

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY EASTERN UPPER PENINSULA



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What is contained within was prepared by the Eastern Upper Peninsula Regional Planning and Development Commission.

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 Drummond Island Tourism Association
 Eastern Upper Peninsula Intermediate School District
 Great Lakes Boat Building School
 Helen Newberry Joy Hospital
 Kiwanis Club of Saint Ignace
 Lake Superior State University
 Les Cheneaux Culinary School
 Mackinac Economic Alliance
 Michigan Department of Natural Resources Eastern Upper
 Michigan Townships Association- Chippewa County
 Michigan Works!

Newberry Area Chamber of Commerce
 Peninsula Advisory Citizens' Advisory Council
 Rotary Club of Sault Ste. Marie, Michigan
 St. Ignace Chamber of Commerce
 St. Ignace Visitors Bureau
 Sault Ste. Marie Convention & Visitors Bureau
 Taste the Local Difference
 Top of the Lakes Communities Association
 War Memorial Hospital

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Vision statement

Michigan's Eastern Upper Peninsula will be attractive to business, students, tourists, and residents alike: where people enjoy a natural setting, have a high quality of life, and can grow in their careers. Regional leaders will create opportunity, through collaboration, proactive policy making and implementation of best practices for business development and community involvement

Executive summary

The Eastern Upper Peninsula's 2020 Comprehensive Economic Development Strategy (CEDS) surveys the current state of the regional economy, workforce, social fabric, governance and infrastructure and provides a blueprint for constructing a resilient and sustainable future.

The Strategy begins with Education and Training, presenting a broad view of the workforce and available opportunities for the region's residents. A breakdown of existing sectors and assets are outlined in Business Development. These two chapters capture a broad view of the region's economy and potential growth areas.

Because economic growth depends on and feeds into community, social and physical health, we must examine what factors beyond investment, workforce, and opportunity contribute to development. The Community and Policy and Planning Chapters present a broader view of the region as a whole and offer recommendations and resources for municipalities and community members in addition to actions.

Finally, the Integrated Asset Management chapter presents current efforts underway to inventory, maintain, and expand critical infrastructure across the region and presents best practices in line with State initiatives.

Dozens of community groups, hundreds of survey respondents, and of course the Regional Economic Development Advisory Collaborative provided background information, contributed to the Strengths, Opportunities, Aspirations, Risks analysis of the region's current state, and to developing goals, strategies and actions items.

Each goal is listed below with the most urgent related strategy.

Education & Training: Build on the strong network of relationship between educational institutions to expand and promote the many learning opportunities available in the region. Attraction of new talent and families will strengthen our workforce and schools.

- Regional partners will develop plans and policies to attract and retain talent and families

Business Development: The region will foster entrepreneurship, support existing businesses, and attract new establishments by providing to businesses tailored and adaptable resources they need at every stage in the life of their business.

- Leverage our international border, natural resources and recreational opportunities to support creative business ventures

Vibrant Communities: Vibrant downtowns and village centers will thrive throughout the region, with a variety of safe housing options for guests, seasonal workers and residents. A healthy populace will have access to healthcare and local food, and communities will support local farms.

- Create a variety of safe housing options to accommodate guests, seasonal workers and residents

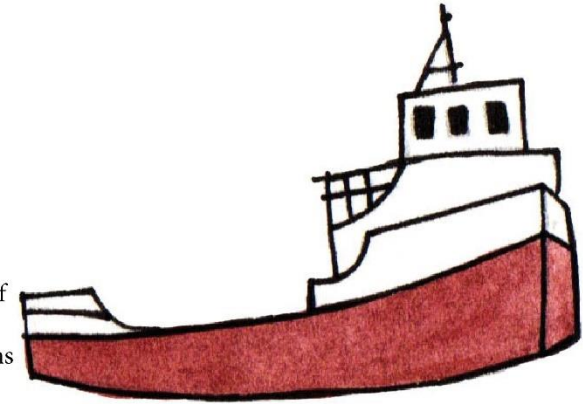
Policy & Planning: Local governments and government agencies will support long- and short-term strategic planning to facilitate investment, ensure fiscal responsibility and stewardship, and increase community prosperity.

- Promote environmental and community health through forward-thinking services, policies, and planning

Integrated Asset Management: Through inventorying, fiscal and maintenance planning, and need-identification, the region will support existing and expand robust road, utility, broadband, and service infrastructure.

- Implement and advocate for Integrated Asset Management Best Practices across the Region

Introduction



The Eastern Upper Peninsula Regional Planning & Development Commission has led the development of the regional Comprehensive Economic Development Strategy for half a century. This Strategy provides a blueprint for economic and community growth. Across the region dozens of individuals and organizations collaborated to inventory assets and strengths, document needs and risks, and develop a plan that will improve the lives of the citizens of the Eastern UP through specific actions and measurable goals.

The Eastern Upper Peninsula Regional Planning & Development Commission (EUPRPDC) was founded in 1968 under the Public Works and Economic Development Act of 1965, certified as one of fourteen Economic Development Administration Economic Development Districts in the State of Michigan in 1970, and formally recognized via the State of Michigan Public Act 281 of 1945 in 1972. The EUPRPDC is a non-profit government agency and is primarily funded by the United States Department of Commerce, Economic Development Administration via Title IV of the Public Works and Economic Development Act of 1965, as amended, and the Economic Development Administration Reform Act of 1998 and serves communities through Chippewa, Luce and Mackinac Counties. Directed by an eighteen-member board comprised of public and private sector representatives from each county, the EUPRPDC assists communities with land use planning, zoning, economic and community development, hazard mitigation planning, recreation planning, transportation, and Geographic Information Systems mapping and databases.

Plan Overview

The Regional Economic Development Advisory Collaborative meets to learn and discuss economic development in the region. This group oversees the development of this plan and reviews the annual CEDS updates. Their input has been invaluable to this process. To provide additional insight into the new CEDS, EUPRPDC staff met with dozens of community groups and organizations and circulated three surveys--Economic and Workforce Development, Education, and Tourism. The results of the surveys, conversations, and leadership of the REDAC is incorporated into each chapter of this plan. For complete results of the public input, including a list of REDAC membership, please refer to Appendix B. Below, we examine the workforce, business climate, quality of life, governance, and infrastructure of the region. Each chapter (Education & Training, Business Development, Vibrant Communities, Policy & Planning, and Integrated Asset Management) focuses on a particular aspect of our region. Every chapter has four sections:

- Background
- Public Input/Key Findings
- Action Plan & Evaluation or Recommendations & Resources
- Metrics & Impact

Local projects are also highlighted in the final chapter. Supporting documentation of public input, contributing organizations and documents, etc. can be found in the Appendixes. This organization allows for easy reference and clear connections between stakeholder efforts.



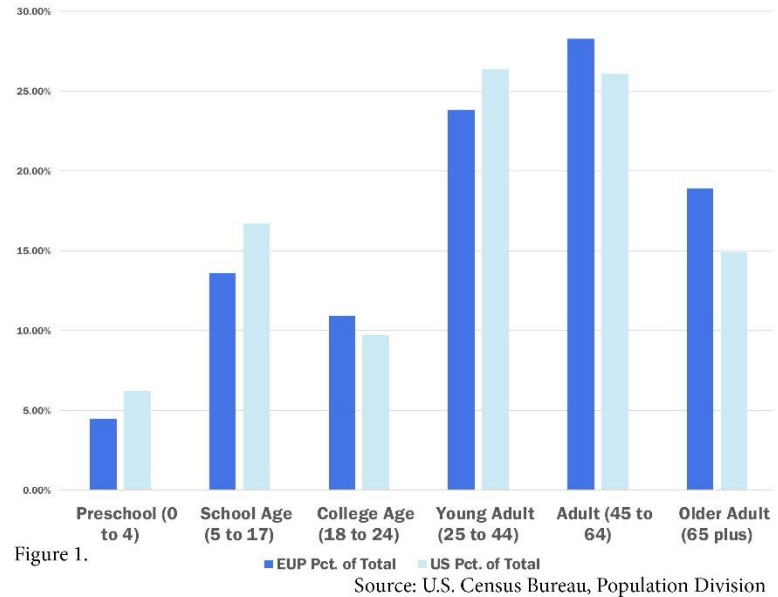
Map 1.

Regional Background

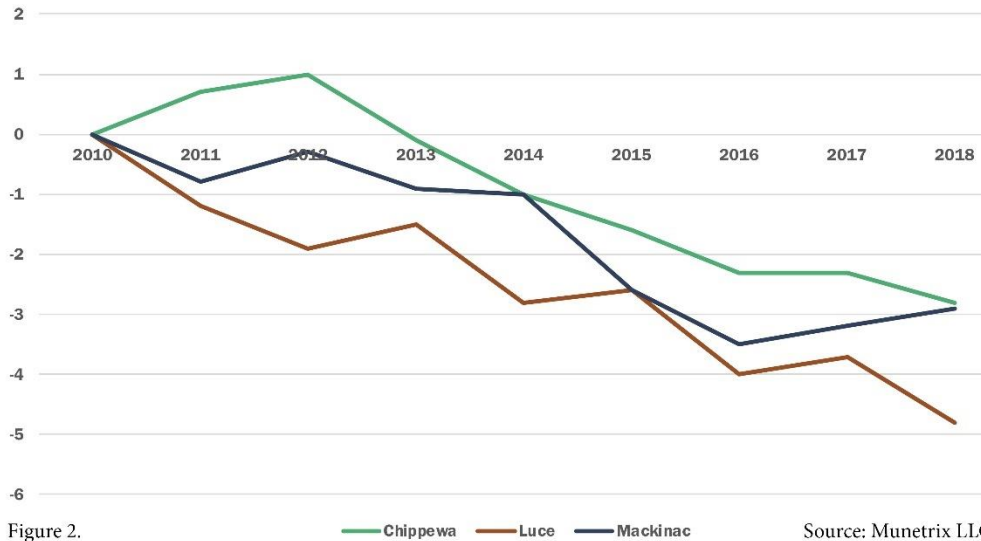
Chippewa, Luce and Mackinac Counties form the eastern end of Michigan's Upper Peninsula. Surrounded on three sides by three Great Lakes and the St. Marys River, the region is connected to the Lower Peninsula by the Mackinac Bridge and to Ontario, Canada by the International Bridge at the northern end of I-75. The main roads connecting the Eastern UP to the western counties and states are M-28 and US-2.

Fifty-five thousand two hundred fifty-six (55,256) people call the region home, and thousands more have second homes or vacation here throughout the year. The three counties combined have 3,479 square miles of land. Population density is 15.9 people per square mile which is considerably lower than the national average of 87 people per square mile.

Population by Age, 2017



Population Growth (percent change from 2010 census)



From this population, 18.1% is school-age and 18.9% is over 65. The region has proportionally fewer children and young adults, and a greater percentage of the population over 45 than the national average. Over the past ten years, the population has slightly declined by about 3.6%. Projections expect this slow decline to continue, largely due to the aging population.

The region is mostly white, with a significant Native American minority, 14% compared to less than 1%, of the total US population. This demographic is also an economic driver in the region. Tribal enterprises and tribal governments are major employers that make significant investments in the region every year.

Chippewa County Population Trend

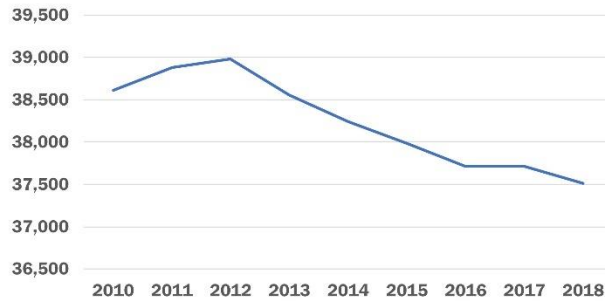


Figure 3.

Luce County Population Trend

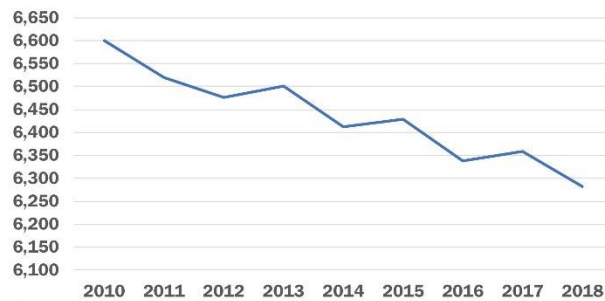


Figure 4.

Mackinac County Population Trend

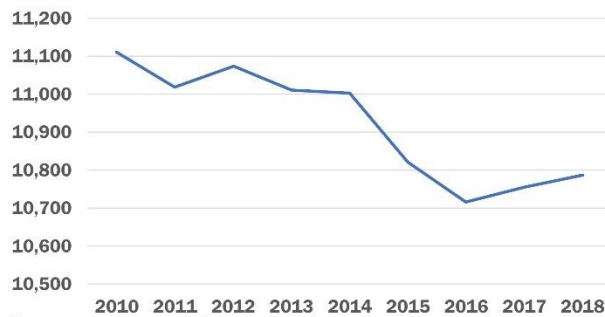


Figure 5.

Source: U.S. Census Bureau, Population Division

Group quarters data collected through the U.S. Census Bureau in the 2017 American Community Survey 5-Year Estimates shows a much higher concentration of persons living in group quarters in the EUP (10%, versus 2.5% Nationally, and 2.3% in Michigan). The group quarters population is defined as persons living or staying in a group living arrangement that is owned or managed by an entity or organization providing housing and/or services for the residents. Examples in the EUP would include correctional facilities, nursing homes, assisted living centers, rehabilitation centers and a university type setting. The implications for the region are significant for several reasons: both Chippewa and Luce counties have institutional correctional facilities; and Chippewa County is home to Lake Superior State University, a four-year college where students have the option to reside on campus, and several assisted living and nursing home facilities.

Additional data will be presented in the related chapters below.

Population by Race and Hispanic Origin, 2017

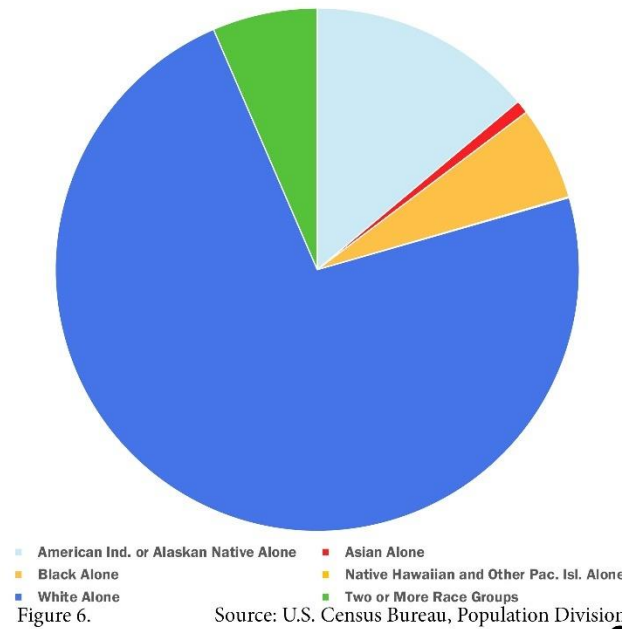
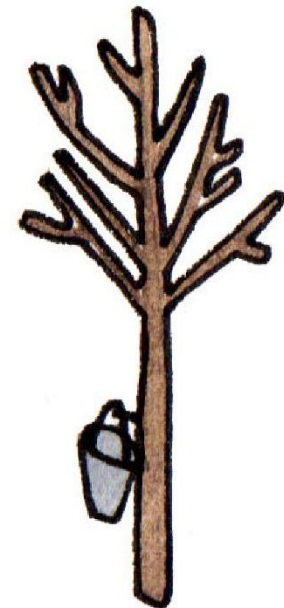


Figure 6.

Source: U.S. Census Bureau, Population Division

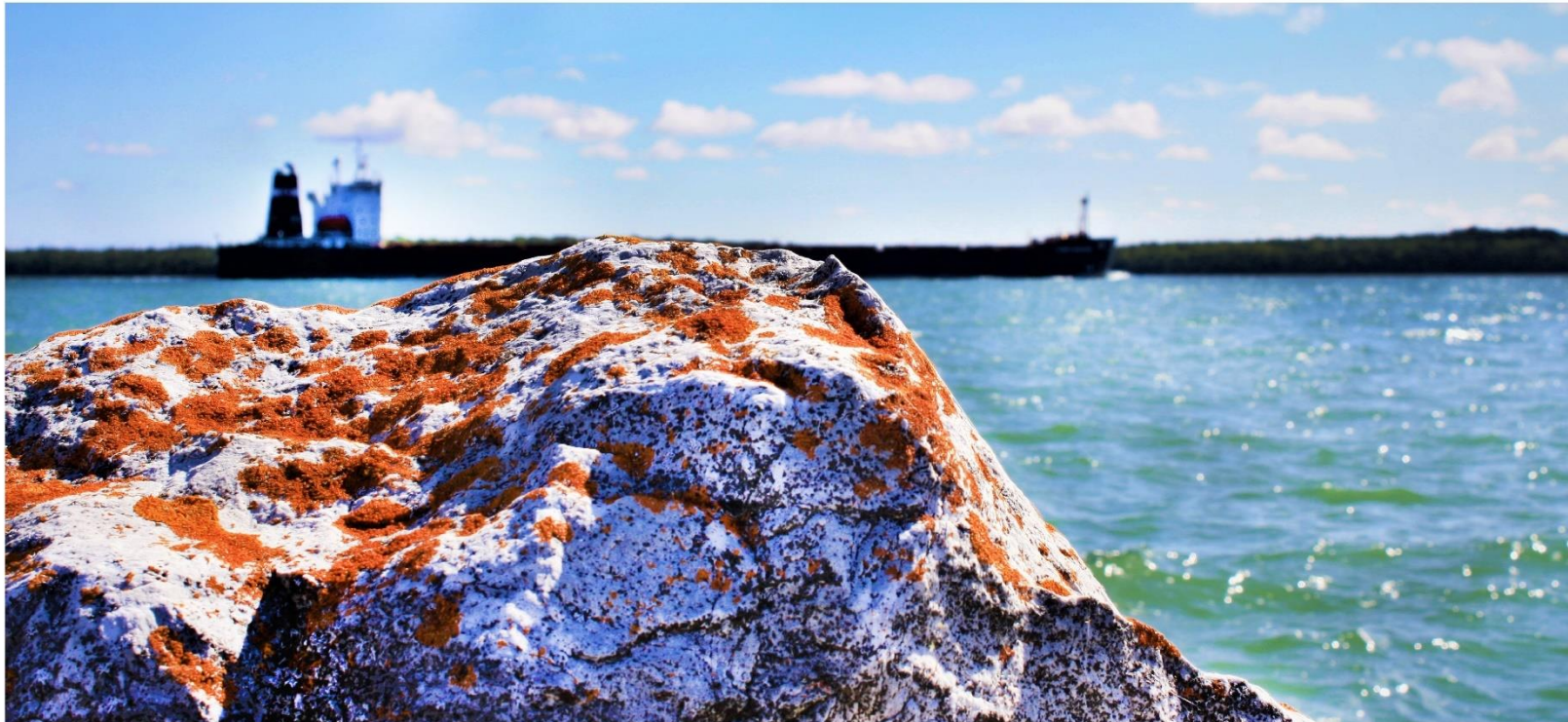


Public Input/Key Findings

Each chapter will also include public feedback and a discussion of what strengths can be leveraged to create jobs, wealth, and stability throughout the region. Broadly, the results of our community conversations are presented on page 11. The dozens of communities in our rural region enjoy established reputations as beautiful and relaxing destinations for visitors, and each has its own unique sense of place, which is treasured by the residents. The natural setting and multitude of year-round recreational opportunities support a high-quality of life. Our abundant natural resources support businesses from logging and mining to campgrounds, hotels, and outdoor adventure tours.

These existing strengths will be built upon in coming years, helping to grow and diversify our region in a sustainable way which benefits all residents. Our spirit of collaboration and mutual support, so evident in education and training opportunities, also extends to our relationships with Ontario. Recent developments to support international business, including the establishment of a Foreign Trade Zone in Chippewa County.

Deliberate action and focused leadership can guide the region to a more diversified economy with stable, middle-class jobs where entrepreneurs and businesses thrive. The chapters below have specific goals, strategies, action items and data which will be updated annually to gauge our progress.



"Strong desire to improve communities- passion & energy"

STRENGTHS

- Low crime rate
- Natural resources as economic driver
- Family-friendly & high quality of life
- Unparalleled natural beauty- especially the water
- Collaboration between K-12 schools, college, LSSU & trades
- Unique local businesses that draw on & enhance local character
- Established & significant events & attractions
- Natural resources as economic driver
- Vast opportunities for outdoor rec, trail systems, water sports, & group tours
- International boarder, particularly for business
- Strong sense of community & volunteerism
- CTE & higher educational opportunities

"Only limited by our imagination- how do we share what we have here?"

OPPORTUNITIES

- Niche businesses, especially outdoor & remote
- Collab on health-related challenges, particularly opioid use & transportation
- Programs to attract youth that have moved
- Big infrastructure investments on the horizon
- Continue & increase collaboration with international partners
- Increase investment in rec infrastructure- sidewalks, trails heads, signage
- Available properties/programs for brownfield & business development
- Adult learning & training
- Draw on knowledge & experience of retirees
- Continue to expand broadband infrastructure

SOAR ANALYSIS

RISKS

- Inadequate housing
- Declining, aging population
- Breakdown of collaboration
- Need investment to support development
- Extreme weather events or other environmental disaster
- Need for more mental health services, with a focus on opioid use
- Hospital or prison closure, or downturn in tourism would be catastrophic to local economy
- Reactionary government policies
- A portion of the workforce could remain untrained & unmotivated
- Current lack of internet & cell cover in region
- Low-wage jobs won't attract needed talent

ASPIRATIONS

- Supply for skill labor to equal demand
- Excellent customer service in the region
- Well-coordinated marketing efforts for tourism & development
- Vibrant downtowns with own uniqueness
- High quality & plentiful housing options
- Waterfront development
- Universal access to internet & technology
- Attract more people to live & invest in area
- Develop cultural centers & opportunities
- Better paying jobs
- Fully-leveraged recreational assets, in every season

"People are busy in their day-to-day business, they need to intentionally try to connect, learn and grow"

"Infrastructure investment must be invested in a way that will support future growth and further investment"

Education & Training

Background

The Eastern Upper Peninsula is home to 7,500 school-age children and 6,000 residents between 18 and 24 years of age who are likely training for employment or already actively in the workforce. Educational and employment organizations have worked together on a number of initiatives over the past several years developing expanded opportunities for learners across the region. These educational organizations, along with economic development institutions, and Michigan Works!, operate together to meet local workforce demands, especially during times of economic fluctuations.

As figure 7, chart to the right, demonstrates that the region has a higher high school graduation rate than the national average; however, it lags behind in degree holders. According to Emsi data reported by UP Michigan Works!, the demand to fill positions that require a bachelor's degree is often left unmet. As a result, the population that has obtained some college instruction most often fill positions with lower education requirements. (see figure 8 to the below). Employers have indicated that it is harder to fill high paying-high skilled jobs. There are also wide-spread concerns that jobs in professional positions such as carpenters, plumbers, and welders will remain unfilled as demand rises due to new investments in the area.

