COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS) 2016-2020

Adopted by CEDS Committee: March 10, 2016
Adopted by CUPPARD Regional Commission: March 31, 2016

Prepared By:
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**COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)**

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A comprehensive economic development strategy (CEDS) is designed to bring together the public and private sectors in the creation of an economic roadmap to diversify and strengthen regional economies. The CEDS analyzes the regional economy and serves as a guide for establishing regional goals and objectives, developing and implementing a regional plan of action, and identifying investment priorities and funding sources. The Public Works and Economic Development Act of 1965, as amended (PWEDA), requires a CEDS in order to apply for investment assistance under EDA’s Public Works or Economic Adjustment Assistance Programs.

In the Central U.P., the Central Upper Peninsula Planning and Development (CUPPAD) Regional Commission is the EDA-designated Economic Development District and as such, develops the CEDS in partnership with public and private entities.

The CEDS is a 5-Year Plan. A CEDS Performance Report that reviews progress on the plan and includes new economic development projects is submitted each year to the EDA. Further information regarding CEDS including CEDS documents can be found on CUPPAD’s website at www.cuppad.org.

Organization

The Central Upper Peninsula Planning and Development Regional Commission is a voluntary organization of local governments serving the Counties of Alger, Delta, Dickinson, Marquette, Menominee, and Schoolcraft. The Commission was organized in 1968 under the provisions of P.A. 281 of 1945. The six-county area was designated a certified Economic Development District in 1970. The six-county area of the Upper Peninsula is depicted on Map 1.
Purpose

The basic purpose of the CUPPAD Regional Commission is to foster cooperative analysis, planning and action for economic, social and physical development and conservation within the central Upper Peninsula.

The most efficient way to accomplish this is by local units of government joining together with neighboring communities to deal with problems which are often too complex for one individual community.

Membership

Membership in the CUPPAD Regional Commission is voluntary and open to all local units of government within the central Upper Peninsula. The Commission enjoys widespread support among local units. Total membership in FY16 includes 73 (78%) of the 93 eligible local governmental units. Membership of the CUPPAD Regional Commission encompasses:

- 4 of 6 counties
- 10 of 12 cities
- 4 of 5 villages
- 56 of 70 townships
- Hannahville Indian Community
## Governmental Units Participating in the CUPPAD Regional Commission FY 2016

<table>
<thead>
<tr>
<th>ALGER COUNTY</th>
<th>Burt Township</th>
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<td>Grand Island Township</td>
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<td>Limestone Township</td>
<td>Munising Township</td>
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<td>Onota Township</td>
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<table>
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<td>Wells Township</td>
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<td>Nahma Township</td>
<td>Wells Township</td>
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<table>
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<td>Breen Township</td>
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<td>Waucedah Township</td>
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<td>Michigamme Township</td>
</tr>
<tr>
<td>Marquette Township</td>
<td>Negaunee Township</td>
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<td>City of Negaunee</td>
<td>Powell Township</td>
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<tr>
<td>Sands Township</td>
<td>Richmond Township</td>
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<td>Tilden Township</td>
<td>Skandia Township</td>
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<td>Village of Powers</td>
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<td>Seney Township</td>
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<table>
<thead>
<tr>
<th>HANNAHVILLE INDIAN COMMUNITY</th>
<th>(member)</th>
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Commission Representatives

The current representatives to the CUPPAD Regional Commission are:

<table>
<thead>
<tr>
<th>Name</th>
<th>Executive Committee</th>
<th>Represents</th>
<th>Sex</th>
<th>County</th>
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<tbody>
<tr>
<td>Sheila Aldrich</td>
<td></td>
<td>Local Government</td>
<td>F</td>
<td>Schoolcraft</td>
</tr>
<tr>
<td>Ted Andrzejewski</td>
<td></td>
<td>Local Government</td>
<td>M</td>
<td>Menominee</td>
</tr>
<tr>
<td>Leonard Bal</td>
<td></td>
<td>Local Government</td>
<td>M</td>
<td>Dickinson</td>
</tr>
<tr>
<td>Dennis Baldinelli</td>
<td></td>
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<td>M</td>
<td>Dickinson</td>
</tr>
<tr>
<td>Jill Beaudo</td>
<td>X</td>
<td>Business and Tribal Government</td>
<td>F</td>
<td>Hannahville Indian Community</td>
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<tr>
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<td>M</td>
<td>Marquette</td>
</tr>
<tr>
<td>Gerry Corkin</td>
<td>X</td>
<td>Workforce Development</td>
<td>M</td>
<td>Marquette</td>
</tr>
<tr>
<td>Rod DesJardins</td>
<td>X</td>
<td>Local Government</td>
<td>M</td>
<td>Alger</td>
</tr>
<tr>
<td>Jerry Doucette</td>
<td>X</td>
<td>Local Government</td>
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<td>Alger</td>
</tr>
<tr>
<td>Omer Doran</td>
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<td>Anthony Edlebeck</td>
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<td>Bill Farrell</td>
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<td>Delta</td>
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<td>Al Feldhauser</td>
<td></td>
<td>Private Sector</td>
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<td>Marquette</td>
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<tr>
<td>Benny Herioux</td>
<td></td>
<td>Business</td>
<td>M</td>
<td>Delta</td>
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<tr>
<td>Gregg Johnson</td>
<td></td>
<td>Business</td>
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<td>Delta</td>
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<tr>
<td>Thyra Karlstrom</td>
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<td>Marquette</td>
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<tr>
<td>Joe Linder</td>
<td>X</td>
<td>Business</td>
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<td>Menominee</td>
</tr>
<tr>
<td>John Malnar</td>
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<td>Business</td>
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<tr>
<td>Esley Mattson</td>
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<td>Business</td>
<td>M</td>
<td>Alger</td>
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<tr>
<td>Alan Ott</td>
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<td>Craig Reiter</td>
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<tr>
<td>Dave Rivard</td>
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<td>Local Government</td>
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<td>Delta</td>
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<tr>
<td>Dan Rusford</td>
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<td>Local Government</td>
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<td>Alger</td>
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<tr>
<td>Mark Slown</td>
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<td>Local Government</td>
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<tr>
<td>Bob Struck</td>
<td></td>
<td>Business</td>
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<td>Marquette</td>
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<tr>
<td>Carol Welch</td>
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<tr>
<td>Dan Wilson</td>
<td></td>
<td>Local Government</td>
<td>M</td>
<td>Alger</td>
</tr>
</tbody>
</table>
CEDS Strategy Committee

The CEDS Strategy Committee represents the main economic interests of the region. This group also serves as the Advisory Committee for the Central U.P. Regional Prosperity Initiative (RPI), which is a state-sponsored group that meets regularly to discuss regional issues and strategies to promote economic development and quality of life through collaboration. CUPPAD merged the CEDS Committee with the RPI Advisory Committee to align the CEDS and RPI planning efforts and reduce unnecessary overlap. More information about the RPI, including upcoming meetings and project updates, can be found by visiting www.centralupdashboard.org.

The CEDS Committee has representation from a broad number of regional public, private, and non-profit organizations. Many participants represent more than one organization or sector.

## Comprehensive Economic Development Strategy Committee

### FY 2015 – FY 2016

<table>
<thead>
<tr>
<th>Advisory Committee Member</th>
<th>Organization</th>
<th>Represents</th>
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<tbody>
<tr>
<td>Dave Anthony</td>
<td>Hannahville Indian Community</td>
<td>Tribal/Minority</td>
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<tr>
<td>Orrin Bailey</td>
<td>Michigan Works!/Upward Talent Council</td>
<td>Workforce Development</td>
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<tr>
<td>Alan Barr</td>
<td>Schoolcraft County EDC</td>
<td>Economic Development</td>
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<tr>
<td>Vince Bevins</td>
<td>MDOT</td>
<td>Transportation</td>
</tr>
<tr>
<td>Amy Clickner</td>
<td>UPCDC/ Lake Superior Community Partnership</td>
<td>Economic Development</td>
</tr>
<tr>
<td>Laura Coleman</td>
<td>Bay College</td>
<td>Educational Institution</td>
</tr>
<tr>
<td>Rochelle Catey</td>
<td>ALTRAN/Rural Task Force 1A</td>
<td>Transportation</td>
</tr>
<tr>
<td>Deb Doyle</td>
<td>Michigan Works!</td>
<td>Workforce Development</td>
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<tr>
<td>Bob Eslinger</td>
<td>Northern Michigan University</td>
<td>Educational Institution</td>
</tr>
<tr>
<td>Stacy Haughey</td>
<td>MDNR</td>
<td>Public Official</td>
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<tr>
<td>Jenn Hill</td>
<td>Superior Watershed Partnership</td>
<td>Non-Profit</td>
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<tr>
<td>Jeff Holt</td>
<td>Sault Tribe of Chippewa Indians</td>
<td>Tribal/Minority</td>
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<tr>
<td>Julee Kaurala</td>
<td>Department of Human Services</td>
<td>Public Official</td>
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<td>Donna LaCourt</td>
<td>MDARD</td>
<td>Public Official</td>
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<tr>
<td>Gary LaPlant</td>
<td>UP Community Foundation</td>
<td>Non-Profit</td>
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<td>Pictured Rocks Cruises</td>
<td>Private Sector</td>
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<td>Jon Mead</td>
<td>UPCAP</td>
<td>Non-Profit</td>
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<td>Meagan Morrison</td>
<td>Eagle Mine</td>
<td>Private Sector</td>
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<td>Suanie Netto</td>
<td>Delta County Airport</td>
<td>Public Official</td>
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<tr>
<td>Bruce Orttenburger</td>
<td>Dickinson Area Partnership</td>
<td>Economic Development</td>
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<tr>
<td>Tony Retaskie</td>
<td>UP Construction Council</td>
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<td>Joel Schultz</td>
<td>CUPPAD/Michigan Works!/UPEDA</td>
<td>Workforce Development</td>
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</table>
The central Upper Peninsula is a rural region home to many vibrant small towns, diverse industries, and unique natural features. The development of the region has been shaped by the presence of the Great Lakes and abundant natural resources that have attracted people to the region for millennia.

Planning for the future of the region requires an in-depth understanding of the existing conditions and trends. This section provides background information about the region and informs the vision, goals, and strategies in the plan. All statistics are from the U.S. Census Bureau’s Decennial Census or American Community Survey, unless otherwise noted.

**LOCATION**

The Central Upper Peninsula Economic Development District is comprised of six counties: Alger, Delta, Dickinson, Marquette, Menominee, and Schoolcraft. Although home to several small urban centers, the region is predominantly rural with low population density. The area was originally settled because of its timber and mineral resources, industries which remain important to the region’s economy.

The central Upper Peninsula is the most populous within the Upper Peninsula and home to Marquette and Escanaba, the most and third most populous cities in the Upper Peninsula. There are 93 units of government within the C.U.P., including counties, cities, townships, and villages. Also located in the C.U.P. is the Hannahville Indian Community.

The region is located in the north-central part of the United States and is surrounded on three sides by Great Lakes. The State of Wisconsin is on the region’s western border. Many people are drawn to the region because of the natural beauty and quality of life in the area.

The region is not located within any metropolitan area. However, Marquette, Escanaba, and Iron Mountain are classified by the census bureau as micropolitan areas in the region. A micropolitan area is one with an urban core and a population of at least 10,000 but not more than 50,000.
Population Trends

The population of the Upper Peninsula peaked around the turn of the 20th century during the height of the mining and timber production. In 1920 the population of the Upper Peninsula made up approximately 10% of the total population of Michigan. In 2010, the percent of U.P. residents within the state has shrunk to 3%. Table 1 shows that while the populations in Michigan and the United States have nearly tripled, the population of the Upper Peninsula has slightly declined over the last century.

### Table 1
Population Trends, 1920-2010

<table>
<thead>
<tr>
<th>Year</th>
<th>C.U.P.</th>
<th>U.P.</th>
<th>Michigan</th>
<th>USA</th>
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<tbody>
<tr>
<td>1920</td>
<td>139,889</td>
<td>332,556</td>
<td>3,668,412</td>
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<tr>
<td>1930</td>
<td>147,727</td>
<td>318,685</td>
<td>4,842,325</td>
<td>122,775,046</td>
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<tr>
<td>1940</td>
<td>154,496</td>
<td>323,544</td>
<td>5,256,106</td>
<td>131,669,275</td>
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<tr>
<td>1950</td>
<td>149,865</td>
<td>302,256</td>
<td>6,371,766</td>
<td>151,325,798</td>
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<tr>
<td>1960</td>
<td>157,257</td>
<td>303,054</td>
<td>7,824,965</td>
<td>179,323,175</td>
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<tr>
<td>1970</td>
<td>165,744</td>
<td>302,892</td>
<td>8,875,083</td>
<td>203,302,031</td>
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<tr>
<td>1980</td>
<td>182,390</td>
<td>320,272</td>
<td>9,262,078</td>
<td>226,542,199</td>
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<tr>
<td>1990</td>
<td>177,692</td>
<td>313,915</td>
<td>9,295,297</td>
<td>248,709,873</td>
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<tr>
<td>2000</td>
<td>174,717</td>
<td>317,676</td>
<td>9,938,444</td>
<td>281,421,906</td>
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<td>2010</td>
<td>172,429</td>
<td>311,361</td>
<td>9,883,640</td>
<td>308,745,538</td>
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### Table 2
Population & Density per Central U.P. County, 2014

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<th>Area</th>
<th>Population</th>
<th>Area (Sq. Mi)</th>
<th>Pop Per (Sq. Mi)</th>
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<td>Alger</td>
<td>9,459</td>
<td>936</td>
<td>10.1</td>
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<tr>
<td>Delta</td>
<td>36,559</td>
<td>1,180</td>
<td>30.9</td>
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<td>Dickinson</td>
<td>25,957</td>
<td>776</td>
<td>33.4</td>
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<tr>
<td>Marquette</td>
<td>67,676</td>
<td>1,870</td>
<td>36.1</td>
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<tr>
<td>Menominee</td>
<td>23,714</td>
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<td>8,171</td>
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</tbody>
</table>

As Table 2 indicates, population density in the C.U.P. varies among the counties, but is consistently low across the region. Areas with low population densities have higher costs of service delivery and infrastructure per capita and therefore often lack access to public transportation and other amenities common to more urbanized areas. The population density of the region is also low when compared to the density of Michigan or the average population density in the United States.
Age Trends

The C.U.P.'s median age has increased in all six counties, as shown in Table 3. This trend is consistent with the rest of the state and country. This higher median age indicates an aging population, which means communities in the region may require additional health care facilities, and community services such as meals or transportation and specialized housing. By examining the aging trends in Figure 1 it is clear that many people are leaving the area after age 24 and not returning for several decades. The loss of educated people during their prime working years creates a disadvantage for the region.

Components of Population Change

Population changes in the central six counties are being driven by a natural decrease and migration into and out of the region. Table 4 describes the population changes in each county from 2010 to 2014. Except for in Marquette, each of the counties has more deaths than births, naturally decreasing the population. This has been offset somewhat by migration, but not enough to increase the population. There has been only 74 foreign immigrants to the C.U.P. since 2000.
Diversity
Before European settlement the region was inhabited by indigenous people, including Chippewa and Potawatomi Tribes. Today, Native Americans make up the largest minority group in the region and play a significant role in community and economic development.
**Comprehensive Economic Development Strategy**

### Inclusive Economic Development Strategy

#### Income Levels

Comparing income trends helps to determine wealth that is available locally for expenditures on goods and services. Income figures also reflect the wages and salaries paid to local workers. This is of major importance to local jurisdictions, as households with higher incomes can afford larger homes, which usually have a higher assessed value. This increases the tax base of a community, allowing for greater expenditure on public facilities and services without increasing the property tax rate.

<table>
<thead>
<tr>
<th>Table-6: Income Levels 2000-2013 (In 2013 Dollars)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Per Capita Income</td>
</tr>
<tr>
<td>Alger</td>
</tr>
<tr>
<td>Delta</td>
</tr>
<tr>
<td>Dickinson</td>
</tr>
<tr>
<td>Marquette</td>
</tr>
<tr>
<td>Menominee</td>
</tr>
<tr>
<td>Schoolcraft</td>
</tr>
<tr>
<td>Central U.P.</td>
</tr>
<tr>
<td>Michigan</td>
</tr>
<tr>
<td>USA</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Median Household Income</th>
<th>2000</th>
<th>2010</th>
<th>2013</th>
<th>% Change '00-'13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alger</td>
<td>48,556</td>
<td>40,877</td>
<td>37,586</td>
<td>-22.6%</td>
</tr>
<tr>
<td>Delta</td>
<td>48,040</td>
<td>44,818</td>
<td>42,676</td>
<td>-11.2%</td>
</tr>
<tr>
<td>Dickinson</td>
<td>47,112</td>
<td>45,496</td>
<td>44,136</td>
<td>-6.3%</td>
</tr>
<tr>
<td>Marquette</td>
<td>48,090</td>
<td>47,738</td>
<td>45,622</td>
<td>-5.1%</td>
</tr>
<tr>
<td>Menominee</td>
<td>44,492</td>
<td>44,156</td>
<td>41,739</td>
<td>-6.2%</td>
</tr>
<tr>
<td>Schoolcraft</td>
<td>42,127</td>
<td>39,448</td>
<td>35,260</td>
<td>-16.3%</td>
</tr>
<tr>
<td>Central U.P.</td>
<td>47,126</td>
<td>43,835</td>
<td>43,296</td>
<td>-8.1%</td>
</tr>
<tr>
<td>Michigan</td>
<td>60,427</td>
<td>48,516</td>
<td>48,411</td>
<td>-19.9%</td>
</tr>
<tr>
<td>USA</td>
<td>56,811</td>
<td>55,462</td>
<td>53,046</td>
<td>-6.6%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Median Family Income</th>
<th>2000</th>
<th>2010</th>
<th>2013</th>
<th>% Change '00-'13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alger</td>
<td>56,842</td>
<td>50,797</td>
<td>46,083</td>
<td>-18.9%</td>
</tr>
<tr>
<td>Delta</td>
<td>60,984</td>
<td>54,957</td>
<td>53,489</td>
<td>-12.3%</td>
</tr>
<tr>
<td>Dickinson</td>
<td>58,200</td>
<td>57,747</td>
<td>53,342</td>
<td>-8.3%</td>
</tr>
<tr>
<td>Marquette</td>
<td>62,610</td>
<td>66,052</td>
<td>61,103</td>
<td>-2.4%</td>
</tr>
<tr>
<td>Menominee</td>
<td>54,476</td>
<td>52,769</td>
<td>49,566</td>
<td>-9.0%</td>
</tr>
<tr>
<td>Schoolcraft</td>
<td>49,798</td>
<td>51,431</td>
<td>47,557</td>
<td>-4.5%</td>
</tr>
<tr>
<td>Central U.P.</td>
<td>59,401</td>
<td>58,986</td>
<td>55,237</td>
<td>-7.0%</td>
</tr>
<tr>
<td>Michigan</td>
<td>72,318</td>
<td>59,935</td>
<td>60,793</td>
<td>-15.9%</td>
</tr>
<tr>
<td>USA</td>
<td>67,704</td>
<td>67,286</td>
<td>64,719</td>
<td>-4.4%</td>
</tr>
</tbody>
</table>
Table 6 indicates that the per capita and median incomes in each of the C.U.P. counties have decreased since 2000. This is aligned with state and national trends.

