

# Northeast Michigan

## Prosperity Initiative

5-Year Plan 2015-2019



Placemaking

Workforce & Talent



Infrastructure

Tourism

Economic Gardening



Economic Development

Chambers of Commerce

Wood Products



Food Products

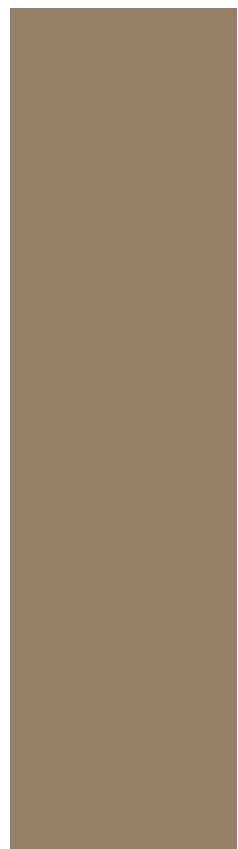
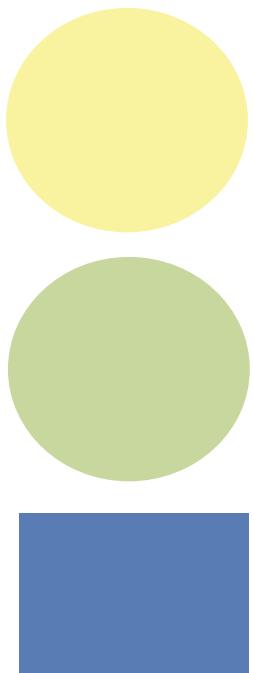
Aerospace

Renewable Energy



## Prosperity Region 3:

**Alpena, Alcona, Cheboygan,  
Crawford, Iosco, Montmorency,  
Ogemaw, Oscoda, Otsego, Presque  
Isle, and Roscommon Counties.**





# Prosperity

*noun \prä-'sper-ə-tē\*

The condition of being successful or thriving; *especially*: economic well-being.

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# Regional Prosperity Initiative

**Successful** region. **Better** places. **Prosperous** people.

## Empowering locals to Drive Prosperity

Michigan has earned the title of America's comeback state. It's an economic success story that would not be possible without collaboration by the public, private and nonprofit sectors. Our shared accomplishments during the past two years underscore the need to work in partnership toward a common vision of economic prosperity. That's the goal of Gov. Rick Snyder's Regional Prosperity Initiative.

### What is the Regional Prosperity Initiative?

The Regional Prosperity Initiative (RPI) is a voluntary competitive grant process that was included in the Governor's FY 2014 Executive Budget Recommendation to encourage local private, public and non-profit partners to create vibrant regional economies. The legislature approved the recommended process and the Regional Prosperity Initiative was signed into law as a part of the FY 2014 budget (59 PA 2013).

### Who is eligible to apply for grants under the Regional Prosperity Initiative?

Existing State Designated Planning Regions and Metropolitan Planning Organizations were eligible to apply for grants from the Regional Prosperity Initiative. The grant funding provided opportunity to collaborate with business and non-profit representatives as well as representatives from local and regional economic development organizations, workforce boards, adult education providers and the higher education community.

### Why is it important to have a formal mechanism for regional collaboration?

As it stands today, many of Michigan's regions and their various public planning and service delivery entities have overlapping responsibilities yet competing visions for their economic priorities. The absence of a broad based regional vision and coordination of services create both redundancies and gaps. This creates confusion for local,

state, federal, private and non-profit partners seeking to invest in a region's success. Formalizing a collaborative relationship among local and regional partners will allow the state, as well as private and non-profit stakeholders, to recognize local efforts and work in closer collaboration with local and regional decision makers throughout the state to support their efforts for economic prosperity. The **purpose** of the Regional Prosperity Initiative - through public/private collaboration - is to create sustainable economic development with rising employment, income, and overall quality of life in Northeast Michigan.

# Prosperity Regions

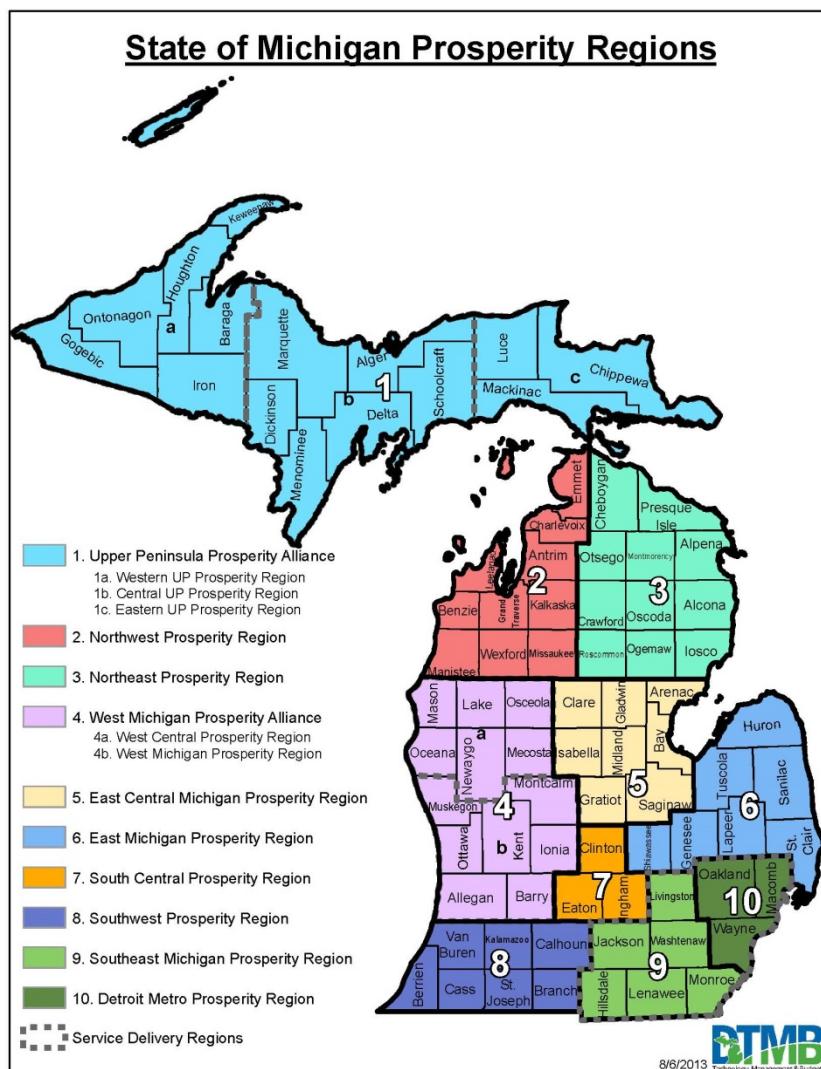
Collaborating for Success.

## What are the Prosperity Regions?

The State of Michigan is divided into 10 prosperity regions. It is within these regions that collaborations and partnerships will form to ensure efficient delivery of services and to work collectively toward a shared vision. Departments in the State of Michigan are also working toward aligning their service delivery to these same regions.

## Region 3

Northeast Michigan makes up Region 3 of the State's prosperity regions. Region 3 consists of Cheboygan, Presque Isle, Otsego, Montmorency, Alpena, Crawford, Oscoda, Alcona, Roscommon, Ogemaw, and Iosco Counties. These 11 counties encompass **6,610 square miles** of land and water.



# Assets & Obstacles

**Shared** vision. **Great** opportunities. **Overcoming** challenges.

ECONOMY...

Thriving.

Vibrant.

Sustainable.

Assets are Opportunities.

Water.

- **Lake Huron**
- **4,000 miles of rivers including:**  
**Au Sable River** and other Blue-Ribbon Trout Streams  
(Sturgeon River, Pigeon River, Upper Black River)
- **160,000 acres of inland lakes**
- High-quality inland lakes and rivers
- Over **200 public water access** points
- Lake Huron **Blueways** System
- Michigan **Inland Waterway**
- **Ocqueoc Falls** – the largest waterfall in the Lower Peninsula – the only universally-accessible waterfall in the United States.
- National **Wild and Scenic River** Systems
- **Thunder Bay** National Marine Sanctuary - World's only freshwater shipwreck sanctuary – shipwreck viewing by snorkel, kayak, glass-bottom boat, or dive charter.
- **Clean water for swimming and recreation**

## A Vision of Prosperity.

Economic development in northeast Michigan is based on collaborations between public and private entities and organizations leading to the creation of an entrepreneurial support system that provides technical assistance to the business community to retain and create new permanent higher-wage employment opportunities. Focusing on environmentally sound and economically sustainable growth, Northeast Michigan is a desirable area to locate or "grow" a new business due to its high quality of life, which is based on the region's natural resources and unique community character for those desiring this lifestyle choice.

SWOT  
Analysis

## Our Own Quality of Life

Northeast Michigan's Quality of life is based on the natural resources available here. From pristine lakes, rivers, forests, and wildlife to trail systems which connect our communities to the wide open spaces in between, Northeast Michigan calls to the special type of person who values these things.

- **Fly Fishing**
- Numerous locations for rental of **canoes and kayaks**.

## Land.

- **Farmland**
- Minerals and quarries: largest open quarry in world
- Unique glacial and limestone **geology**
- **Wetlands**
- Wide-open spaces with aesthetically pleasing vistas
- Scenic **beauty**

## Forests & Wildlife.

- **1.6 million acres** of National and State Forestland
- **Pigeon River State Forest; Largest Elk Herd east of the Mississippi**
- **Hartwick Pines**
- **354 parks and campgrounds**
- **Huron National Forest**
- Clean air
- **Kirtland Warbler**
- **Elk viewing** at Thunder Bay Resort and Gaylord Elk Park
- Dark sky parks
- Old Growth Forests
- Hunting and fishing
- River Road **National Scenic Byway**

## Culture.

- Sunrise Side **Wine & Hops Trail**
- 16 **lighthouses**
- **ARTrail** (trail of cultural venues along the coast).
- **Historic Mill Creek** – sawmill re-creation, rope bridge, climbing, zip line
- Cheboygan **Opera House**
- **Moran Iron Works Sculpture Garden**
- **Quilt Trails**
- Community Theaters:10 Communities
- Museums

# Infrastructure.

**Regional/local hospitals:** Alpena Regional Medical Center, McLaren Northern Michigan in Cheboygan and Petoskey, Otsego Memorial Hospital, Mercy Hospital of Grayling, Rogers City Rehabilitation Hospital, St. Joseph Health System, West Branch Regional Center.

- The **University Center** at Gaylord representing eight colleges and universities.
- Alpena Community College, North Central Michigan College, Kirtland Community College, Mid-Michigan Community College
- **Kirtland M-TEC** – Gaylord
- **Expanding high speed internet access.**
- Deepwater **ports at Rogers City, Alpena, Cheboygan**
- **High Wire Corridor** (Rogers City)
- Marinas
- **8,743 campsites**
- Outdoor Recreational system
- Dams and electric power plants (and growing **alternative energy** facilities)
- **Rail** connections
- US 23, US 127, I-75 and state **highways** M18, M32, M33, M55, M65, M68, M72
- **Trail systems:** 966 miles of hiking, biking and cross-country ski trails
  - 280 miles of horseback riding trails
  - 1,253 miles of ORV and motorcycle trails
  - 1,220 miles of snowmobile trails
- Most larger communities have public sewer and water
- Industrial parks
- Oil and gas facilities
- General **aviation** airports and commercial airport in Alpena
- Extensive cellular telephone network
- **Alpena Combat Readiness Training Center**
- **Camp Grayling National Guard Training Center**

# Community.

- Populated areas with **a sense of place** (Cheboygan, Grayling, Gaylord, Alpena, Rogers City, Hillman, West Branch, Oscoda, East Tawas, Houghton Lake, Mackinaw City, Roscommon)
- **Slower pace** of life and low traffic congestion
- 59 golf courses
- **US-23 Heritage Route**
- Small Town Friendliness
- Distinct **4-seasons**
- Safe communities – low crime rates.
- Growing population of **retirees**
- Close to Canada

- **Room for expansion** and growth
- Outdoor **recreation** – out your back door – live and work where you play
- Safe, low crime rate
- Beautiful natural environment
- **Lower cost of living**
- Caring Communities
- **Four Seasons of outdoor activities.**
- **Trail Towns**
- Community Festivals
- Baby Boomer retirement area
- More parent involvement in education



## Challenges are Opportunities for Improvement.

- **Decreasing population** in the 25 – 44 age bracket
- **Limited broadband**
  - Access to **resources**
  - Lack of regional cohesive strategy
  - Lack of “Business Friendly” Environment
  - Roadblocks to growth (Local Government)
  - Finding drug-free, **skilled workforce**
  - **Freight costs** – distance to large metropolitan areas
- **Engaging younger generations** in the community
  - Inconsistent definition of “Quality of Life” within each community
  - Aging and unavailable infrastructure (**lack of consistent cell phone coverage and broadband** throughout Region)
  - Fragmented industry
  - Lack of public transit system for tourists
  - Quantity and quality of lodging options
  - Lack some essential services
  - Inadequate regional voice
  - Tourism not viewed as economic development
  - Low level of educational attainment
  - Difficulty attracting talented workers
  - Geography: large land area with sparse population
  - Isolation
  - Aging population
  - Lack of entrepreneurialism
  - High level of disabled
  - Territorialism
  - Acceptance of ingrained poverty
  - Steady and long-term decline in the number of K-12 students
  - The perception that people make as much on assistance as they would working
  - Poverty
  - Decrease in school population
- **Seasonal** nature of businesses. Acceptance and desirability of winter unemployment among workforce.

# Regional Profile

## Economic Trends.

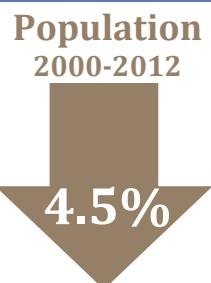
Demographic and economic data for the region was compiled and is provided as a basis for the need of a regional prosperity plan<sup>1</sup>.

## Demographics.

### *Population*

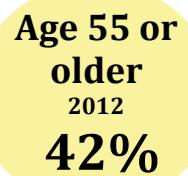
As of 2012, the Northeast Prosperity Region (Region 3) had an estimated population of 205,830 representing 2.1 percent of the statewide population.

Between 2000 and 2012, the Region's population has fallen by 9,703 residents or 4.5 percent. Over the same period, Michigan's population has remained relatively flat, inching lower by 55,500 residents or 0.6 percent. **A combination of migration and natural population decline** (deaths exceeding births) contributed to the losses.



### *Age Distribution*

The age distribution of Region 3 residents is considerably older than the statewide average. In 2012, nearly 42 percent of residents were at or nearing retirement age (55 or older), while 18.8 percent were in the younger worker cohorts, including those 15 to 24 and those 25 to 34.



With over 40 percent of residents aged 55 or older, there are potential **workforce and economic implications**. From possible talent shortages resulting from retirements, to increased demand for health services, demographics are sure to influence the Regional labor market and economy.

