

NO.	ACTION	POTENTIAL PARTNERS	TIMEFRAME FOR START-UP			
			1 Year	2 Years	3 Years	4-5 Years
<p>A strong implementation strategy can be the key to bringing a plan to fruition. Identifying opportunities and the steps need to make them a reality is not enough. Setting priorities is perhaps the most important role that a solid implementation strategy should fulfill. Having a set of clearly established priorities is essential for effective use of public resources. This document includes all Actions within the Objectives for each of the five (5) CEDS Goals, along with the identification of potential partners for each Action and an estimated start up timeframe within the 2016 - 2020 CEDS (see Chapter 4 of the CEDS document) The Objectives within each of the 5 Goals are listed in priority order. The priorities were set by the EMCOG Regional Economic Development (RED) Team in November, 2015. The start-up timeframe is based on these priorities along with the consistency with other initiatives within the Region and the State. Green Notes = Achieved or Underway during 2016, 2017 or 2019 (1 Year, 2 Years, 3 Years); Red notes = action moved to a future year and not yet implemented.</p>						

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GOAL 1. ECONOMIC DEVELOPMENT, MARKETING & SUSTAINABILITY						
Objective 1. Increase the level of funding for economic development activities across the 14-county region.						
1.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 14-county region. January, 2017: Underway. Through its' regional prosperity initiative EMCOG implemented a granting program in 2017 in support of economic development/workforce development/education/infrastructure and placemaking initiatives that further both the CEDS/PR-5 Strategy. This initiative will continue through 2018. The Region 5 MEDC Collaborative developed a regional business attraction plan which was implemented in 2017. EMCOG, through the PR-5 initiative is a partner in the creation of the data packages which will be used by the EDCs for promotion of the region. January 2018 and 2019: Both initiatives conars); Red notes = action moved to a future year and not yet implemented.EMCOG Prosperity Region 5 Strategic Management Team and EMCOGs RED Team and these concerns are relayed regularly to MDOT and local Road Co			■	■	■
1.b.	Catalog existing efforts that are not adequately funded, as well as new initiatives that should be funded. January 2017: moved to second year to incorporate state and national funding initiatives. January, 2018-2019: no progress on this action item.	RED Team, RPI-5, 6 and 3, EMCOG, regional economic development organizations, Saginaw Chippewa Indian Tribe		■		
1.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. January, 2017: moved to years 4-5. January 2018-2019: no further progress.	RED Team, RPI-5, 6 and 3, EMCOG, regional economic development organizations, Saginaw Chippewa Indian Tribe				■
Objective 2. Initiate a major regional internal marketing campaign promoting EMCOG as a unified region.						
2.a.	Promote shared threads among the region's 14 counties, highlighting data that demonstrate their connectedness (e.g., commuting patterns, retail spending, higher education facilities, and entertainment and recreation). January, 2017: continued data analysis and working on trails; college and university collaborative projects; assessing talent in the area; regional transit initiatives. January, 2018-2019: the work on this continues through each year.	RED Team	■	■	■	■
2.b.	Encourage community leaders to talk about the region as a whole. Consider using public service announcements to highlight regional activities and information. January, 2018 & 2019: press releases and special articles have been produced to highlight regional activities and accomplishments; the EMCOG website is constantly updated for this purpose.	RED Team, Publications within the 14 county region such as the Great Lakes Bay Magazine (covers 3 counties)		■	■	■
2.c.	Communicate the economic development goals of the 14-county region and encourage every citizen to participate and support growing the local economy. January, 2017, 2018 and 2019: this is an ongoing activity of the RED Team through it's 6 meetings per year and interaction with other initiatives. The RED Team also functions as a outreach entity for regional initiatives such as the Michigan Sea Grant communities resiliency project.	RED Team	■	■	■	■
2.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 EMCOG, projecting a positive image of the region to residents and visitors alike. January 2019: no organized marketing program; moved to years 4-5.	Chambers of commerce, convention & visitors bureaus, regional service industry, Saginaw Chippewa Indian Tribe				■

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GOAL 1. ECONOMIC DEVELOPMENT, MARKETING & SUSTAINABILITY						
Objective 3. Market and promote the 14-county region as a great place to do business on the national stage.						
3.a.	Expand existing marketing and business promotion efforts taking place in individual counties within the region to include references of the 14-county region as a whole including access to fresh water throughout the region's watershed. January 2019: EMCOG partners with WIN and other groups to focus on watershed wide initiatives and strategies and programs including the development of a water strategy that encompasses all 14 counties plus additional counties outside of the E MCOG region boundaries. EMCOG is a partner for the bi-annual State of the Bay Summit which brings in water quality resiliency, outdoor recreation and other aspects and challenges to the region and it's watershed health. EMCOG Programs Manager has been appointed to the Michigan Water Asset Management Council which will focus on water access and health..	Economic Development Organizations for the 14 counties and other regional entities such as the MEDC CDC Collaboratives for RPI 5, 3 and 6, and the GLBRA along with WIN			■	
3.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. January 2017: the MEDC CDC Collaborative and GLBRA have hired a consultant to develop a business attraction strategy for the RPI-5 Region. EMCOG is part of the partnership for this initiative and provides funding support through the PR-5 Initiative. January 2018: ongoing, January 2019: Ongoing plus EMCOG, through the PR-5 initiative provided funding support for a Rural Site Marketing Toolkit for rural communities and support for development of such for each rural county. Funding will also be available to expand into the 14 county region.	Economic Development Organizations for the 14 counties and other regional entities such as the MEDC CDC Collaboratives for RPI 5, 3 and 6, and the GLBRA		■	■	■
3.c.	Market to the identified industry cluster audiences by utilizing specific media channels that serve those industries at national and international conferences and by directly contacting decision makers and thought leaders in those industries. January, 2017: this work is being done through the MEDC CDC Collaborative and GLBRA through the newly developed business attraction plan. EMCOG is partnering regarding the packaging of the promotional materials. The plan was unveiled in December of 2016; implementation begins in January of 2017. January 2019: Ongoing plus EMCOG, through the PR-5 initiative provided funding support for a Rural Site Marketing Toolkit for rural communities and support for development of such for each rural county. Funding will also be available to expand into the 14 county region.	Economic Development Organizations for the 14 counties and other regional entities such as the MEDC CDC Collaboratives for RPI 5, 3 and 6, and the GLBRA, MichiganWorks! And other regional workforce development organizations	■	■	■	■
3.d.	EMCOG should continue working closely with the three MEDC Collaboratives within the region and state-level economic development officials to pursue new economic development opportunities for the region January, 2017: this is ongoing. January, 2018: Regular regional meetings are held monthly/bi-monthly/quarterly for various stakeholder groups. EMCOG facilitates approximately 25 such meetings per year. January 2019: ongoing. EMCOG provides weekly updates of federal funding opportunities and resources for economic development opportunities.	EMCOG, RED Team, regional economic development organizations, MEDC, Saginaw Chippewa Indian Tribe.	■	■	■	■
Objective 4. 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.						
4.a.	Establish a centralized research resource within EMCOG for the 14-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 business recruitment and retention/expansion activities. January 2018-2019: This is ongoing but not a formalized system. EMCOG provides data sets on it's website and regional/county summaries from various studies as well as data analyses needed for grant applications.	EMCOG, regional EDOs, joint EDC/Michigan Works organizations, local governments (cities, counties), Saginaw Chippewa Indian Tribe, SVSU, CMU			■	■
4.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. January 2018: moved to years 4-5	EMCOG, regional EDOs, local governments (cities, counties), Saginaw Chippewa Indian Tribe, SVSU, CMU				■

