2019 PROGRESS REPORT AND AMENDMENTS TO THE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY REPORT (CEDS) 2016-2020

To be attached as an addendum to the Central Upper Peninsula Comprehensive Economic Development Strategy Report dated March 31, 2016.

Adopted by CEDS/RPI Committee: January 10, 2019
Adopted by CUPPAD Regional Commission: February 1, 2019

Prepared By:

Path: \\Gisfs\gidgis\Gisdata\NAD83\CEDS2017_Cover Page_Final.mxd
# TABLE OF CONTENTS

Public Review and Comment Period (12/10/2018- 12/02/2019)
   Published Notice Escanaba Daily Press (12/10/2018)
   Published Notice Marquette Mining Journal (12/10/2018)

Resolution CEDS Committee adopting 2019 CEDS Update (01/10/2019)
Resolution CUPPAD Executive Committee adopting 2019 CEDS Update (02/01/2019)

Introduction 1

Summary of Staff Activities- October 1, 2017 to September 30, 2018 1

Membership 2

Strategy Committee 4

Population 4

Central Upper Peninsula Action Plan 5
   Economic Performance Factors 5
   Progress Toward Achieving Goals 5
      Goal 1: Support Growth and Resiliency of the Region's Economy 6
      Goal 2: Develop, Attract, & Retain a Talented Workforce 8
      Goal 3: Improve Infrastructure Networks, Connectivity, and Affordability 9
      Goal 4: Enhance and Expand Educational Opportunities 10
      Goal 5: Improve Quality of Life for All Residents 11

Regional Projects 13
   Status of 2018 Projects 13
      Status of Priority Development Projects 13
      Status of Priority Non-Development Projects 14
   Identification of 2019 Projects 15
   Priority Projects 16
      Priority Development Projects 17
      Priority Non-Development Projects 21
   Regional/Local Projects 25
      Regional/Local Non-Development Projects 25
      Regional/Local Development Projects 27
60 years ago
NEGAUNEE — Defeating the Zehrs Room by 96 holes, the Eagles hosted their first place lead in the Negraune Women’s Cribbage League to 599 holes over the season-place Elk’s entry. Although the Elk’s dropped a 29-hole dis- cision to the Knights of Columbus, they replaced the Zehrs Room in the run-up spot. League standings follow: Eagles 89,999, Elk’s 50,540, Zehrs Room 68,210, and Knights of Columbus 67,257 Individual high score holes were won by Leila Creden and Caroline Colbog with a 1,207 match.

2019 CEDS UPDATE
The draft 2019 Progress Report and Amendments to the 2016-2020 Comprehensive Economic Development Strategy report prepared by the CUPPAD Regional Commission is available for public comment and review at the CUPPAD offices. The CEDS is updated every 5 years aligned to the central U.P. The report will be submitted to the Economic Development Administration by January 31, 2020.

Questions and comments may be submitted to Peter Van Stree, 2950 College Avenue, Escanaba, MI 49829 or email: prvanstree@cuppad.org.
Murray makes most of last shot
Another Heisman for the Sooners

NEW YORK (AP) -

A comfortable margin of 236 points over Tugwell's Ohio State quarterback Dwayne Haskins, the other finalist, was a distant third with 783 points. Three more quarterbacks followed: Will Grier of West Virginia, Gardner Minshew II of Washington State and McKenzie Milton of Central Florida.

Murray appeared on 92 percent of the Heisman ballots, third most all-time. Tugwell's 1,971 points was the most for a runner-up since the 84-year history of the Heisman.

Murray, a porous passer and explosive runner, surpassed the production of Mayfield. Murray has averaged 380 yards of offense per game and accounted for 31 touchdowns in leading the Sooners to the Big 12 title and the playoff. Mayfield

Marquette gets bragging rights

MILWAUKEE (AP) -

Murray passed for 272 yards and two touchdowns. He also had 68 yards rushing and a touchdown. But the Sooners still lost.

2019 CEDS UPDATE

The draft 2019 Progress Report and Amendments to the 2016-2020 Comprehensive Economic Development Strategy report prepared by the CUPPAD Regional Commission is available for public comment and review at the CUPPAD offices. The CEDS is updated every 5 years identifying projects within the central UP. The report will be submitted to the Economic Development Administration by January 31, 2019.

Questions and comments may be submitted to Peter Van Steen, 2950 College Avenue, Escanaba, MI 49829 or email: pvansteen@cuppad.org.
RESOLUTION ADOPTING THE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY 2019 PROGRESS REPORT AND AMENDMENTS

WHEREAS, the Central Upper Peninsula Planning and Development Regional Commission’s Comprehensive Economic Development Strategy (CEDS) Committee is charged with filing an annual report on the accomplishments and changes to the Comprehensive Economic Development Strategy, and

WHEREAS, the CEDS is a document which is updated each year, and

WHEREAS, the CEDS Committee recognizes that conditions are subject to change in the economic environment of the Central Upper Peninsula, and

WHEREAS, it is desirable and prudent to review the CEDS annually and amend the document as necessary to keep it current with the existing conditions of the Central Upper Peninsula, and

BE IT RESOLVED, that the CEDS Committee hereby adopts this 2019 Progress Report and Amendments as an addendum to the 2016-2020 Comprehensive Economic Development Strategy Report.

Adopted on this 10th day of January 2019.

CEDS Committee Co-Chair
RESOLUTION ADOPTING THE 2019 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY PROGRESS REPORT AND AMENDMENTS

WHEREAS, the Central Upper Peninsula Planning and Development Regional Commission’s Comprehensive Economic Development Strategy (CEDS) Committee is charged with filing an annual report on the accomplishments and changes to the Comprehensive Economic Development Strategy, and

WHEREAS, the Comprehensive Economic Development Strategy is a document which is updated each year, and

WHEREAS, the CUPPAD Executive Committee recognizes that conditions are subject to change in the economic environment of the Central Upper Peninsula, and

WHEREAS, it is desirable and prudent to review the Comprehensive Economic Development Strategy annually and amend the document as necessary to keep it current with the existing conditions of the Central Upper Peninsula, and

WHEREAS, the CEDS Committee has reviewed and adopted the 2019 Progress Report and Amendments as an addendum to the 2016-2020 Central Upper Peninsula Comprehensive Economic Development Strategy report.

BE IT RESOLVED, that the CUPPAD Executive Committee hereby adopts the 2019 Progress Report and Amendments to be attached as an addendum to the 2016-2020 Central Upper Peninsula Comprehensive Economic Development Strategy.

Adopted on this 24th day of January 2019.

Dave Rivard, Secretary
Executive Committee
CUPPAD Regional Commission
INTRODUCTION

This addendum to the 2016-2020 Comprehensive Economic Development Strategy identifies activities undertaken by the CUPPAD Regional Commission, the CUPPAD staff, and the CEDS Committee in support of economic development within the district. The report includes the progress in meeting the goals of the current CEDS, the status of CEDS projects, and a listing of 2019 priority and support projects. This update was approved by the CEDS Strategy Committee, whose composition aligns with the new requirements outlined in the EDA Regulatory Revision Final Rule released in 2014.

SUMMARY OF STAFF ACTIVITIES –OCTOBER 1, 2017 TO SEPTEMBER 30, 2018

The CUPPAD Regional Commission serves the region in a multitude of ways. During the fiscal year 2018, CUPPAD staff undertook economic development activities by providing grant writing, grant program administration, federal review clearinghouse services and dissemination of census and other data.

The CUPPAD Regional Commission has been designated by the U.S. Economic Development Administration (EDA) as an Economic Development District serving the six-county area since 1970. Funding received through the Partnership Planning Assistance program allows the Commission to actively promote and assist local governments with a variety of economic development endeavors and proposals.

- The Commission prepared an update to the 2016-2020 Comprehensive Economic Development Strategy which identified regional and local projects of importance which further economic development within the six-county region.
- Staff prepared an Integrative Economic Development Program proposal to the EDA which addressed economic development and economic diversification opportunities and challenges within the region; the proposal was reviewed and approved by the EDA.
- In collaboration with Michigan Works, Higher Education, the Western Upper Peninsula Regional Planning Commission, the Eastern Upper Peninsula Regional Planning Commission, local units of government and economic development organizations, and CUPPAD in partnership with Lake Superior Community Partnership, will be seeking assistance through the Michigan Department of Agriculture Rural Development to address economic resiliency strategies for the changing industry conditions in the U.P. The initiative is a non-development project identified in the CEDS which recognizes the need to plan for the collective economic impact associated with the idling of the Empire iron ore mine, the projected closure of the Eagle high-grade nickel and copper mine and the impending closure of the Presque Isle coal-fueled power plant.

CUPPAD staff have continued to assist local governments in developing a variety of planning documents, including master plans and recreation plans. Assistance has been provided to some local communities with updating zoning ordinances or developing new ordinances to reflect the needs of the local community and to further economic development. Community planning efforts are underway with the Cities of Munising, Negaunee and Menominee and the Townships of Escanaba and Humboldt. Capital Improvement Plans were completed for the City of Negaunee and Michigamme Township. Recreation plans were completed for three communities and development initiated with three localities.

In partnership with local road agencies and the state department of transportation, CUPPAD has assisted with the rating and analyzing of a significant portion of the federal aid eligible road network within the region. The results of the road rating activity are utilized by road agencies and the transportation department in prioritizing which roads will receive maintenance/reconstruction. The up keep of the road
network is vital to ensuring the economic well-being of the region. Information collected has been used by road agencies in making applications for road funding improvements to further economic development.

The agency’s 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. Extensive GIS support is provided to Alger, Delta and Schoolcraft Counties with the development of a Lands Record Management System. The major undertaking with the counties involves building GIS parcel layers to identify road systems, vacant properties, and identifying large parcels for economic development. CUPPAD staff have worked with and provide on-going assistance to the community economic development agencies in the respective counties.

CUPPAD staff involvement with non-motorized trail systems and recreational trail/route systems have enhanced and supported the economic redevelopment of the region.

