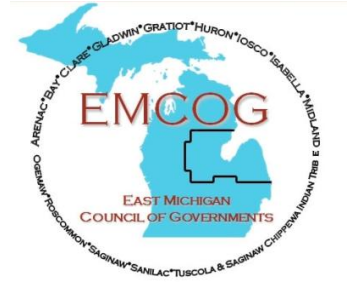


East Michigan Council of Governments

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January 2019 Performance Report of EMCOG Five-Year CEDS (adopted, January 2016) For EDA

This report documents the annual review of the East Michigan Council of Governments Five Year (2016 through 2020) Comprehensive Economic Development Strategy (CEDS) that was developed during 2015 and approved by the EMCOG Regional Economic Development Team (CEDS Team) in January of 2016. The report includes the following:

- A. **ADJUSTMENT TO THE STRATEGY:** A description of any necessary adjustments to the strategy that have been made or are in the process of implementing including changes in the composition of the CEDS Team (RED Team).
- B. **REPORT ON ECONOMIC DEVELOPMENT ACTIVITIES:** A brief description of activities, including partnerships that have been undertaken to help support the development or implementation of the CEDS.
- C. **EVALUATION OF PROGRESS ON ACTION PLAN and GOALS:** Progress toward achieving the specific goals based on the Action Plan and Performance Measures contained in the CEDS, including partnerships, as well as factors contributing to the goals not being met and how to address these factors.
- D. **SCHEDULE OF GOALS FOR THE NEXT YEAR:** Setting of achievable goals for the upcoming year (2019) including a schedule.
- E. **EMCOG PARTNERS FOR CEDS IMPLEMENTATION:** A comprehensive list of federal, state, local, and not-for profit partners and resources that EMCOG is partnering with to initiate and implement the CEDS goals, objectives and action items. These partners are included in the status updates in Section C of this report & are also included in the implementation matrix of the CEDS as adopted in January of 2016 and updated annually since then.

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A. ADJUSTMENT TO THE STRATEGY

Since the adoption of the new 5-year CEDS (2016-2020) for the EMCOG region in January of 2016, the Regional Economic Development Team (the CEDS team) has reviewed the document to consider revisions and adjustments and determined that it remains relevant after the passing of the first three years of the five-year strategy. The CEDS contains five (5) goals. Within the goals are 39 objectives and a total of 135 Action Items. During the first three years, 78 of the 135 Action Items (58%) have been initiated or completed. Many of the action items involve partnerships and collaboration with a number of other stakeholders. In some cases, other stakeholders have taken ownership of an Action Item and initiated it. A list of those stakeholders, for action items that have been initiated or completed during the first three years of the CEDS (2016, 2017 and 2018), are in Section E of this report. There are some Action Items that were planned for the first three years of the CEDS, or for implementation during the fourth year (2019) that have been moved to year 5 due to changes in State and Federal planning initiatives, results of pilot projects, and changes in the status of other stakeholders. These are noted in Section C of this report.

THE EMCOG Regional Economic Development (RED) Team.

The composition of the RED Team is dynamic from year to year and is reflective of the region's economic interests. The following table lists the membership as of January 1, 2019, identifying those members who are new since the January 2018 Annual CEDS Assessment.

Erine Adams Kirtland Comm College Workforce Dev.	Sandra Aultman Gladwin County Commission	Brenda Bachelder Roscommon County EDC Michigan Works!
George Bailey Griatiot County Commissioner	Bob Balzer Gladwin County EDC Michigan Works!	Brent Barringer * City of East Tawas
Lisa Barna Arenac County EDC Michigan Works!	Tracy Byard Clare County Administrator	Brian Chapman City of Vassar
Mandi Chasey Ogemaw Co. EDC Michigan Works!	Sara Dimitroff City of Bay City Economic Dev.	Zyggy Dworzecki Citizen at large
Steve Erickson Tuscola County EDC Director	Tony Fox SBDC Director: MMCC	Clint Holmes City of Brown City Manager
Gary Kellan Oscoda-Wurtsmith Airport Authority	Pat Killingbeck Business Owner	Kristi Kozubal SBDC Director at Delta College
Adam Kroczaleski Arenac County Commissioner	Torrie McAfee Buena Vista Charter Twp.	William Mrdeza City of Mount Pleasant Comm. & Econ. Dev.
Gerald Nelson City of Standish	Timothy Nieporte Isabella County Community Development	Donald (Jay) O'Farrell Iosco County Commissioner
Pam O'Laughlin Middle Michigan Development Corp. Michigan Works!	Robert Redmond Bay County Finance	Erik Rodriquez, Public Relations Director Saginaw Chippewa Indian Tribe
Corey Schmidt City of Marlette Manager	Brian Smith Economic Development Planner Saginaw Chippewa Indian tribe	Michelle Warner * MSU Extension District 4
William Wright Consultant for STARS (transit) and Saginaw Bay Coastal Initiative	Kasey Zehner Greater Gratiot Development Corp.	

