



# CITY COUNCIL MEETING AGENDA

1<sup>st</sup> and 3<sup>rd</sup> Thursday of the Month

Marc D. Tall, Mayor  
Ronald J. Beauchamp, Mayor Pro-Tem  
Patricia A. Baribeau, Council Member  
Ralph B. Blasier, Council Member  
Michael R. Sattem, Council Member

James V. O'Toole, City Manager  
Robert S. Richards, CMC, City Clerk  
Ralph B.K. Peterson, City Attorney

City Council Chambers located at: City Hall - 410 Ludington Street - Room C101 - Escanaba, MI 49829

The Council has adopted a policy to use a Consent Agenda, when appropriate. All items listed with an asterisk (\*) are considered routine by the City Council and will be enacted by one motion. There will be no separate discussion of these items unless a Council Member or citizen so requests, in which event the item will be removed from the General Order of Business and considered in its normal sequence on the Agenda.

## Regular Meeting

**Thursday, December 4, 2014, at 7:00 p.m.**

CALL TO ORDER

ROLL CALL

INVOCATION/PLEDGE OF ALLEGIANCE – Reverend Chris Johnson, Pastor, Christ the King Lutheran Church

APPROVAL/CORRECTION(S) TO MINUTES – Regular Meeting – November 20, 2014

APPROVAL/ADJUSTMENTS TO THE AGENDA

CONFLICT OF INTEREST DECLARATION

BRIEF PUBLIC COMMENT

PUBLIC HEARINGS - None

UNFINISHED BUSINESS – None

NEW BUSINESS

- 1. Approval – Resolution – Central U.P. Regional Prosperity Collaborative Initiative.**  
**Explanation:** The CUPPAD Regional Commission is requesting approval of a Council resolution in support of CUPPAD's application for continued Regional Prosperity Initiative grant funding. With continued funding, CUPPAD will be able to provide continued services in spurring community and economic development in Michigan's central Upper Peninsula.
- 2. Approval – Resolution – Delta County Solid Waste Management Plan Amendment.**  
**Explanation:** The CUPPAD Regional Commission is requesting approval of a Council resolution in support of an amendment to the Delta County Solid Waste Management Plan.
- 3. Approval – Service Agreement – Delta County EDA.**  
**Explanation:** The Delta County Economic Development Alliance is seeking Council approval of their annual appropriation in the amount of \$16,950. With the funding, the EDA promotes economic development in the City of Escanaba and Delta County. Administration recommended approval of the request.

4. **Update – Sale of the Power Plant – City Manager’s Office.**

**Explanation:** Administration will update the Council and public on the latest developments related to the sale of the Escanaba generating facility.

APPOINTMENTS  
BOARD, COMMISSION, AND COMMITTEE REPORTS  
GENERAL PUBLIC COMMENT  
ANNOUNCEMENTS  
ADJOURNMENT

Respectfully Submitted



James V. O'Toole  
City Manager

**OFFICIAL PROCEEDINGS  
CITY COUNCIL  
CITY OF ESCANABA, MICHIGAN  
Regular Council Meeting  
Thursday, November 20, 2014**

The meeting was called to order by the Honorable Mayor Marc D. Tall at 7:00 p.m. in the Council Chambers of City Hall located at 410 Ludington Street.

Present: Mayor Marc D. Tall, Council Members, Patricia A. Baribeau, Ronald J. Beauchamp, Ralph B. Blasier, and Michael R. Sattem

Absent: None

Also Present: City Manager James V. O'Toole, City Department Heads, media, and members of the public.

City Clerk Robert S. Richards gave the invocation and led Council in the Pledge of Allegiance.

Blasier moved, Sattem seconded, **CARRIED UNANIMOUSLY**, to approve Regular Meeting Minutes from November 6, 2014, and Special Meeting Minutes from November 12, 2014, as submitted.

**ADJUSTMENTS TO THE AGENDA**

Sattem moved, Beauchamp seconded, **CARRIED UNANIMOUSLY**, to approve the City Council Agenda as submitted.

**CONFLICT OF INTEREST DECLARATION** – None

**BRIEF PUBLIC COMMENT** – None

**PUBLIC HEARINGS**

**Public Hearing – Second Reading and Adoption - Ordinance No. 1156 - An Ordinance to Amend the City Zoning Map – Planning Commission.**

Council conducted a second reading of Ordinance No. 1156, and public hearing on a request to amend the City Zoning Map. On October 9, 2014, the Escanaba Planning Commission conducted a public hearing and has recommended Council amend the City Zoning Ordinance, Chapter 4 Districts, Boundaries and Zoning Map for property located on North 30th Street, North of 9th Avenue North between North 30th Street and the railroad line by having the properties rezoned from a Heavy Manufacturing “G” District use to a Commercial District “E” use.

