Health Care System
- Walkable/Bikeable Communities
- Downtown's that are attractive, clean and inviting
- Supportive for entrepreneurial development

Vibrant Communities:

City of Alpena	Lewiston
Atlanta	Lincoln
City of Cheboygan	Mackinac City
Fairview	Millersburg
Frederick	Mio
City of Gaylord	Onaway
Glennie	Posen
City of Grayling	Presque Isle
Harrisville	Rogers City
Hawks	Vanderbilt
Village of Hillman	Waters
Indian River	Wolverine
Johannesburg	

Action Tasks:

1) Identify community(s) to define their identity

Responsible organization: NEMCOG, EDC's, CVB's and Chambers
A. Atlanta" 45th Parallel
B. Regional Challenge: Each community develops its "story".

2) Develop informational materials on regional collaborative marketing that will link together small-towns and will increase destination trips to the region. This will improve the business climate for existing entities; create opportunities to develop new businesses; and attract more retirees/young to the area.
Responsible organization: NEMCOG, EDC, CVB and Chambers of Commerce

3) Organize and hold Asset Training workshops in the small communities.
Responsible organization: NEMCOG and NEMSCA

4) Conduct workshops on Economic Gardening and provide support to the communities implementing the practice.
Responsible organization: NEMCOG and NEMSCA

5) NEMCOG: Provide community development assistance: i.e. visioning, Brand development, grants for streetscape and infrastructure needs, prioritization of projects, identify projects that can be done locally.
Responsible organization: NEMCOG

6) Assist with community "branding" and promotional materials – such as getting the word out to local businesses, organizing community clean-ups, events and project work (i.e. construction of community band shell). Assist with marketing.
Responsible organization: NEMCOG, EDC, CVB and Chambers of Commerce

Benchmarks:

(1) Develop Baseline Information

(2) Annually measure number of communities and/or areas with developed brands

(3) Annually measure number of new businesses created or expanded

(4) Annually measure number of jobs associated with downtown improvements.

Responsible Organization: NEMCOG

Strategy Three: Develop a supportive environment throughout the region for Innovation and Entrepreneurial Development.

Small business development is likely to continue to provide the foundation for the 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 has been initiated and will continue to be strengthened to

Action Tasks:

1) Meet with stakeholders in region (NE MI Consortium, EDC's, NEMSCA, Chambers, SBTDC, etc) to define and implement a communication strategy and coordination of services.
   Responsible organization (s): TARGET, EDC's., SBTDC, NEMCOG, NEMSCA, NE Consortium, Chambers

2) Assist with the development of a regional virtual business incubator to assist new start-ups with legal, accounting, financial and business organizational and management issues.
   Responsible organization: TARGET, EDC's., SBTDC, NEMCOG

3) Work with schools to provide entrepreneurial programming.
   Responsible organization: EDC's & NE Consortium /NEMSCA

4) Assist in providing identified training for entrepreneurial success.
   Responsible organization: NE MI Consortium, EDC's, NEMSCA, and NEMCOG

5) Provide for networking of entrepreneurs by establishing social networks and events for peer to peer networking.
   Responsible organization: NEMCOG

6) Provide business counseling to established and new business start-ups in region.
   Responsible organization: SBTDC, EDC's, NEMSCA

Benchmarks

(1) Develop Baseline Information

(2) Annually measure number of new businesses created or expanded

(3) Annually measure number of jobs associated with entrepreneurial development.

Responsible Organization: NEMCOG

Strategy Four: Provide Lending and Investment programs for sustainability and growth opportunities.

Access to start-up, capital, and operating funds is an essential element in stabilizing Northeast Michigan's economy as well as growing the economic base. Stakeholders in the region will coalesce to define and develop a sustainable lending and investment program to support and nurture existing and new business ventures.

Action Tasks:

1) Organize meeting with Solari to learn how to establish an Investment Club for the region.
   Responsible organization: NEMCOG

2) Invite bakers and lending institutions to a forum to address venture capital needs of region.
   Responsible organization: NEMCOG & EDC's

3) Establish Investment Club.
   Responsible organization: NEMCOG & Regional Prosperity Alliance

4) Establish regional low-interest lending programs to assist in small business development throughout region.
   Responsible organization: NEMCOG & EDC's

Benchmarks

(1) Annually measure number and amount of loans provided.

(2) Annually measure number of new businesses created or expanded

(3) Annually measure number of success and failures.

Responsible Organization: NEMCOG

Strategy Five: Expand Eco-Tourism Business Development Opportunities

Northeast Michigan stakeholders have identified eco-tourism as a new opportunity to add-value to existing tourism related businesses and for the creation of new business opportunities. The region has initiated the development of eco-tourism opportunities through services provided by M.O.S.S.T, Inc. and the creation of a regional asset inventory.

Acton Tasks

1) Identify Assets throughout the region that supports ecotourism development.
   Responsible organization: NEMCOG

2) Analyze opportunities based on asset inventory.
   Responsible organization: NEMCOG

3) Meet with businesses to promote value-added opportunities.
   Responsible organization: NEMCOG

4) Incorporate new eco-tourist opportunities in regional marketing efforts, and develop new promotional materials as needed.

Responsible organization: CVB's, Chambers, EDC's, Huron Coastal Coalition, Huron Pines RC&D, NEMCOG

Benchmarks

(1) Develop Baseline Information

(2) Annually measure number of new businesses created or expanded

(3) Annually measure number of jobs associated with ecotourism development.

Responsible Organization: NEMCOG

Strategy Six: Access to Higher-level Education and Technology Training is paramount in the New Economy. It is also known that funds to support education are becoming increasingly scarce at the public and private level. It is therefore essential that higher-level educational institutions supporting Northeast Michigan provide a foundation that is collaborative, and sustainable with offerings that will enable education to be oriented to the national and global economic trends.

Action Tasks:

1) Organize and hold a series of workshops to develop a network and collaborative approach to higher-level education in region. Data will be shown of regional trends. A Strengths, Weakness, and Opportunities Analysis will be conducted to identify areas for collaboration, new programming.
   <u>Responsible organization:</u> NEMCOG, NE MI Consortium, NEMCSA

Benchmarks:
(1) Collaborative success of community colleges and University Center within the region to bring in programs from colleges and universities outside the region.

Benchmarks:

Community	Brand	Renovations	New/Exp Business	Broadband Access
City of Alpena	Underwater Sanctuary Old Town Nautical/Lumbering			
Atlanta	45th Parallel			
City of Cheboygan	Inland Waterway North Central Rail-Trail			
Fairview				
Frederick				
City of Gaylord	Alpine Village			
Glennie	Heart of the Huron National Forest			
City of Grayling	AuSable River			
Village of Hillman	Grist-Mill/Eco-Industrial	Streetscape Underway Bridge replacement underway		
Harrisville	Walk-able: initiated			
Hawks	Cheboygan-Alpena Rail-Trail			
Indian River	Boating Mecca	Streetscape Plan Completed		
Johannesburg				
Lewiston	Twin Lakes			
Lincoln				
Mackinac City	Michi-la-Mackinac			
Millersburg	Train Depot / Rail-Trail			
Mio	Amish and AuSable River			
Onaway				
Presque Isle				
Posen	Potatoes			
Rogers City	Nautical			
Vanderbilt	Gateway to Pigeon River Country and Elk Viewing			
Waters				
Wolverine	Sturgeon Valley			