

NO.	ACTION	POTENTIAL PARTNERS	TIMEFRAME FOR START-UP						
			0-6 Mo.	6-12 Mo.	1-2 Years	3-5 Years			
<b>UMBRELLA STRATEGY FOR 2015</b>									
<b>Goal 3: Talent and Workforce Development, Strategy 7. Conduct a feasibility study to explore the potential for a center of excellence that leverages the unique capabilities of higher education institutions and major corporations in the region to pursue new initiatives that do not currently exist in Michigan and have the potential to transform the region’s economy over the long-term. EMCOG will convene and lead a coalition of partners to conduct a feasibility analysis and evaluation of the planning requirements for a potential Center of Excellence including:</b>									
7.a.	Identify key stakeholders and regional organizations that should be involved in this effort. These organizations should include, but may not be limited to, area colleges and universities, community and technical colleges, workforce development organizations, corporate research and development programs, as well as organizations and initiatives focused on transportation and economic development.	PR-5 SMT, regional higher education institutions, regional workforce development organizations, large regional companies	■	■	■	■			
7.b.	Potential areas of collaboration including R&D, academic training, workforce training, events, etc.	PR-5 SMT, regional higher education institutions, regional workforce development organizations, large regional companies	■	■	■	■			

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<b>GOAL 1. ECONOMIC DEVELOPMENT &amp; MARKETING</b>						
<b>Strategy 5. Engage a broad cross-section of organizations in the region’s economic development &amp; marketing efforts. Every organization in the region, whether non-profit, public, or private, should be aware of the overall economic development goals in the region and consider how they might contribute to their community’s economic success.</b>						
5.a.	The Prosperity Region 5 Collaborative for the 8-county region could lead this effort.	PR-5 SMT	■	■	■	■
5.b.	Set up regular meetings between the region’s economic development organizations and other groups to enhance shared awareness of economic development activities and to get on the same page with regional marketing efforts. In addition to the region’s economic development organizations, other groups that should be engaged include: utility providers, railroad companies, community foundations, chambers of commerce, and convention & visitors bureaus.	PR-5 SMT		■	■	■
5.c.	Encourage as much collaboration across the region as possible between organizations that have similar missions, including mergers or joint meetings, if appropriate. For example, consider building a stronger alliance between the Great Lakes Bay Manufacturers Association and the Central Michigan Manufacturers Association.	PR-5 SMT		■	■	■
<b>Strategy 2. Provide for greater efficiencies and collaboration in economic development efforts across the region by establishing a regional research and data resource for economic development organizations, workforce development groups, and local governments.</b>						
2.a.	Have EMCOG serve as a research resource for the 8-county region’s economic development efforts [cities and economic development organizations (EDOs)]. The council can prepare regularly updated economic and demographic data sets for economic development efforts across the region thereby freeing up resources of each EDO/city so they can focus more on executing on business recruitment and retention/expansion activities.	EMCOG, regional EDOs, Region 7B for Arenac, Clare and Gladwin counties joint EDC/Michigan Works organizations, local governments (cities, counties), Saginaw Chippewa Indian Tribe			■	■
2.b.	EMCOG should provide a questionnaire concerning the type of research utilized by EDOs and cities to identify common areas where it could provide support with a dedicated research analyst and online resources.	EMCOG, regional EDOs, local governments (cities, counties), Saginaw Chippewa Indian Tribe		■	■	■

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<b>GOAL 1. ECONOMIC DEVELOPMENT &amp; MARKETING</b>						
<b>Strategy 4. Market and promote the 8-county region as a great place to do business on the national stage.</b>						
4.a.	Expand existing marketing and business promotion efforts taking place in individual counties within the region to include references of the 8-county region as a whole.	GLBRA with the 8 county EDOs	■	■	■	■
4.b.	Identify and develop relationships with key decision makers (business executives, site consultants, and commercial real estate brokers) to promote the region as a place for business recruitment/expansion.	GLBRA with the 8 county EDOs	■	■	■	■
4.c.	Market and promote the services of the region’s workforce training expertise in specific industry clusters to educational institutions in other countries.	GLBRA with the 8 county EDOs, MichiganWorks! and other regional workforce development organizations		■	■	■
4.d.	The East Central Michigan Prosperity Region should continue working closely with the MEDC Collaborative and state-level economic development officials to pursue new economic development opportunities for the region.	PR-5 SMT, regional EDOs, MEDC, Saginaw Chippewa Indian Tribe	■	■	■	■
<b>Strategy 6. Increase the level of funding for economic development activities across the 8-county region</b>						
6.a.	Explore ways to establish a pool of grant funds that economic development organizations within the region could apply for to advance economic development initiatives. This would not be a redistribution of existing funding for economic development organizations and programs in the region; instead, it would be aimed at increasing the overall resources for economic development initiatives in the 8-county region.	PR-5 SMT, EMCOG, regional EDOs, Saginaw Chippewa Indian Tribe	■	■	■	■
6.b.	Catalog existing efforts that are not adequately funded, as well as new initiatives that should be funded.	PR-5 SMT, EMCOG, regional EDOs, Saginaw Chippewa Indian Tribe		■	■	■
6.c.	Launch a formal fundraising campaign to build this pool of resources from the public sector, private sector, and foundations. Consider hiring a fundraising consultant to execute the campaign.	PR-5 SMT, EMCOG, regional EDOs, Saginaw Chippewa Indian Tribe			■	

