

***EAST MICHIGAN COUNCIL OF GOVERNMENTS  
FY 2012-2013***

**2013 SUPPLEMENTAL REPORT  
TO THE  
2010 COMPREHENSIVE ECONOMIC  
DEVELOPMENT STRATEGY**



**Prepared by:  
East Michigan Council of Governments**

***for the***

***U. S. Department of Commerce, Economic Development Administration***

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***Funding for the preparation of this document has been provided by the U. S. Department of  
Commerce, Economic Development Administration***

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# East Michigan Council of Governments

## CHAPTER 1: INTRODUCTION

### THE EAST MICHIGAN COUNCIL OF GOVERNMENTS ORGANIZATION

The East Michigan Council of Governments (EMCOG) is a voluntary state designated regional council officially organized as a Council of Governments. EMCOG is one of 14 such Regional Councils within the State of Michigan. The region consists of 14 counties, 33 cities, 44 villages, 245 townships and 1 Federal Indian nation. Within the State of Michigan, the EMCOG Region is known as Region 7. EMCOG is also the U. S. Department of Commerce, Economic Development Administration (EDA) federal Economic Development District for the 14 county state designated regional planning council boundary.

The primary purpose of the organization is to foster stable and diversified economies in the east central region of Michigan. The Council also encourages collaboration and cooperation amongst local governments and public/private initiatives within and between other regions. EMCOG also serves as the regional clearinghouse for federal and state funded programs under Presidential Executive Order A-12372. Through this role, EMCOG enhances intergovernmental coordination and collaboration and encourages opportunities for public comment on projects of inter and intra regional significance.

EMCOG is governed by 23 Commissioners. Each member is represented on the Council by representatives appointed by member governments. East Michigan Council of Governments maintains two formal Council sub committees: the Regional Economic Development (RED) Team/CEDS Team and the Transportation, Land Use & GIS (TLAG) Committee. Figures 1-1 and 1-2 show the 2013 EMCOG Council and staff,

# East Michigan Council of Governments

**Figure 1-1: 2013 EMCOG FULL COUNCIL MEMBERSHIP**

<b>MEMBER</b>	<b>COUNTY</b>	<b>REPRESENTING</b>	<b>AFFILIATION</b>
Curtis Hillman	Arenac	City of Standish	City Manager, Business Owner
David Munson	Arenac	County BOC	Elected Official
Sharon Stalsberg	Bay	Pinconning Township	Elected Official
JoElla Kranz	Bay	City of Auburn	Appointed Official – City Manager
Tracy Byard	Clare	County BOC	Appointed Official – County Administrator
Lynn Grim	Clare	County BOC	Elected Official
Donald David (alternate)	Clare	County BOC	Elected Official
William Rhode, Chair	Gladwin	County BOC	Citizen at Large - Appointed
Robert Moffit, 2 <sup>nd</sup> Vice Chair	Gladwin	City of Gladwin	Appointed Official - City Manager
Carol Wetzel, Secretary	Gratiot	Gratiot County At Large	Greater Gratiot Economic Development Corp.
Scott Showers	Gratiot	County BOC	Elected Official
Rob Huebel	Iosco	County BOC	Elected Official
D. Jay O’Farrell	Iosco	County BOC	Elected Official
Kathy Methner, 1 <sup>st</sup> Vice Chair	Isabella	Private Sector	Middle Michigan Development Corporation and Workforce Development
Tim Nieporte	Isabella	County at large	Appointed
William Mrdeza (alternate)	Isabella	City of Mt. Pleasant	Community Services and Economic Development Director
Mandi Chasey	Ogemaw	Private Sector	EDC and Workforce Development
Bruce Reetz	Ogemaw	County BOC	Elected Official
Marc Milburn	Roscommon	County BOC	Elected official
Rosalie Myers	Roscommon	Private Sector	EDC Director
Steve Jonas	Saginaw	Public Private Entity	Saginaw Future
Clint Holmes	Sanilac	City of Brown City	Appointed Official - City Manager
Lou LaPonsie	Sanilac	City of Marlette	Appointed Official - City Manager
Zygmunt Dworzecki, Treasurer	Tuscola	Planning Commission	Appointed Official
Charlotte Kish (alternate)	Tuscola	Village of Caro	Appointed Official
Don Seals	Saginaw Chippewa Indian Tribe	Saginaw Chippewa Tribal Nation	Native American Tribal representative

# East Michigan Council of Governments

**Figure 1-2: EMCOG Staffing 2013**

Sue Fortune, Executive Director	Jane Fitzpatrick, Program Coordinator - Economic & Community Development
Lynn Parker, Administrative Assistant/Accounting	Anamika Laad, Program Manager - Transportation, Land Use & GIS

## **PURPOSE OF THE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY**

The purpose of the Comprehensive Economic Development Strategy (CEDS) is multifaceted. The CEDS is designed to provide baseline information, development strategies, and projects for Council members, the CEDS Committee, staff, local government officials, interest groups and citizens from throughout the region, while meeting the requirements of the Economic Development Administration. The CEDS should be viewed as one of many tools in the economic development toolbox. The document is not a still life photo of a period in time but will evolve through the year into the next update.

### **EDA District Status**

In 1968 the East Michigan Council of Governments, or EMCOG (formerly East Central Michigan Planning and Development Regional Commission) was designated as an Economic Development District (EDD) under the provisions of Title IV of the Public Works and Economic Development Act of 1965, as amended. The U.S. Department of Commerce, Economic Development Administration (EDA) provides financial assistance to designated districts for the purpose of developing a Comprehensive Economic Development Strategy (CEDS) and provides funding, in part, for community development planning that is designed to assist in alleviating economic distress and unemployment.

The CEDS document is a significant component of remaining a designated EDD. Continued eligibility of EMCOG is based upon the Council completing an update of the CEDS, in conformance with 13 CFR Chapter III 303.7, every 5 years (at a minimum), and submitting a supplemental annual report for all other years. The last 5-year update was completed in 2009-2010 and this document serves as the second of four annual reports.

Pursuant to EDA legislation, the East Michigan Council of Government Comprehensive Economic Development Strategy (CEDS) is designed to:

*“Promote collaborative economic development leading to the creation of permanent employment with higher wage opportunities focusing on environmentally sound and economically sustainable growth and transportation options through professional economic development activities while retaining quality of life and unique community character.”*

### **EDA Investments in the Region**

Since gaining EDD status 1968 the Commission has been successful in securing over \$73.3 million in EDA funding for projects throughout the region, as seen in Table 1-1. This EDA investment resulted in leveraging nearly \$114.0 million in private investment. By continually updating the CEDS, the Commission ensures that communities within the region remain eligible for EDA funding to use in leveraging additional private and public sector investment.

# East Michigan Council of Governments

**Table 1-1: EDA Investments in the East Michigan Council of Governments Region**

County	Program	Applicant	Project	Award Date	EDA Funds (\$1,000's)
Arenac	PW	City of Standish	Water Supply System	1966	234.7
Arenac	PW	City of Standish	Water System Improvements	1966	0.9
Arenac	PW	City of Standish	Industrial Park	1970	379.0
Arenac	other	City of Standish	Elevated Water Tank	1973	83.4
Arenac	PW	Arenac County	Public Building Weatherization	1978	108.4
Arenac	PW	City of Standish	Const Water & Sewer System	1980	203.8
Bay	TA	Bay County	Field Survey OEDP	1965	2.0
Bay	TA	Bay County	Site Development	1965	1.9
Bay	TA	Bay County	Site Development	1965	2.5
Bay	PW	City of Auburn	Sanitary Sewer Collection Sys	1966	274.4
Bay	PW	City of Auburn	Sewage Treatment Plant	1966	34.0
Bay	TA	Bay City	Water-Sewer to Ind Park	1966	0.4
Bay	TA	Bay City	Industrial Park Utilities	1966	0.4
Bay	TA	Bay County	Raw Water Supply System	1966	1.6
Bay	TA	Bay Co BCC	Port Development Study	1971	2.4
Bay	PW	Bay City	High School Addition/Remodel	1977	750.0
Bay	PW	Bay City	Renovate City Hall	1977	1,764.0
Bay	PW	Bay County	Social Services Building	1977	649.0
Bay	PW	City of Essexville	Sidewalk Repair	1977	128.1
Bay	PW	Fraser Twp	Town Hall addition	1977	194.2
Bay	PW	Monitor Twp	Roads resurface/widen	1977	322.0
Bay	PW	City of Pinconning	I-Sewer System + Pipe	1977	127.0
Bay	PW	City of Pinconning	D-Imp Water Sys-Sewer pipe	1977	90.0
Bay	PW	Williams Township	Storm Sewer	1977	183.0
Bay	PW	Frankenlust Twp	Sanitary Sewer	1980	465.2
Bay	PW	City of Pinconning	Water lines, sewer	1983	400.0
Bay	PW	Bay County	Modernize County Building	1984	0.9
Bay	PW	Monitor Twp	Industrial Park Expansion	1997	853.3
Bay	PW	City of Essexville	Water System	2001	1,018.7
Clare	PW	City of Clare	Sewage Treatment Lagoon	1967	31.2
Clare	PW	City of Clare	Sanitary Sewer/water to industrial	1967	57.0
Clare	PW	City of Clare	Water facility	1967	182.0
Clare	PW	Clare County	Mid Michigan Tech Center	1968	100.0
Clare	PW	Mid MI Comm. College	Purchase Voc Ed equipment	1969	20.0
Clare	PW	City of Clare	Industrial park development	1977	494.0
Clare	PW	Clare County	Fairground Redevelopment	1977	214.0
Clare	PW	Garfield Twp/Clare	First Station Construction	1977	114.0
Clare	PW	City of Harrison	Community Recreation Park	1977	103.0
Clare	PW	City of Harrison	Construct Industrial park	1977	209.0



# East Michigan Council of Governments

**Table 1-1: EDA Investments in the East Michigan Council of Governments Region**

County	Program	Applicant	Project	Award Date	EDA Funds (\$1,000's)
Clare	PW	Mid MI Comm. College	Trade Center Building Const.	1977	90.0
Clare	PW	Mid MI Comm. College	Trade Center Building Const.	1978	45.0
Clare	PW	Mid MI Comm. College	Construction of Ed Facilities	1982	594.0
Clare	PW	Village of Farwell	Industrial park development	2000	665.0
Gladwin	PW	Gladwin County	Library & Community Bldg	1972	192.0
Gladwin	PW	City of Beaverton	Dam Repair	1978	138.1
Gladwin	PW	City of Gladwin	Industrial park improvements	1979	286.3
Gladwin	PW	City of Beaverton	Water system improvements	1983	330.0
Gladwin	TA	Co/Gladwin/Beaverton	Strategy Development	1999	45.0
Gladwin	PW	City of Gladwin	Industrial park expansion	2001	639.0
Gratiot	PW	City of Alma	water/sewer	1963	265.0
Gratiot	PW	Ithaca 1 Drainage Dist	Storm water drain	1968	95.5
Gratiot	PW	City of Alma	Industrial park	1974	406.2
Gratiot	PW	City of Alma	Business District improvements	1977	642.0
Gratiot	PW	City of Alma	Park/cemetery Equip bldg	1977	159.5
Gratiot	PW	City of Alma	Streets & Water main	1977	227.6
Gratiot	PW	Alma Public Schools	Insulate high school	1977	150.0
Gratiot	PW	Alma Public Schools	School facilities energy	1977	268.1
Gratiot	PW	Fulton schools	Bus maintenance bldg	1977	275.0
Gratiot	PW	Fulton schools	Physical Ed Area	1977	50.0
Gratiot	PW	Fulton Township	Fulton Township Hall	1977	160.0
Gratiot	PW	Gratiot County	Paving Reconstruction	1977	220.0
Gratiot	PW	Gratiot County	County jail construction	1977	325.0
Gratiot	PW	City of St Louis	Water mains	1977	216.0
Gratiot	PW	City of St Louis	Municipal Power Dam Rehab	1977	650.0
Gratiot	PW	St Louis Public Schools	School renovation	1977	280.0
Gratiot	DFP GU	MI Agri Fuels Inc	GASOHOL	1980	7,814.3
Gratiot	EA STR	Greater Gratiot Dev	ADY Implementation	1980	286.8
Gratiot	EA IMP-T9	City of St Louis	Implementation grant	1981	1,974.2
Gratiot	PW	Alma/Alma Industrial Dev	Industrial park expansion	1989	137.0
Gratiot	PW	City of Ithaca	Industrial park	1998	900.0
Huron	PW	Village of Elkton	Sewage collection	1970	106.1
Huron	PW	Village of Elkton	Sewage treatment	1970	48.3
Huron	PW	Elkton/Pigeon/Bay Schools	Middle school construction	1977	1,693.0
Huron	PW	Huron County	Medical Care Facility	1977	299.0

# East Michigan Council of Governments

**Table 1-1: EDA Investments in the East Michigan Council of Governments Region**

County	Program	Applicant	Project	Award Date	EDA Funds (\$1,000's)
Iosco	PW	Iosco Co/East Tawas	Industrial park - 1975	1975	960.0
Iosco	PW	Iosco County	Public Bldg weatherization	1978	27.1
Iosco	PW	City of East Tawas	Redevelopment Commercial area	1984	640.6
Iosco	PW	Taws Utility Authority	Sewage system improvements	1992	871.8
Iosco	EA IMP	Iosco Co/Wurtsmith	Implementation grant/DOD	1993	9,684.1
Iosco	DRGHT	Oscoda/AuSable Townships	New well/pump/line	1997	67.0
Isabella	TA	CMU	Ext Center/econ expanse	1966	135.3
Isabella	TA	CMU	Model city Econ Dev Program	1967	154.3
Isabella	TA	CMU	Model city Econ Dev Program	1968	37.1
Isabella	TA	CMU	Cont Center Econ Expansion	1969	58.7
Isabella	PW	Saginaw Chippewa Indian Tribe	Community building	1973	70.0
Isabella	PW	Saginaw Chippewa Indian Tribe	Recreation area	1975	314.0
Isabella	PW	City of Mt Pleasant	Water	1977	2,198.5
Isabella	PW	Saginaw Chippewa Indian Tribe	Recreation area	1977	65.0
Isabella	PW	City of Mt Pleasant	Water system	1978	500.0
Isabella	PW	Saginaw Chippewa Indian Tribe	Woodworking facility	1978	495.0
Isabella	TA	Walter Butler Co.	Business Management Plan	1979	26.2
Isabella	PW	City of Mt Pleasant	Research tech park	1985	678.1
Isabella	PW	City of Mt Pleasant	Industrial park	1992	443.7
Isabella	PW	Sag. Chippewa Indian Tribe	Tribal Center	1997	877.9
Isabella	PW	CMU	Nanotech Incubation Fac.	2004	2,152.0
Isabella	PW	CMU	Nanotech Incubation OR.	2007	133.1
Midland	PW	City of Coleman	Water system rehabilitation	1977	351.0
Midland	PW	Larkin Township	Multipurpose Community Center	1977	93.0
Midland	PW	City of Midland	Parking lot construction	1977	60.0
Midland	PW	City of Midland	Enlarge runoff channel	1977	361.8
Midland	PW	City of Midland	Bridge construction	1977	20.0
Midland	PW	City of Midland	Develop Recreational FA	1977	416.0
Midland	PW	City of Midland	Central PK Ice Arena	1977	149.2
Midland	PW	Midland Co BCC	Expand Maintenance Bldg	1977	28.5
Midland	PW	Midland County	D-Expand Jail-Lockers/restrooms	1977	156.5
Midland	PW	Midland County	N-to 26550	1977	53.5
Midland	PW	Midland County	Water district expansion	1977	76.0
Midland	PW	Mills Township	Community Center & Recreation	1977	248.1
Midland	PW	Mills Township	Township hall and office	1977	300.8
Midland	PW	Midland County	Construct restroom facility	1977	38.5
Midland	TA	Mid-Mich Innovation Center	Regional Business Incubator Network	2009	62.3
Ogemaw	PW	MI DNR	Over-night Camp (I-75)	1969	9.0
Ogemaw	PW	West Branch	Airport facilities	1969	41.3

# East Michigan Council of Governments

**Table 1-1: EDA Investments in the East Michigan Council of Governments Region**

County	Program	Applicant	Project	Award Date	EDA Funds (\$1,000's)
Ogemaw	PW	Rose City	Sewage collection facility	1970	229.5
Ogemaw	PW	West Branch	Industrial park	1971	643.2
Ogemaw	PW	West Branch	Street/bridge/storm sewer	1972	366.4
Ogemaw	PW	Rose City	Industrial park construction	1973	349.2
Ogemaw	PW	Rose City	Industrial park	1976	102.8
Ogemaw	PW	West Branch	Street sewer construction	1977	472.5
Ogemaw	PW	Rose City	Sewage treatment facility	1979	33.4
Ogemaw	PW	West Branch	Sewer/ water/ street/ storm sewer	1981	996.0
Ogemaw	TA	Ogemaw Co/ECMPDRC	Mgts/Mfg Plant	1989	25.5
Roscommon	PW	Roscommon	Purchase Voc Training Equip	1969	3.8
Roscommon	PW	Kirtland Comm. College	Voc/Tec Training Wing	1969	98.0
Saginaw	Title X	Saginaw County	Saginaw County Infirmary	1975	400.0
Saginaw	PW	Birch Run area schools	Educational facility	1976	3,010.1
Saginaw	PW	Bridgeport Twp	Service building construction	1977	205.0
Saginaw	PW	City of Saginaw	Public works Service Center	1977	2,951.5
Saginaw	PW	Saginaw County	Mental Health center	1977	568.0
Saginaw	PW	Saginaw School Dist	Library construction	1977	499.5
Saginaw	TA	Sag. Central Area Inc.	Downtown revitalization	1979	10.0
Saginaw	304 PR	City of Saginaw	Pedestrian walkway	1979	160.0
Saginaw	T9	EMCOG	Auto Community Adjust Program	1980	100.0
Saginaw	PW	Bridgeport Twp	Sanitary sewer & water main	1983	252.3
Saginaw	TA	SVSU	Technology Transfer	1985	50.0
Saginaw	PW	Village of St. Charles	Industrial park	1988	656.0
Saginaw	PW	Buena Vista Twp	Industrial park	1998	372.0
Sanilac	PW	Brown City	Water lines	1977	200.0
Sanilac	TA	Minden City	Industrial park survey	1979	5.0
Sanilac	TA	Carsonville	Feasibility/ Access Road	1980	4.5
Sanilac	PW	Deckerville	Water project	1986	361.2
Sanilac	PW	City of Marlette	Business park infrastructure	2002	816.0
Tuscola	PW	Tuscola County	County garage	1972	480.0
Tuscola	PW	Caro	Public Works Gar/Municipal Office	1977	182.0
Tuscola	PW	Cass City	Street improvements	1977	338.9
Tuscola	PW	Cass City Public Schools	Elementary school addition	1977	120.1
Tuscola	PW	Elmwood Twp-Gagetown	Community Center construction	1977	150.0
Tuscola	PW	Indianfields Twp	Comm. Auditorium & Pool	1977	1,063.0
Tuscola	PW	Indianfields Twp	Library	1977	200.0
Tuscola	PW	Tuscola County	Community Center Const.	1977	200.0
Tuscola	PW	Tuscola County	Road construction	1977	143.2
Tuscola	PW	City of Vassar	City curb and gutter	1977	134.0
Tuscola	PW	City of Vassar	Water main extension	1977	125.0

# East Michigan Council of Governments

**Table 1-1: EDA Investments in the East Michigan Council of Governments Region**

County	Program	Applicant	Project	Award Date	EDA Funds (\$1,000's)
Tuscola	PW	Caro	Energy PWIP	1980	88.8
Tuscola	PW	Caro	Industrial Park & utilities	1984	730.0
Tuscola	PW	Millington	Industrial park development	1995	528.4
Region Wide	TA	EMCOG partnership with MSU CCED and EUPRPDC	Innovative Regional Strategies & Infrastructure to Support Exporting	2011	197.8
Region Wide	TA	EMCOG partnership with MSU CCED and EUPRPDC	Innovative Regional Strategies & Infrastructure to Support Exporting	2013	152.7
Region Wide	TA	EMCOG	Planning Partnership Assistance 3 year grant	2010	268.4

**Total EDA Investment in EMCOG** **\$ 73,312.9**

**Private Investment leverage of EDA Investment** **\$113,990.0**

## BACKGROUND AND PROCESS

The 2013 CEDS Annual Report serves as a progress report to supplement the 2010 CEDS 5-Year update. The 2013 CEDS Annual Report and Supplement focuses on updating economic development data and supplementing/revising the regional economic development project list and provides a more detailed update and analysis as the 2010 and 2011 estimated census data became available over the past months. The draft supplement was vetted throughout the Region via email notification and posting on the EMCOG website for 30+ days in order to solicit public input. During that time frame no comments were received by EMCOG other than from Council and RED Team members.

### CEDS Committee

The EMCOG Regional Economic Development Team (RED Team) serves as the CEDS Committee and is designed to help guide the CEDS planning process. The makeup of the committee is guided by EDA legislation, CFS 303.6(a), which stipulates the committee should have representation from the following: private sector, public officials, community leaders, workforce development boards, institutions of higher education, minority and labor groups, private individuals, and tribal governments where applicable. The CEDS Committee (RED Team, Figure 1-3) played a critical role in development of the 2010 5-Year CEDS update and the subsequent 2011 through 2013 updates and many thanks go to the Committee for their assistance and commitment in preparing this document. During 2012-13 the RED Team membership was expanded to bring in expanded representation such as public safety, chamber of commerce, historical preservation, and downtown/urban redevelopment.