### *Education*

Just 14 percent of Region 3 residents hold a Bachelor's degree or higher, **lower than the 25 percent statewide average**. At the same time, 32 percent of residents have Some College or an Associate's Degree.



<sup>1</sup> State of Michigan

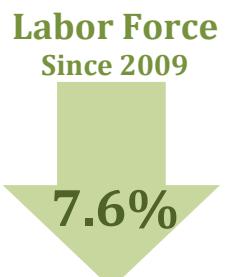
## Labor Force & Unemployment.

There are **84,900 labor market participants** in the Northeast Michigan Prosperity Region. Since 2009, the Region's labor force has fallen by 7,010 or 7.6 percent. Over the same period, labor force levels statewide have declined by 166,430 or 3.4 percent. Withdrawal has been due to increased retirements and enrollments as well as more discouragement among jobseekers.

The labor force in Region 3 **rose by 760 from July 2012 to July 2013**, steadyng the steep dropping trend seen since the end of the "Great Recession". The Northeast Michigan labor force has experienced the greatest percentage reduction of all Prosperity Regions since 2009.

The Region's labor force is comprised of 74,540 employed and 10,360 unemployed. The **unemployment rate measures 12.2 percent**, up 1 percentage point from 2012, a testament to the difficult recovery the Region has experienced.

Notwithstanding a slight dip in 2012, the unemployment rate in Region 3 has remained stubbornly high in recent years. Currently standing at 12.2 percent, the Region's **jobless rate is over three percentage points higher than the statewide average of 9.1%**.



## Industry Employment

In 2012, the Northeast Prosperity Region posted 57,075 payroll jobs, representing 1.5 percent of statewide payrolls.



Sixty-four percent of the Region's jobs are concentrated in five industries: **Retail trade, Health care and social assistance, Accommodation and food services, Manufacturing, and Public administration**.

Both **Retail trade** and **Accommodation and food services** are large industries in the Region, with employment concentrated in **Food services and drinking places** and **Amusement, gambling, and recreation**.



Reflecting the Region's relatively older population, **Health care and social assistance** remains a major employer in Region 3, accounting for nearly 10,000 jobs.

**Manufacturing** provides over 5,000 jobs in Region 3, with significant employment in **Machinery manufacturing** and **Transportation equipment manufacturing**, combining to account for over 40 percent of all **Manufacturing** jobs within the Region. Since 2009, both of these **Manufacturing** sectors have seen impressive job gains in Region 3.



**Public administration and Educational services** are also responsible for many jobs in Region 3. However, both industries have registered job declines since 2009.

## Industry Job Trends

Between 2009 and 2012, payroll jobs in the Northeast Prosperity Region have declined by 817 or 1.4 percent, opposite the 4.0 percent growth in payrolls reported statewide.

**Manufacturing** tops the list of the Region's high-growth industries. Since 2009, the Region 3 **Manufacturing industry has added 925 jobs** and grown by 21.5 percent, outpacing industry gains statewide. Gains in the **Manufacturing** industry have been led by growth in the **Transportation manufacturing** and **Machinery manufacturing** sectors.

**Administrative and support and waste management** was another industry in the Region to post **strong employment growth since 2009**. The **Administrative and support services** subsector saw the greatest growth with job gains reflecting a well-documented expansion at a local call center.

**Wholesale trade** is another growing industry, not only in Region 3 but also for the entire State. Over the period, this industry **added 250 jobs**, mostly due to growth in the **Durable goods merchant wholesalers** component.

**Arts, entertainment, and recreation**, an industry often associated with tourism, has seen some job declines since 2009, with **less seasonal hiring** occurring in **Amusement, gambling, and recreation** in 2011 and 2012 than in previous years.

### Payroll Jobs 2009-2012

1.4%  
817 jobs

Manufacturing  
Jobs  
21.5%  
925 jobs

Wholesale  
Trade  
250 jobs

## Employment by Age

In the Northeast Prosperity Region, 23 percent of jobs are held by workers 55 years of age or older, above the 20 percent of jobs statewide. The Region has a **lower percentage of workers ages 25-34 than the State**: 17 percent regionally compared to 20 percent statewide.

Some industries in the Region are older in the sense that they have a greater percentage of older workers than the statewide industry average, such as **Professional, scientific and technical services** and **Information**. More than one in four employees in both industries is over the age of 55.

The **Health care and social assistance** industry registers the highest number of older employees in the Region (ages 55+). This is significant because the industry both has a higher percentage of older employees and a lower percentage of younger employees than the statewide average, presenting a possible future shortfall of workers in the industry.

The **Public administration, Professional and business services**, and **Construction** sectors all have a percentage of older workers higher than the statewide average. **Public administration**, which is nearly one-third older workers, also has a lower percentage of workers ages 25-34 and 35-54 than the statewide average.

Jobs held by  
workers 55+  
23%

1/4 are  
55+  
in Professional,  
Scientific, Tech,  
and Information

1/3 are  
55+  
in Public  
Administration

# Occupational Employment & Wages

Occupational employment in the Northeast Prosperity Region was 56,750 in 2012. Employment is in a diverse mix of job titles, ranging from those seen in large categories like ***Food preparation and serving*** to those in smaller, emerging categories like ***Computer and mathematical*** and ***Architecture and engineering*** occupations.

Reflecting the diverse mix of job titles in Region 3, the occupational wage range is quite large, spanning from \$8.28 /hour at the 10<sup>th</sup> percentile to \$29.56 /hour at the 90<sup>th</sup> percentile. **The median wage in the Region was \$12.88 /hour in 2012.**

Similar to the statewide economy, the occupational categories with the most employment in Region 3 include ***Office and administrative support***, ***Sales and related***, and ***Food preparation and serving***. Categories like ***Management***, ***Healthcare practitioner and technical***, and ***Architecture and engineering*** all boast solid employment and wages in Region 3.

As expected, **the highest paying occupations in Region 3 are also the ones that require the most education and training**. The highest paying job titles are concentrated in the ***Healthcare practitioner and technical*** occupations and in ***Management*** occupations.

Median Wage  
**\$12.88**  
Per hour in 2012

Highest Paying  
Jobs  
Healthcare  
Practitioner,  
Technical  
Occupations, &  
Management

## Occupational Outlook

According to long-term occupational projections, employment in the Northeast Prosperity Region is expected to **expand by 2,550 or 4.7 percent through 2018**.

Annual openings in the Region are estimated at 1,575, with 325 coming from growing occupations and 1,250 coming from the need to replace existing workers.

**Health care occupations dominate the list of high-growth occupations in Region 3**, led by job titles like ***Physicians assistants***, ***Home health aides***, and ***Dental assistants***. Similarly, ***Health care*** and ***Personal care*** occupations comprise the list of high-growth, high-wage occupations.

Despite modest growth, some occupations will still generate many openings due to the need to replace existing workers, such as ***Cashiers***, ***Retail salespersons***, ***Waiters and waitresses***, and ***Office clerks***.

Many high-growth titles also boast a relatively high wage. Typically, these occupations require significant investments in education or training. Among them are ***Family and general practitioners***, ***Accountants and auditors***, ***Physical therapists***, ***Pharmacists***, and ***Dental hygienists***, each paying a median wage higher than the Region's overall median occupational wage of \$12.88.

Projections  
through 2018  
**4.7%**

Annual  
openings  
+325 from  
growing  
occupations  
+1,250  
replacing  
existing  
workers

# Performance Dashboard

## What are we accomplishing?

The following represent indicators of measurement to determine if the implementation of the Regional Prosperity Plan is accomplishing the ultimate goal of creating a **vibrant, thriving, and sustainable economy** in Northeast Michigan. This performance dashboard is available on the web at [www.northeastprosperity.org](http://www.northeastprosperity.org)

THE GREATEST ASSET WE HAVE IN OUR STATE IS OUR TALENT.  
-Governor Snyder

## Increase Employment (living wage jobs).

1. **Number of People in the Laborforce**      *(2013)* **88,600**    *(2014)* **88,500**    *(change)* **-100**
2. **Number of People Employed**                *(2013)* **78,600**    *(2014)* **80,500**    *(change)* **+1,900**
3. **New Business Start-Ups**                    *(2011)* **718**            *(2013)* **681**            *(change)* **-37**
4. **Gross Regional Product**                    *(2012)* **\$4.6 billion**

## Decrease Unemployment.

1. **Number of Unemployed People** *(June 2013)* **10,360**      *(June 2014)* **8,000**      *(change)* **-2,360**
2. **Unemployment Rate**                        *(June 2013)* **11.3%**      *(June 2014)* **9.0%**      *(change)* **-2.3%**
3. **Online Advertised Job Vacancies**          *(3rd quarter 2013)* **1,530**    *(June 2014)* **1,900**

## Decrease Poverty.

1. **Per Capita Income** (2000) \$21,009 (2012) \$31,219 (change) +\$10,210
2. **Median Household Income** (2008-2012 5-Year Estimate)  
Lowest County Median \$33,942      Highest County Median \$47,140
3. **% of Children Living in Poverty** (2007) 25% (2011) 30.2% (change)+5.2%
4. **3rd Grade Reading Proficiency (MEAP)** (2010/11) 67% (2013/14) 63% (change)-4%

## Increase Population by Targeted Talent Retention & Attraction.

1. **Total Population** (2010) 208,746 (2014) 204,037 (change) -4,709
2. **Population Ages 25-44** (2000) 52,578 (2010) 39,515 (change)-13,063
3. **Total Housing Units** (2008-2012) 161,343 (seasonal) 61,173
4. **% of Population (age 25+) with Bachelor's Degree or higher:** 14%
5. **Vocational & Trades graduates**



# Shared Vision

## ***Looking to the Future.***

### **Our vision for Northeast Michigan.**

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

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

# Goals

## Planning for Change.

### Measurable Goals 2015-2019

**Goal 1:** Increase number of people employed to 88,827 by 2019.

**Goal 2:** Increase new business start-ups by 700 in 2015 and an additional 1,100 new business start-ups by 2019.

**Goal 3:** Decrease Unemployment to 7.8% by 2019.

**Goal 4:** Increase per capita income to \$37,716 by 2019.

**Goal 5:** Decrease children living in poverty to 20% by 2019.

**Goal 6:** Increase third grade reading proficiency to 75% by 2019.

**Goal 7:** Increase total population in Region 3 to 216,000 by 2019.

**Goal 8:** Increase the population between the ages 25-44 from 39,515 to 44,500 in Region 3 by 2019 by targeted retention and attraction strategy.

# Strategies: A Call to Action

Economic Blueprint

## Growing Northeast Michigan's Economy.

The New Economy features differ from the Old Economy in that the quality of "place" really matters - both physical and cultural amenities - compared to the old economy standard of being a cheap place to do business; attraction of talented and educated people rather than companies is critical; sector diversity is desired - focus is not purely manufacturing; energy smart and communication dependent rather than fossil fuel dependent; ability for organizations and individuals to "retool" and be adaptable; economic change is collaborative involving business, government and nonprofits; and connection to emerging global opportunities is critical.



## Creating Vibrant Places

**Background:** Economic growth depends on skilled talent. Attracting and retaining skilled talent means providing a high quality of life in terms of "great places" in order to draw diverse individuals to Northeast Michigan. Therefore, placemaking is an essential component in business and workforce development. This concept is simplified in the diagram to the right: places (communities) want business and business wants talent. The



talent, which is so desired by employers, wants great places to live. Redeveloping urban centers can attract residents and draw visitors, thereby adding layers of economic activity giving urban centers a new vitality and strength. Some skilled workers want to live in vibrant, walkable communities with a diverse set of offerings. Other skilled workers want to live in rural areas but still desire and use the amenities in the nearby communities. Great places exist at a neighborhood scale, therefore placemaking is a neighborhood issue – not a large urban concept. However, placemaking needs to also occur in a coordinated regional manner in order to provide these skilled workers with a diverse offering of a network of vibrant communities which are all connected by the physical and virtual trails of Northeast Michigan. The key is to cultivate rich and inviting communities by building upon the area's historical foundation and natural assets. This will instill a sense of pride among existing community members, enhance the existing economy by attracting visitors and new workers to the area.

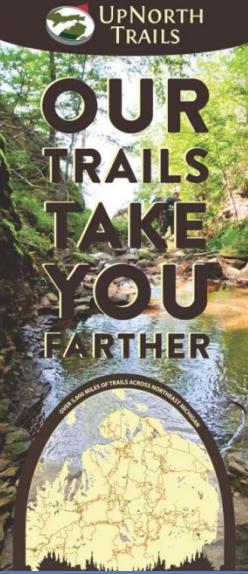
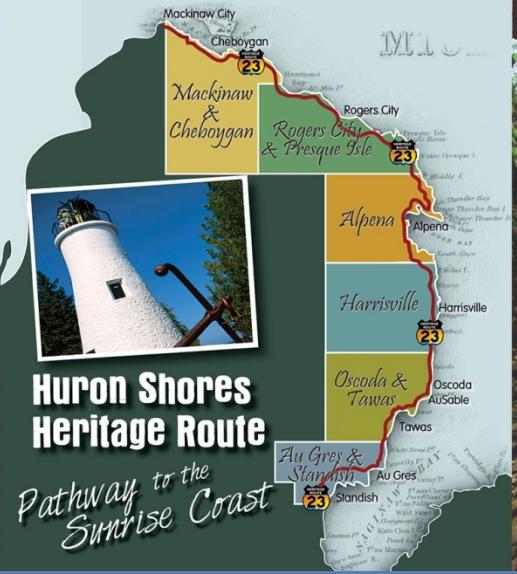
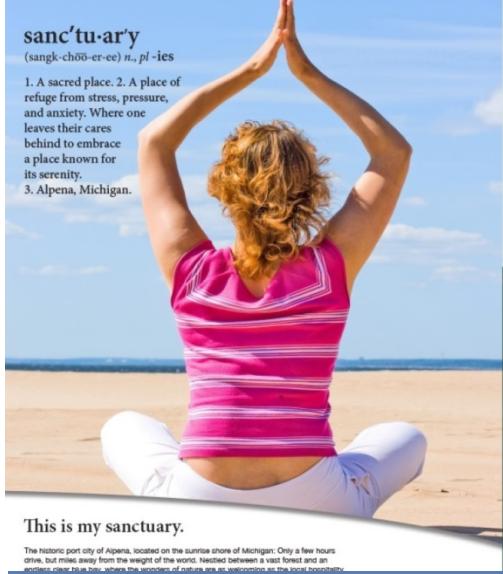
## **Strategy: Strengthen the quality of place throughout Northeast Michigan to entice talent and business development.**

### **1. Target investment into small, urban centers.**

- a. Determine building form in demand by the sought-after talent.
  - (1) Complete a Target Market Analysis (TMA) for the region focused on SPCs.
  - (2) Develop strategies in each community focused on developing those desired building forms and arrangement resulting in the addition of disposable income into urban centers.
  - (3) Identify appropriate business types needed to serve the targeted urban centers.
  - (4) Through the Target Market Analysis, determine the priority locations to focus investment in residential opportunities.
  - (5) Adopt Main Street principles in the SPCs.
  