Underemployment

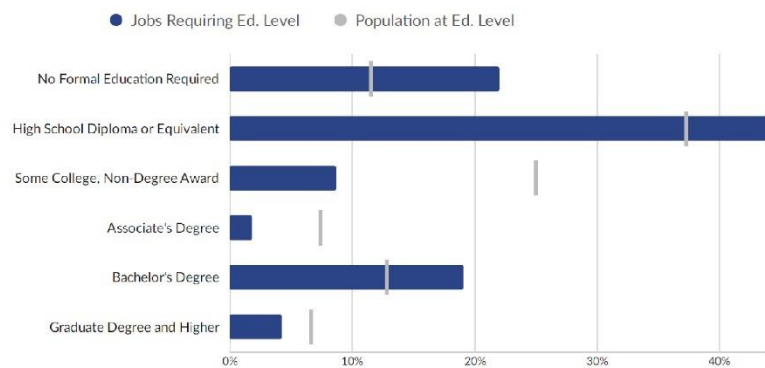


Figure 8. Source: Michigan Works!'s Emsi Q4 2019 Report

Educational Attainment, 2017

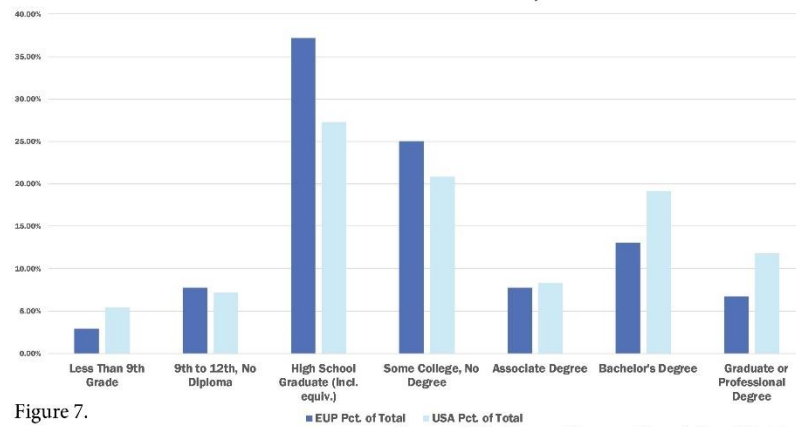
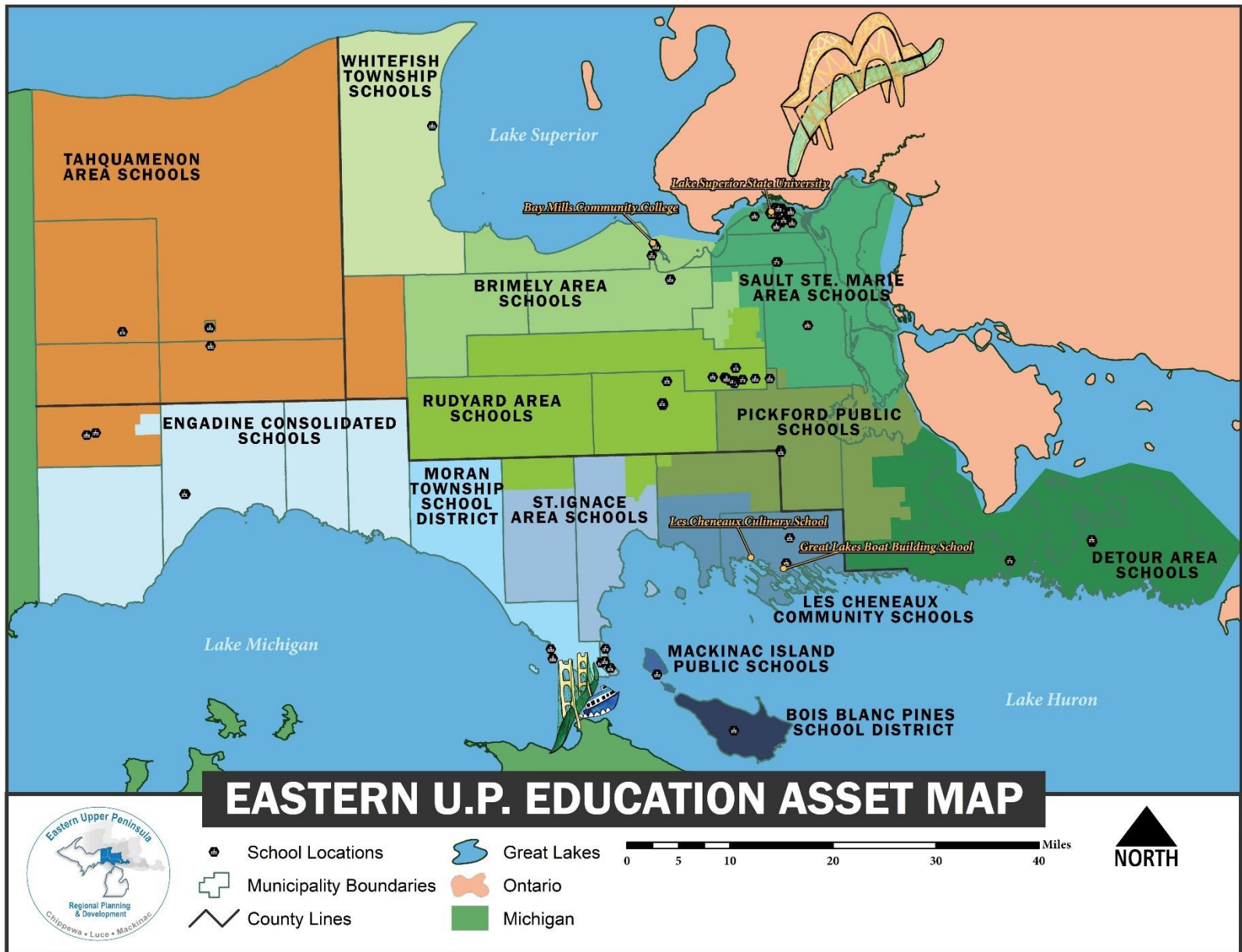


Figure 7. Source: U.S. Census Bureau, Population Division

Healthcare and hospitality create, by far, the largest share of private-sector jobs. There are many unskilled jobs available, but the seasonal demand cannot be filled by the local residents. Projected job growth in the Upper Peninsula through 2026 shows a high demand for unskilled positions; however, that demand may be driven by turnover rather than solely new job creation.

There is also expected demand for truck drivers, operating engineers, law enforcement, sales representatives, welders, electricians, and health care technicians. The State of Michigan identified occupations that “show a favorable mix of projected long-term job growth, projected annual job openings, and median wages.” Thirteen of these 25 “Hot Jobs” require a bachelor’s or master’s degree, particularly in social work, finance, nursing, and analysts. The State’s breakdown of regional job advertisements shows that education requirements in current job postings were nearly equally divided between a bachelor’s degree



Map 2.

or higher, middle skill (some training beyond a diploma, but less than a bachelor's), and high school diploma or less. See Appendix C for the full State report.

The 13 school districts in the Eastern Upper Peninsula Intermediate School District (EUPISD) have made significant strides in recent years. Since 2013, the percentage of high school graduates from the region who require remedial classes in college has been steadily declining. A millage passed in 2017 has expanded Career and Technical Education (CTE) programs available to all students in the region. In the 2018-2019 school year, 4,476 high school students in the entire Upper Peninsula were enrolled in CTE Classes. CTE enrollment and programs have been steadily growing and both trends should continue. The Early College Program, a partnership between Lake Superior State University and the EUPISD, allows high school students to earn a high school diploma and college credits leading up to an associate degree from LSSU or a Michigan Early/Middle College Association (MEMCA) technical certificate.

Figure 9, to the right, outlines how graduates in the EUPISD have continued their education. Progress per graduating class was tracked for eight years. The "Earned Award" category includes certificates, 2-year, and 4-year degrees. Thirty-five percent (35%) or more of regional graduates complete certificates and degree programs while about 25% begin programs but do not complete them. About 35%, do not enroll in higher education but directly enter the workforce. Figure 10 illustrates that in 2018, over 250 students graduating from schools in the EUPISD enrolled in college. Over 34% of Eastern U.P. High School graduates who choose to go to college stay in the Upper Peninsula, and about 22% attend our regional institutions--Lake Superior State University (LSSU) or Bay Mills Community College (BMCC).

Lake Superior State University is one of Michigan's most affordable public universities with One-Rate at Lake State tuition for all. The University enrolls approximately 2,000 students each year and offers 50 four-year bachelor programs, 25 two-year associate programs and 8 certificate programs with

student-centered instruction designed to prepare students to

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COLLEGE PROGRESSION BY GRADUATING CLASS

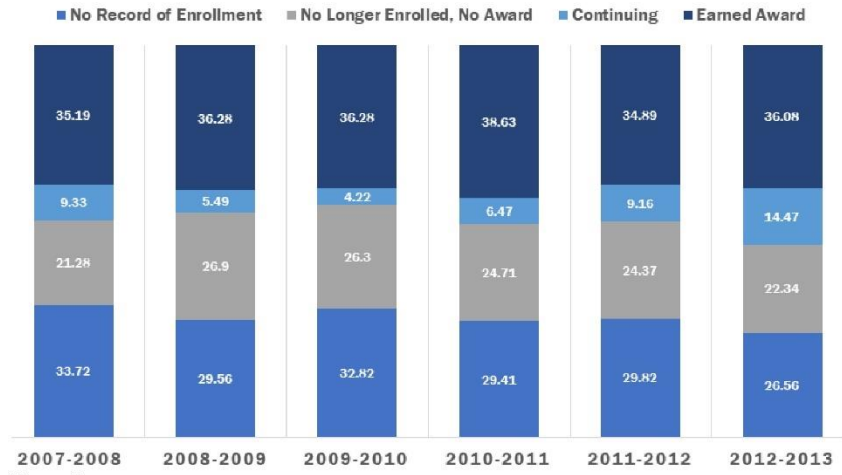


Figure 9. Source: mischooldata.org, last updated 9/11/2019

College Enrollment Destination Snapshot

Eastern Upper Peninsula ISD (17); 2017-18 / All Levels / In-State and Out-of-State / Public and Independent / Within 12 Months / Initial Enrollment

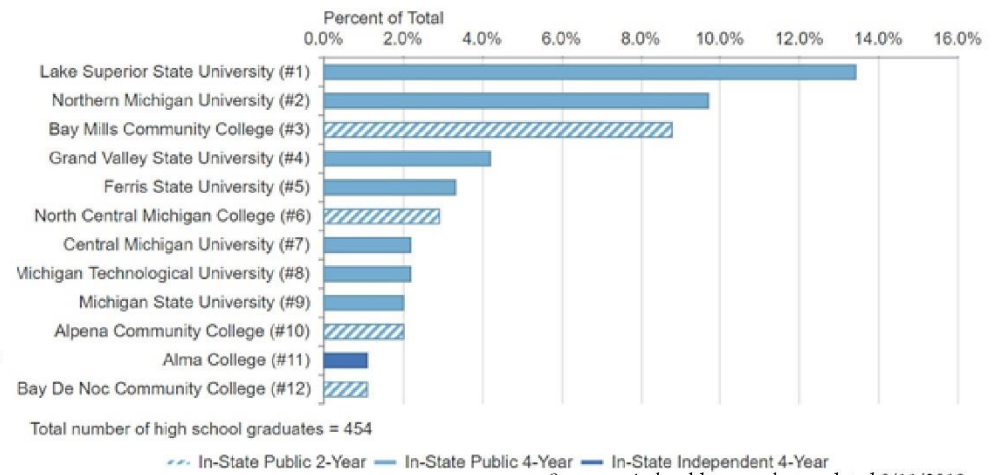


Figure 10. Source: mischooldata.org, last updated 9/11/2019

meet today's workforce needs. Approximately 60% of LSSU students are first-generation students. In 2020, LSSU received designation as a First-Gen Forward institution that recognizes institutions of higher education who have demonstrated a commitment to improving experiences and advancing outcomes of first-generation college students. The University continuously strives to create student-learning opportunities, promote diversity and sustainability, and build upon community collaborations with local schools and businesses. In the fall of 2019, the LSSU Center for Freshwater Research and Education launched the Natural Resources CTE program in collaboration with Brimley High School. The Natural Resources CTE program prepares local high school students for a career in natural resources by providing unique, hands-on learning opportunities on the University campus and in the field.

In 2019, LSSU also established a one-year culinary certificate in partnership with the Les Cheneaux Culinary School (LCCS). Located in Hessel, LCCS has already supported five classes of students through a year-long certificate program with a summer internship at the school-run restaurant. The LSSU accredited program expands the University's offerings and provides the culinary students with the opportunity to access financial aid and other university benefits. The LSSU-LCCC partnership will increase regional culinary and hospitality talent.

The Great Lakes Boat Building School (GLBBS) was established in Cedarville 15 years ago and remains the only accredited marine industry specialized school in the Midwest today. GLBBS offers two 12-month programs (Comprehensive Career Boat Building and Marine Service Technology). Over the last five years, they have had 100% placement with up to 24 students graduating every year. They are also working with the Les Cheneaux Community Schools to offer a small engine repair CTE course to high school students throughout the EUPISD.

As Michigan's first fully accredited, tribally controlled college, Bay Mills Community College meets the educational needs of a wide variety of students with its remote, rural Main Campus, West Campus, Waishkey Bay Farm site, off-campus sites, and online courses. BMCC partners with LSSU on agricultural programs and offers free public meeting space which is used frequently by local, regional, state and federal partners.

The regional workforce is also supported by UP Michigan Works! They work to ensure there is a vibrant pool of skilled workers which would enable business and industry to thrive year-round. In turn, this business vitality creates the potential for higher paying jobs; thus, improving the overall regional economy. Their services for businesses include a business services team, recruitment, training, layoff and separation, and veteran support. Michigan Works! provides job seekers career support, resume building, interviewing skills, career advancement and education, career guidance, work experience, occupational skill training, leadership development opportunities, supportive services, adult mentoring, and guidance and counseling.

The general survey results shed some light on education and the workforce in Chippewa, Luce and Mackinac Counties. When asked to select regional assets,

Current CTE Programs Available



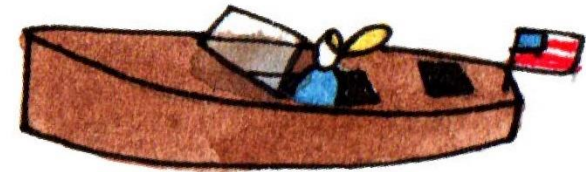
Public Input/Key Findings

only 11% of respondents identified the workforce/talent as an asset, and only 3 respondents (2.56%) identified career/job opportunities. However, 30% identified PreK-12 schools and nearly 43% selected colleges and universities as assets. When asked to identify factors limiting growth, 71% (84) said career/job opportunities and 53% identified workforce and talent. Thirty percent (30%) identified PreK-12 schools and only 15% selected colleges and universities. This indicates that while natural resources, recreational opportunities, and cost of living were top assets, feelings toward educational opportunities were largely positive; but career and work opportunities potentially drive home-grown talent away and make attraction to the region difficult. To date, population loss and students leaving the area exceed the number of individuals moving into the region.

A survey specific to education was also circulated over several months, and the full results are available in Appendix B. Nearly 78% of the respondents to the Education survey felt that there were gaps in educational resources. The gaps they identified were largely centered on funding, either at the State level or teacher pay. Respondents also noted that increased support for the arts, languages, and the trades was necessary to bridge educational shortcomings in the region. The rural districts also incur greater transportation costs which may be mitigated by developing more distance and on-line learning programs.

Survey respondents identified the following as the top three strengths of education in the region:

- Local K-12 schools (61.04%)
- Growing CTE opportunities (41.56%)
- Variety of opportunities (41.56%)



Survey respondents wrote in concerns about economic instability and the impact it has on students as well as the need for more funding to maintain teachers and develop programming when asked about barriers. The top three barriers to educational attainment in the region are:

- Keeping families in the region (72%)
- Teacher and staff retention (72%)
- Low enrollment (48%)

When asked to identify strategies and actions that would be most effective to support educational attainment, respondents echoed their earlier responses and wrote in teacher and staff pay and retention and the need of social support (social workers, after school programs, etc.). The top three choices were:

- Attraction recruiting CTE Teachers (54.55%)
- Increasing tutoring for K-12 (50.65%)
- Increased internet access at home (45.45%)

The community meetings also often included discussion of workforce challenges and opportunities. The MDNR Citizens Advisory Collaborative discussed opportunities for careers in forestry from harvesting and transportation to processing lumber. Meetings with the healthcare sector underlined the strong relationship the local hospitals have developed with the school systems as the hospitals partner with K-12 education on CTE course; and with LSSU, on internships and job-site learning. The hospitals also organize and fund their own CNA program to help meet their employment needs. Private business owners also discussed how they will fund training employees using both online and in-person courses. Population loss and the need to train and attract workers was also mentioned in many discussions.

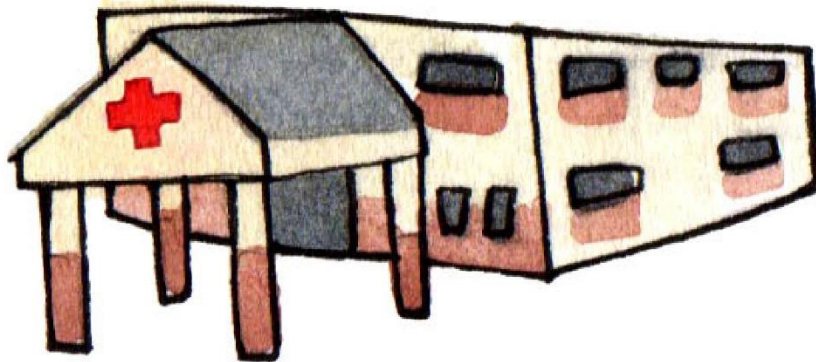
Action Plan & Evaluation

GOAL: Build on the strong network of relationship between educational institutions to expand and promote the many learning opportunities available in the region. Attraction of new talent and families will strengthen our workforce and schools.

Initiative	Description	Evaluation Measurement	Action Leader
Regional partners will develop plans and policies to attract and retain talent and families			
Regional talent marketing strategy development	Place-based marketing showing our communities as attractive places to raise a family and grow a career. Strategies to encourage higher pay and attractive benefit packages. Establish an ambassador program for new families which would provide information on local amenities and resources and a trailing-spouse program. Determine the strongest markets for attraction efforts, whether relying on existing ties to the area or promoting the benefits and lifestyle. Promote ability to make a big difference in a small town.	Strategy should be completed by September 2021	EDOs, EUPRPDC, Michigan Works! LSSU Alumni Association, Chambers of Commerce, DDAs, Private businesses and nonprofits
Ensure our students have the best teachers possible	Through promotion of available teaching and staff positions and working to ensure competitive pay and benefits, the region will attract and retain high-quality teachers	Ongoing evaluation of vacant positions and classroom performance	School Districts
Provide the best education in the region to students and show an increase of graduates of post-secondary and CTE programs, including by ensuring that every high school student has knowledge of and access to every program available.			
Early College Program	Increase program participation and expand early college program courses for high school students in the EUPISD.	Expand distance learning technology Increase student participation	LSSU
Dual and Concurrent Enrollment	Offer and expand dual and concurrent course opportunities for high school students in the EUPISD.	Increase students enrolled in courses. Increase dual enrollment options through distance learning	LSSU/BMCC/EUPISD

Strengthen CTE programs	CTE programs have room to grow Small engine CTE: Small engines focused on marine engines in partnership with Les Cheneaux Area Schools	Track program development, enrollment and completion rates	EUPISD GLBBS
Increase distance-learning opportunities: USDA Distance Learning/Tech infrastructure	USDA Distance Learning and Telemedicine Grant program supports rural communities in building the infrastructure needed to expand distance learning and telemedicine programs	Secure grant funding	LSSU/EUPISD
Les Cheneaux Culinary School will increase enrollment	In order to reach a sustainable class size, LCCS enrollment will increase to at least 19 students annually. Internships with regional restaurants.	Target goal: 28 students enrolled in 2022	LCCS
Great Lakes Boat Building School Mercury Marine Training	GLBBS will expand enrollment and offerings through this partnership, adding courses in composites and constructions and design	New classes will begin in the fall of 2022	GLBBS
Bay Mills Community College will continue to grow in a sustainable manner	New and expanded programs, such as the paramedic program, currently under consideration will attract students and produce workforce-ready graduates.	On-going evaluation	BMCC
LSSU will revitalize and supplement academic offerings that respond to student needs and promote transformational growth	Add new academic programs and delivery methods for certificates, associates, and baccalaureate degrees that meet student and market needs for traditional and nontraditional students in the LSSU broader service region	Increase first-year student retention to 75% Expand overall university enrollment with a goal of 2,400 students by 2025	LSSU
Companies train and develop talent according to their needs			
Help Businesses establish programs	Assist companies in creating training programs to attract and retain employees. Coordinate the collaboration with employers and schools to meet training needs.	Document number of companies assisted and any new programs developed	Michigan Works!
Attract businesses with established training programs	Attract businesses to the region that are willing to train employees rather than require the skills upon hiring.	When documenting attraction efforts and successes, special note will be made if they have training in place	EDOs

Manufacturing Alliance	The Manufacturers Alliance, comprised of local manufacturing entities, partners with local universities and community colleges for joint training opportunities, leadership training, networking, and the sharing of resources.	Local impacts of the alliance will be tracked and documented	Michigan Works!
Higher Education programs for job market demands	Increase awareness of LSSU programs that meet regional job market demands and offer future opportunities in step with economic trends	Tailored Marketing Program	LSSU
Sustain a university climate that promotes retention and success of students, faculty, and staff.			
LSSU Student Housing Development	Renovate and expand campus student housing	New student housing options	LSSU
Center for Outdoor Recreation and Education (CORE)	CORE will be a classroom and activity space focused on outdoor education, recreation management, and management of recreational resources.	State Capital Outlay Request; Private support	LSSU
Center for Freshwater Research and Education (CFRE)	Completion of the CFRE construction and expansion of educational programming. Expand and leverage the identity and successes of the Center for Freshwater Research and Education through the addition of new academic programming	Construction Completion; Academic and community education programs	LSSU
Critical Infrastructure	Campus wide electrical grid upgrade to improve efficiency and capacity of electricity use.	Completed Upgrade	LSSU



Metrics & Impacts

The past few years have seen phenomenal growth in learning opportunities and the relationships between our educational and training institutions have never been stronger. By keeping these programs and partnerships strong and effectively promoting them, the region will be more attractive to families. Attraction of families to the area is the only option for increasing enrollment, keeping schools open, and communities vibrant. Retaining home-grown and new-to-the-area talent is also necessary. Teacher attraction, especially CTE teachers, will depend on competitive pay.

Approximately 57.63% of general survey respondents identified an overreliance on one industry or employer as a threat, and a large majority (87.29%) indicated that the inability to attract and retain population was the biggest threat. With the demand for employees nearly evenly dispersed between high school graduates, middle skill workers, and degree holders, the region must produce and attract more degree holders to fill positions. Successful attraction and retention will ameliorate our schools funding situation and help our communities achieve the vibrant, economically diverse status they aspire to obtain. Our strong relationships, low cost of living, and quality of life provide a firm foundation for expanding our population and talent pool.

The actions outlined above will be updated and adjusted to reflect partner activities and programs. These adjustments will make the plan more representative of current efforts. To ensure continuity between years, we will also track:

- Population
- Job postings and desired training and education
- Number of graduates from the EUPISD School Districts



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Business Development

Background

The rural nature of our region has fostered core business corridors connected by direct road access with towns and villages dispersed in-between and in the outlying areas. Centers of government and healthcare serve surrounding communities. Those communities often have seasonal population and business activity; however, over the past few years, tourism and seasonal residents have increased activities in spring, fall and winter. Projections from late 2019 indicate that Manufacturing, Health Care & Social Assistance, and Transportation & Warehousing will create most of the new jobs in the coming years and many other opportunities for sustainable growth exist for entrepreneurs, existing local businesses, and potential outside investments.

The region remains heavily dependent on the public sector for employment. Education, government services, and law enforcement represent a large portion of employment in the region. These public-sector jobs are reasonably well-paying and infuse both wages and services into our communities. Data reflects that only 39% of wages paid in Chippewa County and 42% in Luce County come from private business. Mackinac County is the only county in the region with over half (actually 75%) of the wages paid by the private sector. Tribal, higher education and correctional institutions in Chippewa and Luce Counties may partially account for this disparity.

The Eastern Upper Peninsula is also known for being reliant on tourism. Retail, hospitality and attractions pay 38% of the private wages in the region; however, the average weekly wage of these jobs vary between only \$289 and \$588 weekly. Seasonal and part-time work provide a partial explanation for this remarkably low pay rate.

More broadly in the private sector, Retail Trade, Accommodation & Food Services, and Health Care employ the most people in the region. Luce County also has a large percentage of Manufacturing workers. These sectors usually pay out the largest share of payroll with Health Care paying a higher percentage than it employs, except for in Mackinac County. In Chippewa County, Health Care makes up significantly more of the County's payroll than it does employment, while Manufacturing employs 6.4% but only pays out .9% of wages, which is quite different than in Luce County, where Manufacturing employs 16.8% of the workforce and pays out 24.1% of the payroll.