* New member since January of 2018. At the end of 2018 the membership totals 32 individuals for a net loss of 3 members since January of 2018 due to retirements and election results at the end of 2018.

The following are no longer members of the RED Team since January of 2018:

Blinda Baker, City of East Tawas Retired	Robert Moffit, City of Gladwin Retired	Rosalie Myers, Roscommon County EDC Retired
Ann Richards, Oscoda Township DDA Transfer	Gary Stefanko, Roscommon County Commissioner, retired	

B. REPORT ON ECONOMIC DEVELOPMENT ACTIVITIES

In addition to the RED Team for the 14 county EMCOG Economic Development District there is a second Strategic Management Team that developed a strategic plan for the 8 county Prosperity Region 5 (PR-5). This region is completely within the 14-County EMCOG Region. Some of the members of the PR-5 team also serve on the RED Team. There are also portions of two other Prosperity Regions within the 14 counties and they are also represented on the RED Team. The CEDS document is consistent with the strategies for all three of these prosperity regions. EMCOG staff coordinates programs and projects and communications among the four regions. Information is shared among the regional groups at the regular meetings (6 per year for the RED Team and 12 per year for the PR-5 team and less frequent meetings of the other prosperity regions.). The CEDS Action Items met or underway or not met during 2016 through 2018 are summarized in the following Section C. Specific partnerships are identified in each action item reported in Section C of this report and also compiled in a list in Section E.

C. EVALUATION OF PROGRESS ON ACTION PLAN and GOALS

CEDS ACTION ITEMS MET or UNDERWAY From January 2016 to January 2019

The following provides the status of specific action items from the 2016-2020 Five-Year CEDS that were scheduled for implementation during the first three years (2016, 2017 and 2018) that have been accomplished or are underway since adoption of the CEDS in January of 2016. Further detail such as partners and the timeline are included in Appendix B of the CEDS which was submitted to EDA with the CEDS document in January of 2016. A revised Appendix B that includes the status of action items as of January of 2019 can be found at www.emcog.org.

GOAL 1. ECONOMIC DEVELOPMENT, MARKETING and SUSTAINABILITY

Objective 1, Action Item 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 the Governor's regional prosperity initiative funding EMCOG has included a granting program in the 2017 application for funding which would allow for mini grants for place-making/economic development initiatives that further the CEDS/PR-5 Strategy within 8 of the 14 counties. The MEDC Region 5 Collaborative is also developing a regional business attraction plan to be implemented in 2017. EMCOG is partnering on this initiative.

January 2018 and 2019: both initiatives continue to be funded through grants – 26 projects have been funded to date.

Objective 2, Action Item 2.a. *Promote shared threads among the regions 14 counties, highlighting data that demonstrate their connectedness (e.g. commuting patterns, retail spending, higher education facilities, and entertainment – recreation).*

January 2017: this is an ongoing activity: continued data analysis and working on trails, college and university collaborative projects, assessing talent in the region, regional transit initiatives.

January 2018 and 2019: Ongoing

Objective 2, Action Item 2.b. *Encourage community leaders to talk about the region as a whole. Consider using the public service announcements to highlight regional activities and information.*

January 2018: Press releases and special articles have been produced to highlight regional activities and accomplishments; the EMCOG website is constantly updated for this purpose.

January 2019: Ongoing

Objective 2, Action Item 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: this is an ongoing activity of the RED Team through its 6 meetings per year and interaction with other initiatives. The RED Team also functions as an outreach entity for regional initiatives such as the MSU Extension MI Sea Grant Communities' Resiliency Project.

January 2018 and 2019: Ongoing

Objective 3, Action Item 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 encompass all 14 counties plus additional counties outside of the EMCOG borders. EMCOG is a partner for the bi-annual State of the Bay Conference which brings in water quality, resiliency, outdoor recreation and other aspects and challenges to the region and its' watershed health. EMCOG Programs Manager has been appointed to the Michigan Water Asset Management Council which will focus on water access and safety.

Objective 3, Action Item 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 RPI-5 grant program.

January 2018 : Ongoing

January 2019: Ongoing plus EMCOG, through the RPI-5 initiative is providing funding support for a Rural Site Marketing Toolkit for rural communities and support for development of a website app for each rural county. Funding will be available to expand this program into the 14 counties.

Objective 3, Action Item 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 Region 5 Collaborative 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 2018 and 2019: Ongoing plus EMCOG, through the RPI-5 initiative is providing funding support for a Rural Site Marketing Toolkit for rural communities and support for development of a website app for each rural county. Funding will be available to expand this program into the 14 counties.

Objective 3, Action Item 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 an ongoing activity.