This being a public hearing, Mayor Tall asked if there was any public comment.

Hearing no public comment, Mayor Tall closed the public hearing.

**PH-1** “By Council Member Beauchamp, seconded by Council Member Blasier;

**Resolved**, That Ordinance No. 1156, an Ordinance to amend Section 401.4, Zoning Map of Ordinance No. 1028, City Zoning Map Ordinance, given its public hearing at this meeting, be and is hereby adopted and that it be published in accordance with the requirements of the City Charter.”

Upon a call of the roll, the vote was as follows:

Ayes: Beauchamp, Blasier, Baribeau, Sattem, Tall  
Nays: None

**RESOLUTION DECLARED ADOPTED.**

Herewith Ordinance No. 1156 adopted by title:

**“AN ORDINANCE TO AMEND SECTION 401.4, ZONING MAP OF  
ORDINANCE NO. 1028, CITY ZONING MAP ORDINANCE, AS CODIFIED UNDER  
THE CODE OF ORDINANCES”**

Full text in Ordinance Record “K”.

**UNFINISHED BUSINESS** – None

**NEW BUSINESS**

**Discussion - Condemnation Hearing - 630 1st Avenue South.**

Administration requested Council set the date of January 7, 2015, at 7:00 p.m. as a public hearing date for the condemnation of a building located at 630 1st Avenue South, Escanaba, MI.

City Manager O’Toole and City Code Enforcement Officer Blaine DeGrave briefly reviewed events that occurred at the property, and reviewed the condemnation process. It was advised:

- The 24,000 foot structure was deemed as unsafe, a public nuisance, and unfit for human occupancy;
- The building was declared unsafe due to a roof collapse, deteriorating portions of exterior walls, and a brick chimney posing a threat;
- It was administrations belief the structure would continue to deteriorate and could cause injury to individuals or damage to surrounding property;
- If, after the condemnation hearing, Council condemns the property on January 7, 2015, the owners would have 30 days to address the issues. If no action was taken by the property owners, the City would schedule the demolision, and seek

reimbursement from the property owners.

**NB-1** Blasier moved, Baribeau seconded, **CARRIED UNANIMOUSLY**, to set the date of January 7, 2015, at 7:00 p.m. as a public hearing date for the condemnation of a building located at 630 1st Avenue South, Escanaba, MI.

Upon a call of the roll, the vote was as follows:

Ayes: Blasier, Baribeau, Sattem, Beauchamp, Tall

Nays: None

### **Approval – Use of Public Space – Ludington Street – 56th Annual Christmas Parade.**

Administration sought Council approval of a request to use Ludington Street for the 56th Annual Christmas Parade scheduled for December 5, 2014, at 7:00 p.m.

**NB-2** Beauchamp moved, Baribeau seconded, **CARRIED UNANIMOUSLY**, to approve a request to use Ludington Street for the 56th Annual Christmas Parade scheduled for December 5, 2014, at 7:00 p.m.

### **Approval - Use of Public Space - 2015 Rock the Dock Community Events.**

Administration sought Council approval of a request to use the Municipal Dock on July 3 and August 1, 2015, from 12:00 p.m. to 10:00 p.m. for the 2015 Rock the Dock Community events.

**NB-3** Baribeau moved, Sattem seconded, **CARRIED UNANIMOUSLY**, to approve a request to use the Municipal Dock on July 3 and August 1, 2015, from 12:00 p.m. to 10:00 p.m. for the 2015 Rock the Dock Community events.

### **Approval – Use of Public Space – 2nd Annual New Year’s Eve Pasty Drop.**

The Escanaba Downtown Development Authority sought Council approval of a request to block off South 11th Street from Ludington Street to 1st. Avenue South on December 31, 2014, at 10:00 p.m. for the 2nd Annual New Year’s Eve Pasty Drop at midnight.

**NB-4** Blasier moved, Baribeau seconded, **CARRIED UNANIMOUSLY**, to approve a request to block off South 11th Street from Ludington Street to 1st. Avenue South on December 31, 2014, at 10:00 p.m. for the 2nd Annual New Year’s Eve Pasty Drop at midnight.