In support of small business development, CUPPAD staff has prepared two environmental reviews for communities utilizing CDBG revolving loan funds to assist expansions of existing businesses. Staff has been instrumental with the administration of five CDBG funded projects in the region.

CUPPAD staff have facilitated discussions on the reuse of brownfield property within the region.

In partnership with the Michigan Council for Arts and Cultural Affairs, CUPPAD has re-granted funds to local communities in support of local art programs and initiatives. In fiscal year 2018, 12 art mini-grant awards were given to support local art projects and professional organization development programs.

Since 2014, CUPPAD has been successful in obtaining grant funding from the State of Michigan’s Regional Prosperity Initiative (RPI). This initiative fosters collaborative efforts between various interests in the Region. A number of programs have been instituted to foster the quality of life within the region. CUPPAD has hosted well-attended meetings of the Regional Prosperity Initiative effort with stakeholders representing public, private, and non-profit interests from throughout the region. The RPI collaborative council has met to discuss and develop measurable goals, strategies, and actions furthering the economic development and quality of life within the central UP. Many initiatives have been brought forth and funded through the RPI program to enhance the region’s well-being.

### MEMBERSHIP

Membership in the CUPPAD Regional Commission is voluntary and open to all local units of government and tribe(s) in the central Upper Peninsula. The Commission enjoys support among local units within the region. Total membership in FY19 includes 79 (85%) of the 93 eligible local units of government. Membership of the CUPPAD Regional Commission encompasses:

- 4 of 6 counties
- 10 of 12 cities
- 5 of 5 villages
- 59 of 70 townships
- Hannahville Indian Community
The current representatives of the CUPPAD Regional Commission are:

<table>
<thead>
<tr>
<th>CUPPAD REGIONAL COMMISSION</th>
<th>FY 2017-2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>APPOINTING UNIT</strong></td>
<td><strong>APPOINTEE</strong></td>
</tr>
<tr>
<td>ALGER COUNTY</td>
<td></td>
</tr>
<tr>
<td>County Board</td>
<td>Jerry Doucette*</td>
</tr>
<tr>
<td>Member-at-large</td>
<td>Vacant</td>
</tr>
<tr>
<td>Member-at-large</td>
<td>Esley Mattson</td>
</tr>
<tr>
<td>City</td>
<td>Rod DesJardins</td>
</tr>
<tr>
<td>Village</td>
<td>Dan Rushford</td>
</tr>
<tr>
<td>Townships</td>
<td>Lisa Howard</td>
</tr>
<tr>
<td>DELTA COUNTY</td>
<td></td>
</tr>
<tr>
<td>County Board</td>
<td>Dave Rivard*</td>
</tr>
<tr>
<td>Planning Commission</td>
<td>Benny Herioux</td>
</tr>
<tr>
<td>Member-at-large</td>
<td>Theresa Nelson</td>
</tr>
<tr>
<td>Cities</td>
<td>Renee Baron</td>
</tr>
<tr>
<td>Villages</td>
<td>Vacant</td>
</tr>
<tr>
<td>Townships</td>
<td>Gregg Johnson</td>
</tr>
<tr>
<td>DICKINSON COUNTY</td>
<td></td>
</tr>
<tr>
<td>Cities</td>
<td>Ray Anderson*</td>
</tr>
<tr>
<td>Townships</td>
<td>Denny Olson</td>
</tr>
<tr>
<td>MARQUETTE COUNTY</td>
<td></td>
</tr>
<tr>
<td>County Board</td>
<td>Gerald Corkin*</td>
</tr>
<tr>
<td>Planning Commission</td>
<td>Bob Struck</td>
</tr>
<tr>
<td>Member-at-large</td>
<td>Al Feldhauser</td>
</tr>
<tr>
<td>Member-at-large</td>
<td>Thyra Karlstrom</td>
</tr>
<tr>
<td>Cities</td>
<td>Mark Slown</td>
</tr>
<tr>
<td>Townships</td>
<td>William Carlson</td>
</tr>
<tr>
<td>MENOMINEE COUNTY</td>
<td></td>
</tr>
<tr>
<td>Cities</td>
<td>Dale Parrett</td>
</tr>
<tr>
<td>Villages</td>
<td>Carol Welch</td>
</tr>
<tr>
<td>Townships</td>
<td>Joe Linder*</td>
</tr>
<tr>
<td>SCHOOLCRAFT COUNTY</td>
<td></td>
</tr>
<tr>
<td>County Board</td>
<td>Craig Reiter*</td>
</tr>
<tr>
<td>Planning Commission</td>
<td>Vacant</td>
</tr>
<tr>
<td>Member-at-large</td>
<td>Alan Ott</td>
</tr>
<tr>
<td>Member-at-large</td>
<td>Vacant</td>
</tr>
<tr>
<td>City</td>
<td>Sheila Aldrich*</td>
</tr>
<tr>
<td>Townships</td>
<td>Vacant</td>
</tr>
<tr>
<td>HANNAHVILLE INDIAN COMMUNITY</td>
<td></td>
</tr>
<tr>
<td>Tribal Council</td>
<td>Jill Beudo*</td>
</tr>
</tbody>
</table>

*Denotes Member of Executive Committee

The regional organization’s governing body is broadly representative of the principal economic interests of the Region, including the private sector, public officials, community leaders, representatives of
workforce development boards, institutions of higher education, minority and labor groups, and private individuals.

**STRATEGY COMMITTEE**

The 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, 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. The Committee receives input from the CUPPAD Regional Commission and non-member private citizens. The 2019 Strategy Committee listed below were instrumental in developing the 2019 CEDS Progress Report and Amendments.

<table>
<thead>
<tr>
<th>Name/Organization</th>
<th>Represents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donna LaCourt (MDARD)</td>
<td>Public Official</td>
</tr>
<tr>
<td>Lois Ellis (Dickinson County EDC)</td>
<td>Economic Development</td>
</tr>
<tr>
<td>Amy Clickner (UPCDC)</td>
<td>Economic Development</td>
</tr>
<tr>
<td>Dotty LaJoye (CUPPAD)</td>
<td>Economic Development</td>
</tr>
<tr>
<td>Vince Bevins (MDOT – Superior Region)</td>
<td>Public Official</td>
</tr>
<tr>
<td>Bill Raymond (Michigan Works!)</td>
<td>Workforce Development</td>
</tr>
<tr>
<td>Dr. Laura Coleman (Bay College)</td>
<td>Educational Institution</td>
</tr>
<tr>
<td>Bob Eslinger (Northern Michigan University)</td>
<td>Educational Institution</td>
</tr>
<tr>
<td>Jim Baker (Michigan Technological University)</td>
<td>Educational Institution</td>
</tr>
<tr>
<td>Steve Martin (Menominee ISD)</td>
<td>Educational Institution</td>
</tr>
<tr>
<td>Alex Kofsky (AccelerateUP)</td>
<td>Workforce Development</td>
</tr>
<tr>
<td>Jon Mead (Upper Peninsula Commission for Area Progress)</td>
<td>Non-Profit</td>
</tr>
<tr>
<td>Emily Leach (Lake Superior Watershed Partnership)</td>
<td>Non-Profit</td>
</tr>
<tr>
<td>Stacy Haughey (Michigan DNR)</td>
<td>Public Official</td>
</tr>
<tr>
<td>TJ Thomas (Delta Economic Development Alliance)</td>
<td>Economic Development</td>
</tr>
<tr>
<td>John Madigan (Pictured Rocks Cruises)</td>
<td>Private Sector</td>
</tr>
<tr>
<td>Gary LaPlant (U.P. Community Foundation)</td>
<td>Non-Profit</td>
</tr>
<tr>
<td>Julee Kaurala (Michigan DHS)</td>
<td>Public Official</td>
</tr>
<tr>
<td>Sue Roll (Bonifas Fine Arts Center)</td>
<td>Non-Profit</td>
</tr>
<tr>
<td>William Raymond (Michigan Works!)</td>
<td>Workforce</td>
</tr>
<tr>
<td>Kathy Reynolds (Alger County Chamber of Commerce)</td>
<td>Economic Development</td>
</tr>
<tr>
<td>Alan Barr (Schoolcraft County Economic Development)</td>
<td>Economic Development</td>
</tr>
<tr>
<td>Nancy Douglas (Menominee EDC)</td>
<td>Economic Development</td>
</tr>
<tr>
<td>Katie Barglind (UP Regional Labor Federation)</td>
<td>Labor</td>
</tr>
</tbody>
</table>

**POPULATION**

The population of the central Upper Peninsula has continued to decline at a slow and steady pace, even as the State of Michigan overall rebounds from population losses which resulted from the Great Recession. According to the Census Bureau, the central region experienced a population decrease of 2.9% from 2010 to 2017. Only Marquette County experienced a small population increase of nearly 1% since 2010.
### TABLE 3
Population Change 2010-2017

