

EAST MICHIGAN COUNCIL OF GOVERNMENTS

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY *IMPLEMENTATION WORKSHOP*



JANUARY 15, 2021

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

AGENDA

1. Welcome
2. Goals
3. CEDS Overview + Planning Process
4. Goals + Strategies
5. Breakout Groups
6. Report Out + Next Steps



The image features a solid orange background. On the left side, there is a large, light orange geometric shape that resembles a stylized letter 'L' or a corner of a building. It has a thick vertical bar and a horizontal bar at the top left. In the bottom right corner, the word 'WELCOME' is written in a bold, white, sans-serif font.

WELCOME

THEORY INTO PRACTICE

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

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



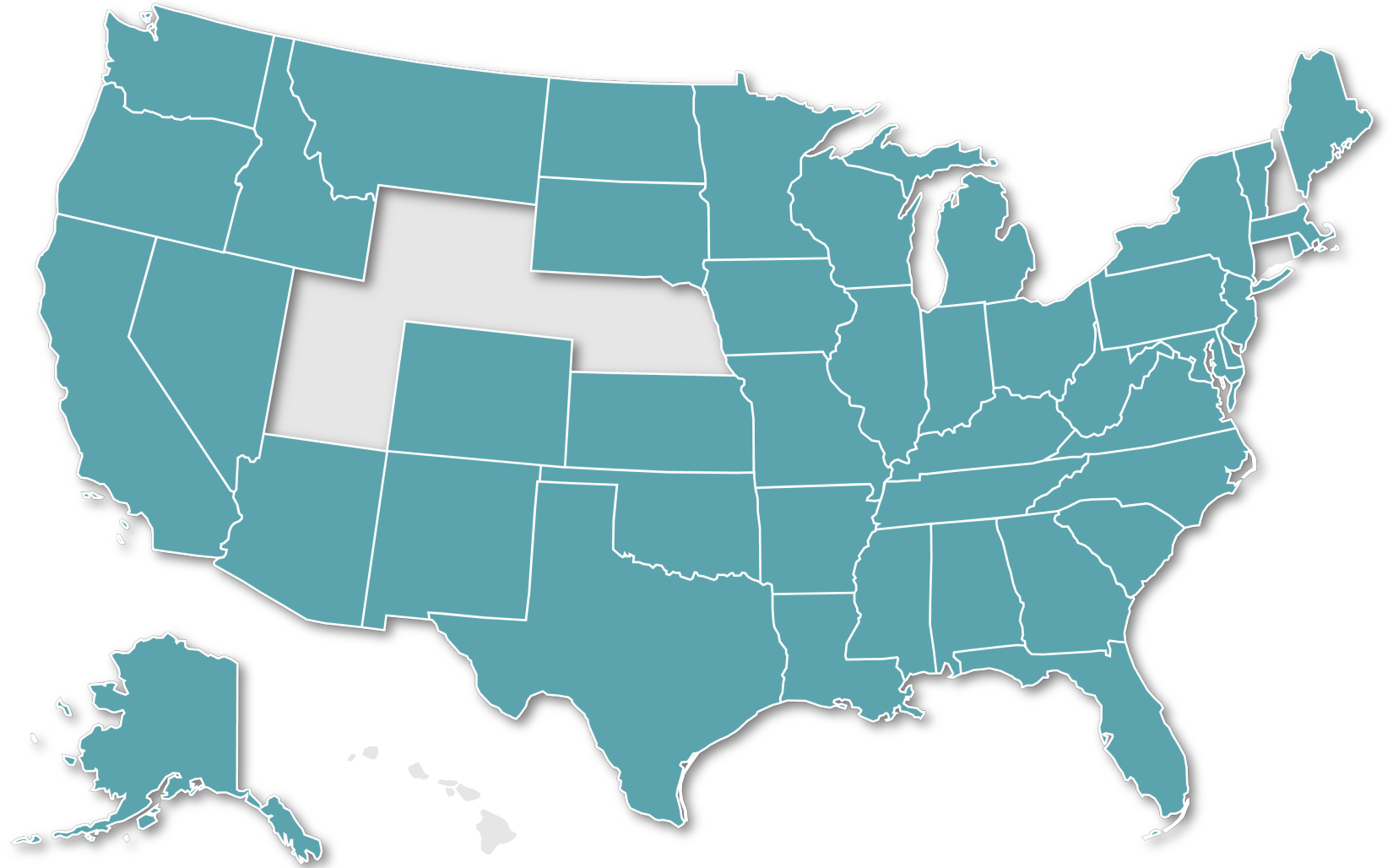
1995 Year founded

400+ Engagements

300+ Clients

44 States

5 Countries



STEERING COMMITTEE

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

The background is a solid orange color. On the left side, there is a large, stylized number '2' composed of two overlapping shapes: a darker orange shape in the foreground and a lighter orange shape behind it. The number '2' is positioned vertically, spanning most of the height of the image.