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GOAL 1. ECONOMIC DEVELOPMENT, MARKETING & SUSTAINABILITY						
Objective 5. Enhance the regional economy through promotion of the natural and cultural resources of its blue water economy for industry and tourism.						
5.a.	Work with the Visitors and Convention Bureaus, MDNR, MEDC and regional/local partners to establish unique natural or cultural resource brands for the region and establish the region as a four seasons travel experience. January 2018: Underway. EMCOG is partnering with the MEDC Region 5 Collaborative to initiate a talent attraction and retention program. January 2019: Talent attraction and retention events were held at SVSU during 2018 with EMCOG support; this is be an ongoing initiative and events will be held at CMU in 2019.	EMCOG, visitors and convention bureaus, chambers of commerce, economic development organizations, Saginaw Chippewa Indian Tribe, WIN		■		
5.b.	Increase the opportunities for both visitors and residents to experience the natural and cultural resources within the region through diverse, adaptable and accessible outdoor recreation activities. January 2018: Underway. EMCOG assists in the development and support for funding of these opportunities on an ongoing basis through planning, funding support/grant application assistance, and steering committee work. EMCOG is under contract with the State of MI to update the non-motorized trails plan and maps and to facilitate development of the Iron-Belle Trail. January 2019: EMCOG provided support for development of the Cass River Greenways website, a trailhead development in the City of Beaverton and a children's garden center in the City of Gladwin through the PR-5 initiative.	EMCOG, RPI-5, 6 and 3, visitors and convention bureaus, local government, MDOT, MDNR, WIN, SBLC, Saginaw Chippewa Indian Tribe			■	
5.c.	Promote sustainable state forest products industries in the region that support communities by providing jobs, products and diverse and resilient forests. January 2019: move to years 4-5.	EMCOG, RPI-5, 3 and 6, economic development organizations, MEDC				■
5.d.	Support sustainable fisheries and wildlife-based industries that promote the region's world-class fishing and wildlife opportunities and provide sustained economic growth to the regional economy. January 2018: Underway. EMCOG is a partner in the planning and facilitating of bi-annual State of the Bay summits and also technical workshops in the "off-years". Emcog is also working with other stakeholders to develop a water strategy for the 22 county Saginaw Bay Watershed. January 2019: EMCOG is working with partners to plan the 2019 State of the Bay Summit.	EMCOG, RPI-5, 3 and 6, economic development organizations, MEDC, MDNR, WIN visitors and convention bureaus, chambers of commerce			■	
5.e.	Work with stakeholders to develop and implement a designated water trail system for inland waterways and along the coastal areas of the region. January, 2018: EMCOG provided funding support for the Cass River Water Trail and another water trail in Gladwin County as part of the 2017 RPI regional initiative. January 2019: ongoing.	EMCOG, RED Team, Saginaw Chippewa Indian Tribe, Visitors and convention bureaus. MDNR, counties, Michigan CZM		■		
5.f.	Collaborate with MDNR in the implementation of the Managed Public Land Strategy for the conservation, use and management of public lands within the region to ensure that the strategies meet the needs of the regional and local economies to provide create jobs, grow the tourism economy and protect the region's woods, waters, wildlife and other natural and cultural assets. (see www.michigan.gov/dnrlandstrategy for details of the MDNR plan). January 2018: EMCOG works closely with MDNR and other entities through ongoing initiatives through the development of the Iron-Belle trail facilitation, securing grants for trail planning and implementation and support of projects such as those listed in 5.e. January 2019: cotinuation of 2018 initiatives.	EMCOG, RPI-5, 3 and 6, Michigan SEA Grant		■		

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GOAL 1. ECONOMIC DEVELOPMENT, MARKETING & SUSTAINABILITY						
Objective 6. Engage a broad cross-section of organizations in the region's economic development & marketing efforts. Every organization in the region, whether non-profit, public, or private, should be aware of the overall economic development strategies in the region and consider how they might contribute to their community's economic success.						
6.a.	The Regional Economic Development (RED) Team for the 14-county region could lead this effort. January, 2017-2019: Ongoing. The CEDS is promoted through the RED Team membership. As part of the state's planning legislation all new and amended master plans are to be reviewed by the region for comment prior to public hearings. EMCOG provides written comments to the local governments regarding consistency with the CEDS and suggests areas which could/should be addressed such as collaboration with regional initiatives.	RED Team	■	■	■	■
6.b.	Set up regular meetings between the region's economic development organizations, Small Business Development Centers 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. January, 2017-2019: Ongoing. All stakeholders are invited to the meetings of both the RED Team and the PR-5 team meetings. EMCOG staff also attends other meetings to leverage work on regional initiatives and share information on what EMCOG is doing re the CEDS.	RED Team, RPI-5, RPI-3, RPI-6	■	■	■	■
6.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. January 2017-2019: this is an ongoing activity of both EMCOG and the RED Team in order to share resources and work together as much as possible Summits which EMCOG partnered with during 2016 included the MI College Access Network post secondary education needs and issues report. In 2017 and 2018 EMCOG partnered with other entities on the State of the Bay Conference, the Great Lakes Bay Zero Waste to Landfill Summit, Extreme Weather Resiliency Summit, MDNR Coastal Management Regional Operations Summit and others.	RED Team, RPI-5, RPI-3, RPI-6	■	■	■	■
Objective 7. Encourage coordination and collaboration within the region that ensures that common water resource and adjacent land resources are managed in such a way as to protect water resources while facilitating waterway-appropriate public use, commercial and amenity development and recreation.						
7.a.	Emphasize the region's water resources as assets in regional and community planning efforts to provide appropriate, sustainable protection and to fully leverage community-based economic opportunities January 2018: Underway: EMCOG is a partner in the planning and facilitating of bi-annual State of the Bay summits and also technical workshops in the "off-years". Emcog is also working with other stakeholders to develop a water strategy for the 22 county Saginaw Bay Watershed. January 2019: ongoing	EMCOG, RPI-5, 6 and 3, local governments, Saginaw Chippewa Indian Tribe, MDNR, WIN, visitors and convention bureaus, chambers of commerce			■	
7.b.	Collaborate with MDEQ, MDNR, public and private entities on efforts of river and stream restorations and dam removals to create aquatic system connectivity and restore stream stability throughout the region; January 2018 - 2019: Underway. See goal 1, 5.e. and 5.f.	EMCOG, RPI-5, 6 and 3, local governments, Saginaw Chippewa Indian Tribe, WIN			■	

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GOAL 1. ECONOMIC DEVELOPMENT, MARKETING & SUSTAINABILITY						
Objective 8. Expand international relationships & foreign investment in the 14-county region by establishing a formal effort to target and develop international business opportunities.						
8.a.	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 economic development organizations.				■
8.b.	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				■
8.c.	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 institutions, workforce development organizations, regional economic development organizations.				■
8.d.	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, and other transitional resources and support.	Regional companies, chambers of commerce, visitors and convention bureaus, regional higher education institutions				■
8.e.	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 economic development organizations, companies, chambers of commerce, MEDC				■

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GOAL 2. ENTREPRENEURSHIP & INNOVATION						
Objective 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.						
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. January 2017: This action item has been moved from the first year to the third year in order to determine funding and the possibilities. January 2018: no further progress. January, 2019: EMCOG is partnering with CMU RC to develop a marketing of their entrepreneurial recruitment program to create awareness of resources that exist in the region for entrepreneurs.	CMU Research Corporation, MidMichigan Innovation Center, Blue Water Angels, MMCC, SVSU, CBDC, MSU Extension.			■	
1.b.	The eco-system map can serve as a tool to improve awareness of the region to outsiders sending the message that the EMCOG Region is a great place to launch a new enterprise or invest in a new venture. January 2019: EMCOG is partnering with CMU RC to develop a marketing of their entrepreneurial recruitment program to create awareness of resources that exist in the region for entrepreneurs.	CMU Research Corporation, MidMichigan Innovation Center, Blue Water Angels, MMCC, SVSU, CBDC, MSU Extension.			■	
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. January 2019: EMCOG is partnering with CMU RC to develop a marketing of their entrepreneurial recruitment program to create awareness of resources that exist in the region for entrepreneurs.	CMU Research Corporation, MidMichigan Innovation Center, Blue Water Angels, MMCC, SVSU, SBDC, MSU Extension.			■	
Objective 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.						
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. (See a description of the Venture Investment & Partnering [VIP] Forum example from the Washington Biotechnology & Biomedical Association in the RPI-5 Strategy at www.emcog.org.) January 2019: Move to years 4-5.	Blue Water Angels, CMU, SVSU, MidMichigan Innovation Center, regional businesses				■
2.b.	Work with the region's SBDCs (Small Business Development Centers) 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. January 2017: this action item has been moved to the second year pending documentation of what is being planned/has been accomplished. January 2018: this action item has been moved to years 4-5. January 2019: no change in status.	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, Baker College, and Davenport University and ultimately other colleges and universities to communicate with successful alumni who are entrepreneurs, looking to invest in or return to the region. January 2018: Underway. EMCOG is partnering with the MEDC Region 5 Collaborative to initiative a talent attraction and retention program. January 2019: Talent attraction and retention events were held at SVSU during 2018 with EMCOG support; this is be an ongoing initiative and events will be held at CMU in 2019.	CMU, SVSU, AC, NU,BK, DU		■	■	■