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Alger</td>
<td>9,604</td>
<td>9,571</td>
<td>9,531</td>
<td>9,497</td>
<td>9,516</td>
<td>9,476</td>
<td>9,396</td>
<td>9,254</td>
<td>-3.6%</td>
</tr>
<tr>
<td>Delta</td>
<td>37,403</td>
<td>37,248</td>
<td>37,075</td>
<td>36,967</td>
<td>36,814</td>
<td>36,712</td>
<td>36,570</td>
<td>36,395</td>
<td>-2.7%</td>
</tr>
<tr>
<td>Dickinson</td>
<td>26,584</td>
<td>26,436</td>
<td>26,286</td>
<td>26,201</td>
<td>26,097</td>
<td>26,012</td>
<td>25,889</td>
<td>25,694</td>
<td>-3.5%</td>
</tr>
<tr>
<td>Marquette</td>
<td>66,514</td>
<td>66,859</td>
<td>67,178</td>
<td>67,358</td>
<td>67,535</td>
<td>67,582</td>
<td>67,418</td>
<td>67,145</td>
<td>+0.9%</td>
</tr>
<tr>
<td>Menominee</td>
<td>24,245</td>
<td>24,138</td>
<td>24,041</td>
<td>23,917</td>
<td>23,838</td>
<td>23,717</td>
<td>23,568</td>
<td>23,389</td>
<td>-3.5%</td>
</tr>
<tr>
<td>Schoolcraft</td>
<td>8,640</td>
<td>8,552</td>
<td>8,455</td>
<td>8,407</td>
<td>8,345</td>
<td>8,288</td>
<td>8,186</td>
<td>8,114</td>
<td>-6.1%</td>
</tr>
<tr>
<td>CUPPAD Region</td>
<td>175,000</td>
<td>174,815</td>
<td>174,578</td>
<td>174,360</td>
<td>174,159</td>
<td>173,802</td>
<td>173,043</td>
<td>169,991</td>
<td>-2.9%</td>
</tr>
<tr>
<td>Michigan</td>
<td>9,952,687</td>
<td>9,920,621</td>
<td>9,897,264</td>
<td>9,886,095</td>
<td>9,889,024</td>
<td>9,900,571</td>
<td>9,909,600</td>
<td>9,925,568</td>
<td>-0.3%</td>
</tr>
</tbody>
</table>


---

**CENTRAL UPPER PENINSULA ACTION PLAN**

The Action Plan, as identified in the 2016-2020 CEDS document adopted in March 2016, continues to be the prevailing program for the Central Upper Peninsula region. The planning process has incorporated the following:

- Identify goals.
- Identify priority projects on an annual basis.
- Work collaboratively with local, state and federal agencies and private businesses to advance goals related to transportation, transit, transmission issues, community preparedness and related issues.
- Match 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.

**ECONOMIC PERFORMANCE FACTORS**

The economic factors below have been used singularly or in combination as appropriate to determine the effectiveness of economic development activities:

- Jobs created
- Client satisfaction
- Increase in regional assessed value
- Cluster creation and expansion
- Community preparedness plans

**PROGRESS TOWARD ACHIEVING GOALS**

CUPPAD has made significant progress towards achieving the goals identified in the 2016-2020 CEDS document. Due to the geographic size and complexity of the Central Upper Peninsula many, if not most, of the goals will require ongoing efforts. Recognizing little is accomplished by a single entity, CUPPAD has
worked in collaboration with a wide variety of other agencies in both the Upper Peninsula and in Northeast Wisconsin to advance the identified goals and strategies.

The five goals identified in the 2016-2020 Comprehensive Economic Development Strategy are:

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

In FY 2018, CUPPAD made an application (December 1, 2017) for continued RPI funding as a Regional Prosperity Council level of collaboration. The application requests $375,000 to support and strengthen the capacity of communities in the six-county region with funding of seven separate initiatives. The application has four projects that are continued or were funded in a previous year and four projects for which funding support has not previously been received). The project funding will be used to study the economic impact of the U.P. State Fairgrounds (and its many events) has on the local and regional economy.

- Prosperous Places Mini-grant Program (continued). Defined, organized, promoted the program and received, ranked, and funded proposed projects in keeping with program goals.
- Support for Economic Development Organizations [EDO’s] (continued). Provided support to the EDO’s in the region (training, professional development, & technical capacities).
- UP Health Strategies (continued). Supported a UP Health Summit and maintained a UP Health Strategies website.
- Regional 911 GIS Updates (new). Provided funding to 911 public safety by adding updated address points and more accurate information to existing 911 system data.
- UP North Trails (new). Conducted mapping of extensive trail information, which was collected from local hiking groups and city, county and state sources.

Funding through the Regional Prosperity Initiative provided for a Michigan State University (MSU) Edible Education program which allowed educators from Michigan State University to provide a holistic program to schools in Delta, Menominee, Alger, Marquette, Schoolcraft and Dickinson County about local agriculture. This program included a hands-on approach on growing plants, visiting a farm and meeting MSUE staff who work in the agriculture industry.

The CEDS Committee, with RPI funding, was a sponsor of the annual “Uppertunities Tourism and Professional Development Conference” held at the Island Resort and Casino. Since 1998, Uppertunities has been the premier U.P. Region tourism and professional development conference. The full-day conference offered professional skill development, business to business networking opportunities and the latest in tourism information. The sessions helped companies improve their level of customer service by encouraging employees to become more positive and service orientated. Attendees, presenters and guests traveled from all of Michigan and Wisconsin to attend this event.

CUPPAD continues to assist local units of government with the development or updates of master plans and community planning:

- City of Munising- Continued development of an update to Master Plan.
- Escanaba Township- Prepared final draft of Master Plan Update to be presented to the planning commission.
- Humboldt Township- Continued drafting update of Master Plan.
- Menominee City- developing a strategy to ensure public participation in the planning process.
CUPPAD continues to assist local units of government with other planning studies:

- Aided the City of Negaunee and Michigamme Township with the preparation and development of a Capital Improvement Plan (CIP).
- Initiated actions to assist the cities of Kingsford and Norway with the development of Capital Improvement Plans.
- Met with Alger County officials regarding the development of a strategic plan.
- Assisted the City of Negaunee with developing and analyzing a survey of public access cable options.
- Participated with Beckett & Raeder and Preservation Forward in the City of Negaunee’s Downtown Streetscape visioning session.
- Organized and hosted community planning training and technical assistance sessions for local units within the region.

CUPPAD continues to assist local units of government with the development or updates of zoning ordinances. Zoning ordinances provide for the implementation of Master Plans by regulating land use, buildings, and structures to promote public health, safety, and welfare. Various levels of zoning assistance have been provided to the following communities:

- Masonville Township
- Breitung Charter Township
- City of Ishpeming
- City of Munising
- Munising Township
- City of Escanaba

Other activities CUPPAD has undertaken in addressing this goal include:

- Assisted the City of Escanaba with CDBG grant administration for a downtown façade project, including close-out activities.
- Assisted the City of Escanaba with drafting a grant application for a Downtown Façade project.
- Staff have been selected to serve as Certified Grant Administrator for the City of Escanaba-Flats on Ludington project.
- Assisted the City of Menominee-Lloyd House II with CDBG grant administration activities, including close-out activities.
- Assisted the City of Negaunee-Negaunee Downtown Façade with CDBG grant administration with two individual façade projects.
- Assisted the Alger County-UP Rail Freight Study with drafting and submitting grant application to MEDC and with grant administration.
- Prepared four environmental reviews for four businesses utilizing CDBG revolving loan funds.
- Assisted the City of Escanaba with administrative support to the Escanaba Brownfield Redevelopment Authority.
- CUPPAD is developing an inventory of blighted sites within the central Upper Peninsula to be incorporated into the regional FetchGIS system. Staff and RPI council discussing a Small Real Estate Developer Training and Capacity Building endeavor.
- Submitted Notice of Intent to FEMA to update the county hazard mitigation plans of four counties in region.
- Provided information on mini-steel mills to the Delta County Economic Development Alliance.
• Periodically monitored the feasibility and time horizon of using liquid fluoride thorium reactor (LFTR) technology to produce electricity and high-temperature process heat for industrial applications.

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

The U.P. faces many challenges. Chief among them is a declining and aging population, a lower than average rate of educational attainment, lower than average wages and household incomes and, negative perceptions about the region due to its rural nature and cold-weather climates and the lack housing needed to support additional workers when companies want to expand or provide affordable housing for service workers in communities that are experiencing increased tourism. These challenges make recruiting and retaining talented workers a significant challenge in many cases. However, by highlighting the unique and wonderful assets of the region and targeting the right talent, there is a great opportunity to overcome these challenges. In a study by CUPPAP in 2016 titled “Talent for Tomorrow’s Work Force: Recruiting and Retaining Talent for the Upper Peninsula,” it recommended that the UP’s quality of life, natural environment and unique sense of community are important assets that can and should be used as recruiting tools. Rather than seeking to attract talent from larger, urban markets, the region should focus on recruiting talent that is likely to be attracted to the natural amenities of the Upper Peninsula.

In addition, communities across the central U.P. are seeing a shortage of market-rate and affordable housing options that can meet the expectations of today’s workforce. Employers across the region report that finding suitable housing for new workers is increasingly difficult and one of their top concerns, especially for those companies that are growing their workforce significantly. Many share stories of losing good employment candidates due to the lack of available housing options.

Many central U.P. communities where tourism economies are strongly represented, local economic development professionals report of the struggles to find housing for seasonal tourism workers. They also see affordability issues as properties are increasingly repurposed into vacation rentals, pricing out the seasonal workers and cutting into the available housing stock that can serve workforce needs.

In 2016, Land Use | USA, MSHDA and MEDC collaborated to conduct a Residential Target Market Analysis on housing for each county in the U.P. While these county-based studies revealed some important information, they were data-heavy and not reader-friendly. Interested developers reported that the information left them with more questions than answers. The analysis did show that many of the existing housing units were in formats that do not match the needs of today’s buyers and renters.

Economic developers, community developers, and regional planners are interested in refreshing the housing studies in the Central U.P. for a more developer-useful set of data points in an easily readable format that addresses market-rate and affordable housing needs. Initial efforts are underway to make this a project in 2019 in partnership with MSHDA. Housing needs across the region will be assessed and evaluated against barriers to affordable and desirable housing through an update to the Target Market Analysis Regionwide Housing Market Study prepared in 2014. Additional housing analysis will also be done that will support housing development by housing type or help design local housing policies that retains housing to meet the needs of the entire local population and provide housing for growth in tourism. Funding from the Regional Prosperity Initiative will assist with the update of the Target Market Analysis and additional housing assessments and policy planning. The report will assist with identifying
resources that will be useful to the CEDS Committee as they explore solutions to the workforce and housing challenges that are barriers to growth in the region.

The Regional Prosperity Initiative supported two educational programs over 2018 focused on cultivating interest in CTE and vocational experiences. The MSU Edible Education program and NMU CTE Summer Skills Camps both provided students with hands-on learning opportunities to experience careers in industries that are relevant in the Upper Peninsula.