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 and community development opportunities.

Objective 4, Action Item 4.a. *Establish a centralized research resource within EMCOG for the 14-county regions 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 or city so they can focus more on business recruitment and retention/expansion activities.*

January 2018 and 2019: This is ongoing but not a formalized system. EMCOG provides data sets on its website and regional/county summary reports from various studies as well as data analyses need for grant applications and master plan development.

Objective 5, Action Item 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: EMCOG is partnering with the MEDC Region 5 Collaborative to initiate a talent attraction and retention program.

January 2019: Talent attraction and retention events that highlighted job opportunities and quality of life in the area were held at SVSU during 2018 in a collaboration of the regional EDOs and EMCOG. Promotional videos were produced and a website was developed. Another event will be held at CMU in 2019.

Objective 5, Action Item 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 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 Michigan to update the non-motorized trails plan and maps for the region and to facilitate development of the Iron-Belle Trail.

January 2019: EMCOG has partnered with the Cass River Green Ways in the development of the website for the 36 mile blue trail through multiple counties in the region; the Gladwin to Beaverton green and water way trail system including support for the trailhead in the City of Beaverton; support and partnering with a conservation district for the development of a children's farm to table garden in the City of Gladwin which includes development of curriculum for elementary school classes in support of land stewardship and the gardens.

Objective 5, Action Item 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 a bi-annual State of the Bay conference and technical workshops in the "off" years. EMCOG is also a partner in the region for the development of a regional water strategy for the 22 county Saginaw Bay Watershed of which EMCOG is entirely within.

January 2019: EMCOG is working with other partners to plan the 2019 State of the Bay Conference.

Objective 5, Action Item 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 is provided funding support for the Cass River Water Trail and another water trail in Gladwin County as part of the 2-17 RPI-5 regional initiative to implement the regional strategy.

January 2019: Ongoing

Objective 5, Action Item 5.f. *Collaborate with MDNR on 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 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 and 2019: EMCOG works closely with MDNR and other entities by participating on councils/steering committees or facilitating ongoing initiatives such as the Iron-Belle Non-Motorized Trail, securing grants for trail planning and implementation and support of projects such as those mentioned in Goal 1, Objective 5, Action Item 5.e.

Objective 6, Action Item 6.a. *The Regional Economic Development (RED) Team for the 14-county region could lead this effort (engage a broad section of organizations in economic development)*

January 2017: 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.

January 2018 and 2019: Ongoing

Objective 6, Action Item 6.b. *Set-up regular meetings between the region's economic development organizations, SBDCs 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 and visitors bureaus.*

January 2017: Ongoing. All stakeholders are invited to the meetings of both the RED Team and the PR-5 team meetings. EMCOG staff also sits on other boards and committees to leverage work and further regional initiatives in the CEDS.

January 2018 and 2019: Ongoing

Objective 6, Action Item 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 Mi Manufacturers Association.*

January 2017, 2018 and 2019: This is an ongoing activity of both EMCOG staff 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.

Objective 7, Action Item 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 2017: EMCOG is participating on a steering committee to work toward the development of a regional water strategy that supports the Office of the Great Lakes Water Strategy. EMCOG is also partnering with the Huron Pines on the Rifle River Prosperity Plan.

January 2018: EMCOG is a partner in the planning and facilitating of the bi-annual State of the Bay Summit (first summit was in September of 2017) with technical workshops during 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 activities.

Objective 7, Action Item 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 and 2019: Underway. See Goal 1, Objectives 5, Action Items e and f., above.

GOAL 2. ENTREPRENEURSHIP and INNOVATION

Objective 1, Action Item 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.

Objective 1, Action Item 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: See Goal 2, Objective 1, Action Item 1.a for status.

Objective 1, Action Item 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: See Goal 2, Objective 1, Action Item 1.a for status.

Objective 2, Action Item 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: Through the PR-5 Initiative EMCOG is collaborating with the MEDC Region 5 Collaborative (the EDOs) to launch a Talent attraction/retention initiative with a focus on college graduates from the region.

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.

Objective 3, Action Item 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.

Objective 3, Action Item 3.b. *The CMU Research Corporation's crowdsourcing funding model is a great way to support early stage companies and could be replicated in to other programs across the region.*

January 2018: Moved to years 4-5.

January 2019: See January 2019 status for Goal 2, Objective 3, Action Item 3.a.

Objective 3, Action Item 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 collaborating with the MEDC Region 5 Collaborative (the EDOs) to initiate a talent attraction/retention initiative with a focus on college graduates from the region.

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.

Objective 3, Action Item 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 working with chambers of commerce to establish networking relationships as a part of this initiative.