GOALS

WORKSHOP GOALS

- ▶ Prioritization of 2-3 strategies per focus area
- ▶ Identify resources and partners needed for implementation
- ▶ Identify any additional actions that need to occur
- ▶ Review the process, schedule, and communication going forward



CEDS OVERVIEW + PLANNING PROCESS

CEDS OVERVIEW

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

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

PROJECT SCHEDULE

[illegible]

TIP'S PROCESS



DISCOVERY

site visits
assessment
benchmarking
focus groups
cluster analysis



OPPORTUNITY

visioning
goal setting
consensus building
strategies
projects



IMPLEMENTATION

specific actions
resources
leadership
milestones
metrics

Theory Into
Practice
Planning
Model

STAKEHOLDER ENGAGEMENT



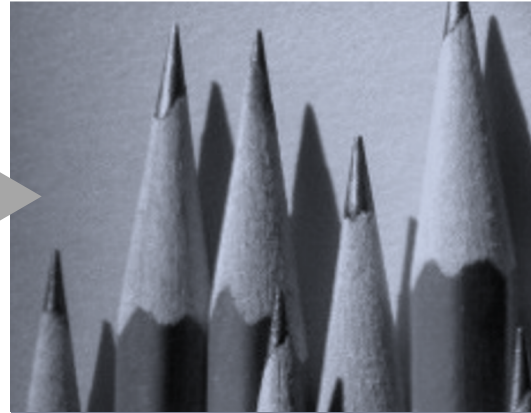
EDUCATION & OUTREACH

Raise awareness of the project, generate “buzz”



INPUT

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



REFINEMENT

Refine issues, explore opportunities, increase stakeholder buy-in



ACTION

Dedicate resources, engage other leaders



CEDS + STRATEGIES REVIEW

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

GUIDING PRINCIPLES

- **Collaboration**

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

- **Resiliency**

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

- **Inclusivity**

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

- **Sustainability**

- Commitment to developing both economic and environmentally resilient communities.

CEDS FOCUS AREAS



1

INFRASTRUCTURE



2

WORKFORCE



3

INNOVATION



4

PLACEMAKING



5

ECONOMIC
DEVELOPMENT

INFRASTRUCTURE

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

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

INFRASTRUCTURE

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

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

WORKFORCE

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

- STRATEGY 2.1** | Leverage the region's outstanding higher education institutions for talent retention and recruitment. Explore programs that support and encourage remote workers.
- STRATEGY 2.2** | Advocate for and support the region's higher education institutions during COVID-19 economic stabilization and recovery.
- STRATEGY 2.3** | Ensure that workforce development, economic development, and the private sector are working together to address the region's workforce needs (strategy 4.2.3).
- STRATEGY 2.4** | Strengthen programs that build a skilled and resilient workforce, such as cross-training and upskilling employees.

INNOVATION

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

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

INNOVATION

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

STRATEGY 3.4 | Build on the region's entrepreneurship and innovation assets to support business growth across the region. Expand the region's toolkit to nurture and grow second-stage companies.

STRATEGY 3.5 | Support and promote second-stage companies as they transition out of incubator and accelerator programs. Ensure entrepreneurs have the resources they need to grow their businesses as they transition technology out of universities (technology transfer).

PLACEMAKING

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

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

ECONOMIC DEVELOPMENT

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

STRATEGY 5.1

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

STRATEGY 5.2

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

STRATEGY 5.3

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

ECONOMIC DEVELOPMENT

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

STRATEGY 5.4 | Prioritize economic development initiatives and projects that are inclusive and serve the greater region, including rural and traditionally underserved areas.

STRATEGY 5.5 | Improve on efficiencies within the economic development community by convening regularly to increase collaboration. The broad economic development should include, but not be limited to, workforce development, community development, destination marketing, and downtown and main street development organizations.

IMPLEMENTATION

- ▶ Convene the RED team on a regular basis to monitor CEDS plan implementation.
- ▶ Continue to refine actions, identify new partners, and adapt workplans to move goals forward.
- ▶ Identify additional key performance indicators and develop workplans for priority strategies.