# East Michigan Council of Governments

**Figure 1-3: EMCOG 2012-2013 RED Team Members (CEDS Committee)**

MEMBER	COUNTY	REPRESENTING	AFFILIATION
Curtis Hillman	Arenac	City of Standish	City Manager & Business Owner
Dave Munson	Arenac	County	County Commissioner & Business Owner
Magen Samyn	Bay	Bay Future, Inc.	President and CEO of County EDC
JoElla Krantz	Bay	City of Auburn	City Manager
Tracy Beadle	Clare	City of Harrison	Clerk and Administrator
Tracy Byard	Clare	County	Controller/Administrator
Lynn Grim	Clare	County Commission	Elected Official
Lori Ware	Clare	Clare County Community Dev.	Executive Director, Senior Services
Bob Balzar	Gladwin	County EDC	Director, Business and Economic Development; Workforce Development
Robert Moffit, Chair	Gladwin	City of Gladwin	City Manager
William Rhode	Gladwin	County At Large	County Commission Appointee
Kathy Methner, Vice Chair	Clare	Mid-Michigan Dev. Corp.	Development Director & Workforce Development
Chelsey Foster	Gratiot	City of Ithaca	City Manager
Carol Wetzel	Gratiot	Greater Gratiot Dev. Corp.	EDC Vice-President
Gary Kellan	Iosco	Oscoda-Wurtsmith Airport	Airport Manager
D. Jay O'Farrell	Iosco	County Commissioner	Elected Official
Ann Richards	Iosco	Oscoda Township DDA	DDA Director
Timothy Nieporte	Isabella	County at large	County Planning Dept, Director
William Mrdeza	Isabella	City of Mt Pleasant	Director of Community Services and Economic Development
Christie Blackford	Ogemaw	West Branch Area Chamber of Commerce	President
Mandi Chasey	Ogemaw	Ogemaw County EDC	Executive Director & Workforce Dev.
Rosalie Myers	Roscommon	Roscommon County EDC	Executive Coordinator
Roy Spangler	Roscommon	Kirtland Community College	Board of Trustees
Marc Milburn	Roscommon	County Commission	Elected Official
Steve Jonas	Saginaw	Saginaw Future Inc.	Vice President
Dwayne Parker	Saginaw	Buena Vista Charter Twp.	Elected Official (Township Supervisor)
Don Seal	Saginaw Chippewa Indian Tribe	Saginaw Chippewa Reservation	Native American Representative
Clint Holmes	Sanilac	City of Brown City	City Manager
Steve Erickson	Tuscola	Tuscola County EDC	Executive Director
Zygmunt Dworzecki	Tuscola	County Planning Commission	Appointed Official
Greg Saxton	At Large	Private Business	Director of Development
Brian Eggers	At Large	Private Business	Owner/President

# East Michigan Council of Governments

## CHAPTER 2: BACKGROUND & DESCRIPTIVE OVERVIEW OF THE EMCOG REGION

The Saginaw Bay Watershed (see Figure 2-1) is the defining geographical feature for all fourteen counties that make up the East MI Council of Governments. Making up the second largest watershed in the country, it covers all or parts of all fourteen counties. The Saginaw River and all its tributaries cover a flat floodplain rich in alluvial soils. This large land mass of fourteen counties make up 17% of all Michigan counties. Even after losing 2.0% of its population during the past decade, the EMCOG Region still is home to 8% of Michigan's total population. Almost half, six (6) counties, border Lake Huron, one of the five Great Lakes. The Region has easy and quick access to Canada through Port Huron into Sarnia, Ontario. It is also within quick access to four major US cities, Detroit, Toledo, Cleveland, and Chicago.

**Figure 2-1: EMCOG Map of the Saginaw Bay Watershed**



## East Michigan Council of Governments

The Region is rich in not only the natural resources one first thinks of: water, forests and rich agricultural soils, but it is also rich in natural gas and oil reserves, especially in the northern portion of the Region. Large pockets of soft coal range throughout the entire Region. Sand and gravel are extracted along the mouth of the Saginaw River. The huge salt veins that cut across the State are heavily concentrated in the Midland area, so essential to the chemical manufacturing, at Dow Chemical. Commercial grade wind is a resource that is being utilized through the establishment of wind farms, including the largest in the State, in the Region.

Even though the EMCOG Region is one of the hardest hit areas of the State, experiencing the largest loss of auto manufacturing jobs in the country, it also is resilient and determined that through creativity and the willingness to think “outside of the box”, the fourteen counties of EMCOG will economically succeed.

### General Facts:

Land Area: 8,607 square miles  
Local Governments: 14 counties; 33 cities; 44 villages; 245 townships; and 1 Indian Nation  
2010 Population: 780,869  
Population Density: 90.7 persons per square mile  
Median Age: 139.7

Table 2-1 identifies the level of diversity of types of business within the EMCOG Region by showing the number of business establishments by general categories and the percentage each is of the total types of business within EMCOG.

**Table 2-1 Business Establishments in EMCOG Region**

Type of Establishment	Number of Establishments	Percent of Total
Natural Resource & Mining	92	0.5%
Construction	1,707	9.4%
Manufacturing	1,571	8.7%
Trade, Transportation, Utilities	4,938	27.2%
Information	273	1.5%
Financial Activities	1,455	8.0%
Professional and Business Services	1,949	10.7%
Educational & Health Services	2,205	12.1%
Leisure & Hospitality	1,854	10.2%
Public Adm. & Other Services	2,110	11.6%
Total	18,154	

Source: Compiled by EMCOG from U.S. Census Selected Statistics by Economic Sector, based on 2010 County Business Patterns

Because of the geographic size of the Region, most of the analysis in this report will be done at the sub-region level. The four sub-regions are:

1. **Region 7-B:** consists of the six northern counties (Arenac, Clare, Gladwin, Iosco, Ogemaw, and Roscommon), and has a very typical heavily wooded northern rural Michigan economy of tourism as its mainstay.

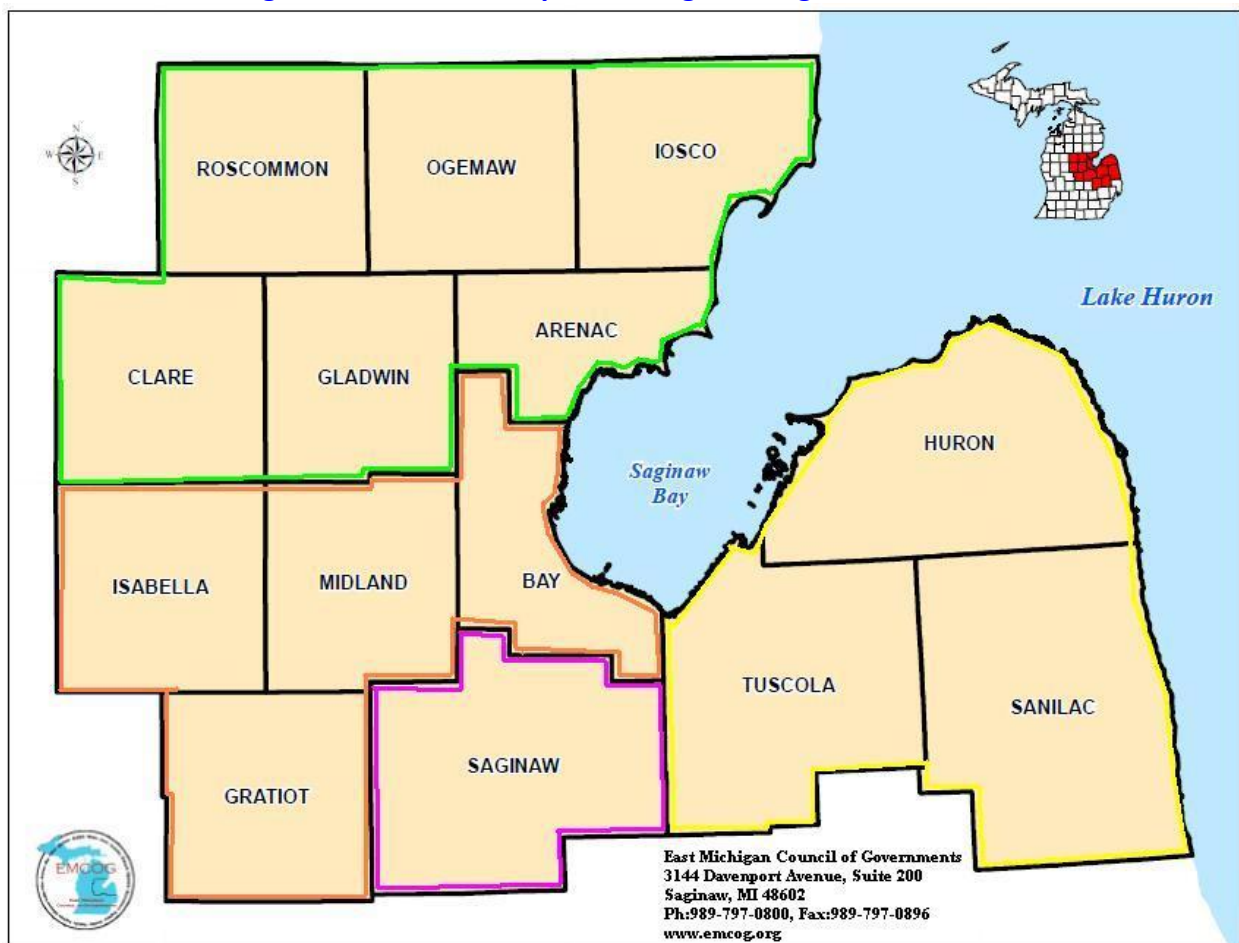


## East Michigan Council of Governments

2. **Thumb Area:** consists of three counties (Huron, Sanilac, and Tuscola) that are the heart of Michigan's agricultural field crops. Their rich soils are a non-renewable resource. Wind is becoming an increasingly valuable resource.
3. **Urban/Rural:** consists of four counties (Bay, Gratiot, Isabella and Midland) that comprise a mix of urbanized areas, universities and colleges, and a large rural component. Each of the four counties falls into a range of rural to urban composition.
4. **Urban:** consists of one county (Saginaw). Even though Saginaw County collaborates with Bay and Midland Counties in some areas such as the Great Lakes Bay initiatives, and its' major cities; Saginaw-Bay-Midland are known as the Tri-Cities; Saginaw County indicators and statistics overwhelm the Bay and Midland counties if combined and analyzed together. Saginaw County is the only true urban county in the EMCOG Region. More importantly its economy shapes and affects the remaining thirteen counties.

The following map, Figure 2-1 identifies the boundaries of each of the four sub-regions described above:

**Figure 2-1: EMCOG Map Indicating Sub-Region Boundaries**





# East Michigan Council of Governments

## SUB-REGION COUNTY PROFILES

### Region 7-B



Tawas Point Light House



Historic Standish Depot



Gladwin Carriage Days



Oscoda Aircraft Hangar



West Branch Downtown

Land Area: 3,075 square miles  
Counties: Arenac, Clare, Gladwin, Iosco, Ogemaw and Roscommon  
Local Governments: 6 counties; 12 cities; 6 villages; 79 townships  
2010 Population: 144,552  
Population Density: 47.0 persons per square mile  
Median Age: 48.6

Table 2-2 identifies the level of diversity of types of business within Sub Region 7-B by showing the number of business establishments by general categories within the sub region and the percentage each is of the total types of business.

**Table 2-2: Business Establishments in Sub Region 7-B**

Type of Establishment	Number of Establishments	Percent of Total
Natural Resource & Mining	26	0.8%
Construction	389	11.4%
Manufacturing	327	9.6%
Trade, Transportation, Utilities	950	27.9%
Information	45	1.3%
Financial Activities	233	6.9%
Professional and Business Services	289	8.5%
Educational & Health Services	307	9.0%
Leisure & Hospitality	464	13.7%
Public Adm. & Other Services	369	10.9%
Total	3,399	

Source: Compiled by EMCOG from U.S. Census Selected Statistics by Economic Sector, based on 2010 County Business Patterns

**Arenac County** (meaning “a sandy place for a good footing”) is a rural forested area bordering Lake Huron and Saginaw Bay. The county is part of the northern Michigan recreational area, with resort development along Lake Huron. Natural assets such as the Tittabawassee State Forest, the Au Gres, Pine, and Rifle Rivers and the Lake Huron shoreline attract tourism. Agriculture and manufacturing also exist with the County, with agriculture accounting for 48% of the land use. The County is accessible from I-75, which runs along the western side of the county. US-23 runs along the Lake Huron shoreline a portion of which is part of the six-county, state designated Huron Shores Heritage Route; one of 14 in the state. The Saginaw-Chippewa Tribe of Mt. Pleasant recently built a casino near Standish and already there are plans for expansion.

## East Michigan Council of Governments

**Clare County** is labeled as “where the North begins” in the lower peninsula of Michigan. It was once an important source of millions of feet of logs for the Bay City and Saginaw areas during the State’s lumbering era, is still heavily forested, and such areas as the Wilson State Park, the Tittabawassee State Forest along with several lakes are a large tourism draw and contribute significantly to Clare County’s economic base, as does light industry and farming. Clare County is also the home of Mid-Michigan Community College. US-27 provides northbound and southbound transportation access.

**Gladwin County** remains primarily forest, which covers 51% of the land area. Agricultural production utilizes another 37% of the land area, leaving a small portion (12%) for other uses. The economy includes auto parts manufacturing, thermoform, RV manufacturing, wood products, construction and agriculture. Much of the forested land is within the Tittabawassee State Forest. There are several river ways within the County, including the Tittabawassee, Molasses, Cedar and Tobacco Rivers, which contain several dams and have many resorts and second homes along their shoreline. Gladwin County is close to the cities of Midland, Bay City and Mt. Pleasant, and many of its residents commute to these cities for employment. Main transportation routes within Gladwin County include M-18 and M-30 for north and southbound travel and M-61 for east and westbound travel.

Located along the Lake Huron shoreline, **Iosco County’s** (“water of light”) chief economy over many years has been tourism. Sixty percent of the total land area is held in public ownership. This area includes large portions of the Huron National Forest as well as several State forests. The Ausable River, which runs across the northern portion of the county, has been designated as a “Wild and Scenic River” by the State of Michigan. With US-23 running along the Lake Huron shoreline, Iosco County is part of the six-county, State designated *Huron Shores Heritage Route*, one of 14 in the state. Iosco County was formerly home, to the Wurtsmith U.S. Air Force Base, has been successfully transformed into a large industrial park, housing one of the country’s largest private air cargo companies, Kalitta Air and also the largest employer in Iosco County.

Forests account for 60% of the land area in **Ogemaw County** (meaning “chief” in Chippewa). With over 100 lakes and 380 miles of rivers and streams, including the Rifle River, a favorite of canoeists, the main economic base is tourism. The County’s economy is also supported by auto-industry related production, plastics manufacturing and agriculture, with some oil production in the southwest corner of the County. The County has good access via its roadway system; I-75 provides a travel route along the lower portion of the County, M-30 and M-33 provide north and southbound travel and M-55 provides east and westbound travel.

**Roscommon County**, named for a sister county in Ireland, is located in the center of northern Michigan’s Lower Peninsula. It is primarily undeveloped, with 75% in public ownership, including two state parks, Houghton Lake (one of the largest inland lakes in the country), and the slightly smaller Higgins Lake. The expansive parks and lakes provide numerous opportunities for year round tourist and recreational activities. Roscommon County is also the home of Kirtland Community College. There are several transportation routes throughout the County for ease of access including I-75, which traverses across the county and converges with US-127 just at the northern border. M-18 provides north and southbound travel, while M-55 provides east to westbound travel.

# East Michigan Council of Governments

## THUMB AREA SUB REGION



Downtown Vassar



Thumb Area Farmland



Millington Antique Stores

Land Area: 2,613 square miles  
Counties: Huron, Sanilac and Tuscola  
Local Governments: 3 counties, 8 cities; 287 villages; 77 townships  
2010 Population: 131,961  
Population Density: 50.5 persons per square mile  
Median Age: 41.5

Table 2-3 identifies the level of diversity of types of business within the Thumb Area Sub Region by showing the number of business establishments by general categories within the sub region and the percentage each is of the total types of business in the Thumb Area Sub Region.

**Table 2-3: Business Establishments in the Thumb Area Sub Region**

Type of Establishment	Number of Establishments	Percent of Total
Natural Resource & Mining	17	0.6%
Construction	361	12.0%
Manufacturing	346	11.5%
Trade, Transportation, Utilities	814	27.0%
Information	59	2.0%
Financial Activities	256	8.5%
Professional and Business Services	253	8.4%
Educational & Health Services	319	10.6%
Leisure & Hospitality	284	9.4%
Public Adm. & Other Services	309	10.2%
Total	3,018	

Source: Compiled by EMCOG from U.S. Census Selected Statistics by Economic Sector, based on 2010 County Business Patterns

**Huron County** is located at the very tip of Michigan's Thumb with shoreline on both the Saginaw Bay and Lake Huron. It is known as Michigan's "green thumb" as its expansive cropland is separated from its sandy beaches by a buffer of lush woodlands. The County's economy is primarily agricultural with 82% of land area in agriculture production. It is the top ranked producer in the State and the Nation for many crops and agricultural products including, dry beans, corn, sugar beets and dairy products. Wind energy has made a presence here in recent years. There are also several resort tourist-orientated towns along the Lake Huron shoreline. Huron County is home to the Albert E. Sleeper and Port Crescent State Parks, the Wildfowl Bay Wildlife Area, and two State game areas (Verona and Rush Lake) that attract many visitors. M-25, part of which is designated as the M-25 Recreational Heritage Route, traverses along the Lake Huron shoreline. Other highways providing access through the County are M-19, M-142 and M-53.

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**Sanilac County** is located on the west shore of Lake Huron. It is primarily an agricultural county, ranking high in the production of sugar beets, corn, hay, wheat and several other commodities. It is also one of the highest producers of dairy products in the State of Michigan. In addition to agriculture commodities the County ranks high for the production of agricultural products including pickles and sugar. Sanilac County also has many manufacturing companies. The Black River runs through the entire county from north to south and there are 40 miles of Lake Huron shoreline on the eastern border of the County. The northern part of the County contains Native American petroglyphs. The 163 square mile Sanilac County underwater Preserve protects ships dating back to 1864. The main transportation arteries providing access throughout the county are M-25, M-19 and M-53.

**Tuscola County** has both a strong agricultural and manufacturing presence. With 66% of the land base in agricultural production the County ranks number one in the country in sugar beet production and is also ranks highly in dairy products, poultry, corn and wheat. The County is made up of several small cities and villages. These cities and villages are connected by several highways: M-25, M-81, M-46 running east to west and M-24 and M-15 running north to south. M-15 is part of the four-county State designated M-15 Heritage Route.

### URBAN / RURAL SUB-REGION



Alma College



Downtown Ithaca



Delta College

Land Area: 2,110 square miles  
Counties: Bay, Gratiot, Isabella, and Midland  
Local Governments: 4 counties, 10 cities; 6 villages; 62 townships  
2010 Population: 304,187  
Population Density: 144.2 persons per square mile  
Median Age: 37.1

Table 2-4 identifies the level of diversity of types of business within the Urban/Rural Sub Region by showing and number of business establishments by general categories within the sub region and the percentage each is of the total types of business in the Urban/Rural Sub Region.

**Table 2-4: Business Establishments in the Urban/Rural Sub Region**

Type of Establishment	Number of Establishments	Percent of Total
Natural Resource & Mining	44	0.6%
Construction	594	8.7%
Manufacturing	499	7.3%
Trade, Transportation, Utilities	1,751	25.6%
Information	100	1.5%
Financial Activities	562	8.2%
Professional & Business Services	818	12.0%
Educational & Health Services	943	13.8%
Leisure & Hospitality	667	9.8%
Public Adm. & Other Services	854	12.5%
Total	6,832	

Source: Compiled by EMCOG from U.S. Census Selected Statistics by Economic Sector, based on 2010 County Business Patterns

## East Michigan Council of Governments

Even though **Bay County** is predominately rural, it has a large urban center, Bay City, located at its southern edge, only a short distance from the cities of Saginaw and Midland. Bay County is the home of Delta (community) College, located at the boundary of Bay and Saginaw Counties. Bay County is a top agricultural producer of sugar beets, corn, beans and wheat. The County also provides manufacturing of automotive parts, chemicals, heavy machinery and sugar. It is located at the mouth of the Saginaw Bay Watershed, one of the largest watersheds in the country and thus also has many recreational resources. There are two state parks, two state wildlife areas and a state game area located within the County. I-75 traverses across the entire county, providing numerous access points. Other highways within the County include US-10 and M-13. Ports along the Saginaw River provide access for freighters from the Great Lakes.

**Gratiot County** is located at the center of Michigan's Lower Peninsula right between the urban areas of the south and recreational areas to the north. Agriculture is strong in Gratiot County, with 80% of all lands devoted to agricultural production.. There is also some manufacturing concentrated along the US-127 corridor which runs north and south through the center of the County. Gratiot County has another resource, wind, which is being tapped to support utility scale energy production. A 200 megawatt wind farm, the largest in Michigan, is scheduled for completion in the year 2012. Gratiot County is also the home of Alma College. Two rivers and three state game areas offer recreational opportunities within the County. In addition to US-127, there are two state highways, M-46 and M-57 providing east westbound travel across the County.

**Isabella County** (named after Queen Isabella of Spain) is a strong agricultural county, and the home of Central Michigan University (CMU). CMU is also known as a research and recently received approval for a medical school. The reservation of the sovereign Saginaw-Chippewa Tribe of Michigan exists within the boundaries of Isabella County. It's Soaring Eagle Casino and Conference Center includes a large hotel, restaurants and concert venue that features nationally known performers on a regular basis. A large "industry" has grown up around the casino. Access to and through Isabella County is primarily on US-27 (north and south) and M-20 (east and west).

**Midland County** is best known as the home of Dow Chemical and Dow Corning, an international chemical giant. The origin of Dow Chemical evolved out of the development of a process to extract chemicals from the brine found deep below the flatbeds of the area. Midland County has the highest number of engineers, chemists and metallurgists per capita than any other U.S. county. There are several subsidiary industries, such as solar energy and research and development located within the area. Encouraged by both the Federal and State mandates for "green energy", this has spurred a manufacturing "mini-boom" in the Region. Northwood Institute is located in Midland County and the County hosts a minor league baseball team. Midland is also very much an agricultural community and also offers several recreational amenities. US-10 cuts diagonally across the county, while M-20 cuts east and west.