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<b>GOAL 1. ECONOMIC DEVELOPMENT &amp; MARKETING</b>									
<b>Strategy 3. Initiate a major regional internal marketing campaign promoting East Central Michigan as a unified region.</b>									
3.a.	Promote shared threads among the region’s 8 counties, highlighting data that demonstrate their connectedness (e.g., commuting patterns, retail spending, higher education facilities, and entertainment and recreation).	PR-5 SMT	■	■	■	■			
3.b.	Encourage community leaders to talk about the region as a whole. Consider using public service announcements to highlight regional activities and information.	PR-5 SMT, Great Lakes Bay Magazine (partial regional coverage).	■	■	■	■			
3.c.	Communicate the economic development goals of the 8-county region and encourage every citizen to participate and support growing the local economy.	PR-5 SMT	■	■	■	■			
3.d.	As part of internal marketing efforts, engage the region’s service industry—especially restaurant and hotel staff—and partner with the region’s chambers of commerce to develop training sessions for service industry workers so that they can become better salespeople for East Central Michigan, projecting a positive image of the region to residents and visitors alike.	Regional chambers of commerce, regional convention & visitors bureaus, regional service industry, Saginaw Chippewa Indian Tribe		■	■	■			

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<b>GOAL 1. ECONOMIC DEVELOPMENT &amp; MARKETING</b>										
<b>Strategy 1. Expand international relationships &amp; foreign investment in the eight-county region by establishing a formal effort to target and develop international business opportunities.</b>										
1.a.	Bring an eight-county regional delegation (made up of public, private, educational, and civic leaders) to China to meet with the company that purchased Nexteer Automotive. While there, set up multiple meetings with business, educational, and political leaders to establish relationships and look for business development opportunities for the region.	EMCOG, regional EDOs, Nexteer, SVSU, DC, local elected officials, other regional automotive companies, Saginaw Chippewa Indian Tribe		■						
1.b.	Utilize the strength of the region’s higher education institutions and workforce training efforts as a resource to build international relationships. Utilize and expand international programs and campuses that serve international students, like the Saginaw Valley State University sister school partnership with Ming Chuan University from Taiwan.	Regional higher education institutions, workforce development organizations, regional EDOs		■	■	■				
1.c.	Leverage the existing concentration of international students at regional higher education institutions. Evaluate where students are coming from and establish a relationship with those regions. Build a database of international alumni and communicate with them regularly so they stay connected to the region after they return to their home country. Utilize international students as interns to assist in the development of these efforts.	Regional higher education institutions		■	■	■				
1.d.	Market and promote the services of the region’s workforce training expertise in specific industry clusters to educational institutions in other countries.	Regional higher education insitutions, workforce development organizations, regional EDOs	■	■	■	■				
1.e.	Assist large corporations in the region with the creation of a welcome program for international employees. This program could include: receptions and networking opportunities for international employees, community information and marketing material in foreign languages, match making services, and transitional resources and support.	Regional companies, regional chambers of commerce			■	■				
1.f.	Build on the region’s relationships with businesses in Canada that might have an interest in expanding into Michigan. Also, continue to look for ways that companies in the region can develop focused marketing efforts to promote their products/services to Canadian customers.	Regional EDOs, regional companies, regional chambers of commerce, MEDC	■	■						