**Poverty**

The percent of people living below the poverty level has increased in each of the central six counties since 2010. The number of people living in poverty correlates to economic cycles and educational attainment and is aligned with state and national trends. Additionally, this is aligned with the decrease in incomes illustrated in Table 6. The increase in poverty is attributed to the effects of the recession. Understanding the geographic distribution of poverty in the region is useful as people in this situation are more likely to be in need of public transit or social services.

In 2013, the threshold of poverty for a family of four was $23,834.

Map 2 on the following page illustrates the distribution of poverty in the region. While there are higher concentrations of poverty in the cities of the region, there are also many rural townships with high poverty levels. The map helps to illustrate the difficulty for those in the region without a reliable means of transport in accessing jobs and services.

<table>
<thead>
<tr>
<th>County</th>
<th>2010</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alger</td>
<td>12.3</td>
<td>14.8</td>
</tr>
<tr>
<td>Delta</td>
<td>12.7</td>
<td>16.4</td>
</tr>
<tr>
<td>Dickinson</td>
<td>10.7</td>
<td>12.7</td>
</tr>
<tr>
<td>Marquette</td>
<td>13.2</td>
<td>15.7</td>
</tr>
<tr>
<td>Menominee</td>
<td>12.2</td>
<td>13.6</td>
</tr>
<tr>
<td>Schoolcraft</td>
<td>17.6</td>
<td>20.7</td>
</tr>
<tr>
<td>CUP</td>
<td>12.7</td>
<td>15.3</td>
</tr>
<tr>
<td>MI</td>
<td>14.8</td>
<td>16.8</td>
</tr>
<tr>
<td>USA</td>
<td>13.8</td>
<td>15.4</td>
</tr>
</tbody>
</table>
Map 2: Percent of residents in poverty in each local unit of government
EDUCATIONAL ATTAINMENT

As described in Table 8, 92.1 percent of residents aged 25 or older in the Central U.P. have at least a high school diploma, a higher rate than the state’s average of 88.9 percent, and the national average of 86.0 percent. However, the percentage of residents 25 years or older with a Bachelor’s degree or higher in the region is lower at 22.3 percent in comparison to the State average at 25.9 percent and the national average of 28.8 percent.

The level of educational attainment amongst residents is important to the future of the region as it correlates positively to economic, income, and population growth. Individuals and families with more education have higher income levels and better health than those who have not graduated from high school.

<table>
<thead>
<tr>
<th>Area</th>
<th>High School Diploma or Higher</th>
<th>Bachelor’s Degree or Higher</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alger</td>
<td>89.4</td>
<td>17.1</td>
</tr>
<tr>
<td>Delta</td>
<td>91.4</td>
<td>18.2</td>
</tr>
<tr>
<td>Dickinson</td>
<td>93.8</td>
<td>20.0</td>
</tr>
<tr>
<td>Marquette</td>
<td>93.5</td>
<td>30.9</td>
</tr>
<tr>
<td>Menominee</td>
<td>89.6</td>
<td>15.0</td>
</tr>
<tr>
<td>Schoolcraft</td>
<td>89.9</td>
<td>12.4</td>
</tr>
<tr>
<td>Central U.P.</td>
<td>92.1</td>
<td>22.3</td>
</tr>
</tbody>
</table>

The total number of housing units in the C.U.P. has increased by over 50% since 1970 as shown in Table 9. This percent is similar to the percent increase in housing units in Michigan. However, the growth in housing units in both of these areas is far lower than the percent for the nation as a whole.

Table 10 indicates that a large portion of housing units each county are more than 50 years old. The housing stock is older than that of the state and nation. Older homes generally cost more to heat and maintain. Additionally, older homes may no longer meet the needs of aging residents.
Median housing values also varied across the C.U.P. In 2013, from $86,200 in Schoolcraft County to $126,600 in Marquette County. Housing values declined from 2010 to 2013 in all but Alger and Marquette counties. The region has a median housing value of $107,041 in 2013. This was 13.6 percent lower than the State’s overall median housing value of $121,700 and 35% lower than the national median housing value. Increased median housing values mean higher income from property taxes, allowing municipalities to improve or increase services or lower the tax rate while maintaining service levels.

Housing vacancy rates vary across the region, with Alger and Schoolcraft counties experiencing much higher vacancy rates than the rest of the
C.U.P. The region’s overall housing vacancy rate was 24.9 percent in 2013, compared to the State’s overall vacancy rate of 15.7 percent. However, this high vacancy rate is likely due to a high number of seasonal dwellings in the region. In some parts of the region, the high vacancy rates may be indicative of higher proportions of blighted housing stock.

The majority of housing (78.8% in 2013) in the C.U.P. is single-family (detached) homes, compared to a State figure of 71.9 percent.

### Table-12: Housing Units & Vacancies

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alger Total</td>
<td>6,538</td>
<td>6,574</td>
</tr>
<tr>
<td>Vacant</td>
<td>2,850</td>
<td>2,967</td>
</tr>
<tr>
<td>Delta Total</td>
<td>20,198</td>
<td>20,155</td>
</tr>
<tr>
<td>Vacant</td>
<td>3,859</td>
<td>4,270</td>
</tr>
<tr>
<td>Dickinson Total</td>
<td>13,990</td>
<td>13,982</td>
</tr>
<tr>
<td>Vacant</td>
<td>2,576</td>
<td>2,550</td>
</tr>
<tr>
<td>Marquette Total</td>
<td>34,292</td>
<td>34,328</td>
</tr>
<tr>
<td>Vacant</td>
<td>8,654</td>
<td>7,892</td>
</tr>
<tr>
<td>Menominee Total</td>
<td>14,238</td>
<td>14,181</td>
</tr>
<tr>
<td>Vacant</td>
<td>3,397</td>
<td>3,394</td>
</tr>
<tr>
<td>Schoolcraft Total</td>
<td>6,244</td>
<td>6,302</td>
</tr>
<tr>
<td>Vacant</td>
<td>2,623</td>
<td>2,712</td>
</tr>
<tr>
<td>Total Units</td>
<td>95,500</td>
<td>95,522</td>
</tr>
<tr>
<td>Vacant</td>
<td>23,959</td>
<td>23,785</td>
</tr>
<tr>
<td>CUP %</td>
<td>25.1%</td>
<td>24.9%</td>
</tr>
</tbody>
</table>

### Economic Profile

#### Overview

The economy of the region is reliant on natural resources, manufacturing, and tourism. Manufacturing is the most significant private sector industry in the region as it accounts for 12% of the gross regional product (GRP) of the whole Upper Peninsula. Mining is the second largest and contributes 7% of GRP.

### Industries and Occupations

The variety of businesses and industries are the building blocks of the regional economy. Examining how the make-up of the economy compares to similar regions can provide insights into the competitiveness of the region and highlight potential opportunities. Additionally, investing in the infrastructure and workforce needed to support the industries already present in the region will promote growth and job creation in these industries. The industries in the region can be each be classified as either local or traded. Traded industries are defined as those that are located in a particular area but sell products or services on the global market. Local industries are those that serve the local market, such as hospitals. These industries contribute differently to the regional economy. Traded clusters help drive the economy of the region and they tend to be specialized, innovative, and pay workers higher wages than local industries. Local clusters are present regardless of their ability to compete globally, but tend to employ a greater number of people.
The strongest traded clusters in the region in 2013 were paper and packaging, metal mining, wood products, automotive, forestry, electric power generation and transmission, and water transportation.

The largest employers in local industries in 2013 were local health services, local hospitality establishments, construction and development, retail and merchandise, local commercial services, community and civic organizations, and local vehicle products and services.

Figure 2: 2014 Industry cluster analysis, Purdue Center for Regional Development, 2015
Map 3: Overview of the Region

- **Marquette County**
  - Population: 67,398
  - Labor Force: 31,484
  - Unemployment Rate: 6.3%
  - Key Industries:
    - Health Care and Social Assistance
    - Retail Trade
    - Education

- **Alger County**
  - Population: 6,897
  - Labor Force: 3,315
  - Unemployment Rate: 10.3%
  - Key Industries:
    - Health Care and Social Assistance
    - Accommodation and Food Services
    - Public Administration

- **Schoolcraft County**
  - Population: 8,467
  - Labor Force: 3,638
  - Unemployment Rate: 10.8%
  - Key Industries:
    - Health Care and Social Assistance
    - Accommodation and Food Services
    - Other Services (equipment repair, pet care, etc.)

- **Dickinson County**
  - Population: 20,201
  - Labor Force: 12,964
  - Unemployment Rate: 6.4%
  - Key Industries:
    - Manufacturing
    - Retail Trade
    - Health Care and Social Assistance

- **Menominee County**
  - Population: 23,917
  - Labor Force: 10,977
  - Unemployment Rate: 6.7%
  - Key Industries:
    - Manufacturing
    - Health Care and Social Assistance
    - Retail Trade

- **Delta County**
  - Population: 36,967
  - Labor Force: 17,530
  - Unemployment Rate: 8.3%
  - Key Industries:
    - Manufacturing
    - Health Care and Social Assistance

**Regional Demographics and Economics**

- = 5,000 People
Labor Force

The total labor force in the C.U.P. has shrunk over the last decade by more than 14%. This may be a result of the decrease in overall residents of the region as well as its aging and retiring population. Unemployment rates vary greatly across the region. For example, in 2013, Alger and Schoolcraft Counties had jobless rates of 10.5% and 13.4%, respectively, while Dickinson County had a jobless rate of 6.6%.

<table>
<thead>
<tr>
<th>Year</th>
<th>Employed</th>
<th>Unemployed</th>
<th>Total</th>
<th>CUP</th>
<th>UP</th>
<th>MI</th>
<th>US</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>84,994</td>
<td>6,184</td>
<td>91,178</td>
<td>7.3</td>
<td>7.4</td>
<td>7.1</td>
<td>5.5</td>
</tr>
<tr>
<td>2005</td>
<td>82,162</td>
<td>5,541</td>
<td>87,703</td>
<td>6.8</td>
<td>7.0</td>
<td>6.8</td>
<td>5.1</td>
</tr>
<tr>
<td>2006</td>
<td>63,268</td>
<td>5,501</td>
<td>68,769</td>
<td>7.1</td>
<td>7.1</td>
<td>6.9</td>
<td>4.6</td>
</tr>
<tr>
<td>2007</td>
<td>81,707</td>
<td>5,882</td>
<td>87,589</td>
<td>7.1</td>
<td>7.4</td>
<td>7.1</td>
<td>4.6</td>
</tr>
<tr>
<td>2008</td>
<td>79,686</td>
<td>6,288</td>
<td>85,974</td>
<td>7.8</td>
<td>8.2</td>
<td>8.3</td>
<td>5.8</td>
</tr>
<tr>
<td>2009</td>
<td>77,243</td>
<td>9,960</td>
<td>87,203</td>
<td>11.8</td>
<td>12</td>
<td>13.5</td>
<td>9.3</td>
</tr>
<tr>
<td>2010</td>
<td>72,938</td>
<td>9,145</td>
<td>82,083</td>
<td>11.3</td>
<td>11.8</td>
<td>12.7</td>
<td>9.6</td>
</tr>
<tr>
<td>2011</td>
<td>72,303</td>
<td>7,765</td>
<td>80,068</td>
<td>9.8</td>
<td>10.2</td>
<td>10.4</td>
<td>8.9</td>
</tr>
<tr>
<td>2012</td>
<td>72,536</td>
<td>6,949</td>
<td>79,485</td>
<td>8.9</td>
<td>9.2</td>
<td>9.1</td>
<td>8.1</td>
</tr>
<tr>
<td>2013</td>
<td>72,681</td>
<td>7,050</td>
<td>79,731</td>
<td>9.1</td>
<td>9.7</td>
<td>8.8</td>
<td>7.4</td>
</tr>
<tr>
<td>2014</td>
<td>73,810</td>
<td>5,838</td>
<td>79,648</td>
<td>7.6</td>
<td>8</td>
<td>7.2</td>
<td>6.2</td>
</tr>
</tbody>
</table>

Table-14: Percent of Workforce Employed by Industry, 2013

<table>
<thead>
<tr>
<th>Industry</th>
<th>Central UP</th>
<th>Michigan</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Health care &amp; social assistance</td>
<td>17.0</td>
<td>14.8</td>
</tr>
<tr>
<td>Accommodation &amp; food services</td>
<td>8.2</td>
<td>7.5</td>
</tr>
<tr>
<td>Public Administration</td>
<td>4.9</td>
<td>3.8</td>
</tr>
<tr>
<td>Retail trade</td>
<td>12.7</td>
<td>11.6</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>13.1</td>
<td>16.9</td>
</tr>
<tr>
<td>Educational services</td>
<td>8.4</td>
<td>9.4</td>
</tr>
<tr>
<td>Construction</td>
<td>5.4</td>
<td>4.8</td>
</tr>
<tr>
<td>Other services, except public administration</td>
<td>5.3</td>
<td>4.9</td>
</tr>
<tr>
<td>Finance and insurance</td>
<td>3.0</td>
<td>4.0</td>
</tr>
<tr>
<td>Transportation &amp; warehousing</td>
<td>4.4</td>
<td>3.3</td>
</tr>
<tr>
<td>Administrative and waste services</td>
<td>2.6</td>
<td>3.8</td>
</tr>
<tr>
<td>Arts, entertainment and recreation</td>
<td>2.4</td>
<td>1.9</td>
</tr>
<tr>
<td>Information</td>
<td>1.9</td>
<td>1.6</td>
</tr>
<tr>
<td>Agriculture, forestry, fishing &amp; hunting</td>
<td>1.9</td>
<td>1.2</td>
</tr>
<tr>
<td>Wholesale trade</td>
<td>1.9</td>
<td>2.5</td>
</tr>
<tr>
<td>Professional &amp; technical services</td>
<td>3.4</td>
<td>5.3</td>
</tr>
<tr>
<td>Mining</td>
<td>2.2</td>
<td>0.2</td>
</tr>
<tr>
<td>Real estate and rental &amp; leasing</td>
<td>1.1</td>
<td>1.5</td>
</tr>
<tr>
<td>Utilities</td>
<td>0.9</td>
<td>0.8</td>
</tr>
<tr>
<td>Management of companies &amp; enterprises</td>
<td>0.0</td>
<td>0.1</td>
</tr>
</tbody>
</table>
All counties saw a decrease in unemployment between 2010 and 2013. During the recession that began in 2009 the unemployment rate in the U.P. was higher than the national average, but lower than the state average. In 2014 the jobless rate for the C.U.P. was 7.6%, slightly lower than the rate for the Upper Peninsula, but slightly higher than that of the state average. Examining the trends since 2004, the Upper Peninsula and Region 1b have had higher unemployment rates than the national average.

As Table 14 shows, the region’s leading employment sectors are health care and social assistance, retail trade, manufacturing, and accommodation and food services.

**Wages**

The CEDS Strategy Committee has cited the low wages in the region as a barrier to attracting and retaining talent. In 2014 CUPPAD and the UPCDC conducted a study to determine the causes and possible solutions to this issue. The strategies suggested as possible solutions have been incorporated into the strategies section of the plan. This issue is not unique to the C.U.P., rural regions around the United States tend to have lower wages than urban regions.