- b. Offer modules from the Michigan Placemaking Curriculum in strategic placemaking centers.
- c. Seek out strategic facilitation from the appropriate State agencies to result in general placemaking projects and tasks for the region.
- d. Achieve “Redevelopment-Ready Communities” status.

<b>Strategic Placemaking Centers (SPCs)</b>	<b>Strategic Placemaking Nodes (SPNs)</b>
Alpena Cheboygan Gaylord Grayling Houghton Lake Oscoda/AuSable Rogers City Tawas City/East Tawas West Branch	Atlanta Harrisville Hillman Indian River Lewiston Lincoln Mackinaw City Mio Onaway Posen Roscommon

- e. Create general place plans in Strategic Placemaking Centers which integrate arts and culture.
  - f. Provide best land use practices to communities and advocate changes in the planning process to streamline approvals.
- 2. Coordinate placemaking at a regional level to link urban and rural places visually, functionally and culturally.**
- a. Create and organize meetings of the Northeast Michigan Placemaking Network to address funding, capacity, leadership, entrepreneurship, and metrics. Utilize network to convene events.
  - b. Expand placemaking network to include indigenous arts and culture into SPCs.
  - c. Engage a consultant to develop a regional marketing initiative to promote regional places.
    - (1) Complete community branding and promotional materials and tie that into the regional identity.
    - (2) Develop informational materials that will promote the “great places” in Northeast Michigan and link together small towns to increase destination trips to the region in order to improve the business climate, create opportunities for new business, and attract retirees and young people to the region.
    - (3) Initiate joint and cross-promotion between arts and cultural organizations throughout the region.
  - d. Improve way-finding and accessibility to culturally significant places.



# Regional Branding

## Showcasing Northeast Michigan *to the World*.

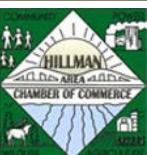
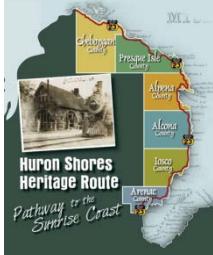
### How do we see ourselves?

Northeast Michigan has long struggled with recognition on the national and global market in all sectors of the economy. In order to be able to communicate who we are to the world, it is first necessary to understand how we see ourselves and to evaluate the message being communicated. This section contains an inventory of how communities in Northeast Michigan envision themselves.

### Inventory of Community Branding

Community	Brand	Imagery	Themes
Alpena	"Sanctuary of the Great Lakes"	<p><b>sanc'tu·ary</b> (sangk-chôô-er-ee) <i>n., pl.</i> -ies</p> <p>1. A sacred place. 2. A place of refuge from stress, pressure, and anxiety. Where one leaves their cares behind to embrace a place known for its serenity. 3. Alpena, Michigan.</p> <p>This is my sanctuary.</p> <p>The historic port city of Alpena, located on the sunrise shore of Michigan. Only a few hours drive, but miles away from the weight of the world. Nestled between a vast forest and an ancient, clear water bay, where the wonders of nature are an adventure at the touch of a memory.</p> <p><i>Alpena Sanctuary of the Great Lakes</i></p>	<p>Water, outdoor recreation, forestland, get away from it all. Experience your sanctuary in Alpena. Good for your mind, body, and soul.</p>
Rogers City	<p>"The Nautical City"            "The City of Parks &amp; Trails"            "Connect. Grow. Succeed."</p>		<p>Water, outdoor recreation, connections (trails and Chamber).</p>

<b>Onaway</b>	<i>"Sturgeon Capital of Michigan"</i> <i>"Year around Fun, Year around Opportunities", "Onaway Steers the World"</i>		Water, fish, recreation.
<b>Cheboygan County</b>	<i>"Michigan's Great Up North"</i>		Up North (geography)
<b>Cheboygan Chamber/CVB</b>	<i>"Gateway to the Waterways"</i>		Water, gateway, lighthouse.
<b>Mackinaw City</b>	<i>"Living History. Making History"</i>		History, Mackinac Bridge
<b>1. Indian River</b>	<i>"Pure Water. Pure Trails. Pure North"</i>		Water, trails, forests, sunrise, Up North (geography).
<b>Grayling</b>	<i>"The Heart of the North"</i>		Up North (geography), heart (central), forests.
<b>Gaylord</b>	<i>"Michigan USA: All Outdoors"</i> <i>"America's Summer Golf Mecca"</i> <i>"The Alpine Village"</i>		Outdoor recreation, golf, Alpine, location (45th parallel), heart (central), forests.
<b>Vanderbilt</b>	<i>"Gateway to the Pigeon River Country"</i>		Forests, gateway, water.

<b>Atlanta</b>	<i>"Elk Capital of Michigan"</i>		Wildlife.
<b>Lewiston</b>	<i>"Pure Lewiston"</i>		
<b>Hillman</b>	<i>"Looking to our past to build our future"</i>	 	History, development, wildlife, community, power, agriculture.
<b>Lincoln</b>	<i>"The Village with a Vision"</i>		Future, trees, water.
<b>Roscommon/Houghton Lake</b>	<i>"Michigan's Other Great Lakes"</i>		Water (Houghton Lake, Higgins Lake, Lake St. Helen), outdoor recreation.
<b>Oscoda</b>	<i>"Naturally"</i>		Nature, water, sunrise, forests.
<b>Tawas Area</b>		    	Nature, water, lighthouse, forests, history.
<b>West Branch</b>			Victorian community.
<b>US 23 Heritage Route</b>	<i>"Pathway to the Sunrise Coast"</i>	 	Water, sunrise, connections, history, nature.

<b>Up North Trails</b>	<p><i>"Our Trails Take You Farther"</i></p>		<p>Trails, connections, Up North (geography), connections.</p> <p>The extensive nature of actual and virtual trail systems in Northeast Michigan tie the communities and assets together. This brand, Our Trails Take You Farther, is an all-encompassing umbrella brand for the entire region. Beneath that umbrella brand, sub-campaigns (as listed above) can occur. For example, in the Alpena Area, the following could be used: "Our Trails Take You To...The Sanctuary of the Great Lakes".</p>
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## Common Themes.

The people and communities of Northern Michigan present themselves to the world in much the same way. The common themes of water, history, trails, forests, wildlife, sunrise, the outdoors, gateways, and "Up North" are found throughout the community brands.

## Regional Identity & Placemaking.

Communities in Northeast Michigan can tie into the umbrella brand discussed above. The regional message that Northeast Michigan is communicating is that "***Our Trails Take You to Great Places***". This tie-in can occur in marketing materials and community signage. As part of the Regional Prosperity Initiative, design work was completed for signage. Corbin Design, Inc. was retained to develop signage design concepts. The sign designs are intended to tie communities into the Up North Trails system using the brand "***Our Trails Take You Farther***". The designs include a trailhead kiosk, secondary kiosk, trail guide, trailblazer, and community gateway signs. The signs are intended to be used on any type of trail system under multiple types of ownership and management. These signs will be available for communities to use to identify themselves as part of the Up North Trails region and will also serve to tie the communities together. Using the "***Our Trails Take You to....***" message presents the region as an interconnected network of great places linked with the natural world. Communicating this concept will open Northeast Michigan to global

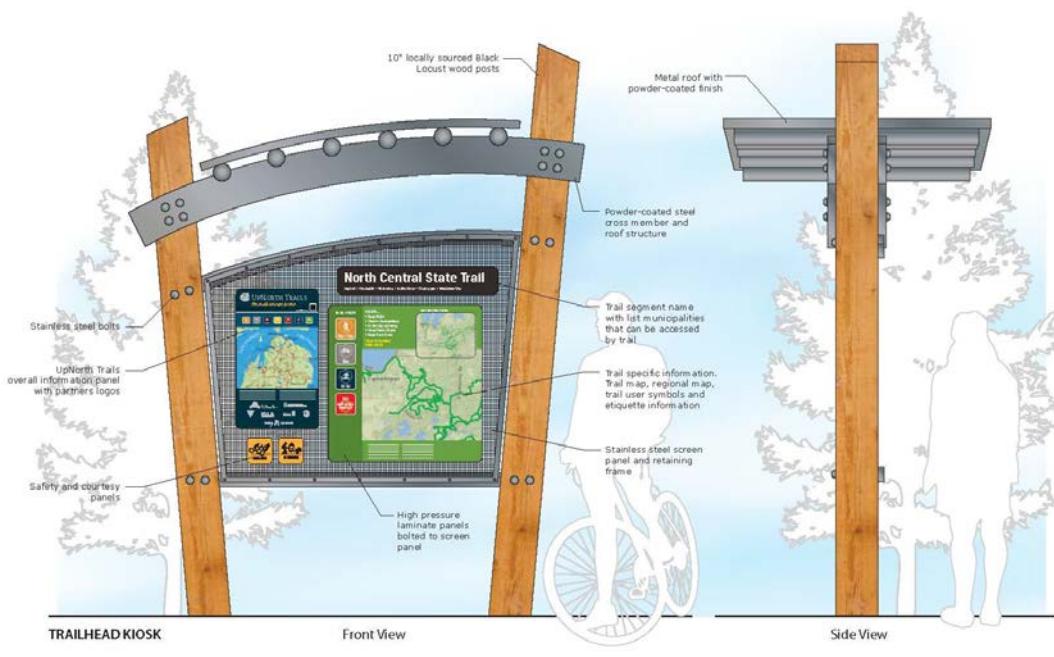
tourism markets and present the region as a great place to live (i.e. talent attraction). This regional identity will assist in the successful launching of the strategies for prosperity by helping to change the image of Northeast Michigan.

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

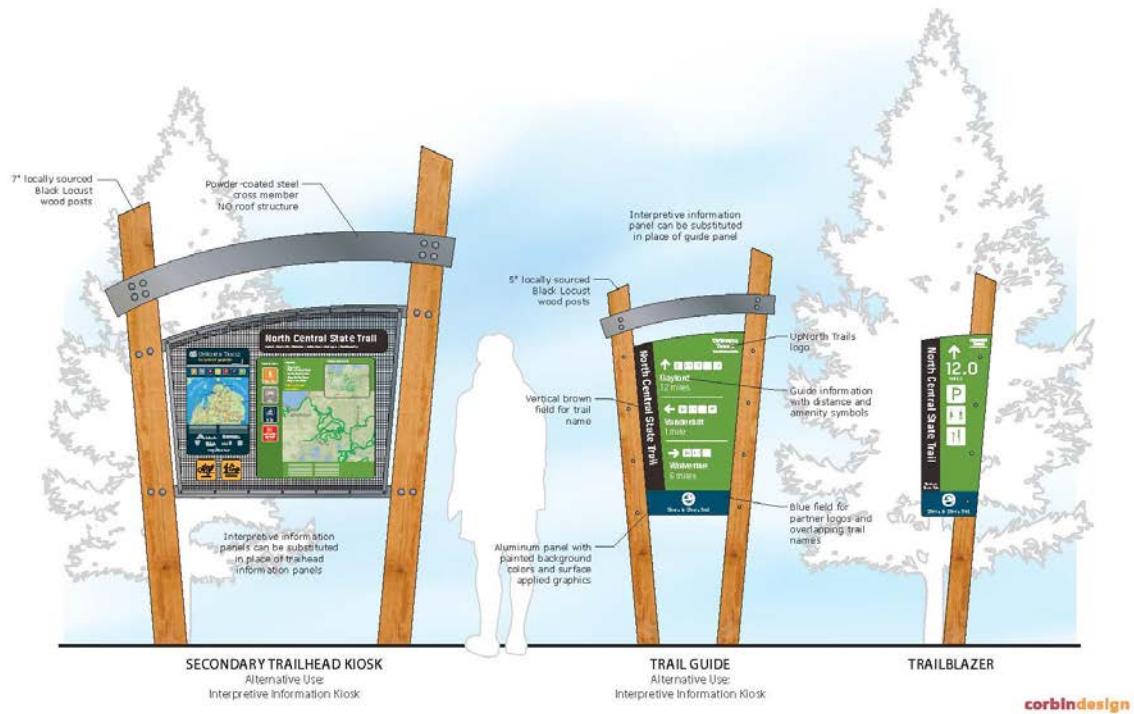
### 1. Create and utilize an effective regional brand which communicates the essence of Northeast Michigan to the world.

- a. Engage a branding consultant to develop the regional brand and brand guidelines.
- b. Utilize the regional brand in all marketing materials and communications.

### ***"Our Trails Take You Farther" Sign Designs:***



Up North  
Trails Sign  
Designs





## Supportive Systems for Business Growth

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 is critical to support and strengthen innovation and entrepreneurship.

### Strategy: Facilitate entrepreneurship and grow existing businesses in the region.

#### 1. Create a supportive environment throughout the region for entrepreneurial development.

- a. Provide coordinated “No Wrong Door” business assistance services provided by Partners. Create tab on collaborative website that refers users to correct agencies.
- b. Increase capital funding through a Community Development Financial Institution, and other innovative funding methods (i.e. crowd funding).
- c. Establish, through partnership agreements with Region 3 Collaborative, entrepreneurial networking centers that host monthly/bimonthly events.
- d. Develop and provide an online (RPI Website) handbook of rules, regulations, and relevant offices and a system of hotlines and ombudsmen to assist new and existing businesses.
- e. In collaboration with MI Works! and RPI Partners, create resource centers in each community that would bring in volunteer assistance-by CPA's, Bankers, Nontraditional Commercial Lenders, Business Attorneys, and Training and Technical Assistance Providers (who donate 20-30 hours of mentoring a year) to

provide assistance to entrepreneurs in accessing resources and tools specific to their community.

- f. Develop Mentorship Programs that include entrepreneur to entrepreneur, retired entrepreneur to entrepreneur, and entrepreneur to youth components to cultivate entrepreneurship at all age levels.
- g. Create SCORE (Senior Corps of Retired Executives) programs in maker spaces throughout the region.
- h. Facilitate a regional boot camp and leadership groups to share tools and resources.

## **2. Diversify and globally connect businesses in the region.**

- a. Update database of companies in northeast MI that currently export goods and services.
- b. Analyze regional database to identify companies that do not export but may have the potential to enter foreign markets.
- c. Develop a strategy to assist with growth of existing companies that export as well as those identified with potential for exporting but currently do not.
- d. Implement strategy to expand opportunities for companies in region.

## **3. Enhance manufacturing opportunities in region**

- a. Develop business-based satellite maker spaces in collaboration with business leaders in Northeast Michigan.
- b. Create Regional Maker Space Development Team to spur use and support of incubators in Hillman, Harrisville and Mio-Fairview and new business-sponsored sites.
- c. Organize a regional manufacturing roundtable with assistance from the MI Manufacturing Technology Center to discuss and develop strategies to increase manufacturing in region.