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GOAL 2. ENTREPRENEURSHIP & INNOVATION						
Objective 3. Build on the region's entrepreneurship & innovation assets to support business growth across the region.						
3.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. January 2018: moved to years 4-5. January, 2019: EMCOG is partnering with CMU RC to develop a marketing of their entrepreneurial recruitment program to create awareness of resources that exist in the region for entrepreneurs.	CMU, regional entrepreneurs, Co-Starters Program			■	
3.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. January 2018: moved to years 4-5. January, 2019: EMCOG is partnering with CMU RC to develop a marketing of their entrepreneurial recruitment program to create awareness of resources that exist in the region for entrepreneurs.	CMU, MMIC, regional entrepreneurs, regional companies			■	
3.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. January 2018: Underway. EMCOG is partnering with the MEDC Region 5 Collaborative to initiative a talent attraction and retention program. January 2019: Talent attraction and retention events were held at SVSU during 2018 with EMCOG support; this is an ongoing initiative and events will be held at CMU in 2019.	CMU, SVSU, AC, NU, DU, DC, MMCC, BC		■	■	■
3.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. January 2018: Moved to years 4-5 January 2019: no change in status.	MMIC, Dow Chemical, other large regional companies				■
3.e.	Work with the region's chambers of commerce and business associations to enhance networking opportunities available for entrepreneurs, investors, and small business owners. January, 2019: EMCOG is partnering with CMU RC to develop a marketing of their entrepreneurial recruitment program to create awareness of resources that exist in the region for entrepreneurs. CMU RC is coordinating with chambers of commerce to establish networking relationships as a part of this initiative.	Regional chambers of commerce, regional companies, regional entrepreneurs, regional small business owners, regional investors, regional banks			■	
Objective 4. Work with the region's major employers and medical complexes to attract R&D spending from other Michigan universities.						
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. January 2018: Moved to years 4-5 January 2019: no change in status.	CMU, regional health care organizations (facilities and foundations)				■

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GOAL 2. ENTREPRENEURSHIP & INNOVATION						
Objective 5. Work with CMU and SVSU to support more R&D at each institution, especially research that benefits or leverages the region's existing companies (Dow Chemical and others).						
5.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				■
5.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				■
5.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 14-county region.	SVSU, regional companies				■

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GOAL 3. TALENT & WORKFORCE DEVELOPMENT						
Objective 1. Improve the workforce readiness of the region's K-12 students and adult population by increasing the number of internships, apprenticeships, work co-op programs, and other initiatives.						
1.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. January 2018: EMCOG partnering with GLBRA STEM to support the employer talent pipeline work with Delta College and Mid Michigan Community College and the ISDs. Also partnering with Saginaw ISD to establish a pilot pipeline initiative through Career Cruising. January 2019: continuation of partnership from 2018. In addition providing support for Clare0Gladwin RESD CTE program through a mini grant that supports state funding for equipment. EMCOG sponsored Talent Tours for high school students and local employers. EMCOG is a partner for the Clare-Gladwin RESD Marshall Plan program.	Regional employers, AC, other regional higher education institutions, regional K-12 schools, Saginaw Chippewa Indian Tribe, Michigan Works! GLBRA 8 county STEM Initiative Teams, MSU 4-H Techwizards, Mich. Nonprofit Assoc., MML, MTA, Intern in Michigan		■	■	
1.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. (See a description of the GRACE Project in the RPI-5 Strategy at www.emcog.org) January 2018: moved to years 4-5. January 2019: no change in status.	MiCAMP, Eastern Michigan University, regional employers, regional higher education institutions				■
1.c.	Develop short-term and long-term training programs, early middle college and dual enrollment programs, internships, apprenticeships, and work co-op programs for adult students, ensuring that these programs are designed to lead to employment opportunities. January, 2017: these initiatives are being developed through the various partners shown here including the continued funding of the GLBRA STEM Initiative and implementation of the programs that were created during the second year of the project. January 2018 & 2019: ongoing	Michign Works! and other regional workforce development organizations, regional adult education providers, regional employers, Community Ventures, Saginaw, GLBRA 8 county STEM Initiative Teams., Mich. Nonprofit Assoc., MML, MTA, Intern in Michigan	■	■	■	■
Objective 2. Conduct a talent analysis to quantify and document the region's labor talent so that economic developers may more successfully market the region and attract businesses and employers.						
2.a.	Profile the current and potential labor force of the region by analyzing various resources and data bases January, 2017: In progress. EMCOG contracted with SVSU in 2016 to conduct a talent analysis. January 2018 and 2019: the completed study is the basis for the MEDC Region 5 Collaborative talent attraction and retention initiative that is ongoing. See Goal 1 Objective 5.b for details.	EMCOG, regional economic development organizations, MichiganWorks!, adult education, higher education institutions		■		
2.b.	Profile the college graduates and certification program graduates of the region. January, 2017: In progress. EMCOG contracted with SVSU in 2016 to conduct a talent analysis. January 2018 and 2019: the completed study is the basis for the MEDC Region 5 Collaborative talent attraction and retention initiative that is ongoing. See Goal 1 Objective 5.b for details.	EMCOG, higher educational institutions		■		
2.c.	Create a profile benchmark dashboard that can be updated on an annual basis. January 2018: the data was created as part of the talent analysis. January 2019: the data has not yet been updated.	EMCOG, SVSU				■
Objective 3. Encourage collaboration among the region's civic leadership programs to bring the region's young leaders together to discuss regional issues and challenges.						
3.a.	Tap into Alma College's Responsible Leadership Institute to serve as a convening organization to bring together civic leadership efforts across the region. January 2018: No action. move to years 4-5.	Alma College, regional civic leadership programs				■