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<b>GOAL 2. ENTREPRENEURSHIP &amp; INNOVATION</b>						
<b>Strategy 2. Improve access to start-up capital for local entrepreneurs by fully utilizing existing investment sources within the region and developing stronger ties to angel and venture capital investors outside of the region.</b>						
2.a.	Bring in venture capital and angel investors from major markets along the East Coast (Boston, New York, DC) and the Midwest (Chicago, Detroit, Minneapolis) to showcase the region’s potential as a hub for start-ups and entrepreneurs. Partner with local businesses (law firms, accounting firms, and other professional services businesses) to sponsor and fund this effort.	Blue Water Angels, CMU, SVSU, MidMichigan Innovation Center, regional businesses			■	■
2.b.	Work with the region’s SBDCs (Small Business Development Centers) housed at Delta College and Mid Michigan Community College to assist local entrepreneurs with tapping into federal funding sources by applying for Small Business Innovation Research (SBIR) grants, the Small Business Technology Transfer program (STTR), and other programs available to entrepreneurs.	DC, MidMichigan Innovation Center, regional entrepreneurs; Regional Chambers of Commerce; MSU University Center	■	■	■	■
2.c.	Leverage the alumni networks at CMU, SVSU, Alma College, Northwood University, and Davenport University to communicate with successful alumni who are entrepreneurs, looking to invest in or return to the region.	CMU, SVSU, AC, NU, DU	■	■	■	■
<b>Strategy 5. Build on the region’s entrepreneurship &amp; innovation assets to support business growth across the region.</b>						
5.a.	Market and promote CMU’s New Venture Competition, which is a major asset for the region and the state of Michigan as a whole. Utilize the competition’s success to elevate the region’s image as a great place for start-ups and entrepreneurs.	CMU, regional entrepreneurs, Co-Starters Program	■	■	■	■
5.b.	The CMU Research Corporation’s crowdsourcing funding model is a great way to support early-stage companies and could be replicated in other programs across the region.	CMU, MMIC, regional entrepreneurs, regional companies			■	■
5.c.	Building on CMU’s success, encourage all of the region’s higher education institutions to expand their focus on entrepreneurship as a way to retain graduates in the region.	CMU, SVSU, AC, NU, DU, DC, MMCC	■	■	■	■
5.d.	Work with the MidMichigan Innovation Center to explore the potential for spin-off companies and technologies from Dow Chemical and other major corporations in the region.	MMIC, Dow Chemical, other large regional companies	■	■	■	■
5.e.	Work with the region’s chambers of commerce and business associations to enhance networking opportunities available for entrepreneurs, investors, and small business owners.	Regional chambers of commerce, regional companies, regional entrepreneurs, regional small business owners, regional investors, regional banks	■	■	■	■

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<b>GOAL 2. ENTREPRENEURSHIP &amp; INNOVATION</b>						
<b>Strategy 1. Create a regional entrepreneurship and start-up eco-system map indicating the various programs, initiatives, and assets that are in place to drive forward new business activity.</b>						
1.a.	Create an online map to help the entrepreneurs, start-ups, and investors to navigate the region's existing entrepreneurship and innovation resources and network.	CMU Research Corporation, MidMichigan Innovation Center, Blue Water Angels, MMCC, SVSU, SBDC, MSUE, Region 7B (Arenac, Clare, Gladwin)		■	■	■
1.b.	The eco-system map can serve as a tool to improve awareness of the region to outsiders sending the message that East Central Michigan is a great place to launch a new enterprise or invest in a new venture.	CMU Research Corporation, MidMichigan Innovation Center, Blue Water Angels, MMCC, SVSU, SBDC, MSUE, Region 7B (Arenac, Clare, Gladwin)		■	■	■
1.c.	The map can also be used to educate the local community about the spirit of entrepreneurship that exists and the start-up activity that is taking place. Because so many people within the region are unaware of existing entrepreneurship and innovation assets, the map can serve as a promotion piece to get the community thinking of itself as a hotbed for entrepreneurs.	CMU Research Corporation, MidMichigan Innovation Center, Blue Water Angels, MMCC, SVSU, SBDC, MSUE, Region 7B (Arenac, Clare, Gladwin)		■	■	■
<b>Strategy 4. Work with the region's major employers and medical complexes to attract R&amp;D spending from other Michigan universities.</b>						
4.a.	Build on the relationships between major corporations in East Central Michigan (Dow Chemical, Dow Corning, Nexteer, and others) and Michigan's two major research institutions (Michigan State University and the University of Michigan) to attract additional R&D investments into the region.	Large regional companies, UM, MSU	■	■	■	■
4.b.	Leverage the new Midland Research Institute for Value Chain Creation to expand the amount of R&D taking place in Midland and the surrounding area. Support the ongoing development of closer ties between MSU and Dow Chemical and Dow Corning.	MSU, Dow Chemical, Dow Corning, other large regional companies	■	■	■	■
4.c.	Host key researchers and leadership from the University of Michigan to showcase some of the potential collaborative research opportunities with the region's major corporations. Use regional businesses to sponsor/fund this event.	UM, large regional companies		■	■	■
4.d.	Leverage the new CMU School of Medicine to expand opportunities for life sciences R&D associated with the region's large medical complexes.	CMU, regional health care organizations			■	■

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<b>GOAL 2. ENTREPRENEURSHIP &amp; INNOVATION</b>									
<b>Strategy 3. Work with CMU and SVSU to support more R&amp;D at each institution, especially research that benefits or leverages the region’s existing companies (Dow Chemical and others).</b>									
3.a.	Leverage CMU’s Institute for Great Lakes Research to attract additional R&D into the region associated with wetlands, fisheries, water ecology, GIS (Geographic Information Systems), and related fields. Explore the potential to collaborate with the private sector to fund this type of research.	CMU, Saginaw Bay Environmental Science Institute at SVSU, regional companies	■	■	■	■			
3.b.	Support CMU’s plans to grow the university’s R&D budget from \$11 million in 2012 to \$25 million by 2018.	CMU, regional companies	■	■	■	■			
3.c.	Consider establishing shared space for additional 3-D printers and other physical and chemical testing equipment within SVSU’s Center for Business and Economic Development. This could be a regional asset that supports the R&D and prototyping needs of local companies in the 8-county region.	SVSU, regional companies	■	■	■	■			