# East Michigan Council of Governments

## URBAN SUB-REGION (Saginaw County)



The Dow Event Center



Saginaw Valley State University

### Urban: **Saginaw County**

County Seat:	City of Saginaw
Land Area:	809 square miles
Local Governments:	3 cities; 5 villages; 27 townships
2010 Population:	200,169
Population Density:	247.4 persons per square mile
Median Age:	38.6

**Saginaw County** (“land of the Sauk”) includes the tenth largest city in Michigan, the City of Saginaw. It is a central hub for manufacturing, mostly connected, in the past, to the auto industry. Today, it is a regional hub for health care facilities. The Medical devices sector is also growing. Receiving the largest attention, though, is the new solar energy sector that has experienced substantial growth with the new federal and state emphasis on the “green economy.” Saginaw is also one of the state’s largest agricultural producing counties. Two of the top three tourist destinations in Michigan are located within the county: the City of Frankenmuth an outlet mall at Birch Run, and an abundance of parks, rivers, lakes, trails and the Shiawassee National Wildlife Preserve. Saginaw County is home to Saginaw Valley State University and a number of specialty colleges. I-75, M-13 and M-52 all traverse north and south through the county; M-46 and M-57 traverse east and west, allowing for ease of travel throughout the County.

Table 2-5 identifies the level of diversity of types of business within Saginaw County by showing the number of business establishments by general categories within the County and the percentage each is of the total types of business in the County.

**Table 2-5: Business Establishments in the Urban Sub Region**

Type of Establishment	Number of Establishments	Percent of Total
Natural Resource & Mining	5	0.1%
Construction	363	7.4%
Manufacturing	399	8.1%
Trade, Transportation, Utilities	1,423	29.0%
Information	69	1.4%
Financial Activities	404	8.2%
Professional and Business Services	589	12.0%
Educational & Health Services	636	13.0%
Leisure & Hospitality	439	9.0%
Public Adm. & Other Services	578	11.8%
Total	4,905	

Source: Compiled by EMCOG from U.S. Census Selected Statistics by Economic Sector, based on 2010 County Business Patterns



# East Michigan Council of Governments

## CHAPTER 3: DEMOGRAPHIC AND ECONOMIC TRENDS & PERFORMANCE

### INTRODUCTION

Economic development is an area of planning that can be tied to all of the other elements in this document. In a fundamental planning context, economic development is a tool that can be used to create jobs, increase wages and tax bases for communities and enhance work-force training opportunities. This chapter examines economic components of the Region by evaluating population, educational attainment, labor force, income, tax base and industry specific information. For most of the data included in this report, the years 2000 and 2010 serve as the baseline years and subsequent data is the most recent available, depending on the source. A summary of the data analysis findings is included at the end of this chapter.

### DEMOGRAPHIC TRENDS

Past, present and future growth patterns are a driving force and indicator of the future health and sustainability of a region. They help to define existing problems along with available socioeconomic resources and represent the current and future demands for those available resources. The sustainability of a region is dependent on how well the region meets the future needs of its residents. Future needs depend on a myriad of things including changes in population and households (both numbers and the details of those numbers) combined with existing development patterns and policy choices.

Between 1980 and 2000 the EMCOG Region experienced a modest population growth of 3.5%, growing from 769,929 persons in 1980 to 796,598 persons in 2000. The Region's 3.5% growth rate is less than half the 7.9% growth rate for the State of Michigan during the same time frame (see Table 3-1). Within the Region, growth in population occurred in Region 7-B, the Thumb Area and the Urban/Rural sub-regions. Offsetting growth in these areas is the Urban area (i.e., Saginaw County) which was already experiencing a decline in population of 7.9% from 1980 to 2000.

By 2010, the U.S. Census results show that there has been an overall loss of nearly 16,000 people or a 2% reduction in population from 2000 to 2010 within the region. In contrast, the Urban/Rural area experienced a 1.8% increase in population during this time frame. Reasons for this increase can be attributed to population growth in Isabella County due to Central Michigan University and operations of the Saginaw-Chippewa Tribe of Michigan and their contributions to the communities. Table 3-1 shows the historical population for the EMCOG Region and Michigan from 1980 to 2010.

**Table 3-1: Historic Population**

Jurisdiction	Census 1980	Census 1990	Census 2000	Census 2010	% Change 1980 - 2000	% Change 2000 - 2010
Michigan	9,262,078	9,295,297	9,938,823	9,883,640	7.3%	-0.6%
<b>EMCOG Region</b>	769,929	753,723	796,598	780,869	3.5%	-2.0%
Region 7-B	119,644	130,420	148,999	144,552	10.8%	-3.0%
Thumb Area	134,209	130,377	138,892	131,961	3.5%	-5.0%
Urban/Rural	288,017	280,980	298,667	304,187	3.7%	1.8%
Urban Total	228,059	211,946	210,040	200,169	-7.9%	-4.7%

Source: Compiled by EMCOG from U. S. Census Data

## East Michigan Council of Governments

Table 3-2 presents population estimates for the Region through the year 2040. These population estimates are based on a combination of average growth trends over the last four Decennial Censuses (1980, 1990, 2000 and 2010) and population estimates provided by the Michigan Department of Transportation.<sup>1</sup>

The average annual growth rate from 2010 to 2040 is shown on the right side of the table. Based on population estimates the Region will continue to experience a decline in population of 0.03% per year from the year 2010 to 2040, although there will be some growth in the Urban/Rural area.

What is interesting to note in Table 3-2 are the Population Subsets that make up the projections. Overall for the 14 counties there is a projected population decline from the Natural Increase subset (births and deaths) and the Domestic Migration Under-Age 65 subset. However these declines are partially offset by the growth in the International Migration population subset, especially in the more urban areas of the Region. There is also a projected increase in migration of people over the age of 65. Both of these subsets offer unique strategic planning and opportunities for the Region.

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<sup>1</sup> The population numbers are shown in 1,000s for ease of reading the table.



# East Michigan Council of Governments

**Table 3-2: Population Projections: 2010 - 2040**

Jurisdiction	Census 2010 (1,000's)	MDOT 2020 (1,000's)	MDOT 2030 (1,000's)	MDOT 2040 (1,000's)	Change 2010-2040 (1,000's)	Percent Change 2010-2040 (1,000's)	Annual Growth Rate 2010-2040
<b>EMCOG</b>	780.8	770.5	774.0	773.7	-7.1	-0.9%	-0.03%
<b>Population Subsets</b>							
Natural Increase		5.9	-3.4	-16.0	-13.5		
International Migration		5.6	7.0	8.6	21.2		
Domestic Migration 65+		-0.2	0.06	0.9	0.8		
Domestic Migration Under 65		-21.6	-0.05	6.1	-15.6		
<b>REGION 7-B</b>	144.7	143.8	144.8	142.9	-1.8	-1.2%	-0.04%
<b>Population Subsets</b>							
Natural Increase		-4.8	-5.4	-7.1	-17.3		
International Migration		0.05	0.05	0.06	0.2		
Domestic Migration 65+		-0.5	-0.1	0.05	0.5		
Domestic Migration Under 65		4.3	6.5	5.1	15.9		
<b>THUMB AREA</b>	131.8	126.3	126.3	126.8	-5.0	-3.8	-0.13%
<b>Population Subsets</b>							
Natural Increase		0.2	-0.1	-1.3	-1.2		
International Migration		0.1	0.2	0.2	0.5		
Domestic Migration 65+		-1.0	-1.7	-2.3	5.0		
Domestic Migration Under 65		-4.8	1.6	3.9	0.7		
<b>URBAN/RURAL</b>	303.8	308.8	315.9	320.4	16.6	5.5%	0.18%
<b>Population Subsets</b>							
Natural Increase		8.0	3.5	-2.4	9.1		
International Migration		3.4	4.3	5.3	13.0		
Domestic Migration 65+		0.8	1.1	1.8	3.6		
Domestic Migration Under 65		-7.2	-1.7	-0.2	-9.2		
<b>URBAN</b>	200.4	191.6	187.0	183.5	5.6	-8.5%	-2.29%
<b>Population Subsets</b>							
Natural Increase		2.5	-1.4	-5.3	-4.2		
International Migration		2.0	2.5	3.1	7.5		
Domestic Migration 65+		0.6	0.7	1.4	2.7		
Domestic Migration Under 65		-13.8	-6.4	-2.7	-23.0		

Source: Compiled by EMCOG from Michigan Department of Transportation Planning data

Another element of population trends is the age of the population as it directly impacts availability of a workforce and the types of both public and private services needed. Table 3-3 identifies the median age<sup>2</sup> for the Region for 4 decennial censuses (1980, 1990, 2000 and 2010).

The Region is getting older. There was a 29.2% increase in the median age in the 20-year period from 1980 to 2000 plus another increase of 6.7% in the median age in the following 10 years from 2000 to 2010. The knowledge and experience of an older population is a resource of the region as well as a focus in community and economic development.

<sup>2</sup> The mid-point or the age at which 50% of the population is younger and 50% is older

# East Michigan Council of Governments

**Table 3-3: Median Age 1980 - 2010**

Jurisdiction	Census 1980	Census 1990	Census 2000	Census 2010	Percent Change 1980 - 2000	Percent Change 2000 - 2010
<b>EMCOG Region</b>	<b>28.8</b>	<b>33.2</b>	<b>37.2</b>	<b>39.7</b>	<b>29.2%</b>	<b>6.7%</b>
Region 7-B	33.2	36.9	42.9	48.6	29.2%	13.3%
Thumb Area	29.7	33.1	39.7	42.6	28.1%	11.2%
Urban/Rural	27.3	31.5	34.6	37.1	26.7%	7.2%
Urban	27.7	32.7	36.3	38.6	31.0%	6.3%

Source: Median Age per Region & Sub Region: EMCOG calculated weighted average median age based on county Census population

## EMPLOYMENT AND JOBS PERFORMANCE

The Regions' economic activity and sustainability is reflected to a large degree by the number and type of jobs available. Labor force data indicate the extent to which people are able to find jobs, the rate at which they are dropping out of the labor force, and the percent of people unable to find work. "Labor Force" consists of those employed and those without a job but actively looking for one (unemployed). Those who are without a job and not looking for one are not considered a part of the labor force.

Table 3-4 shows the Region's 24-month average labor force and unemployment data for the years 2011 and 2012. Although the Regions unemployment rate of 8.3% is higher than the national average of 8.1%, the Region was slightly lower than the State of Michigan's rate of 8.6%. The Urban/Rural area of the region is lower at 7.2% than both the National and State rates.

**Table 3-4: 24-Month Labor Force and Unemployment: 2011-2012**

Jurisdiction	Total Labor Force	Total Employed	Total Unemployed	24 Month Average Unemployment Rate
National	154,329,000	141,769,500	12,559,500	8.1%
Michigan	4,650,500	4,249,000	402,000	8.6%
<b>EMCOG Region</b>	<b>356,608</b>	<b>309,295</b>	<b>29,627</b>	<b>8.3%</b>
Region 7-B	56,518	50,340	6,179	10.9%
Thumb Area	59,412	54,022	5,390	9.1%
Urban/Rural	150,114	121,685	10,744	7.2%
Urban	90,564	83,249	7,316	8.1%

Source: Compiled by EMCOG from Michigan Department of Labor Market Information 2011 and 2012, Data Explorer data.

The Region's unemployment rate of 8.3% is significantly lower than the 2009-2010 rate of 13%. The unemployment rate is a mathematical calculation of dividing the current number of unemployed (per those people within the system of looking for work) by the current labor force. As noted above, those who are without a job and are no longer in the system for receipt of unemployment and services are not included in the calculation of the unemployment rate. From 2009 to 2012 the Region's labor force has shrunk by nearly 19,000, the number of people employed has also decreased by approximately 1,000 and the number of unemployed has decreased by 17,900. The reduction in the labor force along with a reduction in the number reported as unemployed results in a lower unemployment rate for the Region even though the number of employed decreased by 0.03% from 2009 to 2012. There can be several

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reasons for the decreased labor force and decreased number of unemployed ranging from an out migration of workers to other areas of Michigan and the country to falling out of the statistical system as benefits end.

The next three tables focus on the types of business establishments in the Region and the number of jobs these businesses provide. Table 3-5 provides some further information about the business establishments<sup>3</sup> that are included in the background information in Chapter 2 (see Tables 2-1 through 2-5). The data in Table 3-5 is broken down into the following business sectors:

**Non-Commercial Sectors** are educational institutions, post offices, government agencies, and other nonprofit organizations.

**Non-Resident Sectors** are businesses that are located in the Region but whose headquarters are located in a different state. Note: Residents have more influence on job creation than establishments headquartered outside of the state.

**Resident Sectors** are either stand-alone businesses in the region or businesses with headquarters in either the Region or in the state of Michigan.

The non-commercial sector makes up 7% of the businesses in the Region. Only 3% of the businesses fall into the non-resident sector. The majority of businesses (90%) are in the Resident sector with the Thumb Area having the highest amount at 92% and the Urban Area having the lowest at 88%.

**Table 3-5: Business Establishments by Sector**

Jurisdiction	Total	Non-Commercial	Non-Resident	Resident
<b>EMCOG Region</b>	53,338	3,723	1,668	47,947
Region 7-B	10,735	786	230	9,719
Thumb Area	11,063	756	181	10,126
Urban/Rural	19,026	1,287	623	17,116
Urban	12,514	894	634	10,986

Source: Compiled by EMCOG from [www.youreconomy.org](http://www.youreconomy.org) 2006-2009 data

Table 3-6 provides a different perspective of the Resident sector data from Table 3-5 (i.e., the businesses that are headquartered either within the region or the state). The Resident sector businesses are further broken down into the following business stages:

**Self-employed** (1 employee) consists of small-scale business activity that can be conducted in homes (i.e., cottage establishments) as well as sole proprietorships.

**Stage 1 (2-9 employees)** includes partnerships, lifestyle businesses and startups. Stage 1 companies are generally focused on defining a market, developing a product or service, obtaining capital and finding customers.

**Stage 2 (10-99 employees)** are typically at a phase where the company has a proven product, and survival is no longer a daily concern. Stage 2 companies generally begin to develop infrastructure and standardize operational systems. Company leaders delegate more and wear fewer hats.

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<sup>3</sup> An establishment is defined as an economic unit that produces goods or services at a single physical location.

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**Stage 3 (100-499 employees)** companies are typically at an expansion stage as a company broadens its geographic reach, adds new products and pursues new markets. Stage 3 companies introduce formal processes and procedures, and the founder is less involved in daily operations and more concerned with managing the business culture and change.

**Stage 4 (500+ employees)** companies are typically at the point of dominating their industry and are focused on maintaining and defending their marketing position. Key objectives at this stage are controlling expenses, productivity, globalization and managing market niches.

These stages help to define the needs of businesses to support their growth, which can help the Region to better leverage resources. Regardless of their industry sector, companies in the same developmental stage experience similar challenges. Also, as companies move through these stages, not only do their internal needs change, but their external needs such as what services they need from the community, also change.

As shown in Table 3-6, 92% of the Resident sector businesses are either self-employed or Stage 1 businesses. Stage 2 businesses also make up a notable portion of from 6% to 10% of the resident sector businesses throughout the region.

**Table 3-6: Resident Sector Businesses by Stage**

	Self Employed	Stage 1 2-9 employees	Stage 2 10-99 employees	Stage 3 100-499 employees	Stage 4 500+ employees
<b>EMCOG Region</b>	<b>18,858</b>	<b>25,040</b>	<b>3,800</b>	<b>223</b>	<b>26</b>
Region 7-B	3,658	5,317	705	37	2
Thumb Area	4,3290	5,126	566	44	0
Urban/Rural	6,672	8,920	1,434	76	14
Urban	4,138	5,677	1,095	66	10

Source: Compiled by EMCOG from [www.youreconomy.org](http://www.youreconomy.org) 2009 data

The previous two tables (3-5 and 3-6) focus on the number of business establishments by sector and by stage for the dominant resident sector. The following two tables focus on the jobs that these business sectors and stages provide.

Table 3-7 shows the allocation of jobs by business sector (i.e., non-commercial, non-resident and resident). The data is consistent with the findings in the data in Table 3-5: the majority of jobs within the Region are in the resident sector (70.5%) and the least number of jobs are associated with businesses in the non-resident sector (i.e., headquartered out of state). The data varies slightly from sub-region to sub-region depending on the nature of the local economy and rural versus urban characteristics.

**Table 3-7: Jobs by Business Sector**

Local	Total Jobs	Jobs Non-Commercial	Job Non-Resident	Jobs Resident
<b>EMCOG Region</b>	349,831	59,136	44,101	246,594
Region 7-B	57,289	9,312	5,299	42,678
Thumb Area	54,024	9,086	3,871	41,067
Urban/Rural	142,067	27,632	18,762	95,673
Urban	96,451	13,106	16,169	67,176

Source: Compiled by EMCOG from [www.youreconomy.org](http://www.youreconomy.org) 2009 data

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In Table 3-8 the resident sector jobs are further broken down by business stage (see the text for Table 3-6 for an explanation of Business Stages).

The majority of jobs from Resident businesses are at Stage 1 and Stage 2 companies. The highest number of total jobs within each area varies between Stage 1 and Stage 2 companies (see yellow highlighting).

**Table 3-8: Resident Business Jobs By Stage**

Jurisdiction	Self Employed Jobs	Stage 1 Jobs 2-9 employees	Stage 2 Jobs 10-99 employees	Stage 3 Jobs 100-499 employees	Stage 4 Jobs 500+ employees
<b>EMCOG Region</b>	18,858	77,210	87,808	39,893	22,825
Region 7-B	3,658	16,212	15,556	6,252	1,000
Thumb Area	4,390	15,149	12,807	8,721	0
Urban/Rural	6,672	27,921	33,070	13,323	14,687
Urban	4,138	17,928	26,375	11,597	7,138

Source: Compiled by EMCOG from youreconomy.org 2009 data

The next two tables (3-9 and 3-10) show the annual sales (2009) by business type. Table 3-9 identifies sales by business sector. Resident Businesses make up 90% of all businesses (see Table 3-5) and generate 75% of sales within the Region.

**Table 3-9: Sales by Business Sector**

Local	Total Sales (1,000s)	Sales Non-Commercial (1,000s)	Sales Non-Resident (1,000s)	Sales Resident (1,000s)
<b>EMCOG Region</b>	37,113,736.1	2,596,650.7	6,846,775.5	27,670,309.9
Region 7-B	4,926,300.8	318,149.6	672,597.0	3,938,554.2
Thumb Area	5,243,387.7	351,100.2	564,578.2	4,327,709.3
Urban/Rural	16,372,327.8	1,330,421.6	3,404,816.3	11,637,090.0
Urban	10,571,719.8	599,979.3	2,204,784.0	7,766,956.5

Source: Compiled by EMCOG from www.youreconomy.org 2009 data

In Table 3-10 the Resident Business sector sales are broken down by Stage. Stage2 businesses make up 38% of sales within the Region. The Self-Employed and Stage 1 businesses make up an impressive 30% of all sales. These numbers demonstrate the importance of the self-employed and smaller businesses (less than 10 employees) to our regional economy.

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**Table 3-10: Resident Sales by Stage**

Jurisdiction	Self Employed Sales (1,000s)	Stage 1 Sales (1,000s) 2-9 employees	Stage 2 Sales (1,000s) 10-99 employees	Stage 3 Sales (1,000s) 100-499 employees	Stage 4 Sales (1,000s) 500+ employees
<b>EMCOG Region</b>	1,352,333.2	6,893,406.6	10,550,013.8	5,476,659.6	3,397,897.7
Region 7-B	251,241.1	1,381,035.5	1,681,192.6	550,666.5	74,419.4
Thumb Area	321,327.2	1,355,074.2	1,649,514.5	1,001,793.3	0.0
Urban/Rural	501,072.3	2,498,400.6	3,891,579.3	2,030,646.9	2,715,390.8
Urban	278,692.6	1,658,896.3	3,327,727.4	1,893,552.8	608,087.5

Source: Compiled by EMCOG from youreconomy.org 2009 data

Table 3-11 demonstrates how businesses have fared regarding their sales during the initial economic downturn from 2006 through 2009 by showing the percentage change in sales during this three year period. The numbers are mostly red, indicating a reduction in sales. However there are some areas of the Region that experienced an increase in sales in spite of the economic downturn. ***Overall the Region's Self-Employed businesses experienced the least decline in sales of -0.03% over the 3 years, followed by Stage 1 businesses with a -1% decline, again illustrating the importance of the self-employed and smaller businesses to the sustainability of the Region's economy.***

**Table 3-11: Percent Change from 2006-2009: Resident Sales by Stage**

Jurisdiction	Self Employed Sales	Stage 1 Sales 2-9 employees	Stage 2 Sales 10-99 employees	Stage 3 Sales 100-499 employees	Stage 4 Sales 500+ employees
<b>EMCOG Region</b>	-0.3%	-1.1%	-10.1%	-21.9%	-21.0%
Region 7-B	0.8%	-2.8%	-5.3%	-20.0%	8.9%
Thumb Area	-1.3%	-1.5%	-2.5%	-3.5%	-100.0%
Urban/Rural	3.0%	0.7%	-15.0%	-31.1%	-4.5%
Urban	-5.7%	-2.0%	-9.7%	-18.9%	-51.6%

Source: Compiled by EMCOG from youreconomy.org data

Tables 3-12 through 3-14 present business establishment data for openings and closures, expansions and downsizing, and movement of businesses in and out of the region during the three-year period 2006–2009.

Table 3-12 presents the number of establishments that opened and closed from 2006 through 2009 and calculates the net increase of establishments.

Within the EMCOG Region 13,038 business establishments opened during 2006–2009 and 12,621 closed. The closed establishment's equal 97% of the opened establishments, resulting in a net gain of 3% opened establishments. In other words, for every 1 establishment that opened, 1 establishment closed. The Region's experience is slightly lower than the State as a whole which experienced a net gain of 5% during the same time period.