CUPPAD is an active partner in developing the MI STEM strategic plan for the central Upper Peninsula.

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

Transportation and infrastructure were an oft-discussed issue at CEDS Strategy Committee meetings during 2018. The CEDS Strategy Committee has identified increasing energy costs and lack of access to wireless phone service and broadband internet as major barriers to economic growth the region, and developed strategies to address these problems.

To address the high cost of energy, the Commission planned to hold several workshops designed to provide local businesses with the understanding of funding available for clean energy and provide assistance with understanding energy bills and energy audits. Due to lack of interest, only one workshop was held in Escanaba.

With funding through the Regional Prosperity Initiative, a “U.P. Energy Summit” sponsored by the Lake Superior Community Partnership was held. The day-long event brought stakeholders from across the state together to discuss the changing landscape of energy. The agenda included a presentation from the Michigan Public Service Commission, the state’s Energy Office, along with a variety of utility and transmission providers, all bringing the latest news and views to the UP to create awareness and allow input to discuss issues, opportunities and solutions to the energy needs of the U.P.t.

Activities undertaken by CUPPAD in support of this goal include:

- Participated in Marquette County Corridor Access Management meetings discussing development issues affecting the US-41 corridor.
- Representing Delta County as a member of the Northwoods Rail Transit Commission.
- Conducted traffic studies for the City of Stephenson and for the City of Menominee.
- Attended and participated in UP Food Exchange Committee meeting.
- Assisted Alger County with administrative activities associated with CDBG funded UP Rail Transit Study.
- With MDOT and local road agencies, evaluated current road pavement surface conditions.
- CUPPAD staff assisted MDOT with management of the Rural Task Force and Small Urban Grant Program. Met with Stephenson city officials regarding funding options for street reconstruction.
- Through contractual arrangements, CUPPAD staff developed and manages a Geographic
Information System (GIS) for Delta County Alger County, and Schoolcraft County; parcel information has been provided to realtors, economic development organizations and others.

- Staff assisted eight local governments and the Hannahville Indian Community with completing the US Census Bureau Local Update of Census Addresses Operation updates.
- Mapped the location of rural fire hydrants within Delta County.
- Created multiple miscellaneous maps for local communities, for use in submitting various grant applications and for planning documents.
- Continued to provide regular GIS support to the Hannahville Indian Community.
- CUPPAD serves as the regional clearinghouse review agency for proposed federally funded projects.
- CUPPAD regularly receives and fulfills requests for demographic and other data from local governments, local agencies and the private sector.
- Staff has provided information on grant opportunities to local governments and organizations on a variety of subjects.
- CUPPAD sponsored a summit of health and human service educators and providers to share their professional strategies in dealing with opioids and addiction.

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

CUPPAD collaborated with Michigan Works!, MSU Extension, Northern Michigan University, Bay de Noc Community College, Lake Superior State University and Michigan Technological University on projects of national and international importance to connect residents, businesses, and public officials with the training opportunities available to them locally. The Commission continues to collaborate with regional planning commissions on projects of mutual importance. Furthermore, CUPPAD ensures that commission members and local governmental officials are kept up to date on issues of regional importance by hosting presentations made by state and local officials. The Commission routinely notifies local governments and the public of various training sessions and workshops being held in the region.

The Commission continued its efforts to promote CTE programs around the region. The reginal Prosperity Initiative supported two educational programs. Funding through the Regional Prosperity Initiative provided for a MSU Edible Education program which allowed educators from Michigan State University to provide a holistic program to schools in Delta, Menominee, Alger, Marquette, Schoolcraft and Dickinson County about local agriculture. This program included a hand-on approach on growing plants, visiting a farm and meeting MSUE staff who work in the agriculture industry.

CUPPAD is an active partner in developing the MI STEM strategic plan for the central Upper Peninsula.

Other activities undertaken by CUPPAD in support of this goal include:
- Continuing to provide planning, zoning, grant writing and other assistance to local units of government to support local economic development efforts.
GOAL 5:  
**IMPROVE QUALITY OF LIFE FOR ALL RESIDENTS**

CUPPAD has encouraged communities in the region to invest in placemaking by offering a competitive grant program that would help create vibrant places where people want to live, work, and play. The *Prosperous Places Placemaking mini-grant* program has been an integral part of the Regional Prosperity Initiative program for the central Upper Peninsula since its inception. The projects are aimed at improving public spaces.

CUPPAD and its partner agency Michigan Works! continue to work with universities, community colleges, and area industries to identify opportunities for collaboration to improve community development. During Fall 2018, CUPPAD assisted the MSU National Charrette Institute to provide a training to local officials on Placemaking and Public Engagement for better outcomes in community development activities.

With funding through the FY 2017 RPI grant, the 16 place making grants were implemented during FY 2018:

<table>
<thead>
<tr>
<th>Place Making Grant</th>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alger Chamber of Commerce</td>
<td>Welcome/ Entrance Signage</td>
<td>$5,000</td>
</tr>
<tr>
<td>Bay de Noc Community College</td>
<td>Phase 2- Danforth and 30th Street</td>
<td>$2,500</td>
</tr>
<tr>
<td>Breitung Township</td>
<td>Park identification Signage</td>
<td>$5,000</td>
</tr>
<tr>
<td>Channing Area Beautification Committee</td>
<td>Vacant Lot- M-95 and 6th Street</td>
<td>$1,960</td>
</tr>
<tr>
<td>Dickinson County</td>
<td>Lake Antoine- Tot Lot</td>
<td>$4,570</td>
</tr>
<tr>
<td>Ely Township</td>
<td>Ely Township Park Revitalization</td>
<td>$4,000</td>
</tr>
<tr>
<td>City of Escanaba</td>
<td>Trail- Willow Creek Rd. to Ludington, Lake Shore Drive</td>
<td>$2,500</td>
</tr>
<tr>
<td>Garden Recreation Committee</td>
<td>Garden Township Park Enhancements</td>
<td>$4,000</td>
</tr>
<tr>
<td>City of Gladstone</td>
<td>Urban Tree Restoration/Arbor Day Celebration Coordination</td>
<td>$4,000</td>
</tr>
<tr>
<td>Iron Ore Recreation Authority</td>
<td>Artist-Inspired Reflection/Relaxation</td>
<td>$5,000</td>
</tr>
<tr>
<td>Ishpeming Beautification Committee</td>
<td>Beautification of Public Gardens/Spaces</td>
<td>$4,000</td>
</tr>
<tr>
<td>Menominee DDA</td>
<td>Phase 2- Wayfinding Signage</td>
<td>$5,000</td>
</tr>
<tr>
<td>Munising DDA</td>
<td>Downtown Alley Beautification Project</td>
<td>$5,000</td>
</tr>
<tr>
<td>Powers-Spalding</td>
<td>Still Blooming with Pride</td>
<td>$1,000</td>
</tr>
<tr>
<td>Rapid River Business Association</td>
<td>Waterfront Park/Picnic Area Creation</td>
<td>$4,000</td>
</tr>
<tr>
<td>Rock River Township</td>
<td>Centennial Park in Chatham</td>
<td>$2,470</td>
</tr>
</tbody>
</table>

With funding from the FY 2018 RPI grant, the 18 place making grants were awarded, with the majority to be implemented during FY 2019:

<table>
<thead>
<tr>
<th>Place Making Grant</th>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marquette County Land Bank</td>
<td>Hematite Art Park</td>
<td>$5,000</td>
</tr>
<tr>
<td>City of Menominee</td>
<td>Triangle Park Improvements</td>
<td>$5,000</td>
</tr>
<tr>
<td>City of Ishpeming</td>
<td>Downtown Welcome Signs and Garden</td>
<td>$2,500</td>
</tr>
<tr>
<td>Alger County Chamber of Commerce</td>
<td>Munising Dog Park</td>
<td>$5,000</td>
</tr>
<tr>
<td>Bonifas Arts Center</td>
<td>Outdoor Lighthouse Mural</td>
<td>$1,800</td>
</tr>
<tr>
<td>Lake Antoine Park Partners</td>
<td>Welcome to Lake Antoine Park! - (park improvements)</td>
<td>$500</td>
</tr>
<tr>
<td>City of Negaunee Beautification Committee</td>
<td>Historic Ore Cart Planters</td>
<td></td>
</tr>
<tr>
<td>Munising DDA</td>
<td>Downtown Munising Alley Beautification Project- Phase 2</td>
<td>$5,000</td>
</tr>
<tr>
<td>City of Gladstone</td>
<td>Farmers Market Enhancement</td>
<td>$2,400</td>
</tr>
<tr>
<td>William Anderson Sportsmen Club and Meyer Township</td>
<td>Memorial of Trees and Hermansville Pocket Park</td>
<td>$5,000</td>
</tr>
<tr>
<td>City of Escanaba</td>
<td>Delta County Airport Dog Park</td>
<td>$5,000</td>
</tr>
<tr>
<td>Powell Township</td>
<td>Powell Township Neighborhood News</td>
<td>$1,500</td>
</tr>
<tr>
<td>U.P. Land Conservancy</td>
<td>Chocolay Bayou Nature Preserve Infrastructure Improvements</td>
<td>$1,600</td>
</tr>
<tr>
<td>Greater Munising Bay Partnership for Commerce</td>
<td>Fuzzy Boyak Welcome Center Facelift</td>
<td>$2,300</td>
</tr>
</tbody>
</table>
Spalding Township  Stay to Play! (new playground at Veterans Memorial Park) $5,000
Bailey Property Preservation Association, Inc.  BPPA Walking Trails Enhancement $1,000
and West Shore Fishing Museum  
Delta County Nonmotorized Trails  Friends of Days River Pathway (trail improvements) $1,422

In partnership with the Michigan Council for the Arts and Cultural Affairs, CUPPAD re-granted $29,065 to local organizations for support of small arts and cultural projects and professional and organizational development grants:

