

EAST MICHIGAN COUNCIL OF GOVERNMENTS

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY



STRATEGIES

SEPTEMBER 11, 2020

Vets Bridge - Bay City, MI by Jermz via Flickr (CC BY-ND 2.0)

AGENDA

1. Introduction
2. CEDS Overview, Planning Process, & Regional Engagement
3. Analysis & Key Findings
4. CEDS Goals & Strategies
5. Call to Action & Closing Remarks



The background is a solid orange color. On the left side, there is a large, stylized number '1' formed by two overlapping rectangular shapes. The top part of the '1' is a lighter shade of orange, while the bottom part is a darker shade. The word 'INTRODUCTION' is written in a bold, white, sans-serif font, centered horizontally in the lower half of the image.

INTRODUCTION

THEORY INTO PRACTICE

Committed to **holistic thinking** and **sustainable development**.

We design strategies that will support your community's
vision for the future.



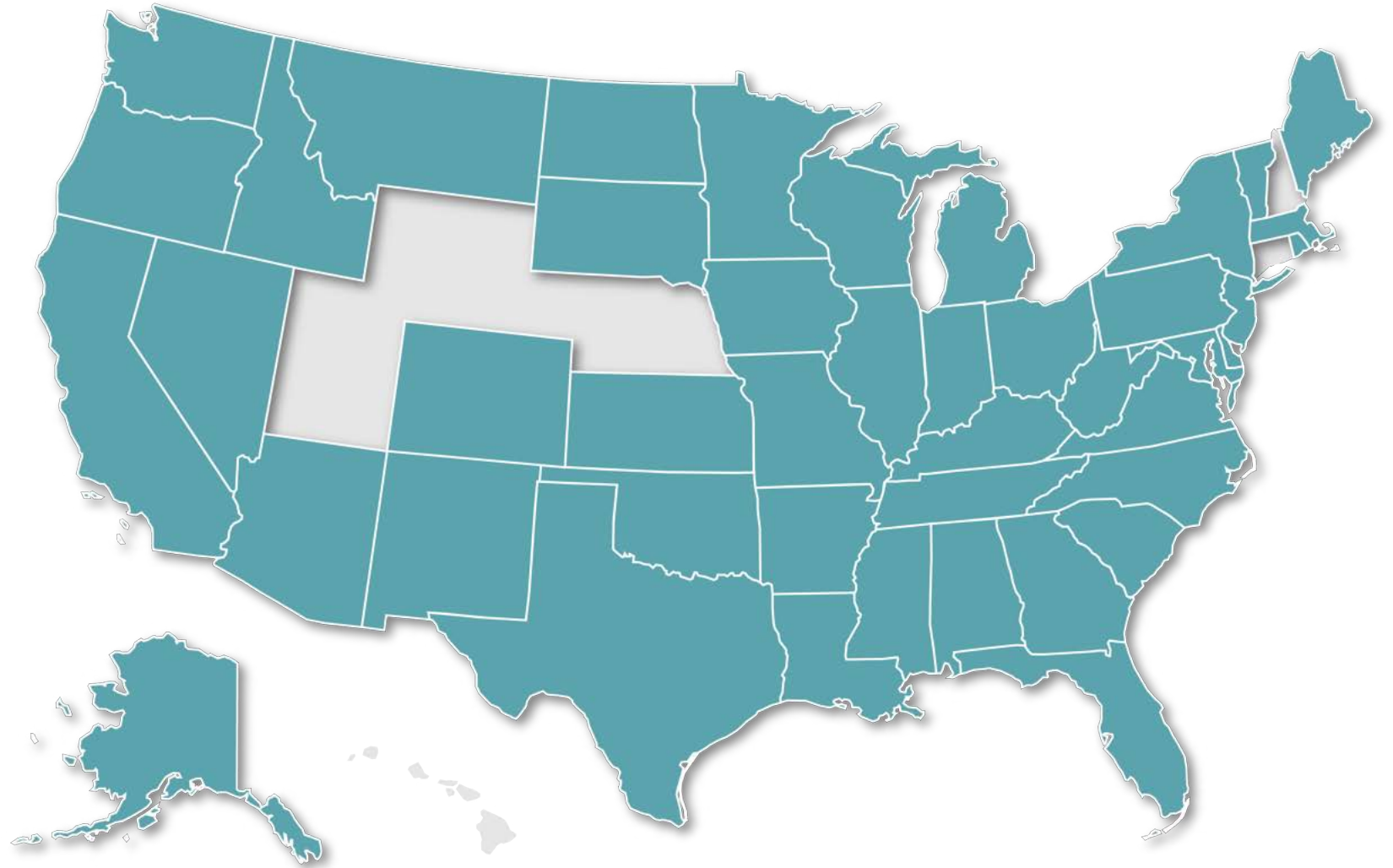
1995 Year founded

400+ Engagements

300+ Clients

44 States

5 Countries



The background is a solid orange color. On the left side, there are several overlapping circles of different shades of orange. A large, semi-transparent number '2' is positioned on the left, partially overlapping the circles. The text is centered on the right side of the image.

CEDS OVERVIEW, PLANNING PROCESS, & REGIONAL ENGAGEMENT

...update the road map which will **guide** the 14 county EMCOG region in determining where to **allocate resources** and **identify economic development priorities** over a 5-year period. Create a fact-based strategic economic development **action plan** that increases the region's **long-term economic sustainability** and **competitiveness**.