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**Table 3-12: Establishments Opened and Closed 2006 - 2009**

Jurisdiction	Opened 2006-2009	Closed 2006-2009	Net Opened 2006-2009	Net Percent Opened 2006-2009
Michigan	213,007	-201,869	11,138	5%
<b>EMCOG Region</b>	<b>13,038</b>	<b>-12,621</b>	<b>417</b>	<b>3%</b>
Region 7-B	2,580	-2,460	120	5%
Thumb Area	2,328	-2,259	69	3%
Urban/Rural	4,764	-4,262	502	11%
Urban	3,366	-3,640	-274	-8%

Source: Compiled by EMCOG from youreconomy.org data

Establishments: non commercial, non resident, resident

Net Opened = the difference between openings and closings of establishments

Table 3-13 presents the number of establishments that either expanded (i.e., increased jobs) or contracted (i.e., downsized/reduced the labor force) from 2006 through 2009, and calculates the net increase of business expansions.

Within the EMCOG Region 3,718 business establishments expanded during 2006 – 2009 while 1,949 contracted. The contracted (downsized) establishments equal 52% of the expanded establishments resulting in a net gain of 48% of expanded establishments. In other words, for every 2 establishments that expanded, 1 establishment contracted or downsized. The Region's experience is 8% lower than the State as a whole which experienced a net gain of 56% during the same time period.

**Table 3-13: Establishments Expanded or Contracted 2006 - 2009**

Jurisdiction	Expanded 2006-2009	Contracted 2006-2009	Net Expanded 2006-2009	Net Percent Expanded 2006-2009
Michigan	58,800	-25,818	32,982	56%
<b>EMCOG Region</b>	<b>3,718</b>	<b>-1,949</b>	<b>1,769</b>	<b>48%</b>
Region 7-B	755	-375	380	50%
Thumb Area	605	-322	283	47%
Urban/Rural	1,411	-699	712	50%
Urban	947	-553	394	42%

Source: Compiled by EMCOG from youreconomy.org data

Establishments: non commercial, non resident, resident

Net Expanded = the difference between establishments that increased jobs and those that downsized.

Table 3-14 shows a different data set for business activity during the 2006 – 2009 timeframe: the number of establishments that either moved in or out of the Region.

Within the EMCOG Region 618 business establishments moved in and 702 moved out during 2006 – 2009 for a net loss of 84 business establishments. In other words, for every 1 establishment that moved into the Region, 1.1 moved out. The Region's experience is much better than for the State as a whole during the same time period. The State experienced 1.7 establishments moving out for every 1 that moved in.

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**Table 3-14: Establishments Moving In and Out of the Region 2006 - 2009**

Jurisdiction	Move In 2006-2009	Move Out 2006-2009	Net Move In 2006-2009	Net Percent Move In 2006-2009
Michigan	1,687	-2,927	-1,240	-74%
<b>EMCOG Region</b>	<b>618</b>	<b>-702</b>	<b>-84</b>	<b>-14%</b>
Region 7-B	179	-176	3	2%
Thumb Area	122	-123	-1	-1%
Urban/Rural	218	-261	-43	-20%
Urban	99	-142	-43	-43%

Source: Compiled by EMCOG from youreconomy.org data

Establishments: non commercial, non resident, resident

Net Moved In = the difference between establishments that moved in and those that moved out.

Tables 3-15 through 3-17 present the job impact of business establishment activity regarding openings and closures, expansions and downsizing and moving in and out of the Region.

Table 3-15 shows the number of jobs impacted by the opening and closing of business establishments from 2006 through 2009 and calculates the net increase of jobs.

Within the EMCOG Region 28,168 jobs were created due to opened business establishments and 62,488 jobs were lost due to business closure. The job losses due to closures equal 222% of the jobs created resulting in a net loss of 122% of the opened establishment jobs. In other words, for every 1 job created by a business opening, 2.2 jobs were lost due to business closures. The Region's experience of net job loss is consistent with the state as a whole which experienced a net loss of 2.0 jobs for each job created during the same time period.

**Table 3-15: Jobs Impacted By Opening and Closing Establishments 2006 - 2009**

Jurisdiction	Opened Jobs 2006-2009	Closed Jobs 2006-2009	Net Opened Jobs 2006-2009	Net Percent Opened Jobs 2006-2009
Michigan	551,322	-1,138,029	-586,707	-106%
<b>EMCOG Region</b>	<b>28,168</b>	<b>-62,488</b>	<b>-34,320</b>	<b>-122%</b>
Region 7-B	4,952	-7,790	-2,838	-57%
Thumb Area	4,705	-8,483	-3,778	-80%
Urban/Rural	10,616	-21,425	-10,809	-102%
Urban	7,895	-24,790	-16,895	-214%

Source: Compiled by EMCOG from youreconomy.org data

Establishments: non commercial, non resident, resident

Net Opened Jobs = the difference between jobs created from opened establishments and jobs lost due to closures.

Table 3-16 shows the number of jobs impacted by the expansion and contraction (downsizing) of business establishments from 2006 through 2009.

Within the EMCOG Region 22,383 jobs were created due to expansion of business establishments while 12,187 jobs were lost due to business downsizing. The job losses equal 46% of the jobs created, resulting in a net increase of 54% of the expanded establishment jobs. In other words, for every 1 job created 0.5 jobs were lost. The Region's experience for 2006 – 2009 is slightly better than the State as a whole for which 0.6 jobs were lost for each job created.



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**Table 3-16: Job Impact of Establishment Expansions and Contractions (downsizing)  
2006 - 2009**

<b>Jurisdiction</b>	<b>Expanded Jobs 2006-2009</b>	<b>Contracted (downsized) Jobs 2006-2009</b>	<b>Net Expanded Jobs 2006-2009</b>	<b>Net Percent Expanded Jobs 2006-2009</b>
Michigan	437,688	-246,613	191,075	44%
<b>EMCOG Region</b>	22,383	-10,196	12,187	54%
Region 7-B	1,753	-1,545	208	12%
Thumb Area	2,126	-2,047	79	4%
Urban/Rural	9,602	-4,040	5,562	58%
Urban	8,902	-2,564	6,338	71%

Source: Compiled by EMCOG from youreconomy.org data

Establishments: non commercial, non resident, resident

Net Expanded Jobs = the difference between jobs impacted by expansion and downsizing of establishments

Table 3-17 shows the impact that the number of establishments either moving in or out of the Region had on jobs during 2006 – 2009.

Within the EMCOG Region, 2,806 jobs were created by business establishments moving in. At the same time 3,063 jobs were lost by businesses moving out. In other words, for every 1 job created due to a businesses moving in to the Region, 1.1 jobs were lost due to a businesses moving out. The Region's experience is similar to the State as a whole during the same time period, i.e., 1 job lost for 1 job created.

**Table 3-17: Jobs Impacted By Establishments Moving In and Out of the Region  
2006 - 2009**

<b>Jurisdiction</b>	<b>Move In Jobs 2006-2009</b>	<b>Move Out Jobs 2006-2009</b>	<b>Net Move In Jobs 2006-2009</b>	<b>Net Percent Move In Jobs 2006-2009</b>
Michigan	26,734	-26,727	7	0%
<b>EMCOG Region</b>	2,806	-3,063	-257	-9%
Region 7-B	697	-682	15	2%
Thumb Area	459	-391	68	15%
Urban/Rural	1,181	-1,316	-135	-11%
Urban	469	-674	-205	-44%

Source: Compiled by EMCOG from youreconomy.org data

Establishments: non commercial, non resident, resident

Net Move In Jobs = the difference between jobs from business moving in and out of the region.

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The next set of tables shows employment forecasts for the following occupational categories:

- Table 3-18: Public Sector
- Table 3-19: Goods Producing
- Table 3-20: Transportation and Warehousing
- Table 3-21: Professional Business Services
- Table 3-22: Educational and Health Services
- Table 3-23: Leisure and Hospitality
- Table 3-24: Other Services

The forecasts are for the ten-year period 2010 to 2020. Each Table shows growth rates by type of occupation. The largest occupational growth sector continues to be Education and Health Services. Within this sector the largest growth is in the health care support area. Other growing Occupational Sectors are Transportation and Warehousing, Professional Business Services, and Other Services. The Goods Producing sector continues to be forecast as losing jobs through 2020.

**Table 3-18: Occupational Employment Forecasts 2010 - 2020**  
**PUBLIC SECTOR**

Jurisdiction	2010 Employment	2020 Employment	Increase/ (decrease)	Percent Change
Michigan	637,894	633,917	-3,977	-0.6%
EMCOG Region	50,912	50,212	-700	-1.4%
Region 7-B	7,825	7,639	-186	-2.4%
Thumb Area	7,123	6,864	-259	-3.6%
Urban/Rural	24,021	24,143	122	0.5%
Urban	11,943	11,566	-377	-3.2%

Source: Compiled by EMCOG from MDOT from University of Michigan Institute for Research on Labor, Employment and the Economy, December 2011

**Table 3-19: Occupational Employment Forecasts 2010 - 2020**  
**GOODS PRODUCING**

Jurisdiction	2010 Employment	2020 Employment	Increase/ (decrease)	Percent Change
Michigan	1,531,677	1,507,624	-24,053	-1.6%
EMCOG Region	121,977	118,018	-3,959	-3.2%
Region 7-B	19,629	19,310	-319	-1.6%
Thumb Area	21,494	20,542	-952	-4.4%
Urban/Rural	48,035	47,443	-592	-1.2%
Urban	32,819	30,723	-2,096	-6.4%

Source: Compiled by EMCOG from MDOT from University of Michigan Institute for Research on Labor, Employment and the Economy, December 2011

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**Table 3-20: Occupational Employment Forecasts 2010 - 2020**  
**TRANSPORTATION AND WAREHOUSING**

Jurisdiction	2010 Employment	2020 Employment	Increase/ (decrease)	Percent Change
Michigan	116,905	128,808	11,903	10.2%
EMCOG Region	7,548	8,502	954	12.6%
Region 7-B	1,349	1,510	161	11.9%
Thumb Area	1,445	1,650	205	14.2%
Urban/Rural	3,582	4,034	452	12.6%
Urban	1,172	1,308	136	11.6%

Source: Compiled by EMCOG from MDOT from University of Michigan Institute for Research on Labor, Employment and the Economy, December 2011

**Table 3-21: Occupational Employment Forecasts 2010 - 2020**  
**PROFESSIONAL BUSINESS SERVICES**

Jurisdiction	2010 Employment	2020 Employment	Increase/ (decrease)	Percent Change
Michigan	1,260,564	1,422,405	161,841	12.8%
EMCOG Region	66,190	73,921	7,731	11.7%
Region 7-B	8,448	9,540	1,092	12.9%
Thumb Area	7,718	8,670	952	12.3%
Urban/Rural	29,155	33,281	4,126	14.2%
Urban	20,869	22,430	1,561	7.5%

Source: Compiled by EMCOG from MDOT from University of Michigan Institute for Research on Labor, Employment and the Economy, December 2011

**Table 3-22: Occupational Employment Forecasts 2010 - 2020**  
**EDUCATIONAL AND HEALTH SERVICES**

Jurisdiction	2010 Employment	2020 Employment	Increase/ (decrease)	Percent Change
Michigan	733,988	887,024	153,036	20.8%
EMCOG Region	54,787	65,127	10,340	18.9%
Region 7-B	7,163	8,444	1,281	17.9%
Thumb Area	6,275	7,337	1,062	16.9%
Urban/Rural	29,155	33,281	4,126	14.2%
Urban	19,875	23,258	3,383	17.0%

Source: Compiled by EMCOG from MDOT from University of Michigan Institute for Research on Labor, Employment and the Economy, December 2011

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**Table 3-23: Occupational Employment Forecasts 2010 - 2020**  
**LEISURE AND HOSPITALITY**

Jurisdiction	2010 Employment	2020 Employment	Increase/ (decrease)	Percent Change
Michigan	472,609	476,605	3,996	0.8%
EMCOG Region	33,105	32,792	-313	-0.9%
Region 7-B	5,998	5,964	-34	-0.6%
Thumb Area	3,044	2,963	-81	-2.7%
Urban/Rural	14,432	14,580	148	1.0%
Urban	9,631	9,285	-346	-3.6%

Source: Compiled by EMCOG from MDOT from University of Michigan Institute for Research on Labor, Employment and the Economy, December 2011

**Table 3-24: Occupational Employment Forecasts 2010 - 2020**  
**OTHER SERVICES**

Jurisdiction	2010 Employment	2020 Employment	Increase/ (decrease)	Percent Change
Michigan	283,972	307,039	23,067	8.1%
EMCOG Region	24,283	26,680	2,397	8.1%
Region 7-B	7,767	5,265	498	10.4%
Thumb Area	3,201	3,437	236	7.4%
Urban/Rural	10,626	11,963	1,337	12.6%
Urban	5,689	6,015	326	5.7%

Source: Compiled by EMCOG from MDOT from University of Michigan Institute for Research on Labor, Employment and the Economy, December 2011

### INCOME, POVERTY AND EDUCATION

Per capita personal income (PCPI) is widely used as an indicator of the economic well-being of residents in an area. Changes in PCPI provide a statistical measurement of an areas wealth and sustainability compared to regional or national benchmarks. PCPI is measured by totaling all income sources, wages and salaries, asset income and transfer payments and dividing that total by the total population.

Table 3-25 presents the national, state and county level PCPI for December of 2011. Each county within the Region is compared to the National average PCPI of \$41,560. Midland County is the only county within the Region with a PCPI above the national average.

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**Table 3-25: Per Capita Personal Income and  
Percent of National Average**

Area	2011 PCPI	Percent of National Average PCPI
National	41,560	
Michigan	36,264	87.3%
<b>EMCOG Region</b>		
<b>Region 7-B</b>		
Arenac	30,335	73.0%
Clare	28,297	68.1%
Gladwin	26,853	64.6%
Iosco	28,245	68.0%
Ogemaw	27,435	66.0%
Roscommon	29,948	72.1%
<b>Thumb Area</b>		
Huron	40,336	97.1%
Sanilac	32,193	77.5%
Tuscola	28,341	68.2%
<b>Urban/Rural</b>		
Bay	33,737	81.2%
Gratiot	30,647	73.7%
Isabella	27,960	67.3%
Midland	43,446	104.5%
<b>Urban</b>		
Saginaw	32,007	77.0%

Source: Compiled by EMCOG from STATS America, January, 2013

Poverty is another strong indicator of the economic health and sustainability of the population of an area. Table 3-26 shows the level of poverty within the EMCOG Region for 2000 and 2011 as compared to the state and the nation. As a point of reference when reviewing Table 3-26, the 2012 preliminary estimate weighted average U. S. Census poverty thresholds for annual income within the 48 contiguous states based on the size of the family unit are as follows:

Size of Family Unit	Annual Income
One person (unrelated individual)	\$ 11, 722
Under 65 Years	11,945
65 Years and Over	11,011
Two People	14,960
Households Under 65 Years	15,452
Householder 65 Years and Over	13,891
Three People	18,287
Four People	23,497
Five People	27,815
Six People	31,485
Seven People	35,811
<u>Eight People</u>	39,872
Source: U.S. Census	

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As shown below, the National percentage of the population at the poverty level has increased by 2.8 percentage points since 2000 compared to the Region's increase of 6.5 percentage points.

The actual number of people at the poverty level may have remained stable or even declined in some areas since 2000 because the Region's population has declined by 2% during the same time frame (see Table 3-1). However neither the Nation the State of Michigan nor the Region has experienced a reduction in the poverty rate since the year 2000. As shown below, one out of every 5.3 people within the Region are living in poverty compared to one out of every 5.6 people nationwide. The number of people in poverty is as high as one out of every 4.4 persons in Region 7-B.

**Table 3-26: Percent of Population at Poverty Level 2000 – 2011**

Area	2000 Percent of Population	2011 Percent of Population	2011 Ratio of Persons in Poverty
National	12.2%	15.0%	1 Out of Every 6.7 Persons
Michigan	11.3%	17.5%	1 Out of Every 5.7 Persons
<b>EMCOG Region</b>	12.3%	18.8%	1 Out of Every 5.3 Persons
Region 7-B	13.9%	22.6%	1 Out of Every 4.4 Persons
Thumb Area	9.4%	15.3%	1 Out of Every 6.5 Persons
Urban/Rural	11.7%	18.0%	1 Out of Every 5.5 Persons
Urban	13.9%	19.9%	1 Out of Every 5.0 Persons

Source: Compiled by EMCOG from Factfinder.census.gov data

Another indicator of the economic viability of an area is the educational attainment of the population living there. Table 3-27 presents a comparison of the Region's educational attainment for 2000 and 2011 by identifying the percent of the population age 25 and older that does not have a high school diploma and the percent of the same population that has a degree and higher education (high school diploma or higher).

Within the Region the numbers have been going in a positive direction for the past eleven years. The portion of population without a high school diploma has decreased while the educational attainment at all levels has increased. From 2010 to 2011 the percent of the Region's population within a high school diploma dropped by two percentage points; the percent of population with a high school diploma or higher increased by 2 percentage points; and the percent of population with a bachelor's degree or higher increased by 4.3 percentage points. This is a strong indicator of positive workforce development for the Region.

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**Table 3-27: Education Attainment of Population 25 and Older 2000 - 2011**

Area	2000 Percent Without High School Diploma	2011 Percent Without High School Diploma	2000 Percent With Diploma Or Higher	2011 Percent With Diploma or Higher	2000 Percent with Bachelors or Higher	2011 Percent with Bachelors or Higher
Michigan	16.6%	11.6%	83.4%	88.4%	21.8%	25.3%
<b>EMCOG</b>	<b>18.3%</b>	<b>13.1%</b>	<b>81.7%</b>	<b>86.9%</b>	<b>15.2%</b>	<b>17.7%</b>
Region 7-B	22.7%	16.2%	77.3%	83.8%	9.9%	12.0%
Thumb Area	20.1%	14.6%	79.9%	85.4%	10.5%	12.6%
Urban/Rural	14.9%	10.7%	85.1%	89.3%	20.0%	22.8%
Urban	18.4%	13.2%	81.6%	86.8%	15.9%	18.6%

Source: Compiled by EMCOG from Factfinder.census.gov data

### TAXABLE VALUATIONS, TAX RATES AND HOUSING

The economic health of a community is, in many ways, tied to the health of its tax base. Without a healthy tax base essential services become hard to deliver and quality of life amenities, that keep residents and businesses and can attract new ones, become threatened. Without a sustainable tax base, bonds and tax initiatives for everything from public safety, education to local roads to water and sewer, can also be at risk.

Table 3-28 presents a comparison of taxable values for the EMCOG Region and Michigan for the years 2000, 2005 and 2011. During the 5-year period 2000–2005 the Region’s taxable value increase of just below 27% was somewhat less than the overall State increase of almost 34%. During the next six years (2005–2011) the rate of growth of taxable value slowed considerably for both Michigan and the Region, especially in the urban areas of the Region. However, the Region’s rate of growth was significantly higher (10%) compared to Michigan’s (0.6%), indicating more stability throughout the Region with higher increases in the more rural areas. However these increases reversed to a decrease in taxable value from 2010 to 2011, impacting local government’s ability to balance budgets.

**Table 3-28: Property Tax Valuation 2000 - 2011**

Jurisdiction	2000 Taxable Valuation (million's)	2005 Taxable Valuation (million's)	Percent Change 2000 - 2005	2011 Taxable Valuation (million's)	Percent Change 2005 - 2011
Michigan	240,647.5	321,653.1	33.7%	323,615.6	0.6%
<b>EMCOG Region</b>	<b>17,393.6</b>	<b>22,078.3</b>	<b>26.9%</b>	<b>24,285.3</b>	<b>10.0%</b>
Region 7-B	3,695.4	5,009.7	35.6%	5,754.9	14.9%
Thumb Area	3,070.6	3,934.6	28.1%	4,419.4	12.3%
Urban/Rural	6,693.3	8,330.9	24.5%	9,083.6	9.0%
Urban	3,934.3	4,803.1	22.1%	5,027.3	4.7%

Source: Compiled by EMCOG from 2000, 2005, and 2011 Ad Valorem Property Tax Report, Michigan Department of Treasury

Table 3-29 presents a comparison of the average tax rates levied for the EMCOG Region and for Michigan for 2000, 2005 and 2011. The tax rates are a calculation that represents an overall average millage rate based on total taxable values and total taxes levied for each EMCOG sub-area and the State as a whole. Tax millage rates are based on \$1.00 per \$1,000 of assessed valuation.

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During the 5-year period 2000–2005 the Region’s overall millage rate decreased by 1.7% compared to an increase of 1.4% for the State. During the next six years (2005–2011) the millage rate for the Region increased very slightly by 0.2% consistent with the overall average State millage rate increase of 0.3%. Overall the Region and the State as a whole levied slightly higher taxes at the same time as experiencing a slow down to a decrease in growth in taxable values resulting in an overall reduction in revenues generated from property taxes.

**Table 3-29: Property Tax Rates 2000 - 2011**

Jurisdiction	2000 Average Tax Rate	2005 Average Tax Rate	5 Year Percent Change 2000 - 2005	2011 Average Tax Rate	6 Year Percent Change 2005 - 2011
Michigan	39.32	39.88	1.4%	40.00	0.3%
<b>EMCOG Region</b>	35.58	34.99	-1.7%	35.05	0.2%
Region 7-B	33.41	32.18	-3.7%	32.39	0.7%
Thumb Area	32.46	33.03	1.8%	32.50	-1.6%
Urban/Rural	39.20	38.11	-2.8%	38.56	1.2%
Urban	33.90	34.10	0.6%	33.98	-0.3%

Source: Compiled by EMCOG from 2000, 2005, and 2011 Ad Valorem Property Tax Report, Michigan Department of Treasury  
Average Tax Rate: EMCOG calculation based on total taxes levied and total taxable valuation

Another indicator of the economic health of an area is the status of the growth of the housing stock and vacancy rates.