**Local art projects:**
- Alger Parks and Recreation (Concert Series) $3,500
- City of Escanaba (Concert Series) $2,126
- Maple Ridge Township (Concert Series) $2,500
- Players de Noc Inc. (Missoula Children’s Theater) $2,000
- Upspring (Missoula Children’s Theater) $3,374
- Marquette DDA (Halloween Spectacle) $4,000
- Players de Noc (Missoula Children’s Theater) $1,750
- Manistique Area Kiwanis (Missoula Children’s Theater) $3,000
- Manistique Area Schools YETI (Concert Series) $4,000

**Professional Organizational Development:**
- Griffin Candey (Opera professionals conference)) $ 815
- Christine Groleau (Writing Workshop) $ 500
- Friends of the Braumart (Historic Theatre Conference) $1,500

CUPPAD continued administering the three-year $460,000 grant from ArtPlace America. Each county in the region has been working with the community to develop placemaking projects intended to inspire economic development. Three of the counties have worked with world renowned artist Mia Tavonatti and her *Power of Words* mural campaign, which involves entire local communities. The mural project begins with the community voting for the one word they feel defines the future of their community. The voting process gives way to a “word reveal celebration” and then everyone in the community gather the resources needed to allow Mia Tavonatti, in conjunction with local artists and art students, to develop a large mural on the side of a downtown building that represents the word selected and related themes. During FY 2018 murals were installed in Manistique and Iron Mountain. The city of Gladstone will be receiving a Mia Tavonatti mural in their downtown during 2019. Other Art Place America projects being developed in the central region include six murals developed by local artists that incorporate the natural features of the Pictured Rocks National Shoreline in Alger County.

Other activities undertaken in support of this goal include:
- During FY 2018, CUPPAD assisted six communities with development of local recreation plans; four community plans were submitted to the MDNR for state approval.
- Staff discussed with four communities’ various aspects of recreation grant development.
- Developed a brochure guidebook of sites and service found along the UP Hidden Coast Recreation Route Byway.
- Attended newly organized Delta County non-motorized trail committee meetings. Discussed CUPPAD trail planning efforts with members of the Delta County non-motorized trail committee.
- Continued mapping/adding the extensive Upper Peninsula trail information to the UP-North Trails database associated with efforts of the Northeast and Northwest Councils of Government and the eastern and western UP regional planning commissions.
STATUS OF 2018 PROJECTS

The following is a brief status update of projects that were identified in the 2017 update to the 2016-2020 Comprehensive Economic Development Strategy; several of these projects remain as current and are listed as a 2018 project.

STATUS OF PRIORITY DEVELOPMENT PROJECTS

- **Marquette SmartZone Satellite** (City of Marquette) The Marquette SmartZone has been established and has been in operation for about two years. The Marquette SmartZone was created to assist in the accelerated creation and growth of technology-based businesses and jobs in Marquette County. The SmartZone is partnered with the Michigan Tech Enterprise Corporation (MTEC) SmartZone in Houghton-Hancock.

- **Escanaba and Lake Superior Rail Manufacturing Expansion** (Delta County Economic Development Alliance) The company is still seeking funds for expansion of the facility. The Delta County Economic Development Alliance is providing guidance to the firm.

- **Northern Machining Marine Manufacturing Expansion** (Delta County Economic Development Alliance) The firm is pursuing expansion activities at the site;. The firm along with the Delta County ED Alliance continues to seek funding for expansion efforts.

- **Sawyer Food Innovation District** (Marquette County) This project was proposed to build off research completed from Phase 1 Study that surveyed farmers and consumers about specialty crop production. This project was expected to pursue establishment of a formal advisory facility with a business concept, and business rationale, operational plan and facility. However, the first phase of this study did not produce conclusive results. The proposal is now back to the drawing board, with a number of project partners considering instead, the possibility of an incubator kitchen. More work among project stakeholders is needed to determine the future direction of this activity, but the possibility of a feasibility study is now on hiatus until that is able to happen.

- **Wells Escanaba River Utility Crossing** (Wells Township) The Township is still pursuing possible options for water and wastewater infrastructure expansion to serve future commercial and residential development.

- **Superior Trade Zone Multimodal Asset Mapping** (City of Escanaba) CUPPAD discussed including the project as part of the RPI Regional GIS Initiative; no funding was appropriated.

- **Delta County Airport “Delta Landing” Industrial Park Infrastructure** (Delta County Economic Development Alliance) The industrial park, now named “Delta Landing”, has a new road, with water and sewer lines installed to serve a number of sites. CUPPAD continues to assist Delta County EDA with pursuing funding for infrastructure to other sites.

- **Menominee Industrial Park Upgrades** (City of Menominee) CUPPAD continues to assist the City with possible funding options for this project.
• **Kingsford Water/Wastewater Expansion**: (City of Kingsford) CUPPAD continues to work with the City to seek funding for this project.

**STATUS OF PRIORITY NON-DEVELOPMENT PROJECTS**

• **Fruit and Vegetable Processing Feasibility Study, Phase 2**: The project proposed to build off the research completed from Phase 1 that surveyed farmers and consumers in Region 1B about specialty crop production. This second phase was expected to pursue establishment of a formal advisory facility; visits to processing facilities by consultants and local coordinators who in turn visit advisory committee and stakeholders to share information; business concept development (scale and selection of services that would be recommended); and business rationale, operational plan and facility recommendations. However, the first phase of this study did not produce conclusive results, nor a compelling reason to award funds for the second phase of funding. The proposal is now back to the drawing board, with a number of project partners considering instead, the possibility of an incubator kitchen. More work among project stakeholders is needed to determine the future direction of this activity, but the possibility of a feasibility study is now on hiatus until that is able to happen.

• **UP State Fair Economic Impact Study**: The UP State Fair has grown into a major local and regional event, bringing in thousands of visitors, vendors, and entertainers. The study was to determine the economic impact the UP State Fairgrounds has on the local and regional economy. Fairgoers were surveyed, and the results were sent to the MSU Center for Economic Research and an impact study was provided showed the fair generated $2,764,310 in spending and resulted in 28 jobs created in the region. The results provide tangible evidence that the UP State Fair is a lucrative event for the region which generates regional spending beyond the fair itself and promotes the flow of new, non-local spending into our local economy. An additional benefit were the lessons learned by the CEDS Committee regarding the use of economic impact tools, and consideration of how these tools can be applied for future events.

• **“Prosperous Places” Mini-Grant Program**: The successful placemaking mini-grant program disbursed $54,000 in funds over 2018; awarded to 18 different projects across the central U.P. region. Most 2018 projects are still underway or have not completed reporting as of the first quarter of 2019, but are anticipated to complete by April 2019. The 16 Prosperous Places projects awarded in 2017 completed reporting in June 2018. $60,000 was awarded that year and resulted in over $114,000 in match funds and in-kind support leveraged, as well as over 17 news stories published about projects.

• **Support for Economic Development Organizations**: In 2018, support for EDOs was divided into two available funds for each of the six counties in the central region; traditional capacity building support for organizations and another for supporting local downtown development authorities (DDAs). By the end of 2018, $64,000 out of the $80,000 total has been used from these funds for activities such as: purchases of computer software, memberships to professional organizations, downtown façade improvements, and business afterhours events. These funds have provided a timely and flexible resource for area EDOs to build capacity and competitiveness of their communities.
• **UP Health Strategies:** The UP-Health Strategies Initiative will continue addressing regional collaboration among all hospitals in the UP brought about in part by the initiative began in 2014 to identify collective approaches to addressing UP.-wide health concerns. Over 2018, the U.P. Health Strategies Initiative hosted two summits; one addressing opioid addiction in the spring and another addressing chronic homelessness in the fall. The spring summit on Opioid addiction brought in 14 guest speaker presentations and welcomed over 100 attendees. The results of the event brought together leaders U.P. wide to discuss the steps and resources needed for making improvements on this issue and resulted in the fall summit to address the problem of chronic homelessness. The summit on homelessness offered three guest speakers to share their perspectives on the steps needed to reduce the growing number of chronically homeless individuals.

• **Regional 911 GIS Updates:** CUPPAD staff provided updating of 911 address locations. Using the Geographic Information System software, the updates included adding new addresses, street/road names, and updating locations in Alger County, Schoolcraft County, Dickinson County, and Hannahville Indian Community.

• **UP North Trails:** Michigan is known as “The Trail State,” and this project has expanded on the work that was completed in Networks Northwest and NEMCOG in the Northern Lower Peninsula. In 2018, the Central region, along with the Eastern and Western planning regions, participated in a trail mapping and website development program on upnorthtrails.org. As of 2019, the website is live, but still under development and is continuously adding more data on the central region’s trails. CUPPAD planners have supplied program administrators with trail data which is intended to be uploaded and visible on the website in early 2019. In the future, photography and descriptive text for each trail will be added, as well as more marketing of this website to potential trail users.

• **Broadband Internet Survey:** This project did not happen in 2018. After discussing the potential outcomes of this project with the RPI Council in 2018, it was determined that other steps to identify the needs and challenges of broadband expansion could have a greater impact than a citizen survey. It was concluded that a citizen survey would not provide data that was helpful in determining demand and coverage gaps which would drive private sector ISPs to expand coverage, so other factors related to broadband expansion, such as vertical assets, were postponed for mapping and study. The mapping project did not commence in 2018.

**IDENTIFICATION OF 2019 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. 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.
PRIORITY PROJECTS

Priority has been given to projects (development and non-development) 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.