### **Update – Sale of the Power Plant – City Manager’s Office.**

City Manager O'Toole updated the Council and public on the latest developments related to the sale of the Escanaba generating facility.

**APPOINTMENT(S) TO CITY BOARDS, COMMISSIONS, AND COMMITTEES – None**

**BOARD, COMMISSION, AND COMMITTEE REPORTS**

Council Members reviewed City Board and Commission meetings each attended since the last City Council Meeting.

**GENERAL PUBLIC COMMENT - None**

**ANNOUNCEMENTS**

- Members of the public were encouraged to attend the Black Friday events occurring downtown next week;
- Council Members wished the Community a Very Happy Thanksgiving, and reminded members of the public of the Community Thanksgiving Dinner at Noon on Thanksgiving Day, at the Escanaba High School Cafeteria.

Hearing no further public comment, the Council adjourned at 7:16 p.m.

Respectfully submitted

Robert S. Richards, CMC  
City Clerk

Approved: \_\_\_\_\_  
Marc D. Tall, Mayor

NB#81  
CC 12/4/14

**Resolution In Support of Central Upper Peninsula Planning & Development  
Regional Commission (CUPPAD)**

**Application on behalf of the Central Upper Peninsula Regional Prosperity Council**

**WHEREAS,** Governor Snyder and the Michigan Legislature have created the Regional Prosperity Initiative; and

**WHEREAS,** in 2012 the State of Michigan formed a Regional Reinvention Initiative Committee to plan for improving collaboration between Michigan's Regional Planning Agencies, Work Force Development Agencies, Adult Education Providers, Economic Development Agencies, and other agencies; and

**WHEREAS,** in August 2013 the Regional Reinvention Initiative Committee introduced the Regional Prosperity Initiative that includes ten new Prosperity Regions, and various levels of funding to enhance collaboration and to develop a Five Year Regional Prosperity Plan for each of Michigan's ten Prosperity Regions; and

**WHEREAS,** the Regional Prosperity Initiative is intended to foster greater communication and collaboration among organizations involved in economic development, education, work-force development, regional planning and transportation agencies, local and state government, and private business; and

**WHEREAS,** the Central U.P. Regional Planning & Development Commission will serve a 6 county area which includes numerous local governments as well as higher education, adult education, economic development, workforce development, and transportation organizations; and

**WHEREAS,** only the (1) regional planning agency in the 6 county region is qualified to receive funding under the Regional Prosperity Initiative.

**NOW THEREFORE BE IT RESOLVED THAT,** the Escanaba City Council hereby supports the Central Upper Peninsula Planning & Development Regional Commission as the FY 2015 Regional Prosperity Initiative grant applicant on behalf of the Central Upper Peninsula Regional Prosperity Council.

Upon a call of the roll, the vote was as follows:

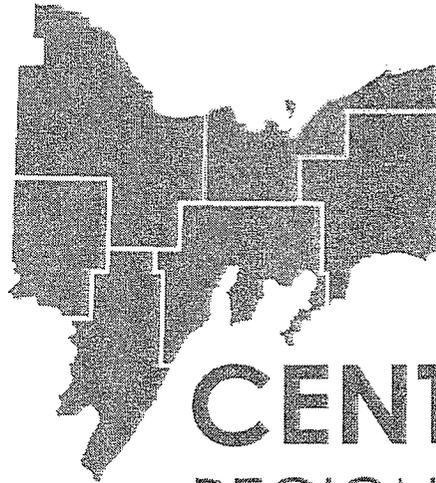
Ayes:

Nays:

**RESOLUTION DECLARED ADOPTED**

I the undersigned, being duly qualified and acting City Clerk of the City of Escanaba, do hereby certify that the foregoing constitutes a true and complete copy of a resolution adopted by the Escanaba City Council of the City of Escanaba, County of Delta, Michigan, at a Regular City Council Meeting held on Thursday, November 20, 2014, and that said meeting was conducted and public notice was given pursuant to and in full compliance with the Open Meetings Act, Act 267, Public Acts of Michigan, and that the minutes of said meeting were kept and will be or have been made available as required by said Act.