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<b>GOAL 3. TALENT &amp; WORKFORCE DEVELOPMENT</b>						
<b>Strategy 1. Build on the success of Delta College’s Fast Start program and Mid Michigan Community College’s Rapid Response and Plastics Technology programs to support “just in time” workforce training for the region’s employers.</b>						
1.a.	Promote and market these workforce training programs as models of effective workforce training, to both employers and students.	DC, MMCC, Regional workforce development organizations,ETC-Adult Education, regional employers	■	■	■	■
1.b.	Work with the region’s employers, economic development organizations, chambers of commerce, and industry associations to identify other industries that could be served by this program.	DC, MMCC, Regional EDOs, regional employers, regional chambers of commerce, regional industry associations, Michigan Works!, Saginaw Chippewa Indian Tribe		■	■	■
1.c.	As a secondary priority, consider expanding workforce training services to companies outside of the region. This would help create a pipeline of talent to feed into the 8-county region’s higher education institutions and would also help support programs within the region’s colleges and universities through larger class sizes.	DC, MMCC, Regional workforce development organizations, other regional higher education institutions; ETC-Adult Education, Michigan Works! (adults)			■	■
<b>Strategy 2. Support the STEM-focused initiatives led by the Great Lakes Bay Regional Alliance.</b>						
2.a.	Work with the 8-county region’s employers, educational providers, and other organizations (EDOs, chambers, industry associations) to promote STEM learning and career pathways for K-12 students and adult education students wherever possible (through newsletters, at business events, on websites, and through social media).	GLBRA and STEM Network Teams at MMCC, DC, SVSU and CMU, ETC-Adult Education,, regional workforce development organizations, other regional adult education providers, Michigan Works!, regional K-12 schools, regional employers, Saginaw Chippewa Indian Tribe	■	■	■	■
2.b.	Meet regularly with the Great Lakes Bay Regional Alliance to explore ways for the Prosperity Region to improve STEM education outcomes in the short-term and long-term.	PR-5 SMT, GLBRA	■	■	■	■

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<b>GOAL 3. TALENT &amp; WORKFORCE DEVELOPMENT</b>									
<b>Strategy 3. Improve the workforce readiness of the region's K-12 students and adult population by increasing the number of internships, work co-op programs, and other initiatives.</b>									
3.a.	Expand the amount of internships and work co-op programs for high school and college students to expose the region's young talent to employment opportunities in the region's businesses, government entities, and non-profit organizations. Utilize Alma College's leading internship programs as a model.	Regional employers, AC, other regional higher education institutions, regional K-12 schools, Saginaw Chippewa Indian Tribe, Michigan Works! In Arenac, Clare and Gladwin counties; GLBRA 8 county STEM Initiative Teams.	■	■	■	■			
3.b.	Work with MiCAMP (Michigan Communities Association of Mapping Professionals) to expand educational opportunities associated with GIS (Geographic Information Systems) throughout the region. Leverage the GRACE (GIS Resources and Applications for Career Education) Project, a four-year project sponsored by the National Science Foundation and developed by Eastern Michigan University, for this purpose.	MiCAMP, Eastern Michigan University, regional employers	■	■	■	■			
3.c.	Develop short-term and long-term training programs, internships, apprenticeships, and work co-op programs for adult students, ensuring that these programs are designed to lead to employment opportunities.	Michigan Works! and other regional workforce development organizations, regional adult education providers, regional employers, Community Ventures, Saginaw, GLBRA 8 county STEM Initiative Teams.	■	■	■	■			
<b>Strategy 6. Establish a new career and technical training center in the region's rural counties. This could serve multiple counties and school districts.</b>									
6.a.	Identify a site for a shared career and technical training center to serve K-12 and adult education students in one of the region's northern counties (Clare, Gladwin, or Arenac).	MMCC, Clare-Gladwin RESD, Bay-Arenac ISD, Michigan Works! Region 7B Consortium, ETC Post Secondary, regional employers, Saginaw Chippewa Indian Tribe		■	■	■			
6.b.	Consider partnering with the Associated Builders and Contractors' construction training program (for electricians, welders, pipe fitters, etc.) for this effort.	Associated Builders and Contractors, MMCC, Clare-Gladwin RESD, Bay-Arenac ISD, ETC Adult Education, Michigan Works! Region 7B Consortium, regional employers		■	■	■			
<b>Strategy 4. Encourage collaboration among the region's civic leadership programs to bring the region's young leaders together to discuss regional issues and challenges.</b>									
4.a.	Tap into Alma College's Responsible Leadership Institute to serve as a convening organization to bring together civic leadership efforts across the region.	Alma College, regional civic leadership programs		■	■	■			