Table 3-30 shows the 2000 and 2011 housing units and the rate of growth in housing units since the 2000 Census for the Region and statewide. During this eleven-year time frame the Region experienced a 4.7% increase in housing units compared to the statewide increase of 7.0%.

**Table 3-30: Housing Units 2000 - 2011**

Jurisdiction	2000 Total Housing Units	2011 Total Housing Units	Percent Change 2000 - 2011
Michigan	4,234,279	4,532,215	7.0%
<b>EMCOG Region</b>	345,374	396,223	4.7%
Region 7-B	107,565	111,830	4.0 %
Thumb Areal	65,122	68,363	5.0%
Urban/Rural	120,253	128,941	7.2%
Urban	85,505	87,089	1.9%

Source: Compiled by EMCOG from U.S. Census Stats America 2007-2011 Estimates

While the Region experienced modest gains in housing units during the past 11 years, the vacancy rate data in Table 3-31 provides further information: the number of vacant housing units in 2000 and 2011 and the percent those vacant units are of the total housing for the same time period.

Note: the vacancy rates are based on U. S. Census data. The Census determines a housing unit as vacant *if no one is living in it at the time of the interview, unless its occupants are only temporarily absent. A vacant unit may be one which is entirely occupied by persons who have a usual residence elsewhere* ([www.census.gov](http://www.census.gov)). Based on this definition, second homes are counted as vacant.



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As shown below, the Region's 22.3% vacancy rate from 2000 has increased by 3.6 percentage points based on the 2011 Census estimates. For Saginaw County the vacancy rate has nearly doubled since 2000.

**Table 3-31: Housing Vacancies 2000 - 2011**

<b>Jurisdiction</b>	<b>2000 Vacant Housing Units</b>	<b>2000 Vacancy Rate</b>	<b>2011 Vacant Housing Units</b>	<b>2011 Vacancy Rate</b>	<b>Change In Housing Vacancy Rate Percentage Points 2000 - 2011</b>
Michigan	448,618	10.6%	707,033	15.6%	5.0
<b>EMCOG Region</b>	70,702	18.7%	88,348	22.3%	3.6
Region 7-B	45,789	42.6%	50,328	45.0%	2.4
Thumb Area	12,200	18.7%	15,944	23.3%	4.6
Urban/Rural	7,638	6.4%	11,815	9.2%	2.8
Urban	5,075	5.9%	10,261	11.8%	5.9

Source: Compiled by EMCOG from U.S. Census Stats America 2007-2011 Estimates

# East Michigan Council of Governments

## SUMMARY OF DEMOGRAPHIC & ECONOMIC TRENDS & PERFORMANCE

The following is a list of highlights of findings of the economic data presented in this chapter:

### DEMOGRAPHIC TRENDS

- The Region lost 2% of its population from the 2000 to the 2010 Census. Hardest hit is the Urban area that has been losing population since 1980. (Table 3-1)
- The Urban/Rural area population **grew** by 1.8% from 2000 to 2010. (Table 3-1)
- Population is projected to continue to decline through 2040 at a very modest rate of **-0.03%** per year. (Table 3-2)
- In contrast to the Region's overall decrease in population the Urban/Rural area is forecast to experience population growth at 0.18% per year through 2040. (Table 3-2).
- In spite of the continuing projection of population loss for the region as a whole, population from international migration is projected to grow by 5,600 by the year 2020 and a total of over 21,000 people by the year 2040. (Table 3-2)
- The Region's population is getting older. The median age has increased from 29 in 1980 to nearly 40 in 2009. (Table 3-3)

### EMPLOYMENT AND JOBS PERFORMANCE

- The 24-month (20101-2012) average unemployment rate for both the Region and Michigan is higher than the National rate of 8.1%. (Table 3-4)
- The Region's unemployment rate (8.3%) is slightly lower than the State as a whole (8.6%). (Table 3-4)
- The highest unemployment rates are in the more rural areas. (Table 3-4)
- The more urban areas have unemployment rates lower than the Region as a whole. (Table 3-4)
- The Urban/Rural area has the lowest unemployment rate in the Region of 7.2%. It is lower than the National rate. (Table 3-4)
- When comparing 2009 and 2012 Labor Force, Employed and Unemployed statistics for the region the numbers indicate that many of the 2009 unemployed are no longer in the Region's statistics as either "employed" or "unemployed". (Table 3-4 of 2011, 2012 and 2013 CEDS)
- Resident sector businesses (i.e., either stand alone businesses or businesses headquartered within the Region or State) make up 90% of businesses within the Region. (Table 3-5)
- Approximately 92% of the Resident sector businesses are either Self-Employed or Stage 1 (2-9 employees). (Table 3-6)
- Stage 2 businesses (10-99 employees) make up 6% - 10% of resident sector businesses within the 14 Counties. (Table 3-6)
- 70.5% of jobs come from Resident sector businesses; the least amount of jobs (12.6%) comes from the non-resident sector. (Table 3-7)
- The majority of resident sector jobs throughout the Region are from either Stage 1 or Stage 2 businesses. (Table 3-8)
- Resident businesses generate 75% of sales within the Region. (Table 3-9)

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- The Self-Employed and Stage 1 businesses (2-9 employees) generate an impressive 30% of sales within the Region. (Table 3-10)
- Stage 2 businesses (10-99 employees) generate 38% of sales within the Region. (Table 3-10)
- During the 3 year period of 2006 – 2009 the Region’s Self-Employed and Stage 1 businesses experienced the least decline in sales (- 0.03% and -1.1% respectively) compared to -22.0% for the larger Stage 3 and Stage 4 businesses. (Table 3-11)
- In some cases the Self-Employed and Stage 1 businesses experienced growth in sales for 2006-2009. (Table 3-11)
- From 2006 to 2009 the following business activity occurred in the Region:
  - For every 1 business that opened, 1 business closed. (Table 3-12)
  - For every 1 job created from businesses opening 2.2 jobs were lost due to business closures. (Table 3-14)
  - For every 2 businesses that expanded, 1 business downsized. (Table 3-13)
  - For every 1 job created from business expansion 0.5 jobs were lost due to business downsizing. (Table 3-16)
  - For every 1 business that moved in to the Region 1.1 businesses moved out of the Region. (Table 3-14)
  - For every 1 job created from businesses moving in to the Region, 1 job was lost due to businesses moving out of the Region. (Table 3-17)
- Employment Forecasts: 2010 – 2020:
  - The largest employee occupation sector is “Goods Producing”. (Table 3-19) followed by “Professional Business Services”. (Table 3-21)
  - The largest increase in jobs (18.9%) is forecast to be in “Education and Health Services”. (Table 3-22), followed by “Transportation and Warehousing” (12.6%). (Table 3-20)
  - “Public Sector”, “Goods Producing” and “Leisure and Hospitality” show reductions in the 2020 forecast. (Tables 3-18, 3-19 and 3-25)

### INCOME, POVERTY AND EDUCATION

- The Region’s 2011 PCPI is below the National average for every county except Midland County. (Table 3-25)
- 18.8% of the Region’s population (2011) is at the poverty level; an increase of 6.5 percentage points since 2000. (Table 3-26)
- One out of every 5.3 persons in the Region lives in poverty compared to one out of every 6.7 nationwide. (Table 3-26)
- The portion of the Region’s population with a high school diploma has been grown steadily since 2000. (Table 3-27)
- The portion of the Region’s population that has a college degree or higher has been increasing steadily since 2000. (Table 3-27)

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## TAXABLE VALUES, TAX RATES AND HOUSING

- Taxable values in the Region have grown from 2000 to 2010 but at a slower rate since 2005. (Table 3-28)
- Taxable values in the Region grew at a higher rate since 2000 than the State as a whole (Table 3-28).
- The overall tax levy rate for the Region has increased by a very modest 0.2% since 2000. (Table 3-29)
- The number of housing units in the Region grew by 4.7% from 2000 to 2011. This growth rate is approximately 67% of the growth rate for the State. (Table 3-30)
- The vacancy rate <sup>4</sup> for the Region is 22.3%, an increase of 23.6 percentage points since 2000 with the largest growth in vacancies in the Urban area. (Table 3-31)

Chapter 4 describes the Regions strengths and assets which are used along with the data analysis and findings from Chapter 3 to develop, revise, update and implement economic growth strategies and goals and objectives for the Region in Chapter 5.

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<sup>4</sup> According to the U. S. Census a housing unit is considered vacant if no one is living in it at the time of the interview, unless its occupants are only temporarily absent. A vacant unit may be one which is entirely occupied by persons who have a usual residence elsewhere.

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## CHAPTER 4: REGIONAL STRENGTHS AND ASSETS

### INTRODUCTION

The Saginaw Bay Watershed is the defining geographical feature for all fourteen counties that make up the East MI Council of Governments. Making up the second largest watershed in the country, it covers all or parts of all fourteen counties. The Saginaw River and all its tributaries cover a flat floodplain rich in alluvial soils. This large landmass of fourteen counties makes up 17% of all Michigan counties. It is home to 8% of Michigan's total population. Six of the fourteen counties border Lake Huron, one of the five Great Lakes. The Region has easy and quick access to Canada through Port Huron into Sarnia, Ontario. It is also within quick access to four major US cities: Detroit, Toledo, Cleveland, and Chicago.

The Region is rich in not only the natural resources one first thinks of: water, forests and rich agricultural soils, but it is also rich in natural gas and oil reserves, especially in the northern portion of the Region. Large pockets of soft coal range throughout the entire Region. Sand and gravel are extracted along the mouth of the Saginaw River. The huge salt veins that cut across the State are heavily concentrated in the Midland area, so essential to the chemical manufacturing, at Dow Chemical. Commercial grade wind is a resource that is being utilized through the establishment of wind farms, including the largest in the State, in the Region.

Even though the EMCOG Region is one of the hardest hit areas of the State, experiencing the largest loss of auto manufacturing jobs in the country, it also is resilient and determined that through creativity and the willingness to think "outside of the box", the fourteen counties of EMCOG will economically succeed.

### STRENGTHS OF THE REGION

#### BUSINESS CULTURE

##### **Resident Businesses**

As shown in Chapter 3 the region's economy is dominated by a strong representation of "Resident" companies (i.e., headquarters are either in the Region or the State). This is an economic development benefit as "Resident" businesses tend to remain so and focus investment and expansion within the region/state in which they are headquartered. Approximately 90% of businesses, 70% of jobs and 75% of annual sales within the Region are in the "Resident" group of companies.

##### **The Self Employed**

The Region has a strong core of Self-Employed or 1 employee businesses (39% of Resident businesses throughout the Region). Although, for obvious reasons, this group does not generate a lot of jobs (8%) it does account for an impressive 5% of all sales. And while sales for the larger Stage 2 through Stage 4 companies have dropped during the past 4-5 years, sales generated from the Self-Employed have dropped by the statistically insignificant amount of 0.03% within the Region, demonstrating the sustainability and potential growth of this business sector. These are the entrepreneurs, the cottage establishments and sole proprietorships. They could be young members of the workforce, the unemployed who choose to start their own business as self-employed rather than unemployed, those who took an early retirement and then started their own business, those needing to supplement their income, and those who are following their dream. This entrepreneurial group is a strength to the Region and of upmost importance to EMCOG's economic sustainability and growth.

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## **Stage 1 Businesses (9 or less employees)**

The largest group of Resident businesses within the Region is the Stage 1 business. Stage 1 businesses, by definition have 2 to 9 employees and consist of partnerships, lifestyle businesses and startups. These businesses make up 52% of all resident businesses, account for over 31% of jobs and generate 25% of Resident business sales. Businesses at this stage are generally focused on defining their market, developing a product or service, obtaining capital and finding customers. As with Self-Employed businesses, the Stage 1 businesses have proven their sustainability during the past years with a less than 1% reduction in sales.

## **Stage 2 Businesses**

Approximately 8% of the Resident businesses within the Region are Stage 2 businesses. They provide for 35% of the jobs and generate 38% of sales. Stage 2 businesses are typically at a phase where the company has a proven product and survival is no longer a daily concern. Unlike the fairly even distribution of Self-employed and Stage 1 businesses, Stage 2 businesses make up a higher proportion of businesses in the more urban areas. During the past few years the Stage 2 businesses experienced a 10% reduction in sales, faring much better than the larger Stage 3 and 4 companies that experienced a 22 % reduction in sales.

## **AGRICULTURE**

Agriculture is a strong component of the Region's economy. The heart of agriculture in Michigan is centered in the EMCOG Region. The EMCOG land area includes 26% of Michigan's farm acres and 24% of the statewide annual market value of agricultural products sold. Agriculture remains a growing and thriving economy as both the number of farms and the Region's portion of the total statewide market value of agricultural products sold continues to increase. With the heightened interest and investment in value added industries including food production, access to local foods and export, including international, or bio-fuel production, it is important that there be consistent coordination and collaboration with our many partners within the EMCOG. The following data is a good indicator of the importance of the Region's agricultural strengths.

### **Agriculture in Michigan:**

- Contributes \$71.3 billion annually to the Michigan economy.
- Employs nearly one million residents, nearly 25% of the State's workforce.
- Makes Michigan the second most agriculturally diverse state in the U.S., second only to California.
- Leads the Nation in 19 commodities.

Source: Michigan Department of Agriculture and Rural Development

The EMCOG Region is the center of the State's agricultural production for field crops (23%) and live-stock (17%). Portions of the Region's southern half contain some of the state's best agricultural soils.

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## Highlights of Agricultural Census data (estimated) for the Region:

- 11,496 farms
- 2.6 million acres of farm land (26% of Statewide farm acres)
- \$1. 4 billion in market value of products sold
- Statewide rankings for market value of products sold:

Huron County	3rd
Sanilac County	4th
Gratiot County	7th
Saginaw County	13th
- Other Statewide county rankings within the Region:

Sugar Beets:	top 4 counties
Wheat for grain:	top 3 counties
Dry edible beans:	top 3 counties
Corn for grain:	1st & 3rd counties
Soybeans:	1st & 3rd counties
Cattle and calves:	1st & 2nd counties
Bee Colonies:	3rd highest county
Hogs and pigs:	4th highest county

## 2012-2013 EMCOG Agriculture Economy Project:

EMCOG is currently working on regional food systems within the 14 county Region. It has just finished a Regional Food systems Assessment Plan which was a grant funded by the USDA to analyze the existing local food systems, production, processing, storage and distribution networks within the Region. The project really helped bring interested parties together and work on the regional and local issues related to food and hence the economy as a whole. As both the smaller farms (11-49 acres) and larger farms (1,000+ acres) continue to increase, access to Regional processing facilities and distribution hubs for inter/intra county movement of products as well as exporting out of the State and Country are needed to support this important sector of the Region. Another aspect of this project, strengthening connections between our local farmers and consumers, can advance community nutrition and healthy living programs including those that support low-income populations, seniors and children. The Region's goals and objectives have being developed as the result of this study. Several action items have been identified which when implemented will not only benefit the citizens with provision of better food and health but also lead to growth in the local and regional economies. The region could see many small to mid scale projects in the near future as a result of this movement that is just starting to pick up.

## INDUSTRY CLUSTERS

Key industry sectors or clusters, such as financial services, information technology and communications, professional services, logistics, and life sciences, are concentrated in the state because they depend on talented workers and close proximity to many large markets. These industries are expected to grow nationally and represent important opportunities for future regional economic growth. To further build on its own competitive advantages and opportunities for growth, the Region will participate in, analyze and evaluate economic growth efforts to support identified industry sectors/clusters that are currently concentrated in the Region and that are expected to grow nationally and internationally over coming years. The Region's abundant natural resources and industry capabilities offer opportunities for biomass cluster developments.

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## EXPORTING

The Region's variety of manufacturing goods and agriculture along with a multi-dimensional transportation system of highways, rail, air and waterways including the Great Lakes shipping lanes, makes for expanded economic opportunities for exporting. The Michigan State University Center for Community and Economic Development (CCED) is the recipient of a grant from the U.S. Department of Commerce/Economic Development Administration to “research, identify and implement opportunities to increase exporting and importing opportunities between Michigan and neighboring Ontario and other Canadian provinces. EMCOG is one of two regional partners in Michigan (Eastern Upper Peninsula Regional Planning and Development Commission is the second partner) on this project to be completed by 2014. The Region is developing strategies and action plans for inclusion in its’ economic growth strategies relating to exporting and economic development.

## WORKFORCE AND EDUCATION

EMCOG and its member partners support and encourage strong communication and broad collaboration and partnerships within the Region between business and educational facilities. These partnerships do exist and are currently providing numerous opportunities.

In the fourteen counties that comprise EMCOG there are:

- 2 public state universities (Central Michigan University, Saginaw Valley State University)
- 4 private colleges and/or universities (Alma College, Baker College, and Northwood Institute)
- 3 community colleges (Delta College, Kirtland Community College and Mid-Michigan Community College)
- Several satellite campuses of various colleges and universities.
- K-12 school systems within the counties that often overlap.



These educational facilities, in conjunction with the several public school districts, coordinate programs and are developing and offering certificates and degrees to meet the needs of existing and developing manufacturing establishments. Training opportunities to meet the workforce requirements are being promoted at all levels from high school through college. Also, as shown in Chapter 3, the portion of the Region’s workforce population that has a college degree has increased during the past decade. Workforce training has filled the community colleges as dislocated workers are being trained for "Green" technology industries such as solar and wind energy related products. Hemlock Semiconductor in Saginaw County has collaborated with Delta Community College to offer training programs ranging from 8-week certification programs to 2 year associates degrees. Delta College has also developed a two year degree/certification program in wind turbine technology. Iosco Regional Educational Service Agency (IRESA) is partnering with the Oscoda-Wurtsmith Airport to provide training programs relating to the re-use of the former air force base as a major large heavy aircraft maintenance and servicing center.



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The educational and training programs that are now available are supporting the transition of the Region's economy from heavy dependence on the auto industry to a more diversified portfolio. Continued collaboration and partnering between businesses and educational facilities (high school through college) is crucial to the economic growth of the Region. As illustrated in the list of projects in Chapter 5, the Region is collaborating with manufacturing sectors to develop educational programs in both pre high school graduation and post high school graduation levels.

## TRANSPORTATION

### Highways:

The two (2) main transportation arteries for the fourteen counties, comprising the EMCOG Region, traverse north to south:

- I-75 is part of the Nation's Federal Interstate system. It is considered a limited access highway. The corridor traverses the entire Nation beginning in Hialeah, Florida and ending in Sault Ste. Marie at the Canadian border; a total of 1,787 miles, of which 396 miles, or 22% are in Michigan. It is a main national trucking route. This route runs through Roscommon, Ogemaw, Arenac, Bay and Saginaw Counties and requires continuous maintenance due to heavy traffic loads. It is the State's only direct north-south connection. Direct access to the interstate provides opportunities for transportation multi-modal hub development within the Region.
- US-127 is the second important route within the EMCOG Region. It traverses down the eastern edge of the Region, beginning south of Grayling (with an exit to the Village of Roscommon which also provides access to southbound I-75). If one were to stay on Southbound US-127, it continues down through Clare, Isabella and Gratiot Counties. This route is an important artery in that farther south it goes through the State Capitol, Lansing, where it links to I-96 that goes into Detroit and Canada.
- Although not within the EMCOG Region, Interstate 69 runs east and west just south of the Region's southern boundary and can be accessed from I-75. I-69 runs from Canada to Mexico

The EMCOG Region also has two state highways that run along Lake Huron, one of the Great Lakes. US-23, an original Indian footpath, is also one of 14 state-designated Heritage Routes. Another, M-25 is located within the Thumb sub-region of EMCOG. It has also been proposed to become a State designated Heritage Route and is in the development stage of that designation process. The M-15 Heritage Route runs north and south from Bay City to I-75 southbound in Oakland County. The M-15 Heritage Route also provides access to I-69 (east-west) in Genesee County.

### Great Lakes Shipping:

The EMCOG Region has one official port; the Port of Bay City which is considered a small river port. Great Lakes ships regularly dock to both load and unload cargo at the mouth of the Saginaw River as it empties into the Saginaw Bay of Lake Huron. This happens at Bay City and farther upstream at several stops just north of the City of Saginaw. Dredging is nearly completed to deepen the shipping lane in order for more ships to navigate further south along the river to the City of Saginaw.

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## **Air:**

The Region has one international airport, MBS Airport, located in the northern section of Saginaw County that is easily accessible to Midland and Bay Cities. There are also numerous local airports scattered throughout the counties. The MBS airport's new passenger terminal was completed in 2012 and is now operational in 2013.

In support of National air transportation, the former Wurtsmith Airforce Base in Iosco County has been re-adapted through a collaborative effort and, as part of its current operations, provides aircraft maintenance, repair and overhaul services for heavy aircraft.

The Region also has numerous local airports that range in services and ability to accommodate aircraft of various size.

## **Rail:**

Rail in the EMCOG Region is active, with most of the traffic occurring in and out of the City of Midland, with its large chemical company, one of the largest in the world. An increase in rail usage is seen as a trend in the future of the area's transportation needs. MDOT has undertaken a Northern Michigan Freight Study to look at public investment in rail to further economic development in the northern portion of the Lower Peninsula of Michigan including the EMCOG Region. EMCOG is participating in this study.

Abandoned rail track has also become another valuable economic growth asset. Many stretches of abandoned rail have been converted to Biking/Rail Trails for biking, walking, etc. These conversions have proven to be of significant economic value (tourism, etc.) to EMCOGs' counties; i.e., the Pere-Marquette Rail Trail, the Southern Links Rail Trail, the Saginaw Valley Rail Trail, etc. Connections continue to be made to expand the system throughout the Region and State. The State's biking/rail trail system is ranked number one in the Nation.

## **BROADBAND**

One of the Region's crucial infrastructure assets for economic and community development and sustainability is broadband services. Economic development, energy efficiency, and advances in education and health care all rely on broadband infrastructure and the means to leverage that infrastructure. The Region considers broadband services to be part of the essential basic package of infrastructure crucial to the economic and community development of the Region.