GOAL 3. TALENT and WORKFORCE DEVELOPMENT

Objective 1, Action Item 1.a. *Expand the number 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 is partnering with the GLBRA STEM Initiative to support the employer talent pipeline work with Delta College and Mid Michigan College and the ISDs/RESAs. Also partnering with the Saginaw ISD to establish a pilot pipeline initiative through Career Cruising INSPIRE Program.

January 2019: Continuation of partnership/support from January 2018. Also during 2018: EMCOG provided support for the Clare-Gladwin RESD CTE program through a mini grant that provides for the installation of equipment obtained through a state grant; sponsored Talent Tours for high school students and local employers; and is a partner with the Clare-Gladwin RESD on their Marshall Plan initiative to develop and support the student-employer pipeline specific to employer needs.

Objective 1, Action Item 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 and 2019: Ongoing

Objective 2, Action Item 2.a. *Profile the current and potential labor force of the region by analyzing various resources and data bases; 2.b. Profile the college graduates and certification program graduates of the region; and 2.c. Create a profile benchmark dashboard that can be updated on an annual basis.*

January 2017: In progress. EMCOG contracted with SVSU in 2016 to conduct a Talent analysis. The documents will be complete by February of 2017.

January 2018 and 2019: The completed study is the basis for further initiative supported by EMCOG and the MEDC Region 5 Collaborative to develop a Talent attraction and retention initiative with a focus on current and past college graduates. See Goal 1, Objective 5, Action Item 5.b for further information.

Objective 2, Action Item 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 further initiative supported by EMCOG and the MEDC Region 5 Collaborative to develop a Talent attraction and retention initiative with a focus on current and past college graduates. See Goal 1, Objective 5, Action Item 5.b for further information.

Objective 4, Action Item 4.a. *Promote and market these workforce training programs as models of effective workforce training, to both employers and students.*

January 2018: EMCOG is partnering with the GLBRA STEM to support the employer talent pipeline work with Delta College and Mid Michigan College and the Intermediate School Districts (ISDs). Als, EMCOG is partnering with the Saginaw County ISD to establish a pilot pipeline initiate through Career Cruising.

January 2019: Continuation of partnership from 2018. In addition, EMCOG is providing support for the Clare-Gladwin RESD CTE program through a mini grant in support of a state grant for equipment. EMCOG sponsored Talent Tours for high school students and local employers. EMCOG is a partner in the Clare-Gladwin Marshall Plan program. All ISDs in the region have applied for and are receiving state funding through the Marshall Plan Program to develop and support the student-employer pipeline.

Objective 4, Action Item 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 and 2019: See Goal 3, Objective 4, Action Item 4.a.

Objective 5, Action Item 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 received millage approval for, recently constructed and opened Phase I of a joint county center for building trades. The next phase will be an agriculture focused facility and will soon be under construction. These specialized programs will draw students from throughout the region.

January 2019: In progress

Objective 6 (Centers of Excellence Feasibility Study), Action Item 6.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.*

January 2017: EMCOG facilitated a steering committee that included private and public sector, EDOs, 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 Objective 6, Action Item 6.b. below.

Objective 6 (Centers of Excellence Feasibility Study), Action Item 6.b *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 Centers of Excellence 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: The Agriculture/Hops feasibility study is complete. The results indicate that the market is saturated for hops development and the Tribe is not pursuing any further development. The plastics production/processing task force continued to meet in 2018 and is seeking funding sources for some energy audit work regarding the process..

January 2019: Other initiatives are not moving forward due to limited facilitation resources as other priority initiatives have developed

Objective 7, Action Item 7.a *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 GLBRA 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 regarding agriculture and land stewardship which can be a model for other areas. EMCOG provides press releases and website support of these initiatives.

January 2019: ongoing

Objective 7, Action Item 7.b. *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: this is an ongoing activity.

Objective 8 (Education Committee), Action Item 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 opportunity" summit in the region during 2016. Results of breakout groups and surveys will be assessed in 2017 for further actions.

January 2018 and 2019: ongoing.

Objective 8, Action Item 8.b.3. *Create 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 been moved ahead from Years 4-5 to Year 3. See Goal 2, Action Item 2.c. EMCOG is partnering and providing financial support through the PR-5 Initiative on a talent attraction and retention initiative that is focusing on college graduates (past/present/future).

GOAL 4. TRANSPORTATION and INFRASTRUCTURE

January 2018: The EMCOG Programs Manager is a member of the Governor's 21st Century Infrastructure Pilot Project Steering Committee Which is addressing all type of infrastructure and ways the regions can facilitate planning and coordination of infrastructure asset management.

January 2019: The EMCOG Programs Manager has been appointed to the Michigan Water Asset Management Council, a nine-member council that reports to the Michigan Infrastructure Council.

Objective 1, Action Item 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 Connect Michigan and other broadband/IT providers and entities. As opportunities arise EMCOG will continue to bring the resources to its membership.

January 2018 and 2019: see overall status in Goal 4, above.