<table>
<thead>
<tr>
<th>Location</th>
<th>Project Title</th>
<th>Total Estimated Cost</th>
<th>Estimated Jobs to Be 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>Marquette County</td>
<td>Sawyer Food Innovation District</td>
<td>TBD</td>
<td>1</td>
</tr>
<tr>
<td>Delta County</td>
<td>Escanaba and Lake Superior Rail Manufacturing Expansion</td>
<td>$4 million</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>90 retained</td>
</tr>
<tr>
<td>Delta County</td>
<td>Northern Machining Marine Manufacturing Expansion</td>
<td>$5 million</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>(90 retained)</td>
</tr>
<tr>
<td>Delta County</td>
<td>Wells Utilities Infrastructure Improvements</td>
<td>$16 million</td>
<td>TBD</td>
</tr>
<tr>
<td>Regional</td>
<td>Superior Trade Zone Multimodal Asset Mapping</td>
<td>$150,000</td>
<td>TBD</td>
</tr>
<tr>
<td>Delta County</td>
<td>“Delta Landing” Industrial Park Infrastructure</td>
<td>$200,000</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>(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>TBD</td>
</tr>
</tbody>
</table>
TABLE 6
2019 Priority Non-Development Projects
Projects Recommended for Funding through the Regional Prosperity Initiative

<table>
<thead>
<tr>
<th>Location</th>
<th>Project Title</th>
<th>Total Estimated Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marquette County and Region</td>
<td>Triple Threat resiliency Strategy and Implementation Plan</td>
<td>$193,000</td>
</tr>
<tr>
<td>Region</td>
<td>“Prosperous Places” Mini-Grant Program</td>
<td>$198,000</td>
</tr>
<tr>
<td>Region</td>
<td>Support for Economic Development Organizations</td>
<td>$132,000</td>
</tr>
<tr>
<td>Region</td>
<td>UP North Trails</td>
<td>$70,000</td>
</tr>
<tr>
<td>Region</td>
<td>Small Real Estate Developer Training and Capacity Building</td>
<td>$20,000</td>
</tr>
<tr>
<td>Region</td>
<td>U.P. Brew Trail:</td>
<td>$45,000</td>
</tr>
<tr>
<td>Region</td>
<td>Building Sustainable Trails and Sustainable Economies</td>
<td>$28,840</td>
</tr>
<tr>
<td>Region</td>
<td>Regional Housing Study- Target Market Analysis Update &amp; Affordability Study</td>
<td>TBD</td>
</tr>
<tr>
<td>Region</td>
<td>Regional integrated Asset Management System</td>
<td>$140,000</td>
</tr>
</tbody>
</table>

PRIORITY DEVELOPMENT PROJECTS

Project Title: Marquette SmartZone Satellite
Nominating Agency: City of Marquette
Location: City of Marquette

Project Description:
Infrastructure to support the 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 on 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.

**Project Title:** Sawyer Food Innovation District

**Nominating Agency:** Marquette County

**Location:** KI Sawyer, Marquette County

**Project Description:**
Marquette County and partners are taking action to improve the local food system. There is a great need to support producers in the region, increase access to healthy food, and expand food security. Growing the local food system diversifies the region’s economy which is highly dependent on a small number of large corporations that are not locally owned. 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. A food innovation district will provide economic development (economic gardening) in the Sawyer location where space and labor are abundant in a low-income population center in Marquette County. Sawyer is centrally located geographically between agricultural operations in the southern portion of Marquette County and Delta County and the population centers of Marquette County and that Sawyer is easily accessed by primary transportation routes including M-35, US-41, M-94 and County Road 553. An anchor establishment of the district is a light produce processing facility with ancillary uses that include, but are not limited to, cold and dry storage; commercial kitchen space; collaborative marketing, aggregation, and distribution; training and continuous education space. The project will require the establishment of a director to carry out these tasks, which also might include the management of processing centers.

**Estimated Cost:** TBD

**Funding Sources:**

- Federal: TBD
- Local: TBD
- Private: 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 the underutilized property, which will likely be redeveloped.

**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 sustain the rail industry adequately. In the past E&LS has successfully leveraged funds from MEDC and USDA Rural Development 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: Northern Machining Marine Manufacturing Expansion
Nominating Agency: Delta County Economic Development Alliance
Location: ESCANABA, DeltA COUNTY

Project 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.

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 for 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: wells utilities infrastructure improvements
Nominating Agency: wells township
Location: Wells Township

Project Description: The project focuses on providing municipal water, wastewater and power to an underserved area of Delta County. A 10-year old study needs to be updated to reflect the current total cost of providing public infrastructure to the manufacturers, hotels, small businesses and residents of the area including possible future Hannahville Indian Community developments along P Road. Completion of project would have significant economic development impact along with numerous community development improvements and initiatives. As part of the utility expansion to serve existing and future industrial, commercial and residential development a pedestrian bridge would be constructed to accommodate the hanging of pipes for water and wastewater.

Estimated Cost: $16,000,000

Funding Sources:
- Federal: $16,000,000
- Local: TBD
- 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
Project Description: The Cities of Escanaba and Marquette along with Delta and Marquette Counties 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
Funding sources:
- Federal: $TBD
- Local: $TBD
- Private: $TBD
Jobs Created: TBD

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 Landing” Industrial Park Infrastructure
Nominating Agency: Delta County Economic Development Alliance and Delta County Airport
Location: Delta County Airport, Escanaba, Delta County
Project Description: “Delta Landing” Industrial Park, located at the Delta County Airport, Escanaba, MI has approximately 120 acres for lease; 30 acres of which have been approved for selling. Delta County Airport and the County of Delta have continued to add infrastructure improvements since the construction of the park in 2002. A new road and water and sewer have been added, but continued upgrades for all the parcels are needed to make the entire acreage marketable. These upgrades would allow an opportunity for retention, as well as decrease the financial burden on a prospective buyer allowing for savings to new businesses. These savings would then increase the financial investment made to this region.

Estimated Costs: $200,000
Funding Sources:
- Federal: $TBD
- State: $TBD
- Local: $75,000
- Private: $TBD
Jobs Created: 10 with 30 retained
**Anticipated Outcome:** The completion of the infrastructure projects to all parcels will allow airport to lease and sell to fit the individual/manufacturers’ needs.

**Project Title:** Menominee Industrial Park Upgrades  
**Nominating Agency:** City of Menominee  
**Location:** City of Menominee, Menominee County  
**Project 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.

**Project Title:** Kingsford Water/Wastewater Expansion  
**Nominating Agency:** City of Kingsford  
**Location:** Kingsford, MI  
**Project Description:**  
Provide sanitary sewer, fire protection, and potable water supply to 7 acres of industrially-zoned property for potential industrial expansion. The property has a railroad and state trunkline frontage, and the project would provide the necessary utilities to develop the property. The property is adjacent to the existing American Axle Foundry (former Grede Foundry), a paint manufacturing plant (Nelson Paint ) and Midwest Concrete. The project will provide the necessary utilities to enhance the property for industrial growth in the city and provide an 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.

**PRIORITY NON-DEVELOPMENT PROJECTS**

The CEDS Committee has selected the following non-development 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. Listed project includes information about implementation partners, timeline, and performance measurements.
**Triple Threat Economic Resiliency Strategy and Implementation Plan:** Development of a recovery strategy that will consider major disruptions to the region’s economy, focusing on large employers in the mining and energy industries. The project will develop an economic resiliency strategy in the wake of the idling of the Empire Mine (2016) and future closure of the coal-fired Presque Isle Power Plant (2020) and expected end life of the Eagle (copper and zinc) Mine (2023). The strategy will assess the impacts from multiple perspectives, then propose a recovery strategy. The strategy will analyze industry clusters and skills to determine steps to adapt and grow in future growth industries. The project will prepare the region and create a plan for the expected job loss and tax loss and the need to increase focus on economic development efforts. This “triple threat” will reach far beyond county borders

**Partners:** Northern Michigan University, Lake Superior Community Partnership, UPWARD Talent Council, CUPPAD Regional Commission

**Timeline:** FY 2019

**Estimated Funding:**
- **Federal:** $50,000
- **RPI:** $25,000
- **MDARD:** $83,000
- **Local:** $35,000

**Performance Measures**
- The economic development effort will mitigate the negative impacts from the triple threat facing Marquette County and will invest in the retention of a skilled labor force and supply chain manufacturers and service providers. The project will build community resiliency by pairing unemployed skilled labor directly with companies seeking those targeted attributes, by retaining this workforce, by building diverse markets for existing business and industry that well-served the mining industry, and by attracting industries who can flourish with these regional assets.
- The economic impact of this project will be to find or create jobs that retain the skilled workforce: 400 from the Empire Mine, 125 from the Presque Isle Power Plant, and 200 at the Eagle Mine, assuming 20% attrition of the workforce, and 30% placement into existing available job openings, job creation is estimated to be 362 within 9 years of project investment, and to attract private investment to replace the $163.3 million lost revenue from the mine at a rate of 10%/year for 2 years, and to diversify the economy through such private investment.

**“Prosperous Places” Mini-Grant Program:** Building on the success of previous efforts, a placemaking grant fund will be established to encourage communities in each of the central six counties to invest in placemaking through a competitive grant program that will help create vibrant places where people want to live, work, and play.

**Partners:** CUPPAD, Local governments, MSU Extension, EDO’s, DDA’s, MEDC

**Timeline:** FY 2018

**Estimated funding:**
- **RPI:** $66,000
- Leveraged funds: $132,000 (Grants will have a 1 to 1 match requirement.)

**Performance Measures:**
- Successful completion of projects in each of the six counties by 9/2020.

**Support for Economic Development Organizations:** Support for the economic development organizations in each of the central six counties with funding also to be used for enhancing small business development, arts and cultural interventions, education, and assistance to Downtown Development Authorities or Downtown Business Associations, such as capitalizing a DDA’s façade improvement program. This fund will provide a flexible resource for increasing organizational capacity which will support a greater ability to leverage the skills and resources of economic development organizations in the future.
Partners: EDO’s, DDA’s, local governments
Timeline: FY 2019
Estimated funding: RPI: $66,000
Leveraged: $66,000
Performance Measures:
- Professional development activities
- Economic development activities
- Support given to small business development/startups, arts and culture related initiatives and education.