EMCOG is partnering with Connect Michigan to promote broadband expansion through the creation of broadband initiative collaboration groups on a county or multi county level to develop strategic plans for the provision of fast, affordable and reliable service in areas that are currently underserved within the Region. Often times the terrain, heavy foliage and low-density housing of the Region have hampered high-speed Internet development which is a barrier to economic development. Data supports the economic benefits of using broadband. According to Connect Michigan (2012) the statewide business median annual revenue is \$300,000 without broadband usage, increasing by 60% to \$500,000 with broadband connection and growing to \$810,000 with both broadband and a website.

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## HEALTH CARE

Health care services are a strong entity in the Region both in facilities and in health care related jobs and businesses. The Saginaw-Bay-Midland county sub-region is a center for health care facilities. To address the growing need for health care throughout the Region Central Michigan University is establishing a medical school to address and focus on a number of emerging issues including a growing national physician shortage, an ageing statewide population, medically underserved rural and small community regions in mid-and northern Michigan and the Upper Peninsula, the need for regionally relevant health-related research, and economic opportunities for the Region in the life sciences sector. The University has established affiliations with eleven hospitals within the State to keep the residencies and the resulting doctors within the Region. It will be building a medical school campus in the City of Saginaw adjacent to the two hospital centers. Estimated completion of the Saginaw Campus is 2015. CMU is on schedule and solicited for its first class in the summer of 2012.

## TOURISM

Tourism is, has been, and will continue to be, a large portion of the Region's economy. Just as in Michigan as a whole, it wears many faces. It ranges from pure nature getaways to an ultimate in shopping experience. Tourism in the Region can be as varied as a hike through the Hiawatha National Forest in Iosco County to shopping in Frankenmuth, the Christmas Capital of the nation.

Nation-wide, shopping is the number one tourism activity. That is why Saginaw County, the number one EMCOG manufacturing county and a strong agricultural county, is also the State's number three tourism county. Frankenmuth was the most popular place to visit in Michigan in 2012 (Bridge Magazine) and AAA Michigan named it the top driving destination in the State. The Outlet Mall at Birch Run, reputed to be one of the largest in the Midwest rates repeatedly as a tourist destination in Michigan. In addition, Bay County has created a large antique store district in its downtown. The Region also boasts two professional sports teams: The Loons Baseball Team in Midland and the Saginaw Spirit Hockey Team in Saginaw.

By far the greatest overall attraction has been nature-related tourism for all four seasons. With Lake Huron, the Saginaw Bay Watershed of the Saginaw River and all its numerous tributaries and lakes, it is a water-activity destination for many. Lake Huron attracts visitors not only for its white sandy beaches, but the "Sunrise Side" is also one of the country's largest fly zones for migratory water birds. This attracts both birders from across the country – as well as hunters from around the State. There is also the chance to see a huge "Laker", a Great Lakes cargo vessel. Several historic lighthouses are located along the Lake Huron shores. Bay City has been host for a number of years of the Tall Ships Celebration that draws boats from around the world. A Great Lakes Dinner Cruise Ship is operating out of the East Tawas State Harbor on Lake Huron.

The region hosts numerous festivals and sports and cultural activities that draw people to the area including art shows, music festivals, historic re-enactments. Activity oriented events have become a tourism boom to attract people to our Region who share in a common interest. The Le Tour de Mont Pleasant has grown into a nationally recognized weekend bicycling event. The Saginaw and Bay City rowing clubs host an annual 13.5 mile Row-a-thon, the only one of it's kind in the State, which brings in participants from around the state to row on the Saginaw River. Corporations assist in sponsoring such events as do the community foundations and other groups. Thumb Tourism and a 9 county "1,000 nights" initiative for promoting events are collaborations to promote tourism and feature the amenities of the Region. Not only do these types of events bring people and money into the region but they also

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enhance the quality of life for those living here and make the area an attractive place to establish a business.

## ASSET MAPPING OF THE REGION:

In an effort to update and build upon the Region's assets and develop short-term tasks and benchmarks for economic development the EMCOG Council and RED Team participated in a number of activities during 2012 to “think regionally” and identify assets and strengths and challenges.

1. The RED Team conducted an informal SWOT (strength, weaknesses, opportunities and threats) exercise from which the following surfaced or resurfaced:
  - Natural resources and tourism are important resources for our Region
  - There is strong local and regional planning and cooperation
  - There is a disconnect between workforce development programs and the emerging needs of our business establishments
  - There is a need for understanding and knowledge about sustainable long term economic development and how to take steps to implement it.
  - There is a great challenge among our local governments to generate local match requirements in order to take advantage of grants and the leveraging of funds.
  - There is a strong collaborative culture with public/private partnerships emerging to “fill the gap” from shortages of government revenues for projects.
  - There is a good broadband base within the Region, however, due to several factors, such as topography and development density there are areas without adequate or affordable service
2. Asset Based Community Development (ABCD): the RED Team also participated in a series of asset based community development workshops during 2012. Results of the training and workshops included identification of the following assets that expand beyond the county borders to region-wide assets. The assets are presented below in six broad categories:

### Transportation and Infrastructure

- Highways, transport, rail systems
- Oscoda-Wurtsmith Airport, MBS International Airport; other airport infrastructure
- Multi-modal Transportation
- Broadband

### Relationships

- Regional cooperation advocates
- Private business and communities
- Collaboration
- Partnerships with communities

### Recreation and Tourism

- Unique towns
- Hub and Spoke tourism
- Casinos
- Scenic byways

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- Four seasons outdoor activities lifestyle
- Non motorized trails
- Fishing
- Natural waterways

### Access to Higher Education

- Secondary education opportunities
- Availability of higher education
- Workforce development and diversity
- Skilled labor force

### Human Capital and Culture

- Retiree brain trust
- Cultural assets
- Diversity
- Volunteer Spirit

### Industry and Service

- Good health care facilities
- Agriculture
- Global Manufacturers

From this identification of assets the RED Team developed initial strategies based on the assets that if implemented, will increase economic growth. Further meetings were held to translate the assets into strategies to increase economic growth in the Region. A set of short-term action tasks were developed for 2013 to expand upon and refine the outcome of the workshops in order to update/develop the economic and community development strategies for the Region as a whole. These action steps are included in Chapter 5.

3. In addition to these more recent activities, Michigan State University/Land Policy Institute, as part of their development of a the *Michigan Prosperity Initiative* which will be incorporated into a Statewide Economic Growth Strategy conducted a series of workshops on *The New Economy* over a period of months in 2010. These Workshops were known as: New Economy 101, New Economy 201 and New Economy 301 and in 2011 at least one Workshop has been conducted known as New Economy 401. Results from the NE 401 sessions are not yet compiled. The end product of these 2010 sessions was the identification of Major Assets and Strategies within each of Michigan's existing Regional Planning Commission/Council of Governments network. The assets for EMCOG are included below. The *Michigan Prosperity Initiative* remains pending as of the beginning of 2013.

### Natural Assets

- Great Lakes (and especially Saginaw Bay)
- Forests
- Inland lakes and rivers
- Scenic beauty
- Wide-open spaces
- Clean air
- Clean water
- Wetlands

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- Agricultural Land
- Minerals
- Oil and Gas
- Deepwater ports and marinas
- Hunting and fishing
- State parks and wildlife refuges

### Infrastructure Assets

- Regional hospitals and medical centers (including: Bay Special Care Hospital, Veteran Affairs Medical Center, Covenant Medical Center, St. Mary's of Michigan Medical Center, Health Source, Central Michigan Community Hospital, Mid-Michigan Medical Center-Gladwin, St Mary's of Michigan- Standish, Marlette Community Hospital, Caro Community Hospital, Caro Center, Hills and Dales General Hospital, Deckerville Community Hospital, Harbor Beach Community Hospital, Marlette Community Hospital, Scheurer Hospital, McKenzie Memorial Hospital, St. Joseph Health System, West Branch Regional Medical Center, Bay Regional Medical Center, Gratiot Medical Center, Huron Medical Center, and Mid-Michigan Medical Center-Midland)
- Electric power generating facilities
- Universities: Saginaw Valley, Central Michigan University
- Private liberal arts colleges: Alma, Baker, Davenport, Northwood
- Community colleges: Delta, Kirtland, and Mid-Michigan
- Most communities have sewer and water
- Interstate highways US 23, US 127, I 75
- Broadband service
- Rail connections
- Trail systems
- Industrial parks and extensive existing industrial facilities
- Tri-Cities Airports and General Aviation airports
- Extensive cellular network

### Other Assets

- Tribal Nation
- Golf courses
- Casinos
- Populated areas that anchor a sub-region: Saginaw, Midland, Bay City, Gladwin, Clare, Mount Pleasant, Alma, Ithaca, Frankenmuth, Caro, Bad Axe, Cass City, Tawas City, Birch Run

Chapter 5 identifies strategies to implement a regional plan for economic development based on these assets and trends from Chapter 3.

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## CHAPTER 5: ECONOMIC GROWTH STRATEGIES

### INTRODUCTION

The Regional Economic Development (RED) Team (also the CEDS Team), in conjunction with the Region's member partners has developed a Regional Economic Growth Strategy (REGS) that addresses issues that are regional in nature such as economic development, transportation, population growth, asset management and land use/development patterns. Appendix A includes the assets and strategies from this document. The 2009-2010 Comprehensive Economic Development Strategy (CEDS) document and its intensive public input process played a major role in guiding the vision, goal, and objective of the REGS. The two documents are becoming interactive as the CEDS becomes a means to implement the goals, objectives and policies of the Regional Economic Growth Strategy.

The Regional Economic Growth Strategy establishes a Regional vision and a set of common Regional statements (goals), growth management objectives and general growth management policies to be considered and reflected in the plans and decisions made by local governments and the Regional Council. The REGS is not intended to usurp any other planning process. It is an agreement among governments and agencies to work together on common issues to find common solutions. It represents a joint planning approach to addressing regional economic growth issues that transcend municipal/administrative boundaries. The intent is that this be a tool for local leaders and decision-maker to bring about positive change.

The REGS seeks to promote the long-term sustainability of the Region and optimize social, economic and environmental performance through an integrated framework for continuing the comprehensive and balanced development of the regional economy during the next 5-15 years. It is implemented by the Council in partnership with its member municipalities, adjacent Regional Planning Commissions/Councils, federal, state and local partners and stakeholders. It sets forth a vision for how the Region is expected to grow, change and develop over approximately a 20-year period. It focuses on a set of key issues that would be best managed on a regional scale. It includes elements and data from this document (the **Comprehensive Economic Development Strategy** or **CEDS**). Through the process described in Chapter 4 the RED Team is beginning to implement this strategy through the identification of short-term actions, the results of which will provide input on the further implementation and/or modification of the strategies. The vision, goals, objectives, policies and action items for 2013 are as follows:

### REGIONAL ECONOMIC GROWTH STRATEGY VISION

- This is a region that protects and respects its natural attributes. The Region's open, green and blue spaces and water resources are managed to ensure their long-term health and sustainability.
- This is a region where people live and work in communities that are distinct in character, economies, and make-up.
- This is a region that promotes economic competitive advantage in its natural assets and the unique skills of its workforce. Investment decisions reflect a commitment to both economic and environmental sustainability.
- This is a region that values and supports all of its regional communities and economies; i.e., rural economies, agricultural economies and industries.



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- This is a region that values and supports its entrepreneurs, small businesses and developing small businesses. We will work to advance their development activities including the nurturing and organizing of supportive frameworks.
- This is a region that supports arts, culture, tourism and recreation. Our parks, trail systems, recreation areas and sports venues are extensive and attract thousands of visitors a year.
- This is a region that actively promotes a transportation system that is safe, energy-efficient, affordable, accessible, convenient, and provides choice. The needs of all residents, including youth, seniors, and those without access to a car, are considered in our planning decisions.
- This Region is part of a larger intra-state regional economic and natural resources ecosystem. All EMCOG development and growth management decisions respect our neighboring regions and communities. We also strongly encourage and support multi-region cooperation to ensure sustainability of the health of our water air and lands.

### **GOALS: REGIONAL STATEMENTS ON ECONOMIC GROWTH AND GROWTH MANAGEMENT**

The EMCOG Regional Statement on Economic Growth Management is the statement of regional goals and indicates how local governments within east central Michigan may contribute to the achievement of the Economic Growth Strategy Vision.

- We will work with all levels of government, industry, education and our residents to create more sustainable urban and rural communities.
- We will work to enhance and intensify efforts to improve citizens' quality of life within east central Michigan through effective planning, and the management of growth.
- We will continue to work to diversify the economic base horizontally and vertically and enhance the Region's competitiveness by maximizing our return on competitive advantages.
- We will work cooperatively and in a timely manner to deal with regional issues at a regional level with our local governments as they play a critical role in regional decision making;
- We will work to ensure that tax dollars and public funds are spent wisely. Development and governing decisions will consider our ability to provide, and pay for, community services and facilities.
- We recognize that our environment is fragile and our natural resources are limited. Our growth management decisions will respect the capacity and quality of our water, air and land and we will encourage development of environmental systems within the context of sustainable development.
- We will work to advance a knowledge based economy including expanding the range of options open to individuals to enable them to acquire and use knowledge, skills and expertise.
- We will encourage local place making efforts.
- We will promote agriculture related economic activities based on the EMCOG regional food systems assessment.
- We will promote agriculture related economic activities based on the EMCOG regional food systems assessment.
- We will promote education opportunities including vocational and technical training programs.
- We will promote provision of suitable and affordable housing within the Region.



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## **ECONOMIC GROWTH STRATEGY OBJECTIVES, POLICIES AND ACTIONS**

The following objectives, policies and actions reflect the planning directions proposed for the EMCOG Economic Growth Strategy's Overall Vision. These will be used to evaluate subsequent plans, actions and investments made by the municipalities and the Regional district. Our day-to-day planning decisions should consider the question – does this move us closer toward achievement of our vision and management objectives? There is no significance attached to the order in which these objectives are listed.

### **REGIONAL COLLABORATION AND LEVERAGING OF ASSETS (5 objectives)**

1. Build a stronger collective voice on behalf of unified economic development. Encourage community and stakeholder collaboration through programs, initiatives, workshops, meetings, summits, forums, etc.
2. Encourage greater collaboration and cooperation among local units of government in order to enhance the efficiency and effectiveness of local government and the regulatory clarity and consistency across the Region.
3. Ensure the financial well being of our municipalities and Region through sound planning decisions regarding sprawl and the efficient use/reuse of land, resources, energy and infrastructure.
4. Work to keep goals, objectives, policies and strategies reality based and future oriented.
5. Work toward creating a more positive image of the Region by leveraging our Regional assets.

### **POLICIES for Regional Collaboration and Leveraging of Assets:**

- Work cooperatively to establish regional frameworks that will:
  - Provide a meaningful and equitable role in decision making for all local governments;
  - Recognize that the impact and importance of specific regional issues may be different in the various governments within the Region;
  - Recognize that each local government's ability to pay its share of the cost of addressing regional issues will be limited by the size and makeup of its tax base;

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## **POLICIES for Regional Collaboration and Leveraging of Assets (continued):**

Recognize the regional implications of commercial, industrial, residential and institutional activity, and determine the impacts of the distribution of those activities throughout the Region; and

Explore new revenue sources for regional service delivery, including legislation to provide secure and sustainable sources other than property taxation.

- All local governments shall use appropriate tools to place greater emphasis on containing urban growth to existing urban centers and those areas already fully serviced within the Region. Growth and redevelopment in existing developed areas with full services will be supported prior to supporting growth and development elsewhere.

## **2013 ACTIONS For Regional Collaboration and leveraging of Assets**

- \* Create an inventory of physical structures (i.e., industrial parks, commercial/industrial buildings) and develop a region-wide land bank inventory
- \* Determine effective marketing of the region-wide land bank inventory
- \* Survey and convene the economic development corporations and SBTDC's within the Region at a workshop or RED Team meeting to share best practices and tools.
- \* Formulate a Regional Coalition or Letter of Support for the legislature regarding partnership identification.
- \* Increase the understanding of the Council, RED Team, EMCOG staff and others as to the importance of a regional coalition/partnership

## **FACILITATE A GLOBALLY COMPETITIVE AND POSITIVE BUSINESS ENVIRONMENT (4 Objectives)**

6. Encourage & promote entrepreneurs to ensure the Region's future economic growth and stability.
7. Support programs that focus on retention of existing manufacturing businesses and the jobs they provide.
8. Encourage and provide assistance to small businesses, especially the Self-Employed and Stage 1 (2-9 employees) while continuing to work with Stage 2 businesses through expansion of the Region's economic gardening program.
9. Support existing and emerging industry clusters

## **POLICIES for Facilitating a Globally Competitive and Positive Business Environment:**

- Develop Regional food systems infrastructure that will support economic development initiatives and other EMCOG programs.
- EMCOG will work to develop strategies that will increase awareness of the export and import potential for growth that exists within the Region and surrounding regions and work to assist local governments and private sector entities to maximize their opportunities within this growing sector.

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## 2013 ACTIONS to Facilitate a Globally Competitive and Positive Business Environment

- \* Establish a Regional Export Strategies Steering Committee
- \* Advocate and educate for actions to allow for a deep sea port within the Region.
- \* Review and document shipping patterns for air, rail, trucking, water and demonstrate opportunities for reduced cost for manufacturers to improve business access.
- \* Explore the improvement of access of local businesses to credit.
- \* Continue to develop and enhance the SITE network for entrepreneurs within the Region.
- \* Provide and/or facilitate the following educational workshop opportunities for the Region:
  - MEDC Current Incentive Packages
  - Small Business Resources for Customer Service and other Relevant Programs
- \* Establish a "Train the Trainer" program within the Region

## SUPPORT EDUCATIONAL INSTITUTIONS AND PROGRAMS TO ATTRACT, TRAIN AND EDUCATE A WORKFORCE TO SUPPORT THE REGION'S ECONOMY (2 Objectives)

10. Target strategic employers and develop EMCOG's talent pool utilizing available resources, workforce training, Vocational Education, Community Colleges and Universities.
11. Promote our educational programs that will strengthen our talent base and facilitate the transition to the new technologies and advanced manufacturing.

## POLICIES for Support of Educational Institutions and Programs to Attract, Train and Educate a Workforce to Support the Region's Economy:

- Reduce economic disparity through continued job training and assistance to entrepreneurs and existing businesses

## 2013 ACTIONS to Support Educational Institutions and Programs to Attract, Train and Educate a Workforce to Support the Region's Economy

- \* Inventory the available work force talent and skill sets within the Region.
- \* Determine effective marketing of the available work force and skill sets
- \* Research and document training dollars and opportunities for utilization within the Region.

## QUALITY OF LIFE (9 Objectives)

12. Improve the quality of life through enhancement of the arts, culture, tourism, and recreation opportunities within the Region and by raising the standard of living.
13. Promote our vibrant cities and towns.
14. Strengthen the Regional economy, including but not limited to improving opportunities for entrepreneurs, by expanding and incentivizing the economic base of the Region's towns and rural communities.
15. Direct development towards and strengthen existing communities.
16. Create distinctive and attractive walkable communities and neighborhoods with a strong sense of place.
17. Preserve and protect open green and blue space, farmland, natural beauty and critical environmental areas; including sustainable management of the same.
18. Promote our waterways and waterfronts.

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19. Create and improve the range of housing opportunities and choices to meet the social and economic needs of the Region.
20. Improve Regional air and water quality and promote development that sustains and enhances the environment including protection of our great asset of the Lake Huron shoreline; a part of the Great Lakes system.

### **POLICIES for Quality of Life**

- Environmental reviews shall be done of developments deemed to impact the ability of the land, watershed, and other natural resources to accommodate the proposed development.
- Urban development is to be directed away from hazardous areas, sensitive environmental areas, resource extraction areas, and farmlands, to reduce land use conflicts and development encroachments.
- Proposals for new growth areas, major plan amendments and major infrastructure projects shall assess the following:
  - The impact on existing services and facilities and the ability of local governments and agencies to provide services in a timely, affordable, and effective manner; and
  - The short and long-term fiscal impact of the development on the community.
- Residential development in existing or new urban areas should include a range of housing type, density, and affordability options.

### **2013 ACTIONS for Quality of Life**

- \* Inventory major attractions that do/could attract businesses to the Region
- \* Determine effective marketing of the major attractions.
- \* Research and document training dollars and opportunities for utilization within the Region.
- \* Provide and/or facilitate the following place making and economic development educational workshop opportunities for the Region:
  - Utilization of land banks for redevelopment of downtowns
  - Market benefits of a downtown development district
  - Beautification strategies
  - Rental rehab and facade programs availability and opportunities
- \* Review of existing growth and use ordinances for examples of those supporting economic and community development

### **MAINTAIN AND RESPONSIBLY EXPAND INFRASTRUCTURE NECESSARY FOR BOTH ECONOMIC AND COMMUNITY DEVELOPMENT (3 Objectives)**

21. Coordinate future economic growth with the provision of adequate and affordable infrastructure.
22. Improve transportation systems and related infrastructure by reducing traffic congestion and encouraging more transportation choices, including regional transit systems.
23. Establish and maintain a vision of and goals for the Region's broadband infrastructure and related services.

### **POLICIES for Maintenance and Responsible Expansion of Infrastructure Necessary for Both Economic and Community Development:**

- The efficiency of the transportation system should be maximized by:
  - Integration of land use and transportation planning;
  - Make more efficient use of the existing infrastructure;
  - Invest in transit and other travel demand management programs;
  - Provide safe and convenient places to walk, bike, and access transit;

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- Support initiative which reduce the need to travel and support other modes of travel such as telecommuting, pedestrian-friendly communities, mixed-use developments;
- Oversee and coordinate the Rural Task Forces transportation planning public participation.
- 

### **2013 ACTIONS for Maintenance and Responsible Expansion of Infrastructure Necessary for Both Economic and Community Development:**

- \* Continue to pursue and extend broadband connectivity throughout the Region.
- \* Inventory broadband assets county by county within the Region and establish a regional link/website to show availability and to share and identify connections within the Region.
- \* Review and document shipping patterns for air, rail, trucking, water and demonstrate opportunities for reduced cost for manufacturers to improve business access.
- \* Advocate and educate for actions to allow for a deep sea port within the Region.