Objective 1, Action Item 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: Vertical mapping work is underway in a few of the rural counties within the region through assistance from Connect Michigan..

January 2019: Ongoing.

Objective 1, Action Item 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 through 2016 included participation and information/resources networking from Connect Michigan and 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 Connect Michigan meet with the RED Team and other attendees once a year to present options and opportunities for the region.

Objective 2, Action Item 2.a. *Continue working with 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

Objective 2, Action Item 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 Asset Management Council (TAMC) to work with 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 (TIPs), 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 EMCOGs RED Team and these concerns are relayed regularly to MDOT and local Road Commissions.

January 2018: EMCOG partnered with the Greater Gratiot Development Corp and Middle Mi Development Corp to hire a consultant to conduct a study of the US 127 Highway in Gratiot and Isabella counties. The study results were presented at a state MDOT planning conference and the report has gotten the attention of MDOT administration. Discussions regarding improvements are occurring at the state level.

January 2019: EMCOG convened the 3 MPOs in the region to identify regional and multi-faceted transportation issues including the US 127 situation. The selected issues were forwarded to MDOT for inclusion in the MDOT long range transportation plan update. EMCOG partnered with and provided support to the City of Bay City for a traffic impact analysis of options for addressing the needed bridges repair/replacement/elimination issues within the city.

Objective 2, Action Item 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 impact of flooding.*

January 2018: See the overall status of Goal 4 Objective 1, above. Also, EMCOG is partnering with MDEQ, 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 for regions. EMCOG received a state grant to inventory infrastructure assets including roads, drainage, stormwater, water and sewer.

Objective 3, Action Item 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 EMCOG) is pending results of pilot projects and funding initiatives.

January 2019: No coordinated regional initiatives to implement the study at this point. Collaboration with employers is being worked on by the Bay Area and Saginaw regional transit authorities.

Objective 3, Action Item 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: No further work on moving forward in a regional approach. Independent initiatives are moving forward.

January 2019: No further work on moving forward in a regional approach. Independent initiatives are moving forward.

Objective 3, Action Item 3.c. *Work with regions 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 Community College and SVSU from Bay City and Saginaw and points in between including extension of hours to accommodate evening classes. STARS enacted a Thursday through early Sunday morning route from SVSU to downtown Saginaw with coordinated stops in between as a pilot project. STARS has also 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 Area Transit continue to expand their coordinated routes with employers.

Objective 3, Action Item 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 the Bay Area Transit to coordinate ride services with major employees and the colleges. See Goal 4, Objective 3, action item 3.c., above.

Objective 3, Action Item 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: See Goal 4, Objective 3, Action Item 3.b.

January 2018: See Goal 4, Objective 3, Action Item 3.b.

January 2019: See Goal 4, Objective 3, Action Item 3.b.

Objective 4, Action Item 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 business.*

January 2018: Lake State Rail participates in the EMOG RED Team (CEDS Team) meetings. A potential project is under discussion.

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 within the region have identified an inter-modal facility as a regional priority in the MDOT Long Range plan update. Preliminary discussions have begun.

Objective 5B, Action Item 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 within the region to discuss and identify regional priorities and projects including this action strategy. The priorities were sent to MDOT to be included in the MDOT Long Range Plan update.

GOAL 5. PLACE-MAKING, EQUITABLE DEVELOPMENT & COMMUNITY RESILIENCY

Objective 1, Action Item 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; and **Action Item 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. See Goal 1, Objective 1, Action Item 1.a.

January 2018: See Goal 2, Objective 2, Action Item 2.c. The initiative includes quality of life attractions.

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. The initiative includes quality of life attractions. In addition, 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 finding signage for a downtown, DDA website upgrades, parks amenities, assistance in the Iron-Belle Trail development, enhancements to a small village town square/park among other projects.

Objective 2, Action Item 2.a. *Explore ways to expand the region's recreational infrastructure (hike and 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 through the Regional Prosperity Initiative to fund projects that are consistent with the CEDS and RPI-5 Strategy Goal 5. See Goal 5, Objective 1, Action Item 1.b.

January 2019: Ongoing.

Objective 2, Action Item 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 its own initiative and the northern counties (Roscommon, Iosco and Ogemaw) are covered through the PR-3 regional initiatives.

January 2019: no change in status.

Objective 2, Action Item 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 college 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

Objective 2, Action Item 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.

January 2018: 2017 activities are ongoing. Also, EMCOG serves on the steering/planning committee for Bi-Annual State of the Bay summit held in September of 2017.

January 2019: EMCOG continues to partner on initiatives included in the January 2017 and 2018 status report. EMCOG is also partnering with the MDNR Office of the Great Lakes Coastal Communities Resiliency project and providing a platform to inform those eligible communities with the region. EMCOG is hosting a regional meeting in January of 2019.