KEY PERFORMANCE METRICS

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

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BREAKOUT GROUPS

IMPLEMENTATION MATRIX

| EMCOG CEDS IMPLEMENTATION MATRIX | | | | | | |
|---|---------------------------|---------|-----------------------|--------------------------|------------------------|------------------------|
| INFRASTRUCTURE | Existing/Ongoing Strategy | Lead(s) | Supporting Partner(s) | Short Term (Year 1-2) | Mid Term (Year 3-4) | Long Term (Year 5+) |
| <i>Goal 1. Capitalize on East Michigan's existing transportation assets (roads, rail, port facilities, airports, etc.) and make strategic investments in regional infrastructure, including broadband, that improve the region's economic competitiveness.</i> | | | | | | |
| WORKFORCE | | Lead(s) | Supporting Partner(s) | Short Term (Year 1-2) | Mid Term (Year 3-4) | Long Term (Year 5+) |
| <i>Goal 2. Build on the collaboration among East Michigan's higher education, adult education, secondary education (PreK- 12), and workforce development organizations to create a strong talent pool to support the region's current and future employers.</i> | | | | | | |
| INNOVATION | | Lead(s) | Supporting Partner(s) | Short Term (Year 1-2) | Mid Term (Year 3-4) | Long Term (Year 5+) |
| <i>Goal 3. Leverage East Michigan's higher education institutions, major industries, medical complexes, and innovation assets to establish the region as a center for technology-based entrepreneurship and small business growth.</i> | | | | | | |
| PLACEMAKING | | Lead(s) | Supporting Partner(s) | Short Term (Year 1-2) | Mid Term (Year 3-4) | Long Term (Year 5+) |
| <i>Goal 4. Embark on local and regional initiatives to strengthen the quality of place in each of East Michigan's communities to create an attractive environment for residents and tourists.</i> | | | | | | |
| ECONOMIC DEVELOPMENT | | Lead(s) | Supporting Partner(s) | Short Term (Year 1-2) | Mid Term (Year 3-4) | Long Term (Year 5+) |
| <i>Goal 5. Grow East Michigan's economy through economic development activities (business retention, expansion, and recruitment) and marketing efforts that enhance the region's image as a place to do business.</i> | | | | | | |

BREAKOUT GROUP INSTRUCTIONS

- ▶ Review the strategies and actions
- ▶ Identify 2-3 priority strategies and/or actions
 - ▶ Easiest to accomplish/most important
- ▶ What tasks are needed to move the strategy/action forward
 - ▶ Who is going to own the task
 - ▶ What organizations/individuals should be involved in moving the strategy/action forward
- ▶ “What if it’s already being done”
 - ▶ Identify who is doing it, what is being done to accomplish the effort
 - ▶ What else do they need to be successful, what support is needed to expand the effort
 - ▶ Are there other tasks that are needed or could move the strategy/action forward

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REPORTS +
NEXT STEPS

REPORT OUTS

- ▶ 2-3 Priority Strategies/Actions
- ▶ What tasks are needed to move the strategy/action forward in the next 60 days
- ▶ Who will own the task
- ▶ What organizations/individuals should be involved

IMPLEMENTATION STRUCTURE MOVING FORWARD

- ▶ Implementation working groups should meet regularly over the next 6 months or until enough momentum has been built to keep the effort moving
- ▶ Meetings will cover the same format
 - ▶ Report out what has been accomplished and by whom
 - ▶ Discuss what needs to be done in the next 30/60/90 days
- ▶ Working group meeting discussions and decisions will be captured and reported out to all

QUESTIONS?

THANK YOU



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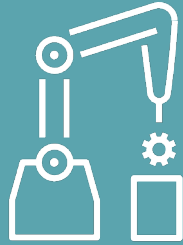
AUSTIN — BOSTON — SEATTLE

TARGET SECTOR ANALYSIS

Traded & Local Industries



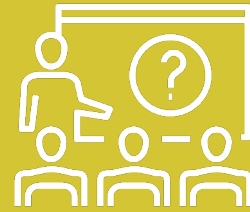
HEALTHCARE



ADVANCED
MFG. &
MATERIALS



PROFESSIONAL
SERVICES



HIGHER
EDUCATION &
RESEARCH



VALUE-ADDED
AGRICULTURE
& FOOD
PROCESSING



TOURISM &
OUTDOOR
RECREATION