Examining the wage trends in the region, using Marquette County as an example, it is clear that some economic sectors contribute much more to the local economy than others. While industries such as mining have grown in Marquette County and the region, positions in retail are often part-time and not as highly paid as those in mining.
Table-15: Compensation of Employees by Industry, Marquette County

<table>
<thead>
<tr>
<th>Industry</th>
<th>2001</th>
<th>Percent</th>
<th>2013</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Farm Compensation</td>
<td>778</td>
<td>0.1%</td>
<td></td>
<td>684</td>
</tr>
<tr>
<td>Nonfarm Compensation</td>
<td>1,047,993</td>
<td>99.9%</td>
<td>1,454,152</td>
<td>100.0%</td>
</tr>
<tr>
<td>Private Nonfarm Compensation</td>
<td>743,913</td>
<td>70.9%</td>
<td>1,110,456</td>
<td>76.3%</td>
</tr>
<tr>
<td>Forestry, Fishing, &amp; Related</td>
<td>3,450</td>
<td>0.3%</td>
<td>5,975</td>
<td>0.4%</td>
</tr>
<tr>
<td>Mining</td>
<td>113,900</td>
<td>10.9%</td>
<td>188,640</td>
<td>13.0%</td>
</tr>
<tr>
<td>Construction</td>
<td>51,090</td>
<td>4.9%</td>
<td>69,203</td>
<td>4.8%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>28,268</td>
<td>2.7%</td>
<td>56,788</td>
<td>3.9%</td>
</tr>
<tr>
<td>Wholesale trade</td>
<td>22,442</td>
<td>2.1%</td>
<td>41,189</td>
<td>2.8%</td>
</tr>
<tr>
<td>Retail trade</td>
<td>81,653</td>
<td>7.8%</td>
<td>97,430</td>
<td>6.7%</td>
</tr>
<tr>
<td>Information</td>
<td>14,914</td>
<td>1.4%</td>
<td>32,002</td>
<td>2.2%</td>
</tr>
<tr>
<td>Finance and Insurance</td>
<td>44,391</td>
<td>4.2%</td>
<td>53,364</td>
<td>3.7%</td>
</tr>
<tr>
<td>Real Estate and Rental and Leasing</td>
<td>5,973</td>
<td>0.6%</td>
<td>10,822</td>
<td>0.7%</td>
</tr>
<tr>
<td>Professional &amp; Scientific</td>
<td>24,131</td>
<td>2.3%</td>
<td>45,671</td>
<td>3.1%</td>
</tr>
<tr>
<td>Mgmt. of Companies and Enterprises</td>
<td>1,645</td>
<td>0.2%</td>
<td>5,046</td>
<td>0.3%</td>
</tr>
<tr>
<td>Admin. and Waste Mgmt. Services</td>
<td>12,267</td>
<td>1.2%</td>
<td>15,946</td>
<td>1.1%</td>
</tr>
<tr>
<td>Educational Services</td>
<td>2,086</td>
<td>0.2%</td>
<td>4,730</td>
<td>0.3%</td>
</tr>
<tr>
<td>Health Care and Social Assistance</td>
<td>211,171</td>
<td>20.1%</td>
<td>316,630</td>
<td>21.8%</td>
</tr>
<tr>
<td>Arts, Entertainment, and Recreation</td>
<td>4,135</td>
<td>0.4%</td>
<td>5,743</td>
<td>0.4%</td>
</tr>
<tr>
<td>Accommodation and Food Services</td>
<td>38,229</td>
<td>3.6%</td>
<td>55,507</td>
<td>3.8%</td>
</tr>
<tr>
<td>Other services, Except Public Admin.</td>
<td>31,147</td>
<td>3.0%</td>
<td>40,473</td>
<td>2.8%</td>
</tr>
<tr>
<td>Government and Gov. Enterprises</td>
<td>304,080</td>
<td>29.0%</td>
<td>343,696</td>
<td>23.6%</td>
</tr>
<tr>
<td>Federal, Civilian</td>
<td>17,209</td>
<td>1.6%</td>
<td>24,782</td>
<td>1.7%</td>
</tr>
<tr>
<td>Military</td>
<td>2,667</td>
<td>0.3%</td>
<td>4,716</td>
<td>0.3%</td>
</tr>
<tr>
<td>State and Local</td>
<td>284,204</td>
<td>27.1%</td>
<td>314,198</td>
<td>21.6%</td>
</tr>
<tr>
<td>Total Earnings</td>
<td>1,048,771</td>
<td>100%</td>
<td>1,454,836</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: US Dept. of Commerce, Bureau of Economic Analysis

Property Values

State equalized value (SEV) is half of a property’s true cash value. This figure is usually the same as assessed value, and as mentioned above, is a good indicator of a community’s potential revenue from property taxes allowing for improved community facilities and services.

The SEVs in each of the central six counties, as well as the county average for the state, have decreased since 2005. This is likely as a result of the major recession that negatively affected the economy of the entire state. This especially impacts municipal revenues.
Utilities

Electrical and natural gas are provided by the Upper Peninsula Power Company (UPPCO), Detroit Edison (DTE), Cloverland Electric Cooperative, WE Energies, Wisconsin Public Service and Alger-Delta Electric Cooperative. Transmission is primarily on electric lines owned by American Transmission Company. Most lines in the Central Upper Peninsula are 69KV or 138 KV lines which limit the ability to develop electrical production using any type of major generation facility. However, energy costs in the Upper Peninsula are some of the highest in the state and are projected to increase. Additionally, the hodgepodge of providers in the region creates significant variation in costs within each county.
Map 4: Electric service provider areas in the C.U.P.
Map 5: Gas service provider areas in the C.U.P
Transportation Infrastructure & Services

Road

The major east-west routes within the central Upper Peninsula region are US-2 (Mackinaw City - St. Ignace/Wisconsin) and M-28 (Houghton/Marquette/Sault Ste. Marie). These routes connect the major urban and secondary population centers. The major north-south routes within the region are US-41, US-141, M-35 and M-95. The principal north-south corridor is the US-41 and M-35/M-553 route connecting major industrial areas of the region (Marquette, Escanaba and Menominee) with the major market areas of Green Bay, Milwaukee and Chicago to the south.

US-141 is an important north/south highway corridor in the west-central portion of the Upper Peninsula. It runs from the US-41/M-28 intersection in Baraga County, through the cities of Crystal Falls and Iron Mountain, then to the City of Niagara, WI and beyond.

The quality of the roads and bridges in the region has been cited by RPI participants as a significant concern. The map above illustrates the conditions of roads across the region.

<table>
<thead>
<tr>
<th>Table 17: Road Conditions, 2013-2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>PASER Ratings</td>
</tr>
<tr>
<td>----------------</td>
</tr>
<tr>
<td>CUP Region</td>
</tr>
<tr>
<td>State of MI</td>
</tr>
</tbody>
</table>
In addition to the quality of the road itself, the extreme winter weather conditions in the region are often a barrier to commuters, transit agencies, and commercial trucking.

The lack of affordable and efficient transit services in the central Upper Peninsula has been cited by RPI participants as a significant need in the region. Because of the large distances between the cities in the region, those without reliable transport may not have access to health services or employment. The ACS data in Table-18 describes the commuter characteristics in the C.U.P.

### Table-18: Household & Commuter Characteristics, Central Upper Peninsula, 2013

<table>
<thead>
<tr>
<th>Total Commuters 2013</th>
<th>HH w/ 0 Vehicles</th>
<th>HH w/ 1 Vehicle</th>
<th>HH w/ 2 Vehicles</th>
<th>Avg Time</th>
<th>Work Outside County</th>
<th>Commute w/ Car, alone</th>
<th>Commute w/ Car, carpooled</th>
<th>Commute w/ transit</th>
<th>Commute via walking</th>
<th>Work at Home</th>
</tr>
</thead>
<tbody>
<tr>
<td>70,963</td>
<td>4.2%</td>
<td>24.0%</td>
<td>40.7%</td>
<td>18.1 Min</td>
<td>6.1%</td>
<td>80.4%</td>
<td>7.0%</td>
<td>0.3%</td>
<td>4.1%</td>
<td>2.7%</td>
</tr>
</tbody>
</table>

### Transit Service

**Alger County:** Public transportation is provided by the Alger County Transportation Authority (ALTRAN) which is an Act 196 transit authority that was created in March 1990 to provide county-wide transit services. ALTRAN provides service into all communities in Alger County and also transports people to and from Marquette on a regular basis. ALTRAN services a broad segment of the population of Alger County, including school-age children, university students, and seniors.

**Delta County:** The Delta Area Transit Authority (DATA) was formed in 1989 under the authority of P.A. 196. In 2012, DATA provided 132,931 passenger trips and drove 434,443 miles with a fleet of 17 wheelchair lift equipped buses, primarily within and between the cities of Escanaba and Gladstone. Service to other areas of the county is extremely limited due to funding constraints.

**Dickinson County:** Transportation for elderly and handicapped persons is provided by the Dickinson-Iron Community Services Agency on a demand-response basis. There are no fixed routes.

**Marquette County:** The Marquette County Transit Authority (Marq-Tran) operates throughout Marquette County every day of the week. Marq-Tran was created in 1985 through the consolidation of three public transit systems within Marquette County. There are several fixed routes; Marq-Tran also offers door-to-door service in the Ishpeming-Negaunee area, the greater Marquette area and the Gwinn Little Lake-KI Sawyer area.

**Menominee County:** Transportation primarily for elderly and handicapped persons is provided by the Menominee-Delta-Schoolcraft Community Action Agency on a demand-response basis. No public transportation system exists in the county. There are no fixed routes.
Schoolcraft County: Curb to curb service in Schoolcraft County is provided by Schoolcraft County Public Transportation (SCPT) Monday through Friday. County-wide public transit services were initiated on September 15, 1980. Senior citizens and persons with disabilities comprise the majority of the annual ridership.

Regional intercity bus service is provided by Indian Trails Inc. Indian Trails operates daily routes within the Upper Peninsula that connects residents to population centers in the U.P. as well as larger cities such as Chicago, Milwaukee, and Duluth. This service is funded in part through MDOT. The annual ridership for 2014 is summarized in Table-19.

### Rail Service
Three carriers provide rail freight service in the Upper Peninsula:

- Canadian National
- Escanaba and Lake Superior
- Lake Superior and Ishpeming

The Canadian National (CN) rail line which runs from Marquette County to Escanaba primarily transports iron ore pellets from the Marquette iron ore range to the ore docks in Escanaba. CN occasionally transports limestone to the mines. Since 1864, iron ore pellets from the mining operations in Marquette County have been transported to Escanaba by railroad, where they are loaded onto ships and transported to steel plants along the lower Great Lakes.

The CN rail line that runs east-west primarily through the southern part of the UP is an important line for transporting raw materials and supplies to paper making operations located in the U.P. and northeastern Wisconsin. From the Menominee-Marinette area, the track runs south through the cities of Peshtigo and Oconto, WI before terminating in the City of Green Bay, WI. Canadian National (CN) has a major operating hub located in the City of Gladstone.

Activities occurring at this terminal facility include switching of freight cars, repairs to freight cars, and servicing of locomotives.

<table>
<thead>
<tr>
<th>Location</th>
<th>On</th>
<th>Off</th>
</tr>
</thead>
<tbody>
<tr>
<td>Champion</td>
<td>14</td>
<td>16</td>
</tr>
<tr>
<td>Ishpeming</td>
<td>74</td>
<td>90</td>
</tr>
<tr>
<td>Marquette</td>
<td>1,654</td>
<td>1,573</td>
</tr>
<tr>
<td>Gwinn</td>
<td>170</td>
<td>166</td>
</tr>
<tr>
<td>Gladstone</td>
<td>31</td>
<td>42</td>
</tr>
<tr>
<td>Escanaba</td>
<td>7,455</td>
<td>7,463</td>
</tr>
<tr>
<td>Cedar River</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td>Menominee</td>
<td>46</td>
<td>86</td>
</tr>
<tr>
<td>Iron Mountain</td>
<td>502</td>
<td>479</td>
</tr>
<tr>
<td>Powers</td>
<td>7</td>
<td>14</td>
</tr>
<tr>
<td>Manistique</td>
<td>154</td>
<td>172</td>
</tr>
<tr>
<td>TOTAL</td>
<td>10,111</td>
<td>10,107</td>
</tr>
</tbody>
</table>

Source: Indian Trails, 2015
Map 7: Major Infrastructure in the C.U.P.
Construction of the rail line to the Empire Mine started in 1961. The Lake Superior and Ishpeming Railroad (a division within Cliffs Natural Resource) works with the CN Railroad to deliver pellets from the Empire and Tilden mines to the ore dock in Marquette and Escanaba, respectively. A new line has been reconstructed to serve the Humboldt processing facility.

The Escanaba & Lake Superior Railroad (E&LS) is a privately owned short line railroad company operating in Northeastern Wisconsin and the Upper Peninsula of Michigan. The E& L.S is headquartered in Wells, MI. The facility in Wells is used for repairing cars and locomotives. The 208 mile mainline of the E&LS stretches from Ontonagon, MI to Green Bay, WI. In addition to the mainline, two key branches are the 6-mile Stiles Junction, WI to Oconto Falls, WI line and the 21-mile Crivitz, WI to Marinette, WI/Menominee, MI line. Other lines owned by the E&LS include Channing, MI to Republic, MI, and Channing to Wells. The E&LS operates on trackage rights over the Canadian National Railroad from North Escanaba, MI to Pembine, WI. The E&LS connects with the Canadian National at Green Bay, North Escanaba, Pembine, and Iron Mountain, MI.

There is no passenger rail service within the Upper Peninsula. The closest passenger rail services are in Milwaukee and Chicago.

Air Transportation

The central Upper Peninsula has three airports that offer commercial aviation services, illustrated in the table below. There are also three utility airports within the region which serve private and corporate needs:

- Hanley Field (Munising Township)
- Schoolcraft County Airport (Manistique Township)
- Twin County Airport (City of Menominee)

<table>
<thead>
<tr>
<th>Airport</th>
<th>Location</th>
<th>Weekday Flights</th>
<th>Saturday Flights</th>
<th>Sunday Flights</th>
<th>Connecting Airports</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delta County Airport (ESC)</td>
<td>Escanaba</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>Detroit, MI</td>
</tr>
<tr>
<td>KI Sawyer (MQT)</td>
<td>Marquette</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>Detroit, MI; Chicago, IL</td>
</tr>
<tr>
<td>Ford Airport (IMT)</td>
<td>Kingsford</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>Minneapolis, MN; Rhinelander, WI</td>
</tr>
</tbody>
</table>

Commercial Water Ports

There are seven ports serving the central Upper Peninsula. Commercial ports are located at Marquette and Munising on Lake Superior and at Menominee, Escanaba, Gladstone, Manistique and Port Inland on Lake Michigan.
Port Inland handles shipments of limestone. Iron ore movements are through the ports of Marquette and Escanaba, from the two active mines on the Marquette Range. These two ports represent the largest volume of waterborne commerce shipped in the U.P. Railroads carry iron ore from the mines to the ports.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Marquette County (K.I. Sawyer)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Scheduled Passengers</td>
<td>67,951</td>
<td>78,116</td>
<td>88,791</td>
<td>114,295</td>
<td>80,657</td>
</tr>
<tr>
<td>Enplaned</td>
<td>33,718</td>
<td>39,094</td>
<td>45,076</td>
<td>57,595</td>
<td>41,006</td>
</tr>
<tr>
<td>Deplaned</td>
<td>34,233</td>
<td>39,022</td>
<td>43,715</td>
<td>56,700</td>
<td>39,651</td>
</tr>
<tr>
<td>Delta County (Escanaba)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Scheduled Passengers</td>
<td>40,269</td>
<td>26,094</td>
<td>37,662</td>
<td>17,810</td>
<td>34,176</td>
</tr>
<tr>
<td>Enplaned</td>
<td>21,464</td>
<td>13,476</td>
<td>19,300</td>
<td>8,904</td>
<td>17,241</td>
</tr>
<tr>
<td>Deplaned</td>
<td>18,805</td>
<td>12,618</td>
<td>18,362</td>
<td>8,906</td>
<td>16,935</td>
</tr>
<tr>
<td>Ford (Iron Mountain)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Scheduled Passengers</td>
<td>38,247</td>
<td>21,216</td>
<td>17,506</td>
<td>14,916</td>
<td>20,820</td>
</tr>
<tr>
<td>Enplaned</td>
<td>18,676</td>
<td>10,634</td>
<td>8,729</td>
<td>7,331</td>
<td>10,608</td>
</tr>
<tr>
<td>Deplaned</td>
<td>19,571</td>
<td>10,582</td>
<td>8,777</td>
<td>7,585</td>
<td>10,212</td>
</tr>
</tbody>
</table>

Source: Michigan Department of Transportation, years cited

The ports of Munising, Gladstone, and Menominee receive various commodities such as coal and salt, rather than shipping products.

NATURAL FEATURES

Natural features, including soils, geology, topography, water features, and other natural resources, have a profound effect on a region’s development. These physical features directly and indirectly constrain or encourage growth; for example, soil types and land cover often affect development and the ability of a community to provide high quality water and wastewater services. Furthermore, natural resources, such as timber or minerals, which are found in certain areas are often a primary factor in the establishment and growth of communities. For instance, many areas in the Upper Peninsula were settled as a result of logging or mining operations in the late 1800s. The maps on the following pages provide information about the C.U.P.’s natural resources.
Land Cover

Most of the C.U.P. is comprised of sparsely populated forest and wetlands, with some agricultural lands in the south and central parts of the region. This land cover structure restricts future physical development in the region. Wetlands are typically protected by State and Federal law from development because of their importance as groundwater recharge areas and natural habitats for threatened and endangered species. Although fewer restrictions surround forested areas, much of the region’s forests are located in state and national parks or in commercial forest reserve. Communities in the C.U.P. often preserve their agricultural lands through local zoning ordinances that prohibit intensive development in certain areas.

<table>
<thead>
<tr>
<th>Type</th>
<th>Description</th>
<th>Sq. Mi.</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barren Land</td>
<td>Areas of bedrock, dunes, less than 15% vegetation</td>
<td>40.9</td>
<td>0.6</td>
</tr>
<tr>
<td>Pasture/Hay</td>
<td>Areas of grasses planted for livestock grazing or hay production, pasture/hay vegetation covers more than 20% of total vegetation</td>
<td>171.9</td>
<td>2.4</td>
</tr>
<tr>
<td>Cultivated Crops</td>
<td>Areas used for the production of annual crops, crop areas cover at least 20% of total cover</td>
<td>82.0</td>
<td>1.2</td>
</tr>
<tr>
<td>Developed-Low Intensity</td>
<td>Mix of constructed materials and vegetation, 20-49% impervious surfaces</td>
<td>64.6</td>
<td>0.9</td>
</tr>
<tr>
<td>Developed-Med Intensity</td>
<td>Mix of constructed materials and vegetation, 50-79% impervious surfaces</td>
<td>20.4</td>
<td>0.3</td>
</tr>
<tr>
<td>Developed-High Intensity</td>
<td>Densely developed area, 80-100% impervious surfaces</td>
<td>7.4</td>
<td>0.1</td>
</tr>
<tr>
<td>Developed-Open Space</td>
<td>Mostly vegetation, &lt;20% impervious surfaces 50-79% impervious surfaces</td>
<td>199.8</td>
<td>2.8</td>
</tr>
<tr>
<td>Grassland</td>
<td>Areas dominated by herbaceous vegetation, not subject to intensive management, grasses are more than 80% of total vegetation</td>
<td>230.4</td>
<td>3.3</td>
</tr>
<tr>
<td>Deciduous Forest</td>
<td>Areas dominated by trees more than 5M tall, more than 75% of tree species shed foliage</td>
<td>1,977.3</td>
<td>28.1</td>
</tr>
<tr>
<td>Evergreen Forest</td>
<td>Areas dominated by trees more than 5M tall, more than 75% of tree species are green throughout the year</td>
<td>619.0</td>
<td>8.8</td>
</tr>
<tr>
<td>Mixed Forest</td>
<td>Areas dominated by trees more than 5M tall, neither deciduous nor evergreen species are more than 75% of tree cover</td>
<td>615.8</td>
<td>8.7</td>
</tr>
<tr>
<td>Emergent Wetlands</td>
<td>Wetlands dominated by rooted herbaceous plants</td>
<td>260.9</td>
<td>3.7</td>
</tr>
<tr>
<td>Shrub/Scrub Wetlands</td>
<td>Wetland dominated by woody vegetation &lt;5M tall trees</td>
<td>190.7</td>
<td>2.7</td>
</tr>
<tr>
<td>Woody Wetlands</td>
<td>Areas where forest or shrubland vegetation accounts for more than 20% of cover and where the soil is periodically saturated with or covered with water</td>
<td>2,403.8</td>
<td>32.2</td>
</tr>
<tr>
<td>Open Water</td>
<td>Areas of open water, w/ &lt;25% vegetation</td>
<td>153.0</td>
<td>2.2</td>
</tr>
</tbody>
</table>

Source: National Land Cover Database, 2011
Completing a SWOT analysis (addressing strengths, weaknesses, opportunities, and threats) allows the CEDS Committee to clearly identify the factors affecting the region and strategically identify an action plan that will move the region forward.