Objective 2, Action Item 2.e. *Collaborate with MDNR and local stakeholders 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 work is ongoing. EMCOG assisted in securing local government grants totaling over \$56,000 for this purpose.

January 2019: Ongoing. EMCOG continues to secure grant funding and provides facilitation for this initiative within the region.

Objective 3, Action Item 3.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 projects under consideration in two counties within the region.

Objective 3, Action Item 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 fulltime 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 to move toward the Redevelopment Ready Communities certification (RRC) and is under contract with MEDC to perform an array of planning and zoning services to assist communities to complete their certification.

January 2019: Ongoing. EMCOG has received state funding to provide assistance to DDAs in smaller communities to inventory available properties and their condition for marketing purposes (regional and statewide database).

Objective 4, Action Item 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 DDAs in smaller communities to inventory available properties and their condition for marketing purposes (regionally and statewide).

Objective 4, Action Item 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. status for January of 2018

January 2019: See Goal 5, Objective 3, Action Item 3.b. and Goal 5, objective 4, Action Item 4.a. status for January of 2019.

Objective 4, Action Item 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 2018: In progress: See Goal 5, Objective 3, Action Items a and b, and Objective 4, Action Items a and b, above for January 2018 status

January 2019: Ongoing. See Goal 5, Objective 3, Action Items a and b, and Objective 4, Action Items a and b for January 2019 status.

Objective 5, Action Item 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 in downtown Saginaw will open in the Spring of 2018. This is a 10,000 square foot mixed use facility and year-round marketplace and is a centerpiece for the revitalization of downtown Saginaw. EMCOG is partnering with Alma College (Gratiot County) 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 is partnering with the greater Gratiot Development Corporation in support of marketing development of the St Louis Farmer's market as part of the RPI-5 place-making grant program. The marketing will eventually include a roadmap to all markets within Gratiot County.

Objective 6, Action Item 6.a. *Develop marketing and education campaigns and outreach tools directed at homeowner's on-site wastewater management and maintenance.*

January 2018: EMCOG is a partner on a steering committee to develop support for a water strategy for the Saginaw Bay Watershed Initiative, MDEQ, Huron Pines, Michigan SEAGrant, Office of the Great Lakes and others to develop a regional water strategy with the focus to implement the recommendations of the State Water Strategy (2017). See Goal 4, Action Item 2.c.

January 2019: Ongoing. The steering committee established 10 priority areas including on-site septic systems.

Objective 6, Action Item 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 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 including securing sustainable funding sources.

Objective 6, Action Item 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 attend all RED Team meetings and report on updates and resources.

January 2018: This is an ongoing activity.

January 2019: This is an ongoing activity.

Objective 7, Action Item 7.a. *Be buildings in the 1980's to a vibrant mixed-use district today. Use Bay City as the regional model for downtown revitalization. (See description of Bay City's successful downtown revitalization efforts in the RPI-5 Strategy at www.emcog.org) in by highlighting the massive transformation of downtown Bay City from an area filled with boarded-up vacant*

January 2019: Bay Future Inc. articles and press releases and GLBRA publications, the Bay Area Chamber of Commerce and advertisement articles in online publications have been produced for this purpose. EMCOG has the story as an appendix to the RPI-5 Strategy.

Objective 7, Action Item 7.b. *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 the Governor's Rising Tide initiative have both promoted several communities within the region. The EDOs within the region release publications highlighting communities within their service areas. The Talent Attraction and Retention project also supports this activity. See Goal 2, Objective 2, Action Item 2.c.

Objective 8, Action Item 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 entities. The consortium was started up in 2017, the result of an EDA MSU REI project. MDEQ is a resource partner to the EMCOG Regional Economic Development Team.

January 2019: Ongoing and growing. The consortium held its first annual conference in 2018.

Objective 9, Action Item 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 at MI SEA Grant.

January 2019: The assessment and recommendations have been finalized and presented at a regional conference on resiliency. Guidebooks for community planning along with examples of best practices and hazardous mitigation planning coordination with master plans were also provided as resources.

Objective 9, Action Item 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. and Item 9.c. Work with communities to prohibit development - redevelopment within floodways, floodplains and other areas prone to regular flooding.*

January 2018: See Objective 9, Action Item 9.a. for 2018 status

January 2019: See Objective 9, Action Item 9.a. for 2019 status

Objective 9, Action Item 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 for 2018

January 2019: See Goal 5, Objective 6, Action Item 6.a. status for 2019

Objective 11, Action Items 11.a, b, and c. *Support the largest metropolitan area in the region, the City of Saginaw in its development of catalyst projects to revitalize its downtown district.*

January 2018: Moved up 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 area.