EMPLOYMENT BY INDUSTRY IN CHIPPEWA COUNTY

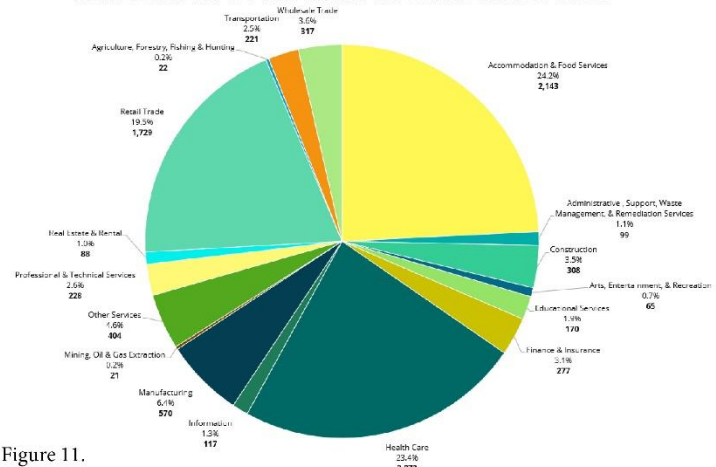


Figure 11.

ANNUAL PAYROLL BY INDUSTRY IN CHIPPEWA COUNTY

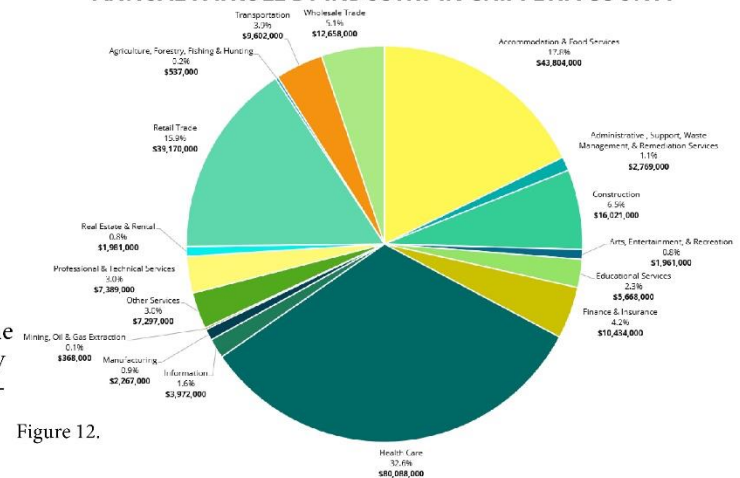


Figure 12.

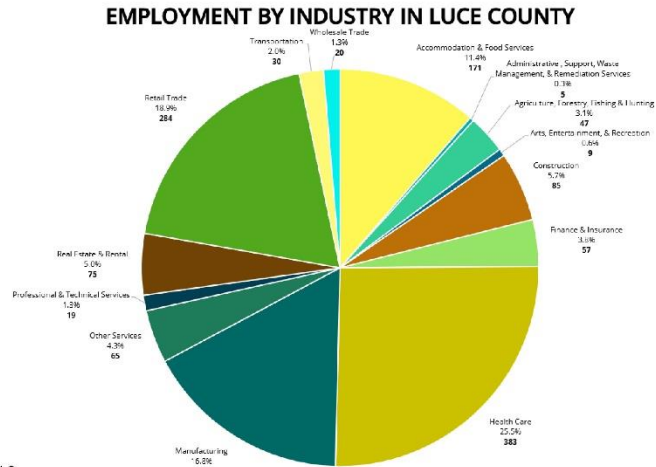


Figure 13.

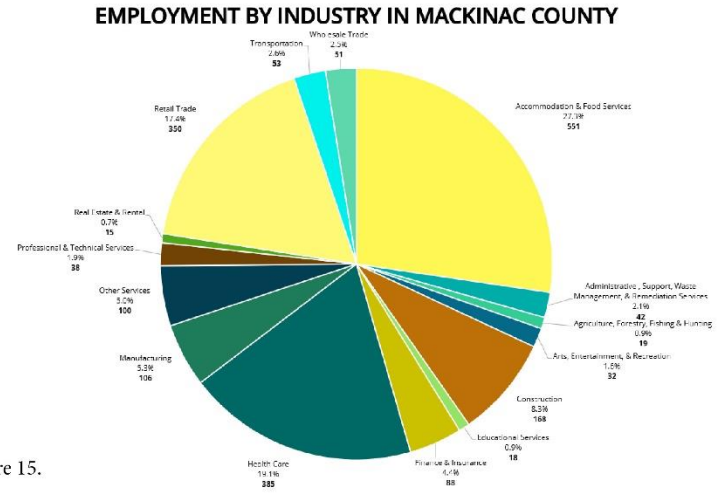


Figure 15.

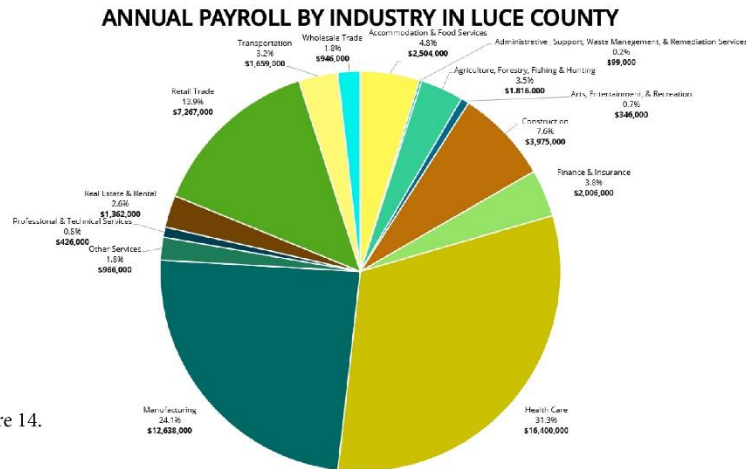


Figure 14.

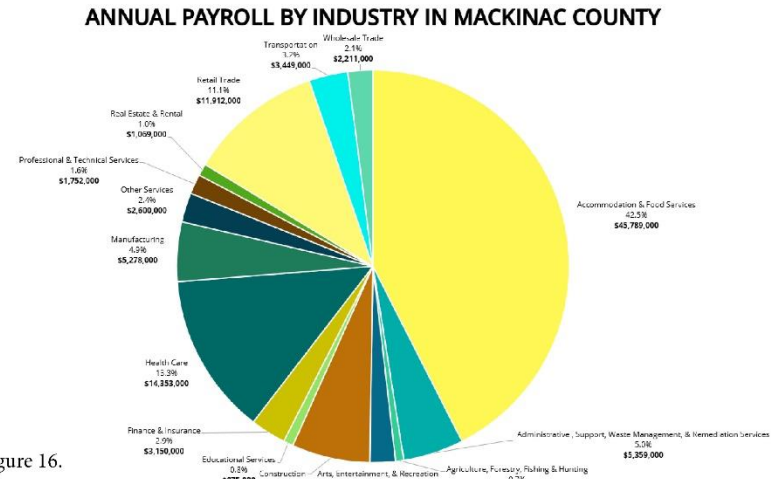


Figure 16.

See: "Total Wages in ____ County" and "Average Weekly Wage by Employer and County" above Source: U.S. Census Bureau, American Community Survey, latest 5-Year Estimates.

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According to the most recent Survey of Business Owners conducted by the Census Bureau in 2012, there were over 4,000 businesses in the Eastern Upper Peninsula. Only 471 (or 11.6%) were minority-owned and 86 were equally minority and nonminority owned. About 35% were owned by women, and nearly 11% more were equally owned between male and female proprietors. These numbers fall far short of the national rate of minority ownership in 2012 of 28.8% and are about half of what would be proportional to the region's minority population which is about 24%. Since that last Survey of Business Owners, the Sault Ste. Marie Tribe of Chippewa Indians has expanded their business holdings and supported several Sault Tribe member-owned businesses in opening in the area.

Another estimate from Michigan Works!'s EMSI Q4 2019 Data Set recorded the number of businesses in the region at 2,578. This report estimates that only 3.8% of businesses in the region have 100 or more employees and 64.8% have fewer than 10 workers.

Many of these small businesses, and some of the very large ones, like the Grand Hotel on Mackinac Island, are open seasonally. The impact of this reality is clearly seen in the region's monthly unemployment data. Mackinac County, in particular, oscillates between peak unemployment in January (22.3%) to 2.5% in September, which is well below the State's September unemployment rate of 3.5%. The 2019 monthly unemployment rates are a few percentage points lower most months in all counties than the average monthly rates between 1990 and 2014, as presented in the regional previous CEDS, *Elevating the Eastern Upper Peninsula*.

2019 Labor Force Breakdown



Figure 17.

The table below depicts the total employment private and public sector employment during 2019, according to information from the Michigan Labor Market Information report on the Quarterly Census of Employment Wages. In the Eastern UP Region, private sector average employment in the 3rd quarter was recorded at 12,654, which was 61.5% of the total employment. Conversely, private sector accounted for 49.6% of the total wages. Because the region has a higher than average reliance upon government sectors for employed, this disparity is highlighted in the average weekly wages, where public sector weekly wages on average are 175.3% higher than those found in the private sector. This disparity is found within each county in the EUP. When compared to the state of Michigan on the whole, private sector wages in the EUP are

roughly 50% of the average private sector wages statewide, and in the EUP we have on average 10% more public sector establishments, owing to the heavy presence of border security, the Soo Locks, other federal agencies and state departments.

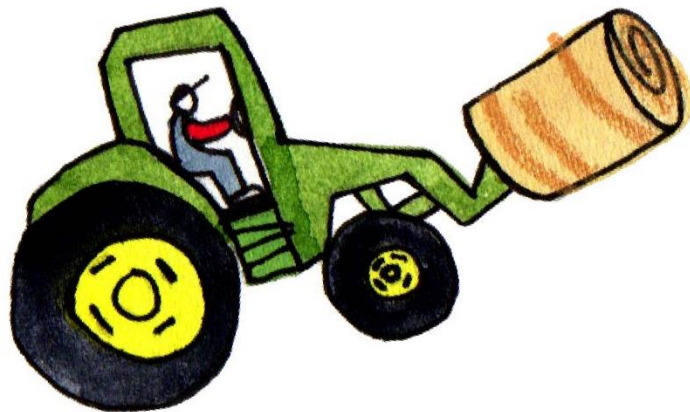
Area	Sector	Year	Tot Estab.	% of TOT	Total Employment	% of TOT	Total Wages	% of TOT	Avg Weekly Wages	Public vs Private Wages
EUP	Local, State & Federal Govt	2019	184	12.3%	7,933	38.5%	\$95,090,125	49.6%	\$1,006	175.3%
	Private	2019	1,311	87.7%	12,654	61.5%	\$96,553,950	50.8%	\$574	57.1%
Chippewa	Local, State & Federal Govt	2019	102	12.3%	6,100	48.3%	\$75,352,266	60.3%	\$1,136	194.2%
	Private	2019	730	87.7%	6,523	51.7%	\$49,650,056	39.7%	\$585	51.5%
Luce	Local, State & Federal Govt	2019	31	16.1%	833	44.6%	\$10,218,984	58.6%	\$907	168.9%
	Private	2019	162	83.9%	1,035	55.4%	\$7,226,886	41.4%	\$537	59.2%
Mackinac	Local, State & Federal Govt	2019	51	10.9%	1,000	16.4%	\$9,518,875	19.3%	\$900	150.3%
	Private	2019	419	89.1%	5,096	83.6%	\$39,677,008	80.7%	\$599	66.6%
Michigan	Local, State & Federal Govt	2019	7,576	2.8%	547,456	12.5%	\$7,696,523,648	13.3%	\$1,232	112.1%
	Private	2019	260,534	97.2%	3,825,367	87.5%	\$50,190,241,792	86.7%	\$1,099	89.2%

Table 1.

Source: Michigan Labor Market Information, Industry Employment and Wages - QCEW, 2019

Historically, the region and Mackinac County in particular, has experienced higher unemployment rates than the State's annual average. The annual averages were much closer together from 2009 to 2012, following the Great Recession. Average annual unemployment rates for the region are now below pre-recession levels. Our Labor Force Participation Rate has risen from 50.32% in the first quarter of 2019 to 54.53% in July of 2019. This is consistent with participation rates from 2014 to 2018 averaging between 51.06% and 52.03% annually.

There are a variety of investment tools in communities throughout our region. Every county as well as the DeTour area, the City of Sault Ste. Marie, and the Sault Tribe of Chippewa Indians all have economic development organizations. Mackinac County and Sault Ste. Marie also have active Brownfield Redevelopment Authorities. Chippewa County is now designated as a Foreign Trade Zone. Luce County has established an asset inventory for their Brownfield Redevelopment Authority, and their EDC has a robust Revolving Loan Fund which supports new and existing businesses. There are also four designated Opportunity Zones in the region. These assets and more are inventoried and contextualized on our on-line story board map here: <http://arccg.is/bCniy>.



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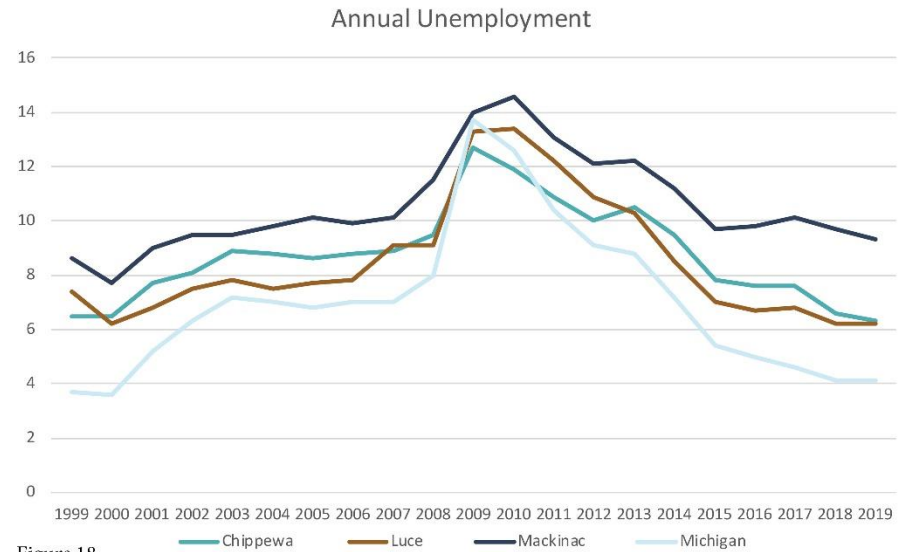


Figure 18.

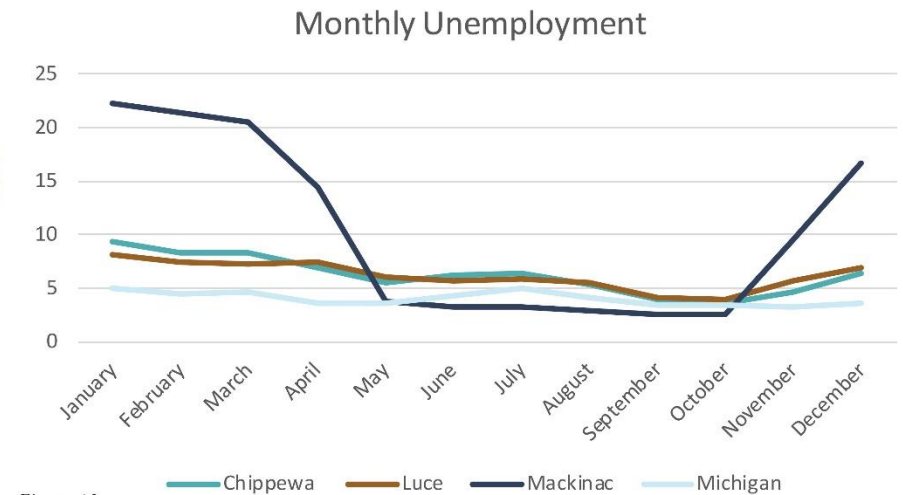


Figure 19.

Public Input/Key Findings

Dozens of residents, business owners, and economic development professionals discussed the economic climate of the region and what steps can be taken to strengthen and diversify the economy in a sustainable manner. Beyond identifying our assets, like the nearby international border, natural resources, and existing unique businesses, they discussed what sectors were already strong in the area, particularly forest products and niche markets that support local businesses. Many of these strengths could be leveraged further still, supporting more local businesses. The participants wanted to see vibrant downtowns, better-paying, year-round jobs, and more investment from local and outside sources. They also spoke about how informed planning and forward-thinking, professional leadership would be key to achieve that vision.

Additionally, 117 people responded to the on-line survey. The top three assets identified were Opportunities for Outdoor Recreation (85.47%), Natural Environment/Climate (84.62%), and Access to Natural Resources (79.49%). Over 60% of respondents also selected Cost of Living which can be an important factor for business owners and entrepreneurs.

At the same time, fewer than 5% said that the Business Climate (4.27%), Career/Job Opportunities (2.56%), and the Availability of Good Paying Jobs were assets (1.71%). Only seven (7) of 119 survey respondents felt that the region's assets were marketed "very well" to effectively attract private investment while 26.27% said assets were not marketed at all.

When asked "What attributes may limit growth in the Eastern U.P.?", over half of respondents selected Availability of Good Paying Jobs (83.9%), Career/Job Opportunities (71.19%), Geographic Location (59.32%), High-Speed Internet (59.32%), Workforce/Talent (53.39%), and Business Climate (51.69%).

Over half of the survey respondents indicated that over-reliance on one industry or employer was one of the biggest threats to resiliency in the region.

When asked to check up to five specific things that leaders can do to make the region a better place for businesses, more than 50% selected:

- Increase access to broadband internet--58.97%
- Fund/develop more workforce training opportunities--51.28%
- Create more high-paying job opportunities--45.3%

The Tourism Survey highlighted small business needs. 59 respondents answered a variety of questions and identified Attractions, Variety of activities, and Waterfront communities and downtowns as the top three strengths of tourism in the Eastern U.P. Over half of respondents selected Potential (capital or other resources) for business growth or attractions (67.24%), Low wages and/or lack of benefits for employees (63.79%), and Lack of available employees (56.90%) as the top three barriers to expanding tourism. Several respondents also mentioned housing and lodging options as a barrier.

Business development support was selected most frequently as an action that would be most effective to support thriving tourism, and over a third of respondents also selected greater collaboration within the region and promoting lesser-known activities and attractions.



Action Plan & Evaluation

GOAL: The region will foster entrepreneurship, support existing businesses, and attract new establishments by providing to businesses tailored and adaptable resources they need at every stage in the life of their business.

Initiative	Description	Evaluation Measurement	Action Leader
Leverage our international border, natural resources and recreational opportunities to support creative business ventures.			
Focus attraction efforts on industries which have a competitive advantage in our region	<p>Natural resources, manufacturing from recycled products, marine repair and manufacturing, outdoor recreation, and other sectors have either a supply or market advantage in our region.</p> <p>Economic development leaders will focus attraction resources and efforts on those industries.</p>	Document outreach efforts and coordinated strategies, report annually in CEDS updates	Chippewa County Economic Development Corporation, DeTour Economic Development Corporation, Luce County Economic Development Corporation, Mackinac Economic Alliance, Sault Ste. Marie Economic Development Corporation
Gather and disseminate data and market studies on potential growth areas	Studies and data reports on potential growth sectors, like the recently completed Forest-Products attraction materials, should be cultivated and leveraged for guiding local businesses and attracting outside investment. These efforts should also help find value-added opportunities and logistics solutions.	Track creation and promotion of these materials, report annually the number of local entrepreneurs and businesses that have benefited from them. Report annually in CEDS updates	EUPRPDC, EDOs, State Partners
Expand the existing Sault Ste. Marie Foreign Trade Zone and increase the number of businesses benefitting from the designation	Create marketing materials for the Foreign Trade Zone, pair with suitable priority properties; Identify local and outside companies that would benefit from doing business in an FTZ; Contact identified companies, furnish with marketing materials.	Track the number of businesses benefitting from the FTZ, increase number by 1 annually	SSMEDC

<p>The Twin Sault's will pursue the creation of a federally-recognized bi-national investment zone that extends into both Canada and the U.S.</p>	<p>Creation of a board or governing structure; Plan and incentive development.</p> <p>Create marketing materials and list of businesses and industries to target.</p>	<p>Completion date: December 2020</p>	<p>SSMEDC</p>
<p>Create a Regional Prospectus to highlight our Opportunity Zones</p>	<p>The Prospectus will: Provide an introduction to Opportunity Zones; Provide a data-driven description of the region and individual community profiles, Identify key partners and establish roles and responsibilities; Identify market strengths; Establish an online and marketing presence for OZs in our region; Outline institutional capacity with measurements and expected outcomes; and Detail other incentives available in each OZ.</p>	<p>Track creation and promotion of these materials</p> <p>Completion date: January 2021</p>	<p>EUPRPDC & EDOs</p>
<p>Through private-public partnerships, ensure that businesses' workforce needs are met.</p>			
<p>Focus attraction efforts on companies that already have training programs in place</p>	<p>Attraction efforts should be further refined by research into what training and development programs potential companies have in place.</p>	<p>Document outreach efforts and coordinated strategies</p> <p>Report annually in the CEDS updates</p>	<p>Chippewa County Economic Development Corporation, DeTour Economic Development Corporation, Luce County Economic Development Corporation, Mackinac Economic Alliance, Sault Ste. Marie Economic Development Corporation</p>
<p>Implement and advocate for more incumbent worker training</p>	<p>Implement Going-Pro program, support apprenticeships, etc.</p>		<p>Michigan Works!</p>

Offer local, specialized training based on employer needs	Local organizations will hold programming aimed at providing skill-development opportunities. These may be one session or several courses over a period of time. One example is the St. Ignace Chamber of Commerce holding Familiarization Trainings for customer service providers in their area.	Ideally at least three a year An annual summary of training held, topics covered, and number of participants will be included in CEDS updates	Chambers of Commerce, EDOs, CVBs, MDARD
Assist businesses in determining their needs and then help them fill those needs			
Help businesses identify needs	Provide expertise, data, and analysis regarding strategy, supply chain logistics, workforce and markets.	This work will be tracked by partner organizations and reported through their channels	EDOs, SBDC, Michigan Works!
Offer trainings, workshops etc. to help businesses refine skills they need to run their businesses	Some training and workshops already in place include: MSUE's webinars and outreach, St. Ignace Chamber leading trainings on social media, customer service, etc., SBDC workshops and the UP Food Exchange Food Summits can also provide training and resources.	An annual summary of training held, topics covered, and number of participants will be included in CEDS updates	EDOs, SBDC, Michigan Works!, Chambers of Commerce, CVBs & Tourism Associations, DDAs, MSUE, TLD, UPFE
Help local businesses find value-added ways to grow	Existing businesses, particularly farms and land-based producers, may often find revenue streams or cost savings in endeavors that are closely related to their current operations.	Partner agency reports will be summarized in annual CEDS updates	SBDC, EDOs, MDARD, MSUE
Connect locally grown or made products with markets	Taste the Local Difference's Local Food Guide, the Online Database so consumers can find farms, the database now connects consumers to farmers' and small producers' online stores. TLD has also partnered with LFM to provide farms looking to set up online stores a big discount on the cost. Farms across the UP can list their products on the UPFE site for wholesale and retail market access for free.	Increase farms participating in online stores/wholesale market from 5 to 15	TLD, MEDC, MDARD, EDOs, UPFE
Locate attraction opportunities which would strengthen the supply chain for local major employers	Through efforts to assist businesses, solve supply chain problems and by completing studies to ensure supply chains have redundancies new opportunities may surface. Taste the Local Difference also assists local producers in connecting existing regional supply chains.	Partner agency reports will be summarized in annual CEDS updates	EDOs, SBDC
Highlight business successes	Celebrating local successes as they occur will encourage the broader community, create support for local investment, and inspire outside investment.	Positive media coverage of businesses will be noted annually in the CEDS updates	Chambers of Commerce, EDOs, DDAs, TLD, UPFE

Metrics & Impacts

The actions outlined above will be updated and adjusted to reflect partner activities and programs. These adjustments will make the plan more representative of year-to-year realities, while measurements independent of individual actions will demonstrate annual continuity of the impact of our efforts.

Generally, the majority of our workforce is employed in low-skill, low-wage positions that cannot support a family. Reliance on relatively few major employers makes the region vulnerable to large impacts from a single hospital or prison closure or significant State or Federal funding cuts. Reliance on tourism also makes us vulnerable to broader economic changes outside of the region.