The CEDS Strategy Committee, also serving as the Central U.P. Regional Prosperity Council (CUPRPC), meets regularly to discuss regional issues and strategies to promote economic development and quality of life through collaboration. The CEDS Strategy Committee consists of representatives from the adult education, higher education, workforce development, transportation, community development and economic development sectors. Council members were encouraged to take an online SWOT survey. Results were then discussed and prioritized at a regular meeting.

Additional public meetings were held with a broad range of stakeholders where participants completed a SWOT exercise. This information is also included in the following chart.

### SWOT Analysis

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>♦ natural resources</td>
<td>♦ high energy costs</td>
</tr>
<tr>
<td>♦ outdoor recreation</td>
<td>♦ cold climate</td>
</tr>
<tr>
<td>♦ higher education</td>
<td>♦ few adult education opportunities</td>
</tr>
<tr>
<td>♦ tourism</td>
<td>♦ aging population</td>
</tr>
<tr>
<td>♦ water resources</td>
<td>♦ low wages</td>
</tr>
<tr>
<td>♦ small towns/downtowns</td>
<td>♦ long distances to large markets/work</td>
</tr>
<tr>
<td>♦ various areas of skilled trade and community college</td>
<td>♦ weak middle &amp; high school counseling</td>
</tr>
<tr>
<td>♦ deep water ports</td>
<td>♦ poor roads in spring</td>
</tr>
<tr>
<td>♦ railroads</td>
<td>♦ energy availability</td>
</tr>
<tr>
<td>♦ collaboration between communities</td>
<td>♦ broadband connectivity</td>
</tr>
<tr>
<td>♦ character of residents</td>
<td>♦ local food supply</td>
</tr>
<tr>
<td></td>
<td>♦ unskilled workforce</td>
</tr>
<tr>
<td></td>
<td>♦ availability of transit</td>
</tr>
<tr>
<td></td>
<td>♦ lack of indoor activities</td>
</tr>
</tbody>
</table>
## Opportunities

- investment in infrastructure
- utilize nature resources
- enhance tourism resources/ amenities
- public/private collaboration
- regional recruitment strategy
- more business & industry
- improve energy options
- improve road & bridge funding
- increase opportunities for transit
- promote skilled trades
- improve non-classroom opportunities
- consolidation and collaboration
- broadband mobile access
- marketing/partnerships for tourism
- placemaking/investment in downtowns
- improve and expand trail networks
- seek funding for CTE/STEM programs
- strengthen inter-jurisdictional collaboration

## Threats

- roads and infrastructure
- high energy costs
- limited funding
- high cost of education
- not education & training workers
- lack of investment in downtowns
- extreme weather
- poor perception of skilled trades
- lack of well-paying jobs
- no jobs for young people
- vibrant communities elsewhere
- inability to stay up with technology
- continued erosion of rail capacity
- airport capacity
- not attracting outside funding
- more opportunities elsewhere
- parochialism

*Items listed in no particular order

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### ASSETS AND NEEDS

#### FOCUS AREAS

Participants identified regional assets and needs through surveys and discussion at regular meetings. A summary of the survey results can be found on centralupdashboard.org. Additionally, the background information provided in the previous section was also used as a basis for identifying regional assets and needs. These assets and needs inform the goals and strategies described later in the plan.

The Central U.P. Regional Prosperity Council (CUPRPC) chose five focus areas for the plan, based on the State’s requirements for the types of organizations required to participate in the Regional Prosperity Initiative. These focus areas are: economic development, workforce development, education (including P-20 (pre-kindergarten through college) and other secondary and adult education organizations), transportation and infrastructure, and quality of life.
REGIONAL ASSETS

Building on the existing local and regional resources is a bottom-up approach to fostering regional prosperity. The regional assets can be utilized to create sustained economic growth and stronger relationships in the region.

Economic Development

Regional assets that support economic development include the many natural resources in the area. Natural resources have been defined by the council participants both as raw materials for the mining and forestry industries as well as the recreational opportunities provided by the environment. Other assets that contribute to economic development include the presence of higher education institutions, the many outdoor recreation amenities, the strong tourism industry, the character and work ethic of the residents, and quality transportation infrastructure.

Regional industry clusters, such as manufacturing, forestry, and health care, are an important asset. These clusters foster investment, innovation, and growth that are vital to the economy of the region.

Workforce Development

The aspects of the region that strengthen workforce development are the availability of CTE training opportunities, early childhood and K-20 education, the availability of skilled positions, recreational opportunities that attract and retain workers, the strong work ethic of residents, focused curriculum for employer needs, and access to Michigan Works at many locations in the area.

Education

The most significant educational resources in the region include the variety of skilled trade and community college programs, the presence of Northern Michigan University, and quality K-12 educational programs. The region benefits from collaborative relationships between providers of higher education that enable students at community colleges to more easily obtain 4-year degrees.

Transportation and Infrastructure

Transportation and infrastructure assets in the region include the presence of deep-water ports, rail networks, mutual-aid relationships between communities, video-conferencing capabilities, airports, and scenic roads. Many participants also noted the skills and experience of county road workers as a valuable asset.

Inter-county transit services provided by ALTRAN, Marq-Tran, and Schoolcraft County Transit are vital means of access to employment, education, and medical care for many in the counties they serve.

In addition to traditional ‘hard’ infrastructure networks such as roads and utilities, participants also noted the presence of many organizations and institutions that support the economic vitality, cultural and social values, and financial well-being of the region.
that are considered ‘soft’ infrastructure. This includes community health providers, arts organizations, foundations, and organizations such as Northern Initiatives and PTAC that support small business development.

Quality of Life
The assets within the region that contributes to a good quality of life in the region are the natural resources, water resources, small towns and downtown areas, the strong family bonds, and the unique culture of the area. Non-profit organizations such as UPCAP, health service providers, transit providers, and the presence of many parks and trail networks are also important assets that contribute to the quality of life enjoyed by residents.

REGIONAL NEEDS
RPI Stakeholders identified the following as top regional needs through surveys and through discussion at CUPRPC meetings. The needs are rooted to the data and trends described in the background section.

1. Population Growth
   Because of the region’s rural character there is a high cost per capita of providing and maintaining infrastructure systems, such as energy, roads, and transit as well as educational programs. Additionally, the sparse population makes the region unattractive to broadband providers. Attracting more residents to the region would reduce these costs and encourage more investment in broadband and transit systems.

   Additionally, the loss of population is driven in part by the outmigration of young professionals. Retaining an educated workforce is vital to economic development. The loss of these residents is attributed in part to the lower wages offered in the region as compared to those offered in more urban areas.

2. Energy Costs and Transmission Capacity
   Stakeholders ranked affordable energy as a critical need because high energy costs and limited capacity are a significant barrier to business attraction, retention, and expansion. These costs are expected to increase within the next five years as new regulations require providers to upgrade their power plants, the cost of which will be passed on to customers. Additionally, the high cost of utilities is already a burden to many residents. UPCAP has identified utility bill assistance as the number one reason that people in the region dial 211.

3. Well Maintained and Efficient Transportation Networks
   RPC surveys and recent road PASER ratings describe the poor condition of regional road networks and underscore the need for more investment into roads and bridges. Severe winter weather amplifies these problems, requiring local jurisdictions to spend more money on snow removal and salt than other areas in the state,
limiting available funds for road and bridge repairs. The majority of shipping into and out of the region is via truck and surface transportation conditions is crucial for a healthy economy.

In addition to roads, RPC participants have noted that there is a need for greater rail capacity, and better access to U.S. Border Patrol and Customs to serve air and water ports. The long distances within the region and to major cities in the Midwest often adds significant costs to products manufactured in the C.U.P. and reduces the competitiveness of industries located here. Multi-modal transportation logistics need to be improved to improve regional economic competitiveness.

4. Global Connectivity
High speed internet and wireless access is not available throughout the region. In many places where internet service is available it is slow and/or unaffordable. Improving internet access in rural areas would boost economic development and create opportunities for distance learning. In addition, the lack of cell coverage in large parts of the area creates a barrier to communication.

5. Internships and Vocational Training
Much of the Upper Peninsula’s aging workforce is employed in the trades and other technical career fields, but recent high school and college graduates do not possess the skills needed to fill these jobs. Due to a lack of resources, most middle schools and high schools have very few Career Technical Education (CTE) programs available that could help prepare students for these opportunities. Schools also need more career counselors and programs such as field trips to job sites to help students choose careers that best match their skills and interests. Increased training opportunities for healthcare careers and improved marketing for elder care positions is necessary to ensure talent demand is met.

Additionally, internship opportunities for youth pursuing fields that traditionally require a degree, such as finance and health care, could encourage students to remain in the area after graduation.

6. Investment in Public Spaces
The traditional downtown areas in the region are in need of investment in order to remain vibrant places for businesses and people. Additionally, vibrant downtown areas support walkability and environmental sustainability and are vital to attracting and retaining young professionals in the region. By investing in waterfronts, farmer’s market, art, plazas, and buildings cities will create a stronger sense of place that will draw more people and additional investment to the community.
7. **Transit Services and Non-Motorized Transportation**
   The region's rural nature and dispersed population poses a barrier to safe, efficient, affordable transportation options. These characteristics limit the potential for area-wide transportation alternatives such as public transit and non-motorized transportation infrastructure. Several small urban areas within the region have bike routes and sidewalks, and county transportation authorities provide limited services in some parts of the region. However, safe travel between municipalities and counties and within townships generally requires the use of a personal vehicle. This problem will only worsen with the region’s aging workforce. People need affordable, reliable transit services within the region and to other parts of the state.

8. **Sustainable Funding For EDOs**
   Economic development organizations play a crucial role in energizing and revitalizing local communities. They are often the first point of contact for businesses interested in starting, expanding, or relocating to the region. However, there are limited sustainable funding options available to ensure that these organizations have the capacity and resources necessary to continue providing these important functions.

9. **Inter-Agency Collaboration**
   The opportunities and challenges presented to the region are not confined to any particular discipline, jurisdiction, organization, or institution. Additionally, funds and other resources to address complex economic, social, health, or development issues are scarce. Building partnerships across the region between organizations with common goals will reduce overlapping efforts and maximize resources and efforts.

10. **Mental Health and Addiction Care**
    Currently the region lacks adequate facilities and services for individuals with mental health and/or addiction problems. After reviewing speaking with addiction and mental health service providers in the Upper Peninsula, it is clear that individuals with severe, long-term mental health and/or addiction issues must often travel to facilities downstate or out of state. Additionally, none of the county jails have adequate resources to effectively manage patients with mental health problems and/or addiction problems.
ACTION PLAN

Vision:
Central Upper Peninsula region will have continued recognition for its abundant natural resources and numerous tourism and recreational opportunities, and will provide the infrastructure and policies necessary for a business-friendly environment. A strong employment market, outstanding early childhood, K-20, and continuing education programs, access to health care, and a variety of arts, culture, and entertainment opportunities will provide a high quality of life for existing residents and attract new residents, tourists, and businesses to the region.

GOALS

Using the regional assets and needs identified in the previous chapter as a basis, stakeholders in the C.U.P. Regional Prosperity Council have identified five regional goals, one for each focus area. In addition to developing specific strategies and projects for each goal, fostering regional prosperity will require recognizing the connections and overlap between goals.

- Support the growth and resiliency of the region’s economy.
- Develop, attract, and retain a talented workforce.
- Improve infrastructure conditions, connectivity, and affordability.
- Enhance and expand educational opportunities across the region.
- Improve quality of life for all residents.
Participants developed strategies to help reach the goals outlined on the previous page. The strategies are aligned with and intended to build upon those developed in the 5-year plan. Strategies and actions that the CEDS Strategy Committee anticipates remaining important or being implemented beyond a 5-year time frame are included in the 10-year plan. Economic resilience has been addressed throughout the planning process. Discussions at CUPRPC meetings informed the process and existing planning documents (MDARD’s Rural Development Guidelines, MDOT’s Corridors and International Borders Report, Michigan Works!/UPEDA State of the Workforce Report, UPWARD Initiatives Regional Innovation Grant Study, Central Upper Peninsula Comprehensive Economic Development Strategy) were reviewed to ensure alignment with other planning efforts. The CEDS Strategy Committee anticipates reviewing and revising the strategies and actions annually to ensure that they still reflect the needs and opportunities in the region. In subsequent annual updates to the CEDS, the action items will be used as performance measures to evaluate the progress of the activities in achieving the vision, goals and objectives.

The planning process sought to create a holistic framework that will strengthen the resiliency of the regional economy. This plan is the next step in what the CEDS Committee hopes will be an iterative planning process that will continuously evaluate and respond to changing economic and demographic trends and opportunities.

### GOAL 1:
**SUPPORT GROWTH AND RESILIENCY OF THE REGION’S ECONOMY**

<table>
<thead>
<tr>
<th>Implementation Timeframe</th>
<th>Short (1-3yrs)</th>
<th>Medium (4-7yrs)</th>
<th>Long (8-10+yrs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy 1.1: Develop a U.P. brand and market the region to build awareness of the region as a destination for tourism, recreation, and business</td>
<td>Action: Support the development of a national partnership with the Pure Michigan campaign</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>
**Strategy 1.2: Enhance the professional development and capacity of local EDOs to support new economic development that attract and grow new businesses and investments**

- Action: Support the professional development and grow the capacity of economic development leaders
- Action: Support the effectiveness of economic development efforts by continuing to work collaboratively as a region

**Strategy 1.3: Support entrepreneurial development and innovation**

- Action: Research and develop a complimentary currency for the region that would support local businesses.
- Action: Pursue state and federal opportunities to support entrepreneurial development
- Action: Support Smartzone development
- Action: Support the development of the Superior Trade Zone

**Strategy 1.4: Promote and support value-added economic activity by leveraging regional economic advantages**

- Action: Support the development of a food processing/storage hub to support area farmers.
- Action: Pursue state and federal funds to support agricultural and forestry industry training and business development

**Strategy 1.5: Ensure that local municipalities have development-friendly ordinances**

- Action: Share best practices with communities updating plans and assist eligible municipalities in becoming Redevelopment Ready Certified

---

**GOAL 2: DEVELOP, ATTRACT, & RETAIN A TALENTED WORKFORCE**

<table>
<thead>
<tr>
<th>Implementation Timeframe</th>
<th>Short (1-3yrs)</th>
<th>Medium (4-7yrs)</th>
<th>Long (8-10+yrs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy 2.1: Promote the Upper Peninsula as an attractive place for young professionals</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action: Develop and implement a comprehensive regional talent recruitment and retention strategy</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>
### Strategy 2.2: Foster collaboration between schools, CTE groups, Michigan Works, and industries to develop and improve training opportunities and better align education and CTE programs with in-demand skills

<table>
<thead>
<tr>
<th>Action</th>
<th>Short (1-3yrs)</th>
<th>Medium (4-7yrs)</th>
<th>Long (8-10+yrs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Convene meetings with local industry leaders and education providers to identify skills gaps and workforce development curricula</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Continue the marketing campaign to promote CTE careers. Collect feedback from students, parents, and schools</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Provide marketing materials to career counselors and career fairs</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Pursue local, state, and federal grants to improve CTE training</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Work closely with high growth firms and Regional Skills Alliances (RSAs) to understand and address needs for workforce solutions</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Support the expansion of CTE programs to include energy-related careers</td>
<td>X</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### GOAL 3: IMPROVE INFRASTRUCTURE NETWORKS, CONNECTIVITY, AND AFFORDABILITY

**Implementation Timeframe**

<table>
<thead>
<tr>
<th>Strategy 3.1: Improve the region’s transportation networks to support the needs of residents and industries</th>
<th>Short (1-3yrs)</th>
<th>Medium (4-7yrs)</th>
<th>Long (8-10+yrs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pursue funding to explore opportunities for improving supply-chain logistics</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Work with legislators and government leaders to increase funding for local roads and other transportation assets</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Identify and address barriers to international travel and shipping</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

**Strategy 3.2: Pursue opportunities to improve drive continuous improvement in the affordability and reliability of the region’s energy supply**

<table>
<thead>
<tr>
<th>Action</th>
<th>Short (1-3yrs)</th>
<th>Medium (4-7yrs)</th>
<th>Long (8-10+yrs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pursue funding opportunities to research and develop energy solutions for the region</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Support local energy efficiency and affordability initiatives</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>

**Strategy 3.3: Encourage and support safe, efficient, and affordable transit options**

<table>
<thead>
<tr>
<th>Action</th>
<th>Short (1-3yrs)</th>
<th>Medium (4-7yrs)</th>
<th>Long (8-10+yrs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collaborate with transit providers, &amp; 211 to improve marketing and education about regional transit</td>
<td>X</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Action: Work with MDOT, transit providers, and major stakeholders to develop transit solutions that improve the efficiency and availability of transit networks

**Strategy 3.4: Support the continuous improvement of technology infrastructure to meet the needs of residents, businesses, municipal governments, and major institutions**

Action: Work with ConnectMI, service providers, and local leaders to expand and improve coverage in the region

**Strategy 3.5: Plan for and provide needed utility infrastructure to communities throughout the region**

Action: Provide service to developed areas needing service and areas for which development is planned

Action: Provide for back-up facilities to existing water systems to ensure reliable supply of water

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**GOAL 4: ENHANCE AND EXPAND EDUCATIONAL OPPORTUNITIES**

<table>
<thead>
<tr>
<th>Implementation Timeframe</th>
<th>Short (1-3yrs)</th>
<th>Medium (4-7yrs)</th>
<th>Long (8-10+yrs)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategy 4.1: Expand opportunities for non-traditional students to complete their education</strong></td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Action: Work with community colleges, universities, and adult ed providers to identify and address barriers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Strategy 4.2: Support and expand online learning opportunities</strong></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Work with schools to identify learning opportunities that could be brought to more students via the web</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Strategy 4.3: Enhance programs that increase experiential learning and entrepreneurial training for P-20 students</strong></td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Action: Work with school leaders, area businesses, and nonprofit organizations to develop hands-on learning opportunities, including talent tours and internships</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Strategy 4.4: Support the ability of area universities and community colleges to expand research and development programs</strong></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Action: Identify private and public research funding to support research initiatives</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Strategy 4.5: Expand and enhance early childhood education opportunities</strong></td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Action: Identify needs and opportunities for improving early childhood education resources</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategy 5.1: Encourage investment in vibrant, walkable, and healthy C.U.P. communities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action: Invest in placemaking strategies in traditional downtown districts</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Action: Integrate APA Healthy Communities and AARP Livable Communities guidelines into community plans</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Strategy 5.2: Strengthen and support collaboration between communities, health service providers, and non-profits to foster efficiency and innovative solutions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action: Support the collection of comparable health data across all of Region 1</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action: Support existing collaborative models of health service delivery</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action: Facilitate regional health care communication and collaboration</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategy 5.3: Support the development of new housing that will meet the needs of the region’s changing demographics</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action: Utilize the results of the TMA to identify opportunities for new housing development</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Action: Identify and address gaps in housing affordability</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Strategy 5.4: Protect the region’s natural resources and cultural amenities as vital assets to the economy and communities of the region</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action: Support the development and improvement of recreational assets, including trail networks</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Action: Support the adaptive reuse of historic structures and infill development</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>
Priority EDA Projects

Projects that meet the goals of the US Department of Commerce EDA guidelines for funding must be consistent with the goals and strategies identified in the previous section and advance global competitiveness, create jobs, leverage public and private resources, demonstrate readiness and the ability to use funds quickly and effectively, and have measurable outcomes.