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GOAL 3. TALENT & WORKFORCE DEVELOPMENT						
Objective 4. Build on the success of Delta College's Fast Start program, Kirtland Community College's Fast Track 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. (See a description of the Fast Start program and Plastics Technology program in the RPI-5 Strategy at www.emcog.org; Fast Track program at www.kirtland.edu)						
4.a.	Promote and market these workforce training programs as models of effective workforce training, to both employers and students. January 2018: EMCOG partnering with GLBRA STEM to support the employer talent pipeline work with Delta College and Mid Michigan Community College and the ISDs. Also partnering with Saginaw ISD to establish a pilot pipeline initiative through Career Cruising. January 2019: continuation of partnership from 2018. In addition providing support for Clare-Gladwin RESD CTE program through a mini grant that supports state funding for equipment. EMCOG sponsored Talent Tours for high school students and local employers.EMCOG is a partner for the Clare-Gladwin RESD Marshall Plan program. All ISD's in the region have applied for and are receiving money through the Marshall Plan program to develop and support the student - employer pipeline.	DC, MMCC,KCC. Regional workforce development organizations,ETC-Adult Education, regional employers		■		
4.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. January 2018: EMCOG partnering with GLBRA STEM to support the employer talent pipeline work with Delta College and Mid Michigan Community College and the ISDs. Also partnering with Saginaw ISD to establish a pilot pipeline initiative through Career Cruising. January 2019: continuation of partnership from 2018. In addition providing support for Clare-Gladwin RESD CTE program through a mini grant that supports state funding for equipment. EMCOG sponsored Talent Tours for high school students and local employers.EMCOG is a partner for the Clare-Gladwin RESD Marshall Plan program. All ISD's in the region have applied for and are receiving money through the Marshall Plan program to develop and support the student - employer pipeline.	DC, MMCC, KCC,Regional EDOs, regional employers, regional chambers of commerce, regional industry associations, Michigan Works!, Saginaw Chippewa Indian Tribe		■		
4.c.	Consider expanding workforce training services to companies outside of the region. This would help create a pipeline of talent to feed into the region's higher education institutions and would also help support programs within the region's colleges and universities through larger class sizes.	DC, MMCC,KCC, Regional workforce development organizations, other regional higher education institutions; ETC-Adult Education, Michigan Works! (adults)				■
Objective 5. Establish a new career and technical training center in the region's rural counties. This could serve multiple counties and school districts.						
5.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 rural counties January 2018: The Clare-Gladwin RESD has opened Phase I of a joint county center for building trades with plans for a next phase which will be agriculture focused. These programs will draw students from throughout the region.. January 2019: ongoing	Regional ISDs and RESDs, , Michigan Works!, ETC, Inc. post Secondary education, regional employers, Saginaw Chippewa Indian Tribe; GLBMA, CMMA			■	
5.b.	Consider partnering with the Associated Builders and Contractors' construction training program (for electricians, welders, pipe fitters, etc.) for this effort. January 2019: moved to years 4-5/	Associated Builders and Contractors, MMCC, regional RESDs and ISDs, , ETCm Inc. Adult Education, Michigan Works!, regional employers, GLBMA, CMMA				■

NO.	ACTION	POTENTIAL PARTNERS	TIMEFRAME FOR START-UP							
			1 Year	2 Years	3 Years	4-5 Years				
<p>Objective 6. 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:</p>										
6.a.	<p>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. January, 2017: EMCOG facilitated a steering committee that included private and public sector, EDCs, higher education including R&D, EMCOG and others. A consultant was hired to facilitate the study which is now complete (2016) and the four focus areas are being vetted. January 2018 and 2019: See 6.b., below</p>	<p>EMCOG, regional higher education institutions, regional companies, economic development organizations, workforce development, GLBMA, CMMA</p>	■							
6.b.	<p>Potential areas of collaboration including R&D, academic training, workforce training, events, etc. January, 2017: the Saginaw Chippewa Indian Tribe has partnered with Middle Michigan Dev Corporation to develop a feasibility study for one of the COE focus areas (Agriculture/Hops and have secured a USDA Rural grant for this purpose. EMCOG will be on the steering committee for this project. January 2018 and 2019: study results indicate that the initiative is not economically feasible. Other initiatives are not moving forward due to limited facilitation resources as other priority initiatives have developed.</p>	<p>EMCOG, regional higher education institutions, regional companies, economic development organizations, workforce development, GLBMA, CMMA</p>		■	■	■				
<p>Objective 7. Support the STEM-focused initiatives led by the Great Lakes Bay Regional Alliance. (See a description of the initiative in the RPI-5 Strategy at www.emcog.org and www.GreatLakesBay.com)</p>										
7.a.	<p>Work with the 14-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). January, 2017: The GLBRA STEM Initiative continues into 2017 with network teams working on projects throughout the region. Specific projects can be found at www.stempipeline.com. EMCOG participates in the network team work meetings. January 2018: EMCOG is partnering with the GLB STEM talent pipeline, the Saginaw County ISD Career Cruising - INSPIRE initiative (as a pilot for the region) and the Gladwin County Conservation District Children's Garden project which is a hands-on initiative including a fall harvest community meal and development of an educational curriculum on agriculture and land stewardship. which can be a model for other areas. EMCOG provides press release and website support of these initiatives. January 2019: ongoing.</p>	<p>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</p>		■						
7.b.	<p>Meet regularly with the Great Lakes Bay Regional Alliance to explore ways for the Region to improve STEM education outcomes in the short-term and long-term. January, 2017: the Executive Director of the GLBRA is a member of the PR-5 SMT for which EMCOG facilitates meetings on a regular basis. Members of the RED Team are also on the STEM Initiative network teams. January 2018 and 2019: ongoing</p>	<p>RED Team, PR-5 SMT, GLBRA</p>	■							

NO.	ACTION	POTENTIAL PARTNERS	TIMEFRAME FOR START-UP			
			1 Year	2 Years	3 Years	4-5 Years
GOAL 3. TALENT & WORKFORCE DEVELOPMENT						
Objective 8. Establish an 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.						
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, RPI-5, 3 and 6, regional higher education institutions; Michigan Works!				■
8.b.	Potential areas of collaboration including R&D, academic training, workforce training, events, etc. January 2017: EMCOG partnered with SVSU and the Michigan College Access Network to hold a post secondary education "reaching for opportunitii" summit in the region during 2016. Results of breakout groups and surveys will be assessed in 2017 for further actions.	EMCOG, RPI-5, 3 and 6, regional higher education institutions; Michigan Works!				■
8.b.1.	Developing a healthcare pool for employees across institutions to save on insurance costs.	EMCOG, RPI-5, 3 and 6, regional higher education institutions; Michigan Works!				■
8.b.2.	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, RPI-5, 3 and 6, regional higher education institutions; Michigan Works!				■
8.b.3.	Creating 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. January 2018 and 2019: This action item has bee moved ahead from Years 4-5 to year 3. See Goal 3, Objective 2, Action Item 2.c. EMCOG is partnering and providing financial support through the PR-5 Initiative for a talent attraction and retention initiative that is focusing on college graduates within the region (past/present/future).	EMCOG, RPI-5, 3 and 6, regional higher education institutions			■	
8.b.4.	Encourage the region's higher education institutions to provide financial incentives for students that graduate on time.	EMCOG, RPI-5, 3 and 6, regional higher education institutions; Michigan Works!				■
Objective 9. Find ways to align veterans with regional employers.						
9.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				■

NO.	ACTION	POTENTIAL PARTNERS	TIMEFRAME FOR START-UP			
			1 Year	2 Years	3 Years	4-5 Years
GOAL 4. TRANSPORTATION & INFRASTRUCTURE						
<p>Objective 1. Continue to expand and improve broadband internet access throughout the region, especially in rural areas. January 2018: EMCOG is a member of the Governor's 21st Century Infrastructure Infrastructure Pilot Project Steering Committee which is addressing all types of infrastructure, including broadband, and ways the regions can facilitate planning and coordination. January 2019: EMCOG Project Manager has been appointed to the State Water Asset Management Council, a nine member council that reports to the Michigan Infrastructure Council.</p>						
1.a.	Focus on expanding broadband service in areas where it is not currently available (mostly in the region's rural areas). January 2017: RED Team meeting agendas throughout 2016 included participation and information/resources networking from ConnectMichigan and other broadband/IT providers and entities. As opportunities arise EMCOG will continue to bring the resources to it's membership January 2018 and 2019: see status for Objective 1, above.	EMCOG, RED Team, Connect Michigan, regional EDOS, MichiganWorks	■	■	■	■
1.b.	Assist in vertical mapping of tall structures to facilitate interest by broadband providers. January 2017: This action item has been moved to the second year pending a summary report of the status of the mapping and resources. January 2018 and 2019: vertical mapping work is underway in a few of the rural counties within the region through assistance with the Connect Michigan Initiative..	EMCOG, NEMCOG, Connect Michigan, economic development organizations, other county level broadband leaders		■	■	
1.c.	Support regional initiatives through educational workshops, convening of stakeholders and partnering with Connect Michigan to expand broadband infrastructure into the rural areas of the region through the Connect America Fund program. January 2017: RED Team meeting agendas throughout 2016 included participation and information/resources networking from ConnectMichigan and other broadband/IT providers and entities. As opportunities arise EMCOG will continue to bring the resources to it's membership. January 2018 and 2019: Representatives from theConnect Michigan meet with the RED Team and others once a year to present options and opportunities for the region.	EMCOG, RED Team, Connect Michigan	■	■	■	■