Our unique assets offer many opportunities to diversify and strengthen the regional economy, and our low cost of living benefits current residents as well as businesses and investors. By leveraging and marketing these assets and opportunities, the region will grow its economy and sustain a high quality of life.

Regional leaders also must fully leverage existing incentives and benefits, especially Opportunity Zones and Brownfield Redevelopment. Utilizing these tools will increase downtown vibrancy and ensure that existing companies are aware of and receive all potential benefits. Currently, Luce County EDC and Chippewa County EDC are developing site readiness plans, having been awarded grants from MEDC and EDA. These actions will support business and growth attraction.

Awareness of economic risk-factors and sustainable growth rooted in existing strengths will create a more resilient regional economy. By focusing economic development on growing businesses which diversify our economy and creating good-paying jobs, we will increase the region's ability to withstand outside economic shocks. Economic development leaders planning for the future and marketing our assets will create a steadier economic climate.

To track the success of our efforts, the annual CEDS updates will also track these general data points as indicators of increased economic vitality and resiliency:

- Average and median wage
- Labor force participation
- Top posted occupations
- Monthly and annual unemployment rate
- Employment and wages by sector



Vibrant Communities

Background

The communities of the Eastern Upper Peninsula each have unique qualities that give them a distinctive sense of place. They also share many qualities such as a rural setting, seasonal population variations, and access to outdoor recreation. Growth will look different in each community while drawing from shared principals and employing similar strategies. Household income, population health, local food and housing all contribute to the prosperity and resiliency of the region.

Several sources supply information related to the economic well-being of the families and households in the region. Median income remains thousands of dollars below the State of Michigan average but has steadily increased over the past several decades. Specifically, since 2014, median income has grown without major setbacks. See “Median Income 1989-2017.”

According to Sterling’s Best Places, the cost of living in the Eastern Upper Peninsula is consistently lower than the national average with Sault Ste. Marie at 71.8% of that national average, St. Ignace at 78.7%, and Newberry at 72.1%. The cost of purchasing a house and transportation are quite a bit lower than the national average while food and health-related expenses are higher. This data assumes home ownership and does not consider the costs childcare or taxes.

The Living Wage Calculator was first created in 2004 by Dr. Amy K. Glasmeier and is hosted by the Massachusetts Institute of Technology. This Calculator shows that the living wage in the region for two working adults and two children at \$15.36/hour. This estimate assumes one young child and one school-age child. It also includes childcare, housing, and taxes.

While rising median income and a low cost of living indicate positive growth, wage data, discussed in the previous chapter, and household income statistics, discussed below, demonstrate that these positive trends have not yet impacted many families. To better understand the economic status of families in Michigan, the United Way of Michigan began the ALICE project. This project focuses on Asset Limited, Income Constrained, Employed households which earn more than the Federal Poverty Level but less than

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Median Income 1989-2017

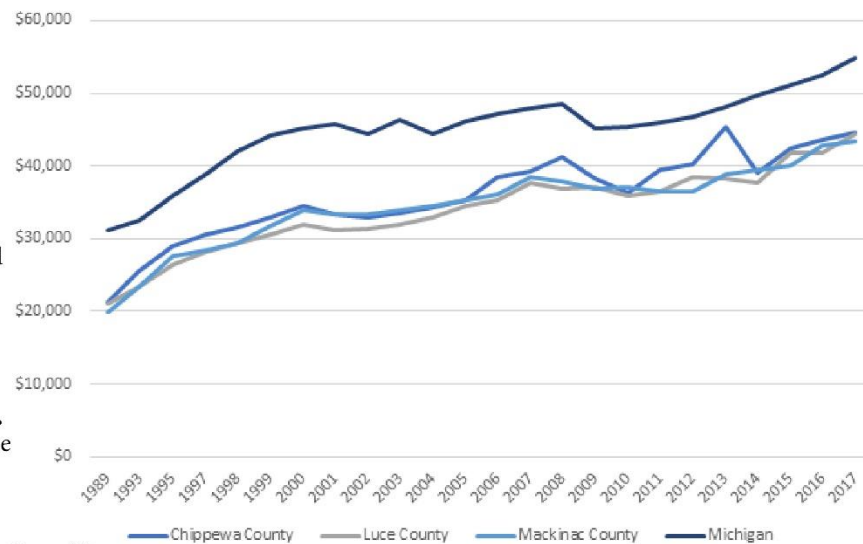


Figure 20.

Household Income by County

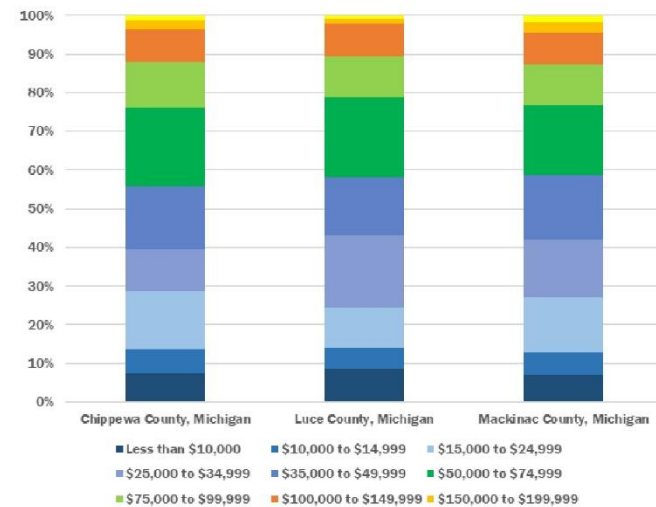


Figure 21.

Source: U.S. Census Bureau,

the basic cost of living for the county (the ALICE Threshold). Combined, the number of ALICE and poverty-level households equals the total population struggling to afford basic needs. A breakdown of households by ALICE threshold and the federal poverty rate is found to the page 30. While these rates can vary considerably between governmental units, only Moran Township in Mackinac County is below the State Average (29%) at 27%. Newton, Lakefield, McMillan, DeTour and Trout Lake Townships all have 60% or more of their households living below the ALICE threshold. For a complete visualization of the percentage of households in each income bracket by county, see figure 20 to the up above.

Unfortunately, the region's lower-than-average household incomes indicate that over half of our population is at significantly increased risk of experiencing a wide range of negative health indicators from general decreased health status to higher rates of diagnosis for depression, anxiety, and disability. Table 1 shows the three counties compared to the State on several important health indicators.

Following the UP-wide Health Needs Assessment, each Health Department is developing a Community Health Improvement Plan. Plans were developed with input from partners from across all healthcare areas and rely on clear metrics and reporting. Every County also has a Communitates That Care (CTC) coalition which uses evidence-based methods to help lower rates of youth problem behaviors with the aim of breaking “the multi-generation cycles of depression, substance use, and other issues that keep our young people from flourishing.” These coalitions include health professionals, law enforcement, educators, tribes, faith-based organizations, local officials, social services, families and youth schools to develop local strategies and programs to address their unique needs. Our local coalitions are in the planning and early implementation stages. From the Michigan Department for Health and Human Services:

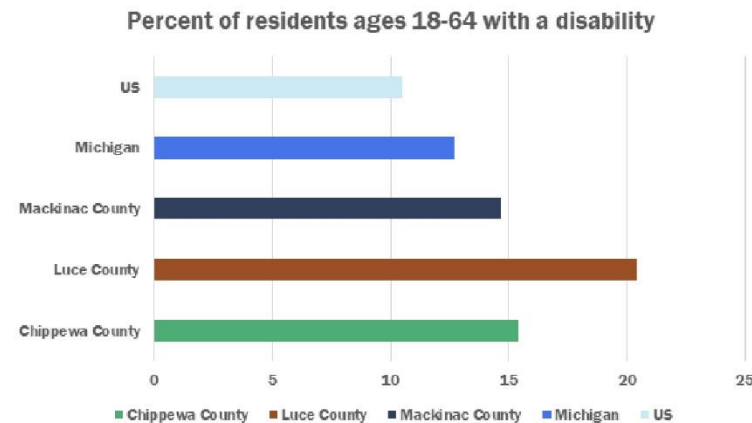


Figure 22. Source: U.S Census Bureau, American Community Survey, 2009-2013

County	Households in Poverty (2017)	ALICE Households (2017)	Total Households Struggling (2017)
Chippewa	15%	33%	48%
Luce	17%	40%	57%
Mackinac	14%	25%	39%

Table 2.

Source: ALICE Data, www.unitedforalice.org/michigan

Health indicator	Chippewa	Luce	Mackinac	State
General Health Status Only Fair or Poor	21.7%	22.3%	12.2%	18.0%
Unable to Access Healthcare Due to Cost	8.2%	10.8%	21.3%	12.8%
No Dental Care Past 12 Months	30.6%	32.9%	25.6%	29.9%
Current Cigarette Smoker	24.4%	22.0%	18.0%	20.4%
5+ Daily Servings of Fruits and Vegetables	17.2%	10.1%	11.4%	14.4%
Ever Diagnosed With Diabetes	13.7%	14.3%	6.2%	11.2%
Ever Diagnosed With Heart Disease	10.4%	12.3%	8.9%	5.1%
Ever Diagnosed With Depressive Disorder	30.0%	24.4%	27.1%	22.0%
Ever Used Prescription Drugs to Get High	5.0%	1.2%	6.8%	4.7%

Table 3. Source: The Upper Peninsula Community Health Needs Assessment 2018, www.wupdhd.org/upchna

“The proportion of the population with disabilities increases with age, is higher for females than males, and declines as education and strategies and programs to address their unique needs. Our local coalitions are in the planning and early implementation stages”. Our aging population and lower average household income may contribute to the higher disability rates in the region. The data in figure 22 was produced in 2013. ACS data from 2018 shows that disability rates have risen to 14.2% in Michigan and 12.6% nation-wide; however, county-level data was not available.

Every county has a local hospital, and communities maintain their own emergency services. The region is served by Chippewa County Health Department and LMAS District Health Department. The health

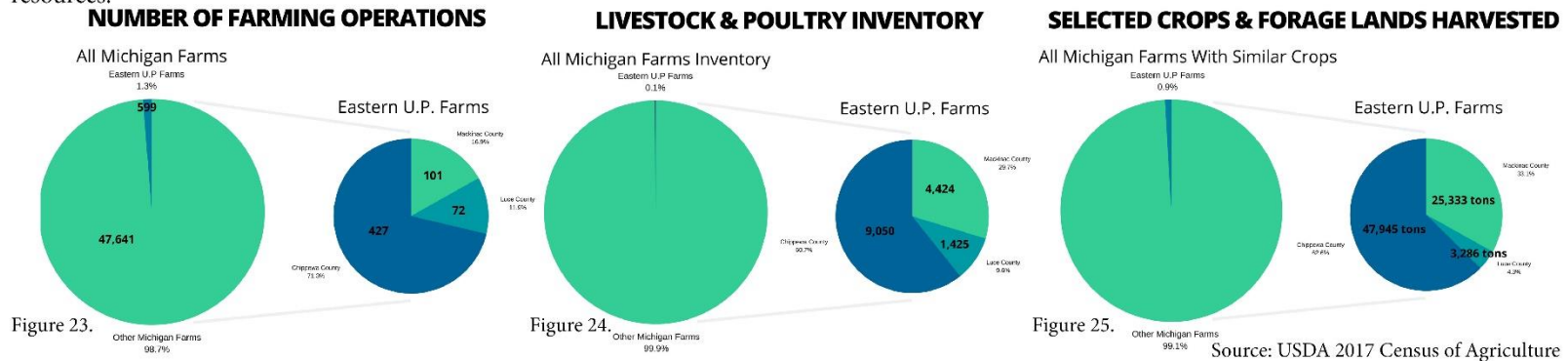
departments complete restaurant food inspections, WIC, immunizations, testing and screening, home health services, and a variety of other services to communities throughout the region. Much of the population is also served by the Bay Mills Health Center and the Sault Ste. Marie Tribe Health Center.

Access to healthy food also contributes to population health. Consuming five or more servings of fruits and vegetables can reduce a variety of health risk factors. Unfortunately, residents of the United States struggle to adhere to this guidance as low-income and minority populations face additional barriers to a healthy diet. In Michigan, 14.4% of residents consume five or more daily servings of fruits and vegetables. In the Eastern UP, 17.2% of Chippewa County residents, 10.1% of Luce County residents, and 11.4% of Mackinac County residents consume five or more daily servings of fruits and vegetables.

These local consumption rates may improve as farmers markets gain in popularity and education increases. However, due to a short growing season and other factors, local farms cannot meet all the local need. Nearly 600 farms in the three-county region grow oats for grain, dry edible beans, corn for silage or greenchop, and hay, and raise cattle and calves, sheep and lambs, chickens, and hogs and pigs.

While agriculture makes up a small percentage of the region's employment, it has a large impact on quality of life and community identity. Many communities were founded as fishing villages, maple syrup production is a local point of pride, and iconic community symbols such as Pickford hay and the horses of Mackinac Island have national reputations.

Michigan State University Extension, the U.P. Food Exchange, and Taste the Local Difference have all created resources and educational opportunities for farmers and local food systems. From example policies and funding resource guides for community outreach on the economic impact of farming and importance of food security, these organizations lead developments in communities across the region while also serving as a bridge to State and Federal resources.



Regulating Vacation Rentals by Owner and Air BNB accommodations for visitors, supplying seasonal workforce and student housing, and ensuring a supply of safe, affordable, and desirable housing for residents are all challenges faced by our communities. MSUE provides many resources for local units of government about VRBOs. Employers and higher-education institutions have shouldered the responsibility for housing for their workers and residents.

Many of our communities have a large seasonal population, and our housing data reflects that reality with 42% of the housing stock vacant for seasonal or recreational use compared to the US rate of 12.2%. Of the remaining 21,520 housing units, the vast majority (15,404) are owner-occupied. Rentals have very low vacancy rates (7% or lower) and over half are concentrated in the county seats. Newberry, St. Ignace, and Sault Ste. Marie have a much higher rate of rental occupation--36.1%, 42.7%, and 46.9% respectively.

According to the Harvard Joint Center for Housing Studies 2019 report on 2017 U.S. Census Bureau data, 43% of renters in Sault Ste. Marie, Michigan are cost burdened with the median renter income at \$23,100 with the median monthly rent costs at \$580. The share of renters with cost burdens in Sault Ste. Marie has been at or above 40% since at least 2006, peaking in 2014 at 56%. Cost-burdened households pay more than 30% of their income in housing costs, and severely cost-burdened households pay more than 50%. On a county level in 2018, gross rent as percentage of household income is displayed in Figure 26, on the right. In Chippewa County, 44.7% of households were cost-burdened or severely cost-burdened; in Luce County, 45% of rental households were cost-burdened or severely cost-burdened; and in Mackinac County, 39.7% of households were cost-burdened or severely cost-burdened. Rents in the region vary with fewer than 15% in any county paying more than \$1,000. The median monthly rent in Chippewa County is \$667, \$710 in Luce, and \$594 in Mackinac.

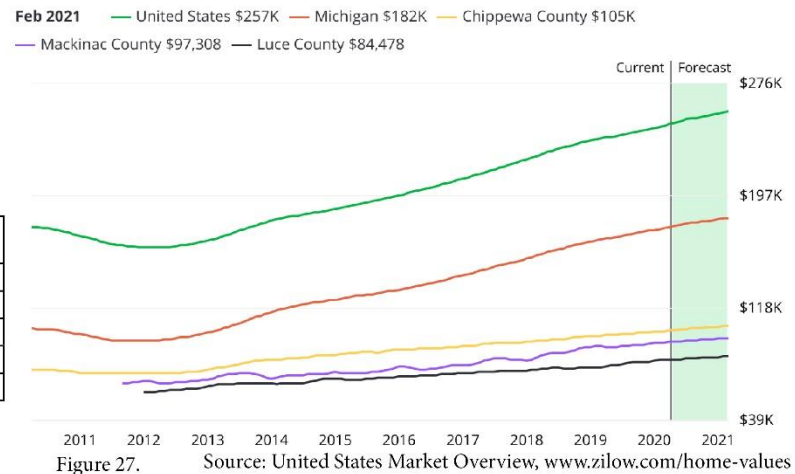
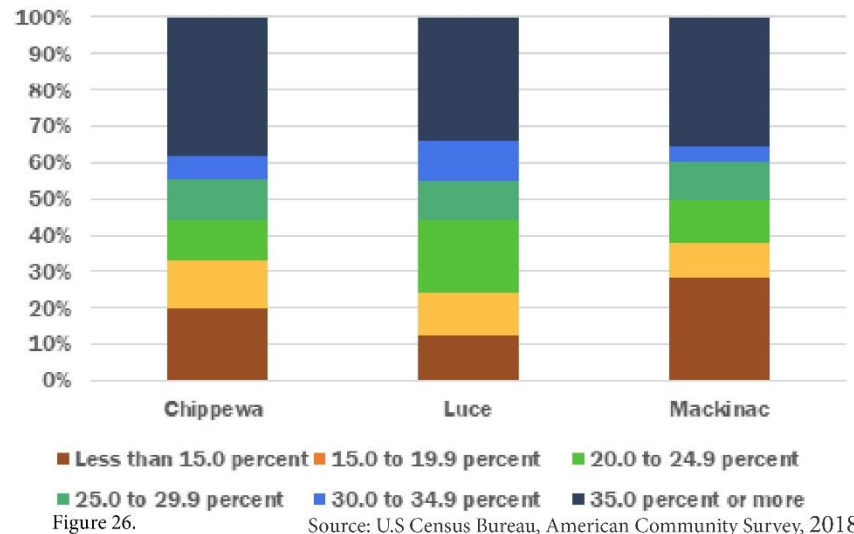
Home values in the region have risen over the decade, and projections from the Zillow Home Value index anticipates continued steady growth over the next year. As the growth chart on figure 27 demonstrates, Michigan has lower home values than the national median, and the Eastern Upper Peninsula home values are far below the Michigan median.

This may make entry into the Eastern UP housing market easier and contribute to the high ownership rate. Low cost of land and an aging housing stock also may partially explain the low housing values. Over 40% of the housing in the region was constructed before 1970, and less than 15% was built in the last 20 years.

County	Median Listing price, January 2012	Median Listing Price March 2020	Percent Change	Projected Median listing Price, February 2018	Percent Change
Chippewa	\$72,500	\$102,000	41%	\$105,000	3%
Luce	\$58,900	\$81,662	39%	\$84,478	3%
Mackinac	\$66,500	\$94,226	42%	\$97,308	3%
Michigan	\$95,200	\$175,000	84%	\$182,000	4%
United States	\$161,000	\$248,000	54%	\$257,000	4%

Table 4.

Gross Rent as a Percentage of Household Income



Public Input/Key Findings

Housing came up in a variety of ways during the public meetings, discussed as both the lack of options being a risk and as an investment opportunity. Participants said they enjoy a high-quality of life, largely thanks to the natural resources and recreational opportunities that are so abundant in the region. They envisioned communities that draw on these strengths to attract investment and jobs and build vibrant downtowns.

Responses to the online survey again emphasized the benefits of the region's natural resources environment, cost of living location and lifestyle. Lack of economic opportunity and business climate were identified as limitations and discussed in the previous chapter. Nearly 60% of respondents also identified the lack of high-speed internet as an issue which impacts all areas of life. Over half of respondents also pointed to the inadequate housing supply as one of the greatest threats to regional resiliency.

The top responses to “Q8: Check up to five specific things that leaders can do to make the region a better place for residents” were:

- Create more high-paying job opportunities (62.71%)
- Increase access to broadband (58.47%)
- Downtown revitalization (53.39%)
- Develop more quality of life amenities (50%)
- Fund/develop more workforce training opportunities (42.37%)

The Eastern U.P. Food Summit survey results underline local food and agricultural business passion to provide their communities with locally produced, healthy and fresh food options. Education remained a top priority, particularly an increased understanding of the positive impact local food production can have including increased physical health and a diversified and broaden regional economy. Some of this education could take place at Farmers Markets. These markets have become a center of activity and socialization for many communities in the region and provide opportunities for further growth. Opportunities identified included funding for marketing to increase attendance and sales, creating infrastructure for a drop-off and pick-up areas for sellers and buyers or food aggregation sites, and help with market set up and tear down. Participants also raised concerns over the economic sustainability of farming, market size, food cost and availability to consumers. For full survey results, see Appendix A.



Recommendations & Resources

GOAL: Vibrant downtowns and village centers will thrive throughout the region, with a variety of safe housing options for guests, seasonal workers and residents. A healthy populace will have access to healthcare and local food, and communities will support local farms.

Recommendation	Description & Examples	Resources
Events and placemaking efforts increase downtown activity		
Use strategic placemaking in a manner that is unique, exciting, sustainable, and conducive to commercial activity.	Collective effort to energize public spaces leads to a stronger connection between residents and their communities. Using design and equity principles, placemaking in turn enhances community identity.	www.pps.org miplace.org/programs/public-spaces-community-places/
Encourage volunteerism and organizational openness to connect individuals to their communities and meet community needs	Civic groups, DDAs and Chambers organize events and beautification efforts. DDA, Chambers, EDOs highlight volunteer activities, recognize those groups	miplace.org/programs/michigan-main-street/
Create a variety of safe housing options to accommodate guests, seasonal workers and residents.		
Employ land bank, brownfield, and other TIF and tax credit programs	GLBBS and the City of Mackinac Island are also working on innovated housing solutions for their students and your-round residents, respectively. Programs that benefit business development can often be employed to incentivize housing construction as well.	See "Planning & Policy" chapter
Ensure clear communication and processes with developers	Clear processes and permitting makes a community more development-friendly, while increasing transparency with the public.	mml.org/resources/information/planning_zoning.htm
Review zoning ordinances to allow for more density and lower parking minimums where appropriate	Greater density reduces building costs, environmental impact, and cost of infrastructure build-out.	miplace.org/programs



Ensure that a healthy populace will have access to local food, and that communities will support local farms.		
Support farmer education and offer business support to them	<p>MSUE hosts beginning farmer webinars.</p> <p>BMCC offers Ag Tech classes.</p> <p>Les Cheneaux Culinary School trains chef and exposes the community to farm-to-table dining.</p> <p>Taste the Local Difference matches producers with markets and hosts annual local food summits.</p> <p>Taste the Local Difference events and campaigns to promote the importance of local, as well as the business benefits for buyers.</p>	<p>msu.edu/beginning_farmer_webinar_series/</p> <p>www.bmcc.edu</p> <p>localdifference.org</p> <p>lcculinary.org</p> <p>canr.msu.edu/uploads/236/59719/MSU-Extension-catalog-Agriculture.pdf</p>
Support local food education efforts	<p>Several local schools have gardens and other agricultural curriculum, including Three Lakes Academy and Whitefish Township Schools.</p> <p>Local libraries support Cookbook Clubs and seed exchanges.</p> <p>LSSU is working to establish a community organic garden; Partner with community organizations on composting and organic gardening</p>	<p>bmcc.edu/about-bmcc/community-services/waishkey-bay-farm</p>
Support for Farmers Markets in the region	<ul style="list-style-type: none"> • Connect all farmers market managers to Michigan Farmers Market Assoc. • Provide funding for all EUP farmers markets in order to help them to be able to afford the marketing • Support and help with infrastructure for food education at markets, track the number of markets participating in education demonstrations and the number of markets licensed under MDARD to host food demos. 	<p>mifma.org</p> <p>localdifference.org</p> <p>ams.usda.gov/services-terms/farmers-market-promotion-program-fmpp</p> <p>michigan.gov/mdard</p>
Support a collaborative healthcare system, which will expand access and resources for the region.		
Implement CHIP and CTC Plans		<p>communitiesthatcare.net</p>

Metrics & Impacts

Families form the basis of communities, their housing, health, and wellness all impact the overall prosperity of the community around them. Increasing and improving housing stock will benefit current residents and attract new families to the region. Similarly, vibrant downtowns strengthen our communities economically and socially. Support for farmers and local food systems will strengthen supply chains, which will be better able to withstand disruptions. All of these elements combine to create desirable places to live and work.

The need for broadband and high-speed internet impacts education systems, businesses, communities, and government service delivery. A plan for comprehensive broadband infrastructure buildout is currently under development. Updates to the CEDS will include the strategies and results outlined in that plan.