# Industry Clusters

## Tourism

**Background:** Tourism in Northeast Michigan is and has been largely based on natural resources. The area is known among current visitors as an outdoor recreation destination for water and forest-based activities. Golfing is also a popular recreational activity in the central portion of the region. Unlike other areas of Michigan, most visitors to Northeast Michigan are in-state travelers. Overall, Northeast Michigan is not a well-known tourism destination. Recent regional and sub-regional projects have sought to bring attention to the region including the US 23 Heritage Route, Up North Trails, and the Thunder Bay National Marine Sanctuary. Slowly, the region is becoming more widely known for the wide range of outdoor, cultural, and historic destinations. In the past, tourism marketing has been implemented at the community level, but these projects have brought communities together to present themselves as a regional destination worthy of a longer visit. For the creation of the following strategies, a group of representatives from across the region met and discussed needs and priorities. The group ultimately based their strategies on the Pure Michigan 2012-2017 Tourism Strategic Plan. This plan serves as a guideline for action items specific to Northeast Michigan.

Tourism Report

**Strategy: Present Northeast Michigan to the global community as a preferred regional tourism destination.**

1. Establish a strategic tourism partnership for Region 3.

- a. Organize and hold regional tourism partnership meetings to determine organizational structure. Tourism stakeholders will include tourism-based businesses from each of the 11 counties led by the Convention and Visitor's Bureaus.
- b. Annually, select and attend at least two tourism trade shows outside the Region.

## **2. Create a positive visitor first impression with service excellence.**

- a. Create a mystery shopper program for the region to observe and report the level of service being experienced by the guest to a community or business.
- b. Visit 20% of retail and tourism related businesses in region each year.
- c. Offer hospitality worker and dockhand annual training in Michigan Works! offices throughout the region and provide 5,000 reference placards to trainees.

## **3. Access the national and global tourism market place through web-based presence.**

- a. Implement the Up North Trails program.
  - (1) Maintain accurate trail and point of interest data on [www.upnorthtrail.org](http://www.upnorthtrail.org).
  - (2) Implement Phase II of website development to include trail ratings, water trails, tours, private businesses, trip planner, tourism resources, ORV roads, video, trail event calendar, and content management system updates.
  - (3) Work with communities to create a trail town environment including organization, promotion, design, and economic restructuring including the development of trail town plans.
  - (4) Implement action strategies contained within trail town plans.
  - (5) Develop a comprehensive signage program using the Up North Trails brand.
  - (6) Provide web-based resources for trail towns to capitalize on trail systems including best practices, trail user needs, business opportunities, and trail user statistics.
  - (7) Create a trail town academy to provide training to local trail town managers and to facilitate the exchange of ideas.

## **4. Excel in quality product development by collaboration with agencies involved with tourism.**

- a. Develop and distribute interpretive information for the region.

Trail  
Town  
Plans



- b. Establish 5 self-guided regional themed tours annually.
- c. Provide regional visitor information in a variety of formats.
- d. Maintain a regional and cohesive web presence utilizing existing regional websites (i.e. Up North Trails, US 23) and expand as needed.
- e. Work with communities and agencies to preserve, maintain, and expand attractions in the region.
- f. Implement the US 23 Heritage Route Corridor Management Plan.
- g. Support tourism business development and expansion. Provide resources online and integrate Discover NE Michigan coastal tourism business assistance website into [www.northeastmichigan.biz](http://www.northeastmichigan.biz).

US 23  
Corridor  
Mgmt  
Plan



## 5. Encourage regional promotion, marketing, and communications.

- a. Increase state and national awareness of Northeast Michigan tourism opportunities using brand recognition, existing outlets in the region, and Pure Michigan. Use marketing strategies contained within the US 23 Corridor Management Plan.
- b. Attend trade and consumer shows in Canada and the Midwest utilizing the regional marketing booth.
- c. Cooperatively advertise to target markets in print publications, online, on the ground, and on TV/radio.
- d. Engage in direct marketing (mail and email) and effectively utilize social media.
- e. Develop a regional public relations kit.

## 6. Protect natural resources and the environment

- a. Support and expand efforts to inventory and assess the natural, cultural, and heritage resources critical to growing Northeast Michigan's tourism industry.
- b. Encourage tourism businesses to adopt and implement stewardship principles to protect, restore and enhance natural resources.

# Wood Products

**Background:** The Wood Products Industries form a broad sector of business activity in Northern Michigan, and particularly in the eleven counties of Region 3. An MSU Extension study in 2012 described the forest industry as “Michigan’s third largest manufacturing sector,” supporting “about 136,000 jobs and adding \$17 billion to Michigan’s economy.” (MSUE, 2012) While timber harvests could increase somewhat above their current levels, the greatest opportunity for economic growth lies in the added value provided by manufacturing wood products.

Timber harvest, sawmill operations, and wood products manufacturing represent traditional industries for the people of this area of Michigan. The sector offers long-term sustainability, opportunities for positive environmental impact, and lifestyle compatibility.

The actions proposed in this section will work to stabilize and maintain the existing industry, as well as to promote the establishment and growth of new entrepreneurial businesses.

Wood  
Industry  
Report

## Strategy: Expand, enhance, and support the Wood Products Industry Cluster in the Region.

1. Continue to provide professional marketing and business development assistance to continue to implement the production of value-added furniture products in the region.
  - a. Organize and hold an Annual Pure MI Furniture Show to market furniture that has been designed and produced by NE MI companies.
  - b. Add two new product lines of furniture each year.
  - c. Pursue children’s furniture and futon companies for production in region.
  - d. Develop cooperative ventures that link material suppliers, manufacturers, and end user markets to streamline process.
  - e. Explore areas of cooperation, and facilitate efforts at local sourcing, group training, and team efforts in logistics and other services.
  - f. Establish a regional association of wood industry executives.
  - g. Survey Grand Rapids area for value-added furniture opportunities.
  - h. Collaborate with Prosperity Regions 4 and 5 on Furniture Initiative.

## **2. Implement effective vocational and entrepreneurial training programs for the wood industry.**

- a. Expand and enhance the MiFair program to include broader areas of wood manufacturing and associated activities (e.g., machine maintenance, packaging, logistics, etc.) and more advanced techniques.
- b. Survey wood industry and other manufacturers to identify additional areas for focused vocational training.
- c. Provide coordination and project management services to facilitate one-time or periodic efforts to fill workforce gaps.
- d. Work with the business community and the schools to expand and enhance cooperative and distributive education opportunities in important trades.

## **3. Provide lifelong learning opportunities for the wood industry.**

- a. Provide training and certification opportunities for people already in the workforce and for companies needing skilled employees who are willing to invest in their best workers.
- b. Survey regional businesses (as a part of item 2B above) to identify more opportunities to upgrade the skills of workers in the workforce.

## **4. Bring the wood industry wider recognition.**

- a. Promote, through the Region 3 CDC Website and Marketing Initiative, to bring the wood industry in the region wider national and global recognition.
- b. Complete the branding and marketing strategy currently being developed for Northeast Michigan Pure MI Wood Products to be used for furniture show in February 2015 and future events.

# **Local Foods**

**Background:** Agriculture is an asset within northeast MI from which the model for innovation and entrepreneurial development can be built upon. While unemployment is high and the economy throughout Michigan is struggling with the loss of automotive and manufacturing jobs, there is huge potential to use agricultural resources in the region to increase job opportunities, especially for young adults who have limited opportunities.

Two studies have shown there is tremendous potential for improving Michigan's economy through the development of numerous small enterprises focused on the food and farming industry. The ***Michigan Food Policy Council Report***, completed in October 2006, and a study

*Local  
Foods  
Report*



by the Michigan Land Use Institute and C.S. Mott Group for Sustainable Food Systems at MSU completed in September 2006 showed that “determined efforts to increase sales of fresh, local foods in Michigan could significantly boost employment and personal income across the state” (***Eat Fresh and Grow Jobs, Michigan***).

With the availability of land, natural resources and an underemployed workforce, Northeast Michigan could benefit greatly from a program focused on helping develop and grow new food and farming businesses to capture a portion of the fresh food market, creating numerous jobs in the local area. There are 1,474 farms in the area with an average size of 221 acres. Farmland makes up 10.4 percent of the land area overall (19.5 percent in Presque Isle and 21.2 percent in Alpena Counties), however, the majority of these farms produce hay and alfalfa, corn for silage, wheat and beans. Only 7.6 percent of the farms in Northeast Michigan produce fruit and vegetables representing only 0.1 percent of the total farm acreage.

The creation of a system of a regional food hub(s ) for northeast MI provides tremendous opportunities. A food hub is essentially an aggregation point for farm products; a central point to bring produce and goods that can then be distributed back out in quantities that are demanded by buyers. At the same time, a food hub serves as a communication hub for farmers providing training on technical issues such as food safety and traceability as well as technical information on new production methods such as organic. Individual farmers cannot grow enough, as a general rule, to supply large scale institutions and stores. Farmers traditionally do not have the marketing skills or the connections outside the region to effectively and efficiently market their products. If every farmer did this, a tremendous output of energy to this marketing need would drain away time and energy from the production side of the business jeopardizing their business and lowering the incentives for others to continue in this profession.

## Strategy: Expand, enhance, and support the Local Foods Cluster in the Region.

### 1. Establish a food hub in Northeast Michigan.

- a. Complete the feasibility study initiated in the first year of the Regional Prosperity Initiative that will provide recommendations for the development of a Regional Food Hub and Local Foods Initiative including: marketing, training, value added, and cooperative purchasing.
  - The feasibility study will include market analysis (consumer survey and buyer survey identifying constraints, opportunities, weaknesses and strengths).
  - The feasibility study will include agricultural business development constraints, opportunities, weaknesses and strengths.
- b. Ignite the use of the existing food incubator/shed that results in new starts of 2 new food businesses per year.

- c. Retain a branding consultant to develop brand and marketing materials for food hub. Promote the brand through venues such as incubator kitchen, entrepreneurial classes, and marketing materials.
- d. Adopt the MI Good Food Charter (6 goals) by the Governing Board of the Regional Local Foods Initiative.

## **2. Increase the number of food product entrepreneurial businesses in Northeast Michigan.**

- a. Develop an entrepreneurial food product curriculum and hold classes two times per year.
- b. Increase visibility and use of Northeast Region Kitchen Incubator through increased visits to website, monthly media, meetings and hands-on efforts.
- c. Establish the Regional Food Business Fund to provide small, low-interest loans for new entrepreneurs (patterned after ACEnet and Northwest Michigan 20/20 fund).

## **3. Engage local residents in food products manufacturing.**

- a. Establish a core group of people (youth thru seniors) to supply product for a range of regional products.
- b. Initiate a youth based entrepreneurial business program in cooperation with 4-H to teach and mentor 15 teenagers into supplying food for markets.

## **4. Increase the awareness of residents of the local food industry.**

- a. Market local foods venues through the Regional Agricultural website.
- b. Conduct three meetings entitled "From Recipe to Reality" within the region.

# Energy & Efficiency

**Background:** The energy sector as a whole includes mainstream sources of energy – fossil fuels, hydropower, nuclear, etc. – as well as new and alternative renewable sources such as wind, solar, geothermal, biomass conversion, and other experimental technologies. Employment associated with the energy sector includes extraction, processing and delivery of fossil fuels, research and manufacturing of energy producing equipment, sales, installation, support, and maintenance of various energy systems.

The high cost of energy both in residential and commercial applications justifies significant expenditures on energy efficiency, also included as a part of the energy sector. The American Council for an Energy-Efficient Economy (ACEEE) estimates potential savings of \$1.2 trillion by 2020 from investment in energy efficiency, and effort that could create 1.3 to 1.9 million jobs in the US<sup>2</sup>. Energy efficiency comprises jobs and technology including mass transit, building materials and design, lighting, appliances, electric vehicles and batteries, and water management as well as a range of design, analysis, and other professional services.

Energy investment and production in Region 3 range from very large scale companies – locally Consumers Energy, Presque Isle Electric and Gas Cooperative – to individuals and families assembling their own solar panels, hot water processors, and windmills. Employment in the industry likewise includes a broad range, from traditional industry positions in engineering and maintenance, to small entrepreneurs and retailers supplying a do-it-yourself market.

In general, the renewable energy sector offers opportunities for significant growth. The Environment Study Institute report of June 2013 estimated approximately 1,000,000 jobs nationally in clean energy<sup>3</sup>, and forecast significant jobs growth for the near and long term in every component of the renewable energy sector.

In Region 3, renewable energy has provided some important new growth opportunities in recent years. In 2014, Alpena Biorefinery began shipping ethanol produced from byproduct of DPI, an adjacent panel processing facility, which itself uses local wood industry byproducts. Electric generation plants use wood biomass for fuel in Hillman, Grayling, and Lincoln. Wind power facilities operate in Mackinaw City and the thumb area (not quite all in Region 3, but close enough to note). New landfill gas generation facilities are in development in Montmorency County.

Statistics for small-scale electric generation are not readily available, but solar panels, solar hot water systems, electric cars, and other such devices appear throughout the area. The Amish community in Mio makes significant use of off-the-grid electric generation. Michigan continues to offer tax credits and net-metering opportunities that should provide the basis for increased sales, installation, and service as the efficiency of distributed power generation systems continues to improve, and the cost continues to decline.

<sup>2</sup> <http://www.renewableenergyworld.com/rea/news/article/2014/01/new-solar-job-statistics-released-but-other-renewables-are-growing-too>

<sup>3</sup> <http://www.eesi.org/papers/view/fact-sheet-jobs-in-renewable-energy-and-energy-efficiency?/fact-sheet-jobs-renewable-energy-and-energy-efficiency-11-jun-2013#2>

## **Strategy: Move toward sustainability by seizing green opportunities in Northeast Michigan.**

### **1. Develop a renewable energy goal for Northeast MI**

- a. Conduct an Inventory of the region to determine baseline data for evaluative measures on existing overall mainstream and renewable energy use per county and region for residential, commercial and industrial sectors; , production facilities, both mainstream and renewable energy facilities, amount, customers both local (in region) and non-local (outside of region).
- b. Based on current and future projected demands, establish regional renewable energy goal.
- c. Develop a Regional Renewable Energy Plan that will spark use by all sectors of Renewable Energy Alternatives resulting in driving up the demand and opportunities for new business development.

### **2. Expand renewable energy opportunities in the region.**

- a. Work with Partners to hold a minimum of one per year vocational and entrepreneurial training programs for the renewable energy industry.
- b. Meet with colleges to adopt appropriate and cost effective renewable energy solutions in year one.
- c. Educate regulators about best practices for new technologies.
- d. Inventory and develop recommendations for local governments throughout region of all local rules and regulations that may impact new energy businesses to determine if they are up to date.
- e. Implement new methods of funding for new energy businesses (i.e. crowd funding).

### **3. Increase energy efficiency and the use of renewable energy.**

- a. Develop alternative energy facilities (i.e. bio-energy and waste gasification systems).
- b. Expand residential and commercial energy efficiency programs.
- c. Install energy efficient devices in public buildings.
- d. Promote LEED certified buildings.