Within the parameters of a competitive grant process, all projects are evaluated to determine if they advance global competitiveness, create jobs, leverage public and private resources, can demonstrate readiness and ability to use funds quickly and effectively, and link to specific and measurable outcomes. To facilitate evaluation, EDA has established the following investment priorities:

- **Collaborative Regional Innovation**: Initiatives that support the development and growth of innovation clusters based on existing regional competitive strengths. Initiatives must engage stakeholders; facilitate collaboration among urban, suburban, and rural (including tribal) areas; provide stability for economic development through long-term intergovernmental and public/private collaboration; and support the growth of existing and emerging industries.

- **Public/Private Partnerships**: Investments that use both public- and private-sector resources and leverage complementary investments by other government/public entities and/or nonprofits.

- **National Strategic Priorities**: Initiatives that encourage job growth and business expansion related to advanced manufacturing; information technology (e.g., broadband, smart grid) infrastructure; communities severely impacted by automotive industry restructuring; urban waters; job-driven skills development; natural disaster mitigation and resiliency; access to capital for small, medium-sized, and ethnically diverse enterprises; and innovations in science and health care.

- **Global Competitiveness**: Initiatives that support high-growth businesses and innovation-based entrepreneurs to expand and compete in global markets, especially investments that expand U.S. exports, encourage foreign direct investment, and promote the repatriation of jobs back to the U.S.

- **Environmentally-Sustainable Development**: Investments that promote job creation and economic prosperity through projects that enhance environmental quality, develop, and implement green products, processes, places, and buildings as part of the green economy. This includes support for energy-efficient green technologies.
- Economically Distressed and Underserved Communities: Investments that strengthen diverse communities that have suffered disproportionate economic job losses and/or are rebuilding to become more competitive in the global economy.

Priority has been given for projects that support long-term coordinated and collaborative regional economic development approaches, support innovation and technology, encourage entrepreneurship and competitiveness and support strategies that link regional economies to the global marketplace. The targeted EDA job cost ratio for various business types is:

<table>
<thead>
<tr>
<th>Project Type</th>
<th>Estimated Local Jobs Generated per $10,000</th>
<th>Federal Cost Per Job</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Incubators</td>
<td>46.3 - 69.4</td>
<td>$144 -- $216</td>
</tr>
<tr>
<td>Commercial Structures</td>
<td>9.6 - 13.4</td>
<td>$744 -- $1,008</td>
</tr>
<tr>
<td>Roads &amp; Other Transportation</td>
<td>4.4 - 7.8</td>
<td>$1,291 -- $2,293</td>
</tr>
<tr>
<td>Industrial Park Infrastructure</td>
<td>5.0 - 7.3</td>
<td>$1,377 -- $1,999</td>
</tr>
<tr>
<td>Community Infrastructure</td>
<td>1.5 - 3.4</td>
<td>$2,920 -- $6,872</td>
</tr>
</tbody>
</table>

Local units of government and economic development agencies within the district were asked to submit projects to be considered by the CEDS Strategy Committee. The projects were evaluated and ranked using the methodology displayed below. Project performance will also be measured by utilizing the same methodology.
Steps required to take activities from inception to successful completion:

- Identify priority projects on an annual basis
- Work collaboratively with local, state, tribal, and federal agencies including the EDA and other EDA funded entities, and private businesses to advance goals and strategies related to the CEDS
- Secure match for local, state, and federal funding with private funds to obtain and utilize the optimum mix of funds and fiscal resources to assure adequate funds are available
- Assist project partners with the timely completion of the project

2016 Priority Projects

Projects that meet the goals of US Department of Commerce for funding and are consistent with the goals and strategies of this CEDS are summarized in the following table and further detailed on subsequent pages.

<table>
<thead>
<tr>
<th>Location</th>
<th>Project Title</th>
<th>Estimated Cost</th>
<th>Jobs Created</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marquette County</td>
<td>Marquette SmartZone Satellite</td>
<td>$37 million</td>
<td>577</td>
</tr>
<tr>
<td>Dickinson County</td>
<td>Dickinson Area Manufacturing Training Facility</td>
<td>$3 million</td>
<td>10-70</td>
</tr>
<tr>
<td>Delta County</td>
<td>Escanaba and Lake Superior Rail Manufacturing Expansion</td>
<td>$4 million</td>
<td>100 (90 retained)</td>
</tr>
<tr>
<td>Delta County</td>
<td>Central U.P. Aquaculture Net Pen Project</td>
<td>$1.2 million</td>
<td>100</td>
</tr>
<tr>
<td>Delta County</td>
<td>Northern Machining Marine Manufacturing Expansion</td>
<td>$5 million</td>
<td>30 (90 retained)</td>
</tr>
<tr>
<td>Marquette County</td>
<td>Sawyer Food Innovation District</td>
<td>TBD</td>
<td>1</td>
</tr>
<tr>
<td>Delta County</td>
<td>Escanaba DDA Marketplace</td>
<td>$1 million</td>
<td>1</td>
</tr>
<tr>
<td>Delta County</td>
<td>Wells Escanaba River Utility Crossing</td>
<td>$6,980,500</td>
<td>TBD</td>
</tr>
<tr>
<td>Regional</td>
<td>Superior Trade Zone Multimodal Asset Mapping</td>
<td>$150,000</td>
<td>1</td>
</tr>
<tr>
<td>Delta County</td>
<td>Delta County Airport Renaissance Zone/Industrial Park Infrastructure</td>
<td>$200,000</td>
<td>10 (30 retained)</td>
</tr>
<tr>
<td>Menominee County</td>
<td>Menominee Industrial Park Upgrades</td>
<td>$2 million</td>
<td>200</td>
</tr>
<tr>
<td>Dickinson County</td>
<td>Kingsford Wastewater Expansion</td>
<td>$48,480</td>
<td>1</td>
</tr>
</tbody>
</table>
### Marquette SmartZone Satellite

**Project Title:** Marquette SmartZone Satellite  
**Nominating Agency:** City of Marquette  
**Location:** City of Marquette  
**Description:** Infrastructure to support development of a SmartZone campus with a business accelerator and training space. The Houghton/Hancock LDFA and MTEC SmartZone, working with the City of Marquette and regional partners, plan to establish a Satellite SmartZone, under 12b statute of the Local Development Act 281 of 1986, in Marquette, MI, for the purpose of creating and retaining technology enterprises and employment through commercialization of research and emerging technology within a regional strategy, currently referred to as, Innovation Shore. The Innovation Shore partnership is a regional partnership consisting of MTEC Smart Zone and the Marquette Satellite and related governmental jurisdictions and private and public partners. Initial sectors to be included within the SmartZone have been selected based upon a recently completed City of Marquette Economic Development Study, and will include clusters in Life Sciences, IT & Social Media, Blue Water Economy & Green Infrastructure, Natural Resources, and Food Systems & Processing. Additional clusters can and will be added as local interest and opportunities may arise. The anticipated Marquette Satellite, in cooperation with MTEC SmartZone, will foster the growth of these economic clusters.

**Estimated Cost:** $37 million  
**Funding sources:**  
- **Federal:** $TBD  
- **Local:** $17.5 million  
- **Private:** $19.5 million

**Jobs Created:** 577

**Anticipated outcome:** The proposed Marquette Satellite will support technology employment and growth by serving as the catalyst for collaboration between government, higher education, finance, and private sector business partners.

### Dickinson Area Manufacturing Training Facility

**Project Title:** Dickinson Area Manufacturing Training Facility  
**Nominating Agency:** Dickinson Economic Development Alliance  
**Location:** Iron Mountain  
**Description:** There is a shortage of qualified workers for industrial and manufacturing jobs within the Dickinson area region. Further, with healthy and physically challenged veterans coming back to the States from the middle east campaigns, there will an abundance of individuals that could with some training, fill this shortage issue. Types of jobs in need of training include general welding, specialized welding, computer assisted design (CAD), computer numerical control (CNC), specialized inspection services, automotive technology, and job training.
programs customized for regional employers hiring needs. The Dickinson area community is positioned to handle a training program to fill the constant shortage of qualified workers as well as providing rehabilitation services for Veterans that are need of services before entering back into the workforce and for supplying the pipeline of workers needed for regional economic growth. Dickinson County is home to three critical entities that can accommodate these issues – Bay College West, Dickinson-Iron ISD Technical Center, and the Oscar G. Johnson Veterans Affairs Hospital. In order to address this shortage, a 12,000-16,000 square foot facility would be necessary to fill the needs of this program; through remodeling, and/or expanding an existing facility or constructing a new facility. The facility would in all likelihood be publicly owned or non-profit owned. This facility would be available for training in the manufacturing and industrial trades as previously described. Estimated cost of the project would be approximately $3 million.

**Estimated Cost:** $3 million

**Funding sources:**
- **Federal:** $1 million
- **Local:** $1.95 million
- **Private:** $50,000

**Jobs Created:** 10-70 a year

**Anticipated outcome:** Fill the constant shortage of qualified workers as well as providing rehabilitation services for Veterans that are need of services before entering back into the workforce and for supplying the pipeline of workers needed for regional economic growth.

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**Project Title:** Escanaba and Lake Superior Rail Manufacturing Expansion  
**Nominating Agency:** Delta County Economic Development Alliance  
**Location:** Escanaba, Delta County  
**Project Description:** The project focuses on increasing the manufacturing capacity and capabilities at the Escanaba and Lake Superior rail car repair/manufacturing facility in Delta County. An aging rail fleet is a region-wide problem. Replacement cars are needed to adequately sustain the rail industry. In the past E&LS has successfully leveraged funds from MEDC and USDA funding programs.

**Estimated Cost:** $4,000,000

**Funding Sources:**
- **Federal:** $TBD
- **Local:** $TBD
- **Private:** $TBD

**Jobs Created:** 100 with 90 retained

**Anticipated Outcome:** The project aligns with the focus and goals of the Superior Trade Zone. Further development of rail manufacturing operations will allow Delta County to compete on a national scale with other rail car manufacturers. The project will contribute much needed skilled manufacturing jobs to the area.
Project Title: Central U.P. Aquaculture Net Pen Project
Nominating Agency: Delta County Economic Development Alliance
Location: Regional
Description: The Central U.P. Aquaculture group, coalition of Pisces Fish Processing, and the Delta County EDA to bring aquaculture (raising fish for food) to our area in an environmentally respectful manner. The group is proposing an aquaculture research project to understand the environmental and economic impact a commercial rainbow trout net pen operation would have on Lake Michigan.

Estimated Cost: $1.2 million
Funding sources:
  - Federal: $610,000
  - Local: $
  - Private: $590,000
Jobs Created: 100
Anticipated outcome: The project is being pursued to improve the quality of economic activity within the community such as higher wages, improved benefits, greater career potential and the use of higher level of skills that currently are typical within the economy. Up to 100 jobs are expected with a commercial operation resulting from the research project.

Project Title: Northern Machining Marine Manufacturing Expansion
Nominating Agency: Delta County Economic Development Alliance
Location: Escanaba, Delta County
Description: Northern Machining has purchased the former Escanaba Power Plant and plans to develop a marine maintenance repair and overhaul operation on Little Bay de Noc. The project focuses on increasing manufacturing in Delta County to marine maintenance, repair and overhaul and aligns with the focus and goals of the Superior Trade Zone. An environmental study will need to be completed at the site to take advantage of possible brownfield incentives. A Small Shipyard grant from MARAD has been applied for.

Estimated Cost: $5,000,000
Funding Sources:
  - Federal: $790,000
  - Local: $TBD
  - Private: $TBD
Jobs Created: 30 (90 jobs retained)
Anticipated outcome: Development of the project will position Delta County to compete a national scale with other deep-water ports and a working waterfront developed. The project will contribute much needed skilled manufacturing jobs to the area.
Project Title: Sawyer Food Innovation District  
Nominating Agency: Marquette County  
Location: KI Sawyer, Marquette County  
Description: Marquette County is taking action to improve the local food system recognizing the need to increase food security and the economic opportunity that a strong food system brings to the region. The Sawyer Food Innovation District will provide for a geographic concentration of food-oriented business, services and community activities that are supported locally through planning and economic development initiatives. The food innovation district requires collaboration of all food related activities. Marketing and promotion of product and coordination of aggregation and distribution components that small and medium scale farmers do not have the time or resources to do. The project will require the establishment of a director to carry out these tasks, which also might include the management of processing centers. Currently, a feasibility study for a USDA certified multi-species processing facility is underway and expected to be finished in 2016. The study will evaluate potential for locating the facility at Sawyer.

Estimated Cost: TBD  
Funding Sources:  
- Federal: $TBD  
- Local: $TBD  
- Privates: $TBD  

Jobs Created: 1  
Anticipated outcome: If a study determines that vegetable processing at Sawyer is feasible, it is expected that complimentary businesses and opportunities will be created, such as season extension, indoor agriculture and soil research. New jobs will be created in food manufacturing, food security and resiliency will be improved because more food will be produced and consumed locally, access to processing allows small and medium sized farms to aggregate and supply new markets. The food innovation district will involve public/private partnerships at KI Sawyer where the county owns underutilized property, which will likely be redeveloped.

Project Title: Escanaba DDA Marketplace  
Nominating Agency: City of Escanaba  
Location: City of Escanaba  
Project Description: An 8,100 square foot marketplace pavilion with enclosed kitchen, restrooms, storage area, and outdoor patio. The pavilion will accommodate 37 stalls for vendors under cover with space for additional stalls outside. Plans also include a green space with an outdoor stage and seating, fire pit, and playground area. Adequate on-site parking will be constructed. The project is being developed under the auspices of the Escanaba Downtown Development Authority.

Estimated Cost: $1,000,000  
Funding Sources:  
- Federal: $TBD
Local: $987,000  
Private: $10,000  
Jobs Created: 1

Anticipated outcome: In addition to serving as a farmer’s market, the community-gathering place will be available for other events including wedding receptions, reunions, concerts and other festivities.

Project Title: Wells Escanaba River Utility Crossing  
Nominating Agency: Wells Township & Delta County Economic Development Alliance  
Location: Wells Township  
Project Description: Utility expansion (municipal water and wastewater) from the community of Wells to serve existing and future commercial and residential development along and adjacent to P Road (Co Rd 517). Project includes construction of pedestrian bridge to accommodate the hanging of pipes for water and wastewater.

Estimated Cost: $6,980,500  
Funding Sources:  
- Federal: $5,288,500  
- Local: $1,692,000  
- Private: TBD  
Jobs Created: TBD

Anticipated Outcome: Provision of utilities will enable development of prime lakefront property for commercial and residential uses as well as retaining existing hospitality industry jobs. The Hannahville Indian Community has plans for a residential/recreational development in the area and needs water/wastewater services.

Project Title: Superior Trade Zone Multimodal Asset Mapping  
Nominating Agency: City of Escanaba  
Location: Regional  
Description: The Cities of Escanaba and Marquette along with Delta and Marquette County and associated townships have been jointly working on a Central UP Micropolitan Regional Economic Development Zone in the Central UP to strengthen, support, and increase activity in the region’s manufacturing, distribution, and transportation sectors. The next step is to create an asset map of the multimodal transportation options (highway, rail, air, and ship) that exist and opportunities for future expansion. The project would explore access to international markets through an international port strategy, foreign trade zone opportunities by air and water, rail opportunities, and transportation infrastructure. Additionally, it would prioritize and identify key areas for improvement that would be needed to be an international multimodal port of entry.

Estimated Cost: $150,000
COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

Funding sources:
  Federal: $TBD
  Local: $TBD
  Private: $TBD

Jobs Created: 2

Anticipated outcome: The Central UP Next Michigan Development Region aligns economic policy and clusters for business attraction, export promotion, natural resources, specialized infrastructure, education and workforce, research – science and technology, environment, and quality of life. The outcome is the cluster will provide a framework for organizing effective policies and investments.

Project Title: Delta County Airport Renaissance Zone/Industrial Park Infrastructure
Nominating Agency: Delta County Economic Development Alliance
Location: Delta County Airport, Escanaba, Delta County
Description: Delta County Airport was awarded a Tax Free Industrial Park designation in 2002 and has continued to add infrastructure improvements. Of the approximate 130 acres available for lease, 38 acres have been approved for selling. Completing the infrastructure project, which includes roads, water, sewer and electrical, will enable the parcels to be more marketable. These additions to the parcel will enhance the opportunity for retention. Not placing this financial burden on a prospective buyer will allow for savings to the new business, thus increasing the financial investment made to this region.

Estimated Cost: $200,000
Funding sources:
  Federal: $TBD
  Local: $75,000
  Private: $TBD

Jobs Created: 10 with 30 retained

Anticipated outcome: The expansion of the infrastructure to this 38 acre parcel will allow the airport to sell single parcels to fit the manufacturers’ needs.