Continued development of the regions health care systems will also be captured in future updates of the CEDS. Given the current stress placed on supply chains and health care workers, cooperation and planning will of utmost importance in the future.

Resources and examples listed above in this chapter will be updated annually, and to track the impact or related developments the annual reports will also include:

- Updated ALICE data
- Change in poverty rate
- Increases in housing stock
- Farmers' Market licensing, demos, and marketing



Policy & Planning



Background

The schools, businesses, and communities of the Eastern Upper Peninsula give the region its character. The local units of government and policy makers help preserve that character while facilitating growth and ensuring openness. Forward-thinking planning and proactive policy development draw on tools and best practices which are outlined below. While governments formally take the lead in developing policy, residents shape its development and implementation. Many of the actions and tools discussed in this chapter require governmental or organizational action; however, it will begin with and be executed by individual involvement.

There are three cities within the region (Sault Ste. Marie, St. Ignace and Mackinac Island), two villages (Newberry and De Tour) and many small and unincorporated communities (Bay Mills, Brimley, Kincheloe, Pickford, Paradise, Rudyard, Curtis, Engadine, Naubinway, Hessel and Cedarville, to name a few). Consequently, townships play a large role in economic and community development efforts throughout the region. Chippewa County has sixteen townships: Bay Mills, Bruce, Chippewa, Drafter, Detour, Drummond, Hulbert, Kinross (Charter), Pickford, Raber, Rudyard, Soo, Sugar Island, Superior, Trout Lake and Whitefish. Luce County has four townships: Columbus, Lakefield, McMillan and Pentland. Mackinac County has eleven townships: Bois Blanc, Brevort, Clark, Garfield, Hendricks, Hudson, Marquette, Moran, Newton, Portage and St. Ignace. See Location Map on page 7.

The populations of these municipalities are quite small with a median population of about 960. The City of Sault Ste. Marie is by far the largest with 13,712 residents; and the county seats follow with 2,257 living in the City of St. Ignace in Mackinac County and 1,426 people living in the Village of Newberry in Luce County. Several populations are remarkably small--Bois Blanc, Columbus, Hendricks and Hulbert Townships all have fewer than 200 people. Generally, the population of the region's municipalities lean towards older and retirement-age adults. Fewer than 10% of the populations of Bois Blanc, Hendricks, Sugar Island, and Portage Townships are under 18, while Chippewa Township is made up of over 30% of 0-18-year-olds. Usually, over 15% of local populations are over 65; and nearly 40% of municipalities have populations which are over 30% 65 and older with Bois Blanc at 64%.

Within the region, there are island communities which include Bois Blanc, Drummond, Les Cheneaux, Mackinac, Neebish, and Sugar Islands. The unique lifestyle of the island communities present distinctive challenges. These Communities have banded together with other Great Lakes islands under the Great Lakes Islands Alliance to share information and leverage resources to benefit island communities.

Additionally, two federally recognized tribal communities locate their headquarters in this region. The Sault Ste. Marie Tribe of Chippewa Indians has nearly 40,000 members worldwide and offers cultural, environmental, housing, healthcare, elder, educational and recreational services locally. The Sault Tribe has communities and tribally owned enterprises throughout the seven easternmost counties of the Upper Peninsula. The Bay Mills Indian Community is primarily located in and around Bay Mills and Superior Townships along Lake Superior, with some reservation land on Sugar Island. They also provide healthcare, housing, environmental and other services. They support Bay Mills Community College and a robust Boys and Girls Club. Both tribes are sovereign governments, and they participate in another CEDS process through the Inter-Tribal Council of Michigan.

Through planning, zoning, and enforcement, local governments can guide investment in a manner that preserves the community's character and the health and safety of residents. Most of the counties and local units of government in the region have their own master plans and zoning ordinances. These plans capture the community's reality for the year in which it was written and present a shared vision of the next 20 or 30 years. All zoning in Michigan must be based on a plan; and ideally, land use regulations such as zoning promote public health and safety, conserve building values, and encourage appropriate uses. As shown on Map 3 to the right. Each county has a different status concerning planning and zoning. Luce County has a Master Plan and Zoning which

serves every local unit of government with the exception of the Village of Newberry. Mackinac County has a Master Plan but leaves zoning to individual municipalities. Chippewa County does not have a master plan as all local governments that choose to develop their own plans and zoning ordinances. Several Master Plans have been updated in recent years while others are quite out of date. Many master plans reference a desire to build service capacity through cooperation and resources sharing to preserve the rural lifestyle and protect the natural environment and features.

The rural character of the region is reinforced by extensive public land ownership. The East Unit of the Hiawatha National Forest stretches over tens of thousands of acres, from Lake Superior to Lakes Michigan and Huron. Forest management provides conservation, recreation and commercial uses. The Michigan Department of Natural Resources also holds extensive lands throughout the region. Nearly every municipality has land in it which is owned by the DNR. Similar to the Hiawatha National Forest, these lands provide environmental, recreational and economic opportunities to the region. The Eastern Upper Peninsula Citizens Advisory Council provides local input on regional programs and policies. Meetings provide regular updates from DNR division staff and house discussions of local issues such as trail developments, Chronic Wasting Disease in deer and Oak Wilt. Non-Governmental Organizations, such as the Little Traverse Conservancy, Michigan Nature Association, University of Michigan, Intersarsity Ministries, Michigan Audubon Society, and the Fiborn Kart Conservancy, also own and manage lands for conservation and recreation. Local volunteers for conservancies help maintain trail systems, participate in wildlife counts, and promote healthy and educational activities. Most local municipalities also manage public space for recreation, generally these are parks, campgrounds, and boat launches. Many of the developments on locally owned public recreation areas were supported through DNR grant programs. All of this is in addition to the many privately-owned campgrounds and golf courses. See Map 4 to the right.

The wide variety of recreational opportunities, public land, and seasonal experiences found in the region are the bedrock of the quality of life and a pillar of the economy. Every level of public leadership can play a role in maintaining that balance. The region is relatively safe from natural disasters; however, the Great Lakes region has grown warmer and wetter over the past century. In the past decade, there has been historic low water levels followed by historic high levels. These variations combined with an absence of planning and building regulations threaten the environment, private property, and public welfare.

Taxable Value by County, \$ and Per Capita

County	Taxable Value	Taxable value per capita
Chippewa	\$1,119,378,908	\$29,678
Luce	\$193,892,382	\$30,592
Mackinac	\$1,002,275,099	\$93,522

Table 5.

Source: Munetrix LLC, www.munetrix.com

Impacts on property values have a direct impact on the services that municipal governments are able to provide. Revenues for local units of government come from millages based on Taxable Value. The Taxable Value for each county and Taxable Values per capita are shown in table 4. Figure 28 shows the percentage by which that rate has changed in each county since 2008. Because increases in taxable value are capped in Michigan by Proposal A of 1994, unless the property comes under new ownership, changes in taxable value exceeding 5% or the rate of inflation would indicate the sale of quite a few properties that year. Municipal income is further restrained by the Headlee Amendment which requires governments to reduce their millage when annual growth on an existing property is greater than the rate of inflation.

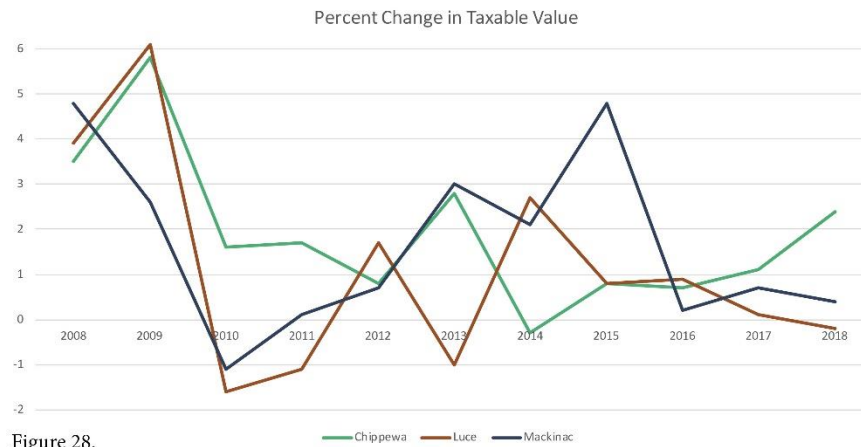
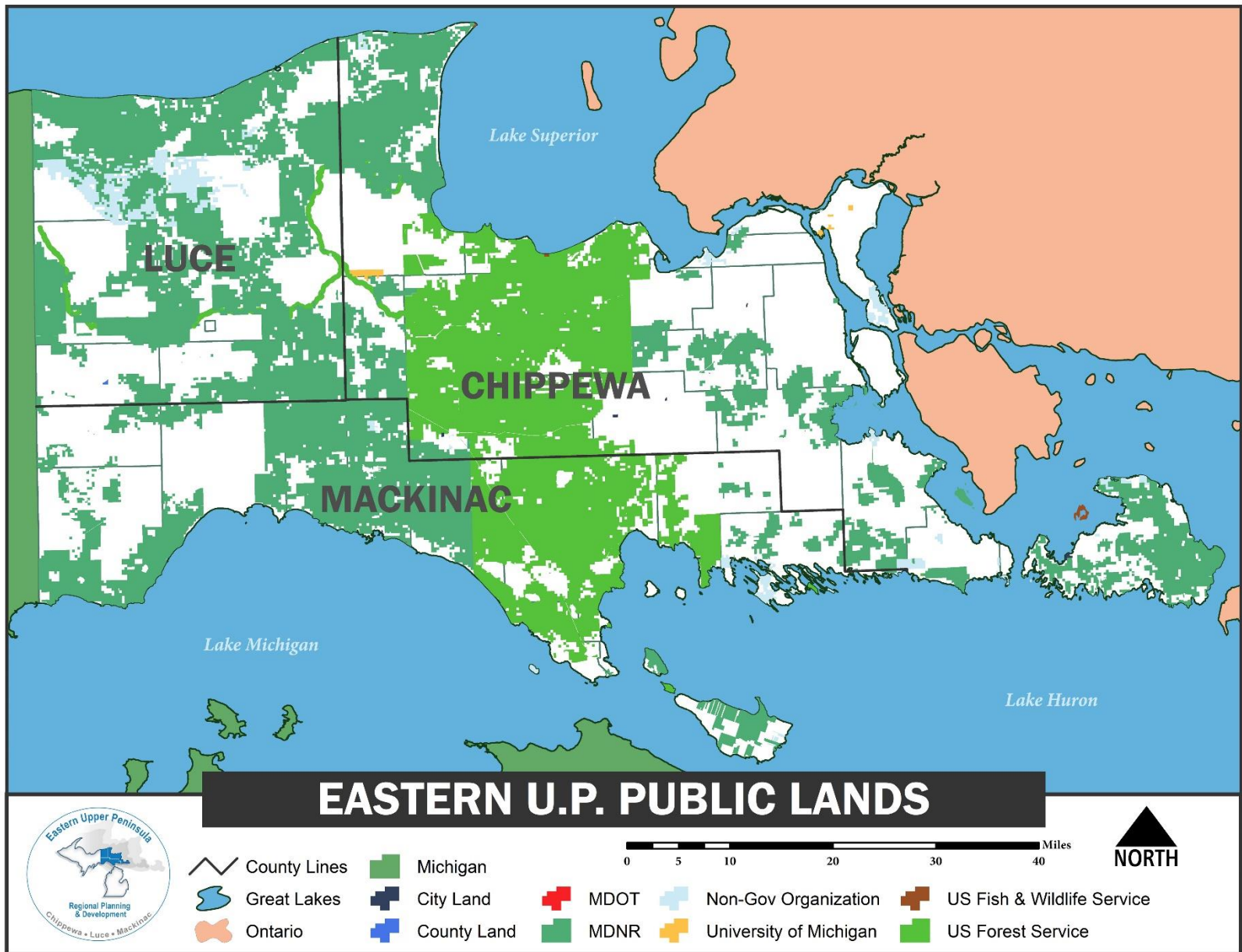


Figure 28.

Source: Munetrix LLC, www.munetrix.com



Map 4.

Public Input/Key Findings

From the online survey, only 8.55% of survey respondents identified Government/political leadership as an asset, 33.05% identified it as an attribute which may limit growth, and 35.59% also identified lack of civic engagement as a treat to the region's resiliency. Others wrote in related concerns such as sprawl, income disparity, and climate change. The tourism survey also identified greater local investment in recreational opportunities as desirable.

The meetings with community groups identified strengths related to public life such as the power of volunteers, collaboration, and brownfield opportunities as strengths related to policy and planning. They saw opportunity in housing, better mental health services, "policy decisions based on public well-being rather than complaints", collaborate on trail development, improve zoning and ordinance policies, and ensuring the business-friendliness of policies and personnel. When discussing their aspirations for the future, participants described a variety of new housing, vibrant downtowns, reliable internet, robust and well-maintained trails and sidewalk systems. Risks identified include a lack of planning, lack of professional leadership, resistance to change, old school, good old boy/no change mentality, man-made environmental disaster, need for grant writers and lobbyists, and formal public support for economic development.

REDAC discussions about local policies specifically focused on permitting on State and Federal land and local zoning and tax rates restricting agricultural uses like maple syrup harvesting and hoop houses. The Collaborative also discussed the need for clear communication among businesses, governments, and the public.

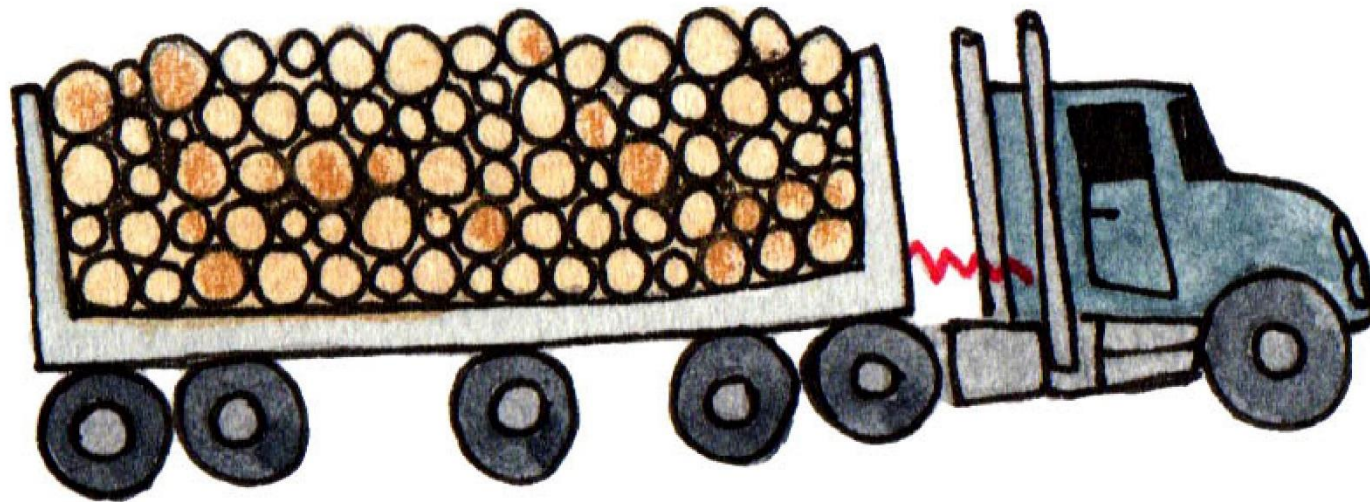


Recommendations & Resources

GOAL: Local governments and government agencies will support long- and short-term strategic planning to facilitate investment, ensure fiscal responsibility and stewardship, and increase community prosperity.

Recommendation	Description & Examples	Resources
Press releases, public notices, and/or social media channels municipalities will create a greater understanding and involvement in local government.		
Local and regional governments will establish clear channels of communication to residents, local organizations, and businesses - and to one another to foster collaboration and share ideas across the region.	<p>Press releases, public notices, and/or social media channels municipalities will create a greater understanding and involvement in local government. These efforts will save expense and facilitate investment by eliminating redundancy, saving time, and fostering openness/transparency. Examples include:</p> <ul style="list-style-type: none"> • Public Participation Plans • Flow Charts of permitting • Regular postings and reminders of daily business--how to pay your water bill, spring cleanup services, etc. 	miplace.org/programs
Increase educational outreach on relevant topics to residents, including land use, zoning and building codes, septic systems, and other topics as they arise.	<ul style="list-style-type: none"> • Cooperate with health departments in conducting septic system educational programs regarding maintenance and management of systems • Develop guides that communities can understand impacts of; for example: Hoop houses 	canr.msu.edu
Reduce and prevent blight		
Rural and urban blight contribute to lower property values, environmental contamination, and loss of revenue to a community due to being unattractive to visitors and new residents. Many programs and policies assist blight reduction.	<ul style="list-style-type: none"> • Revise/develop blight ordinances • Dedicate resources so policies may be enforced, develop a strategy for cost-sharing enforcement • Support the development of a county-wide land bank for the management of acquired and tax-reverted properties • Façade grant programs • Support Brownfield redevelopment • Initiate placemaking, streetscape enhancement, special overlay district standards in downtown areas 	mml.org/resources.htm michigan.gov/leo/ https://www.michigan.gov/egle/ https://www.miplace.org/programs/

Local processes will ensure clear communication with businesses and support investment		
Ensure local producers can grow their products locally through land use policies	<ul style="list-style-type: none"> • Examples of policy language for municipalities was developed by MSUE. LUGS should examine these policies and implement where appropriate. Specifically: • Promote maple syrup and other agricultural product production and in appropriate areas • Work with large public landowners on understanding and developing permitting on their lands • Develop guides that communities can understand impacts of; for example: Hoop houses 	canr.msu.edu/resources/michigan.gov/documents.pdf
Promote environmental and community health through forward-thinking services, policies, and planning		
Develop and improve recycling services	<ul style="list-style-type: none"> • SSM City grant to recycle tires • Waste energy conversion project in Kinross • Incinerator for waste at the Chip Co Airport • Enhance and promote recycling services including E-waste. 	https://www.michigan.gov/egle/0,9429,7-135-70153_69695---,00.html



Metrics & Impacts

The strategies and actions outlined in previous chapters will be most effective when implementation is guided by proactive plans and policies. Progress will only be safeguarded by proactive leadership that seeks to plan for both best- and worst-case scenarios.

Progress in this section will be measured by reviewing plan and policy updates, the number of trainings offered in the region, and grant awards to municipalities and economic development organizations.



Integrated Asset Mgmt.

Background

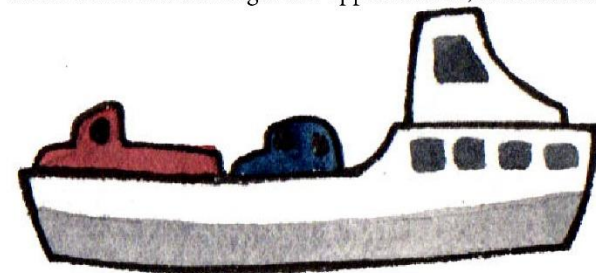
A definite strength of the EUP is the variety of impressive infrastructural assets within the region. The Mackinac Bridge, the International Bridge and the Soo Locks are attractions in and of themselves, while also serving essential purposes at the same time. These critical land and marine connections are vital to domestic and international trade for the region.

The Eastern Upper Peninsula Transportation Authority (EUPTA) operates the local public transit options. With ferry service to the three largest islands in the region (Sugar, Neebish and Drummond), residents have a unique option to make their homes off of the mainland. EUPTA also operates bussing services between Sault Ste. Marie and De Tour; Sault Ste. Marie, Rudyard and Trout Lake; and Sault Ste. Marie and Kincheloe. In the Newberry and Curtis area, those needing public transportation options can use EUPTA's Dial-a-Ride system.

The Chippewa County International Airport (CIU) provides daily flights on a commercial airline to Detroit and Minneapolis, through which one can travel to any destination of their choosing. The CIU has recently constructed a new terminal, new hangars and repaved the main runway, and recently unveiled plans for a completely redeveloped General Aviation terminal, which sees daily flights from all over the world. Additionally, the municipal airports located in each county allow for air travel and transportation. It is important to note that the airports located on Mackinac Island and Bois Blanc Island play a critical role in transportation to these isolated areas, particularly during the winter months. The region's four commercial harbors also provide the region with the ability to utilize the Great Lakes for transporting the products coming out of the region.

Broadband

Another critical piece of infrastructure for the EUP Region is broadband. Since 2010 the Commission has been involved in myriad of broadband efforts, from County Technology Action Plans developed through the Connect Michigan program, to a vertical asset inventory, and an extensive region-wide survey funded through the Michigan Regional Prosperity Initiative. The culmination of these efforts was our co-application to EDA with the EUP Intermediate School District (ISD) for the funding of a planning grant to outline the necessary steps, and a roadmap for implementation of broadband to the areas of greatest need throughout the Region. Due to the region's low population density, the availability and accessibility of adequate broadband has been a decades old challenge, proving difficult to overcome due to the cost of construction. Our recent partnership with the ISD aims to lower the cost of entry for providers into our market by establishing a public/private partnership model on the construction and ownership of fiber. All of these past efforts, taken collectively, put the region on the cusp of finally overcoming this digital divide which limits economic growth opportunities, educational advancement, as well as population growth.



Transportation Asset Management (TAMC)

The Michigan Transportation Asset Management Council (TAMC) was formed under Public Act 499 of 2020 (amended by PA 338 of 2006, PA 199 of 2007, PA 257 of 2010, PA 298 of 2012, PA 506 of 2012, and PA 323, 324, 325 of 2018). The TAMC continues to promote the principles of asset management statewide to enhance the productivity of investing in Michigan's roads and bridges through coordination and collaboration among state and local transportation agencies. The TAMC is comprised of professionals from county road commissions, cities, a county commissioner, a township official, regional and metropolitan planning organizations, and state transportation department personnel. The Council reports directly to the State Transportation Commission.

The TAMC's activities include:

- Surveying and reporting the condition of roads and bridges by functional classification categories.
- Analyzing completed and planned investments in roads and bridges.
- Supporting the development of appropriate asset management methodologies.
- Providing education and training on the benefits of asset management principles and procedures.

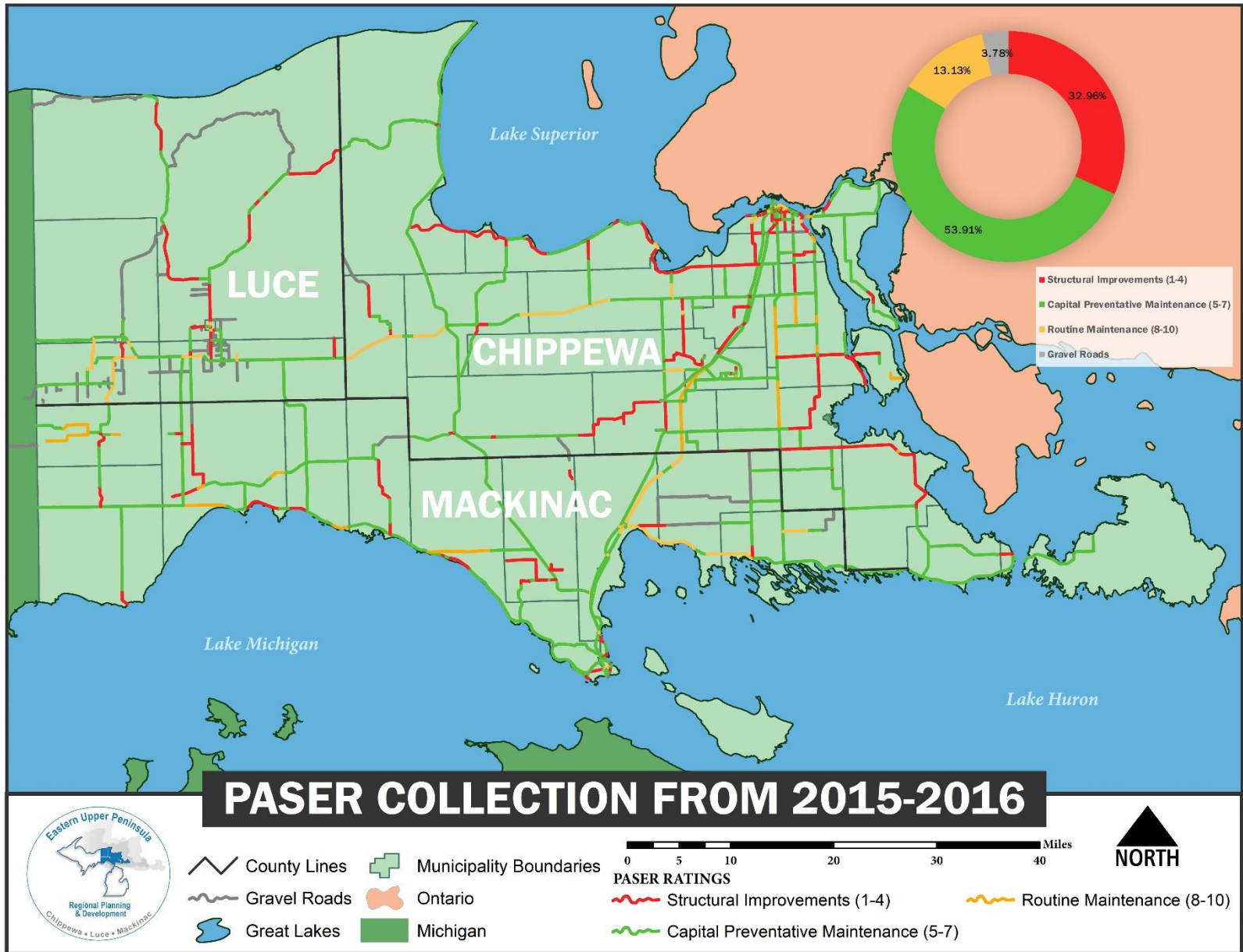
For the past 16 years, the EUP Regional Planning & Development Commission has been engaged in a strategic partnership with the TAMC to assist in the evaluation and collection of road data in the EUP. Through an annual work plan, the organizations have leveraged state funding to implement asset management best practices with the transportation agencies across the Region. As the Asset Management program for roads has evolved through the years, the TAMC and EUP strive to provide data that can be easily accessed and tell the story:

- Interactive maps of road and bridge conditions
- Dashboards that identify annual metrics from finance, roads, bridges, traffic and safety data.
- Investment reporting tool – detailed information on road and bridge projects.