*A quiet corridor*



*EMCOG Area Bike Trail*



*Along M-15 Heritage Route*

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### REGIONAL ECONOMIC GROWTH STRATEGY SUSTAINABILITY

The Regional Economic Growth Strategy (REGS) is to be considered a work in progress that will build upon the results of actions identified in this chapter that will continually provide direction and guidance for the Regions' Comprehensive Economic Development Strategy (CEDS) programs and projects. It is an ongoing process of consultation, discussion, debate and political decision-making and as such requires the following:

- Partnerships and relationships
- The need for alignment of policy and funding
- Long-term vision and identified short term actions
- A wide and acceptable range of implementation mechanisms
- A process to keep the vision alive.
- Strong supportive communities;
- A region that is easy to get around within, and
- Protection of our natural environment
- An awareness of our interconnectivity to other economic areas; regions, the Great Lakes Basin/Region and the world.



*Michigan and the Great Lakes Basin/Region as viewed by satellite  
At night*

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## CHAPTER 6:EDA PROGRAM CRITERIA AND REGIONAL PROJECT INVENTORY

### INTRODUCTION

The mission of the EDA is to lead the federal economic development agenda by promoting innovation and competitiveness preparing regions for growth and success in the global economy. The overall guiding principle is to improve the conditions for economically distressed areas of the country.

### PROGRAM HIGHLIGHTS

A summary of EDA programs is listed below:

- **Economic Adjustment Program** predominantly supports three types of grant activities for strategic planning, project implementation, and revolving loan funds. Activities may include creation or expansion of strategically targeted business development and business financing programs, construction of infrastructure improvements, and industry research and analysis.
- **Short-Term Planning Grants** assist in economic development planning and implementation, multi-jurisdictional efforts, and programs designed to create and retain permanent jobs and increase incomes.
- **Technical Assistance Program** grants focus on capacity building through the support of feasibility studies on potential projects such as industrial parks and business incubators, or for the development of revitalization or tourism plans.
- **Public Works Program** supports locally developed projects targeting long term economic self sufficiency (i.e., get businesses going and growing). Examples of PAST projects include infrastructure investments that improve or provide water or sewer facilities, industrial park access, and technology related infrastructure
- 

### EDA INVESTMENT GUIDELINES

The EDA has identified investment priorities and guidelines to evaluate and compare applications. Applications for project funding are evaluated on their ability to meet or exceed the following investment guidelines:

1. **Ensure Collaborative Regional Innovation:** Initiatives that support the development and growth of innovation clusters based on, existing regional competitive strengths. Initiatives must engage stakeholders, facilitate collaboration among urban, suburban and rural (including Tribal) areas; inter-governmental and public/private collaboration; and support the growth of existing and emerging industries.
2. **Leverage Public-Private Partnerships:** Investments that use both public and private sector resources and leverage complementary investments by other government/public entities and/or non-profits.
3. **Advance National Strategic Priorities:** Initiatives that encourage job growth and business expansion in clean energy; green technologies; sustainable manufacturing; information technology (e.g., broadband, smart grid) infrastructure; communities severely impacted by automotive industry restructuring; natural disaster mitigation and resiliency; access o capital for small and medium sized and ethnically diverse enterprises; and, innovations in science, health care and alternative fuel technologies.



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4. **Enhance Global Competitiveness:** Investments that support high-growth businesses and innovation-based entrepreneurs to expand and compete in global markets.
5. **Encourage Environmentally-Sustainable Development:** Investments that encompass best practices in “environmentally sustainable development,” broadly defined, to include projects that enhance environmental quality and develop and implement green products, processes, and buildings as part of the green economy.
6. **Support Economically Distressed and Underserved Communities:** Investments that strengthen diverse communities that have suffered disproportionate economic and job losses and/or are rebuilding to become more competitive in the global economy.

### ELIGIBILITY

Each EDA regional office determines project eligibility, but it is generally based upon a 24 month average unemployment rate and per capita income (PCI) (or federally declared disasters where applicable). The grant rate is the maximum percent of funding for a project that is provided by the federal grant. Table 6-1 shows the grant rate eligibility of counties (countywide) in East Michigan Council of Governments. Note that this grant rate can change depending on the actual rates for the geographic area of a grant.

**Table 6-1: EDA Grant Eligibility  
(As of December 2012)**

Maximum Grant Rate	Distress Criteria	County Eligibility
80%	24 month unemployment rate at least 225% of the U.S. average or PCI of not more than 50% of the U.S. average	
70%	24 month unemployment rate at least 180% of the U.S. average or PCI of not more than 60% of the U.S. average	
60%	24 month unemployment rate at least 150% of the U.S. average or PCI of not more than 70% of the U.S. average	Clare Gladwin Iosco Isabella Ogemaw Tuscola
50%	24 month unemployment rate at least 1% above the U.S. average or PCI of not more than 80% of the U.S. average	Arenac Bay Gratiot Huron Midland Roscommon Saginaw Sanilac

Source: Compiled by EMCOG from [www.statsamerica.org/distress](http://www.statsamerica.org/distress) data

### OTHER FUNDING PROGRAMS

With the limitation on EDA funding many other sources of funding can and should be utilized in creating a funding package for economic development projects within the Region. The Region is continually researching and reviewing other additional funding options when communities decide to move forward on the projects listed in Table 6-2.



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## EAST MICHIGAN COUNCIL OF GOVERNMENTS PROJECT INVENTORY RESULTS AND ASSESSMENT

Each year, East Michigan Council of Governments distributes a project submission packet to gather information about future projects at the local/regional level pertaining to planning, community and economic development, and capital and public works improvements and requests that communities provide a project submission form for each project to be considered for the CEDS document. The project information provides insight into the needs of communities and their plans to meet those needs. Table 6-2 lists all of the projects submitted for this CEDS annual update. The list is comprehensive and not limited to projects that would be competitive for EDA funding based on the funding priorities listed above. This list includes all projects deemed important to support economic development and sustainability for the Region's communities.

A total of 64 projects were submitted. The projects generally break out into the following categories:

Development/Redevelopment-Commercial, Downtown, TIF:	14%
Transportation;	15%
Industrial/Business Park Development/Redevelopment	21%
Utility Projects	15%
Community Facilities	20%
Planning	14%
Business Assistance/Development	2%
	100%

### Project Scoring Criteria

Each project listed in Table 6-2 has been assessed and categorized using a set of criteria developed by staff, with the assistance of the RED Team (CEDS Committee). The project evaluation criteria are included in Appendix B of this report. The purpose of the criteria is to assist in targeting resources where they will be most beneficial and in line with EDA funding guidelines. This score does not necessarily dictate what project the Council will concentrate on. The closer to "ready" that a project is the higher it's score will be. It may be the case that, after looking at higher scoring projects, they all may have the resources to move forward with little East Michigan Council of Governments involvement. In this case, Council resources would be more effectively spent on lower scoring projects that provide economic benefits as well as community development benefits that lead to economic benefits but lack the resources to move forward.

Projects were scored based on information provided on the project submission forms and/or telephone calls and meetings; projects that are in the conceptual planning and development stage will have received lower scores due to the lack of specific information and documentation at the time of this update. The maximum score for projects that involve construction and/or infrastructure is an 85. Projects such as studies that do not involve any construction are shown in **red font**. The maximum score for these projects is a 62.

The following is a brief description of the top priority projects as determined by the RED Team for **EDA competitive funding consideration**. There are several economic development projects in Table 6-2 that, due their nature, are not deemed EDA competitive projects but they are projects that the Region will prioritize and promote through other means. The follow five (6) EDA priority projects for 2013 are based on the **readiness of a project to move forward within the next 12 months and/or consistency with EDA funding priorities** and are based on the Region's priority strategies for both infrastructure/construction

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public works projects and planning and business or other technical assistance projects. The projects are listed according to their ranking from 1 to 6 by the RED Team.

**Number 1:** Oscoda-Wurtsmith Airport Authority Heavy Aircraft Maintenance Hanger Development/Supporting Infrastructure

Estimated Jobs Creation: 250+

In response to a growing demand for heavy aircraft maintenance services and to capture a major economic development opportunity for the Region, Oscoda-Wurtsmith Airport Authority is proposing to make hangar space available through the construction of an additional hanger to be available for aircraft maintenance operations through lease agreements. All eight existing aircraft maintenance hangers are leased out with aircraft maintenance and support operations scheduled into the foreseeable future. As a result, additional aircraft service work is being turned away. That work and significant high skill/high wage job creation opportunities are being sent to competitor aircraft maintenance facilities, some of which are operating in overseas/foreign country locations.

**Number 2:** City of Clare North Industrial Park

Estimated Jobs Creation: 25+ (Actual number of jobs is unknown at this time.)

Construction of a 40 acre fully served industrial park, upgrade of Colonville Road to a Class A Road, and a 500,000 gallon water storage facility serving the Clare Industrial Park and the City of Clare.

**Number 3:** City of Saint Louis Replacement of Contaminated Water Supply

Estimated Jobs Creation: Unknown at this time.

This project is to replace the entire capacity of the Saint Louis domestic water supply. The water supply was contaminated by chemicals from the Velsicol Superfund Site. MDEQ has recommended replacement of the water supply for the health, safety and welfare of residents. A large manufacturer has refused to consider location in Saint Louis because of the water supply and reputation as the “Toxic Town.” This project would be of greater community and county wide benefit to provide quality domestic water supply for residents, business and industry which can spur new industrial development on vacant lots in a 1980’s industrial park developed with EDA assistance. A Joint Water Authority between the Cities of Alma and Saint Louis has been formed to undertake the project.

**Number 4:** Buena Vista Charter Township Intermodal Cargo Hub Planning and Development

Estimated Jobs Creation: Unknown at this time

This project entails an Intermodal cargo hub and the potential for agricultural value added processing development on land within Buena Vista Charter Township including consideration of the 233 RACER Trust property, which is mostly vacant but does include a wastewater treatment plant and associated lagoons. The overall project will consist of several phases: Strategic planning, site clean-up (currently being partially accomplished by the RACER trust fund), plan implementation and on- and off-site infrastructure. Buena Vista sites under consideration have direct access to I-75 and direct state highway roadway connections with the region’s agricultural counties to the east and north. Rail access is also available with an operational line that interchanges traffic with CSX, a large Class I railroad that serves a large portion of the eastern United States. The first phase of this project is to develop a strategic plan for development of the site, including feasibility analysis for multiple sites. EPA requires the development of a strategic plan that is community-based in order to designate the brownfield clean-up of the RACER site mentioned above.

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### **Number 5:** City of Mount Pleasant Regional Center

Estimated Jobs Creation: Unknown at this time

The project is the redevelopment of a former state-owned regional center for developmental disabilities. The site contains 300 acres and has a number of contaminated former administrative and residential buildings that need demolished in order to accommodate new development. Adjacent to the site on the west side is property and administrative offices owned by the local school district while on the east side is a former Native American boarding school. Utility service is present on the south side of the site but water and sewer line extensions to the north are needed to serve anticipated future development in that location. EDA funding would be sought to assist with the extension of these critical utility extensions. Regional job creation will result from mixed use development that will occur on the site once it is properly prepared and marketed.

### **Number 6:** Village of Cass City Industrial Park Infrastructure

Estimated Jobs Creation: Unknown at this time

The Village of Cass City Industrial Park is a 60 acre publicly owned site which is in need of road improvements in order to service the businesses that are interested in moving into the park or expanding their businesses.

In addition to the 6 priority economic development projects identified above the RED Team membership selected the following as important projects for both the community and resulting economic development of their respective geographic areas (the projects are in alphabetical order based on the county of origin):

Arenac County: City of Au Gres Campsite Sewer Service;

Bay County: City of Bay City Uptown at RiversEdge

Gladwin County: City of Gladwin Airport Runway Extension

Huron County: Downtown and Waterfronts Mixed Use Economic Development Initiatives

Ogemaw County: West Branch Township Exit 212 Pathway

Roscommon County: County Brownfield Assessment - Petroleum

Further information for these projects, as well as **all** submitted projects included in Table 6-2 to be considered by EDA and other sources for funding are available at EMCOG. As the status of the projects not listed above changes throughout the year for such factors as availability of matching funds and ownership of the property the Region will work with the applicant and EDA and other funding entities to prepare the project for application.

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**Table 6-2 Economic Development Projects  
Priority Projects for Funding Consideration**

ID	Project Status For 2013	County	Applicant	Project Title	Job Creation	Project Cost	EDA Score
A-1	Prior CEDS	Arenac	Arenac County	Pine River Pier	6	1,500,000	36
A-3	Prior CEDS	Arenac	City of Au Gres	Campground Site Sewer Service	-	200,000	32
B-1	Prior CEDS	Bay	City of Bay City (non-member)	Uptown Riverfront Redevelopment	100	N/P	52
C-1	Prior CEDS	Clare	City of Clare	Clare Industrial Park North	unknown	5,349,205	55
C-2	Prior CEDS	Clare	Clare County	County Airport Fuel Storage Tanks & Helicopter Landing Pad	3	200,000	43
C-3	Prior CEDS	Clare	City of Harrison	Harrison Incubator/Community Kitchen/Farm Market Project	25	800,000	57
C-4	Prior CEDS	Clare	City of Harrison	Industrial Park	50+	550,000	61
C-8	Prior CEDS	Clare	Clare County	Veterans Park and Memorial	-	50,000	39
C-9	<b>new</b>	Clare	Village of Farwell	Hall Street Improvements & Culvert	20+	490,000	50
C/I-1	Prior CEDS	Clare/Isabella	Mid-Michigan Development Corp	Bio-Mass Industry Cluster Design & Development	unknown	100,000	40
G-1	prior CEDS	Gladwin	City of Gladwin	Water Treatment Facility Iron Removal	-	1,700,000	31
G-2	prior CEDS	Gladwin	City of Gladwin	Inter Regional Trails	-	N/P	24
G-3	prior CEDS	Gladwin	City of Gladwin	Airport Runway Extension	-	400,000	37
G-4	prior CEDS	Gladwin	Beaverton Non-Profit	Beaverton Activity Center/Community Library/Fitness Center	5-10	1,000,000	41
G-6	prior CEDS	Gladwin	Gladwin County	County Building Weatherization, Boiler and Plumbing	-	N/P	33
G-8	prior CEDS	Gladwin	Gladwin County	Sports Complex Tractor Mowers	-	26,700	24
GR-1	prior CEDS	Gratiot	Village of Breckenridge	Completion of Industrial Park: Phase I	unknown	600,000	57
GR-2	prior CEDS	Gratiot	City of St. Louis	Anaerobic Digester Project	unknown	N/P	28
GR-3	prior CEDS	Gratiot	City of St. Louis	Replacement of Contaminated Water Supply	-	35,000,000	42
GR-4	prior CEDS	Gratiot	City of St. Louis	Wastewater Plant and Collection System Improvements	20	16,685,060	53
GR-6	prior CEDS	Gratiot	City of St. Louis	Phase I Study: Explore Electric Generation Facilities for Serving EPA Velsicol Superfund Site Remediation	unknown	100,000	54
GR-7	prior CEDS	Gratiot	City of Alma	Alma Industrial Park Expansion	25-100	3,764,300	41

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**Table 6-2 Economic Development Projects**  
**Priority Projects for Funding Consideration**

ID	Project Status For 2013	County	Applicant	Project Title	Job Creation	Project Cost	EDA Score
GR-8	prior CEDS	Gratiot	City of Alma	Redevelop Former Refinery Property	10-50	N/P	38
GR-9	prior CEDS	Gratiot	City of Alma	Former Sugar Site Development	10-50	N/P	43
GR-10	prior CEDS	Gratiot	City of Alma	Redevelopment of Fire Damaged Downtown Property	10-30	N/P	37
GR-11	prior CEDS	Gratiot	City of Ithaca	Ithaca Agriculture Industrial Park	unknown	N/P	41
GR-12	prior CEDS	Gratiot	City of Ithaca	Industrial Park Wastewater Pre Treatment Facility	unknown	1,000,000	42
GR-13	prior CEDS	Gratiot, Clare & Isabella	Multiple County	Multiple County Brownfield Cleanup	unknown	600,000	32
GR-14	new	Gratiot	Gratiot County	Universal Access Canoe/Kayak Launch	-	60,000	30
H-1	prior CEDS	Huron	Huron County EDC (non-member)	Huron Area Tech Center Training Employee Pipeline Project	unknown	N/P	20
H-2	prior CEDS	Huron	Huron County EDC (non-member)	Broadband Application	unknown	N/P	20
H-3	prior CEDS	Huron	Huron County EDC (non-member)	Huron Area Tech Center Kitchen Incubator	unknown	N/P	26
H-4	prior CEDS	Huron	Huron County EDC	Downtowns & Waterfronts Mixed Use Economic Development Initiatives	unknown	N/P	10
H-5	prior CEDS	Huron	Huron County EDC (non-member)	M25 Bike and Kayak Trails	unknown	N/P	19
IO-1	Prior CEDS	Iosco	Oscoda-Wurtsmith Airport Authority	Heavy Aircraft Maintenance Hanger Development or Supporting Infrastructure	250+	12,000,000	69
IO-2	prior CEDS	Iosco	City of East Tawas	Harbor of Refuge Upgrades	unknown	1,117,000	46
IO-3	prior CEDS	Iosco	City of East Tawas	Pedestrian Bike Pathway Extension	-	225,000	32
IO-4	prior CEDS	Iosco	City of East Tawas	New Library with Tech Improvement	2	1,700,000	49
IO-5	prior CEDS	Iosco	City of East Tawas	Façade Study – Cool Cities	unknown	30,000	29
IO-6	prior CEDS	Iosco	City of East Tawas	Digital Record Mgmt & GIS Mapping System	-	35,000	28
IO-7	prior CEDS	Iosco	Oscoda Twp.	Oscoda-Wurtsmith Industrial Park Building Demolition	-	400,000	35
IO-8	prior CEDS	Iosco	Oscoda Twp.	Upgrade Electrical Service at Former Wurtsmith A.F.B.	100's	1,300,000	39
IO-10	Prior CEDS	Iosco	Oscoda Twp.	Oscoda-Wurtsmith Industrial Park Infrastructure Extension	80-120	1,600,000	32
IO-11	Prior CEDS	Iosco	Oscoda Twp.	Lift Stations #4 and #5 Corrosion Control	-	200,000	42
IO-12	Prior CEDS	Iosco	Oscoda Twp.	Oscoda-Wurtsmith Sewage TP Modifications/upgrades	90-150	1,800,000	55
IO-13	prior CEDS	Iosco	Oscoda Twp.	Water Main Replacement	-	600,000	45

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**Table 6-2 Economic Development Projects  
Priority Projects for Funding Consideration**

ID	Project Status For 2013	County	Applicant	Project Title	Job Creation	Project Cost	EDA Score
IO-14	prior CEDS	Iosco	Oscoda Twp.	SCADA-Electronic Monitoring Systems – Sanitary Sewer System	-	108,000	33
IS-1	prior CEDS	Isabella	City of Mt. Pleasant	Mt. Pleasant Municipal Airport Corporate Hanger Project	8	360,000	50
IS-2	new	Isabella	Isabella County & City of Pleasant LDFA	Mount Pleasant SmartZone Infrastructure	unknown	2,000,000	41
IS-3	new	Isabella	Isabella County & City of Mt. Pleasant	Industrial Park North	unknown	1,000,000	36
IS-4	new	Isabella	City of Mt. Pleasant	Mt. Pleasant Regional Center	unknown	4,920,500	50
O-1	prior CEDS	Ogemaw	West Branch Twp.	Exit 212 Pathway Project	25-30	1,300,000	54
R-1	prior CEDS	Roscommon	Roscommon County	Brownfield Assessment Grant - Petroleum	-	200,000	40
S-1	prior CEDS	Saginaw	Village of Birch Run	Trolley Line Trail North	-	1,500,000	33
S-2	prior CEDS	Saginaw	Village of Birch Run	I-75 Southbound Loop Land Acquisition	-	1,600,000	24
S-3	prior CEDS	Saginaw	Village of Birch Run	Streetscape Gateway Enhancements	-	560,000	32
S-4	prior CEDS	Saginaw	Richland Township	Proposed Commercial Park	unknown	234,000	37
S-5	prior CEDS	Saginaw	Tittabawassee Twp	Freeland Bean & Grain Expansion	5	160,000	36
S-6	prior CEDS	Saginaw	Buena Vista Charter Township	Former Fort Saginaw Mall Redevelopment	100's	10,000,000	59
S-7	prior CEDS	Saginaw	Downtown Saginaw Farmers' Market (DSFM)	Expanding Fresh Food Access in Saginaw	15	850,000	35
S-8	new	Saginaw	Buena Vista Charter Township	Intermodal Cargo Hub Planning and Development	unknown	N/P	52
T-1	prior CEDS	Tuscola	Village of Mayville	Industrial Park Infrastructure		Update is Pending	
T-2	prior CEDS	Tuscola	Village of Cass City	Industrial Park Infrastructure		Update is Pending	
T-4	prior CEDS	Tuscola	City of Vassar	Vassar Dam Removal	-	92,500	44

N/P = Not Provided

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## PROJECTS THAT ARE COMPLETED OR UNDERWAY

Several projects that were included in the 2010 through 2013 CEDS have been completed or are underway through either EDA funding or the pursuit of other funding or collaborative funding with other public/private entities. Table 6-3 lists those projects that fit into this category.