NO.	ACTION	POTENTIAL PARTNERS	TIMEFRAME FOR START-UP							
			1 Year	2 Years	3 Years	4-5 Years				
GOAL 4. TRANSPORTATION & INFRASTRUCTURE										
Objective 2. Support efforts to maintain and improve the region's highways and local roadways. January 2018: EMCOG is a member of the Governor's 21st Century Infrastructure Infrastructure Pilot Project Steering Committee which is addressing all types of infrastructure including transportation related infrastructure and ways the regions can facilitate planning and coordination. January 2019: EMCOG Project Manager has been appointed to the State Water Asset Management Council, a nine member council that reports to the Michigan Infrastructure Council with a focus on water, sewer, water management and drains.										
2.a.	Continue working with 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. January 2017, 2018 and 2019: Ongoing.	EMCOG, Michigan Transportation Asset Management Council, MDOT, MPOs (BCATS, MATS, SMATS), Saginaw Chippewa Indian Tribe	■	■	■	■				
2.b.	Continue working with 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 for growth of existing businesses and the attraction of new companies. Possible safety and connectivity issues to be considered include Highway 127 in Gratiot County, and the multiple roadways leading to MBS International Airport January 2017: Work is underway. EMCOG has a 3-year contract with MDOT and the Transportation Management Council (TAMC) to work within the region's MPO's, Road Commissions, local governments (via Rural Task Forces) on prioritizing road improvements through passage of Long-Range Plans and Transportation Improvement Plans (ITIPs), rating the region's pavement infrastructure to determine infrastructure soundness and future prioritization of funds for improvements/maintenance and facilitating the development of Local Safety Plans for the 14 county region. Improvements to US-127 in Gratiot County remains a connectivity issue for the EMCOG Prosperity Region 5 Strategic Management Team and EMCOG's RED Team and these concerns are relayed regularly to MDOT and local Road Commissions. January 2018: EMCOG partnered with the GGDC and MMDC to conduct a study of the US 127 Highway in Gratiot and Isabella County. The study results were presented at a state conference and have gotten the attention of MDOT to ways to address the issues. January 2019: EMCOG has convened the 3 MPOs to identify regional transportation issues that were forwarded to MDOT along with the US 127 analysis for update of the long range plan. EMCOG also partnered with and provided support to the City of Bay City for a study of the traffic flow impacts of options for bridge repairs on the Saginaw River.	EMCOG, Michigan Transportation Asset Management Council, MDOT, MPOs (BCATS, MATS, SMATS), Saginaw Chippewa Indian Tribe		■	■	■				
2.c.	Work with MDOT, MPOs, local road commissions and county road associations to modernize road and highway planning and infrastructure to effectively accommodate storm water runoff and infiltration needs, thereby reducing the costs and impacts of flooding. January 2017: this action item will be moved to year 3 (2018) to align with MDOT.DEQ/EPA guidelines re rdesign requirements. January 2018: Moved ahead to year 3. See the overall status of Goal 4, Objective 1, above. In addition EMCOG is partnering with MEDQ, WIN and Huron Pines on a steering committee to develop a watershed wide water strategy to address these issues, among others, and to establish a sustainable funding source for projects. January 2019: The EMCOG Programs Manager has been appointed to the Michigan Water Asset Management Council as the representative of regions.EMCOG has received a state grant to begin to inventory infrastructure assets including roads, drainage , stormwater, etc.	EMCOG, Michigan Transportation Asset Management Council, MDOT, MPOs (BCATS, MATS, SMATS), Saginaw Chippewa Indian Tribe		■	■	■				

NO.	ACTION	POTENTIAL PARTNERS	TIMEFRAME FOR START-UP			
			1 Year	2 Years	3 Years	4-5 Years
GOAL 4. TRANSPORTATION & INFRASTRUCTURE						
Objective 3. Provide more comprehensive and more efficient transit services to support the region's workforce, employers, educational providers, veterans, older adults, people with disabilities and people with lower incomes.						
3.a.	EMCOG will work with MDOT 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 through the region. January, 2017: EMCOG worked with MDOT to develop a transit mobility strategy for the region during 2016 as part of the Governor's initiative. This document was vetted through the respective PR-5 and RED Teams. January 2018: Implementation of the completed Transit Mobility Strategy (3 separate RPI plans within the EMCOG region) is pending results of pilot projects and funding initiatives. January 2019: no coordinated regional initiatives to implement the plan at this point.. Collaboration with employers is being worked on by the Bay City and Saginaw transit agencies.	MDOT, EMCOG, regional MPOs, regional public & private transportation providers; Saginaw Chippewa Indian Tribe, MichiganWorks	■			
3.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. January 2017: EMCOG convened meetings of the transit providers within the region in 2016 to discuss next steps for implementation of the study (see 3.a.) Work will continue through 2017. Issues to be discussed include action items 3.c through 3.g. January 2018 and 2019: no further work on moving forward in a regional approach. Independent initiatives are moving forward.	EMCOG, regional MPOs, regional public & private transportation providers; Saginaw Chippewa Indian Tribe, MichiganWorks		■		
3.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. January 2018: the Saginaw and Bay City transit authorities initiated a coordinated route service between Delta College and SVSU from Bay City and Saginaw and points inbetween including extension of hours to accommodate evening classes. STARS enacted a Thursday through early Sunday morning route from SVSU to downtown and Old Town Saginaw with coordinated stops inbetween as a pilot project. STARS has contracted with a manufacturer to provide transit services beyond its service area for employees for all 3 shifts. Further expansion and coordination to regional destinations will be determined pending results of these pilot projects. January 2019: STARS and Bay City Transit continue to expand their coordinated routes with employers.	EMCOG, regional MPOs, regional public & private transportation providers; Saginaw Chippewa Indian Tribe, MichiganWorks			■	
3.d.	Work toward expansion and coordination of public transportation to serve key regional destinations (MBS International Airport, colleges and universities, and major employers) January 2019: Work is progressing between STARS and Bay Area Transit to coordinate ride services with major employees and the colleges. See Objective 3, active items 3.c. above.	EMCOG, regional MPOs, regional public & private transportation providers; Saginaw Chippewa Indian Tribe, MichiganWorks			■	
3.e.	Work with regional stakeholders to identify regional gaps in mobility, particularly for veterans, older adults, people with disabilities, and people with lower incomes. January 2017: EMCOG convened meetings of the transit providers within the region during 2016 to discuss next steps for implementation of the study (see 3.a.) Work will continue through 2017 January 2018 and 2019: no further work on moving forward in a regional approach. Independent initiatives are moving forward..	EMCOG, regional MPOs, regional public & private transportation providers; Saginaw Chippewa Indian Tribe, MichiganWorks	■			
3.f.	Over the long-term, consider combining some or all of the region's separate public transportation agencies into a single, region-wide transit agency. January 2018: this action item was move to Years 4-5 January 2019: no change in status.	EMCOG, regional MPOs, regional public & private transportation providers; Saginaw Chippewa Indian Tribe, MichiganWorks				■
3.g.	Work with the regional 211 call center to increase mobility within the region based on current conditions and into the future. January 2019: move to years 4-5.	EMCOG, NE Michigan 211				■