CEDS OVERVIEW

- ▶ A **strategy-driven** plan for regional economic development
- ▶ The result of a **regionally-owned planning process** designed to **build capacity** and guide **the economic prosperity** and **resiliency** of an area or region
- ▶ Considers, integrates, and **leverages other regional planning efforts**
- ▶ Required elements include a SWOT analysis, regional demographic and socioeconomic data, target sector analysis, and infrastructure assets
- ▶ Regions must update their CEDS at least every 5 years to qualify for EDA assistance
- ▶ A CEDS is a prerequisite for designation by EDA

TIP'S PROCESS



DISCOVERY

site visits
assessment
benchmarking
focus groups
cluster analysis



OPPORTUNITY

visioning
goal setting
consensus building
strategies
projects



IMPLEMENTATION

specific actions
resources
leadership
milestones
metrics

Theory Into
Practice
Planning
Model

PROJECT SCHEDULE

[illegible]

STEERING COMMITTEE

Natasha Allen <i>MiWorks Region 7B</i>	Stephanie Buffman <i>Arenac County EDC/ MiWorks</i>	Tony Fox <i>SBDC Mid Michigan College</i>	Tom Mayen <i>Saginaw Co. Rural Task Force</i>	Sheryl Presler <i>Clare-Gladwin RESD</i>
Jay Anderson <i>BCATS</i>	JoAnn Crary <i>Saginaw Future Inc</i>	Scott Govitz <i>Mid Michigan College</i>	Jim McBryde <i>MMDC</i>	Christopher Rishko <i>GLB MiWorks</i>
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Edward Bergeron <i>Roscommon County EDC</i>	Jane Fitzpatrick <i>EMCOG</i>	Trevor Keyes <i>Bay Future, Inc.</i>	Josh Ode <i>SVSU</i>	Jim Wheeler/ Kasey Zehner <i>Greater Gratiot Dev. Inc.</i>
Maja Bolanowska <i>Midland County MPO</i>	Sue Fortune <i>EMCOG</i>	Demetra Manley <i>SMATS</i>	Carl Osentoski <i>Huron & Sanilac County EDC</i>	Bill Wright <i>Citizen at Large</i>

STAKEHOLDER ENGAGEMENT



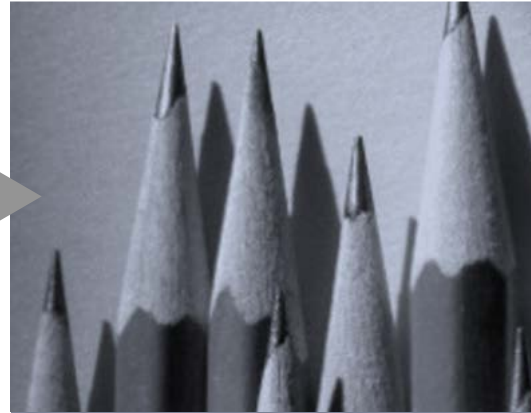
EDUCATION & OUTREACH

Raise awareness of the project, generate “buzz”



INPUT

Identify strengths, weaknesses, opportunities, and threats (SWOT)



REFINEMENT

Refine issues, explore opportunities, increase stakeholder buy-in



ACTION

Dedicate resources, engage other leaders



ANALYSIS & KEY FINDINGS

SWOT ANALYSIS



STRENGTHS

- ▶ Outstanding regional higher education network
- ▶ Exceptional healthcare providers
- ▶ Tourism and natural resources amenities
- ▶ Strong legacy clusters and corporate headquarters
- ▶ Industrial rail service and network
- ▶ Regional airports



WEAKNESSES

- ▶ Talent retainment and attraction
- ▶ Networking and mentorship opportunities for those entering the workforce
- ▶ Older worker engagement
- ▶ Resiliency planning and readiness
- ▶ Access to capital, especially for small businesses

SWOT ANALYSIS CONTINUED



OPPORTUNITIES

- ▶ Downtown revitalization efforts
- ▶ Expanding parks
- ▶ River trails and waterfronts
- ▶ Ports (marine and industrial)
- ▶ Opportunity Zones
- ▶ Rural broadband service
- ▶ Developing entrepreneurship ecosystem



THREATS

- ▶ Aging Infrastructure and transportation systems
- ▶ Low-wage jobs/wages not keeping pace with cost of living
- ▶ Housing supply not meeting demand
- ▶ Environmental impacts (floods, snowstorms, etc.)
- ▶ Access to quality and affordable childcare
- ▶ Environmental contamination in parts of the region