Project Title: Menominee Industrial Park Upgrades
Nominating Agency: City of Menominee
Location: City of Menominee, Menominee County
Description: The City of Menominee proposed to renovate its existing Industrial Park and expand to an additional 72 acres. The existing Park was built in the early 1970s with an EDA grant and is in need of lighting and other minor repairs and upgrades. The park is about 90% full, and only a couple of five acre lots are left. The City has purchased an additional 72 acres that are contiguous to the existing park. Infrastructure at the current park was sized at the time of
construction to accommodate the addition of the 72 acres. The City has spent approximately $700,000 on land purchases to date.

**Estimated Cost:** $2,000,000  
**Funding sources:**
- **Federal:** TBD  
- **Local:** $700,000  
- **Private:** TBD

**Jobs Created:** 100  
**Anticipated outcome:** This project will provide additional property for development and provide affordable space to business startups to meet the needs of an expanding industrial base.

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**Project Title:** Kingsford Water/Wastewater Expansion  
**Nominating Agency:** City of Kingsford  
**Location:** Kingsford, MI  
**Description:**

Provide sanitary sewer, fire protection, and potable water supply to 10 acres of under-utilized industrially-zoned property. The property has railroad and state trunkline frontage, and the project would provide the necessary utilities to develop the property. The property is adjacent to an existing foundry (Grede Holdings, LLC), a paint manufacturing plant (Nelson Technologies) and Midwest Asphalt and Gravel, Inc. The project will provide the necessary utilities to enhance the property for industrial growth in the city and provide opportunity for the foundry and the paint manufacturer to entice support and or end user industries.

**Estimated Cost:** $48,500  
**Funding sources:**
- **Federal:** TBD  
- **Local:** TBD  
- **Private:** TBD

**Jobs Created:** TBD  
**Anticipated outcome:** The project would spur private development in industrially-zoned property near existing businesses considering expansion.
The CUPRPC has selected the following 11 projects as the top priorities for the region based on their alignment with the region’s needs and the region’s capacity to effectively implement solutions. Each project is listed according to priority in descending order and includes information about implementation partners, timeline, and performance measurements.

### Regional talent attraction and retention strategy

Research and develop a comprehensive strategy to attract and retain young professionals. This would include the identification of partners and funding to sustain long-term success. Additionally, the strategy will consider trailing spouses. This effort is aligned with actions II and III.

**Partners:** CUPPAD, young professional groups, education institutions, major employers, Michigan Works!, EDOs, foundations

**Timeline:** Time to conduct study FY16 - FY17, Strategy implementation will be from FY17 - FY25

**Performance Measures:**
- Increase the percentage of residents between ages 25 and 45 in the region
- Increase the number of college and CTE program graduates retained in the region

### Establish a placemaking grant fund

Establish a placemaking grant fund to enable communities with traditional downtowns to invest in their communities. The funds would support the construction of community assets that would foster a strong sense of place in a community. A 1:1 match from grantees will be required. CUPPAD will search for funding sources to sustain the project into the future. CUPPAD will also work with communities who are updating their master plans to adopt placemaking policies when appropriate. This action complements actions I and III.

**Partners:** CUPPAD, LUGs, MSU Extension, EDOs, DDAs, MEDC

**Timeline:** FY16 - FY18

**Performance Measures:**
- The successful completion of projects in each of the six counties by 9/2018
Develop a national partnership with the Pure Michigan campaign

Partner with Regions 1a and 1c, tourism industry groups and leaders, EDOs, and other to raise funds to develop a nationwide partnership with the Pure Michigan campaign. Work with tourism industry and other to collect and analyze industry data that will support continued marketing efforts. CUPPAD and partners will develop marketing materials and activities. This project is aligned with actions I and II.

Partners: CUPPAD, MEDC, CVBs, TV6, businesses, Michigan Works!, EDOs, LUGs,
Timeline: FY15 - FY20
Performance Measures:
• Increase the hotel occupancy rates
• Increase the number of visitors from outside of the Midwest to the region

Convene meetings between CTE stakeholders to develop and improve training opportunities and better alignment of curricula and workforce needs

• Coordinate efforts of the current business services professionals meeting with employers on a daily basis throughout the region to help implement job-sharing partnerships between industries, cross-company career ladder paths, and transferable skill assessments to better align our industries to cooperate on skills attainment and advancement for incumbent workers.

• Work with ISDs, community colleges, and universities, Michigan Works, and CTE groups to ensure curricula meets the needs of area employers by sharing knowledge gained by targeted regional business services activities and helping to create new and modified curriculum and programs to meet employer needs

• Work with employers to support education and enhance re-training of incumbent workforce through cooperative training and paid internships.

This action is aligned with action V.

Partners: CUPPAD, Michigan Works!, ISDs, Industries, Community Colleges, Higher Education
Timeline: FY16-25
Performance Measures:
• Increase enrollment in existing CTE and vocational programs
• Increase the number of jobs filled by local candidates
Continue to improve and market K-20 (kindergarten through college) CTE and vocational programs

- Continue regional marketing campaign (begun in 2015) that promotes CTE and vocational programs available in the region.

- This action is complementary to action IV.

Partners: CUPPAD, Michigan Works!, CTE groups, school districts, community colleges, universities

Timeline: FY15 - FY25

Performance Measures:
- Increase enrollment in CTE and vocational programs
- Increase job placement rates within the region for CTE and vocational program graduates
- Increased participation in adult education programs

Pursue opportunities to drive continuous improvement in the affordability and reliability of the region’s energy supply

- Explore funding opportunities to research solutions to address the high cost of energy.

- Work with state as they develop and implement the long-term energy strategy.

- Explore funding opportunities to improve energy efficiency and energy workforce development.

Partners: CUPPAD, Michigan Tech, MPSC, Governor’s Office, Michigan Energy Options, Superior Watershed Partnership, LUGs

Timeline: FY15 - FY25

Performance Measures:
- Amount of grant funding awarded to the region to address this issue
- Development of energy generation, transmission, or conservation mechanisms that result in more reliable and affordable energy in the region
Build on the growing university research base to develop additional research and development programs, partnering with private and federal research initiatives

- Work with universities, community colleges, and area industries to identify opportunities for research and collaboration.
- Assist universities in identifying funding sources to expand research capacity.
- Attract and develop talent to fill research positions

Partners: CUPPAD, community colleges, universities, EDOs, industry groups, Michigan Works
Timeline: FY17 - FY20
Performance Measures:
- Increase the number of research positions in the region
- Amount of grant dollars brought to the region to build research capacity

Enhance the professional development and capacity of local EDOs to support new economic development that attract and grow new business and investment

- Identify and fund professional development opportunities for EDOs.
- Identify and provide funding for technical tools that would increase the capacity of EDOs to attract businesses.

Partners: CUPPAD, EDOs, MEDC
Timeline: FY16 - FY17
Performance Measures:
- Professional development activities completed by 12/2016
- Increase in investment and business development in the region by 12/2020

Encourage and support safe, efficient, and affordable transit options

- Work with MDOT and transit stakeholders to identify and implement transit solutions.
- Support the education and awareness of transit options.

Partners: CUPPAD, LUGs, MDOT, transit providers, DHS, Michigan Works, UPHP, UPCAP
Timeline: FY17-25

Performance Measures:
- Increased transit funding and ridership
- Increased use of non-motorized transportation options
- Increased local transit availability and connectivity

**Pursue funding to research and develop opportunities to improve supply-chain logistics**

- Explore funding strategies for freight logistics improvement projects
- Work with local units of government to identify transportation assets in need of investment and convene multi-modal transportation stakeholders to discuss barriers to efficient freight transportation.
- Continue to facilitate collaborative transportation planning in the region

Partners: CUPPAD, MDOT, LUGs, EDOs, Superior Trade Zone, Local businesses and industry groups

Timeline: FY17 - FY25

Performance Measures:
- Increased investment in multi-modal transportation networks and hubs

**Facilitate regional health care communication and collaboration**

- Develop an online tool that community health stakeholders can use to share information across Region 1.
- Facilitate regular meetings between community health stakeholders

Partners: CUPPAD, LUGs, MDOT, transit providers, DHS, Michigan Works, UPHP, UPCAP, Public Health Offices

Timeline: FY16- FY20

Performance Measures:
- Development of a web-based communication tool by 12/2016
- Convene regular meetings between health service providers and stakeholders
### Regional Recycling Development Plan

**Project Title:** Regional Recycling Development Plan  
**Nominating Agency:** CUPPAD Regional Commission  
**Location:** Regional  
**Description:** Recycling is a high-growth industry that is currently limited in the Central U.P., especially in the rural areas that comprise the majority of the region’s land mass. Developing a plan to promote business development in the recycling industry has the potential to foster new businesses to both take advantage of the industry’s economic growth potential and improve access to recycling.

- **Estimated Cost:** $40,000  
- **Funding Sources:**  
  - Federal: $20,000  
  - Local: $20,000  
  - Private: $0

- **Jobs Created:** 1  
- **Anticipated outcome:** The plan would foster recycling-related business to take advantage of a high-growth industry that has the potential to provide many jobs to area residents.

### Sawyer Vegetable Processing Center Feasibility Study

**Project Title:** Sawyer Vegetable Processing Center Feasibility Study  
**Nominating Agency:** Marquette County  
**Location:** KI Sawyer, Marquette County  
**Description:** A study to determine the feasibility of establishing a vegetable processing center at KI Sawyer. Sawyer’s central location, existing infrastructure and space availability presents a unique opportunity for food processing which is one component to a larger vision of establishing a food innovation district. A vegetable processing center would be an anchor to a food innovation district, which marries well with a protein processing facility currently under consideration at Sawyer. A feasibility study, awarded by MDARD, will evaluate Sawyer’s potential for a multi-species processing facility. Lack of ability to process vegetables is an identified barrier of the UP food system. Producers cannot process vegetables in a way that consumers, especially large institutions, require. Individually producers cannot meet the demand of large scale consumers. A regional processing center will enhance producer-consumer relations because value-added product, such as chopped vegetables, will be available and product can be aggregated to meet the demand. The ability for producers to have reliable access to processing creates new product for the market.

- **Estimated Cost:** $127,000  
- **Funding Sources:**  
  - Federal: $TBD
Anticipated outcome: If the study determines it is feasible to establish a vegetable processing center, its close proximity to an international airport will provide opportunity to market UP products globally. Underutilized property (brownfield sites) will be utilized to house the vegetable processing center.

These projects improve the viability of the local communities and will support future economic development.

**Westwood Avenue to Evergreen Court- New Street Connection**
- **Cost:** $445,000
- **Location:** Westwood Ave. to Evergreen Ct., City of Kingsford, Dickinson County
- **Project Description:** The project will provide access, water, and wastewater service to 6.3 acres of business district property along with 3.7 acres of privately-owned property for expanding an established retirement village and assisted living community.

**Delta County Ruth Butler Building**
- **Cost:** $380,000
- **Location:** City of Escanaba, Delta County
- **Project Description:** Rehabilitate and remodel the 24,000 sq. ft. Ruth Butler Exhibition building to enhance its ability to serve as a kitchen incubator and year round exhibition/conference center facility. Rehabilitation includes roof replacement, heating system replacement, kitchen equipment and fire suppression system upgrades.

**Manistique Boardwalk**
- **Cost:** $1,000,000
- **Location:** City of Manistique, Schoolcraft County
- **Project Description:** Extend the west end of the existing Boardwalk along the Manistique River into town over to Central Park, and then reconnect to the east portion of the Boardwalk to create a 3+ mile loop. The extension will be a spur off of the IronBelle Trail.

**Delta County Law Enforcement Center**
- **Cost:** TBD
- **Location:** City of Escanaba, Delta County
- **Project Description:** Establish a multi-purpose Law Enforcement Center to meet increasing community needs.
Delta County Commerce Center Relocation
Cost: $280,000
Location: City of Escanaba, Delta County
Project Description: The Delta County Commerce Center is the hub for business and economic activity in the area. The Delta County Chamber of Commerce, Convention and Visitors Bureau, Builders Exchange, UP State Fair Managing Agent and the Delta County Economic Development Alliance are by design all collocated in the same building as a best practice in community collaboration. The building currently sits on land that is owned by the City of Escanaba that is leased for $1 per year. The Chamber owns the 1961 building which needs major renovation to continue operation. The group would like to move to an area that is more visible and easier for tourists and businesses to find on North Lincoln Road. This location is adjacent to the UP Steam and Gas Engine Village on the U.P. State Fairgrounds.

Maple Ridge Water System
Cost: TBD
Location: Maple Ridge Township, Delta County
Project Description: Treatment plant (build an entry, replace the present wiring, insulate and side the existing structure, purchase generator), Pump House (A generator needs to be purchased, valves and pipes painted, replace the auto call alarm, the CL2 pumps and the heater in the CL2 room), Curb Stops (Curb stops need to be inspected and replaced as needed).

Maple Ridge Fire Hall
Cost: TBD
Location: Maple Ridge Township, Delta County
Project Description: Electrical upgrades, new doors (3), an expansion and new apparatus; a pumper and a brush truck.

Maple Ridge Cemetery
Cost: TBD
Location: Maple Ridge Township, Delta County
Project Description: Purchase fencing to finish an existing project at the Rock Cemetery and purchase and replace the present fencing at the St. Nicholas Cemetery.

Maple Ridge Community Center
Cost: TBD
Location: Maple Ridge Township, Delta County
Project Description: Electrical upgrades to include wiring, lighting and an air conditioning unit, remodel the kitchen and provide a source of heat, insulate, repair or replace the parking lot, replace the old greenhouse area on the front of the building with a sunroom (sitting area for visiting).

Maple Ridge Road Improvements
Cost: TBD
Location: Maple Ridge Township, Delta County
Project Description: Repair, gravel, repave, and clean the ditches.
Burt Township Sanitary Sewer and Waste Water Treatment Facility

Cost: TBD
Location: Burt Township, Alger Township

Project Description: Proposal is to install sewer lines and a water treatment facility in the Township. Although the Township provides municipal water to residents in the Grand Marais area, residents do not have sanitary sewer service. The Township relies on septic systems to manage waste. This is a limitation on development as well as a threat to local water quality. Since the Township economy relies heavily on recreation and tourism, protecting water quality is important to protecting the economic base as well as public health.

Burt Township Electric Infrastructure Expansion

Cost: $1.5 million
Location: Burt Township, Alger Township

Project Description: The proposed project would install electric infrastructure in Burt Township along H-58 from Cemetery Road to the Luce County line, an approximately 3.5 mile length.

Alger County Jail Renovation and Expansion

Cost: $3.2 million
Location: Munising, Alger County

Project Description: The County has proposed to renovate and expand the existing jail to accommodate more prisoners in a more safe and affordable manner. The new jail would meet the needs of both Alger and Luce Counties.

Wells Township Escanaba River Pedestrian/Bicycle Crossing

Cost: $1,692,000
Location: Wells Township, Delta County

Project Description: Construction of a new 14 foot wide by 900-foot pedestrian/bicycle bridge spanning the Escanaba River near the mouth of the Escanaba River. The bridge would connect First Street in Wells to P Road (CR 517). The project that will benefit residents of Delta County as it could serve as a link in a county-wide bicycle/trail system. The pedestrian/bicycle bridge would also serve as a means to hang water and wastewater pipes to provide necessary municipal services to development along P Road and vicinity in Wells Township.

Stephenson Township South Cemetery Expansion

Cost: $75,000
Location: Stephenson Township, Menominee County

Project Description: The Stephenson Township Cemetery needs to expand its current size to accommodate more burial lots. The Township has purchased property on the south side of the cemetery but needs to clear, level and further develop the area for suitable use as a cemetery.

Inwood Township Hall Construction

Cost: $560,000
Location: Inwood Township, Schoolcraft County
Project Description: Construction of a new township hall with well, septic and parking lot and basketball court. Demolition and landfilling of existing township hall, including proper removal of asbestos in the building.

**Ensign Township Hall Update**

**Cost:** $40,000

**Location:** Ensign Township, Delta County

**Project Description:** Installation of new roof, new doors, windows, insulation and siding to an existing township hall

**Little Bay de Noc Trail**

**Cost:** $1,413,200

**Location:** City of Gladstone, Escanaba Township and Wells Township, Delta County

**Project Description:** Development of a non-motorized trail adjacent to US-2 alongside Little Bay de Noc between City of Gladstone and P Road in Wells Township. Trail will be part of the Iron-Belle Trail System.

**New Spalding Township Hall/Fire Department**

**Cost:** $1,252,000

**Location:** Spalding Township, Menominee County

**Project Description:** Construction of new township hall/fire station at new location within the Village of Powers along the west side of US-41 at the southern end of the developed portion of the Village.

**Sands Township Connector Road – M553 to Silver Creek Road**

**Cost:** TBD

**Location:** Sands Township, Marquette County

**Project Description:** Sands Township proposes a road, built to Marquette County Road Commission gravel road standards, to connect M553 to Silver Creek Road. This road provides resolution to two significant concerns: (1) a second egress for Silver Creek area residents and (2) more direct access to the Silver Creek area for emergency and service vehicles. Approximately 1/3 of Sands Township residents live in the Silver Creek area. The project is consistent with the Sands Township Master Plan, rights-of-way were secured in 2002 and are being renewed, and support is being garnered from various entities including Chocolay Township, the Marquette County Road Commission, Marquette County, and Teaching Family Homes. The road could also provide an alternate route for residents and emergency services during the M553 re-routing project being planned by MDOT for 2017.
Appendix A: CUPPAD STAFF

Joel Schultz, Director: As the Executive Director, Joel participates in agency administration, including policy and program development, development of the annual work plan, budget preparation and supervises Commission staff. He serves on various local, regional and statewide bodies.

A passionate entrepreneur, Joel joined the Michigan Small Business Development Center as Regional Director of the Upper Peninsula in 2005. He developed the service delivery model that included all 15 counties, hired a strong team and made the Upper Peninsula region a leader in business growth in the State. Due to his success, he was asked to take on the additional responsibility of the North East Michigan region, an additional 11 counties. Joel has been recognized at the State and National levels for excellence. On behalf of Michigan Works, Joel oversees Business Services Team and ensures strategic alignment for regional service delivery model. Joel holds a BS in Marketing from Northern Michigan University.