Displayed on the following pages are PASER ratings for the years 2015-2016 and 2018-19. The evaluation index is broken down into these categories:

Structural improvements (1-4), Capital Preventative Maintenance (5-7), Routine Maintenance (8-10), and Gravel Roads. Using these categories, with 1 being a failing road and 10 being a newly paved road.

From 2015 to 2019 the percentage of roads requiring structural improvements increased from 32% to 48%, those needing capital preventative maintenance decreased from 53% to 39%, and routine maintenance from 13% to 12.5%. This clearly indicates that roads in the region are getting worse not better, as the highest rating category (Routine Maintenance decreased by a mere 0.5%, while the poorest category increased by 16%). Asset Management is founded on a "mix of fixes" meaning road agencies are encouraged to evaluate their entire system and develop a matrix of solutions based on funding levels; so its fair to assume we will not see a massive overhaul of many lane miles of roads in any one year, however, it is concerning that the capital preventative maintenance category is quickly deteriorating into structural improvements. This is no doubt exacerbated by our harsh winter climate with significant freeze/thaw cycles, which are known to damage roads. Funding for road improvements in the State of Michigan has become a more politically charged topic in the past two years, as gas taxes have not kept pace with inflation and the continued deterioration of the entire system has created an untenable situation that will require a significant funding overhaul in order to adequately address.



Michigan Infrastructure Council (MIC)

The Michigan Infrastructure Council (MIC) was created through Public Act 323 of 2018 and is charged with bringing together public and private infrastructure owners, regional representatives, finance and policy experts, and state departments to coordinate and measure infrastructure goals, safeguard investments and develop an efficient, strategic and statewide framework for integrated asset management. The mission of the MIC is to define a vision for Michigan's infrastructure that provides the foundation for public and environmental health, economic prosperity and quality of life. To accomplish this mission, the MIC has identified several strategic priorities*:

- Collaborate – Facilitate a coordinated, holistic approach that optimizes the engagement of all who manage and use Michigan's infrastructure
- Coordinate – Align strategies for infrastructure management to ensure that Michigan's assets are effectively and efficiently constructed, operated and maintained.
- Educate – Provide accurate and trusted information to support effective infrastructure decisions.
- Invest – Determine, recommend, and advocate for adequate funding for Michigan's infrastructure and promote effective and efficient investments to achieve maximum benefit.
- Prioritize – Establish and document the condition of Michigan's infrastructure to identify the needs of the greatest priority.

*From the MIC website.

Public Input/Key Findings

The region hosts a significant number of diverse infrastructure assets including roads, bridges, rail, marine ports and airports. Aging staff and retirements are creating an environment with a lack of institutional knowledge of the infrastructure systems, which in many cases are very old and in need of regularly scheduled maintenance, repair and upgrades. Funding for these upgrades and infrastructure expansion is scarce, however some progress has been made recently, particularly at the Chippewa County international Airport. Additionally, Federal, State and private investments have begun and will have enormous economic and social impact over the next several years.

The REDAC often discusses these investments, particularly the Soo Lock upgrades, and the impact on housing. Discussions with community groups mentioned many infrastructure assets as strengths, including I-75, Mackinac Trail, 6 Mile, local Class H roads, Chippewa County international Airport, increasing access to broadband, and general infrastructure improvements. Improving internet access was one of the most frequently discussed opportunities and leveraging outside infrastructure investments for local gain was also mentioned by several groups. Nearly all participants aspired to widespread, reliable, and accessible internet access. The risk of not expanding internet access and of governments failing to plan well were also discussed.

As presented in the figure 29, online survey respondents generally felt the Water and sewer, Road/highway system, and Railroad were advantages, while Broadband, Housing, and Public Transportation were disadvantages. Nearly 70% of respondents selected Aging infrastructure as one of the biggest threats to resiliency. When asked to identify the top five things local leaders could do to improve the region for residents and business nearly 60% selected increase access to broadband internet. Despite a majority feeling public transit, or lack thereof, is a disadvantage to the region, a third selected it as a way to improve lives of residents. Few respondents had strong feelings about the changes in infrastructure over the past three years. Nearly 60% acknowledged some improvement in internet and around 30% felt the Road/highway system and Pedestrian/ bicycle routes had improved. More respondents felt public transportation had declined than felt it had improved.

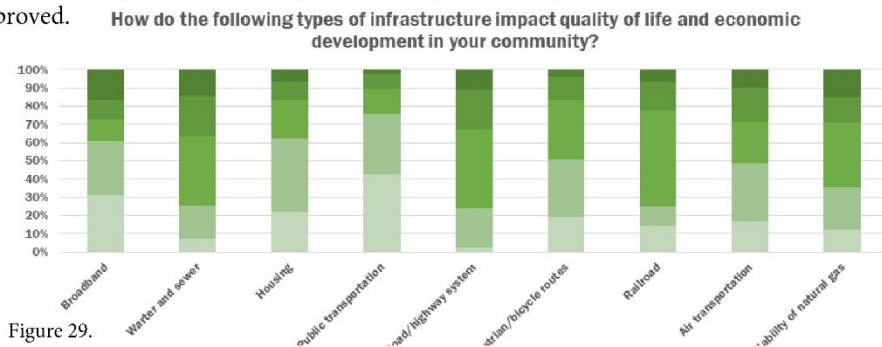
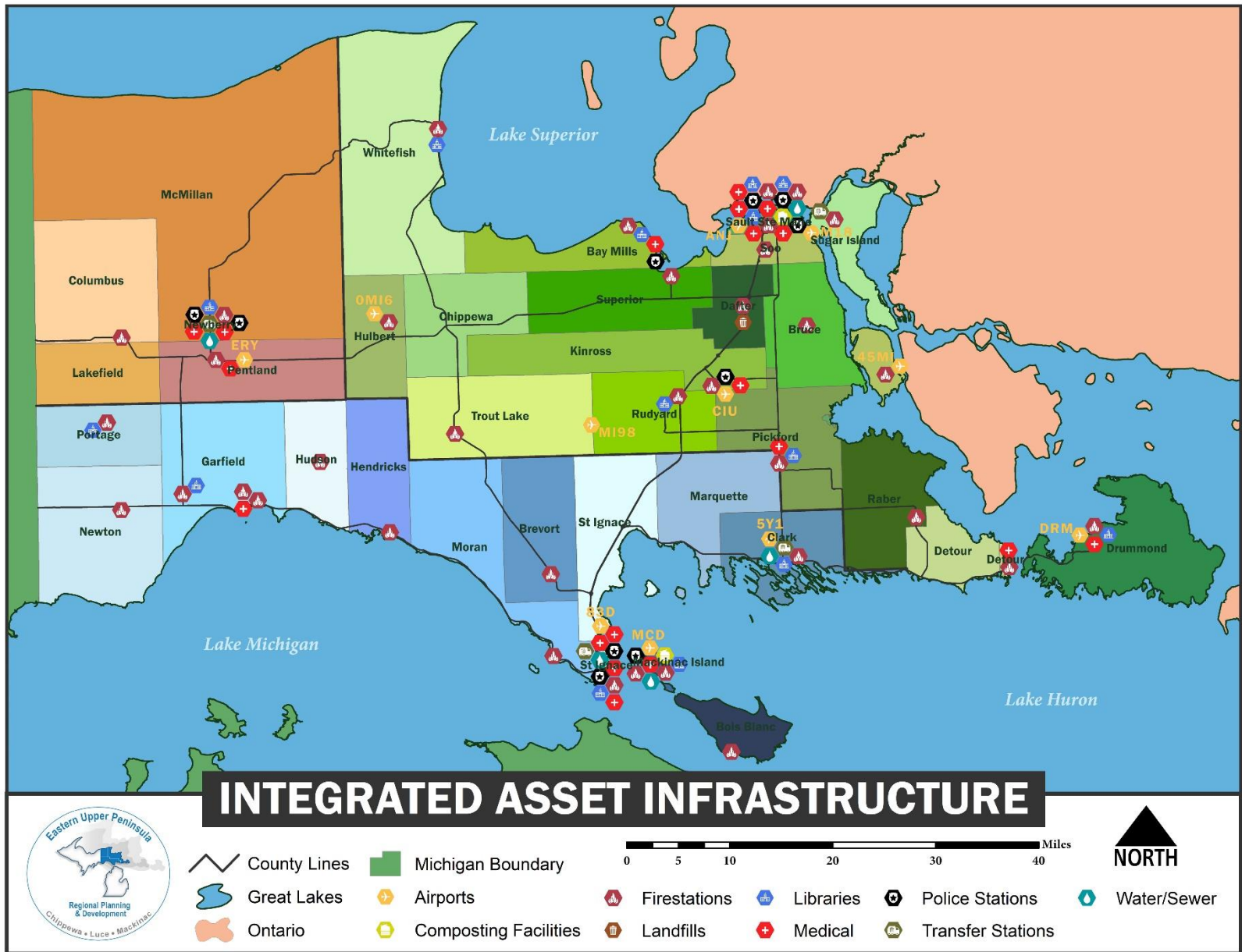


Figure 29.



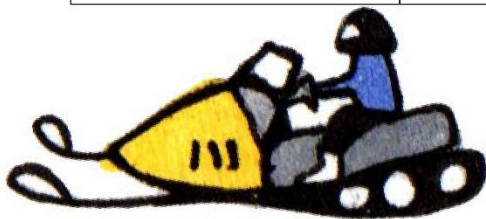
Map 7.

Action Plan & Evaluation

GOAL: Through inventorying, fiscal and maintenance planning, and need-identification, the region will support existing and expand robust road, utility, broadband, and service infrastructure.

Initiative	Description	Evaluation Measurement	Action Leader
The region will continue to maximize the resources available to maintain and enhance roads, utilizing asset management best practices.			
Local road agencies will continue to participate in the PASER rating and evaluation process annually.	EUP annually conducts the Pavement Surface Evaluation and Rating Program on paved roads, with Act51 Road Agencies in the region; this program provides real time data for decision making to road agencies.	50% of the Regions federal aid eligible roads will be rated annually; updated annual maps will be published and an annual report will be provided to the TAMC and local road agencies.	EUP, local road agencies.
Completion of Asset Management Plans	Required local transportation agencies will develop and submit to the TAMC an Asset Management Plan.	Plan is submitted and meets the required criteria for plan developed as stipulated by the TAMC	TAMC, Local transportation agencies, EUP
Completion of Local Road Asset Inventory	PASER data collection for all roads that do not fall within the Fed-aid guidelines of TAMC.	Collect One County's Non-Fed Aid Roads per year.	EUP Regional Planning & Development Commission, Local transportation agencies.
Implement New Tools to Improve Asset Inventorying	Tools that are being used for collection are roughly 12 years old. New tools need to be adopted in order to maintain cutting edge technology and improve collection of data.	Adoption of a schedule requiring update or replacement of Field Collection equipment every two years. Software and tools for field collection should be straightforward and uncomplicated for ease of training.	EUP Regional Planning & Development Commission
Collection of all types of assets (signs, roads, culverts, etc...)	Implementation of an internship program with the County Road Commissions to collect and inventory other asset data.	To maximize time and resources, road agencies would collect assets concurrently with other maintenance being done in the field.	Local road agencies.

Implement and advocate for Integrated Asset Management Best Practices across the Region			
Completion of Asset Management Readiness Scale	Asset owners of road, water, sewer, fiber, electric and natural gas infrastructure will have conducted and submitted an asset management readiness report to the MIC	Communities and asset owners will better understand risk and their context (e.g. markets/climate/regulation)	EUPRPDC, asset owners, local units of government (City/Village Managers, Finance, Department of Public Works (DPW), Water and Wastewater Treatment Plant managers, others)
Communities will adopt a holistic approach to Asset Management	Identification of organizational purpose and what assets it needs – and why	Identify the value, purpose and long-term outcomes	Local Units of Government
Communities and asset owners will develop policies related to Asset Management.	Local Units of Government and asset owners will strive to create Asset Management Policies that guide future investments and maintenance.	Policies that are service-ability focused and have commitment from Senior Management, and the organization for continual improvement.	Local Units of Government, asset owners
Implement Capital Improvement Planning for core communities	Enhanced educational offerings so elected officials and citizens can better understand the challenges today and in the future.	Work with communities to develop information and data that is easily accessible in order to support decision making.	EUPRPDC, selected communities (City Managers, Finance, DPW, WWTP, others)
Core Communities will strive to develop Asset Management Plans	Facilitate new, collaborative and objective approaches to making investment decisions regarding top priority needs. Promote sharing of information and best practices through inter-jurisdictional newsletters and via the web.	Development of a 3 to 5 year Asset Management Roadmap for Core Communities. Creation of Asset Management networks in our Core Communities.	EUPRPDC, selected communities (City Managers, Finance, DPW, WWTP, others)



Invest in our public transit services to Ensure Mobility and Accessibility and to Stimulate Economic Growth, Productivity and Competitiveness in the EUP.			
Improve public transit offerings across the Region.	Improved public transportation services through better mapped routes	Increase and better marketing of existing public transit services	EUPRPDC, Public Transit Agencies in the EUP.
Identification of the need for Non-Emergency Medical Transportation (NEMT)	Development of a strategy that identifies the areas of greatest need across the Region for NEMT and specific actions to address this need.	Creation of a NEMT strategy in collaboration with UPCAP, CUPPAD, WUPPDR to identify the areas of greatest need.	<ul style="list-style-type: none"> EUPRPDC, UPCAP, CUPPAD, WUPPDR, Regional Stakeholders

Metrics & Impacts

Critical infrastructure supports businesses of all sizes and is essential to meeting the needs of communities. Well-maintained roads and responsibly managed local infrastructure contribute to quality of life for residents. This foundational infrastructure also forms the most basic support for economic stability and growth. Broadband and public transit are economic drivers which also attract talent and strengthen businesses by providing access to markets and workers.

Based on community conversations and survey results, access to broadband internet is the greatest public concern. In this era of telework and remote workspaces, citizens are desiring to live away from population centers and work from home or a remote location (i.e. seasonal residents).

As actions listed above are completed, CEDS updates will report on progress and outline next steps. Additionally, the CEDS updates will track:

- The number of municipalities creating and using CIPs
- Implementation of Integrated Asset Management best practices
- Changes to public Transit offerings in the region



Priority Projects

During November 2019 the Commission conducted its annual “Call of Priority Projects”, this call is issued via an online survey tool, to all local units of government, economic development organizations, non-profits, tribes, higher education institutions and stakeholders in the Region. In total we received 12 projects for priority consideration in the 2020 CEDS Revised 5-Year Plan, these projects were added to other priority projects from past years’ which have not yet been implemented.

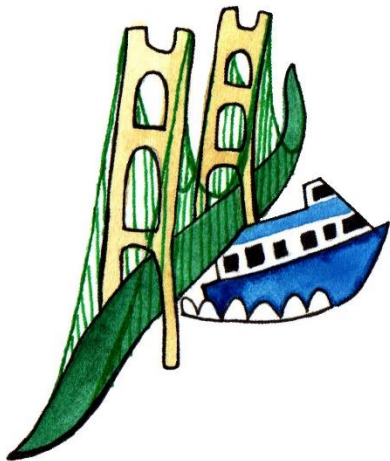
SCORING CRITERIA

Job Creation		Matching Funds		EDA Investment Priorities (1pt each)	
1-10	2	Yes	5	Recovery and Resilience	
11-25	4	Partial	3	Critical Infrastructure	
26-50	6	No	0	Workforce Development and Manufacturing	
51-75	8			Exports and FDI	
75+	10			Opportunity Zones	
Job Retention		In Plan		Project Readiness	
1-10	2	Yes	5	Shovel Ready	5
11-25	4	No	0	In Progress	3
26-50	6			Planning Stage	1
51-75	8				
75+	10				

The projects are scored based on the following criteria:

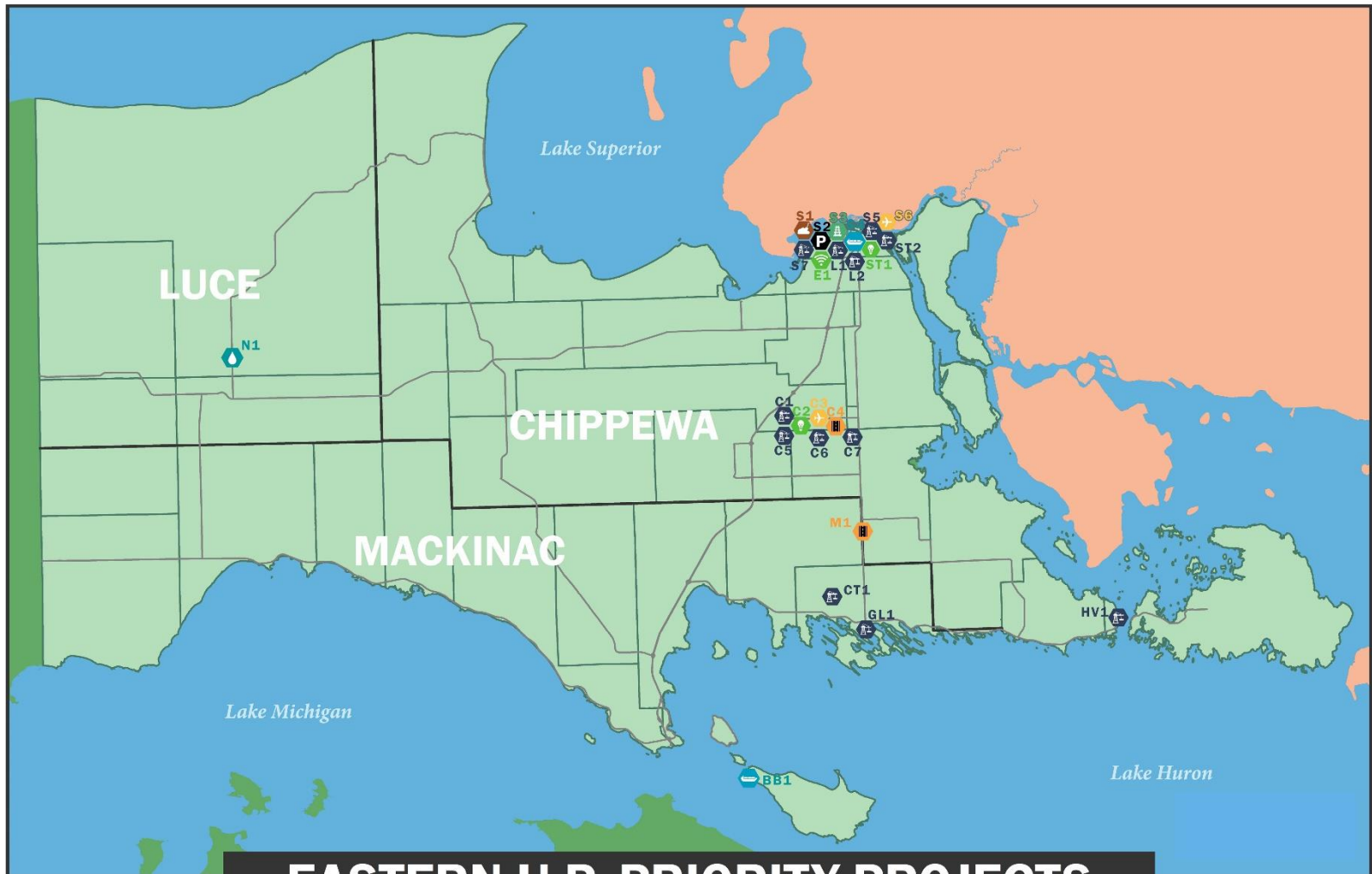
Job creation, job retention, matching funds, project readiness, identified in a planning document (CEDS or otherwise), and the EDA’s investment priorities.

Figure 30.



Year Listed	Project Description	Organization	Estimated Cost	Funding Sources	Total Score
2017	EUP Community Fiber Network	EUPISD	\$2 million	EDA, USDA, State, Local, Other	33
2019	Lake Superior State University Campus Housing Improvements	Lake Superior State University	\$29,000,000	Public Private Partnership	32
2017	Newberry Wastewater Treatment Phase 2	Village of Newberry	\$8,000,000	USDA, MEDC, EGLE, Local, Other	32
2019	Sault Tribe Health and Human Services Infrastructure Project	Sault Ste. Marie Tribe of Chippewa Indians	\$1,400,000	Federal, Tribal	28
2020	New Spec Building	Chippewa County EDC	\$4,200,000	EDA, MEDC, Private, Other	24
2019	3 Mile Road from Rockview Rd to Taylor Road	Mackinac County Road Commission	\$700,000	TEDF, MDOT	23
2020	SmartZone Building Expansion	Sault Ste. Marie EDC	\$550,000	EDA, MEDC, USDA, Other	22
2020	Rail Spur Redevelopment	Sault Ste. Marie EDC	Unknown	MDOT, FHWA, Private Other	22
2017	St. Ignace Road from Clark Township line west two miles	Mackinac County Road Commission	\$1,000,000	TEDF, MDOT	19
2020	Spec Building	Sault Ste. Marie EDC	\$600,000	EDA, MEDC, Private, Other	19
2020	Reiss Coal Dock Redevelopment	Sault Ste. Marie EDC	\$20,600,000	EDA, MDOT, FHWA, EGLE, Private, NOAA, Local, Other	18
2020	Cannelton Superfund Redevelopment	Sault Ste. Marie EDC	\$850,000	EDA, USDA, MEDC, Local	18
2020	Flight Line Warehouse/Hangar Building Construction	Chippewa County EDC	\$600,000	EDA, MEDC, Local, Private	17
2020	General Aviation Terminal Construction	Chippewa County EDC	\$1,500,000	FAA, MDOT, FHWA, Other	17
2020	Great Lakes Boat Building School Expansion Project	Great Lakes Boat Building School	Unknown	EDA, Local, Private, Other	16
2019	Building Heating/Insulation/Lighting Project	Chippewa County EDC	\$1,500,000	TBD	16
2020	Resurfacing Central Ave.	Chippewa County EDC	\$50,000	EDA, MEDC, MDOT	16
2019	Airport Hangar	Chippewa County EDC	\$2,500,000	TBD	15
2018	Industrial Park Improvements	Clark Township	\$1.5 million	EDA, MEDC, Private, Local, USDA, Other	14
2020	Building #403/#429 Restoration	Chippewa County EDC	\$1,500,000	EDA, MEDC, Private, Other	13
2019	DeMawating Development - Riverside Village	Sault Ste. Marie Tribe of Chippewa Indians	\$500,000.00	To be determined	13
2020	Industrial Incubator Park Lot Reconstruction	Sault Ste. Marie EDC	\$250,000	EDA, MEDC, Local	12
2019	Center for Outdoor Recreation and Education (CORE)	Lake Superior State University	\$6,250,000	State, LSSU, grants and pledges	11
2020	Air Industrial Park 14th Ave Extension	Sault Ste. Marie EDC	\$700,000	EDA, MDOT, MEDC, Local	11

Figure 31.