TARGET SECTOR ANALYSIS

Traded & Local Industries



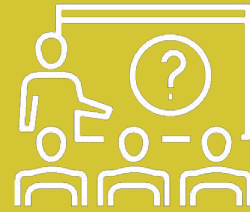
HEALTHCARE



ADVANCED
MFG. &
MATERIALS



PROFESSIONAL
SERVICES



HIGHER
EDUCATION &
RESEARCH



VALUE-ADDED
AGRICULTURE
& FOOD
PROCESSING

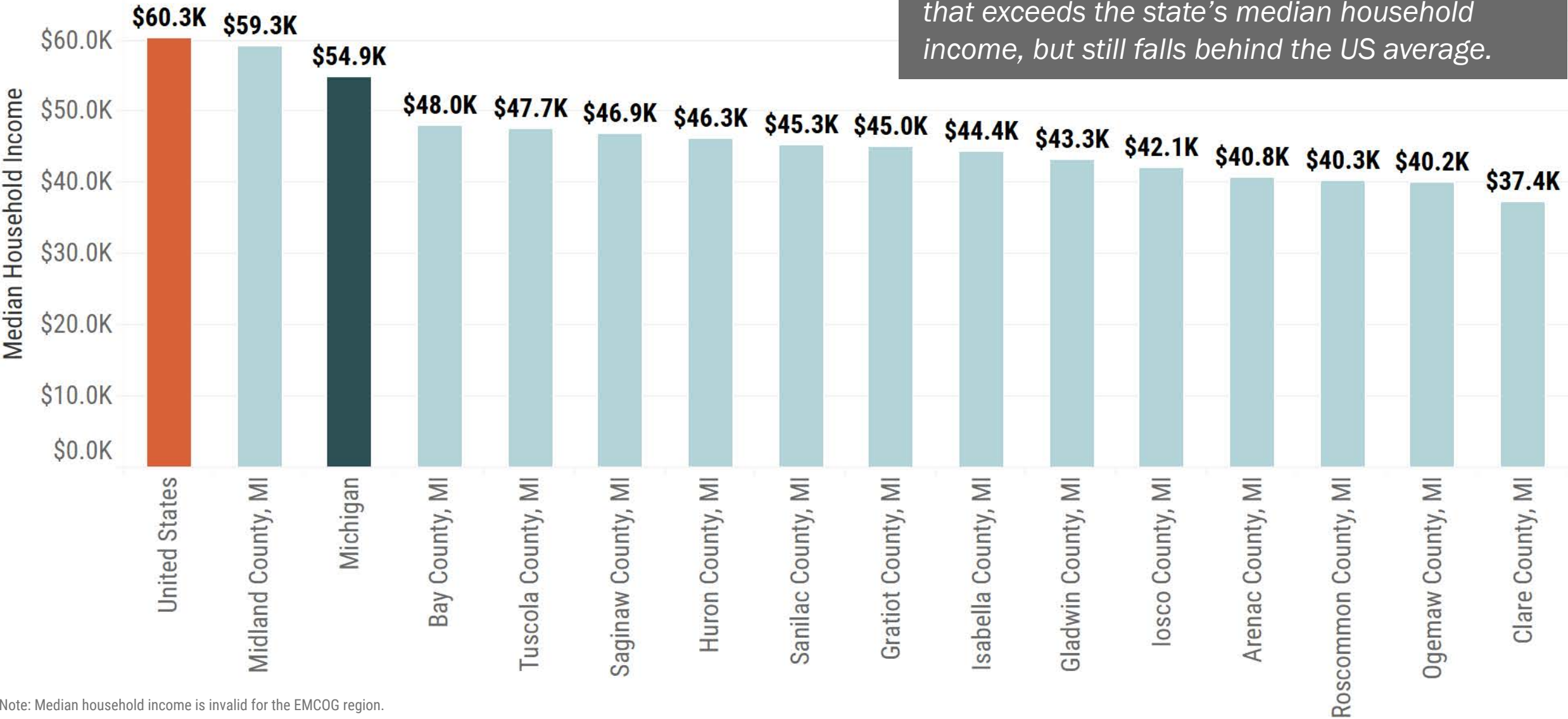


TOURISM &
OUTDOOR
RECREATION

HOUSEHOLD INCOME

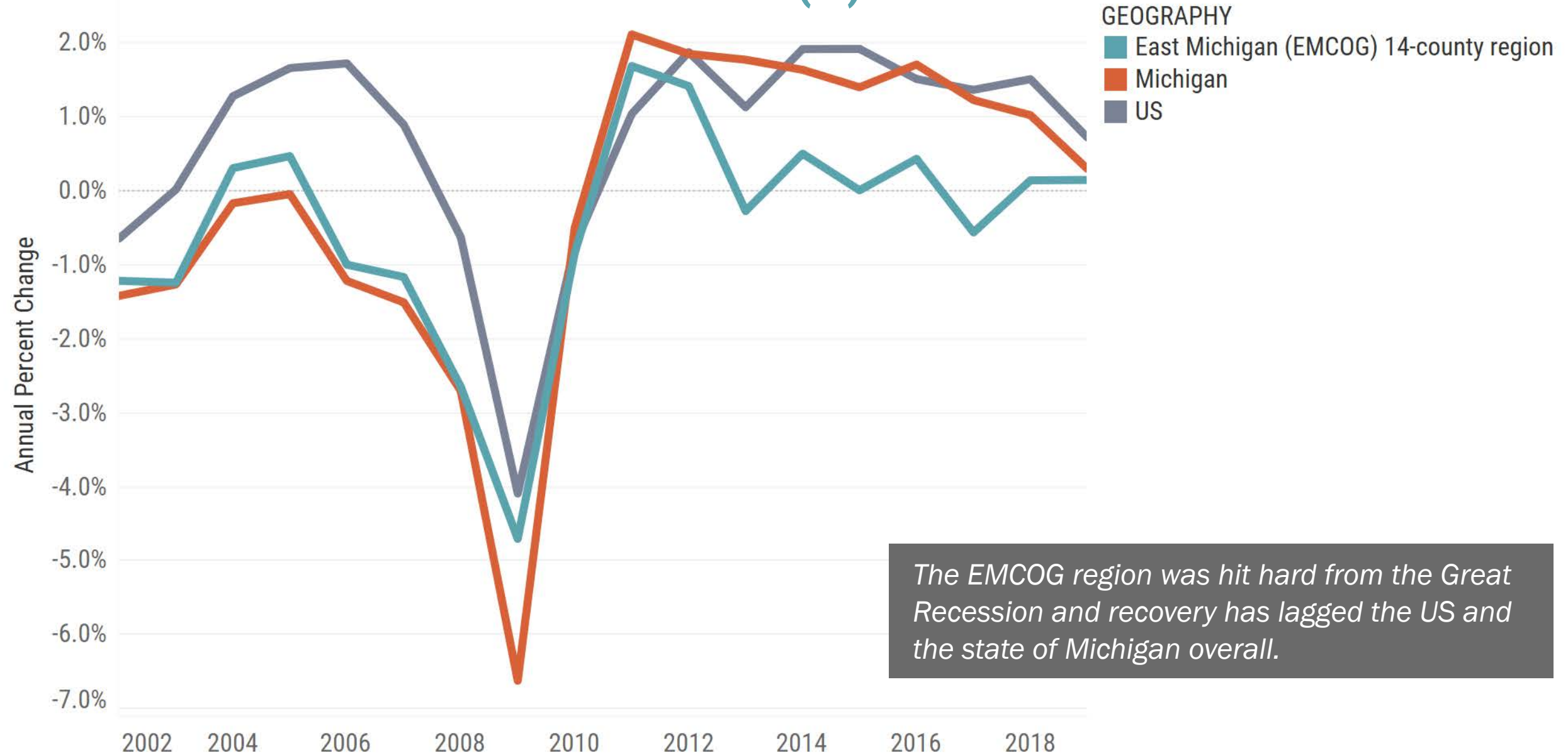
Median household income

Midland County is the only county in the region that exceeds the state's median household income, but still falls behind the US average.