Anne Milne, Community Planner: Anne is the project lead for the FY2015 Regional Prosperity Initiative and 10 Year Plan. Anne also assisted with developing and designing the FY14 RPI plan. Anne provides technical assistance to local units of government on a variety of Commission related initiatives including grant writing, recreation plans, hazard mitigation, transportation plans, economic development, coastal management, strategic plans, and specialized studies. Anne holds both Master of Science & Master of Urban Planning Degrees from the University of Michigan and a Bachelor of Science, Architecture, from Lawrence Technological University.

Emilie Schada, Regional Planner: Emilie is the liaison to communicate between the organization and the Executive Committee and the Commission. She also facilitates outreach efforts between CUPPAD and local government agencies, assists in the marketing of the organization, capacity-building, economic development, strategic planning, downtown development, and accounts payables and receivables. As one of ten re-granting agencies across the state, she will administer for CUPPAD the Michigan Council for Arts and Cultural Affairs mini-grant program to increase meaningful arts-related programming in our region. Emilie holds a Master of Public Administration from Grand Valley State University and a Bachelor of Arts in Sociology from Western Michigan University.

Nathan Fazer, Regional Planner: Nathan works with local and regional organizations on a variety of planning activities. He provides technical assistance to communities with the development of master plans, recreation plans and zoning ordinances. Nathan also has a broad range of GIS experience, and assists the GIS coordinator with mapping activities for the region. He is also working on an EDA funded research project to identify off-grid power alternatives at U.P. industrial parks. Nathan holds a degree in Planning from Northern Michigan University.

Peter Van Steen, Transportation Planner: Peter works with both local and state agencies with a variety of transportation related activities. He represents our region in statewide and regional transportation planning efforts. In addition, he is assisting counties in the
region with development of local hazard mitigation plans. Peter assists local communities
with the development of plans and the implementation of economic development
projects. Peter holds a degree in Business Administration from Valparaiso University.

Richard O. Smith, Community Planner: Richard works with local and regional
organizations on community and economic development planning and implementation
activities. Working with local communities in the region, he provides technical assistance
with the preparation of master plans, recreation plans and land use regulations, such as
subdivision and zoning ordinances. Richard is also responsible for research and analysis,
and data compilation activities. Richard holds a BA in Sociology from Graceland
University and a Master’s Degree in Urban and Regional Planning from the University of
Iowa.

Emma DeGan, Assistant Planner: Emma is responsible for assisting with several RPI
implementation projects including the Regional Recreation Plan, Regional Sustainability
Plan, CTE Asset Mapping, and the Regional Broadband Survey. She also manages
activities associated with the U.P. Hidden Coast Recreation Heritage Route, a Pure
Michigan Byway, and works with stakeholders in promoting the route. Emma holds a
degree in Environmental Studies from Northern Michigan University with a minor in Earth
Sciences.

Steve Lenaker, GIS Coordinator: Steve specializes in developing and analyzing maps in
creative ways for local units, staff, and others using various methods such as: digitizing,
scanning, using GPS equipment and GIS software. Steve develops, analyzes, and
maintains an extensive set of data layers used by staff for planning and map purposes
and builds appropriate base maps for local and regional projects. Steve also assists with
the local and regional 911 emergency management programs, and assists other local
communities developing and maintaining their GIS systems and GPS equipment. Steve
holds a degree in Geography, with a minor in GIS & Spatial Analysis from the University of
Wisconsin-Stevens Point.
APPENDIX B: SUMMARY OF CUPPAD STAFF ACTIVITIES

October 1, 2014 - September 30, 2015 (FY 2015)

The CUPPAD Regional Commission serves its region in a wide variety of ways. During fiscal year 2015, CUPPAD staff undertook economic development activities, provided grant writing, grant administration and clearinghouse services, and developed a variety of planning documents, including master plans and recreation plans for communities within the central Upper Peninsula.

CUPPAD staff updated zoning ordinances to meet the Michigan Public Act 110 of 2006 requirements. Staff also helped several communities meet the Master Plan requirements of the Michigan Public Act 33 of 2008 by providing plan development services and technical assistance as needed.

CUPPAD mapping and related GIS activities include assistance to cities, townships, and state agencies by producing a wide variety of map documents ranging from parcel mapping to 911 maintenance. In addition, CUPPAD staff has been involved in non-motorized trail systems and recreational trail/route systems.

CUPPAD staff works in partnership with the Michigan Council for Arts and Cultural Affairs in the award and administration of art mini grants. In the fiscal year 2015, eleven mini-grant awards were given out ranging from $1,500 to $4,000, with a total of $29,039 awarded.

The remainder of this document is a more in-depth listing of the activities of the CUPPAD staff during fiscal year 2015.

CDBG ACTIVITIES

CUPPAD has two MEDC certified CDBG grant administrators on staff. Staff assist local units of government with preparation, development and submission of Community Development Block Grant (CDBG) grant applications. The certified CDBG grant administrators will assist with the administration of the grant, including preparation of the environmental review record process, preparation of and submission of required documents to ensure project compliance with federal regulations.

CDBG grant applications and/or grant administration in 2015 were:

- City of Ishpeming/Marquette County - Downtown Ishpeming Façade program - assist with grant administration
- Michigamme Township - Downtown Improvement Grant - grant administration including close-out activities
• City of Ishpeming- Downtown Improvement Grant- grant administration, including close-out activities
• City of Negaunee- Urgent Need Deep Freeze- assist with submission of grant payment request and development of required policies
• City of Escanaba - Urgent Need Deep Freeze- assist with development of required policies
• Maple Ridge Township- Urgent need Deep Freeze- assist with development of required policies and with submission of grant payment request
• City of Gladstone- Urgent Need Deep Freeze- Davis Bacon wage monitoring activities

ENVIRONMENTAL REVIEWS
Environmental Reviews were initiated in 2015 for the following projects.
• City of Escanaba- Escanaba Facade Grant 2015- initiated
• City of Menominee- Lloyd II Project (reviewed and provided technical assistance to city staff)

MISCELLANEOUS GRANT APPLICATIONS
CUPPAD staff assists communities with identifying grant opportunities and preparation of grant applications. During FY 2105, CUPPAD assisted with successful applications for local communities totaling more than $600,000.

• Prepared a successful USDA Stronger Economies Together application to receive economic development and regional planning training.
• Prepared a successful grant application to the Michigan Land Bank’s “Elimination of Blight Program” on behalf of the City of Manistique in the amount of $201,500 to promote public safety, place-making, and economic development in strategic locations.
• Prepared a successful Housing Development Fund Grant in the amount of $70,000 to the Michigan State Housing and Development Association (MSHDA) to enhance the effort of the Residential Target Market Analysis to analyze a greater area of the Upper Peninsula’s unmet housing demands when leveraged with funding contributions from the Central, Eastern and Western Prosperity Regions.
• Prepared successful Veteran’s Services Assistance Grant for $15,000 for Schoolcraft County to improve service delivery for area veterans.
• Prepared and submitted MDNR Aquatic Habitat Program Application for Strawberry Lake in Marquette County (not awarded).
• Prepared and submitted an EDA POWER Planning Grant to examine the potential for clean energy in the region and plan for an energy workforce pipeline in the region (not awarded).
- Prepared and submitted an application to the Michigan Department of Agriculture and Rural Development’s Strategic Growth Initiative to assess the potential for bio-digestion (not awarded).
- Prepared and submitted a successful application to the State of Michigan’s Regional Prosperity Initiative program to form a “Regional Prosperity Council” and develop a 10-year economic development blueprint, develop a regional sustainability plan, develop a regional recreation plan, expand regional broadband access, develop a regional housing plan, and develop a CTE/vocational asset map and regional marketing campaign (awarded).
- Prepared and submitted a Coastal Zone Management Program application to prepare a new master plan for the City of Munising (not awarded).
- Prepared and submitted a grant proposal to the Sage Foundation on behalf of the Bishop Noa Home for Senior Citizens for $150,000 to fund the construction of a memory care facility.
- Prepared and submitted a grant proposal to the Laffey McHugh Foundation on behalf of the Bishop Noa Home for Senior Citizens for $150,000 to fund the construction of a memory care facility.
- Prepared and submitted a grant proposal to the Herrick Foundation on behalf of the Bishop Noa Home for Senior Citizens for $150,000 to fund the construction of a memory care facility.

MISCELLANEOUS TECHNICAL ASSISTANCE
In FY 2015, technical assistance included:
- Wells Township (Marquette County) - presentation on master planning to planning commission
- Marquette County - discussed development of regional food processing center.
- Assisted Tri-Township Ambulance Authority with the amendment process of its articles of incorporation.
- Researched the feasibility and time horizon of using liquid fluoride thorium reactor (LFTR) technology.
- Provided information on FEMA Assistance to Firefighters Grant to Maple Ridge, Turin and Ewing Townships.
- Provided information to ALTRAN on the availability of FEMA flood mapping within the city of Munising.

EDA ENERGY STUDY - GENERATING ECONOMIC DEVELOPMENT
CUPPAD received an EDA grant to study energy options at 7 industrial parks around the Upper Peninsula. CUPPAD is partnering with the Michigan Technological University’s Keweenaw Research Center (KRC). CUPPAD and KRC have been in contact with the industrial park managers to discuss each park’s energy issues. KRC has been studying
and researching energy options and technologies, while CUPPAD has been reviewing local zoning and policies, studying environmental factors (wetlands, flood zones, etc.).

COMMUNITY PLANNING
According to Public Act 33 of 2008, the Michigan Planning Enabling Act, Master Plans must address specific criteria, including land use and infrastructure issues as well as a zoning plan and future land use. Master Plans completed or in progress include:

- City of Stephenson - provided a copy of the Michigan Planning Enabling Act, a draft ordinance to create a planning commission, and draft planning commission bylaws.
- Powell Township - prepared draft Master Plan and assisted with public input process
- Breen Township - prepared draft Master Plan and assisted with public input process
- Ingallston Township - provided technical assistance during Master Plan update
- Republic Township - prepared update of Census information for Master Plan
- City of Negaunee - initiated and continued drafting Master Plan and assisted with public input process
- City of Escanaba - initiated and continued drafting Master Plan and assisted with public input process

RECREATION PLANNING
The Michigan Department of Natural Resources and Environment requires all communities to develop a 5-year Recreation Plan in order to be eligible for Michigan Natural Resources Trust Fund, Recreation Passport and Land and Water Conservation Fund Grants.

Recreation Plans completed or in progress include:

- City of Menominee - completed recreation plan for submission to MDNR (approved)
- Meyer Township - completed recreation plan for submission to MDNR (approved)
- Masonville Township - provided technical assistance for their recreation plan update.
- Ishpeming Township - prepared draft recreation plan
- City of Munising - completed recreation plan for submission to MDNR (approved)
- Cedarville Township - completed recreation plan for submission to MDNR (approved).
- Burt Township - completed recreation plan for submission to MDNR (approved)

CUPPAD staff routinely provides information and assistance to communities with recreation planning and assistance with funded projects:
• Waucedah Township - discussed the award of a MDNR Passport grant to the Township to upgrade and improve their existing community park.
• Nadeau Township - assisted grant acceptance process of MDNR Passport grant to the Township to upgrade and improve their existing community park.

CUPPAD staff assisted the following communities with drafting and submitting recreation grant applications:
• Masonville Township - assisted with a Land and Water Conservation Fund grant application

ZONING
Public Act 110 of 2006, as amended, the Michigan Zoning Enabling Act, allows communities to adopt zoning ordinances. Zoning ordinances are based on Master Plans, addressing future development plans and goals. Zoning ordinances provide for the implementation of Master Plans by regulating the use of land, buildings and structures to promote the public health, safety and welfare. Zoning Ordinances or major updating amendments completed or in progress include:
• Humboldt Township - Completed ordinance revision. Adopted.
• Breitung Charter Township - Completed drafting new ordinance. Adoption pending.
• Menominee Township - Completed drafting new ordinance. Adoption pending.
• Forsyth Township - updating ordinance
• Norway Area (City & Twp.) - updating ordinance
• Felch Township - updating ordinance
• Spurr Township, Baraga County - prepared draft interim ordinance and providing a new ordinance
• Erwin Township, Gogebic County - drafting new ordinance
• City of Ishpeming - updating ordinance with the aim of the City becoming a Redevelopment Ready certified community.
• Harris Township- provided information and draft zoning language on Adult Business

CUPPAD staff has provided technical zoning assistance to local units:
• Ford River Township - Provided proposed improvements to their zoning map. Provided additional advice and regulatory language regarding “personal use landing strips.”
• Mathias Township - Provided copies of ordinances previously prepared for the Township and provided advice regarding a number of specific zoning cases.
• Breitung Charter Township - provided advice regarding a number of specific zoning cases.
• Au Train Township - Provided draft zoning regulations for wind turbines. Met with Planning Commission and discussed options, provided draft public hearing notice, and notice of adoption.

HAZARD MITIGATION PLANNING
CUPPAD staff finalized updating individual county hazard mitigation plans for Alger, Delta, Menominee and Schoolcraft counties. CUPPAD staff worked with the local emergency management coordinators and the Local Emergency Planning Committees in the update process. Approval of the Plans was secured from Federal Emergency Management Agency (FEMA) and the respective counties.

SOLID WASTE MANAGEMENT PLANNING
• CUPPAD staff has assisted the following counties with county solid waste planning:
  • Dickinson County Solid Waste- CUPPAD staff represents “regional planning interest” as a committee member on the Dickinson County Solid Waste Planning Committee
  • Delta County Solid Waste- CUPPAD staff facilitated a plan amendment to allow non-hazardous waste generated within the property of the Escanaba Paper Company to be disposed at the Escanaba Paper Company landfill. Language was drafted and; secured the necessary local approval of the plan amendment. Worked with the MDEQ to secure approval of the Plan Amendment.

CLEARINGHOUSE REVIEWS
CUPPAD serves as the regional clearinghouse review agency for proposed federally funded projects. Through this role, CUPPAD enhances intergovernmental coordination and encourages opportunities for public comment on projects of regional significance. In FY 2015, CUPPAD staff conducted 25 reviews on projects requesting federal funds.

DATA REQUESTS
CUPPAD regularly receives and fulfills requests for demographic and other data from local governments, local agencies and the private sector.

GIS/MAPPING
Fire Atlases & 911 Mapping:
  • Made corrections to the Schoolcraft County Fire Atlas update.

Community Planning and Zoning Projects:
  • Updated Republic Township Zoning Map
  • Updated Breitung Township Zoning Map to include airport safety zones.
  • Breen Township Zoning Map - updated parcel layer to include zoning districts.
• Ford River Township Zoning Maps - Provided draft revised zoning maps to show clarity between districts in a number of areas.

**Streets and Roads**
• Created an on-line map depicting the PASER road ratings for federal aid eligible roads within the region.
• Created a 2015 surface condition map depicting the overall road conditions and sidewalks within the city of Norway.
• Updated the GIS road network for the Hannahville Indian Community.

**Completed maps for the following Master Plans and Recreation Plans:**
• Ingallston Township Master Plan
• Breen Township Master Plan
• City of Menominee Recreation Plan
• Meyer Township Recreation Plan
• Ishpeming Township
• Menominee City
• Cedarville Township
• Burt Township

**Miscellaneous:**
• Created multiple miscellaneous maps for local communities and for various grant applications.
• Developed maps of geocoded broadband survey data for Marquette County.
• Updated workstation(s) GIS software.

**TRANSPORTATION PLANNING**
CUPPAD works closely with the Michigan Department of Transportation on a number of programs and projects.

**Access Management**
Attended the annual US 41 Corridor Group law enforcement meeting.

**Highway Performance Maintenance System database**
CUPPAD collects road and traffic data for specific sample road segments of the HPMS database. Updated road segments for the HPMS database.

**Assistance to MDOT and Local Communities**
• At the request of local school superintendents, CUPPAD staff examined potential ways to reduce costs by improving bussing efficiency and collaboration using
advanced mapping and network analysis software. Reviewed address data from individual school districts. Addresses were geocoded, and new bus stops were created. Analysis of cost-per-mile for each bus was completed for the six districts involved. A cost-benefit analysis for a multi-district wide bus routes’ cost vs. individual district bus routes’ cost indicated such a multi-district program would be about $200,000 more than presently being spent. A foundation/method was established for future such studies.

- Participated in MDOT Superior Region Bike and Pedestrian Safety Committee meetings to improve non-motorized transportation in the region.
- Facilitated sending notices to local governmental officials and other interested individuals regarding the Annual Rural Elected Officials meeting. Attended and participated in meetings with MDOT.
- Facilitated sending notices to local officials regarding MDOT training/workshop opportunities.
- Distributed MDOT Road & Trail Bicycle Guide maps to various localities, agencies and businesses for redistribution.
- Provided traffic count at selected railroad crossings and road within Escanaba and Munising area.
- Publicized a Safe Routes to Schools regional training workshop. Attended and participated in the workshop held in Escanaba.
- Participated in meetings hosted by the Hannahville Indian Community to discuss/map ORV and horse trails connecting the reservation to the city of Escanaba and the surrounding area.
- Updated/reviewed sample segment HPMS database with pavement and other select data on sample road segments. Contacted local agencies to obtain needed information. Provided data to MDOT.
- Publicized and participated in a local meeting of the MDOT Statewide NFC Review Program.
- Participated in meetings with the Northwoods Rail Transit Commission via video conference. Provided contact information to WUPPDR of economic developers in Menominee and Dickinson Counties.

Asset Management
- Arranged for and participated in the PASER road rating of federal aid eligible roads with 16 road agencies in the region.
- Assisted the City of Norway with rating their local roads and sidewalks.
- With city staff rated all roads and sidewalks within the city of Norway. Created map depicted current surface condition for Norway city.
- Promoted Asset Management conferences and training workshops to local officials.
- Provided Asset Management regulatory language for the Humboldt Township updated zoning ordinance.
At tended the 2014 Fall Asset Management conference in Escanaba.

Rural Task Force (RTF) and Small Urban Grant Programs
- CUPPAD staff assisted MDOT with management of the Rural Task Force and Small Urban Grant programs.
- Arranged for/scheduled meetings with the individual local task force committees of Alger, Delta, Dickinson, Marquette, Menominee, and Schoolcraft counties. Attended county meetings, prepared meeting minutes. Received project data sheets.
- Arranged for/scheduled meetings for the 12A and 12B Rural Task Force committees. Attended meetings, prepared meeting minutes. Received project data sheets.
- Forwarded documentation of the Rural Task Force road selections to MDOT.
- Administratively approved changes for Schoolcraft County Road Commission and Delta County Road Commission projects to the balance sheet.
- Clarified projects selected for Delta, Dickinson and Menominee Counties for the RTF second call set aside initiative.