January 2019: the city's downtown district continues to redevelop with the opening of the SVRC Marketplace and the beginning of construction of a new Delta College campus downtown. EMCOG partnered with the DDA to purchase way finding signage for the DDA district. EMCOG utilizes locations within the DDA for hosting meetings and conferences to showcase the City.

CEDS Action Items Scheduled for the First Three Years (2016, 2017 or 2018) But Not Yet Implemented

The Implementation Matrix that was developed with the 2016 5-Year CEDS (Appendix B of the Strategy) contains several action items within each Objective for all five goals of the CEDS. The timeframe for start-up of each of the action items is identified as 1 Year (2016), 2 Years (2017), 3 Years (2018) and 4-5 Years (2019 & 2020). As shown in the Potential Partners section, there are a number of other stakeholders identified to implement the action items and during the past year, or any year, priorities change as state and federal programs and local situations dictate. Also, some action items have been moved to later years pending the result of pilot projects implemented during years 1-3. This modified implementation strategy is available online at www.emcog.org. The following is a summary of those action items from the CEDS that were identified as being started during the first year (2016), second year (2017), or third year (2018) but which have not yet been initiated. Further detail is included in the revised Appendix B CEDS Implementation Matrix which is available at www.emcog.org.

GOAL 1. ECONOMIC DEVELOPMENT, MARKETING and SUSTAINABILITY

Objective 1, Action Item 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: Moved to third year; no update on status

January 2019: no update on status

Objective 1, Action Item 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: no further progress

January 2019: no further progress

Objective 2, Action Item 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 EMOG, projecting a positive image of the region to residents and visitors alike.*

January 2019: no organized region-wide marketing program. Moved to years 4-5.

Objective 4, Action Item 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.

January 2019: no further progress.

Objective 5, Action Item 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: Moved to years 4-5.

Objective 5, Action Item 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 2017: This action item has been moved from the first year to the second year to coincide with the timeline for MDNR.

January 2018: No change in status

January 2019: No change in status pending feedback from MDNR to input provided in 2017.

GOAL 2. ENTREPRENEURSHIP and INNOVATION

Objective 2, Action Item 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.*

January 2019: Move this action to years 4-5.

Objective 2, Action Item 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 and 2019: This action item has been moved to years 4-5 pending documentation of what is being planned and/or has been accomplished.

Objective 3, Action Item 3.d. *Work with the MidMichigan Innovation Center to explore the potential for spin-off technologies from Dow Chemical and other major corporations in the region.*

January 2018: This action item has been moved to years 4-5.

January 2019: No change in status.

Objective 4, Action Item 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 and 2019: Moved to years 4-5 in 2017, no progress as of January 2019

GOAL 3. TALENT and WORKFORCE DEVELOPMENT

Objective 1, Action Item 1.b. *Work with MICAMP to expand educational opportunities associated with GIS throughout the region. Leverage GRACE (GIS Resources and Applications for Career Education) Project, a 4-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.emcoq.org).*

January 2018: Move to years 4-5

January 2019: no progress

Objective 2, Action Item 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 completed in 2017

January 2019: The data has not yet been updated.

Objective 3 Action Item 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: Moved to years 4-5

January 2019: no progress

GOAL 4. TRANSPORTATION and INFRASTRUCTURE

Objective 3, Action Item 3.f. *Work with the regional 211 call center to increase mobility within the region based on current conditions and into the future.*

January 2018: Move to years 4-5

January 2019: no further action.

Objective 3, Action Item 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: This action item has been moved to years 4-5.

Objective 4, Action Item 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 Power Peninsula".*

January 2018: This action item will be moved to years 4-5 pending the State update of the Freight Mobility Plan in 2018.

January 2019: no change in status

Objective 4, Action Item 4.b. *Explore the potential to enhance rail infrastructure connecting the region to Canada through Port Huron.*

January 2019: Moved to years 4-5

Objective 4, Action Item 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

Objective 4, Action Item 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

Objective 5A, Action Item 5A.a. *Convene a freight mobility roundtable that meets a minimum of two times per year to share information on regional transportation issues. Action Item 5A.a:EMCOG can serve as the convening body for this group. Action Item 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 2018: Goal 4, Objective 5A and the action items will be moved to years 4-5 pending the State update of the Freight Mobility Plan in 2018.

January 2019: No progress

GOAL 5. PLACE-MAKING, EQUITABLE DEVELOPMENT and COMMUNITY RESILIENCY

Objective 3, Action Item 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

Objective 5, Action Item 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: Moved to years 4-5

January 2019: No change in status

Objective 5, Action Item 5.a. *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: Moved to years 4-5

Objective 5, Action Item 5.b. *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: Moved to years 4-5

Objective 8, Action Item 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 2 additional county plans during 2018. Convening of an EMD group is delayed due to the extension of the regional resiliency project through the MSU Extension Michigan Sea Grant.

January 2019: No further action.