EASTERN U.P. PRIORITY PROJECTS



Major Roads
 County Lines

BB1 - Bois Blanc West End Park Dock
 C1 - CCEDC Terminal Construction
 C2 - CCEDC Building Improvements
 C3 - CCEDC Airport Hangar

Ontario
 Michigan

C4 - CCEDC Resurfacing Central Ave
 C5 - CCEDC Hangar Construction
 C6 - CCEDC New Spec Building
 C7 - CCEDC Building Restoration

0 5 10 20 30 40 Miles
 CT1 - Clark Twp. Industrial Park
 E1 - EUPISD Fiber Project
 GL1 - GLBBS Expansion
 HV1 - Harbor View Assisted Living
 L1 - LSSU Housing
 L2 - LSSU Outdoor Rec & Education
 M1 - Mackinac Co. Road Commission
 N1 - Newberry Wastewater Treatment
 S1 - SSMEDC Cannellon Superfund
 S2 - SSMEDC Lot Reconstruct
 S3 - SSMEDC Rail Spur
 S4 - SSMEDC Reiss Dock



S5 - SSMEDC Spec Building
 S6 - SSMEDC Air Park 14th Ave. Extension
 S7 - SSMEDC Building Expansion
 ST1 - Sault Tribe Infrastructure Project
 ST2 - Sault Tribe Riverside Village

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Appendix B

Public input

DATA COLLECTION

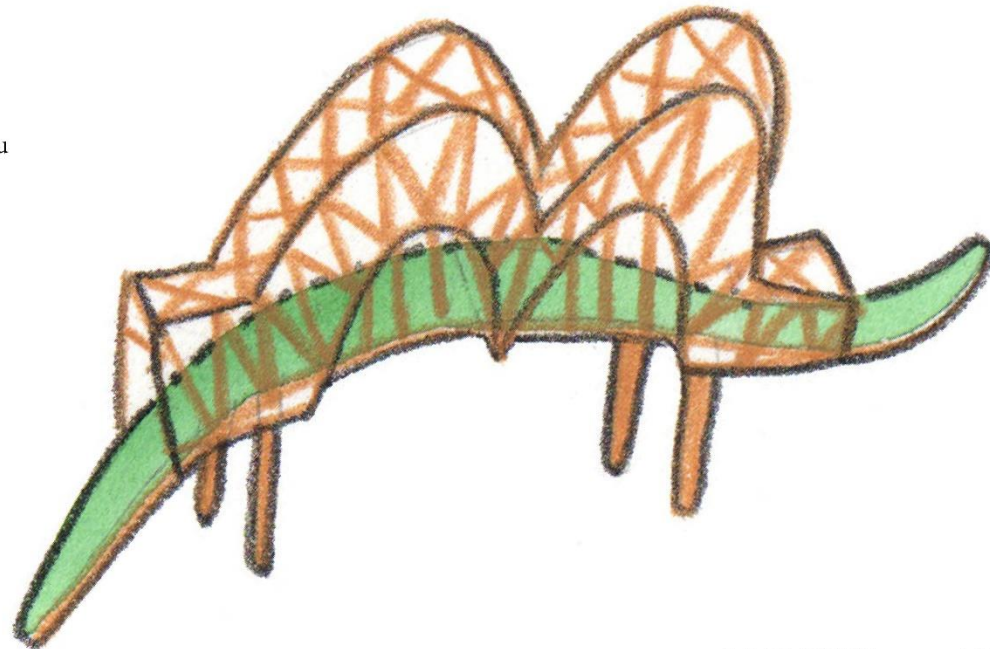
Many organizations and individuals contributed to the development of the CEDS. With heartfelt thanks EUPRPDC would like to acknowledge the members of the REDAC, the many community groups which gave us time at their meetings, and the survey respondents.

REDAC: The Regional Economic Development Advisory Collaborative, or REDAC is comprised of a collection of experts from throughout the region whose combined knowledge and experience will be used to address and identify viable solutions for various community and economic issues facing the Eastern Upper Peninsula—and the counties and municipalities within.

Member	Representing	Member	Representing	Member	Representing
Alex Iseri	Mackinac Economic Alliance	Kevin Erickson	Luce County	Donna LaCourt	MDARD
Alex Palzewicz	Taste the Local Difference	Kimberly Muller	LSSU	Eric Cline	Michigan Department of Treasury
Allan Watson	Norpro	Kristi Dahlstrom	MDNR	Erica Newland	LSSU Office of Sponsored Programs
Amy Polk	Private-Applecore General Store	Lee Shirey	USEDA	George Kinsella	EcoMarine
Bill Henry	Consolidated Community School Services	Linda Hoath	SSM CVB	Jamiee Gerrie	LSSU Faculty Association
Brad Neumann	MSU Extension	Lindsey Miller	MEDC - Community Development	Jason Kronemeyer	EUP Intermediate Schools
Chris Olson	Chippewa County EDC	Lori Krause	USDARD	Jay Gage	Senator Stabenow's Office
Christopher Germain	MEDC - Redevelopment Ready Communities	Mark Clymer	Clark Township	Jeff Holt	Sault Ste. Marie EDC
Crystal Knutsen	International Bridge Authority	Mark Vandoren	Private Sector	Jeri Cole	Les Cheneaux Tourism
David Goudreau	Northern Wings Repair	Megan Webber	DEQ - Brownfield Coordinator	Jim Huff	UPWARD
Dawn Gustafson	MDOT	Michelle Walk	Mackinac State Historic Parks	JoAnne Lussler	Sault Career Center
Dean Reid	Forestry Consulting	Mike Heise	Cloverland Electric	Joe Dobrowolski	Superior Fabrication
Don Gerrie	USDARD	Mike McCarthy	CLM Conservation District	Joel Schultz	Sault Ste. Marie Tribe of Chippewa Indians
Don McLean	Chippewa County	Mike Patrick	Mackinac County	John Waltman	Luce County
Josh Billington	SBDC	Tony Haller	Sault Area Chamber of Commerce	Justin Knepper	Sault Ste. Marie DDA
Julie Staveland	Michigan Department of Energy	Tricia Phelps	Taste the Local Difference	Katelyn Rader	Senator Peters Office
Kendal Kettle	State of Michigan--Vet. Employment Rep.	Nevin Buconjic	Sault Ontario EDC	Patricia Jones	EUPISD
Patrick Wilson	USCBP	Stephanie Hopkin	Destination Northern Ontario	Tom Pink	Private Sector
Pete Paramski	EUP Transportation Authority	Susan Slinger	War Memorial Hospital	Vicki Schwab	MEDC
Peter Petainen	International Bridge Authority	Tammy Henry	Luce County EDC	Vince Bevins	MDOT
Raulaniesa Aranda	United Way	Tim Hall	Sault Area Schools	Stacy Welling Haughey	MDNR
Richard Timmer	Chippewa County Road Commission	Scott Marshall	St. Ignace DDA		

Community Meetings: In addition to the REDAC's guidance of the CEDS, the following organizations gave EUPRPDC the opportunity to conduct SOAR analyses and have conversations about the future of the region:

- Bay Mills Community College
- Chippewa County Economic Development Corporation
- Communities That Care- Chippewa, Mackinac and Luce Counties
- DeTour Economic Development Corporation
- Drummond Island Tourism Association
- Eastern Upper Peninsula Intermediate School District
- Great Lakes Boat Building School
- Helen Newberry Joy Hospital
- Kiwanis Club of Saint Ignace
- Lake Superior State University
- Les Cheneaux Culinary School
- Mackinac Economic Alliance
- Michigan Department of Natural Resources Eastern Upper Peninsula Advisory Citizens' Advisory Council
- Michigan Townships Association- Chippewa County
- Michigan Works!
- Newberry Area Chamber of Commerce
- Rotary Club of Sault Ste. Marie, Michigan
- St. Ignace Chamber of Commerce
- St. Ignace Visitors Bureau
- Sault Ste. Marie Convention & Visitors Bureau
- Taste the Local Difference
- Top of the Lakes Communities Association
- War Memorial Hospital



Many of these organizations did a Strengths, Weaknesses, Aspirations, and Risks assessment for the region. Here are the results of those discussions:

STRENGTHS

- Volunteers
- Close Community
- Geographic location--Great Lakes
- Natural Resources
- Free of Natural Disasters
- Collaboration
- Sense of Community
- Natural Beauty
- Water
- Beautiful geography
- Grants available to schools
- Manufacturing Day and Vocational Trades Day
- CTE-Business partnerships
- STEM Advisory Committee
- CTE program opportunities
- CFRE building under construction--Great for programming for community
- EUPISD and partnerships across education entities in region
- Willingness to cooperate and collaborate
- Regional community support
- Cooperative agreements between partners--City-Tribe-County-Hospital-EDC
- Community involvement
- Caring and friendly community
- International location
- EDC
- Locally owned hospital
- Lake Superior State University
- High Quality of Life with no commute time
- Trails
- Outdoor recreation
- Great Lakes
- Transportation (Locks)
- Natural Resources
- A lot of Caring people for youth and community
- Resilient people
- Hiking/outdoor groups
- Hiking/outdoor groups
- Outdoor recreation
- Tobacco Free Parks
- Alberta House
- Wicked Sister
- The Foundry
- Bird's Eye and Superior Cafe
- 1668 Winery, local food
- Woods & water
- Natural beauty
- Safety, predictability, and quiet for a young family
- School extra curriculums are well supported by the community
- School is well supported by the community --they always pass their millage
- Seven churches support the local foodbank and related programs which include classes on everything from finance to knitting
- Golf Course
- Zoo
- World-class snowmobile museum
- State land--hunting and camping opportunities
- Location--At the top of the lake
- Events--July 4; Snowmobile shows
- Hiawatha Sportsmen's Club
- Snowmobile trail--provides support for businesses
- Marina and break wall in Naubinway
- Iron Belle pathway, expected to grow
- Shoreline views
- US-2 Scenic Byway
- Strong desire to improve communities--passion and energy
- Work ethics
- Grit
- Lake Superior State University and Bay Mills Community College
- EUP high schools each provide at least two CTE program options for students
- CTE Programs to ladder programs
- Collaboration between schools and employers
- Higher high school graduation rates
- Government jobs with good pay
- Cold weather testing
- Local food businesses
- Retail/Tourist Industry
- Diverse businesses
- Current unemployment rate--4.5%
- Employment opportunities increasing
- Completed TLS study to investigate opportunities
- I-75, Mackinac Trail, 6 Mile--Good shape
- Reliable, Multi-Model Highway System
- Access to area via I-75 and Airport
- International airport
- Foreign trade zone
- Broadband increasing
- Outdoor recreation resources
- Construction--Bay Mills Medical Center being built
- Land and Buildings
- Agricultural industry
- Natural Resources

- Senior contributions
- Preferred lifestyle--Two techs wanted to be in this area as it is peaceful with less stress and traffic, and recreation opportunities
- People care about the community
- Zoning is not an obstacle to business expansion
- Shovel-ready sites
- Brownfield board
- Class H Road
- Village can generate power which is helpful to businesses
- High speed internet available
- Downtown--Beautifully maintained
- Community Pride with a focus on tradition
- Low cost of living
- Trail town and Pure Michigan Trails
- Trails including 200 miles of snow trails and 1000 ATV ORV trails
- Unique attractions including Falls, Oswalds Bear Ranch and lighthouse
- Retirees with experience
- Great public sector employers--Starline, Sheplers, Carmeuse, Graymont, Hospitals
- Do not need to focus on attracting box stores
- Pipeline/tunnel
- Universities--North Central, Tech, NMU, & LSSU
- St. Ignace--"Gateway to the UP"
- Communities seen as family-friendly, low crime rate
- Infrastructure improving in St. Ignace and general area
- Momentum--We have things going and getting stronger
- EUP has cool environmental, cultural and natural assets
- Rich in history
- Abundant, productive forest
- Wide, open spaces with room to grow
- Eco Tourism is growing
- Great Lakes (Shoreline, largest fresh H2O, becoming more important)
- Natural setting which is attractive to people
- Natural Resources--Clean, Pure, Intact
- CVBs help build communities
- Mixed support from local municipalities
- Community supports business
- Small population creates more collaboration in the industry
- Supports the region's economy
- Experience rooted in the area
- Opportunity for creativity in tourism businesses
- New businesses and jobs occurring due to the tourism industry
- Opportunity for business growth--flexible, lower cost land, etc.
- Tourism is a large workforce in the area that contributes to economy and tax base
- Trails--Water & Land
- Safe area
- Four seasons with natural beauty
- Unlimited natural resources
- Bi-National Partners--Discover Ontario, Brand USA, Destination Canada
- Multiple Organizations Promote the Area--Great Waters, Byways, CVBs
- Events--Downtown music, art shows, etc.
- Great Marina
- Outdoor Activities--Snowmobiles, ATV, Beginning of the biggest trail system, camping, hiking, etc.
- Waterfront
- History
- More quaint; Slower pace
- The Alberta House
- Wicked Sister
- The Foundry
- Bird's Eye and Superior Café
- 1668 winery, local food
- Woods & Water
- Natural beauty
- Safety, predictability, and quiet for a young family

OPPORTUNITIES

- Better Internet to allow for remote work industry
- Trail development & recreation signage
- Update store fronts/merchandise products
- Development Opportunities
- Eco Toursim
- Year-Round Jobs
- Housing
- More can be done to tell about St. Ignace History--Father Marquette was here (1670) and a small park is named after him
- Career and college exploration between CTE and STEM connections and collaboration
- Career & college exploration between CTE and STEM connections and collaboration
- Increase partnerships with region for training and sharing ideas to improve region
- Mental health services
- Dual enrollment with college
- Current broadband project
- Educating students for high wage, high demand careers
- Expand enrichment course at LSSU
- LSSU is working to increase summer course offerings
- CTE millage support
- Business purchasing
- Space to grow
- Increase tourism
- Trades programs
- Lake Superior State University
- Capacity for Labor
- Expand trail system (Community to Community)
- Rotary Park amenities
- Downtown Festivals
- Soo Locks and construction
- Increase ecotourism
- Partner with Sault Ontario
- Outdoor recreation
- Policy decisions based on public well-being rather than complaints
- Build more housing
- Clear sidewalks after I500
- Collaborate on trail development
- snow removal for sidewalks
- Collaborate on trail development
- Addiction Treatment--Local & Transportation
- More innovation and partnership in local healthcare
- Movie theater--could be a redevelopment opportunity
- Coordination of when businesses are closed to maintain services
- More hotel rooms for big events
- School attracts families--welding and wood shop
- Empty buildings and available real estate
- New mill at Graymont/Trout Lake area
- Grow school
- Top of the Lake
- Marina
- Return North Program (Retain Area Youth)
- Increase CTE programs for youth and adults
- Lake Superior State University
- Technology including software
- Niche employers with ability to attract staff
- Flexible work schedule for retirees
- Rediscover talent working in other areas (result of retirement)
- Young professional opportunities
- Identify gaps in services, businesses, and start-ups
- Businesses can bring workforce
- Elevate wages and incomes
- Underutilized talent and infrastructure
- Increase in job openings
- Number of job openings increased (4000 in UP--Starting wage \$15.85)
- Develop natural resources industry (value-added forest and food/agriculture manufacturing)
- Bi-National investment
- Border community
- Tourism
- Aerospace
- International Airport
- Foreign Trade Zone
- LSSU Campus Housing Development
- Construction of Bay Mills Medical Center
- CFRE
- Line 5 Tunnel
- Soo Locks
- Recreation
- Quality, Family-Friendly Life
- Keep seniors engaged: When someone retires/moves, the institutional knowledge is gone--How do we keep it?
- Invest UP meetings are UP-Wide, annually: Lets businesses know they are not alone with issues, generate creative ideas, etc...
- Invest UP -- Meetings here recently -- Could be really driven, get together, conversations, brainstorming, with energizing speakers such as Zig Zigler, etc...
- People come to vacation/retreat--How do we get them to invest?
- Only limited to our imagination--How do we share what we have here

- Promote German & Finnish Roots--Business idea
- Improve policies--Zoning and Ordinance
- Improve business--Friendliness of policy and municipal personnel
- Fiber internet available downtown and industrial park
- Newberry is ready to be a springboard for potential niche businesses
- Property available downtown for businesses
- Renaissance-Ready
- Development ready sites
- Transient/Short-term housing
- CTE/Adult Ed Opportunities--Electricians, Construction, Plumbing, IT
- Growth of jobs related to natural gas/pipeline
- Growth in contracting jobs
- Relatively low property values--can be an opportunity
- Temporary investment will stick
- Opportunities to move here based on major investments
- Opportunities to buy businesses
- “Know Before You Go!”--Especially cross border (Sleds/ATVs, items that can go across bridge)
- New/Social Media Campaigns
- Housing
- Retirees can run seasonal businesses
- ATV/ORV--Growing in popularity; Need a map of all trails
- Michigan playground
- Interest specific influencer highlighting night life
- Ale Trail/Brew Trail--Can enhance culinary tourism
- Continue business growth and creativity
- Create partnerships
- Cooking groups
- Tour Guide Business
- Recreation Activities
- Great Lakes and Several Inland Lakes
- Fishing & Hunting
- Hiking & Biking
- ATV & Snowmobile Trailhead
- Trails-Including North Country Trail, Iron Belle
- Outdoor lifestyle
- More innovation and partnership in local healthcare
- “We need a movie theater” - a small movie house, could be a redevelopment opportunity

ASPIRATIONS

- Utilize waterfront
- Multi-Use Recreation Pathway
- Thriving downtown
- Art Council
- Fresh Downtown Businesses
- Healthy Citizens
- Demographics
- Internet and Electric Choices
- More Chain Stores
- Swimming pool--School open
- Employers that care about employees
- Community College
- Year-Round Jobs
- New ideas/blood
- Develop housing (Possibly on bluff overlooking Great Lakes)
- Vocational Training/Schools
- Reliable Internet
- Update Schools and Personnel
- Less Seasonality
- Mental health services
- Employment opportunities beyond service industry
- Community investment in K-12 education --time, money, expertise, opportunities, etc.
- Economic growth
- Equal access to technology
- Affordable housing
- High paying jobs
- Build community infrastructure
- More work-based learning opportunities
- Free, reliable WIFI for everyone in region
- Recreational facility
- Improve cellular coverage
- Broadband internet
- High paying jobs
- Youth activities
- Greater investment in youth/young families
- College town promotion: "Make Sault, MI a college town rather than a town with a college in it"
- Completion of Soo Locks
- Better fiber optics
- Skilled trades laborer availability
- Community providing jobs supporting families
- Retain residents
- Population Growth
- Economic strength
- Thriving businesses
- Have opportunities for people to continue their education and training here
- Path from Rotary Part to Brimley State Park
- Clear bike lanes during winter
- Clear bike lanes during winter
- Good and plentiful housing options
- Complete sidewalk network--Route plan for snow removal for access to schools for kids
- More development
- Canal trail with businesses around it
- Developed waterfront available to the public and businesses
- Thriving economy
- Be more of a destination--"Let's spend the day in the Soo!"
- More development
- People investing in the waterfront
- Philanthropy
- More going on the waterfront
- Money from the new locks project needs to be invested smartly--cash will come in, needs to support an infrastructure that can support future growth and further investment in the Soo.
- Access to internet and cell service
- Classes after hours for community continuing education
- Technology in schools
- Make these communities places to stop
- Photo Op/Monument for the Top of the Lake
- Just like it is, with a few more stores
- More restaurants
- Need grocery store
- Vibrancy
- Fill vacant structures
- Better understanding of housing needs and deficiencies in regard to economic development
- Affordable (Market Rate) Quality Housing
- Higher quality hospitality/customer service
- Stop exporting area youth
- Growth of CTE/University collaboration --Ladder opportunities
- Continue/Improve collaboration
- Attract value-added forest product or food product businesses
- Increase economy
- Improve County, City & Local Roads
- Maintain natural resources--Stay clean and quiet
- Integrated asset management
- Full access to broadband/cell service
- Employers be flexible with wage and benefits
- Become a wage/benefit leader in USA
- Increase employment
- Quality over quantity jobs
- Training is important
- People be willing to give back to community
- "Growing" people with training to become an important part of the community

- Ensure that the people who want to move here have the economic opportunity to make it a reality
- Attract people who love the UP to the area
- Attract people who love the UP to the area
- Support for technology-based local school
- Village Police Force
- Have multiple small businesses downtown
- Keep a usable downtown
- Keep the unique, small-town feel
- Inside activities for kids such as bowling alley
- Federal loan forgiveness for bonds
- More businesses
- Promote vocational schools in elementary and middle school
- College kids coming home to area to work in summer
- Large boat repair business
- Stronger middle class (Gap between haves and have not)
- Community/Movie Theater--Mackinac County
- Entrepreneurial networking organizations --regional and local
- RV/Snowmobile Repair near St. Ignace
- Cultural center downtown
- Cultural desire for economic prospects
- A university in Mackinac County
- Jobs for everyone who wants
- Competitive consumer opportunities-- Electric, Cell, TV, Internet
- Broadband internet
- Affordable housing (tiny houses) (Entry-level houses) (smaller lot sizes)
- Downtown housing
- Placemaking--Consistent and throughout community
- Increase population
- Define market & target branding strategies and efforts
- Ambassador Program--Trail local employees about the area
- CVB training/education for business
- Local board training & involvement
- Grow quiet/unplugged tourism
- Using old to grow the new
- Revitalize downtowns--Grow a stable economic base
- Bring back people that have moved from the area
- Attract young people and families to area
- Strengthen culinary tourism
- Regional trails wayfinding project
- Complete Brew Trail
- Adequate, good quality, affordable, single-family housing
- Grow a “shoulder” season
- Increase broadband
- Move the marina
- Capitalize on recreational opportunities
- Rent bikes
- Better use of waterfront
- Have things for young people and kids to do
- Uniform Look--Keep consistent, historic feel
- Develop waterside of St. Ignace
- Keep Tourism Rolling--Improve the look of St. Ignace--flowers, benches, etc.--Make People want to hang out
- Increase Retail
- Increase tourism to same as Mackinac City (Same amenities available)
- More development
- Canal trail with businesses around it
- Developed waterfront available to the public and businesses
- Thriving economy
- Be more of a destination- “Let’s spend the day in the Soo!”
- More development
- People investing in the waterfront
- Philanthropy
- More going on on the waterfront
- The money from the new locks project needs to be invested smartly- cash will come in, needs to support an infrastructure that can support future growth and further investment in the Soo.