**Table 6-3 Economic Development Projects Completed or Underway**

	<b>Project Status for 2013</b>	<b>County</b>	<b>Applicant</b>	<b>Project</b>	<b>Cost (\$1,000)</b>
	Complete	Arenac	Arenac Co EDC	Saginaw Bay Coastal Access Study	40.0
	Completed	Arenac	Arenac Co EDC	Sagatoo Road Improvements – access to Casino area	300.0
	Completed	Arenac	City of Au Gres	Pedestrian Bike path/walkway/bike trail	350.0
	Completed	Arenac	City of Au Gres	Street improvements	750.0
	Underway	Arenac	City of Au Gres	Assisted Senior Living Center	3,000.0
	Underway	Arenac	City of Au Gres	Blue Water Trail Planning	35.0
	Completed	Arenac	City of Au Gres	Façade Improvements for Downtown Businesses	220.0
	Underway	Arenac	City of Au Gres	Medical Center Development	500.0
	Completed	Arenac	City of Au Gres	South Court St. Street and Drainage Improvements	380.0
	Completed	Clare	Village of Farwell	North Superior Street Improvements	450.0
	Completed	Clare	Village of Farwell	Illinois Street Construction	202.0
	Completed	Clare	Village of Farwell	Ohio Street Improvements	262.0
	Completed	Clare	Village of Farwell	Ohio Street Water Main Improvements	262.0
	Completed	Clare	Village of Farwell	Wright Street Water Main Improvements	270.0
	Completed	Clare	Village of Farwell	Ellen Street Water Main Improvements	215.0
	Completed	Clare	Clare County	County Building Boiler System	500.0
	Underway	Clare	Clare County	County Broadband	250.0
	Underway	Clare	Clare County	County House Demolition	50.0
	Completed	Clare	Clare County	Building Parking Lot Upgrade & Facilities Improvements	N/P
	Underway	Clare-Gladwin	Mid- Michigan Community College	Geothermal Training	109.5
	Underway	Clare-Gladwin	Mid- Michigan Community College	Creating Plastics Technology Career Pathways in Rural Michigan	717.0
	Underway	Gladwin	City of Gladwin	Airport Fuel System	N/P
	Completed	Gladwin	City of Gladwin	Plow Truck	53.0
	Completed	Gladwin	City of Gladwin	Water Tower	1,700.0
	Completed	Gladwin	City of Gladwin	Grout Road Reconstruction	400.0
	Completed	Gladwin	City of Gladwin	City campground upgrades	300.0
	Completed	Gladwin	City of Gladwin	Police Dept. Building Renovation and Expansion	230.0
	Completed	Gladwin	City of Gladwin	Farmers Market	165.0
	Underway	Gladwin	City of Beaverton	Wastewater Treatment Plant Air Bubble System	100.0
	Underway	Gratiot	Gratiot County	Pine River Canoe Trail Restoration	N/P
	Completed	Iosco	City of East Tawas	Cruise Ship Feasibility Study - Harbor of Refuge	64.0
	Completed	Iosco	City of East Tawas	Cruise Ship Marketing Study - Harbor of Refuge	70.0
	Completed	Iosco	City of East Tawas	Downtown Streetscape	2,500.0

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**Table 6-3 Economic Development Projects Completed or Underway**

	<b>Project Status for 2013</b>	<b>County</b>	<b>Applicant</b>	<b>Project</b>	<b>Cost (\$1,000)</b>
	Underway	Iosco	Tawas City	Tawas City Park Upgrade	368.7
	Completed	Iosco	Oscoda Charter Twp	Water Main distribution pipeline @ Wurtsmith	60.0
	Completed	Iosco	Oscoda Charter Twp	Fire Pumper Apparatus	311.0
	Underway	Iosco	Oscoda Charter Twp	Oscoda-Wurtsmith WWTP	1,800.0
	Complete	Isabella	City of Mt Pleasant; CM Dev. LLC; Mt. Pleasant EDC	Borden Building Renovation	N/P
	Complete	Isabella	City of Mt Pleasant; CM Dev. LLC	University Park Lift Station & Sewer	183.0
	Underway	Midland	Midland Tomorrow	South Midland Redevelopment Area	5,000.0
	Underway	Roscommon	Roscommon Area District Library	Library Building	1,800.0
	Underway	Saginaw	City of Saginaw	Planning for Redevelopment of the NE area	100.0
	Underway	Tuscola	Village of Mayville	Industrial Park Electrical Infrastructure	N/P
	Completed	Tuscola	Village of Akron	Phase I Street Improvements	128.2
	Completed	Region	EMCOG/EUPRPDC/MSU CCED	Innovative Regional Strategies & Infrastructure to Support Exporting: Phase 1	377.5
	Underway	Region	EMCOG/EUPRPDC/MSU CCED	Innovative Regional Strategies & Infrastructure to Support Exporting: Phase 2	306.0

## PROJECTS THAT ARE ON HOLD

Table 6-4 lists projects from the 2012 CEDS that have are or continue to be in an “on hold” status due to several factors including changes to economic conditions and priorities. These projects will be re-valuated throughout 2013 and into 2014 to determine their readiness to move forward as well as their priority status. NOTE: Information regarding the 2013 status of some of these projects which were designated as “on hold” in 2012 was not provided; therefore they remain in this status for 2013.



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**Table 6-4 Economic Development Projects on Hold**

Project Status for 2013	County	Applicant	Project	Cost (\$1,000)
On Hold	Arenac	City of Au Gres	US 23 Corridor Improvements	600.0
On Hold	Arenac	City of Au Gres	Downtown Farmer's Market Festival Space	125.0
On Hold	Arenac	City of Au Gres	Waterfront Development Marina Improvements	3,000.0
On Hold	Arenac	City of Au Gres	Parks/Band Shell/Restrooms/Recreation Equipment	200.0
On Hold	Clare	Clare County	County Housing Wrap Around Program	350.0
No Update for 2013	Gratiot	Gratiot County	Capital Improvement Plan Projects	354.0
On Hold	Gratiot	City of St Louis	Explore Redevelopment Potential for Former Chemical Plant Property	N/P
No Update for 2013	Ogemaw	Kirtland Comm. College	New job training sites in West Branch	N/P
No Update for 2013	Ogemaw	Kirtland Comm. College	Small Business Incubator	N/P
On Hold	Tuscola	City of Caro	New Water Well & Storage Facility	150.0
On Hold	Tuscola	City of Caro	Inflow & Infiltration Control	1,250.0
On Hold	Tuscola	City of Caro	Caro Industrial Park Expansion	790.0
On Hold	Tuscola	Village of Reese	Light Industrial Technology Park	5,000.0
On Hold	Tuscola	City of Vassar	Vassar Industrial Park Land Acquisition	450.0
No Update for 2013	Tuscola	Airport Authority	Cross-Wind Runway Paving	7,000.0
No Update for 2013	Tuscola	Airport Authority	Phase 3-Security Fencing	375.0
No Update for 2013	Tuscola	Airport Authority	Marketing	71.0
On Hold	Tuscola	Village of Akron	Phase II Street Improvements	N/P

N/P = not provided

## PROJECTS REMOVED FROM THE CEDS LIST

TABLE 6-5 lists projects from the 2012 CEDS report that are removed from the list of projects to be considered for funding for various reasons including communities choosing to not continue to pursue the projects due to changes in community goals or capacity.

**Table 6-5 Economic Development Projects Removed From the 2013 CEDS**

County	Applicant	Project	Cost (\$1,000)
Gladwin	City of Gladwin	Main Street Improvements	unknown
Roscommon	Roscommon County	Restoration of St Helen Dam	unknown

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## **APPENDIX A: 2010 MICHIGAN PROSPERITY INITIATIVE**

### **PROPOSED MAJOR ASSETS AND STRATEGIES FOR EMCOG REGION**

The following breakdowns reflect information regarding Asset identification and Strategies obtained specifically from within and for the East Michigan Council of Governments or Region 7. The Assets and Strategies listed below do not reflect all of the information/input from the 101-201-301 Sessions but only the Top Priority Assets and Strategies.

#### **Natural Assets**

- Great Lakes (and especially Saginaw Bay)
- Forests
- Inland lakes and rivers
- Scenic beauty
- Wide-open spaces
- Clean air
- Clean water
- Wetlands
- Agricultural Land
- Minerals
- Oil and Gas
- Deepwater ports and marinas
- Hunting and fishing
- State parks and wildlife refuges

#### **Infrastructure Assets**

- Regional hospitals and medical centers (including: Bay Special Care Hospital, Veteran Affairs Medical Center, Covenant Medical Center, St. Mary's of Michigan Medical Center, Health Source, Central Michigan Community Hospital, Mid-Michigan Medical Center-Gladwin, St Mary's of Michigan- Standish, Marlette Community Hospital, Caro Community Hospital, Caro Center, Hills and Dales General Hospital, Deckerville Community Hospital, Harbor Beach Community Hospital, Marlette Community Hospital, Scheurer Hospital, McKenzie Memorial Hospital, St. Joseph Health System, West Branch Regional Medical Center, Bay Regional Medical Center, Gratiot Medical Center, Huron Medical Center, and Mid-Michigan Medical Center-Midland)
- Electric power generating facilities
- Universities: Saginaw Valley, Central Michigan University
- Private liberal arts colleges: Alma, Baker, Davenport, Northwood
- Community colleges: Delta, Kirtland, and Mid-Michigan
- Most communities have sewer and water
- Interstate highways US 23, US 127, I 75
- Broadband service
- Rail connections
- Trail systems
- Industrial parks and extensive existing industrial facilities

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- Tri-Cities Airports and General Aviation airports
- Extensive cellular network

## Other Assets

- Casinos
- Tribe
- Golf courses
- Populated areas that anchor a sub-region: Saginaw, Midland, Bay City, Gladwin, Clare, Mount Pleasant, Alma, Ithaca, Frankenmuth, Caro, Bad Axe, Cass City, Tawas City, Birch Run

## Top Draft Priority Strategies: East Michigan Council of Governments (EMCOG)<sup>5</sup>

The initial prioritization is of the categories only (and not of specific strategies within the categories).

1. Business assistance, acceleration and attraction
2. Entrepreneurship, innovation and capital attraction
3. Workforce development and higher education
4. Population and talent retention and attraction
5. Place making improvements
6. Cultural and creative assets
7. Infrastructure improvements
8. Green economy and sustainability
9. Regional identity and image
10. Regional planning and collaboration.
11. Align local plans with regional assets and strategies and prioritize local investments that have regional benefits

## Draft Strategies by Category

### 1. Business Assistance, Acceleration and Attraction

- a. Business assistance
  - Continue to improve the provision of a regular suite of business assistance services through a variety of county and local entities, including but not limited to: responding to inquiries from people about business opportunities in the region; connecting existing businesses to a range of business services by many nonprofit providers; and helping resolve red tape problems.
  - Coordinate all business assistance entities in the region (e.g. chambers of commerce, DDAs, county economic development entities, etc.)
  - Look for opportunities for dollars to be used to assist/foster businesses in both start-up and development, such as business plan assistance to web-site design.
  - Expand existing revolving loan fund and become a USDA IRP lender.
  - Focus on retention of existing manufacturing jobs.

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<sup>5</sup> The draft strategies identified for EMCOG by MSU/LPI should be considered in addition to those identified in Chapter 4.

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- b. Business acceleration
  - Pursue the further development of a recreation/tourism cluster, including eco-tourism (integrated geographic marketing—day trips, etc. and integrate with arts and culture). Assist local governments with up-to-date park and recreation plans.
- c. Business attraction
  - Fill existing industrial sites (target industries that can be competitive).
- d. Clusters to target include: tourism, food processing, advanced automotive and alternative energy

## **2. Entrepreneurship, Innovation and Capital Attraction**

- a. Expand economic gardening and entrepreneurial support programs (already in six counties)
  - Focus economic gardening efforts on renewable energy manufacturing companies.
- b. Provide support for business innovation
  - Facilitate diversification of local manufacturing base.
- c. Facilitate local capital development and attraction
  - Investigate creative ways to access high risk capital; that would be available as loans to ALL (size) businesses (including start-ups & non-employee).

## **3. Workforce Development and Higher Education**

- a. Continue to target and improve the provision of workforce development services.
- b. Engage higher education in workforce development and job creation
  - Work with businesses and training centers in determining specifically what types of education/knowledge are actually needed in the workplace and work toward having them introduced into area schools.
  - Develop, within the EMCOG Region, more emphasis on the importance of education and life-long learning, and for the latter, work toward more educational opportunities for residents.

## **4. Infrastructure Improvements**

- a. Maintain and improve, or right-size as needed
  - Access to regional airport
- b. Significantly expand
  - Encourage expansion of electric grid.
  - Quality and coverage of cellular service.
  - Explore options for alternative transportation modes from Southern Michigan population centers.
  - Expand non-motorized trail system.

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## 5. Regional Planning and Collaboration

- a. Coordination and collaboration services
  - Involve local economic development groups and other local stakeholders in the preparation, adoption and annual updating of a Regional Strategic Growth Plan and coordinate implementation of the Plan through local economic development groups; state, regional and local governments; and local non profit organizations.
- b. Engage in capacity building activities to improve leadership and service quality across the region including workshops, forums, staff training, and website expansion
- c. Modernize enabling legislation for regions and COGs to maximize ability to be of service to communities, businesses and NGOs within the region.

## 6. Regional Identity and Image

- a. Educate on the benefits of and define regional identity perhaps through a brand name
  - Encourage a region-wide advertising campaign.
- b. Educate on the benefits of and create or change image
- c. Develop a friendly welcoming attitude
- d. Improve entryway aesthetics and way finding and encourage community beautification programs

## 7. Population and Talent Retention and Attraction

- a. Develop a population retention program
- b. Develop a population attraction program that includes immigrants
- c. Develop a talent retention program
- d. Develop a talent attraction program
  - Pursue the development of amenities that attract well-educated retirees.
  - Pursue the development of amenities that attract young professionals.

## 8. Place Making Improvements

- a. Target investment in key urban places
  - Improve way finding and accessibility to culturally significant places (historic and tribal).
  - Integrate indigenous arts and culture with cities and small towns.
  - Ensure indigenous building integrity especially of historic structures.
- b. Maintain and expand public transit and dial-a-ride services where economically feasible
- c. Maintain close access to green spaces in key urban places
- d. Promote mixed-use development
  - Preserve working waterfronts and encourage their presence alongside complimentary uses.
  - Create pedestrian and bike friendly infrastructure.
- e. Link urban to rural areas visually, functionally and culturally
- f. Maximize 4 seasons as a tool to attract and maintain both a year around population and tourists

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## 9. Cultural and Creative Assets

- a. Initiate joint and cross-advertising of activities between arts and cultural organizations
- b. Co-location or clustering of key cultural facilities and activities
- c. Create day trip advertising of tourist, cultural and shopping activities
- d. Encourage multi-cultural activities and involvement in the regional economy.

## 10. Green Economy and Sustainability

- a. Focus on creation of green jobs
  - Forestry products—cellulosic-based fuel, additional wood products.
  - Forest management (sustainable).
- b. Alternative energy
  - Continue to encourage investment in solar manufacturing, wind farms and biomass energy facilities.
- c. Energy efficiency
  - Educate about the benefits of and expand residential and commercial energy efficiency programs.
- d. LEED certification
  - Educate people on the value of becoming a leader in promotion of LEED certified buildings.
- e. Connect Green Economy, and existing agricultural production to new value-added products and services that are attractive to the growing “foodie” movement

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## APPENDIX B: 2013 CEDS PROJECT EVALUATION CRITERIA

The following identifies the evaluation criteria adopted by the RED Team (CEDS Committee) in 2011.

### A. PROJECT BENEFITS

#### A.1. Unemployment Rate – based on county rates

	Points
24 Month Unemployment Rate at least 225% of the national average .....	5
24 Month Unemployment Rate at least 200% of the national average .....	4
24 Month Unemployment Rate at least 175% of the national average .....	3
24 Month Unemployment Rate at least 1% greater than the national average .....	2
24 Month Unemployment Rate less than 1% point above national average .....	1
24 Month Unemployment Rate equal to or less than the national average .....	0

Area	Years	24 Month Unemployment Rate	Percent of National Avg.	Points
Arenac County	2011-2012	11.3%	138.3%	2
Bay County	2011-2012	7.8%	95.3%	0
Clare County	2011-2012	11.0%	135.1%	2
Gladwin County	2011-2012	11.9%	146.7%	2
Gratiot County	2011-2012	8.6%	105.4%	2
Huron County	2011-2012	7.9%	97.5%	0
Iosco County	2011-2012	11.2%	137.8%	2
Isabella County	2011-2012	6.1%	75.2%	0
Midland County	2011-2012	6.9%	80.6%	0
Ogemaw County	2011-2012	9.4%	115.8%	2
Roscommon County	2011-2012	10.8%	132.5%	2
Saginaw County	2011-2012	8.1%	99.3%	0
Sanilac County	2011-2012	9.6%	117.7%	2
Tuscola County	2011-2012	9.4%	115.1%	2
Region (14-County)	2011-2012	8.3%	102.5	2
Michigan	2011-2012	8.6%	106.2%	n/a
National	2011-2012	8.1%		n/a

Source: Compiled by EMCOG from STATSAmerica.org, January 2013

#### A.2. Per Capita income (PCI) – based on county rates

	Points
PCPI is 50% or less of the national average.....	5
PCPI is 51% to 60% of the national average.....	4
PCPI is 61% to 70% of the national average.....	3
PCPI is 71% to 80% of the national average.....	2
PCPI is 81% to 99% of the national average.....	1
PCPI is 100% or more than the national average.....	0

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Area	2011 PCPI	% of National	Points
Arenac County	30,335	73%	2
Bay County	33,737	81%	1
Clare County	28,297	65%	3
Gladwin County	26,853	65%	3
Gratiot County	30,647	74%	2
Huron County	40,336	97%	1
Iosco County	28,245	68%	3
Isabella County	27,960	67%	3
Midland County	43,446	105%	0
Ogemaw County	27,435	66%	3
Roscommon County	29,948	72%	2
Saginaw County	32,007	77%	2
Sanilac County	32,193	78%	2
Tuscola County	26,094	65%	3
Region (14-County)	n/a	n/a	n/a
Michigan	36,264	87.3%	
National	41,560		

Source: Compiled by EMCOG from STATSAmerica, January 2013

### A.3. Employment

#### Points

Projected Number of Full Time Jobs that Address EDA Investment Criteria Created Within 3 Years.....	1 point/0.2 percent of county's 24 mo. Average workforce
Anticipated Number of Full Time Jobs that Address EDA Investment Criteria Retained.....	

Area	Years	24 Month Average Workforce		0.2% of 24 Month Average Workforce
Arenac County	2011-2012	6,954	x .02 =	1 point per 14 jobs
Bay County	2011-2012	53,289	x .02 =	1 point per 107 jobs
Clare County	2011-2012	11,936	x .02 =	1 point per 24 jobs
Gladwin County	2011-2012	9,438	x .02 =	1 point per 19 jobs
Gratiot County	2011-2012	19,010	x .02 =	1 point per 38 jobs
Huron County	2011-2012	15,106	x .02 =	1 point per 30 jobs
Iosco County	2011-2012	9,581	x .02 =	1 point per 19 jobs
Isabella County	2011-2012	36,837	x .02 =	1 point per 74 jobs
Midland County	2011-2012	41,534	x .02 =	1 point per 83 jobs
Ogemaw County	2011-2012	9,155	x .02 =	1 point per 18 jobs
Roscommon County	2011-2012	9,456	x .02 =	1 point per 19 jobs
Saginaw County	2011-2012	90,564	x .02 =	1 point per 181 jobs
Sanilac County	2011-2012	18,859	x .02 =	1 point per 38 jobs
Tuscola County	2011-2012	25,448	x .02 =	1 point per 51 jobs

Source: Compiled by EMCOG from Michigan Labor Market Information, Data Explorer, February, 2013

### A.4. Ratio of EDA Share of Project Cost to Number of Jobs Created and/or Retained

(Maximum 5 Points)

#### Points

\$10,000 or less per job.....	5
\$10,001 - \$30,000 per job.....	3
\$30,001 - \$80,000 per job.....	1
Greater than \$80,000 per job.....	0



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## A.5. Addresses EDA Investment Priorities (see below) (Maximum 12 Points)

EDA currently has six investment priorities. A short list is included below and a complete description is provided on page 6.

### Points

2 points/ investment priority

### EDA Investment Priorities

- Collaborative Regional Innovation
- Public/Private Partnerships
- National Strategic Priorities
- Global Competitiveness
- Environmentally-Sustainable Development
- Economically Distressed and Underserved Communities

## A.6. Impact of Project on Region (Maximum 5 Points)

### Points

Project would impact Region-wide Population .....	5
Project would impact Multi County Population.....	4
Project would impact County-wide Population .....	3
Project would Impact Adjacent Community's Population .....	2
Project would Impact Community's Population .....	1

## B. PROJECT READINESS

### B.1. Matching Funds (Maximum 5 Points)

### Points

Secured and Account for EDA Match Requirement.....	5
Partial Required Match Secured .....	3
Not Secured .....	0

### B.2. Engineering and Project Cost Estimates (Maximum 5 Points)

### Points

All Required Engineering Completed .....	5
Project Engineering In-Progress.....	3
Project Engineering Not Started.....	0

### B.3. Availability of Utilities (Maximum 8 Points)

### Points

Site has access to adequate public water, sanitary sewer, storm water treatment, all-season road, natural gas, electricity, telephone, and broadband internet services.

1 Point/Utility

### B.4. Ownership (Maximum 5 Points)

### Points

Public Body owns property where improvements are proposed or has control/easement of property.....	5
Public Body has option to purchase property where improvements are proposed.....	2

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## C. PUBLIC AND PRIVATE COMMITMENT

### C.1. Participating Member of EMCOG (Maximum 10 Points)

Points

Community or County is participating member of EMCOG.....

10

### C.2. Project Matches Community Goals (Maximum 5 Points)

Points

Project Listed in Comprehensive Plan and/or Capital Improvements Plan.....

5

Project Listed in Previous CEDS Document, but no local plan .....

2

### C.3. Private Sector Support (Maximum 5 Points)

Points

Letter of Commitment from Private Sector Businesses.....

5

Letter of Intent from Private Sector Businesses.....

3

### C.4. Regional Cooperation (Maximum 5 Points)

Points

Letter of Support/resolution Adjacent Community *and* County .....

5

Letter of Support/Resolution from Adjacent Community or County (CEDS Representative or other) .....

3