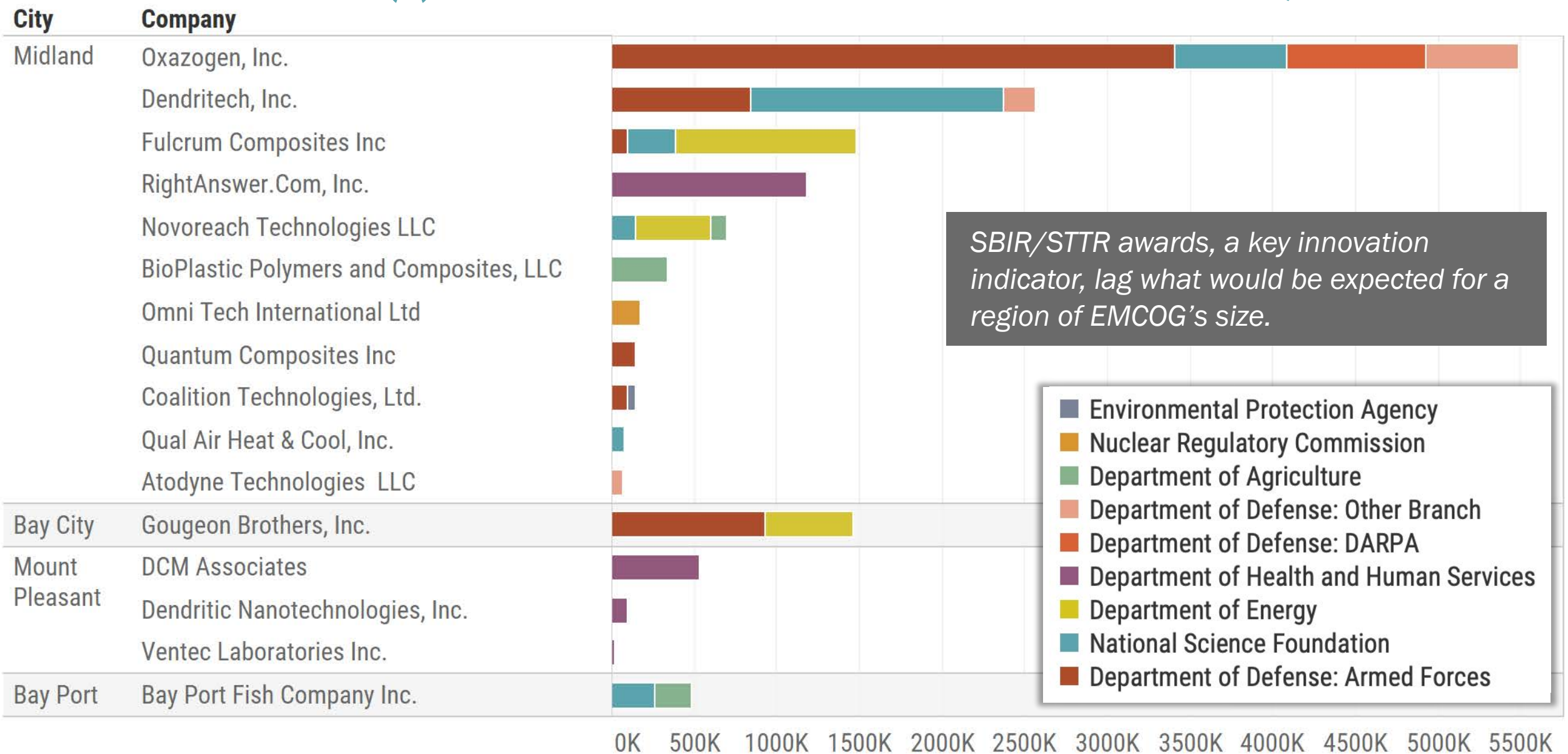


Note: Median household income is invalid for the EMCOG region.
Source: American Community Survey, 2018 5-year sample; TIP Strategies, Inc.

ANNUAL CHANGE IN EMPLOYMENT (%)



SBIR/STTR AWARDS (\$) BY RECIPIENT COMPANY & AWARDING AGENCY, 1984-2018

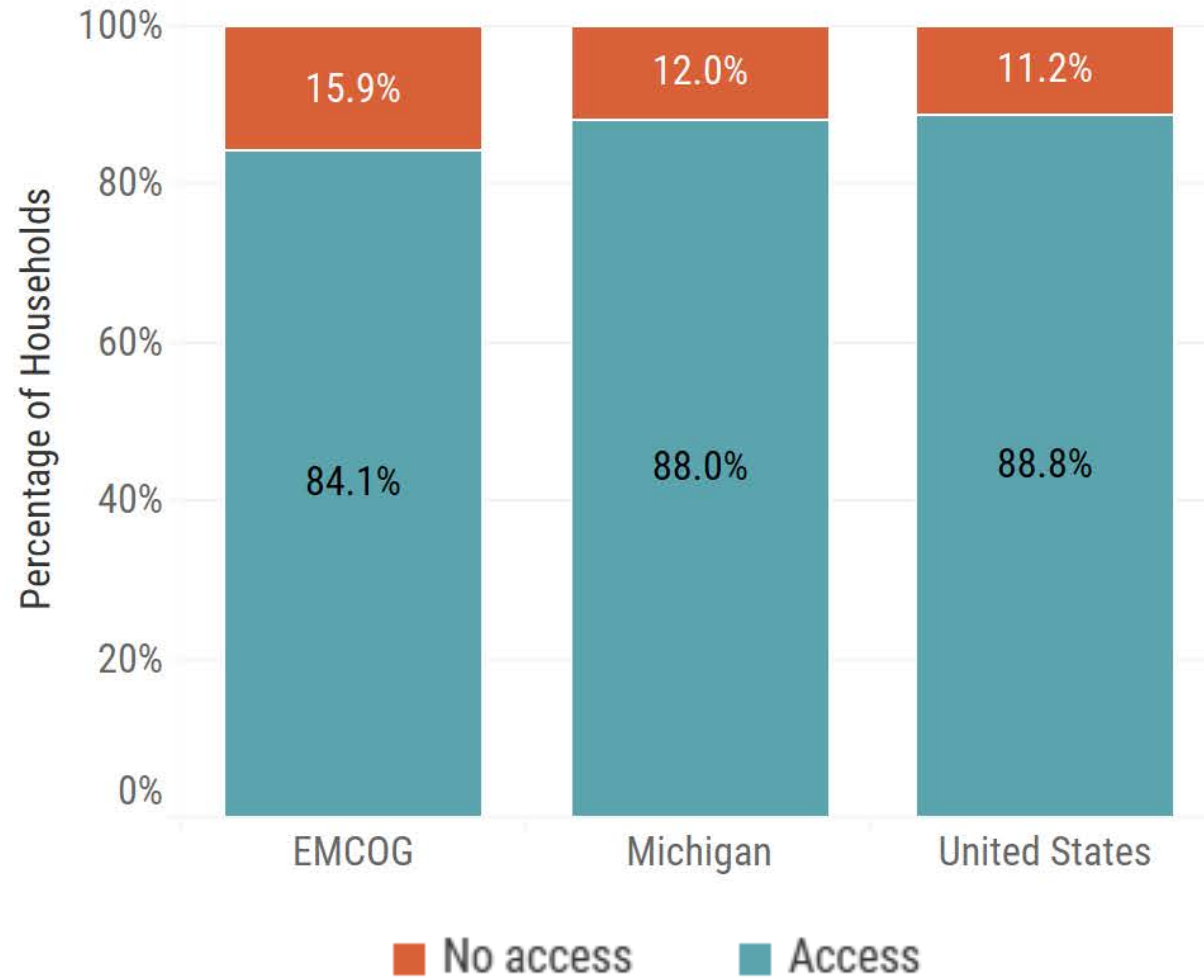


Notes: The Small Business Innovation Research (SBIR) and the Small Business Technology Transfer (STTR) programs encourage domestic small businesses to engage in research and development activities with potential for commercialization.
Source: US Small Business Administration; TIP Strategies, Inc.