RISKS

- Fewer home owners
- Fewer families
- Flight of young people
- Stagnant wages
- Lack of professional leadership
- Seasonality of region
- Lack of internet
- Change the old though process--Resistance to change
- “Population vs will store make it”
- Funding
- Equity investment
- Declining population
- Lack of Planning
- Lack of Investors/Developers
- Income Restrictions
- Need to have community business owner open to change--Old school good old boy mentality
- Continued “brain drain” of youth without economic expansion
- Sustain growth
- Cost of developing partnerships
- Distance
- Declining enrollment of families
- Lack of funds
- Getting community buy-in across region
- Plummeting populations especially in small towns like Paradise
- Lack of funding/transportation to access medical care
- Enbridge gas line polluting Great Lakes
- “No Change” mentality
- Financially sustainable
- Skilled Trades
- Talent Gap
- Population decreasing
- Too much low income housing
- Rural area
- Lack of educated workforce
- Out-migration of young people
- Bad image regarding remoteness and weather
- Other communities providing alternatives to job creators/employees
- Children can’t use sidewalks in winter
- Children can’t use sidewalks in winter
- Small housing supply
- Balance maintaining character and growth
- Lack of hire-able people
- Prison or hospital closures
- Schools consolidating/shrinking
- Lodging for seasonal help
- Need year-round jobs
- Season employment--accustomed to it/ reliance on unemployment
- Workforce--Lack of employees prevents businesses from opening or growing
- Need volunteers to keep organizations going
- Loss of RPI funding affects regional programs--Need for steady, yearly funding base
- Over emphasis to students going to college (and CORE curriculum) rather than skilled trades
- Broadband access/availability
- Housing needed
- Airports underutilized
- Inaccurate data available
- Opiod/drug use
- Youth leaving the area
- Work ethics
- Work Ethics
- Need of employability skills--Youth and Adults
- Untrained/unmotivated workforce
- Softening of forest product commodity markets (e.g. hardwood lumber, siding, etc.)
- Loss of Family/Small Farms
- Season employment
- Employers be flexible with wage and benefits
- Projects such as Soo Locks hiring workforce from current employers
- Need of employees to increase production
- Smaller populations (rural areas) impact workforce
- Decline in population & wages
- Talent retention
- Low unemployment rate
- CTE skills needed
- Lack of trained employees/job seekers
- People are busy in day-to-day business--They need to intentionally try to connect, learn and grow.
- Having resources available to be a connector
- “Investing in a business is a risk”
- Finding qualified employees
- Family Housing--Hard to find rentals
- Aging population
- Need potential employees that can pass a drug test
- Limited cell coverage in the North
- Lack of local support--school system and unmaintained buildings
- Elected officials issues
- Customer service
- Prison or hospital closure
- Cell coverage
- Geographic isolation

- Seasonal unemployment
- Not enough jobs that pay a living wage
- Income disparity
- Broad economic recession hurts tourism and community
- Coordinate regional efforts
- Dwindling population
- Aging population
- Declining enrollment in schools
- Information Gathering
- Housing--Minimal Housing Inventory
- Need of Employment
- Waterside Parking Lots
- School system--Needs a local consensus of goals, failed to prepare students for college, needs revamping, etc... (questioned if the ISD can do anything to support failing school systems)
- Need grant writers/lobbyists
- County needs to formalize committees for economic development
- County pulls funding
- Rising Water Levels
- Balance maintaining character and growth
- Lack of hireable people
- Lack of guest/customer service training
- Broadband--Need reliable internet to process credit cards
- Low population
- Resources--Staff, Volunteers, Money
- Workforce
- Housing
- Aging population
- Empty buildings
- Community controversies
- Deteriorating High School and too big of building

SURVEYS

Four surveys were circulated, once general survey focused on workforce and development, one survey specific to education in the region, another specific to tourism. Lastly, attendees at the Eastern upper Peninsula Food Summit responded to open-ended questions. The results are presented below.

REVIEW PROCESS - PUBLIC COMMENT

Vision Statement/Executive Summary

Great vision statement.

Near the bottom of page 5 under Business Development, “aptable” should be “adaptable” and “boarder” should be “border”.

Introduction

There is missing text at the end of the first paragraph on Page 6.

It might be worthwhile to mention the EDA requirements for a CEDS, such as the focus areas to be covered, the regional emphasis, and the basics requirements for the document. This was in the Appendix of the 2014-2019 CEDS. **This will be covered in the 2020 Appendix**

Education & Training

Page 12. The last sentence of the first paragraph is confusing.

In the second paragraph, not sure of the correlation between unfilled demand for BA positions and the nature of employees filling positions with lower educational requirements. **Industries in the region are not creating jobs that require BS/BA this serves to exemplify the disconnect.**

Figure 7 shows the relative proportion of population with various education levels rather than a difference in graduation rates, as implied in the text. **Text could be cleaned up but the chart is accurate.**

Third paragraph – healthcare and hospitality are not generally public-sector jobs. **While all of the EUP all of our hospitals are currently publicly controlled, this is not true for hospitality jobs, changed wording to Private Sector.**

Page 14, third line of second full paragraph - “for” twice. Middle of that paragraph - the figure “34%” of those who directly enter the workforce, seems high according to Figure 9. **Statement does not correspond to Figure 9. Will clarify by placing direct figure references in the text.**

Last paragraph – a hyphen in “approximately”

Page 15, bottom paragraph. It might be worth noting that there are just 2 Michigan Works! Service Centers in EUP (St. Ignace and Sault Ste. Marie). What is their record of referrals and assistance? How might they be more directly involved in tracking progress (metrics)? What is their outreach program? **Not correct there are 3 service centers in the EUP. It is not in the guidelines to delve into the performance metrics for the Michigan Works! Agency in our plan.**

In regard to distance learning, what of the EUPISD EDA grant \$75,000 for Broadband Infrastructure Planning? There was a contract awarded to CCG Consulting but could not find additional information. Seems like it should be noted and tracked as a separate priority project. **The \$75,000 grant is not for distance learning it is a planning grant for the Community Broadband Consortium, not related to distance learning.**

It may be worthwhile to indicate how the 3 primary education strategies in the previous CEDS were addressed and how the new CEDS builds upon those achievements: 1. Strengthening career-technical education; 2. Availability/use of enhanced-enrollment programs; 3. Expansion of LSSU’s scope. **This is a revised plan we took a new approach this year with the SOAR analysis, rather than recycling past issues, based on survey feedback and direct**

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feedback from the educational community.

The metrics seem inadequate for the breath and complexity of the action plan items. Wouldn't you also track enrollment figures, new collaboration agreements, responses from marketing campaigns? What is the region wide data on public school enrollments, teacher retentions, vacancies, payrolls, specialties.? How do local district boards communicate such things as special curriculum or student organizations with one another? **Not really the place to delve into that level of detail for our CEDS.**

How might the region tap into the expertise, talents, interests of seasonal homeowners for educational or training purposes? Especially if distance learning infrastructure is improved? TED talks to students on various topics? Remote internships? More outside business and foundation support for summer programs? **I feel like some of this is included in the interactive learning goals, distance learning.**

Business Development

Page 21. Is there a graphic showing public sectors jobs versus private sector?

Adding and comparing the figures for private employment in the 6 pie charts yields some interesting comparative figures for total payroll divided by employment.

Luce County: $\$52,410,000 / 1,503 = \$34,870$

Chippewa County: $\$245,986,000 / 8,851 = \$27,792$

Mackinaw County: $\$107,714,000 / 2,016 = \$53,429$

Looking at Census 2017 Quick Facts for these counties in total employment and payroll yields roughly the same proportions.

Luce County: $\$35,220,000 / 1,473 = \$35,220$

Chippewa County: $\$274,321,000 / 8,467 = \$32,399$

Mackinaw County: $\$123,162,000 / 2,186 = \$56,341$

Quarterly census of employment and wages narrative, table and chart will be included in the final version. The 2019 QCEW is a more accurate and reliable source.

Page 24, first paragraph – “or” should be “of”.

Page 25, last line – lower case P

Page 29, last sentence of 5th paragraph – “the” before the word future

Vibrant Communities

Page 31. In the last full paragraph, there is a duplicate quote from MDHHS.

Page 32. The sentence before Figure 23 is unclear.

Page 32. In the last sentence, don't the percentages represent the proportion of rental units rather than occupation rate?

Page 33. In the middle of the first paragraph, the sentence should read “displayed in Figure 26 on the right”

Page 34. At the end of the second paragraph, ‘inadequate’ need not be capitalized.

Many of the goals in this section are intangibles or without easily obtainable metrics. There must be many examples of polls/surveys that can be conducted (phone or internet) at some cost that will measure changes in food habits/access, awareness of housing options or new health care alternatives. **The Vibrant Communities section was purposefully an intangible section, we could not possible elaborate on specific metrics for all 39 units of government in our region, nor do we have jurisdiction to implement specific actions in that regard.**

Is it noteworthy that just one of the 8 Farmers Markets in the region appear to be members of Michigan Farmers Market Association? Are there programs to encourage local restaurants to use and publicize local farm products? Where do local schools and other institutions get their produce? **This issue was discussed, there are not any large scale producers that can meet the ongoing demands of these sectors for local produce.**

Policy & Planning

The references to the maps (Master Plans and Public Lands) should direct one to the right rather than to the left?? YES

Might there be more attention given to the Redevelopment Ready Communities program, expanding the number of local units seeking certification? St. Ignace, Sault Ste. Marie have completed their review. DeTour and Newberry are underway. This seems significant. **There are just a few townships participating across the State. However, the RRC program defines eligible areas as those that have a “traditional downtown” and are therefore a majority of our townships are ineligible to become engaged and/or certified as RRC.**

Under the first Goal/Recommendation I suggest adding the words after ‘business’...”and to one another to foster collaboration and share ideas across the region”. YES

Regarding the objective to Reduce and Prevent Blight, I did not see a corresponding description under public input or background sections. **There is no direct correlation between every single action or objective back to the public input provided, in some cases it is a overarching issue that we’re aware of due to our involvement in community planning across the region and we try to knit our background and expertise in with the CEDS where appropriate.**

Under the Examples section of this chart along with “Façade grant programs” you might add “Initiate placemaking, streetscape enhancement, special overly district standards in downtown areas “

On page 44, first box, where is the issue of land use policies inhibiting local producers discussed? **No response**

Also in that chart, where was recycling discussed as a problem? **Lack of recycling opportunities is a historical and well known issue region-wide.**

Regionalism is an overriding theme with the CEDS. But how to measure collaboration among different institutions, local units of government and business organizations beyond attendance to advisory meetings? A general review of EDCs, DDAs. Governmental units and Chamber websites and reports yields little to no reference to regional partners or cooperative efforts with others. Of the nearly 40 local units of government, no one refers to collaborative projects. (Documents prepared with the assistance of the EUPRPDC will refer to it and other agencies as outside resources however). The units who do mention cooperative objectives include these five:

The City of Sault St. Marie EDS. “coordinates with the various regional economic development strategies and initiatives of groups like EUPRPDC, Chippewa County, and the Sault Tribe of Chippewa Indians;” and, “The willingness of the City to come together under an umbrella of regionalism has been clearly and successfully demonstrated in the creation of this Strategy, and its’ participation in the development of a Regional strategy”; and “City staff will continue to build and maintain relationships with other groups and with business leaders who are working to enhance the community’s economic health and prosperity, including but not limited to employers, job training and economic development organizations, downtown development organizations, regional planning and development organizations, educational institutions, state and federal agencies, tribal governments, and other public and private stakeholders”

Village of Newberry. The website contains links to Luce County EDC, the UPEDA, EUPRPDC, and the Chippewa/Luce/Mackinac DCAA.

Brevort Township. The 2008 Master Plan refers to cooperation with adjacent communities regarding environmental issues and references the Mackinac County EDC, EUP Tourism Alliance, Upper Peninsula Travel & Recreation Association, MDNR, and USFS as resources.

City of St. Ignace. The Master Plan references the EUPRPDC and is to meet regularly with local governments, MEDC to coordinate economic development efforts.

Hudson Township. A Master Plan goal is to pursue projects that connect Hudson Township with other regional entities.

The above comments do not seem to be accurate per the work we have completed with local units of government in the EUP.

What would be a good strategy to more fully engage local units in regional collaboration projects? For example, would you have an impact by jointly funding tourism-centered projects along certain roads to encourage travel between the edges of the region? Are there any multi-unit EDA grant applications or awards to fund small inter-related projects? **This does not seem to meet the EDA’s investment criteria as a fundable project.**

Integrated Asset Management

Integrated Asset Management is a somewhat separate issue from a discussion of infrastructure conditions, investments and maintenance in general. An explanation of the intent of an integrated management system might be worthwhile for folks unfamiliar with the term. The second action item focuses on the steps but the introductory text does not mention the lack of integrated management between different units and private owners as a problem? **There is integration as specified by new legislation, so this comment isn’t entirely accurate, particularly with the MIC, WAMC, and TAMC now actively engaged in delivery asset management planning statewide.**

There might be some ideas for communicating/collaborating on best practices: interjurisdictional newsletters and pushed items to websites? **Included a statement along these lines in the action items.**

Page 50, third bullet – space between last two words.

Page 50, Under Public Input column, 4th sentence – Finding to Funding

No public input on the role and maintenance of Scenic Byways?

Page 52. Action item has repetitive “best”. Is the internship program for data collection an opportunity for CTE?

Is this the section of the report addressing the Broadband infrastructure plan?

There might be some mention of the importance of infrastructure maintenance practices on the region's environment/natural resources, gg. Stormwater control and sanitary sewer systems. **Covered under integrated A/M**

Priority Projects

On page 55 there are 24 priority projects, 13 of which (the text states 12) are new projects in 2020, with the rest being carryovers from previous years. I believe that all but 4 of these 13 are old projects newly submitted, the exceptions being the New Spec Building (Chippewa EDC), the SmartZone Building Expansion (Sault EDC), the Flight Line Warehouse/Hanger Building (Chippewa EDC), and the Building #402/#429 Restoration (Chippewa EDC). By my count there are over 160 projects mentioned in the 2015-2019 period annual updates (not including about 60 projects in the previous CEDS listed as Planned or Funded nor miscellaneous transportation projects). About 17 of the 160 have been reported as completed in annual updates. Some are repeated from year to year. Many are not. And there is another list of 30 completed projects that were not listed initially in the annual CEDS. How are these projects resolved? **The project list is not a required component in the CEDS – it was scaled back this year to only identify the priority projects, there are a lot of misstatements above, communities can submit projects AGAIN year to year with additional information, details etc. Will not act on this as it is not a requirement to add this level of detail and does not serve a useful purpose to provide statistics based upon annual project submissions.**

Other broader issues and ideas.

Is the CEDS a ready reference to local policy makers? Would a township board member refer to a particular section when debating a budget item? Is it referenced in a community's website? **The CEDS is available for use by local units, however, it is not a policy document, they may glean from it for use in development of their policies but that is not the overriding intent of the document. We strongly advocate for our partners to cross promote the document by placing it on their websites but ultimately cannot control that aspect.**

The CEDS should mention regional libraries and whatever partnerships or communications exist between them and other institutions and businesses. **Will add in under background information in the education section.**

An explanation of the Les Cheneaux Community Foundation programs, funding levels, etc would be worthwhile as a possible model for other subareas of the region. It would be interesting to know how the Foundation taps into the more affluent seasonal owners to support local programs. **Could be something to contemplate for the next report, however, because these are private non-profits, they would be under no obligation to provide this information and there are so few foundations, not sure how useful it would be to put into the CEDS.**

Has any jurisdiction ever considered a special taxing district referendum to capture additional public revenues in the more expensive second home areas? Is the House Bill 5673 (allowing special assessments for communication infrastructure) worth mentioning? **The CEDS does not delve into local taxation matters it is a region plan.**

The 2015-2019 CEDS is a much more extensive document that should be referenced in this update. For example, the successes in CEDS expansion, LSSU tuition strategy, collaboration metrics? Nope particularly the extensive content under Opportunities, Strengths, Challenges in each of the Focus Areas in the former CEDS. These areas are only summarized in the new CEDS. This is a Revised 5 YEAR PLAN, we strive to refresh, update and innovate our plan every five years. The 5 year revision builds upon and essentially replaces the previous plan. This plan conforms to the new content requirements which have also changed in the past 5 years.

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Hi Jeff:

I have reviewed the CEDS Document however don't see a place where I can add my two cents. So, here goes straight to you.

There are two main things that I see limiting growth in this area. The first is Broadband. Until we can get decent broadband service into the area we are going to be limited to the degree of entrepreneurs we will attract. Recently there is some movement by Centurytel and another company locally, (Starts with an "A") but can't remember the name right now. However, their rates so far are not even close to being competitive or affordable. Jason Kronemeyer at the Intermediate School District is also working on a plan that would compete and would be owned by a non-profit organization that they are in the midst of establishing. Regardless, effective and affordable broadband has to be a priority goal for the area!!!!!!

Secondly comes affordable housing. I'm not sure what can be done regionally about this but it is a huge problem in Les Cheneaux.

Example:

Both the Boat School and Culinary Schools are on the cusp of great things. The Boat School is looking at a potential of 50 students. The first question could be; "Where are the students going to live? The same for the Culinary School. Within a couple of years we could use housing for 75 students. The growth of these two schools is going to be limited to available housing. So, I'm urging something be done to figure out how we can have affordable housing regionally.

The communities of Hessel and Cedarville are just getting older. In order to stay vibrant we need some younger people and we can't get those younger people without affordable housing and broadband.

I started reading your strategy report but got bogged down in trying to decipher the major conclusions. It rambles along from chapter to chapter. The cover is too cute by two ... needs a more professional "look".

The key issue facing this region is that it constitutes 30% of Michigan's land area, but has only 3% of the state's population. Thus, its political "heft" is minimal.

Much of the report focuses on government-related developments and eye straining charts, not so much on commercially funded development. Commercial development is driven by the ability to manage risk (debt) and raise capital.

Most planning reports such as yours fail to take on A DARING STRATEGY, one that raises the stakes beyond what anybody ever tried in the past 50 years. Here are some thoughts:

- tell Apple Inc that the UP workforce has a strong work ethic and can build their products better than any other group.
- tell the aerospace industry to relocate their foreign manufacturing to the UP because we offer a secure locale and a strong work ethic
- start a second bridge over the straits and a second tunnel too ... for national energy security and manufacturing -- civilian and military
- tell the State to open up its forest lands to manufacturing and associated transportation and cut property taxes to the bone.
- and on and on ... you get the picture. What have we got to lose?

One commenter provided information via telephone, does not like the CEDS at all. No other appreciable information on how to improve the document.

Appendix C

Documents referenced

MASTER PLANS

Bois Bland Township Master Plan: <http://www.eup-planning.org/wp-content/uploads/Bois-Blanc-Master-Plan-2009.pdf>
Brevort Township Master Plan: <http://www.eup-planning.org/wp-content/uploads/Brevort-Twp.-Master-Plan-2008.pdf>
Bruce Township Master Plan: <http://www.eup-planning.org/wp-content/uploads/Bruce-Township-Master-Plan-2012.pdf>
City of Mackinac Island Master Plan: <http://is0.gaslightmedia.com/cityofmi/ ORIGINAL /fs85-1550075459-54666.pdf>
City of St. Ignace Master Plan: <https://drive.google.com/file/d/1R1GJ9O9xA7ypIdk-kM6AgxVBbrhTtHdR/view>
City of Sault Ste. Marie Master Plan: <http://www.eup-planning.org/wp-content/uploads/SSM-Master-Plan-Final-2018.pdf>
Clark Township Master Plan: <http://www.clarktwp.org/Portals/35/docs/2015ClarkMasterPlan.pdf>
Dafter Township Master Plan: http://www.eup-planning.org/wp-content/uploads/Dafter_Twp_Master_Plan2010.pdf
Garfield Township Master Plan: http://www.eup-planning.org/wp-content/uploads/Garfield_Twp_Master_Plan2007.pdf
Mackinac County Master Plan: <https://drive.google.com/file/d/1uqPEtSx78Ed7VbIOwb66bAXhDwrboEut/view>
Marquette Township Master Plan: https://drive.google.com/file/d/1vA1TWPOKD_nYtiNadDjhLL3RxWYqfp-O/view
Pickford Township Master Plan: http://www.eup-planning.org/wp-content/uploads/Pickford_Township_Master_Plan2009.pdf
Portage Township Master Plan: <https://drive.google.com/file/d/1kZkWw79B7IUvjllK-aRulxJljZ1bhtwN/view>
Soo Township Master Plan: <http://www.eup-planning.org/wp-content/uploads/Soo-Twp-Master-Plan-2000.pdf>
Sugar Island Township Master Plan: <http://www.eup-planning.org/PDF/Sugar-Island-Twp-MP-Draft-2018.pdf>
Superior Township Master Plan: <http://www.eup-planning.org/wp-content/uploads/Superior-Twp-Master-Plan-2012.pdf>
Village of Newberry Master Plan: https://drive.google.com/file/d/1IX87wc-1Rz_Lj5GuGEhl0Q62r0DZeql/view
Whitefish Township Master Plan: <http://www.eup-planning.org/wp-content/uploads/Whitefish-Township-Master-Plan-September-2006.pdf>

OTHER DOCUMENTS

CEDS Preparation: <https://www.eda.gov/ceds/preparation.htm>

Communities That Care Coalitions:

<https://upcnetwork.org/chippewa>

<https://upcnetwork.org/mackinac>

<https://upcnetwork.org/luce>

<https://www.jchs.harvard.edu/many-renters-are-burdened-housing-costs>

<https://www.pewtrusts.org/en/research-and-analysis/blogs/stateline/2020/01/30/more-states-see-zoning-as-lever-to-lower-housing-costs?fbclid=IwAR1f1G9HP25v16p-uwAJTVY-A4a0eD7oA4I0f-4PS9bvnUDk0AkHv4zRQs>

https://www.bridgemi.com/sites/default/files/water_report_final.pdf?utm_source=Bridge+Magazine&utm_campaign=1b1f55920a-EMAIL_CAM-PAIGN_2020_02_04_04_49&utm_medium=email&utm_term=0_c64a28dd5a-1b1f55920a-82138667

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CTE Classes: <https://www.eupschools.org/site/handlers/filedownload.ashx?moduleinstanceid=6026&dataid=7464&FileName=Program%20Advisory%20Tool%20Kit.pdf>

Hot Jobs Upper Peninsula: https://milmi.org/Portals/198/publications/RegionalHotJobs/Hot_Jobs_Region1.pdf

Upper Peninsula Career Outlook: https://milmi.org/Portals/198/publications/CareerOutlook2026/Region1_CareerOutlook_2026.pdf

Upper Peninsula Health Needs Assessments:

<http://www.wupdhd.org/wp-content/uploads/2018/07/Chippewa-County-Health-Data-2018.pdf>

<http://www.wupdhd.org/wp-content/uploads/2018/07/Luce-County-Health-Data-2018.pdf>

<http://www.wupdhd.org/wp-content/uploads/2018/07/Mackinac-County-Health-Data-2018.pdf>

Upward Talent Council WIOA Four-Year Combined Plan: <https://upmichiganworks.org/old/sites/default/files/WIOA%20Four%20Year%20Combined%20Local%20and%20Regional%20Plan%20-%20UPWARD.pdf>

WIOA Implementation Plan: <https://upmichiganworks.org/old/sites/default/files/WIOA%20Implementation%20Plan.pdf>



**RESOLUTION #2020-CEDS
CONCURRENCE WITH THE 2020 EUP COMPREHENSIVE
ECONOMIC DEVELOPMENT STRATEGY (CEDS)
REVISED 5-YEAR PLAN**

- Whereas,** the Eastern U.P. Regional Planning and Development Commission Governing Board has the function of developing and preparing the 2020-2025 Comprehensive Economic Development Strategy Revised 5-Year Plan for Chippewa, Luce and Mackinac Counties and;
- Whereas,** EUPRPDC has revised the Comprehensive Economic Development Strategy (CEDS) 5-Year Plan to reflect accomplishments over the past year, updated socio-economic data, reviewed the structure of development and recommend ways to improve the development process and list and review projects that will attract and retain jobs in the Economic Development District consisting of Chippewa, Luce and Mackinac Counties, and;
- Whereas,** the 2020-2025 CEDS Revised 5-Year plan has been developed, pursuant to CFR 303.6(b)3, and
- Whereas,** approval of the 2020 CEDS Revised 5-Year Plan is necessary for continued designation of the Eastern Upper Peninsula as an Economic Development District by the Economic Development Administration, and in fulfillment of our EDD Partnership Planning grant scope of work and special terms and conditions;
- Whereas,** the Regional Economic Development Advisory Collaborative met on March 13, 2020 and recommended that the 2020 CEDS Revised 5-Year Plan be adopted by the EUP Regional Planning & Development Commission Governing Board, and;
- Whereas,** concurrence with the 2020 CEDS Revised 5-Year Plan by the Regional Economic Development Advisory Collaborative (REDAC) of the District is necessary to enable continued participation by eligible units of Government for EDA grant and loan programs;
- Therefore Be It Resolved:** That the Eastern U.P. Regional Planning and Development Commission Governing Board does hereby approve the 2020 EUP Comprehensive Economic Development Strategy (CEDS) Revised 5-Year Plan for 2020 at its meeting on May 27, 2020, as recommended by the EUP REDAC.

Moved by D. McLean, seconded by D. Reid to adopt the above resolution, at a meeting of the EUPRPDC Governing Board on May 27, 2020.

Ayes: A. Watkins, D. Reid, D. McLean, J. Holt, J. Moore, J. Dobrowolski, K. Freeman, K. Muller, R. Timmer

Nays: -0-

Date: May 27, 2020

Certified by:

Jeffrey S. Hagan, CEO