\_\_\_\_\_  
Robert S. Richards, CMC, City Clerk



**CENTRAL U.P.**  
 REGIONAL PROSPERITY  
 COLLABORATIVE

[centraiupdashboard.org](http://centraiupdashboard.org)

**MOVING UPWARD**  
 A PLAN FOR REGIONAL PROSPERITY



Central U.S. Prosperity Planning and Development Research Commission



Funded by Michigan's Department of Technology, Management, and Budget

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# EXECUTIVE SUMMARY

*Moving Upward: A Plan for Regional Prosperity* is the result of an ongoing collaborative process involving a multitude of private, public, and nonprofit stakeholders from Region 1b, which is comprised of Alger, Marquette, Menominee, Delta, Dickinson, and Schoolcraft counties. This process was funded by the State of Michigan's Department of Technology, Management, and Budget as part of Governor Rick Snyder's Regional Prosperity Initiative.

The Central Upper Peninsula Planning and Development (CUPPAD) Regional Commission facilitated the plan's development and partnered with the other Upper Peninsula regions, Region 1a in the West and 1c in the East, to ensure alignment during the application and planning process. CUPPAD also reviewed existing planning documents to ensure consistency, including: An Economic Opportunity Study for the Michigan Upper Peninsula/Wisconsin Border Region (UPWARD Initiative), Michigan Department of Agriculture and Rural Development (MDARD) Rural Development Strategy (draft document), Central U.P. Comprehensive Economic Development Strategy (CEDS) Report, and the Michigan Department of Transportation (MDOT) Corridors and International Borders Report. In addition to developing the plan, CUPPAD and its partners worked towards increased collaboration and shared services throughout the region.

## Developing the Plan

From February 13, 2014 to September 11 2014, CUPPAD convened monthly meetings of the Central U.P. Regional Prosperity Collaborative (CUPRPC), comprised of regional representatives from a variety of groups, including but not limited to adult education, workforce development, economic development, transportation, and higher education organizations. During these meetings and through electronic communication and surveys, stakeholders:

- Mapped and ranked the region's assets and needs (p. 28)
- Developed a vision and five broad goals based on regional assets and needs (p. 33)



Grow and diversify the region's economy.



Strengthen the region's talent pipeline.



Optimize infrastructure and network conditions and connectivity across the Central U.P.



Enhance and expand educational opportunities across the region.



Improve quality of life for all residents.

- Formulated and ranked strategies for reaching the five goals (p. 34)
- Suggested collaborative implementation actions for the top 15 strategies (p. 37)

Over the next four years, stakeholders will work together to implement the top 15 strategies for reaching our five goals. The group will review and update the plan as needed and use Munetrix, an online performance dashboard system, to transparently track overall annual regional performance. Munetrix will also allow for tracking of shared services and other forms of collaboration among local units of government within the region.

### Collaboration and Shared Services

In addition to developing the five-year plan itself, CUPPAD and its partners worked together to increase collaboration as part of the Regional Prosperity Initiative. CUPPAD, Michigan Works!, Small Business Development Center (SBDC), and the Procurement Technical Assistance Center (PTAC) moved into a shared building – the Delta County Service Center in Escanaba – in late August 2014, reducing costs, improving communication, and allowing for more efficient provision of services.

RPI meetings were aligned with the Upper Peninsula Collaborative Development Council's (UPCDC) monthly meetings to encourage participation, given the shared concerns and membership of both groups. Meeting locations rotated between Escanaba and Marquette and used teleconferencing and videoconferencing when available to increase participation.

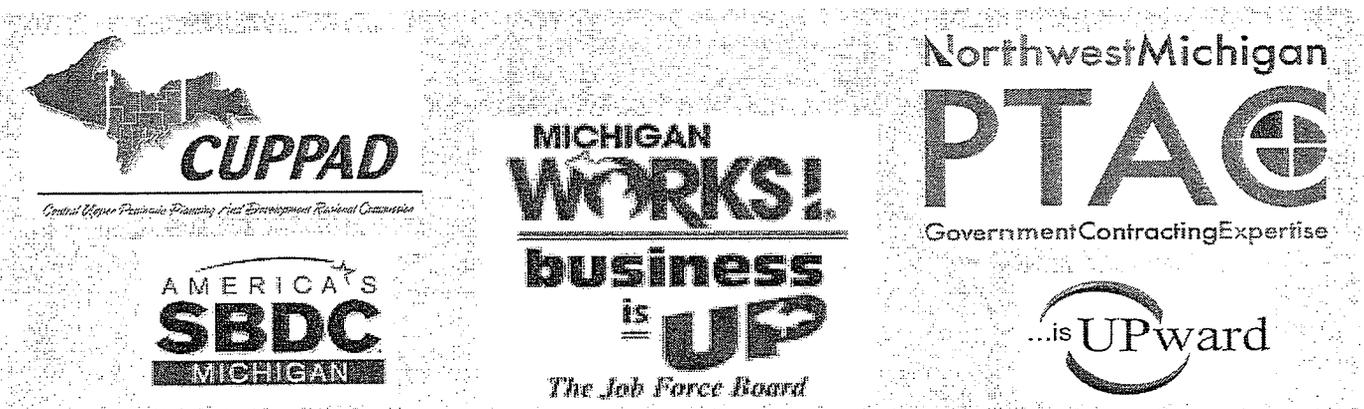


Figure 1: CUPPAD and partner organization logos.