# Aerospace Research, Testing & Maintenance

**Strategy: Expand, enhance, and support the Aerospace Cluster in the Region.**

Aerospace  
Report

## 1. Increase the number of aerospace business opportunities in the region.

- a. Develop a marketing campaign focused on attracting or luring companies, funders, and developers to the region centered on promoting the size and resources of major airports in region.
- b. Cultivate funding opportunities for Alpena County Regional Airport, Oscoda-Wurtsmith Air Force Base and Gaylord Regional Airport to assist with investment into infrastructure development which will give the region a competitive edge when developing and recruiting major aerospace projects.
- c. Create Test Sites/Centers at each airport working with local universities to provide licensing, training, certification and education in areas such as aircraft maintenance, commercial pilot licensing, emergency services that is not accessible in Northern Michigan.



## Cultivating our Workforce & Talent

**Strategy: Attract, develop and retain a talented workforce in Northeast Michigan.**

Talent  
Development &  
Retention  
Report

### Michigan Works! Agency

#### 1. Increase funding for workforce programs.

- a. Increase number of grants applied for to bring more training dollars to the Region, thereby improving trainee skills, increasing employment self-sufficiency and reducing unemployment.

#### 2. Improve the region's workforce image.

- a. Utilizing the RPI Website display a more progressive, advanced business/community image for Region 3.
- b. Promote Region 3 as a talent attraction and talent retention State area.

### **3. Increase cooperative activities and improve operational effectiveness and efficiency.**

- a. Establish an eleven (11) county Education Advisory Group.
- b. Employ a shared-staffing service delivery practice.
- c. Collaborate with the RPI partners on staff-sharing for grant writing needs.
- d. Establish a Joint Venture Committee (JVC) between the two Michigan Works! agencies to prioritize the use of client-customer collaborative service projects to initiate and identify progressive consolidation. Examples may include but not be limited to the following:
  - Business Sector-Based Job Fairs
  - Specialized Trade Shows
  - Business Tours (Actual & Virtual)
  - Unique Technology Linkages/Capacities
  - Improved Prosperity Region 3 economic positioning within the State
  - Cooperative implementation of the new federal Workforce Innovation & Opportunities Act
  - Identification of regional joint venture niche service areas, foundation grants, education assets, etc.
  - Employing cost saving options including but not limited to: consumables, technology, trainings, etc.
- e. Improve communications, through the use of all available media, to business customers, job seekers, service partners, and the public in and out of Region 3 Prosperity Region. Messaging will dispel service myths, promote common and specialty service opportunities, emphasize business leadership, and increase overall awareness of service availability.

## **Post-Secondary Education**

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

- a. Form a Northeast Michigan Collegiate Network Group to provide:
  - A collaborative approach to determine what educational opportunities would be most beneficial to the Region.
  - A focus on the Northeast Michigan business customer and student candidates
  - A vehicle for cost-sharing and cooperative marketing
  - A standard bi-annual opportunity to share trends, available assets, etc.

- b. Create a Collegiate Network Group agreement to regularly consider the pursuit of Federal/State/Foundation grants on a Prosperity Region 3 level.
  - c. Assess the learning resources of each partnering post-secondary training institution.
- 2. Allow for greater economies among post-secondary educational organizations.**
  - a. Expand training into new areas.
  - b. Provide off-campus training opportunities in underserved locations.
  - c. Extend the use of available technologies to offer non-traditional training/learning options.
- 3. Increase worker retention rates, grow worker earnings, improve production capacities, and create company/organizational growth.**
  - a. Establish a continuous improvement “WHAT DO YOU WANT?” communication process with area employers.
  - b. Establish greater incumbent worker and new worker training.
  - c. Develop a quarterly mailing/emailing of a “WHAT DO YOU WANT?” news piece to area employers.
    - Keep fresh the intent of continuous improvement among Regional post-secondary educational institutions.
    - Establish a progressive “habit” of always asking the “WHAT DO YOU WANT?” question, thereby requiring all employment sectors to think forward.
    - Build a two-way communication process between employers and the Collegiate Network Group that could react within 90 days to training/learning requests.
    - Share with area high schools the regional design for identifying and supplying lifelong learning opportunities.

## **Adult Education Service Providers**

- 1. Reduce the number of dropouts, increase the number of people using Adult Basic Education (ABE) services, increase General Educational Development (GED) completions and create better client employment capacities.**
  - a. Improve the availability of ABE services.
  - b. Form a Prosperity Region 3 Education Advisory Group (EAG).
  - c. Exclusively prioritize those Prosperity Region 3 residents in need of basic learning assistance and thereby improve their employability capacities.
  - d. Streamline and improve the public awareness of regionally available ABE services.
  - e. Establish a common regional “voice” for those in need of ABE service to better express the size and diversity of the need.
  - f. Employ a fair methodology for ABE fund distribution, but also create a process which will most effectively follow-the-need within the Region.
  - g. Position the Prosperity Region 3 EAG to represent a larger target of ABE need when seeking additional grant funding.
  - h. Consider education alternatives for those leaving high school without a diploma and/or are learning deficient in the areas of workplace math, reading and computer literacy such as:
    - Non-traditional employer partnerships
    - A pilot program which places workplace literacy/job readiness as the measurable
    - Requesting State-level waivers to use alternative/innovative ABE performance standards related to workplace literacy
  - i. Heighten and make the high school learning experience critical by developing a message/campaign to reinforce the need to stay in and learn as much as you can while in school such as:
    - Dropouts offering personal messages in small class sessions
    - Employers offering personal messages on their learning/education expectations

- Third grade reading level message pieces explaining the challenges resulting from leaving school and/or avoid lifelong learning
2. **Maximize limited fiscal resources for service effectiveness, efficiency, and diversity and ensure residents can more easily obtain services at locations “close-to-home”.**
- a. Consolidate ABE and Michigan Works! services thereby reducing the need for infrastructure and create greater focus on client service provisions/ABE positive outcomes.
  - b. Provide more focused employment readiness assistance to clients common to the ABE and Michigan Works! systems.



## Talent Development & Retention

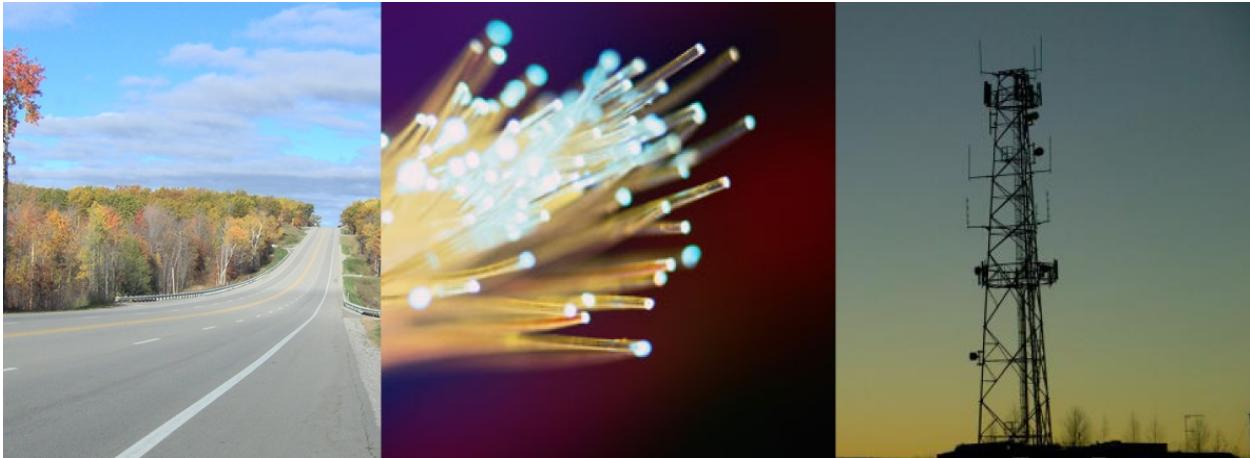
### 1. Retain talent workers in the region.

- a. Introduce a Northeast Michigan Business PLEDGE project. Companies would pledge to offer to one student annually:
  - A Coop-student opportunity while still in high school...and then,
  - An intern opportunity while in college...and then,
  - An apprenticeship-style employment option upon college completion
- b. Post a “JOB BOARD” in every high school to create early job awareness, facilitate teaching opportunities, and build a greater knowledge of the Regions commerce base.
- c. Use available technologies to transmit employment/business/entrepreneurship success stories emanating from Region 3 through Michigan (and beyond).
- d. Conduct a “shark-tank” style manufacturing “Pitch & Catch” Trade Show. Companies could pitch their products, raw material needs and operational specifics to invited manufacturers from across the State
- e. Bring the Live-Work-Detroit concept to northern Michigan ( Live-Work-UpNorth).

# **Public Transit**

## **1. Provide transportation to work and training.**

- a. Develop an information packet about transit services in the region including brochures from each transit system and a regional brochure.
- b. Provide information to employers, employment agencies, colleges and schools.
- c. Hold Coordination meetings/roundtables to develop a strategy to meet the transit needs of the education and business sectors:
  - College admissions offices and transit agencies
  - Employment agencies and transit agencies
  - High schools and transit agencies
- d. Obtain Partnership Agreements from College admissions offices to function as a portal for transit information, advice, brochures, web site, and ride share bulletin boards.
- e. Obtain Partnership Agreements from Employment agencies to function as a portal for transit information, advice, brochures, web site, and ride share bulletin boards.
- f. Work with regional transit systems to identify opportunities to better serve transit dependent population in relation to workplace or educational transportation needs.
- g. Explore use of route deviation service and point deviation service for county and regional transit systems to provide timely and predictable transportation to work and school.



# Infrastructure

**Strategy: Ensure adequate infrastructure exists which meets the needs of business, residents, and visitors.**

## 1. Expand high speed internet access throughout the region.

- a. Develop a mini grant program that provides free social media classes and internet safety workshops.
- b. Complete County Broadband Plans to maintain and improve reliable high speed internet service and wireless telephone access along all of the major routes and in all business and population centers.
- c. Inventory region for broadband access and demand.
- d. Complete vertical assets inventory.
- e. Pursue funding for broadband expansion.
- f. Perform an analysis of local policies and ordinances.
- g. Bid out high speed internet access.

## 2. Ensure adequate municipal infrastructure exists.

- a. Inventory municipal needs in region.
- b. Assist with water and sewer needs in local communities.





### 3. Enhance transportation connections.

- a. Explore options for alternative transportation modes from other areas of the State.
- b. Meet with transit agencies to review current operational routes.
- c. Upgrade State and local road system. Utilize road rating system to prioritize investment areas.
- d. Update and implement non-motorized trail plan.
  - (1) Prioritize key areas for investment for connection.
  - (2) Construct identified trail connectors.



## Regional Agency Collaboration

**Strategy: Collaborate to provide consistent and coordinated level of service in the region.**

### NEMCOG Regional Role

1. Contract with qualified professional to assist in formulating plan for merging NEMCOG, Northeast Consortium and possibly Northeast MI Community Service Agency (NEMSCA).
2. Meet with Economic Development Organizations (EDOs) in region to implement EDO collaborative recommendation.
3. Assist Economic Development Organizations with EDA grants.
4. Assist and provide leadership with regional economic and community development projects such as:
  - a. Wood Cluster
  - b. Broadband Execution

- c. Up North Trails
  - d. US 23 Byway
  - e. MEDC – CDC
  - f. Regional Food Systems Initiative
  - g. Regional Business Resource Website
  - h. Facilitate the Regional Prosperity Initiative
5. Inventory the region's available industrial sites and ensure information is on Region's Collaborative Website- Zoom Prospector (Attraction Strategy).
  6. Provide marketing and branding templates that would provide opportunities for each community to insert their personal information and have a professional look without the expense of finding professional designers.
  7. Work with community teams to be prepared to promote sites available as well as respond to information and meeting requests of potential companies and developers.
  8. Maintain current Region's "No Wrong Door" data on Region 3 Collaborative Website.
  9. Continue to educate regional partners on RPI and its progress on meeting benchmarks.
  10. Align regional Comprehensive Economic Development Strategy (CEDS) with the Regional Prosperity Plan.
  11. Determine Regional shared service(s) to be pursued.
  12. Complete analysis of cost/benefit of shared service.
  13. Explore consolidation of regional agencies: NEMCOG, Northeast Consortium, MI Works!.

## MEDC Regional Role

1. Work with EDC's, NEMCOG, Northeast Consortium, and private sector on funding procurement for private sector business and community development projects.
2. Continue to support regional Collaborative Development Council (CDC) with assistance on regional projects and information on supporting services.
3. Assist community teams with technical aspects of business retention and attraction.

4. Implement Region's "No Wrong Door".

## Economic Development Organizations

1. Align all EDOs to provide consistent economic development assistance throughout the region.
  - a. Provide training for volunteer economic development organization/team to build knowledge and capacity. Topics would range from business retention and attraction to assisting local entrepreneurs in development and growth.
  - b. Provide staff assistance to schedule regular "pro-active" retention visits to those companies that create base-jobs.
  - c. Increase the number by 10% each year of companies to be actively engaged (at no charge) in the two business connect websites in place to encourage doing business locally (Northeast Connections and Pure Michigan Business to Business).
  - d. Provide flex on-demand service for technical expertise to communities without staff expertise but are in need of assistance on a project by project basis.
  - e. Provide support and resources for entrepreneurs including basic tools for small businesses (pre-start up to existing) including self-help resources, web-based tools, classes, and business counseling.
  - f. Provide "back office" assistance to the local Revolving Loan Fund (RLF) including updating loan application forms, vetting applications prior to local board review/approval, keeping track of loans/programs in progress and identifying funds to add to the RLF.
  - g. Pool resources to engage in sub-regional cooperation and collaboration for economic development capacity by providing full-time staff expertise.
  - h. Implement Region's "No Wrong Door."

EDO  
Report



## Chambers of Commerce

1. Increase opportunities for collaboration between chambers each year.
  - a. Determine a means to better share each other's events.

Chamber  
Report



- b. Create a community calendar of all Northeast Michigan events (or a way to share links to each community's calendar); explore use of [www.northeastmichigan.biz](http://www.northeastmichigan.biz) to achieve this goal.
  - c. Develop a survey to help measure perception of the community and businesses in the community so we can begin to explore ways to improve perception.
- 2. Collaborate in business development activities.
  - a. Share education resources – if one community is bringing a program, seek partners to share resources to send the same presenter to other communities or explore a transportation option to bring people from around the region to the event.
  - b. Explore opportunities to further increase entrepreneurial support across the region, by better marketing what is already available and creating new assistance to fill in any gaps in service.
- 3. Coordinate chamber activities and communication throughout the region.
  - a. Hold regular (quarterly) meetings of all Northeast Michigan Chambers of Commerce.
  - b. Host an annual event for Northeast Michigan Chambers boards to convene.
  - c. Host an annual event for the Northeast Michigan Chambers Ambassador groups to convene.
  - d. Organize educational opportunities on the Northeast Michigan B2b website.
  - e. Develop a web resource for chambers of commerce to share tools, resources, and other information (dues structures, events, speakers/presenters, benefits, new member packet information, ideas to grow membership, structure, etc.).
  - f. Implement Region's "No Wrong Door".