UP North Trails: Michigan is known as “The Trail State”. This project will expand on the work that was already completed in Networks Northwest and NEMCOG in the Northern Lower Peninsula to map our state’s extensive trails to expand the technology to include the entirety of the U.P. as well. Using GIS data and integrating it into a single online platform will provide easy access to many in one convenient location. This project will include gathering data from local hiking groups, city, county, and state governments. The three U.P. regional planning organizations, founders of upnorthtrails.org, and local partners coordinated to inventory trails and add the Upper Peninsula's trail systems to the website. Six regions are now working together on a campaign to promote this online resource.
Partners: Local hiking groups, MDNR, local governments, recreational authorities, CUPPAD, Networks Northwest, NEMCOG, WUPPDR, EUPRPC, Hiawatha National Forest
Timeline: FY 2019
Estimated funding: RPI: $20,000
Leveraged funding: $50,000
Performance Measures:
- Completion of an on-line interactive map depicting trail networks within the subject area

Small Real Estate Developer Training and Capacity Building: During 2019, the RPI Council, with the Western U.P. region, will employ the expertise of the Incremental Development Alliance to grow capacity of existing small-scale real estate developers for the purposes of redeveloping properties in state and county land banks. Through this training program, municipalities and county land banks will receive in-depth technical assistance to remove barriers to implementation. The training will recruit 5-10 small developers in the region to receive project level assistance to activate land bank controlled properties. The workshop’s curriculum teaches the strategy behind formulating a real estate project at the neighborhood scale, using the power of small incremental steps over time to achieve an economically healthy place. Funds will be leveraged with the Western U.P. region’s $10,000 for the same activity.
Partners: Real estate professionals, real estate developers, county land banks, WUPPDR, CUPPAD
Timeline: FY 2019
Estimated funding: RPI: $10,000
Leveraged funding: $10,000
Performance Measures:
- Number of potential small-scale developers trained, and local land banks engaged as a result of the program.
U.P. Brew Trail: All three of the U.P.’s planning regions propose to work together in 2019 to work together to enhance marketing and branding of the craft beverage industry in the U.P. through coordinated marketing, branding, and promotional activities.
Partners: CUPPAD, EUPPDR, WUPPDR, County EDOs, and local craft beverage industry
Timeline: FY 2019
Estimated funding: RPI: $15,000
Leveraged funds: $30,000
Performance Measures:
- Application of U.P. Brew trail marketing by area businesses, new partners engaged, new visitors/patrons as a result of marketing efforts

Building Sustainable Trails and Sustainable Economies: A four-season trail system is crucial for a sustainable, tourism-based economy. While some larger cities successfully promote their trail networks many smaller, local units of government would like to start, expand or improve a trail system but lack the expertise, labor or funding. The SWP Great Lakes Conservation Corps designs, builds and maintains trails and boardwalks for many local, state and federal landowners and trail organizations.
Partners: SWP Great Lakes Conservation Corps, local governments, local organizations, tourism-oriented businesses
Timeline: FY 2019
Estimated funding: RPI: $26,340
Leveraged funding: $2,500
Performance Measures:
- Assistance to local communities, organizations and businesses with tourism-related trail projects during the 2019 field season.

Regional Housing Study – Target Market Analysis Update & Affordability Study: Housing stock, development, and affordability are issues across the Central region and better intelligence on conditions would be useful for developing a plan to meet the region’s changing housing needs. This study will focus on market rate and affordable housing needs across the Central UP region, with a focus on urbanized areas. Data from the 2016 Target Market Analyses will be updated and put into a more user-friendly and accessible format. The study will also determine the locations in the region where affordable housing is most needed. The project team anticipates applying for additional grant funds to support the development of this project.
Partners: CUPPAD, County EDOs, local units of government, housing organizations.
Timeline: FY 2019
Estimated funding: RPI: $20,000
Additional grant funds: TBD
Performance Measures:
- Development of an updated study on regional housing; intelligence to support developers understand demand for new housing projects

Regional Integrated Asset Management System: CUPPAD staff, in coordination with the Western U.P. planning region and Michigan Technological University will work together on a 5-step program for developing a comprehensive regional asset management system for the benefit of the Michigan Infrastructure Council. Steps will include (1) a baseline survey and assessment of local capacities for asset management, (2) working with a handful of selected communities from square one when it is clear
capacity development is needed, (3) region-wide data collection and development of the integrated asset management system, (4) education for practical application and data collection methods for local implementer, and (5) development of a final report on 2019 asset management program activities.

Partners: CUPPAD, WUPPDR, Michigan Tech, Michigan Infrastructure Council, local communities

Timeline: FY 2019
Estimated funding: RPI: $70,000
Leveraged funding: $70,000

Performance Measures:
- Creation of a GIS-based regional asset management system, trainings attended by local units of government

REGIONAL/LOCAL PROJECTS

NON-DEVELOPMENT PROJECTS

These following listed planning/ non-construction projects are significant and important to the area and to local communities as they seek to improve the viability of the region and local communities in support of economic development initiatives.

Project Title: Regional Recycling Development Plan
Nominating Agency: CUPPAD Regional Commission
Location: Region
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: TBD

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.

Project Title: Brownfield Redevelopment
Nominating Agency: CUPPAD Regional Commission
Location: Region
Description: CUPPAD communities have benefited through EPA funded brownfield assessment grants whereby priority inventories of brownfield sites have been developed within several counties. Other communities have successfully applied for and received Blight Elimination grants. Through a proactive effort, the project will result in a brownfield and blight redevelopment priority inventory with Alger, Delta, Dickinson, Marquette, Menominee, and Schoolcraft counties. Project partners will involve existing Brownfield Redevelopment Authorities, County Land Banks, and local governments.

Estimated cost: $25,000
Funding Sources: 
Federal: TBD  
State: TBD  
Local: TBD  
Private: TBD

**Anticipated outcomes:** Compilation and creation of a brownfield and blighted building inventory that would be housed on cuppad.org.

**Project Title:** Redevelopment Ready Communities Certification  
**Nominating Agency:** CUPPAD Regional Commission  
**Location:** Region

**Description:** The Redevelopment Ready Communities® (RRC) program is available to communities statewide. It is designed to promote effective redevelopment strategies through a set of best practices. The program measures and then certifies communities that integrate transparency, predictability and efficiency into their daily development practices. The RRC certification is a formal recognition that the community has a vision for the future—and the fundamental practices in place to get there. This involves planning for new investment and reinvestment, identifying assets and opportunities, and focusing limited resources. Certified Redevelopment Ready Communities® attract and retain businesses, offer superior customer service and have a streamlined development approval process making pertinent information available around-the clock for anyone to view. Many communities are in need of updating their master plans and to develop a capital improvement plan. The CUPPAD Regional Commission will work with and assist communities within the central UP in their quest to attain Redevelopment Ready Community certification.

**Estimated Cost**  
Federal: TBD  
State: TBD  
Local: TBD  
Private: TBD

**Funding Sources:**

Federal: TBD  
State: TBD  
Local: TBD  
Private: TBD

**Anticipated outcome:** These best practices challenge communities to be flexible while seeking quality development that supports a sense of place.

**Project Title:** Summer Skills Camp  
**Nominating Agency:** Northern Michigan University  
**Location:** Region

**Description:** In 2018, the Regional Prosperity Initiative funded the Summer Skills Camp initiative that was administered by Northern Michigan University. Funds went toward improving attendance, accessibility, transportation, and logistics at their successful “Summer Skills Camp Program.” Offering ten programs, youth will keep fresh during the summer learning STEM related industries like engineering, culinary arts, welding, and more. The 2018 program was successful in hosting 109 students from across 9 counties, an increase from 75 in 2017. The program is currently planning for a third round of camps in 2019.

**Estimated cost:** $8,450

**Funding Sources:**

Federal: TBD  
State: TBD  
Local: $8,450  
Private: TBD

**Anticipated outcome:** Attendance at skills camp will be increased by 30%.
Project Title: MSU Edible Education in Schools Across the Central U.P.
Nominating Agency: Northern Michigan University
Location: Region
Description: In 2018, the Regional Prosperity Initiative funded the MSU Edible Education program that was administered by Michigan State University Extension. Funds went toward providing programming on careers in agriculture, local food systems, and food security to schools in Delta, Menominee, Alger, Marquette, and Schoolcraft County. The program has a hands-on, place-based, and experiential learning focus. Students will learn about growing plants to use in their school and community gardens, visit a working farm, and meet MSUE staff who work in Agriculture. Two visits to the classroom will include transplants for their garden, a class about the plant life cycle and a class about local agriculture and potential careers.

Over the 2018 school year the program reached 453 students, with 75 students providing responses to a survey indicating increased knowledge about agricultural careers, seed saving, plant lifecycles, and crop production on farms. A 2-year Agricultural Operations program was just recently started at Bay College in Escanaba, which could create a pipeline for students engaged in the Edible Education program to begin their journey into agricultural careers.

Estimated cost: $7,000
Funding Sources:  
Federal: TBD  
State: TBD  
Local: $7,000  
Private: TBD

DEVELOPMENT PROJECTS

These projects seek to improve the viability of local communities and support local development and economic development initiatives.

Alger County Jail Plumbing Upgrades  
Cost: $140,000  
Location: Alger County Jail, City of Munising, Alger County  
Project Description: Upgrades and necessary repairs to the existing plumbing system at the older portion of the county jail building.

Wifi in the Wilderness/ Boosters for Boondocks  
Cost: $15,000  
Location: county-wide Alger County  
Project Description: Installing buses with a satellite access to create a “hot spot” on the bus allowing customers a greater range of wifi accessibility. This would provide cell phone reception while traveling through Alger County using public transit.

Delta County Bike Path Construction:  
Cost: $95,108  
Location: P Road (C-2), Wells Township, Delta County  
Project Description: The project consists of crush and shape the existing P Road and widen the road to include a bike path from the terminus of the newly constructed Little Bay de Noc Trail along the waterfront.
in Wells Township. The road would be built to all-season standards allowing for redevelopment of the lakefront area by the Hannahville Indian Community.