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<b>GOAL 3. TALENT &amp; WORKFORCE DEVELOPMENT</b>									
<b>Strategy 5. Find ways to align veterans with regional employers.</b>									
5.a.	Utilize the region’s veterans as a pool of talent for employers, capitalizing on the tendency of veterans to prefer working alongside other veterans.	Great Lakes Bay Veterans Coalition, ETC, Disability Network of Mid-Michigan, Regional workforce development organizations, regional adult education providers, regional employers	■	■	■	■			
<b>Strategy 8. Establish an EMCOG-led education committee made up of council members and representatives from higher education institutions to discuss potential areas of collaboration among the region’s colleges and universities.</b>									
8.a.	Set up regular meetings that bring together this committee with major employers to connect the region’s workforce training to the marketplace.	EMCOG, PR-5 SMT, regional higher education institutions; Michigan Works!		■	■	■			
8.b.	Potential areas of collaboration including R&D, academic training, workforce training, events, etc.	EMCOG, PR-5 SMT, regional higher education institutions; Michigan Works!		■	■	■			
8.c.	Developing a healthcare pool for employees across institutions to save on insurance costs.	EMCOG, PR-5 SMT, regional higher education institutions		■	■	■			
8.d.	Advocating for dedicated state funding for training in the region’s target industries and/or an increase in the share of the University of Michigan system’s R&D spending.	EMCOG, PR-5 SMT, regional higher education institutions		■	■	■			
8.e.	iCreating a combined alumni outreach and education program between the higher educational institutions as a tool to market the region and entice alumni to consider coming back to the region to live and work. Establish a regional jobs board for these alumni and local employers.	EMCOG, PR-5 SMT, regional higher education institutions		■	■	■			
8.f.	Encourage the region’s higher education institutions to provide financial incentives for students that graduate on time.	EMCOG, PR-5 SMT, regional higher education institutions		■	■	■			

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<b>GOAL 4. TRANSPORTATION &amp; INFRASTRUCTURE</b>						
<b>Strategy 6. Support efforts to maintain and improve the region’s highways and local roadways.</b>						
6.a.	Continue working with EMCOG, the Michigan Transportation Asset Management Council, and regional civil engineers to re-evaluate current road maintenance standards to make the most efficient use of financial resources devoted to the repair and maintenance of local roadways.	EMCOG, Michigan Transportation Asset Management Council, MDOT, MPOs (BCATS, MATS, SMATS), Saginaw Chippewa Indian Tribe	■	■	■	■
6.b.	Support the efforts led by EMCOG and the region’s MPOs, local governments, and transportation planners to prioritize road improvements where they are needed most to improve the safety and connectivity of the region’s roadway infrastructure.	EMCOG, Michigan Transportation Asset Management Council, MDOT, MPOs (BCATS, MATS, SMATS), Saginaw Chippewa Indian Tribe	■	■	■	■
<b>Strategy 2. Fill key gaps in the regional highway system to support the growth of existing businesses and the attraction of new companies.</b>						
2.a.	Study the Highway 127 gap in Gratiot County (the section of highway that is not a limited-access roadway, and has lower speed limits) to estimate its impact on existing businesses and on the recruitment of economic development prospects. Site consultants and corporations sometimes rule out locations in Gratiot, Isabella, and Clare Counties for business relocations/expansions because of the lack of highway access connecting the region to the south. Additional transportation costs for existing businesses also result from this gap. The MDOT Economic Development Fund could be a funding source to address this problem.	MDOT, EMCOG, regional civil engineers and transportation planners, regional higher education institutions (documentation of impacts). GLBRA	■	■	■	■
2.b.	Prioritize improvements to the roadways leading to/from MBS International Airport; the existing routes are essentially rural roads. Expanding and improving some of the main roadways that connect to MBS (Garfield Road, Freeland Road, and other roadways) is one way to improve the competitiveness of the airport in the struggle to attract passengers that might otherwise fly out of Bishop International Airport in Flint. Identification of these improvements should be a collaborative process involving MBS, MDOT, MPOs (metropolitan planning organizations), local road commissions, and other key stakeholders.	MBS International Airport, MDOT, EMCOG, regional MPOs (BCATS, MATS, SMATS) , local governments	■	■	■	■