U.P. Hidden Coast Recreation Heritage Route
- CUPPAD staff coordinated and attended two stakeholders meetings of the Heritage Route.
- Updated the Hidden Coast Facebook with new pictures. Several contests were held using the Facebook page.
- Continued to update the website with local events.
- Initiated a Summer Photo contest soliciting entries with a photo taken along the route; three winners were chosen by the CUPPAD Arts Review Committee.
- Developed a brochure of birding sites found along the UP Hidden Coast; the brochure is printed for limited distribution and downloadable from the website.

US-41 Incident Management Plan
CUPPAD staff finalized an emergency incident management plan identifying detour routes to be used in the event of an emergency along US-41 from the US-141 intersection to the terminus north of Copper Harbor. The report has written detour descriptions and accompanying maps depicting the routes. Obtained letters of understanding between MDOT and respective road agency regarding the use of the roadway in the event of an emergency. Provided copies of the Plan to MDOT for distribution to the appropriate agencies.

Road and Trail Bicycling Guide Map
CUPPAD staff finalized the development of an updated map depicting non-motorized trails within the central Upper Peninsula. Bicycle and shared or multi use trails are be
identified on the map. Arranged for the printing of 20,000 copies to be distributed over the course of 4-5 years within the region.

Transit Study- Implementation of Governor’s Message on Aging
- CUPPAD staff assisted the MDOT Office of Passenger Transportation with developing and preparing a mobility transit study of the region. Worked with and received input with public and private transit providers and service agencies in the region regarding existing services and conditions.
- Coordinated and made arrangements for the Region 1 workshop for the Regional Transit Mobility project held in Marquette. Contacted local agencies and transit providers regarding the workshop.

ART MINI-GRANTS
In partnership with the Michigan Council for the Arts and Cultural Affairs, CUPPAD re-granted $29,039 to local organizations for support of small arts and cultural projects and professional and organizational development grants:

- Alger Parks & Recreation Dept. (Alger County) $3,500
- Spies Public Library (Menominee County) $2,500
- Manistique Area Kiwanis (Schoolcraft County) $1,500
- Manistique Area Schools YETI (Schoolcraft County) $4,000
- Players de Noc (Delta County) $4,000
- City of Norway (Dickinson County) $4,000
- Peninsula Arts Appreciation Council (Marquette County) $3,700
- E.A.R.T.H. Angels (Marquette County) $1,700
- Lake Superior Theatre (Marquette County) $1,139
- Linda Ferguson (Marquette County) $1,500
- Vanessa Marlink (Menominee County) $1,500

Special Projects
Presentation on CUPPAD Services
Presentations on CUPPAD services were given to townships (Nahma, Bay de Noc, Ingallston, Doyle, Cornell, Ensign, Brampton, Baldwin, Mueller), cities (Gladstone), township associations (Menominee County and Delta County), economic development organizations (Schoolcraft County Economic Development Corporation).

Marketing and Website
To better articulate CUPPAD services to internal and external stakeholders, staff enhanced the organization’s marketing materials, including visual brochures, website, and social media presence. More optimal communication methods amongst its stakeholders were employed.
Brownfield Redevelopment
CUPPAD staff assisted the Delta County Brownfield Redevelopment Authority/ Delta County with MDEQ loan for Fleet Maintenance LLC.

CUPPAD staff assisted Delta County with the preparation of an EPA grant to fund assessments in the county; the county was unsuccessful in obtaining the grant.

UPWard Initiative
CUPPAD staff has participated in meetings with the infrastructure committee working on transportation and transmission projects.

Young Professionals/Placemaking Group
CUPPAD and Michigan Works! formed a working group to address the difficulties of attracting and retaining young professionals to the region. This group also looks for opportunities to apply placemaking principles to make the region more attractive to young professionals.

Project Rising Tide
Provided detailed information and data to the Michigan Economic Development Corporation on a K. I. Sawyer economically distressed census tract.

Video Services
With a professional videographer on staff, CUPPAD is able to provide video and photographic services to local governmental units and agencies. During the past year, video were produced depicting the Regional Prosperity Initiative programs, Career Technical Education initiatives, UP State Fair activities, Michigan Works! talent summit initiatives, video in support of CUPPAD planning activities in Escanaba and Negaunee, Farm to School promotion, video for the Top of the Lake Snowmobile Association, a video illustrating the work of the CUPPAD Regional Commission, as well as for local businesses in partnership with local economic development agencies.

STAFF DEVELOPMENT
Continuing education and staff development is critical to providing the optimum service to CUPPAD members. Staff development activities in FY 2015 were:

- Continued membership in the Michigan Association of Planning, 2015 and attended the 2015 MAP conference on Mackinac Island.
- Continued membership in MICAMP (Michigan Communities Association of Mapping Professionals), and attended annual conference.
- Staff attended relevant workshops and seminars sponsored by Michigan State University Extension, Michigan Economic Development Corporation, Michigan Department of Transportation, Michigan Works!, Upper Peninsula Economic

- Staff met with the regional representative of the U.S. Department of Commerce Economic Development Administration and maintains regular contact with other state and federal agencies including the Department of Justice, Bureau of Indian Affairs, Department of Energy, Michigan Department of Transportation, Michigan Department of Energy, Labor and Economic Growth.
- Took part in the EDA conference calls relating to EDA programs.
- Attended the Upper Peninsula Young Professionals Conference hosted by 40 Below in Marquette.
- Attended PASER (road rating) training workshop.
- Staff attended the Michigan Economic Development Corporation (MEDC) CDBG Certified Administrator training; two staff members are Certified CDBG Grant Administrators.
- Staff attended MEDC Redevelopment Ready Communities training, which taught techniques on ensuring planning and zoning practices are attractive to potential businesses.
APPENDIX C: PUBLIC NOTIFICATION DOCUMENTATION

A 30-day Public Comment Period was established beginning February 26, 2016 and ending March 28, 2016.

Notices were published Thursday, February 25, 2016 issue of the following newspapers serving the District (copies of the advertisements follow):

- The (Marquette) Mining Journal - Alger and Marquette Counties
- The (Escanaba) Daily Press - Delta and Schoolcraft Counties
- The (Iron Mountain-Kingsford) Daily News - Dickinson County
- The (Marinette-Menominee) Eagle Herald - Menominee County

No public comments were received, nor any inquiries made of the CEDS from the public.
Comprehensive Economic Development Strategy

State briefing

Flint aid: Tentative deal reached

WASHINGTON (AP) — A tentative deal has been reached to combat rising water bills that were threatening drinking water and a stable economy.

Ohio's environmental agency has agreed to provide up to $400 million to help Flint families who were affected by the lead contamination.

By JASON KEYSER

Winter storm whips through Midwest

A winter storm has dumped snow and ice across the Midwest, causing travel delays and power outages.

A public comment period will be held on the 2016-2020 Comprehensive Economic Development Strategy.

The Clipper

UP/MICHIGAN

Newspaper in Education Sponsor for North Central Schools

UP/MI

MANUFACTURING, LLC

Larry LaBonte, fifth grade teacher at North Central Elementary School, uses the Daily Press for "a variety of things in the classroom." Articles are assigned to practice reading and summarizing Nonfiction material. Students also use it to find the different parts of speech and to keep up with current events."
APPENDIX D: RESOLUTIONS AND MEETING MINUTES

Resolution from March 10, 2016 CEDS Committee Meeting adopting the 2016-2020 CEDS Plan:

RESOLUTION ADOPTING THE 2016-2020 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

WHEREAS, the Central Upper Peninsula Planning and Development Regional Commission’s Comprehensive Economic Development Strategy (CEDS) Committee has been appointed to prepare an economic roadmap to diversify and strengthen regional economies, and

WHEREAS, the Comprehensive Economic Development Strategy is a document that serves as a guide for regional goals and objectives, implementing a regional plan of action and identifies investment priorities and funding sources, and

WHEREAS, the CEDS was developed with broad based and diverse public and private sector participation, and

WHEREAS, the CEDS Committee has reviewed and prioritized projects leading to economic development.

BE IT RESOLVED, that the CEDS Committee hereby adopts the 2016-2020 Comprehensive Economic Development Strategy to fulfill the requirements of the US Department of Commerce Economic Development Administration, and

Adopted on this 10th day of March, 2016.

Anne Milne
CEDS Committee Secretary
CUPPAD Regional Commission

1. Introductions

2. 2016 CEDS Update
   Anne Milne described the CEDS updating process and provided the group with a description of the projects to be included in the planning update and how they were ranked by the group in an online survey. In early 2015 the region’s CEDS committee and RPI council merged to form one group to oversee regional planning processes and make sure that plans are aligned. The CEDS plan is created from the most recent RPI plan that was published in December 2015. It is CUPPAD’s goal to ensure that each required plan update builds upon the previous planning work done by the group and is an opportunity to add to and improve the plan. Anne Milne also addressed questions that some people in the group have had about how the RPI and SET planning processes fit together. CUPPAD is engaged in the SET process as a way improve its regional planning efforts through the input of outside expertise and data analysis. The input received at SET meetings will be incorporated into future planning updates.

Motion to adopt 2016 CEDS resolution of adoption made by Nancy Douglas.
Motion seconded by Dave Anthony.
The motion was approved unanimously.

3. RPI Project Updates
   1. Regional Talent and Retention Strategy – to be discussed later in the meeting.
   2. Prosperity Place Mini-Grants – A grant announcement was made last month, the details can be found online at cuppad.org. CUPPAD will be hosting a free placemaking training by MSU Extension at the CUPPAD offices on April 1st. Those interested in attending should RSVP to CUPPAD.
   3. Regional GIS – Delta County is already on board, several other municipalities from around the region have expressed an interest in joining up. CUPPAD’s GIS staff have been meeting with interested parties from around the region.
   4. UP Community Health Needs Assessment – CUPPAD has received a work plan from the Western UP Health Department.
   5. Economic Development Resources – A reimbursement form was sent to each of the EDOs last month.
6. Sawyer Airport Study – Joel Schultz has been in contact with the consultant regarding the proposed scope of work. The consultant will update the contract to address concerns.
7. MAR Statewide Prosperity Plan – The project was discussed at the most recent MAR meeting. Networks Northwest is leading this effort.
8. UP Wide Smiles – The Marquette County Health Department has been in contact with the Blue Cross Foundation regarding the Community Health matching Program Grant to apply for the rest of the funds needed for the project.
9. Regional Recreation Plan CUPPAD sent out a letter inviting communities to be involved and has received interest from around the region including Escanaba, Norway, and many rural townships. CUPPAD staff has begun meeting with these communities.

4. UP Energy Update & Discussion - There has been some discussion around the region about developing an energy plan for the UP to address the future energy needs of the region. However, the discussions around energy are difficult as there are so many competing interests that are trying to promote their own goals. CUPPAD asked researchers at Michigan Tech to prepare an un-biased report on whether or not a UP energy plan is needed. The report is still in a draft format – but MTU provided the group with a summary of their work.
   • The group reviews and discussed the summary provided by MTU
   • Nancy Douglas noted that Menominee County, and other counties along the Wisconsin border already have affordable energy costs.
   • Jeff Radcliffe discussed the very high energy costs in the Keweenaw area. Houghton’s energy costs are 4x the cost of Menominee’s.
   • Jenn Hill noted that the Superior Watershed Organization is searching for consultants that could do a region-wide energy plan.
   • Alan Barr was concerned that even with the best information, local leaders may not fully understand the issue or see barriers to implementing energy solutions. County commissioners need to be brought into the conversations, along with EDOs.
   • The data presented in the summary is already dated. The data should be updated and projected into the future. The summary shows residential rates, it would be useful to also include corporate rates.
   • Abi from Michigan Tech will be a speaker at the next UP EDA meeting on 4/15. This is an opportunity for those who are interested to learn more as well as ask questions.
5. **Regional Talent Retention & Attraction Strategy** – The talent attraction and retention strategy was the highest ranked project in the FY 2016 RPI grant application. Building a network of stakeholders interested in supporting this project is critical to any future implementation.

CUPPAD asked for input from the group to ensure that their concerns would be addressed in the project. Suggestions and concerns from the council:

- What about trailing spouses? Joel Schultz noted that MichiganWorks keeps a list of ‘most placeable candidates’ that addresses this group.
- Jay Kulbertis suggested bringing students from outside the area to the region via bus.
- Dave Nyberg commented that the region needs to do a better job of marketing the winter season as an asset.
- How can we reach alumni networks?
- Suggestion to contact JJ Mesloh at NMU regarding boomerang study.
- Families are the strongest networks that bring people into the region.
- Suggestion to work with downtowns and cvbs.
- Identify transferrable skills that are in demand in the region.

**11:30AM Meeting Adjourned**
Resolution from March 31, 2016 CUPPAD Executive Commission Meeting adopting the 2016-2020 CEDS Plan:

RESOLUTION ADOPTING THE 2016-2020 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

WHEREAS, the Comprehensive Economic Development Strategy (CEDS) Committee has been appointed to prepare an economic roadmap to diversify and strengthen regional economies, and

WHEREAS, the Comprehensive Economic Development Strategy is a document that serves as a guide for regional goals and objectives, implementing a regional plan of action and identifies investment priorities and funding sources, and

BE IT RESOLVED, that the CUPPAD Regional Commission hereby adopts the 2016-2020 Comprehensive Economic Development Strategy to fulfill the requirements of the US Department of Commerce Economic Development Administration.

Adopted on this 31st day of March, 2016.

Jen Brando

CUPPAD Regional Commission
EXECUTIVE COMMITTEE MEETING

March 31, 2016
3:10 p.m. (EDT)
CUPPAD
2950 College Ave
Escanaba

PRESENT

J. Beaudo, Treasurer, Hannahville Indian Community
T. Edlebeck, Director, Dickinson County
J. Linder, Director, Menominee County
J. Doucette, Director, Alger County

ABSENT

G. Corkin, Chairperson, Marquette County (excused- weather related)
D. Rivard, Delta County (excused- out of town)
R. DesJardins, Vice Chairperson, Alger County
C. Reiter, Director, Schoolcraft County

OTHERS PRESENT

P. Van Steen

CALL TO ORDER

In the absence of Chairperson Corkin, the meeting was called to order by J. Doucette at 3:10 p.m. Roll call was taken and a quorum was present.

2. APPROVAL OF AGENDA

A MOTION TO APPROVE THE AGENDA AS PRINTED WAS MADE BY J. BEAUDO, SUPPORTED BY T. EDLEBECK; MOTION CARRIED.

3. ACCEPTANCE OF THE MINUTES

A MOTION TO ACCEPT THE FEBRUARY 26, 2016 MEETING MINUTES AS PRESENTED WAS MADE BY T. EDLEBECK, SUPPORTED BY J. BEAUDO; MOTION CARRIED.

4. TREASURER’S REPORT

J. Beaudo reviewed the Treasurer’s Report noting there was a large expenditure for travel expenses; staff will check on the travel expenditure amount and report at the next Executive Committee meeting. A MOTION TO ACCEPT THE TREASURER’S REPORT AS PRESENTED WAS MADE BY J. BEAUDO, SUPPORTED BY T. EDLEBECK; MOTION CARRIED.

P. Van Steen reviewed the status of contracts, noting Dickinson County Solid waste Plan Amendment and Delta County GIS are new contracts. T. Edlebeck inquired of the activities of the Delta County GIS project and on-going maintenance costs of the GIS project for Delta County and mentioned possibility the three Dickinson County cities along with the county could be interested.

5. STAFF REPORT

P. Van Steen reported on various activities and upcoming programs and workshops staff is involved in.

6. UNFINISHED BUSINESS
An e-mail from Michelle Viau to Emilie Schada regarding clarification of why the RPI funding was included as General revenue not included as Special Revenue was presented and discussed. The Executive Committee would like to know why the RPI funds, since the funding was received as the result of submitting a competitive grant application and being awarded a state grant, is not noted as Special Revenue. The Executive Committee would like further clarification at the next meeting.

7. NEW BUSINESS
P Van Steen briefly discussed the 2016-2020 Comprehensive Economic Development Strategy that is prepared and submitted to EDA every five-years, with annual updates submitted during the ensuing years.

A MOTION TO ADOPT THE RESOLUTION ADOPTING THE 2016-2020 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY WAS MADE BY T. EDLEBECK, SUPPORTED BY J. BEAUDO; MOTION CARRIED.

The draft A Vision For a the Future of UP Utilities White Paper, Michigan Tech Keweenaw Research Center was received and placed on file.

8. FEDERAL REVIEWS
P. Van Steen reported on the recreation notice of intent received from City of Manistique, Burt Township, Powell Township, City of Munising, Delta County-UP State Fair Authority, and City of Marquette. No comments made.

9. The next meeting will be held April 22, 2016 at the CUPPAD offices, Escanaba.

10. Items from Executive Committee
- Alger County-
  Jerry mentioned the controversy concerning the gag order legislation. The County has selected the contractor and will be starting the Jail project soon. The 911 will be moving into the new facility. ALTRAN is getting new busses and construction on new garage to replace the burned down one will be starting soon; there is a school millage question for expansion of elementary school onto existing High School building, the old elementary will be sold for low-income housing. There is a great influx of tourist to the Munising area with motels filled and restaurants running out of food.

- Menominee County –
  Joe mentioned there is some enthusiasm by the county in joining CUPPAD; there are some commissioners in joining.

- Dickinson County-
  Tony mentioned a new business will soon be in operation at the multi-color building in Norway. A local business is expanding its engraving business. The local Ace hardware is moving from Iron Mountain to Kingsford. There is rumblings about the Kingsford Armory closing, Baraga Armory has been looked at for closure. A new mail-sorting machine from Wausau is being installed at the Kingsford Mail Sorting Facility and the mail carriers have been moved from Kingsford to Iron Mountain to make room for the new machine.

- Hannahville –
  Jill reported a new pharmacy, laundromat, coffee shop serving Starbucks coffee, and physical therapist will be located at the Oasis gas station expansion.

- Marquette-
Jerry Doucette reported on the new hospital and adjacent motel coming to Marquette and the closure of the mine.

10. A MOTION TO ADJOURN AT 4:15 PM WAS MADE BY J. BEAUDO, SUPPORTED BY J. LINDER; MOTION CARRIED.

Minutes prepared by Peter Van Steen