CONNECTIVITY

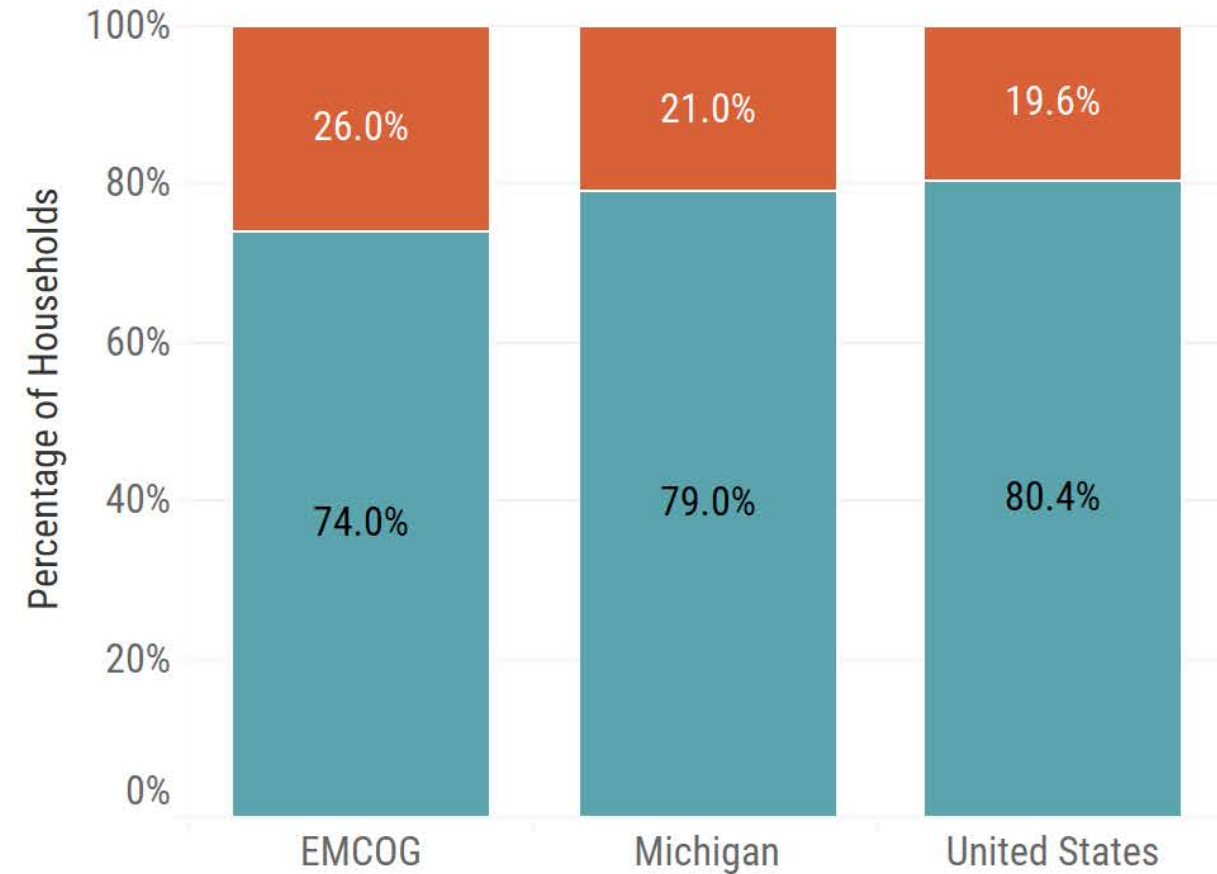
Computer Access

Share of households with access to a computer at home



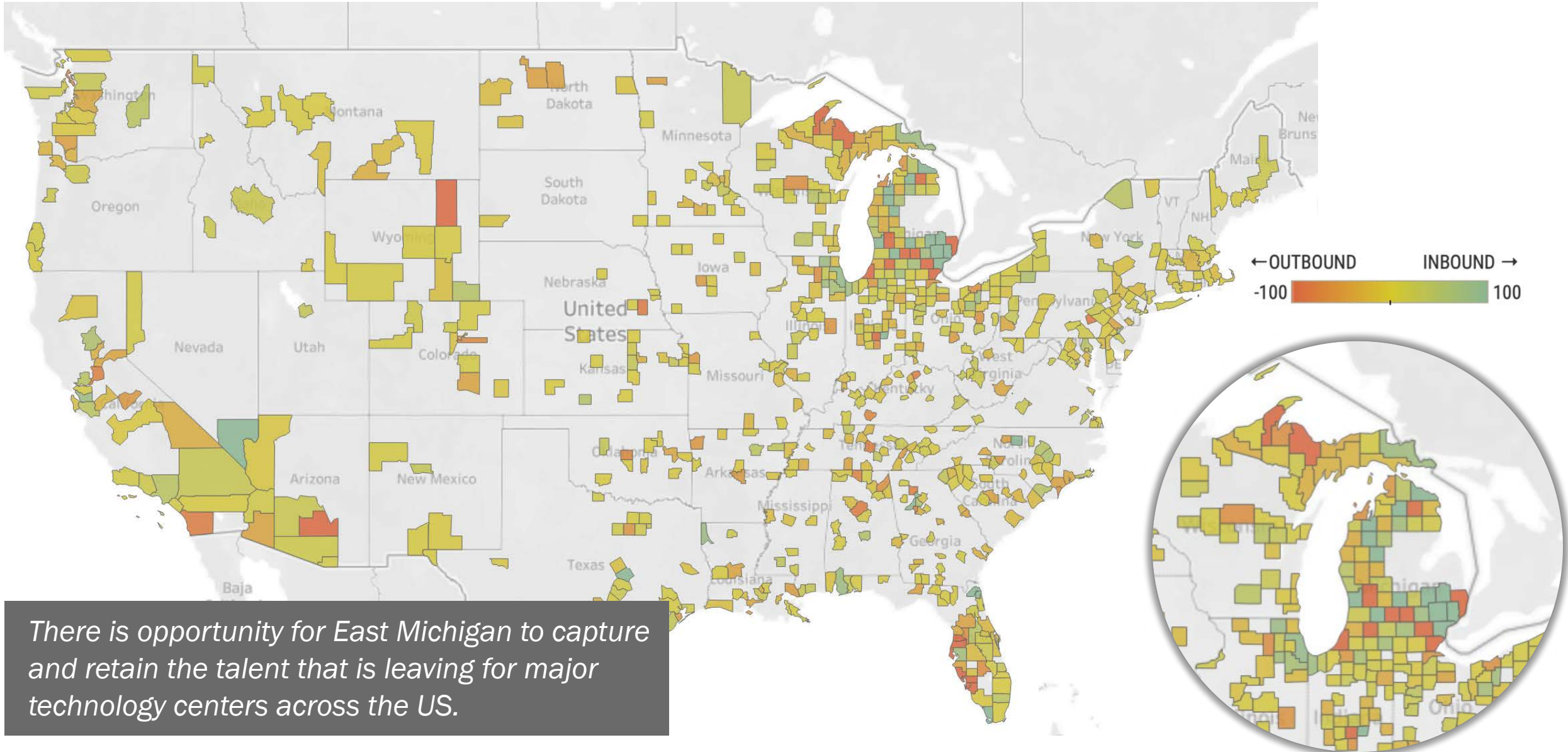
Internet Access

Share of households with access to broadband internet at home



Access to technology, including broadband and computer, is an indicator of “information poverty”.

AVERAGE ANNUAL NET MIGRATION INTO AND OUT OF THE 14-COUNTY REGION, 2013-2017



Notes: The data represent the most recently published 5-year averages. The American Community Survey is based on a sample and is subject to sampling variability.
Source: US Census Bureau, American Community Survey 2013-2017, County-to-County Migration Flows; TIP Strategies, Inc.

CEDS GOALS & STRATEGIES

East Michigan strives to develop a **resilient** and **adaptive** 14-county regional economy, by **investing in economic and workforce development**, supporting vital **infrastructure**, preserving the outstanding **quality of life**, and encouraging **economic opportunity** for all.

GUIDING PRINCIPLES

- **Collaboration**

- Embrace the interconnectedness of East Central Michigan and build partnerships across the region.

- **Resiliency**

- Prioritize policies that prepare the region to avoid, withstand, and recover from economic and environmental disruption.