**Delta County Ruth Butler Exhibition/Conference Center Facility**

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

**Manistigue 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 the Iron Belle Trail.

**Delta County Commerce Center Relocation**

**Cost:** $2 million  
**Location:** City of Escanaba, Delta County  
**Project Description:** The Delta County Commerce Center is the hub of 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 co-located in the same building as a best practice in community collaboration. The building currently sits on land that 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.

**Tri-Township Fire Department**

**Cost:** $240,000  
**Location:** Maple Ridge, Ewing and Turin Townships, Delta and Marquette Counties  
**Project Description:** Purchase of a new tanker truck and brush truck.

**Maple Ridge Water System**

**Cost:** TBD  
**Location:** Maple Ridge Township, Delta County  
**Project Description:** Treatement 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 and building expansion.
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.

Delta County Rural Address Signage
Cost: $300,000
Location: Delta County (except for Ensign, Masonville, Bay de Noc and Nahma Townships)
Project Description: Purchase and installation of standardized signs with street address numbers of residential, commercial and industrial locations throughout Delta County.

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.

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.
Ensign Township Hall Update  
Cost: $19,000  
Location: Ensign Township, Delta County  
Project Description: Installation of new windows, insulation, and siding to an existing township hall.

Marquette Street Extension  
Cost: TBD  
Location: City of Manistique, Schoolcraft County  
Project Description: The surveying, engineering, permitting, and construction of the proposed extension of Marquette Avenue to accommodate a saw and planing business which plans to relocate from Colorado to Manistique. The business, which would employ 20 or more people, would be located south of Elk Street and north of the current Marquette Avenue. While a block-long extension of Marquette Avenue had been platted for several years, these plans had not moved forward.

Scott Park Improvement Project  
Cost: $120,000  
Location: Trenary, Mathias Township, Alger County  
Project Description: Development of a 5-10 site campground, with electrical and water service at each site and construction of a sanitary dump station. Development of the new campground would be a collaborative venture with the Trenary Northern Trails Snowmobile club.

City of Escanaba Ludington Street Reconstruction  
Cost: $25,000,000  
Location: Downtown Escanaba, Delta County  
Project Description: Reconstruction of Ludington Street with designed streetscape and upgrade of utilities of the east Ludington Street Corridor from Stephenson avenue to 2nd Street, including side streets to 1st Avenues, north and south. Focus to be paid to replacement of curb to door with upgrades to all utilities, separation of storm water from wastewater collection, which will help greatly in alleviating early discharges from the wastewater treatment plant. The rebuilding of sidewalks will be friendly to both pedestrians and non-motorized traffic. Streetscape to include replace trees, install electric underground and possibly re-engineering of existing road design.

Port of Escanaba Cruise the Great Lakes  
Cost: $5,000,000  
Location: City of Escanaba, Delta County  
Project Description: Make necessary changes to the accommodate boutique cruises sailing the Great lakes; improvements include docking, gang-ways, header for blackwater and potable water.

Escanaba Downtown Stormwater/Sanitary Sewer Separation Project  
Cost: $35,000,000  
Location: Downtown Escanaba, Delta County  
Project Description: Separation of commercial rooftop stormwater connections will be done in conjunction with water service replacement in the downtown/DDA area.

Felch Township Norway Lake Park Expansion and Improvement  
Cost: $27,000  
Location: Felch Township, Dickinson County
**Project Description:** Construction of additional camping sites with electric service at individual campsites; purchase /installation of about 25 picnic tables.

**Spalding Township LED Street Lights**  
**Cost:** $10,075  
**Location:** Community of Spalding, Spalding Township, Menominee County  
**Project Description:** Conversion of existing street lights to LED lighting and installation of new LED street lights.

**Spalding Township Fire Numbers**  
**Cost:** $80,000  
**Location:** Spalding Township-wide, Menominee County  
**Project Description:** Installation of new 2-sided reflective fire signs at residences and business locations.

**City of Ishpeming City-Wide Improvements**  
**Location:** City of Ishpeming, Marquette County

<table>
<thead>
<tr>
<th>Project</th>
<th>Project Description</th>
<th>Estimated Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disc golf course at Al Quall</td>
<td>Build new 18-hole disc golf</td>
<td>$25,000</td>
</tr>
<tr>
<td>Repairs to DPW building</td>
<td>Various repairs as needed</td>
<td>$25,000</td>
</tr>
<tr>
<td>City-wide water improvement project</td>
<td>Replace about 30% of water infrastructure</td>
<td>$12,000,000</td>
</tr>
<tr>
<td>SAW project</td>
<td>Video tape document sanitary sewer</td>
<td>$1,400,000</td>
</tr>
<tr>
<td>Nardi Building Restoration</td>
<td>Restoration activities to a historic downtown building</td>
<td>$1,125,000</td>
</tr>
<tr>
<td>Blight removal</td>
<td>Remove various blighted properties in town</td>
<td>$250,000</td>
</tr>
<tr>
<td>Carnegie Library restoration</td>
<td>Continue progress on restoring the public library</td>
<td>$50,000</td>
</tr>
<tr>
<td>Landfill finding at old landfill</td>
<td>Install fencing at old landfill per MDEQ</td>
<td>$100,000</td>
</tr>
<tr>
<td>Lake Bancroft Pavilion</td>
<td>Construct pavilion and rail link at Lake Bancroft</td>
<td>$550,000</td>
</tr>
<tr>
<td>DPW storage facility</td>
<td>Repair existing brownstone facility or build new facility</td>
<td>TBD</td>
</tr>
<tr>
<td>Police/fire facility</td>
<td>Construct a new police/fire facility to replace existing aging facility</td>
<td>$2,500,000</td>
</tr>
<tr>
<td>Old mine restoration</td>
<td>Many historical mine facilities are in need of restoration</td>
<td>TBD</td>
</tr>
<tr>
<td>Trail Link between Empire and Second</td>
<td>Upgrade an existing foot path to an actual walking trail</td>
<td>$150,000</td>
</tr>
<tr>
<td>Tennis Court Project</td>
<td>Replace worn out (43 years old) courts with new</td>
<td>$400,000</td>
</tr>
<tr>
<td>Downtown multi-purpose park</td>
<td>Acquire land and build a downtown park with skate park and ice rink</td>
<td>$500,000</td>
</tr>
<tr>
<td>Federal Historic District Designation</td>
<td>MEDC is funding a project to designate an historic district</td>
<td>$100,000</td>
</tr>
</tbody>
</table>
City of Negaunee City-Wide Improvements
Location: City of Negaunee, Marquette County

<table>
<thead>
<tr>
<th>Project</th>
<th>Estimated Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>City streets</td>
<td>300,000</td>
</tr>
<tr>
<td>Brown Street Waste Water Project</td>
<td>500,000</td>
</tr>
<tr>
<td>Digger truck payment</td>
<td>96,000</td>
</tr>
<tr>
<td>Substation Replacement</td>
<td>25,000</td>
</tr>
<tr>
<td>Fire Suppression SCBA</td>
<td>100,000</td>
</tr>
<tr>
<td>Sewer main replacement/repair</td>
<td>200,000</td>
</tr>
<tr>
<td>Refurbish vactor truck</td>
<td>85,000</td>
</tr>
<tr>
<td>Senior Center Parking Lot Improvements</td>
<td>260,000</td>
</tr>
<tr>
<td>Distribution system</td>
<td>250,000</td>
</tr>
<tr>
<td>Sander Chassis</td>
<td>34,893</td>
</tr>
<tr>
<td>New Bucket Truck</td>
<td>53,800</td>
</tr>
<tr>
<td>Jackson Park Pavilion</td>
<td>485,300</td>
</tr>
<tr>
<td>Water meters</td>
<td>20,000</td>
</tr>
<tr>
<td>Teal Lake Ave. Rebuild</td>
<td>0</td>
</tr>
<tr>
<td>GIS Support</td>
<td>10,000</td>
</tr>
<tr>
<td>Iron Street Square Streetscape Improvement</td>
<td>60,000</td>
</tr>
<tr>
<td>Senior Center Siding and sign</td>
<td>30,000</td>
</tr>
<tr>
<td>Exterior Fire Station Renovation/Repair</td>
<td>322,000</td>
</tr>
<tr>
<td>New 4x4 DPW Plow Trucks</td>
<td>124,000</td>
</tr>
<tr>
<td>DWP Dump Truck Box</td>
<td>35,000</td>
</tr>
<tr>
<td>Ice Area - Zamboni Purchase</td>
<td>33,406</td>
</tr>
<tr>
<td>Replace radios</td>
<td>30,000</td>
</tr>
<tr>
<td>New Ford Squad Car</td>
<td>23,334</td>
</tr>
<tr>
<td>Parks - New park signage and landscaping</td>
<td>25,000</td>
</tr>
<tr>
<td>Recreation - LaCombe Field irrigation system</td>
<td>15,000</td>
</tr>
<tr>
<td>Recreation - Replace existing ballfield bleachers</td>
<td>36,000</td>
</tr>
<tr>
<td>City Hall Network/Computer Upgrade</td>
<td>20,000</td>
</tr>
<tr>
<td>Used DPW 4x4 trucks w/ dump box</td>
<td>60,000</td>
</tr>
<tr>
<td>Replace Engine/Pumper</td>
<td>75,000</td>
</tr>
<tr>
<td>Sidewalks</td>
<td>110,000</td>
</tr>
<tr>
<td>LED Street Lighting</td>
<td>40,000</td>
</tr>
<tr>
<td>City Hall Tuck Point</td>
<td>125,000</td>
</tr>
<tr>
<td>Security doors (break room)</td>
<td>25,000</td>
</tr>
<tr>
<td>City Hall Ramp</td>
<td>20,000</td>
</tr>
<tr>
<td>Interior Fire Station Renovation/Repair</td>
<td>5,000</td>
</tr>
<tr>
<td>1-Ton dump truck</td>
<td>50,000</td>
</tr>
<tr>
<td>Mowers</td>
<td>11,000</td>
</tr>
<tr>
<td>Cemetery Road improvements</td>
<td>25,000</td>
</tr>
</tbody>
</table>