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<b>GOAL 4. TRANSPORTATION &amp; INFRASTRUCTURE</b>						
<b>Strategy 4. Explore ways to make better use of water-based transport for goods movement, especially for the agriculture, construction, and utilities sectors.</b>						
4.a.	Support and leverage the US Army Corps of Engineers' study to widen and deepen the Saginaw River shipping channel as a way to encourage the continued and expanded use of the river for goods movement.	Private port operators, US Army Corps of Engineers, Coast Guard, DEQ, regional EDOs, GLBRA	■	■	■	
4.b.	Conduct an economic impact analysis of the water-based transport facilities in the Saginaw River and Saginaw Bay to demonstrate the number of jobs and amount of tax revenue that these transportation facilities provide to the region and the state, along with historical fluctuations of this impact.	private port operators, regional EDOs			■	
4.c.	Explore the possibility of expanding water-based transport to Canada.	private port operators, regional EDOs			■	■
4.d.	Support greater collaboration among the region's private port operators and industries that depend on water-based transport (agriculture and construction, in particular).	private port operators, regional EDOs	■	■	■	■
<b>Strategy 5. Leverage and support MBS International Airport to more fully capitalize on its potential for economic development.</b>						
5.a.	Work with MBS and major employers (Dow Chemical, Dow Corning, and Nexteer) and other large institutions (Central Michigan University and Saginaw Valley State University) to identify and aggressively pursue additional direct flights to major airports.	MBS International Airport, regional EDOs, large regional employers, CMU, SVSU, GLBRA	■	■	■	■
5.b.	Potential destinations for new direct flights from MBS include: Atlanta (expand from once/week to daily), Houston, Denver, New York, and DC.	MBS International Airport, regional EDOs, large regional employers, CMU, SVSU, GLBRA	■	■	■	■
5.c.	Explore the potential to increase the amount of air cargo to/from MBS.	MBS International Airport, regional EDOs,	■	■	■	■
5.d.	Work with MBS, local economic development corporations, and the region's real estate community to identify opportunities to capitalize on the large amount of land and under-utilized buildings on the airport property, particularly the old airport terminal facilities.	MBS International Airport, regional EDOs, regional real estate community	■	■	■	■

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<b>GOAL 4. TRANSPORTATION &amp; INFRASTRUCTURE</b>						
<b>Strategy 7. Continue to expand and improve broadband internet access throughout the region, especially in rural areas.</b>						
7.a.	Focus on expanding broadband service in areas where it is not currently available (mostly in the region's rural areas).	EMCOG, Connect Michigan, regional EDOs, <a href="#">MichiganWorks</a>	■	■	■	■
7.b.	Support Gladwin County's efforts to survey residents about the demand for broadband service. Utilize the results of this survey to market the county to internet providers. If successful, consider using a similar approach to increase broadband access in other parts of the region.	EMCOG, Connect Michigan, Gladwin County EDC, other regional EDOs	■	■	■	■
<b>Strategy 1. Convene a freight mobility roundtable that meets quarterly to share information on regional transportation issues.</b>						
1.a.	EMCOG can serve as the convening body for this group.	EMCOG, regional MPOs, local governments, regional civil engineers and transportation planners, private sector transportation companies		■	■	■
1.b.	The roundtable can serve as a regular forum to bring together public and private sector leaders involved in transportation and freight mobility to discuss transportation issues affecting the region, hear presentations from local/state/federal transportation planners, and learn about major transportation policy or funding efforts.	EMCOG, regional MPOs, local governments, regional civil engineers and transportation planners, private sector transportation companies		■	■	■
<b>Strategy 3. Leverage and make strategic investments in the region's existing rail infrastructure to support the growth of key industries, particularly the agriculture sector.</b>						
3.a.	Prioritize rail-related investments based on the recommendations from MDOT's recent report titled "The role of rail infrastructure in the economic development of Michigan's Northern Lower Peninsula".	MDOT, rail companies, regional EDOs, EMCOG		■	■	■
3.b.	Explore the potential to enhance rail infrastructure connecting the region to Canada through Port Huron.	MDOT, rail companies, regional EDOs, EMCOG		■	■	■
3.c.	Build on the existing Great Lakes Central Rail/Northern Dry Bulk transload terminal in Clare, which is the premier transload facility in the northern half of Michigan's Lower Peninsula region.	MDOT, rail companies, regional EDOs, EMCOG		■	■	■
3.d.	Consider investing in re-configurations and/or expansions of the rail yards in Saginaw and Bay City to make rail transport more efficient for the region's rail-dependent businesses.	MDOT, rail companies, regional EDOs, EMCOG		■	■	■
3.e.	Build on the success of the Standish Grain Elevator by exploring opportunities to develop additional connections, capacity, and rail-related infrastructure (inter-modal facilities, trans-load facilities, grain elevators, etc.) to support existing companies and make the region more competitive in attracting new businesses.	MDOT, rail companies, regional EDOs, EMCOG, regional agriculture industry		■	■	■

NO.	ACTION	POTENTIAL PARTNERS	TIMEFRAME FOR START-UP			
			0-6 Mo.	6-12 Mo.	1-2 Years	3-5 Years
<b>GOAL 4. TRANSPORTATION &amp; INFRASTRUCTURE</b>						
<b>Strategy 8. Provide more comprehensive and more efficient transit service to support the region’s workforce, employers, and educational providers.</b>						
8.a.	Work with MDOT and EMCOG to support and leverage the Governor’s Regional Transit Mobility Study as a way to document the region’s public transportation needs, with the goal of improving transit access for the region’s workforce and employers.	MDOT, EMCOG, regional MPOs, regional public transportation providers; Saginaw Chippewa Indian Tribe, MichiganWorks	■	■	■	■
8.b.	Encourage the region’s public transportation agencies to meet regularly and work together to serve the region more efficiently through inter-agency agreements or other cooperative efforts.	EMCOG, regional MPOs, regional public transportation providers; Saginaw Chippewa Indian Tribe, MichiganWorks	■	■	■	■
8.c.	Work with the region’s higher education institutions, adult education providers, major employers, and other key constituents to identify ways to expand transit options to better serve the region’s workforce. This may include extending public transportation into the evening hours in some cases.	EMCOG, regional MPOs, regional public transportation providers; Saginaw Chippewa Indian Tribe, MichiganWorks	■	■	■	■
8.d.	Ensure that key regional destinations (MBS International Airport, colleges and universities, and major employers) are served by public transportation.	EMCOG, regional MPOs, regional public transportation providers; Saginaw Chippewa Indian Tribe, MichiganWorks	■	■	■	■
8.e.	Over the long-term, consider combining some or all of the region’s separate public transportation agencies to into a single, region-wide transit agency.	EMCOG, regional MPOs, regional public transportation providers; Saginaw Chippewa Indian Tribe, MichiganWorks				■