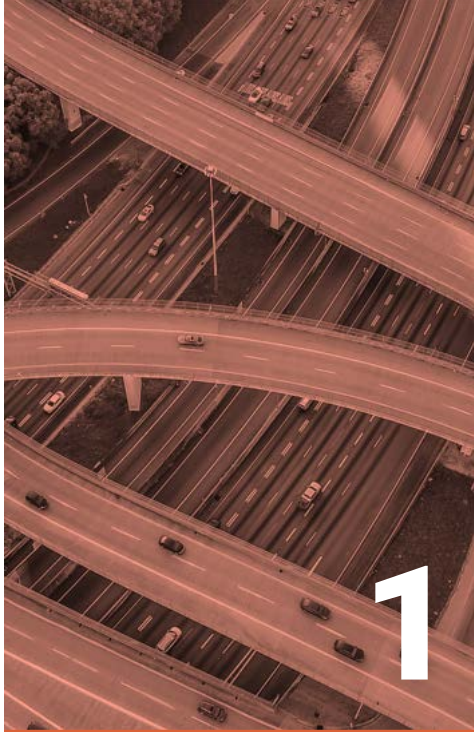
- **Inclusivity**

- Foster communities that embrace diversity and create an inclusive region.

- **Sustainability**

- Commitment to developing both economic and environmentally resilient communities.

CEDS FOCUS AREAS



1

INFRASTRUCTURE



2

WORKFORCE



3

INNOVATION



4

PLACEMAKING



5

ECONOMIC
DEVELOPMENT

INFRASTRUCTURE

Capitalize on East Michigan's existing transportation assets (roads, rail, port facilities, airports, etc.) and make strategic investments in regional infrastructure, including broadband, that improve the region's economic competitiveness.

- STRATEGY 1.1** | Adopt and incorporate the Michigan Infrastructure Council's recommendations for integrated asset management, which ensures more efficient use of public dollars, sustainable community planning, and resilient infrastructure management.
- STRATEGY 1.2** | Develop a region-wide broadband strategy to increase the availability of broadband infrastructure in the region, especially in rural and underserved communities.
- STRATEGY 1.3** | Explore options to expand and improve multimodal shipping and transportation infrastructure throughout the region.