NO.	ACTION	POTENTIAL PARTNERS	TIMEFRAME FOR START-UP			
			1 Year	2 Years	3 Years	4-5 Years
GOAL 4. TRANSPORTATION & INFRASTRUCTURE						
Objective 4. Leverage and make strategic investments in the region's existing rail infrastructure to support the growth of key industries, particularly the agriculture sector.						
4.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". January 2018: moved to years 4-5 January 2019: no change in status.	MDOT, rail companies, regional EDOs, EMCOG				■
4.b.	Explore the potential to enhance rail infrastructure connecting the region to Canada through Port Huron. January 2019: moved to years 4-5	MDOT, rail companies, regional EDOs, EMCOG				■
4.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. January 2019: moved to years 4-5	MDOT, rail companies, regional EDOs, EMCOG				■
4.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. January 2019: moved to years 4-5	MDOT, rail companies, regional EDOs, EMCOG				■
4.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. January 2018: Lake State Rail participates in the EMCOG RED Team meetings. A potential project is under construction. January 2019: EMCOG partnered/supported preliminary work to relocate a county fairgrounds in order to locate rail infrastructure within an industrial park in Arenac County, EMCOG and the 3 MPOs have identified an inter-modal facility as a regional priority in the MDOT Long Range plan. Preliminary discussions have begun.	MDOT, rail companies, regional EDOs, EMCOG, regional agriculture industry			■	
Objective 5A. Convene a freight mobility roundtable that meets a minimum of two times per year to share information on regional transportation issues.						
5A.a.	EMCOG can serve as the convening body for this group. January 2018: this action item is move to years 4-5 pending the State update of the Freight Mobility Plan. January 2019: No change in status.	EMCOG, regional MPOs, local governments, regional civil engineers and transportation planners, private sector transportation companies, MDOT, MSU Logistics				■
5A.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. January 2019: move to years 4-5	EMCOG, regional MPOs, local governments, regional civil engineers and transportation planners, private sector transportation companies, MDOT, MSU Logistics				■
Objective 5B. Leverage and support MBS International Airport and the several small local airports to more fully capitalize on their potential for economic development growth throughout the region.						
5B.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				■
5B.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				■
5B.c.	Explore the potential to increase the amount of air cargo to/from MBS.	MBS International Airport, regional EDOs,				■
5B.d.	Work with MBS, Oscoda-Wurtsmith and other smaller local airports, local economic development corporations, and the region's real estate community to identify opportunities to capitalize on available unused land and under-utilized buildings on airport properties. January 2019: EMCOG convened the 3 MPOs to discuss regional priorities and projects including this action strategy, and included it as a regional priority for inclusion in the MDOT Long Range plan update.	MBS International Airport, Oscoda-Wurtsmith Airport, other local airports, regional EDOs, regional real estate community			■	

NO.	ACTION	POTENTIAL PARTNERS	TIMEFRAME FOR START-UP			
			1 Year	2 Years	3 Years	4-5 Years
GOAL 4. TRANSPORTATION & INFRASTRUCTURE						
Objective 6. Explore ways to make better use of the regions harbors for economic growth in tourism and recreational opportunities.						
6.a.	Collaborate with the state and other stakeholders to prioritize infrastructure needs for repair and upgrade of public recreational harbors and access.	EMCOG, MDNR, cities, road commissions				■
Objective 7. Explore ways to make better use of water-based transport for goods movement, especially for the agriculture, construction, and utilities sectors.						
7.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, MDEQ, regional EDOs, GLBRA				■
7.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				■
7.c.	Explore the possibility of expanding water-based transport to Canada.	private port operators, regional EDOs				■
7.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				■

NO.	ACTION	POTENTIAL PARTNERS	TIMEFRAME FOR START-UP			
			1 Year	2 Years	3 Years	4-5 Years
GOAL 5. PLACE-MAKING, EQUITABLE DEVELOPMENT & COMMUNITY RESILIENCY						
Objective 1. Create a regional talent attraction package that highlights the region's many quality of life assets to assist employers with the recruitment and retention of new hires.						
1.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. January 2017: EMCOG, through the PR-5 2016 funding program is supporting the development of marketing materials as part of the implementation of the regional business attraction plan in 2017. January 2018: See Goal 2, Objective 2, Action Item 2.c EMCOG also partnered with and provided support for urban and rural community initiatives including development of outdoor recreational amenities and a marketing website for the Cass River Green Way project.. January 2019: See Goal 2, Objective 2, Action Item 2.c	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.	■			
1.b.	Ensure that the talent attraction package showcases key assets located in the region's urban and rural communities. January 2017: EMCOG, through the PR-5 2016 funding program is supporting the development of marketing materials as part of the implementation of the regional business attraction plan in 2017. January 2018: EMCOG partnered with abd provided support for urban and rural community initiatives including development of outdoor recreational amenities and a marketing website fo the Cass River Green Ways project. January 2019: EMCOG partnered with and provided support for a number of place-making quality of life enhancements for both urban and rural communities such as way signage for a downtown, DDA website upgrades, parks amenities improvements, assistance in the Iron-Belle Trail development, enhancements to a small village town square/park among others.	regional EDOs, regional chambers of commerce, regional large employers, regional young professionals organizations, Saginaw Chippewa Indian Tribe	■			

NO.	ACTION	POTENTIAL PARTNERS	TIMEFRAME FOR START-UP			
			1 Year	2 Years	3 Years	4-5 Years
GOAL 5. PLACE-MAKING, EQUITABLE DEVELOPMENT & COMMUNITY RESILIENCY						
Objective 2. Expand and promote the region's recreation and entertainment opportunities as a way to retain and attract talent within the region.						
2.a.	Explore ways to expand the region's recreational infrastructure (hike & bike trails, boat access, parks, ball fields, beach and shoreline improvements, etc.) to expand the outdoor recreational opportunities for the residents. Identify potential funding sources for this. January 2018: EMCOG promotes funding opportunities through the Saginaw Bay Watershed Initiative and assists communities in applying for funds as appropriate. EMCOG also initiated a funding program utilizing a state grant to initiate a regional grant program which can be used to further any of the strategies including those in Goal 5. See Goal 5, Objective 1, Action Item 1.b. January 2019: ongoing. See January 2018 status..	Regional convention & visitors bureaus, regional EDOs, local governments, Saginaw Chippewa Indian Tribe, MDNR, Michigan CZM		■		
2.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. January 2018: this is an ongoing effort of the GLBVCB, however it does not cover the 14 county region. The Thumb area has it's own initiative and the northern counties (Roscommon, Iosco, and Ogemaw) are covered through the PR-3 regional promotions. January 2019: no change in status	Great Lakes Bay Arts & Entertainment Council, regional convention & visitors bureaus, other local organizations, Saginaw Chippewa Indian Tribe		■		
2.c.	Bring civic leadership development groups together to create a promotional strategy to attract young people to, and retain them in, the 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. January 2018: See Goal 5, Objective 1, Action Item 1.a. January 2019: See Goal 2, Objective 2, Action Item 2.c.	AC, regional civic leadership programs, other regional higher education institutions			■	
2.d.	Partner with the MDNR and Saginaw Basin Land Conservancy initiatives to encourage and collaborate with public/private entities to develop outdoor recreational activities and integrate green infrastructure and low impact development while preserving natural spaces into urban redesign and redevelopment efforts including projects to improve storm water management and the quality of life for residents of these areas. January, 2017: EMCOG serves on the steering committee for the development of urban outdoor recreation initiatives in Bay City and Saginaw, the Rife River Prosperity program and has partnered with MSU Extension/Michigan SEA Grant to develop a resiliency survey and document for the coastal and other flood prone communities within the region, all of which are in the larger Saginaw Bay Watershed. These initiatives are ongoing. January 2018: 2017 activities are ongoing. EMCOG serves on the steering/planning committee for the Bi-Annual State of the Bay Summit held in September of 2017. January 2019: n Way project.. January 2019: See Goal 2, Objective 2, Action Item 2.c EMCOG Prosperity Region 5 Strategic Management Team and EMCOGs RED Team and these concerns are relayed regularly to MDOT	EMCOG, Michigan SEA Grant, MDNR, SBLC, Michigan CZM		■		
2.e.	Collaborate with MDNR and local stateholders to develop bike connections to the state's extensive off-road multi-use recreation trail network to create better access for communities, neighborhoods and families within the region. January, 2017: EMCOG began facilitating the development of the Governor's Iron-Belle trail system that runs through EMCOG during 2016. January 2018: The Iron-Belle Trail facilitation work continues. EMCOG assisted in securing local government grants totalling over \$56,000 for this purpose. January, 2019: ongoing, EMCOG continues to secure grant funding for this initiative within the region.	EMCOG, MDNR, cities vilages, townships, road commissions, trail groups.		■		