NO.	ACTION	POTENTIAL PARTNERS	TIMEFRAME FOR START-UP						
			0-6 Mo.	6-12 Mo.	1-2 Years	3-5 Years			
<b>GOAL 5. PLACE-MAKING &amp; TALENT ATTRACTION</b>									
<b>Strategy 2. Package the region's downtowns as investment opportunities.</b>									
2.a.	Conduct an inventory of available properties in each downtown.	Regional EDOs, regional downtown development organizations, regional real estate community, regional land banks, GLBRA, MiGreatLakesBaySites website	■	■	■	■			
2.b.	Highlight unique assets in each area and use targeted marketing to pitch the downtown as an investment opportunity to investors that are interested in urban revitalization, focusing on people with some ties to East Central Michigan.	Regional EDOs, regional downtown development organizations, regional real estate community	■	■	■	■			
2.c.	Consider establishing a fund to stimulate redevelopment in the region's downtowns. Explore options to utilize the region's land banks as a vehicle to fund this initiative.	Regional EDOs, regional downtown development organizations, regional real estate community, regional land banks			■	■			
<b>Strategy 4. Establish place-making and good urban planning as a regional priority.</b>									
4.a.	Engage the Urban Land Institute (ULI) to conduct a regional downtown revitalization study. This study could focus on a single downtown or the multiple downtowns serving the region and culminate in a ULI conference to attract real estate development leaders from across the country.	ULI, EMCOG, regional EDOs, regional downtown development organizations, regional real estate community		■	■	■			
4.b.	Consider establishing a community and regional planning organization for the 8-county region that assists local governments with land use planning. EMCOG could potentially fill this role by serving as a resource to local governments that cannot afford to maintain a full-time staff of professional urban planners, zoning administrators, and downtown development specialists.	EMCOG, local governments, Saginaw Chippewa Indian Tribe; MSHDA, RPI-5 Target Market Analysis			■	■			
<b>Strategy 1. Tell the stories of successful downtown revitalization efforts across region.</b>									
1.a.	Begin by highlighting the massive transformation of downtown Bay City from an area filled with boarded-up, vacant buildings in the 1980s to a vibrant mixed-use district today. Use Bay City as the regional model for downtown revitalization.	City of Bay City, EMCOG, regional EDOs, regional downtown development organizations, local governments; Great Lake Bay Magazine	■	■	■	■			
1.b.	Also, highlight the progress being made toward increased urban vitality in Saginaw, Midland, Mount Pleasant, and many of the region's smaller downtowns (Alma, Ithaca, Clare, Harrison, and Frankenmuth, among others)	EMCOG, regional EDOs, regional downtown development organizations, local governments; newspapers and magazines	■	■	■	■			



NO.	ACTION	POTENTIAL PARTNERS	TIMEFRAME FOR START-UP			
			0-6 Mo.	6-12 Mo.	1-2 Years	3-5 Years
<b>GOAL 5. PLACE-MAKING &amp; TALENT ATTRACTION</b>						
<b>Strategy 8. Create an 8-county talent attraction package that highlights the region’s many quality of life assets to assist employers with the recruitment and retention of new hires.</b>						
8.a.	Work with the region’s economic development corporations, chambers of commerce, major employers, and other local organizations to put together a set of marketing materials that highlights the region’s key quality of life assets (schools, arts and culture amenities, outdoor recreation, downtown districts, etc.). This talent attraction package would be utilized by the region’s major employers as a key component of their hiring process, particularly when recruiting for highly skilled professionals (e.g., physicians, engineers, IT professionals, etc.) from outside of the region.	regional EDOs, regional chambers of commerce, regional large employers, regional young professionals organizations, Saginaw Chippewa Indian Tribe; GLBRA Business Attraction Initiative; corporations and colleges/Universities.		■		
8.b.	Ensure that the talent attraction package showcases key assets located in the 8-county region’s urban and rural communities.	regional EDOs, regional chambers of commerce, regional large employers, regional young professionals organizations, Saginaw Chippewa Indian Tribe		■		
<b>Strategy 7. Expand and promote the region’s recreation and entertainment opportunities as a way to retain and attract talent within the region.</b>						
7.a.	Explore ways to expand the region’s recreational infrastructure (hike & bike trails, boat access, parks, ball fields, beach and shoreline improvements, etc.). Identify potential funding sources for this.	Regional convention & visitors bureaus, regional EDOs, local governments, Saginaw Chippewa Indian Tribe	■	■	■	■
7.b.	Launch a regional entertainment promotion effort in partnership with the Great Lakes Bay Convention & Visitors Bureau, the Great Lakes Bay Arts & Entertainment Council, and other local organizations to support the growth of existing festivals/events and to pursue additional events to attract visitors into the region.	Great Lakes Bay Arts & Entertainment Council, regional convention & visitors bureaus, other local organizations, Saginaw Chippewa Indian Tribe			■	■
7.c.	Bring civic leadership development groups together to create a promotional strategy to attract young people to, and retain them in, the 8-county region. Find messages and connection points (including social media) to engage the 60,000 students living in the region. This effort could be led by Alma College’s Responsible Leadership Institute.	AC, regional civic leadership programs			■	■