## **SBDC Regional Role**

- 1. Continue to provide business counseling and plan development to budding business owners.  
(Small Business Development Center (SBDC) services are provided at no or low cost to Michigan business owners and entrepreneurs – business plan development, financial management, business workshops, raising capital, export strategy, and technology commercialization).

2. Update Region 3 Collaborative Development Council (CDC) and Prosperity Collaborative on new start-ups and issues occurring that create obstacles for business development.
3. Implement regional “No Wrong Door”.



## ***Business Leaders Initiative***

1. Host events – training for entrepreneurs.
2. Provide maker space (s) for entrepreneurs.
3. Hold quarterly networking meetings.

# Stakeholders

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

## Workforce Development, Talent & Education

*Marv Pichla, Team Leader*

### Workforce Development

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

### Post-Secondary/College

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

### Adult/Secondary Education

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

## Collaborate

*verb \kə-'la-bə-,rāt\*

Working with others to do a task and to achieve shared goals.

## Nature-Based Tourism

*Phil Alexander (NEMCOG), Team Leader*

Two focus groups (June 9 & June 30) & five interviews.

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

## Economic Gardening (Business Development)

### **Lisa McComb, Team Leader**

*Focus Group plus two business leaders summits*

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

## Wood Products Manufacturing

### **Tim Jenks, Team Leader**

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

## Placemaking/Branding

### **Denise Cline, Team Leader**

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

## Chambers of Commerce

### **Jackie Krawczak, Team Leader**

*Survey of 18 Chambers in Region 3 and summit on June 18 in Alpena*

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

## Aerospace

### **Lisa McComb, Team Leader**

- Gary Kellen, Oscoda-Wurtsmith Airport manager
- Jim Klarich representing Alpena County Regional Airport
- Matt Barresi, Gaylord Regional Airport Manager

## Agriculture/Food Products

### **Jim LeCureux , Team Leader**

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

## Renewable Energy & Energy Efficiency

### **Tim Jenks , Team Leader**

- Dan Radomsky, NextEnergy
- Roman Bukowinski, T.E.S. Solar, Tartan Energy System, LLC
- Jay Jacobs, Consumers Energy
- Larry Gooder, Borealis Wood Power

## Economic Development Organizations

### **Andy Hayes , Team Leader**

*22 county meetings in 11 counties plus summit on July 22 in Mio*

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

## Business Leaders

Business Leaders Summit:

32 business leaders participated in the June 3, 2014 session

24 business leaders participated in the August 5, 2014 session

## Michigan Association of Counties

Regional Summit on June 12, 2014

Received 59 suggestions on action items to create a vibrant, thriving, sustainable economy in Northeast Michigan.

# Acronyms & Definitions

**ACEEE:** American Council for an Energy-Efficient Economy

**ABE:** Adult Basic Education

**CDC:** Collaborative Development Council

**CEDS:** Comprehensive Economic Development Strategy

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

**CVB:** Convention and Visitor's Bureau

**DDA:** Downtown Development Authority

**DNR:** Department of Natural Resources

**EAG:** Education Advisory Group

**EDA:** Economic Development Administration (U.S.)

**EDO:** Economic Development Organization

**FY:** Fiscal Year

**GED:** General Educational Development

**LEED:** Leadership in Energy & Environmental Design

**LIAA:** Land Information Access Association

**MDARD:** Michigan Department of Agriculture & Rural Development

**MDOT:** Michigan Department of Transportation

**MEDC:** Michigan Economic Development Corporation

**MEDC BDM:** Michigan Economic Development Corporation Business Development Manager.

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

**MSHDA:** Michigan State Housing Development Authority

**MSU:** Michigan State University

**MSUE:** Michigan State University Extension

**NEMCOG:** Northeast Michigan Council of Governments

**NEMSCA:** Northeast Michigan Community Service Agency

**NLEA:** Northern Lakes Economic Alliance

**Prosperity Region 3:** Alpena, Alcona, Cheboygan, Crawford, Iosco, Montmorency, Ogemaw, Oscoda, Otsego, Presque Isle, and Roscommon Counties.

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

**RLF:** Revolving Loan Fund

**RPI:** Regional Prosperity Initiative

**SBDC:** Small Business Development Center

**SCORE:** Senior Corps of Retired Executives

**SPC:** Strategic Placemaking Center

**SPN:** Strategic Placemaking Nodes

**TMA:** Target Market Analysis

**TOMTC:** Top of Michigan Trails Council

# Blueprint for Prosperity

Growing Northeast Michigan's Economy	Action Steps	Partners	Timeline (Years)					Performance Measures
			1	2	3	4	5	
<b>Placemaking: Strengthen the quality of place throughout Northeast Michigan to entice talent and business development.</b>								
<b>Objective 1:</b> <i>Target Investment into small, urban centers.</i>	Complete target market analysis.	NEMCOG, MSHDA, Counties.	Green	Yellow	Yellow	Yellow	Yellow	Completed Target Market Analysis study.
	Adopt Main Street principles.	SPCs, NEMCOG	Yellow	Green	Yellow	Yellow	Yellow	Main Street Principles adopted by communities.
	Provide best land use practices		Yellow	Green	Yellow	Yellow	Yellow	
	Offer modules of Michigan Placemaking Curriculum.	MSHDA, NEMCOG	Green	Green	Yellow	Yellow	Yellow	Modules 1-6 offered in 3 SPCs.
	Achieve Re-development Ready Status in SPCs.	NEMCOG, SPCs	Yellow	Yellow	Yellow	Green	Yellow	Re-development ready status achieved by 5 SPCs in region.
	Create place plans in SPCs.	NEMCOG, Private consultant	Yellow	Yellow	Green	Green	Yellow	Place plans created and adopted by 5 SPCs.
	Work with communities to develop strategies for achieving desired building forms.	NEMCOG, SPCs	Green	Green	Green	Green	Green	Planning approval process changed to administrative review in 3 SPCs.
<b>Objective 2:</b> <i>Coordinate Placemaking at the Regional level to link urban and rural places visually, functionally and culturally.</i>	Create and organize meetings and events of the Northeast MI Placemaking network.	NEMCOG	Green	Green	Green	Green	Green	Two placemaking network meetings held per year.
	Engage consultant to develop regional marketing initiative around a regional brand.	NEMCOG, consultant, MEDC	Yellow	Green	Yellow	Yellow	Yellow	Regional branding guidelines created.
	Complete branding and promotional materials.	Private consultant, placemaking network	Yellow	Yellow	Green	Yellow	Yellow	Regional branding and promotional materials completed and distributed.
	Initiate wayfinding program to significant places.	MDOT, MEDC, NEMCOG	Yellow	Yellow	Green	Green	Green	Wayfinding signs installed in 3 SPCs.
<b>Regional Branding: Increase national and global recognition of the region by showcasing a consistent &amp; effective Northeast Michigan image.</b>								
<b>Objective 1:</b> <i>Create and utilize an effective regional brand which communicates the essence of NE MI to the world.</i>	Engage a branding consultant to develop the regional brand and brand guidelines	NEMCOG, consultant, EDOs, CVBs, Chambers	Green	Yellow	Yellow	Yellow	Yellow	Regional brand and guidelines developed.
	Utilize the regional brand in all marketing materials and communications	NEMCOG, EDOs, CVBs, Chambers	Yellow	Green	Green	Green	Green	Regional brand used in marketing materials & communications.

# Blueprint for Prosperity

Growing Northeast Michigan's Economy	Action Steps	Partners	Timeline (Years)					Performance Measures
			1	2	3	4	5	
<b>Supportive Systems for Business Growth: Facilitate entrepreneurship and grow existing businesses in the region.</b>								
<b>Objective 1:</b> <i>Create a supportive environment throughout the region for entrepreneurial development.</i>	Provide coordinated "No Wrong Door" business assistance services. Create tab on collaborative website that refers users to correct agencies (no wrong door).	EDOs, NEMCOG, NE MI Consortium, SBDC, MEDC						Tab created on website.
	Increase capital funding through a Community Development Financial Institution, and other innovative funding methods (i.e. crowd funding).	EDOs, NEMCOG, NE MI Consortium, SBDC						
	Establish, through partnership agreements with region Collaborative Partners, entrepreneurial networking centers that host scheduled events.	Community Colleges, EDOs, University Center, M-Tech., Chambers						Entrepreneurial Centers are determined. Minimum of 4 networking events held per year.
	Develop and provide an online (RPI Website) handbook of rules, regulations, and relevant offices and a system of hotlines and ombudsmen to assist new and existing businesses.	NEMCOG, NE MI Consortium, County partners, MEDC,CDC						Handbook on website
	In collaboration with Michigan Works! Create a one-stop community resource center in each community that would bring in volunteer assistance by CPA's, Bankers, Nontraditional Commercial Lenders, Business Attorneys, and Training and Technical Assistance Providers to provide assistance to entrepreneurs in accessing resources and tools specific to their community.	NE Business Leaders, Collaborative, EDOs, NEMCOG, NE MI Consortium, SBDC.						Track number of people provided assistance and type of assistance. Track donated time of volunteer mentoring per year Track number of people provided assistance and type of assistance.
	Develop Mentorship Programs that include entrepreneur to entrepreneur, retired entrepreneur to entrepreneur, and entrepreneur to youth components to cultivate entrepreneurship at all age levels	EDOs and Regional Makerspaces Team						Program established and track number of entrepreneurs mentored.
	Create SCORE (Senior Corps of Retired Executives) programs in satellite spaces throughout the region	EDOs, Collaborative						SCORE program created and functioning.
	Facilitate a regional boot camp and leadership groups to share tools and resources.	EDOs, NEMCOG, NE MI Consortium, SBDC						Regional boot camp held.

# Blueprint for Prosperity

<b>Objective 2.</b> <i>Diversify and globally connect businesses in the region.</i>	Update databases of companies in region that currently export goods and services.	EDOs, NEMCOG, MEDC, NE Consortium, 7b, CDC						Maintain current database.
	Analyze regional database to identify companies that do not export but may have the potential to enter foreign markets	CDC, Collaborative						Companies identified.
	Develop a strategy to assist grow companies currently exporting and those identified with potential to export.	MEDC, EDOs, MDARD, DNR, NEMCOG-EDA, CDC						Export Strategy Developed.
	Implement export strategy.	MEDC, EDOs, MDARD, DNR, NEMCOG-EDA, CDC						Export Strategy Implemented.
<b>Objective 3.</b> <i>Enhance manufacturing opportunities in the region.</i>	Develop business-based satellite maker spaces in collaboration with business leaders in Northeast Michigan.	NE Michigan Business Leaders						New "Maker Space" is opened at a business in region.
	Create Regional Maker Space Development Team to spur use and support of incubators in Hillman, Harrisville and Mio-Fairview and new business-sponsored sites.	EDOs						Team is created and strategy developed and initiated for region's incubators.
	Organize a regional manufacturing roundtable with assistance from the MI Manufacturing Technology Center to discuss and develop strategies to increase manufacturing in region.	EDOs, MI Manufacturing Technology Center, NE Michigan Business Leaders, MEDC.						Roundtable organized and discussions begun.

Growing Northeast Michigan's Economy	Action Steps	Partners	Timeline (Years)					Performance Measures
			1	2	3	4	5	
<b>Tourism: Present Northeast Michigan to the global community as a high quality regional destination.</b>								
<b>Objective 1:</b> <i>Establish a strategic tourism partnership for Region 3.</i>	Organize & hold tourism meetings to determine organizational structure.	CVBs, Chambers, NEMCOG						Three tourism collaborative meetings held.
	Select and attend two tourism trade shows outside region.	Tourism Team						Two trade shows attended.
<b>Objective 2:</b> <i>Create a positive visitor first impression with service excellence.</i>	Create a mystery shopper program and visit 20% of tourism businesses each year.	Tourism Team						20% of businesses mystery shopped each year.
	Offer hospitality and dockhand training in Michigan Works! offices. Provide 5,000 informational placards to trainees.	Michigan Works!, NEMCOG, CVBs, Chambers						Three training sessions held each year.

# Blueprint for Prosperity

<b>Objective 3:</b> <i>Access the national and global tourism Market Place through Web-based presence.</i>	Implement Phase II of Up North Trails website and maintain site.	NEMCOG, Networks Northwest, Flight Path Creative, LIAA	F	P	P	P	P	P	Phase II elements implemented online.
	Work with communities to develop trail town plans and implement action items within the plans.	LIAA, DNR, TOMTC, NEMCOG		F	F	F			Five trail town plans each year.
	Continue development of signage program for Up North Trails.	LIAA, TOMTC, DNR, NEMCOG	F	F	F	F			Signs installed in designated trail towns.
	Provide web-based resources for trail towns including best practices, trail user needs, business opportunities, and statistics.	LIAA, TOMTC, Flight Path Creative		F	F				Resources available for trail towns on web.
	Create trail town academy.	LIAA, TOMTC		F					Trail town academy created and training sessions offered.
<b>Objective 4:</b> <i>Excel in quality product development by collaboration with agencies involved with tourism.</i>	Develop and distribute interpretive information for the region.	Tourism Team					F		Interpretive information created and distributed.
	Integrate Discover NE Michigan coastal tourism business assistance website into <a href="http://www.northeastmichigan.biz">www.northeastmichigan.biz</a> .	MI Sea Grant, Flight Path Creative, NEMCOG		F					Discover NE Michigan integrated into regional business website.
	Establish 5 self-guided regional themed tours annually.	Tourism Team				F			Five themed tours established.
	Provide regional visitor information in a variety of formats.	Tourism Team		F	F	F			Visitor information provided to Welcome Centers and tourism outlets.
	Maintain a regional and cohesive web presence utilizing existing regional websites (i.e. Up North Trails, US 23) and expand as needed.	Tourism Team	F						Regional websites maintained.
	Implement the US 23 Heritage Route Corridor Management Plan	NEMCOG, US 23 Mgmt Council, MDOT	F	F	F	F			Action items selected by US 23 Mgmt Council implemented.
<b>Objective 5:</b> <i>Encourage regional promotion, marketing, and communications.</i>	Cooperatively advertise to target markets in print publications, online, on the ground, and on TV/radio.	Tourism Team							Advertisements in print, web, signs, and TV/radio.
	Engage in direct marketing (mail and email) and effectively utilize social media.	Tourism Team				F	F		Regional tourism opportunities communicated via direct marketing and social media.
	Develop a regional PR Kit.	Tourism Team		F					PR Kit created and available to distribution when needed.
<b>Objective 6:</b> <i>Protect natural resources and the environment.</i>	Support and expand efforts to inventory and assess the natural, cultural, and heritage resources critical to growing Northeast Michigan's tourism industry.	Tourism Team			F	F			Inventory of assets in central portion of region complete.
	Encourage tourism businesses to adopt and implement stewardship principles to protect natural resources.	Tourism Team				F			Stewardship principles adopted by 20% of tourism businesses.