Objective 9, Action Item 9.c. *Work with communities to prohibit development/redevelopment within floodways, floodplains and other areas prone to regular flooding.*

January 2019: Moved to years 4-5

Objective 9, Action Item 9.e. *Collaborate in the work of the University of Michigan's NOAA SARP (Sectoral Applications Research program) project on course-scale climate projects in the Great Lakes including a focus within the 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 and assisting in developing scenarios within the region.*

January 2018: This project was not funding. Further applications are pending

January 2019: No change in status

D. SCHEDULE OF GOALS FOR THE NEXT YEAR

The focus for the next twelve months (January through December of 2019) are as outlined in the updated (January, 2019) Implementation Matrix of the CEDS (Appendix B) which can be found in the Community Development section at www.emcog.org. January through December of 2019 action items are identified as “Year 4-5” of the implementation matrix. Action items already identified as having been initiated during the first three years and for which there is a continuing/expanded initiative will also continue through year 4 of the CEDS (2019). During 2019 the Region will conduct an assessment of the CEDS Strategy and the PR-5 Strategy in relation to programs and initiatives and economic development/demographic changes since the current 5-Year CEDS was developed in 2015. At this point in time the current CEDS is considered relevant and broad based in order to continue to further the action items as initiatives and programs emerge.

EDA Grants: construction in 2018

City of Gladwin: With the support of EDA funding the City of Gladwin Iron Removal Water Treatment Facility construction is underway. The new facility is designed to remove iron and hydrogen sulfide that is naturally occurring within the well water which has become an issue with commercial and industrial users and requiring significant expenditures by several manufacturers to combat the scaling within pipes and fouling of sensitive manufacturing processes. EMCOG prepared the EDA grant application and is administering the grant. Estimated jobs created = 24; jobs retained = 116. Private investment = \$300,000

Saginaw County Road Commission: With support of EDA funding the Saginaw Road Commission’s reconstruction and expansion of Dixie Highway in Bridgeport Township for improvements to a 1.2 mile section of road along which are at least three major businesses seeking to expand is underway. EMCOG prepared the EDA grant application for this project. The Saginaw County Road Commission will administer this grant and oversee the project. Estimated jobs created = 95; jobs retained = 379. Private investment = \$10,700,000.

(Pending) City of Beaverton: This project is projected for 2019 consideration. The City of Beaverton is seeking to expand and upgrade their industrial park to provide additional space for new business and for expansion of existing businesses. In addition to upgrades to the industrial park, infrastructure improvements are proposed for surrounding streets/roadways. The project estimated projections include the creation of 71 new jobs, the retention of 280 jobs and investment of an estimated \$20,100,000.

E. EMCOG PARTNERS FOR CEDS IMPLEMENTATION

Abbreviation	Full Name
AC	Alma College
BC	Baker College
BCATS	Bay City Area Transportation Study
CMMA	Central Michigan Manufacturers Association
CMU	Central Michigan University
CMURC	Central Michigan University Research Centers
DC	Delta College
DU	Davenport University
EDOs	Economic Development Corporations for 14 counties
EMCOG	East Michigan Council of Governments
GLBMA	Great Lakes Bay Manufacturers Association
GLBRA	Great Lakes Bay Regional Alliance
KCC	Kirtland Community College
MDEQ	Michigan Department of Environmental Quality
MDHHS	Michigan Department of Health and Human Services
MDNR	Michigan Department of Natural Resources
MEDC	Michigan Economic Development Corporation
MEDC Collaborative	MEDC Region 5 Collaborative
Michigan CZM	Michigan Coastal Zone Management
MMC	Mid Michigan College
MML	Michigan Municipal league
MTIC	Midland Tomorrow Innovation Center
Regional Transportation Consortium	EMCOG, Bay, Midland and Saginaw MPOs
MSP	Michigan State Police
MSU	Michigan State University
MSU REI	MSU EDA University Center
MSU SEA Grant	
MTA	Michigan Townships Association
NU	Northwood University
OGL	Office of the Great Lakes (MDNR)
RED Team	Regional Economic Development Team (CEDS Team)
Regional Transportation Group	EMCOG and 3 MPOs (Bay, Midland and Saginaw) Regional Water Strategy Task Force
RPI-5	Prosperity Region 5 Strategic Management Team
RPI-6	Prosperity Region 6 Collaborative
RPI-3	Prosperity Region 3 Collaborative
SBDC	Small Business Development Centers – Delta and MMC

Full Name	Abbreviation
SBLC	Saginaw Basin Land Conservancy
STARS	Saginaw Transit Authority Regional Services
SVSU	Saginaw Valley State University
UM	University of Michigan
WAMC	Michigan Water Asset Management Council
WIN	Saginaw Bay Watershed Initiative Network
ZWC	Regional Zero Waste to Landfill Consortium