NO.	ACTION	POTENTIAL PARTNERS	TIMEFRAME FOR START-UP			
			1 Year	2 Years	3 Years	4-5 Years
GOAL 5. PLACE-MAKING, EQUITABLE DEVELOPMENT & COMMUNITY RESILIENCY						
Objective 3. Establish place-making and good urban planning as a regional priority.						
3.a.	a. Partner with Michigan State Housing Development Authority to develop a targeted marketing analysis of the counties and cities/villages within the region to develop housing marketing studies for promoting investment in the region. January, 2017: EMCOG was the project manager for the development of targeted market analyses for eight of the EMCOG counties and 16 specific city/village target areas within those counties. The study was completed in December of 2016. January 2018: No further updates. The studies are being incorporated into local planning initiative resources. January 2019: study recommendations have resulted in a couple of developments starting up.	EMCOG, regional EDOs, regional downtown development organizations, regional real estate community, local governments	■			
3.b.	Consider establishing a community and regional planning organization for the 14-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. January 2018: EMCOG staff has obtained certification from MEDC to provide assistance to communities within the 14 county region in their process to become Redevelopment Ready Certified (RRC).and is under contract with MEDC to perform an array of planning and zoning services to assist communities to complete the certification requirements. January 2019: Ongoing EMCOG has received state funding to provide assistance to DDA's in smaller communities to inventory available properties and their condition for marketing purposes (regionally and statewide)	EMCOG, local governments, Saginaw Chippewa Indian Tribe		■		
3.c.	Hold a regional place-making summit that brings together government entities, the real estate community, and major employers from across the region to share best practices and discuss the challenges/opportunities associated with improving the quality of place in each community in EMCOG. January 2018: moved to years 4-5. January 2019: no change in status..	EMCOG, RPI-5, 3 and 6, Michigan SEA Grant, MSU Extension, Chambers of Commerce.				■
Objective 4. Package the region's downtowns as investment opportunities.						
4.a.	Conduct an inventory of available properties and their condition in each downtown. January 2019: EMCOG has received state funding to provide assistance to DDA's in smaller communities to inventory available properties and their condition for marketing purposes (regionally and statewide data base)	Regional EDOs, regional downtown development organizations, regional real estate community, regional land banks, GLBRA, MiGreatLakesBaySites website			■	
4.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 the region. January 2018: See Goal 5, Objective 3, Action Item 3.b. January 2019: See Goal 5, Objective 3, Action Item 3.b and Goal 5, Objective 4, Action Item 4.a.	Regional EDOs, regional downtown development organizations, regional real estate community		■		
4.c.	Conduct an assessment of the housing-related market opportunities to improve stability and density of the urban and rural areas, increase the number of employers and sustainable jobs, increase economic activity and create vibrant and walkable communities throughout the region. January 2017: see Goal 5, Objective 3, Action Item 3a. January 2018: See January 2017 plus Goal 5, objective 4, Action items 4 a and 4 b. January 2019: ongoing, same as January 2018 status.	EMCOG, RPI-5, 3 and 6, Local governments		■		
4.d.	Consider establishing a sustainable 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. January 2018: move to years 4-5 January 2019: no update to status	Regional EDOs, regional downtown development organizations, regional real estate community, regional land banks				■

NO.	ACTION	POTENTIAL PARTNERS	TIMEFRAME FOR START-UP			
			1 Year	2 Years	3 Years	4-5 Years
GOAL 5. PLACE-MAKING, EQUITABLE DEVELOPMENT & COMMUNITY RESILIENCY						
Objective 5. Create a regional approach to develop and promote local farmers markets.						
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. January 2019: move to years 4-5	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. January 2019: move to years 4-5	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. January 2018: The SVRC Marketplace will open in the Spring of 2019. This is a 10,000 square foot mixed use facility and year round marketplace and is a centerpiece of the revitalization of downtown Saginaw. EMCOG is partnering with Alma College on a faculty led student project for reuse of an empty big-box building as a year-round farmer's food co-op. January 2019: EMCOG in partnership with the Greater Gratiot Development Corp. is supporting the Marketing development of the St Louis Farmer's Market as part of the RPI-5 placemaking grant program. The marketing will eventually include a roadmap to all markets within the county.	Regional agriculture industry, regional EDOs, regional convention & visitors bureaus, regional downtown development organizations			■	
Objective 6. Promote the development and implementation of a uniform sanitary code for local governments that is flexible and provides standards for site suitability based on risk. The Bay County Septic Code is an example of this.						
6.a.	Develop marketing and education campaigns and outreach tools directed at homeowners' on-site wastewater management and maintenance. January 2018: EMCOG is participating on a steering committee with the Saginaw Bay Watershed Initiative, MDEQ, Huron Pines, MDNR Office of the Great Lakes and others to develop a regional water strategy with a focus on implementation of the recommendations within the State's Water Strategy. See Goal 4, Objective 2, Action Item 2.c. January 2019: the steering committee established 10 priority areas which include on-site septic systems.	Public health departments, MDHHS			■	
6.b.	Collaborate with state and local entities to establish a long-term, sustainable funding source to support onsite wastewater programs at the state and local levels and to assist financially distressed owners of private on-site wastewater systems with repair and replacement costs. January 2018: See Goal 5, Objective 6, Action Item 6.a., above. January 2019: The steering committee established 10 priority areas which include securing sustainable funding sources.	EMCOG, local governments, Saginaw Chippewa Indian Tribe, WIN, Huron Pines, MDEQ, MDNR			■	
6.c.	Promote USDA rural development funding to high-priority areas with high rates of septic system failure to replace or to maintain old septic systems or provide resources to connect to public wastewater treatment systems, if available. January, 2017: USDA Rural Development staff were in attendance at a 2016 RED Team meeting to provide a presentation and resources. They attend all RED Team meetings and report on updates and resources. January 2018: this is an ongoing activity. January 2019: ongoing	EMCOG		■		
GOAL 5. PLACE-MAKING, EQUITABLE DEVELOPMENT & COMMUNITY RESILIENCY						

NO.	ACTION	POTENTIAL PARTNERS	TIMEFRAME FOR START-UP			
			1 Year	2 Years	3 Years	4-5 Years
Objective 7. Tell the stories of successful downtown revitalization efforts across region.						
7.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. (See a description of Bay City's successful downtown revitalization efforts in the RPI-5 Strategy at www.emcog.org.) January 2019: Bay Future, Inc articles and press releases and GLBRA publications, the Bay Area Chamber of Commerce and paid articles in online publications have been produced for this purpose. EMCOG has included the story as an appendix to the RPI-5 Strategy.	City of Bay City, EMCOG, regional EDOs, regional downtown development organizations, Michigan Main Street, local governments; Great Lake Bay Magazine			■	
7.b.	Also, highlight the progress being made toward increased urban vitality in Saginaw, Midland, Mount Pleasant, Frankenmuth, and many of the region's smaller downtowns (Alma, East Tawas, Ithaca, Clare, and Harrison, among others) January 2019: In progress. The MEDC RRC program and Governor's Rising Tide initiative has promoted several communities within the region. The EDO's within the region release publications highlighting communities within their service areas. The Talent Attraction and Retention Initiative also supports this activity. See Goal 2, Objective 2, Action Item 2.c.	EMCOG, regional EDOs, regional downtown development organizations, Michigan Main Street, local governments visitors and convention bureaus, chambers of commerce, newspapers and magazines			■	