NO.	ACTION	POTENTIAL PARTNERS	TIMEFRAME FOR START-UP						
			0-6 Mo.	6-12 Mo.	1-2 Years	3-5 Years			
<b>GOAL 5. PLACE-MAKING &amp; TALENT ATTRACTION</b>									
<b>Strategy 3. Support the City of Saginaw in its development of catalyst projects to revitalize its downtown district.</b>									
3.a.	Leverage the CMU College of Medicine and upcoming downtown Saginaw Delta College campus as catalysts to spur additional revitalization in downtown Saginaw.	CMU, DC, Saginaw Future, Saginaw DDA, City of Saginaw, regional real estate community			■	■			
3.b.	Identify ways to capitalize on the existing entertainment venues (Dow Event Center, Temple Theater) and major events (music festivals, 4th of July celebration, etc.) to further stimulate interest and investment in downtown Saginaw.	Saginaw Future, Saginaw DDA, City of Saginaw, regional real estate community	■	■	■	■			
3.c.	Launch a marketing initiative to educate people within the region about the improved level of safety in Saginaw. Include updates on recent successes, citing the major decline in the city's rate of violent crime.	Saginaw Future, Saginaw DDA, City of Saginaw, regional real estate community		■	■	■			
<b>Strategy 5. Create a regional approach to develop and promote local farmers markets.</b>									
5.a.	Work with the region's agricultural sector and existing farmers markets to establish a collaborative effort to promote the ongoing success and growth of locally grown agriculture products.	Regional agriculture industry, regional EDOs, regional convention & visitors bureaus	■	■	■	■			
5.b.	Identify gaps in the region's farmers markets that can be filled by the establishment of new, larger, or more permanent farmers markets. Consider using public-private partnerships for this purpose.	Regional agriculture industry, regional EDOs, regional convention & visitors bureaus	■	■	■	■			
5.c.	Utilize farmers markets as tools to promote place-making and downtown revitalization to retain people in and attract people to the region.	Regional agriculture industry, regional EDOs, regional convention & visitors bureaus, regional downtown development organizations	■	■	■	■			

NO.	ACTION	POTENTIAL PARTNERS	TIMEFRAME FOR START-UP						
			0-6 Mo.	6-12 Mo.	1-2 Years	3-5 Years			
<b>GOAL 5. PLACE-MAKING &amp; TALENT ATTRACTION</b>									
<b>Strategy 6. Model the success of the Hausbeck Pickle Company’s employee home purchase program in Saginaw to include other major employers and other communities in the region.</b>									
6.a.	Work with major employers across the region to link them more directly with the revitalization of communities and urban neighborhoods, beyond simply providing a job and an income for their employees.	Hausbeck Pickle Company, Saginaw Future, Saginaw County Land Bank, other regional large employers, other regional EDOs	■	■	■	■			
6.b.	Identify neighborhoods in need of revitalization and encourage collaboration between the public sector and major employers (large corporations, hospitals, educational institutions, etc.) to implement employee home purchase programs that target these neighborhoods.	EMCOG/ MSHDA/Counties (Target Market Initiative regional Initiative); Regional EDOs, regional large employers	■	■	■	■			

Note: Strategies appear in order of ranked order per goal

Acronym	Organization
PR-5 SMT	Prosperity Region 5 Strategic Management Team *
GLBRA	Great Lakes Bay Regional Alliance
MEDC	Michigan Economic Development Corporation
CMU	Central Michigan University
SVSU	Saginaw Valley State University
DC	Delta College
MMCC	Mid Michigan Community College
AC	Alma College
NU	Northwood University
DU	Davenport University
UM	University of Michigan
MSU	Michigan State University
MMIC	Mid Michigan Innovation Center

\* Representing the geographic service area of Arenac, Bay, Clare, Gladwin, Gratiot, Isabella, Midland and Saginaw Counties