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Growing Northeast Michigan's Economy	Action Steps	Partners	Timeline (Years)					Performance Measures
			1	2	3	4	5	
<b>Wood Industry: Expand, enhance, and support the Wood Products Industry Cluster in the Region.</b>								
<b>Objective 1:</b> <i>Provide professional marketing and business development assistance to continue to implement the production of value-added furniture products in the region.</i>	Organize and hold an Annual Pure MI Furniture Show to market furniture that has been designed and produced by NE MI companies.	CDC, EDOs, MEDC						NE MI Pure Michigan Furniture Show held.
	Add two new product lines of furniture each year (ex: children's furniture, futons).	Consultant, NE Companies						Two new product lines added.
	Develop cooperative ventures that link material suppliers, manufacturers, and end user markets to streamline process.	Consultant, NE Companies, CDC						2 New Cooperative Ventures over 5 years created.
	Explore areas of cooperation, and facilitate efforts at local sourcing, group training, and team efforts in logistics and other services.	NEMCOG, EDO, CDC, Consultant						2 new locally sourced service or materials utilized by company(ies). Bi-annual training held.
	Establish a regional association of wood industry executives.	EDOs, Consultant, Northern MI Wood Companies, DNR, CDC.						Regional association of wood industry established.
	Survey Grand Rapids area for value-added furniture opportunities.	Consultant, Region 3, 4,5						Survey completed. Analysis provided.
	Collaborate with Prosperity Regions 4 and 5 on Amish Furniture Initiative.	Region 3,4,5; Consultant						Amish furniture initiative launched.
<b>Objective 2:</b> <i>Implement effective vocational and entrepreneurial training programs for the wood industry.</i>	Expand and enhance the MiFair program to include broader areas of wood manufacturing and associated activities and more advanced techniques.	EDOs, Regional Wood Industry Executives Association.						Additional offerings, products made. Utilization rate increases annually.
	Survey wood industry and other manufacturers to identify additional areas for focused vocational training.	NE MI Consortium, EDOs, Consultant						Survey completed. Biannual training held.

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	Provide coordination and project management services to facilitate one-time or periodic efforts to fill workforce gaps.	NE MI Consortium, Business						Worker gaps are filled.
	Work with the business community and the schools to expand and enhance cooperative and distributive education opportunities in important trades.	NE MI Consortium, EAG,EDOs, Regional Wood Industry Executives Association						Talent Tours held.
<b>Objective 3:</b> <i>Provide lifelong learning opportunities for the wood industry.</i>	Provide training and certification opportunities for people already in the workforce and for companies needing skilled employees who are willing to invest in their best workers.	NE MI Consortium, EAG,EDOs, Regional Wood Industry Executives Association						Training and certifications programs offered in region.
	Survey regional businesses to identify more opportunities to upgrade the skills of workers in the workforce.	NE MI Consortium						Surveys completed.
<b>Objective 4:</b> <i>Bring the wood industry wider recognition.</i>	Promote, through the Region 3 CDC Website and Marketing Initiative, to bring the wood industry in the region wider national and global recognition.	MEDC, Wood Collaborative, NEMCOG, EDOs						Updated Articles on RPI website and MEDC website. Evaluated through web page viewed.
	Complete the branding and marketing strategy currently being developed for Northeast Michigan Pure MI Wood Products to be used for Furniture Show in February 2015 and future events.	NEMCOG, CDC, Tourism Team						Brand developed for use.

Growing Northeast Michigan's Economy	Action Steps	Partners	Timeline (Years)					Performance Measures
			1	2	3	4	5	

## Local Foods: Expand, enhance, and support the Local Foods Cluster in the Region.

<b>Objective 1:</b> <i>Establish a food hub in Northeast Michigan.</i>	Complete a feasibility study that will provide recommendations for the development of a regional Food Hub and Local Foods Initiative including:	Consultant, NEMCOG						Feasibility study complete.
	Ignite the use of the existing food incubator/shed.	Consultant, EDOs, SBDC, CDC, Prosperity Collaborative						Two new food businesses per year.
	Retain a branding consultant to develop brand and marketing materials for food hub. Promote the brand through venues such as incubator kitchen,	NEMCOG, Local Foods Consultant/staff, Agriculture partners: MDARD, MSU						Brand and marketing material production. Promotion of brand through incubator and

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	entrepreneurial classes, and marketing materials	Extension, SBDC						classes.
	Adopt the MI Good Food Charter (6 goals) by the Governing Board of the Regional Local Foods Initiative	Regional Local Foods Board, NEMCOG/Partners, Consultant						Governing Board established. Six goals adopted by Governing Board.
<b>Objective 2:</b> <i>Increase the number of food product entrepreneurial businesses in Northeast Michigan</i>	Develop/procure an entrepreneurial food product curriculum and hold classes two times per year.	Local Foods Consultant/Staff, Agriculture partners: MDARD, MSU Extension, SBDC						Curriculum developed classes held twice a year.
	Increase visibility and use of Northeast Region Kitchen Incubator through increased visits to website, monthly media, meetings and hands-on efforts.	Local Foods Consultant/Staff, Agriculture partners: MDARD, MSU Extension, SBDC, NEMCOG						Website sessions = 50 per day.
	Establish the Regional Food Business Fund to provide small, low-interest loans for new entrepreneurs (patterned after ACEnet and Northwest Michigan 20/20 fund).	Local Foods Consultant/Staff, EDOs						Fund established.
<b>Objective 3:</b> <i>Engage local residents in food products manufacturing.</i>	Establish a core group of people (youth thru seniors) to supply product for a range of regional products.	Local Foods Consultant/Staff						At least 1 product provided by youth.
	Initiate a youth based entrepreneurial business program in cooperation with 4-H to teach and mentor 15 teenagers into supplying food for markets.	Local Foods Consultant/Staff, Agriculture partners: MDARD, MSU Extension, SBDC						15 teenagers take part in business program.
<b>Objective 4:</b> <i>Increase the awareness of residents of the local food industry</i>	Market local foods venues through the Regional Agricultural website	Local Foods Consultant/Staff, NEMCOG						Collect local foods data and upload online to local foods website.
	Conduct three meetings annually entitled "From Recipe to Reality" within the region.	Local Foods Consultant/Staff, Agriculture partners: MDARD, MSU Extension, SBDC						Three meetings held annually.

Growing Northeast Michigan's Economy	Action Steps	Partners	Timeline (Years)					Performance Measures
			1	2	3	4	5	

## Energy and Efficiency: Move toward sustainability by seizing green opportunities in Northeast Michigan.

<b>Objective 1:</b> <i>Develop a Renewable Energy Goal for Northeast</i>	Conduct an Inventory of the region to determine baseline data for evaluative measures on existing overall mainstream and renewable energy use per county and region for residential, commercial and	Consultant, NEMCOG, CDC						Inventory complete.
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<i>Michigan.</i>	industrial sectors; production facilities, both mainstream and renewable energy facilities, amount, customers both local (in region) and non-local (outside of region).							
	Based on current and future projected demands, establish regional renewable energy goal.	Prosperity Collaborative, CDC						Energy goal set.
	Develop a Regional Renewable Energy Plan that will spark use by all sectors of Renewable Energy Alternatives resulting in driving up the demand and opportunities for new business development.	Consultant, NEMCOG						Plan complete.
<b>Objective 2:</b> <i>Expand renewable energy opportunities in the region</i>	Work with Partners to hold a minimum of 1 /year vocational and entrepreneurial training programs for the renewable energy industry.	NE Consortium, Talent Team						1 vocational and entrepreneurial training held per year.
	Meet with colleges to adopt appropriate and cost effective renewable energy solutions in Year One.	NEMCOG, Consultant						Renewable Energy alternatives scheduled to be installed in at least 1 college per year.
	Educate regulators about best practices for new technologies.	Prosperity Collaborative, NEMCOG						Meeting held with PSC and others to discuss issues.
	Inventory and develop recommendations for local governments throughout region of all local rules and regulations that may impact new energy businesses to determine if they are up to date.	NEMCOG						Inventory complete. Recommendations developed. Local government meetings.
	Implement new methods of funding for new energy businesses (i.e. crowdfunding).	Prosperity Collaborative						Funding methods determined and established by Year 5.
<b>Objective 3:</b> <i>Increase energy efficiency and the use of renewable energy.</i>	Increase the number/types of alternative energy facilities (i.e. bio-energy and waste gasification systems) in region	Prosperity Collaborative, NEMCOG, EDOs, MEDC, CDC						Feasibility study is complete.
	Expand residential and commercial energy efficiency programs.	NEMCOG, CDC, NEMCSA						Savings from Energy Efficiency devices and programs available are advertised on websites.
	Install energy efficient devices in public buildings.	NEMCOG, CDC						Increase the installation of devices in at least 1 county per year.
	Promote LEED certified buildings.	NEMCOG, MEDC, EDOs						Articles are placed on RPI website

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Growing Northeast Michigan's Economy	Action Steps	Partners	Timeline (Years)					Performance Measures
			1	2	3	4	5	
<b>Aerospace Research, Testing &amp; Maintenance: Expand, enhance, and support the Aerospace Cluster in the Region.</b>								
<b>Objective 1:</b> <i>Increase the number of aerospace business opportunities in the region.</i>	Develop a marketing campaign focused on attracting or luring companies, funders, and developers to the region centered on promoting the size and resources of major airports in region.	EDOs, Prosperity Collaborative, CDC						Marketing Campaign is developed and implanted.
	Cultivate funding opportunities for APN, OSC and GLR to assist with investment into infrastructure development which will give the region a competitive edge when developing and recruiting major aerospace projects.	EDOs, CDC, Prosperity Collaborative						Fund is established.
	Create Test Sites/Centers at each airport (APN, OSC, GLR) working with local universities to provide licensing, training, certification and education in areas such as aircraft maintenance, commercial pilot licensing, emergency services that is not accessible in Northern Michigan.	EDOs, EAG/Talent Team, NE Consortium						Test Sites created. Training is provided.

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Growing Northeast Michigan's Economy	Action Steps	Partners	Timeline (Years)					Performance Measures
			1	2	3	4	5	
<b>Michigan Works! Agency: Attract, develop and retain a talented workforce in Northeast Michigan.</b>								
<b>Objective 1:</b> <i>Increase funding for workforce programs.</i>	Ensure more training dollars come to the Region, thereby improving trainee skills, increasing employment self-sufficiency and reducing unemployment.	NE Consortium, EAG/Talent Team, Region 7b.						Increase training dollars in the region by 20%.
<b>Objective 2:</b> <i>Improve the region's workforce image.</i>	Display a more progressive, advanced business/community image for Region 3.	NE Consortium, Region 7B						Increased use of website, number of visits to MI Works! offices.
	Promote Region 3 as a talent attraction and talent retention State area.	Prosperity Collaborative, NE MI Consortium, Region 7B						Increase the number of articles on CDC website and MEDC good news page.
<b>Objective 3:</b> <i>Increase cooperative activities and improve operational effectiveness and efficiency</i>	Establish an eleven (11) county Education Advisory Group/Talent Team.	NE Consortium, Region 7B, Prosperity Collaborative						Formally established team.
	Employ a shared-staffing service delivery practice.	EDOs, MEDC, NEMCOG, NE MI Consortium, Region 7B, SBDC.						Partnership Agreements are signed and executed between partners.
	Utilize a Prosperity Region-based grant writing process.	EDOs, NEMCOG, NE MI Consortium.						Grant writing is shared/regionalized.
	Establish a Joint Venture Committee (JVC) between the two Michigan Works! agencies to prioritize the use of client-customer collaborative service projects to initiate and identify progressive consolidation.	Region 7B and NE MI Consortium						JVC is completed.
	Improve communications, through the use of all available media, to business customers, job seekers, service partners, and the public in and out of Region 3 Prosperity Region.	Collaborative, NE MI Consortium, NEMCOG, EDOs, Chambers, MEDC.						Monthly articles are posted to RPI Website, NE Business Resource Website and partners appropriate websites and media outlets.

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Growing Northeast Michigan's Economy	Action Steps	Partners	Timeline (Years)					Performance Measures
			1	2	3	4	5	
<b>Post-Secondary Education: Attract, develop and retain a talented workforce in Northeast Michigan.</b>								
<b>Objective 1:</b> <i>Improve the awareness and availability of beyond-high school training opportunities to increase the incidence of talent and resident retention.</i>	Form a Northeast Michigan Collegiate Network Group.	Consultant						Network is established and meets.
	Create a Collegiate Network Group agreement to regularly consider the pursuit of Federal/State/Foundation grants on a Prosperity Region 3 level.	Consultant						Agreement is secured
	Assess the learning resources of each partnering post-secondary training institution.	Consultant						Assessment is provided
<b>Objective 2:</b> <i>Allow for greater economies among post-secondary educational organizations.</i>	Expand training into new areas.	Collegiate Network						New offerings are offered.
	Conduct a needs assessment for off-campus training opportunities in underserved locations.	Collegiate network						Assessment is complete.
	Extend the use of available technologies to offer non-traditional training/learning options.	Collegiate Network						New training options are offered in region.
<b>Objective 3:</b> <i>Increase worker retention rates, grow worker earnings, improve production capacities, and create company &amp; organizational growth.</i>	Establish a continuous improvement "WHAT DO YOU WANT?" communication process with area employers.	NE MI Consortium, Region 7b.						Process is completed and results are tabulated and used in programming. Quarterly mailings established.
	Establish greater incumbent worker and new worker training.	NE MI Consortium, Region 7b.						Trainings are held.

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Growing Northeast Michigan's Economy	Action Steps	Partners	Timeline (Years)					Performance Measures
			1	2	3	4	5	
<b>Adult Education Service Providers: Attract, develop and retain a talented workforce in Northeast Michigan.</b>								
<b>Objective 1:</b> <i>Reduce the number of dropouts, increase the number of people using ABE services, increase GED completions and create better client employment capacities.</i>	Improve the availability of ABE services.	Adult Education Services Providers, NE MI Consortium, Region 7b.						Increased number of ABE services in region.
	Form a Prosperity Region 3 Education Advisory Group (EAG).	Adult Education Services Providers, NE MI Consortium, Region 7b.						EAG formed.
	Exclusively prioritize those Prosperity Region 3 residents in need of basic learning assistance and thereby improve their employability capacities.	Adult Education Services Providers, NE MI Consortium, Region 7b.						Prioritize residents in need.
	Streamline and improve the public awareness of regionally available ABE services.	Adult Education Services Providers, NE MI Consortium, Region 7b.						Post services on prosperity website and other relevant sites.
	Establish a common regional "voice" for those in need of ABE service to better express the size and diversity of the need.	Adult Education Services Providers, NE MI Consortium, Region 7b.						Need evaluated.
	Employ a fair methodology for ABE fund distribution, but also create a process which will most effectively follow-the-need within the Region.	Adult Education Services Providers, NE MI Consortium, Region 7b.						New methodology established.
	Position the Prosperity Region 3 EAG to represent a larger target of ABE need when seeking additional grant funding.	Adult Education Services Providers, NE MI Consortium, Region 7b.						Grant funding applied for.
	Consider education alternatives for those leaving high school without a diploma and/or are learning deficient in the areas of workplace math, reading and computer literacy.	Adult Education Services Providers, NE MI Consortium, Region 7b.						Education alternatives evaluated.
	Heighten and make the high school learning experience critical by developing a message/campaign to reinforce the need to stay in and learn as much as you can while in school.	Adult Education Services Providers, NE MI Consortium, Region 7b.						Informational materials and programs developed.
	Consolidate ABE and Michigan Works! services thereby reducing the need for infrastructure and create greater focus on client service provisions/ABE positive outcomes.	Adult Education Services Providers, NE MI Consortium, Region 7b.						Services consolidated.