INFRASTRUCTURE

Capitalize on East Michigan's existing transportation assets (roads, rail, port facilities, airports, etc.) and make strategic investments in regional infrastructure, including broadband, that improve the region's economic competitiveness.

- STRATEGY 1.4** | Ensure the region's water, sewer, and stormwater systems meet the needs of the region's businesses and residents, while protecting the natural environment.
- STRATEGY 1.5** | Support the work of the Great Lakes Bay Zero Waste Consortium to ensure solid waste and recycling systems in the region are efficient and effective.
- STRATEGY 1.6** | Continue efforts made in the 2015 CEDS to increase comprehensive and more efficient transit systems, including nonmotorized networks, to support mobility across the region.

WORKFORCE

Build on the collaboration among East Michigan's higher education, adult education, secondary education (K–12), and workforce development organizations to create a strong talent pool to support the region's current and future employers.

STRATEGY 2.1 | Leverage the region's outstanding higher education institutions for talent retention and recruitment. Explore programs that support and encourage remote workers.

STRATEGY 2.2 | Advocate for and support the region's higher education institutions during COVID-19 economic stabilization and recovery.

STRATEGY 2.3 | Ensure that workforce development, economic development, and the private sector are working together to address the region's workforce needs (strategy 4.2.3).

STRATEGY 2.4 | Strengthen programs that build a skilled and resilient workforce, such as cross-training and upskilling employees.

INNOVATION

Leverage East Michigan's higher education institutions, major industries, medical complexes, and innovation assets to establish the region as a center for technology-based entrepreneurship and small business growth.

- STRATEGY 3.1** | Work collaboratively with lenders, angel investors, and venture capitalists to improve access to capital for small businesses, especially in rural and underserved communities.
- STRATEGY 3.2** | Encourage partnerships between the region's higher education institutions and the public and private sector to spur innovation (strategy 5.1.2).
- STRATEGY 3.3** | Continue to support and invest in childhood (K–12) education, especially in rural and underserved communities. Build comprehensive programs around science, technology, engineering, arts, and math to ensure students are prepared for the jobs of the future.

INNOVATION

Leverage East Michigan's higher education institutions, major industries, medical complexes, and innovation assets to establish the region as a center for technology-based entrepreneurship and small business growth.

- STRATEGY 3.4** | Build on the region's entrepreneurship and innovation assets to support business growth across the region. Expand the region's toolkit to nurture and grow second-stage companies.
- STRATEGY 3.5** | Support and promote second-stage companies as they transition out of incubator and accelerator programs. Ensure entrepreneurs have the resources they need to grow their businesses as they transition technology out of universities (technology transfer).

PLACEMAKING

Embark on local and regional initiatives to strengthen the quality of place in each of East Michigan's communities to create an attractive environment for residents and tourists.

- STRATEGY 4.1** | Continue to invest, and encourage investment in, downtown and main street development, especially in small and rural communities throughout the region.
- STRATEGY 4.2** | Leverage the spectacular outdoor amenities in the region to improve quality of life for residents and tourists, as well as for talent retention and recruitment.
- STRATEGY 4.3** | Convene regional partners working to address housing shortages throughout the region to understand community needs, inventory current initiatives, and support best practices.

ECONOMIC DEVELOPMENT

Grow East Michigan's economy through economic development activities (business retention, expansion, and recruitment) and marketing efforts that enhance the region's image as a place to do business.

STRATEGY 5.1

Promote economic resiliency within the region by supporting and growing existing businesses, as well as industry cluster development. A strong, diversified economy will help the region withstand and recover from economic cycles.

STRATEGY 5.2

Continue actively marketing to businesses for relocation or expansion to the region. Although business development activities should remain a core function of economic development, due to the COVID-19 public health crisis, business relocations and expansions are expected to slow during economic recovery and the region should set expectations and metrics accordingly.

STRATEGY 5.3

Ensure that economic, community, and workforce development organizations are diverse and representative of the region.

ECONOMIC DEVELOPMENT

Grow East Michigan's economy through economic development activities (business retention, expansion, and recruitment) and marketing efforts that enhance the region's image as a place to do business.

- STRATEGY 5.4** | Prioritize economic development initiatives and projects that are inclusive and serve the greater region, including rural and traditionally underserved areas.
- STRATEGY 5.5** | Improve on efficiencies within the economic development community by convening regularly to increase collaboration. The broad economic development should include, but not be limited to, workforce development, community development, destination marketing, and downtown and main street development organizations.

IMPLEMENTATION & NEXT STEPS

- ▶ Implementation Workshop will be held early 2021 to identify priority strategies, timelines, and lead/supporting partners.
- ▶ Identify additional key performance indicators and develop workplans for priority strategies.
- ▶ Convene the RED team on a regular basis to monitor CEDS plan implementation.

KEY PERFORMANCE METRICS

- ▶ Job Growth
- ▶ Housing Construction (Building Permits)
- ▶ Air Travel Trends (Growth/Decline)
- ▶ Labor Force
- ▶ Mortgage Equity
- ▶ Private Business Trends (Growth/Decline)
- ▶ Unemployment Rate
- ▶ Average Annual Wage
- ▶ Educational Attainment

QUESTIONS?

THANK YOU



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