NO.	ACTION	POTENTIAL PARTNERS	TIMEFRAME FOR START-UP			
			1 Year	2 Years	3 Years	4-5 Years
GOAL 5. PLACE-MAKING, EQUITABLE DEVELOPMENT & COMMUNITY RESILIENCY						
Objective 8. Support statewide and regional initiatives to respond to natural and environmental disasters and support the community health and resiliency of the region.						
8.a.	Promote the creation of an Emergency Management Director's group to discuss resiliency strategies. January 2018: EMCOG has completed 5 county Hazardous Mitigation plans and assisted in securing grants for updating 3 additional county plans during 2018. Convening of an EMD group is delayed to years 4-5 due to the extension of the regional resiliency initiative through MI SEA Grant until the end of 2019. January 2019: no further action on convening the group.	EMCOG, Michigan SEA Grant, Emergency Management Directors, MSP, FEMA				■
8.b.	Support the development of a State spill and communication strategy and the organization of an incident command approach to prevent, prepare for and respond to environmental disasters and chemical releases in conjunction with the energy pipeline strategy currently being developed under the leadership of MDEQ and the Attorney General.	EMCOG, Michigan SEA Grant, Emergency Management Directors, MSP, FEMA				■
8.c.	Partner with local units of government, water utilities and the MDEQ to evaluate current community practices regarding providing water to financially distressed customers to ensure that all citizens have affordable access to water for drinking and sanitation.	EMCOG, Michigan SEA Grant, Emergency Management Directors, MSP, FEMA, MDHHS				■
8.d.	Work with MDEQ on convening a regional solid waste group that would meet at least quarterly to keep current on matters related to solid waste in Michigan. January 2018: EMCOG is one of the founding partners of a regional zero waste to landfill consortium that consists of public, non-profit and private sector members. MDEQ is a resource partner to the EMCOG RED Team and the Consortium. January 2019: ongoing. The Zero Waste to landfill held it's first annual conference in 2018.	EMCOG, waste haulers		■	■	■
Objective 9. Improve regional resiliency to extreme storm events which present serious threats to community health, safety and economic stability by providing stakeholders with the resources needed to enhance existing resiliency strategies and implement relevant new strategies.						
9.a.	Through a combination of individual surveys and focus groups assess the perceptions of coastal storm hazards, storm water runoff and risk reduction strategies in the region. January 2017: EMCOG partnered with Michigan SEA Grant in 2016 to conduct the survey (over 300 participants) and the findings were put in a document which has been shared with the RED Team and others at regular meetings. Next steps are being planned for 2017. January 2018: Ongoing. The project has been delayed due to project manager changes through MSU Extension. January 2019: the assessment and recommendations have been finalized and presented at a regional conference on resiliency, along with guidebooks for planning purposes and examples of best practices, and hazardous mitigation planning.	Ongoing	■			
9.b.	Develop education and outreach materials including workshops, online tools and social marketing campaigns targeted at filling gaps in awareness, knowledge and technical capacity identified through survey results and focus group assessments and to help integrate water impacts into local land-use planning and decisions January 2018: See Goal 5, Objective 9, Action Item 9.a. January 2019: See Goal 5, Objective 9, Action Item 9.a.	Michigan SEA Grant, EMCOG, emergency management directors, MSP		■		
9.c.	Work with communities to prohibit development/redevelopment within floodways, floodplains and other areas prone to regular flooding. January 2019: move to years 4-5	EMCOG, local governments, Saginaw Chippewa Indian Tribe				■
9.d.	Engage and educate regional stakeholders to explore sustainable funding sources which support onsite wastewater programs and assist financially distressed owners of privately owned on-site wastewater systems involved in community planning, hazard mitigation and regional development on coastal storm hazards, storm water runoff and risk reduction strategies. January 2018: See Goal 5, Objective 6, Action Item 6.a. status, January 2019: see Goal 5, Objective 6, Action 6.a. status.	EMCOG, MDEQ, local governments, Saginaw Chippewa Indian Tribe, FEMA		■	■	
9.e.	Collaborate in the work of the University of Michigan's NOAA SARP (Sectoral Applications Research Program) project on course-scale climate projections in the Great Lakes including a focus within EMCOG Region to improve our understanding of how changing extreme precipitation regimes will impact areas of vulnerability, especially the urbanized areas through participation in focus groups, providing the direction of the research and assisting in developing scenarios within the Region. January 2018: This project was not funded. Further applications are pending. January 2019: no change in status.	Michigan SEA Grant, EMCOG, local governments, emergency management directors, MSP		■	■	

NO.	ACTION	POTENTIAL PARTNERS	TIMEFRAME FOR START-UP			
			1 Year	2 Years	3 Years	4-5 Years
GOAL 5. PLACE-MAKING, EQUITABLE DEVELOPMENT & COMMUNITY RESILIENCY						
Objective 10. 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.						
10.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				■
10.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				■
Objective 11. Support the largest metropolitan area in the region, the City of Saginaw in its development of catalyst projects to revitalize its downtown district.						
11.a.	Leverage the CMU College of Medicine and upcoming downtown Saginaw Delta College campus as catalysts to spur additional revitalization in downtown Saginaw. January 2018: Moved from years 4-5 to Year 3. EMCOG, through the PR-5 Initiative is providing financial and other support to the MEDC Region 5 Collaborative for talent attraction and retention which will include promotion of these catalysts. Also, the City of Saginaw DDA is developing a retail strategy for the DDA district. January 2019: the City's downtown district continues to reevelop with the opening of the SVR Marketplace and the beginning of construction of a new Delta College campus downtown. EMCOG partnered with the DDA to purchase wayfinding signage for the DDA district. EMCOG utilizes locations within the DDA for hosting meetings and conferences in order to showcase the city.	CMU, DC, Saginaw Future, Saginaw DDA, City of Saginaw, regional real estate community, MI Downtown Assc.			■	
11.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. January 2018: see Goal 5, Objective 11, Action 11.a. status. January 2019: See Goal 5, Objective 11, Action 11.a. status.	Saginaw Future, Saginaw DDA, City of Saginaw, regional real estate community, MI Downtown Assc.		■		
11.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. January 2018: see Goal 5, Objective 11, Action 11.a. status. January 2019: See Goal 5, Objective 11, Action 11.a. status.	Saginaw Future, Saginaw DDA, City of Saginaw, regional real estate community, MI Downtown Assc.		■		

NO.	ACTION Acronym	POTENTIAL PARTNERS Organization	TIMEFRAME FOR START-UP			
			1 Year	2 Years	3 Years	4-5 Years
	AC	Alma College				
	BC	Baker College				
	CMMA	Central Michigan Manufacturers Association				
	CMU	MI Downtown Assc.				
	DC	Delta College				
	DU	Davenport University				
	EMCOG	East Michigan Council of Governments (a)				
	GLBMA	Great Lakes Bay Manufacturers Association				
	GLBRA	Great Lakes Bay Regional Alliance (e)				
	KCC	Kirtland Community College				
	MDHHS	Michigan Department of Health & Human Services				
	MDNR	Michigan Department of Natural Resources				
	MEDC	Michigan Economic Development Corporation				
	Michigan CZM	Michigan Coastal Zone Management				
	MMCC	Mid Michigan College				
	MMIC	Mid Michigan Innovation Center				
	MML	Michigan Municipal league				
	MPO	Metropolitan Planning Organizations (transportation) : BCATS, SMATS, MATS				
	MSP	Michigan State Police				
	MSU	Michigan State University				
	MTA	Michigan Townships Association				
	NU	Northwood University				
	RED Team	Regional Economic Development Team (CEDS Team)				
	RPI-5	Prosperity Region 5 Strategic Management Team (b)				
	RPI-6	Prosperity Region 6 Collaborative (c)				
	RPI-3	Prosperity Region 3 Collaborative (d)				
	SBDC	Small Business Development Center				
	SVSU	Saginaw Valley State University				
	UM	University of Michigan				

- (a) Representing the geographic area of the 14 county EMCOG Region: Arenac, Bay, Clare, Gladwin, Gratiot, Huron, Iosco, Isabella, Midland, Ogemaw, Roscommon, Saginaw,
- (b) Representing the geographic service area of Arenac, Bay, Clare, Gladwin, Gratiot, Isabella, Midland and Saginaw counties within EMCOG
- (c) Representing Huron, Sanilac and Tuscola counties within EMCOG
- (d) Representing Iosco, Ogemaw and Roscommon counties with EMCOG
- (e) a 4 county private sector alliance (Bay, Isabella, Midland and Saginaw)