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<p><i>effectiveness, efficiency, and diversity and ensure residents can more easily obtain services at locations "close-to-home".</i></p>	<p>Provide more focused employment readiness assistance to clients common to the ABE and Michigan Works! systems.</p>	<p>Adult Education Services Providers, NE MI Consortium, Region 7b.</p>						<p>Employment readiness assistance provided.</p>
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Growing Northeast Michigan's Economy	Action Steps	Partners	Timeline (Years)					Performance Measures
			1	2	3	4	5	
<b>Talent Retention: Attract, develop and retain a talented workforce in Northeast Michigan.</b>								
<b>Objective 1:</b> <i>Retain talent workers in the region.</i>	Introduce a Northeast Michigan Business PLEDGE project.	NE MI Business Leaders, EDOs.						Companies pledge to offer to one student annually: <ul style="list-style-type: none"> <li>• A Coop-student opportunity while still in high school...and then,</li> <li>• An intern opportunity while in college...and then,</li> <li>• An apprenticeship-style employment option upon college completion.</li> </ul>
	Post a "JOB BOARD" in every high school to create early job awareness, facilitate teaching opportunities, and build a greater knowledge of the Region's commerce base.	NE MI Business Leaders, EDOs.						"JOB BOARD" posted in high schools.
	Use available technologies to transmit employment/business/entrepreneurship success stories emanating from Region 3 through Michigan (and beyond).	NE MI Business Leaders, EDOs, NEMCOG.						Web and print materials used to transmit success stories.
	Conduct a "shark-tank" style manufacturing "Pitch & Catch" Trade Show. Companies could pitch their products, raw material needs and operational specifics to invited manufacturers from across the State.	NE MI Business Leaders, EDOs, NEMCOG.						Trade show held.
	Bring the Live-Work-Detroit concept to northern Michigan ( Live-Work-UpNorth).	NE MI Business Leaders, EDOs, NEMCOG.						Live-Work-UpNorth concept in place.

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Growing Northeast Michigan's Economy	Action Steps	Partners	Timeline (Years)					Performance Measures
			1	2	3	4	5	
<b>Public Transit: Attract, develop and retain a talented workforce in Northeast Michigan.</b>								
<i><b>Objective 1:</b> <i>Provide transportation to work and training.</i></i>	Develop an information packet about transit services in the region including brochures from each transit system and a regional brochure.	NEMCOG, transit agencies.						Information packet developed.
	Provide information to employers, employment agencies, colleges and schools.	NEMCOG, transit agencies.						Information provided.
	Hold coordination meetings for: •College admissions offices and transit agencies •Employment agencies and transit agencies •High schools and transit agencies	NEMCOG, transit agencies, colleges, high schools.						Coordination meetings held.
	Obtain Partnership Agreements from College admissions offices to function as a portal for transit information, advice, brochures, web site, and ride share bulletin boards.	Collegiate network, NEMCOG						Agreement obtains; Website, bulletin boards, and printed information available in admissions offices.
	Obtain Partnership Agreements from Employment agencies to function as a portal for transit information, advice, brochures, web site, and ride share bulletin boards.	Employment agencies, NEMCOG.						Agreement obtains; Website, bulletin boards, and printed information available in employment agencies.
	Work with regional transit systems to identify opportunities to better serve transit dependent population in relation to workplace or educational transportation needs.	Employment agencies, transit agencies, NEMCOG.						Opportunities identified.
	Explore use of route deviation service and point deviation service for county and regional transit systems to provide timely and predictable transportation to work and school.	Educational institutions, transit agencies.						Route deviation service and point deviation service implemented.

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Growing Northeast Michigan's Economy	Action Steps	Partners	Timeline (Years)					Performance Measures
			1	2	3	4	5	
<b>Infrastructure: Ensure adequate infrastructure exists which meets the needs of business, residents, and visitors</b>								
<b>Objective 1:</b> <i>Expand high speed internet access throughout the region.</i>	Develop a mini grant program that provides free social media classes and internet safety workshops.	Chambers, NE MI Consortium						Mini-grant program established
	Complete County Broadband Plans to maintain and improve reliable high speed internet service and wireless telephone access along all of the major routes and in all business and population centers.	Connect MI						Plans completed for each county.
	Inventory region for broadband access and demand.	Connect MI, NEMCOG						Inventory completed.
	Complete vertical assets inventory.	NEMCOG						Inventory completed
	Pursue funding for broadband expansion.	Connect MI						Funding is procured.
	Perform an analysis of local policies and ordinances.	NEMCOG						Policies and ordinances are analyzed for region.
	Bid out high speed internet access.							Internet access bid out.
<b>Objective 2:</b> <i>Ensure adequate municipal infrastructure exists.</i>	Inventory municipal needs in region.	NEMCOG						Inventory complete.
	Assist with water and sewer needs in local communities.	NEMCOG, EDOs						Funding obtained for improvements.
<b>Objective 3:</b> <i>Enhance transportation connections.</i>	Explore options for alternative transportation modes, i.e. rideshare, regional systems, from other areas of the State.	NEMCOG, MDOT						Alternative system determined.
	Meet with transit agencies to review current operational routes.	NEMCOG, MDOT, local transit agencies.						Meetings held with Transit agencies.
	Upgrade State and local road system. Utilize road rating system to prioritize investment areas.	NEMCOG, MDOT						Paser road ratings completed.
	Update and implement non-motorized trail plan. (1) Prioritize key areas for investment for connection. (2) Construct identified trail connectors.	NEMCOG, MDOT						Plan updated.

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Growing Northeast Michigan's Economy	Action Steps	Partners	Timeline (Years)					Performance Measures
			1	2	3	4	5	
<b>Regional Agency Collaboration: Collaborate to provide consistent and coordinated level of service in the region.</b>								
<b>NEMCOG</b>	Contract with qualified professional to assist in formulating plan for merging NEMCOG, Northeast Consortium and NEMCSA.	NEMCOG, NEMI Consortium, NEMSCA, EMCOG, Region 7b, Collaborative.						Study is completed.
	Meet with EDOs in region to implement EDO collaborative recommendation.	NEMCOG, EDOs, NE Consortium, Region 7b, MEDC.						Recommendations are being implemented
	Assist Economic Development Corporations with EDA grants.	NEMCOG, EDOs						EDA grants are being submitted.
	Assist and provide leadership with regional economic and community development projects.	NEMCOG, MEDC, EDOs						Regional Ag, Wood, Aerospace, Tourism, Placemaking, Makerspaces are being provided Technical Support.
	Inventory the region's available industrial sites and ensure information is on Region's Collaborative Website- Zoom Prospector ( <u>Attraction Strategy</u> ).	NEMCOG, EDOs						Current vacant industrial sites
	Provide marketing and branding templates that would provide opportunities for each community to insert their personal information and have a professional look without the expense of finding professional designers.	NEMCOG, EDOs, Chambers						Templates are developed and information from communities is inserted.
	Work with community teams to be prepared to promote sites available as well as respond to information and meeting requests of potential companies and developers.	NEMCOG, EDOs, MEDC						Meetings are held that showcase programs and websites as well as trainings for potential business location inquiries.
	Maintain current Region's "No Wrong Door" data on Region 3 Collaborative Website.	NEMCOG						Website is live and continuously updated.
	Continue to educate regional partners on RPI and its progress on meeting benchmarks.	NEMCOG, EDOs						Annually attend county Boards, organizations and key partners meetings.
	Align regional Comprehensive Economic Development Strategy (CEDS) with the Regional Prosperity Plan.	NEMCOG, Prosperity Collaborative						CEDS Plan that is aligned with RPI strategies.
	Determine Regional shared service(s) to be pursued.	NEMCOG, Counties						Shared Service is agreed upon

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							to be pursued.
	Complete analysis of cost/benefit of shared service.	NEMCOG					Cost/Benefit analysis is complete.
	Explore consolidation of regional agencies: NEMCOG, Northeast Consortium, and Michigan Works!	NEMCOG, NE Consortium, Michigan Works!					
<b>Michigan Economic Development Corporation</b>  Align all EDOs to provide consistent economic development assistance throughout the region	Work with EDOs, NEMCOG, Northeast Consortium, and private sector on funding procurement for private sector business and community development projects.	MEDC BDM and Community Development Manager					Number of grants submitted.
	Continue to support regional CDC with assistance on regional projects and information on supporting services.	MEDC BDM and Community Development Manager					Attend regional project meetings, CDC meetings.
	Assist community teams with technical aspects of business retention and attraction.	MEDC BDM and Community Development Manager					Assist in Community Training.
	Implement Region's "No Wrong Door".	MEDC BDM and Community Development Manager					Utilize Prosperity Website for customer referral.
<b>Economic Development Organizations</b>  Align all EDOs to provide consistent economic development assistance throughout the region	Provide training for volunteer economic development organization/team to build knowledge and capacity. Topics would range from business retention and attraction to assisting local entrepreneurs in development and growth.	NEMCOG, CDC					Trainings are held annually
	Provide staff assistance to schedule regular "pro-active" retention visits to those companies that create base-jobs.	EDOs, MEDC, NE Consortium, Region 7b,					Retention visits are attended.
	Increase the number by 10% each year of companies to be actively engaged (at no charge) in the two business connect websites in place to encourage doing business locally (Northeast Connections and Pure Michigan Business to Business).	EDOs, MEDC, NE Consortium, Region 7b, SBDC, NEMCOG, Chambers					Increase utilization by 10% each
	Provide flex on-demand service for technical expertise to communities without staff expertise but are in need of assistance on a project by project basis.	EDOs, MEDC, NE Consortium, Region 7b, SBDC, NEMCOG, Chambers					Projects are provided assistance.
	Provide support and resources for entrepreneurs including basic tools for small businesses (pre-start up to existing) including self-help resources, web-based tools, classes, and business counseling.	EDOs, MEDC, NE Consortium, Region 7b, SBDC, NEMCOG, Chambers					Entrepreneurs are assisted-track numbers.
	Provide "back office" assistance to the local Revolving Loan Fund (RLF) including updating loan application forms, vetting applications prior to local board review/approval, keeping track of loans/programs in progress and identifying funds to add to the RLF.	EDOs					Track assistance that is provided to CDC's.

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	Pool resources to engage in sub-regional cooperation and collaboration for economic development capacity by providing provide full-time staff expertise.	EDOs, MEDC, NE Consortium, Region 7b, SBDC, NEMCOG, Chambers						All counties are covered by professional assistance.
	Implement Region's "No Wrong Door."	EDOs, MEDC, NE Consortium, Region 7b, SBDC, NEMCOG, Chambers, Prosperity Collaborative,						Utilize Prosperity Website for customer referral.
<b><i>Chambers of Commerce Objective 1: Increase opportunities for collaboration between chambers each year.</i></b>	Determine a means to better share each other's events utilizing the Prosperity Website.	Chambers						Prosperity Website is enhanced to enable Collaboration needs of Chambers.
	Create a community calendar of all NEMI events (or a way to share links to each community's calendar); explore use of <a href="http://www.northeastmichigan.biz">www.northeastmichigan.biz</a> to achieve this goal.	Chambers						Community Calendar is on Prosperity Website
	Develop a survey to help measure perception of the community and businesses in the community so we can begin to explore ways to improve perception.	Chamber						Survey completed and results disseminated.
<b><i>Objective 2: Collaborate in business development activities.</i></b>	Share education resources – if one community is bringing a program, seek partners to share resources to send the same presenter to other communities or explore a transportation option to bring people from around the region to the event.	Chambers						Share resources between communities.
	Market information and educational materials and websites that is already available for Entrepreneurs and businesses.	Chambers						Provide links to existing sites.
<b><i>Objective 3: Coordinate chamber activities and communication throughout the region.</i></b>	Hold regular (quarterly) meetings of all NEMI Chambers of Commerce.	Alpena Chamber						Quarterly meetings held.
	Host an annual event for NEMI Chambers boards to convene.	Chambers						Annual event for boards held.
	Host an annual event for the NEMI Chambers Ambassador groups to convene.	Chambers						Annual event for Ambassadors held.
	Organize educational opportunities on the Northeast MI B2b website.	Chambers						Education opportunities posted.
	Develop a web resource for chambers of commerce to share tools, resources, and other information (dues structures, events, speakers/presenters, benefits, new member packet information, ideas to grow membership, structure, etc.).	Chambers						Utilize <a href="http://northeastmichigan.biz">northeastmichigan.biz</a> to share resources.
	Implement Region's "No Wrong Door".	Chambers						"No Wrong Door" implemented online.

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<b>SBDC</b>	Provide business counseling and plan development to budding business owners.	SBDC						Business counseling and plan development offered.
	Update CDC and Collaborative on new start-ups and issues occurring that create obstacles for business development.	SBDC						Updates provided.
	Implement regional "No Wrong Door".	SBDC						"No Wrong Door" implemented online.
<b>Business Leaders Initiative</b>	Host events – training for entrepreneurs.	SBDC, NE MI Business Leaders, EDOs						Training events hosted.
	Provide Maker space for entrepreneurs at agreed upon businesses.	NE MI Business Leaders, EDOs, Entrepreneur						Space at businesses provided.
	Hold quarterly networking meetings.	NE MI Business Leaders						Four meetings held per year.

## Key

**ABE:** Adult Basic Education

**CDC:** Collaborative Development Council

**CVB:** Convention and Visitor's Bureau

**DDA:** Downtown Development Authority

**DNR:** Department of Natural Resources

**EAG:** Education Advisory Group

**EDA:** Economic Development Administration

**EDO:** Economic Development Organization

**GED:** General Educational Development

**LEED:** Leadership in Energy & Environmental Design

**LIAA:** Land Information Access Association

**MDARD:** Michigan Department of Agriculture & Rural Development

**MDOT:** Michigan Department of Transportation

**MEDC:** Michigan Economic Development Corporation

**MEDC BDM:** Michigan Economic Development Corporation Business Development Manager.

**Michigan Works! Northeast Consortium:** A network of resources, providing services to improve the region's workforce.

**MSHDA:** Michigan State Housing Development Authority

**MSUE:** Michigan State University Extension

**NEMCOG:** Northeast Michigan Council of Governments

**NEMSCA:** Northeast Michigan Community Service Agency

**NLEA:** Northern Lakes Economic Alliance

**RLF:** Revolving Loan Fund

**RPI:** Regional Prosperity Initiative

**SBDC:** Small Business Development Center

**SCORE:** Senior Corps of Retired Executives

**SPC:** Strategic Placemaking Center

**SPN:** Strategic Placemaking Nodes

**TMA:** Target Market Analysis

**TOMTC:** Top of Michigan Trails Council