As distance is a major barrier to collaboration in the Central U.P., CUPPAD partnered with Michigan Works! to improve its videoconferencing capabilities so that all future RPI meetings can utilize the technology. A new videoconferencing system has been purchased for the Delta County Service Center, which will allow up to 10 different sites to connect directly. Each Michigan Works! service center in the region will receive at least one new HD Polycom system that allows up to three sites to connect, with the 10-point system acting as a bridge to add capacity when necessary. These videoconferencing centers will be open to anybody for a small fee, with RPI partners given priority and the possibility of a fee waiver.

Throughout the RPI process, CUPPAD and its partners facilitated and participated in many collaborative meetings:

- **Comprehensive Economic Development Strategy (CEDS) Committee:** This committee develops the Central U.P. CEDS and is comprised of public, private, and nonprofit leaders from across the Central U.P. region. The CEDS contains a prioritized list of community and economic development projects that meet U.S. Economic Development Administration (EDA) objectives. CUPPAD provides administrative support and executive leadership for the committee.
- **Michigan Works! Business Services Team:** Michigan Works! holds weekly meetings of its business services team. This group regularly visits local businesses to assist with workforce needs and to connect them with local, state, and federal resources. Western U.P. Michigan Works! attends these meetings, as well as representatives from local economic development organizations.
- **Rural Task Force:** The Rural Task Force (RTF) Program provides federal funding to rural counties with a population under 400,000. Within CUPPAD's region, Alger, Marquette, Schoolcraft counties comprise Rural Task Force 12A and Delta, Dickinson, Menominee counties comprise 12B. Each Task Force selects projects for funding, and is comprised of representatives of county road commissions, rural transit operators, the cities and villages under 5,000 population within the county, and MDOT. CUPPAD provides administrative support and leadership for both RTF 12A and RTF 12B.
- **Hazard Mitigation Planning:** In 2014, CUPPAD assisted Alger, Delta, Menominee, and Schoolcraft counties with updating their hazard mitigation plans. Local Emergency Planning Committees comprised of representatives from public safety, fire departments, public health, transportation, and elected county and local officials attended meetings facilitated by CUPPAD to develop the plans.
- **Career Connections Group (CCG):** The CCG is facilitated by Michigan Works! and coordinates with educational entities in guiding career development programs, such as high schools, community colleges, career and technical education, adult education programs, prisoner reentry programs, corrections education, veteran's programs, and college access networks. Members of the group include representatives from educational institutions, workforce development organizations, and employers. CUPPAD has attended CCG meetings.
- **Township Association Meetings:** Each county in the Central U.P. region has a township association that holds regular meetings. Township officials comprise the majority of attendees, but county officials and local business leaders attend on occasion. CUPPAD maintains a presence at these meetings to keep apprised of what is going on in the region, to share relevant news and funding opportunities, and to be available as a resource for planning and economic development.
- **MDOT Superior Region Pedestrian and Bicycle Committee:** CUPPAD is a member of this group comprised of representatives from public, nonprofit, and private transportation organizations. The committee collaborates to address issues surrounding non-motorized transportation infrastructure and safety.



Figure 2: The Rural Task Force Program provides federal funds to rural transit systems.

- **NMU Center for Community and Rural Economic Development (CORE):** CORE combines research, public service, education, and training to enhance the quality of life, support economic development and improve the delivery of services in the Upper Peninsula and surrounding region. CUPPAD's Executive Director attends the group's meetings.
- **U.P. Hidden Coast Recreation Heritage Route:** CUPPAD facilitates the planning process for the Hidden Coast route, which is part of MDOT's Byways program. CUPPAD met with private, public, and nonprofit project stakeholders across the region to gain their input on the route to develop a plan for 2015.
- **Upper Peninsula Collaborative Development Council (UPCDC):** UPCDC is made up of local economic developers, planners, workforce agencies and a variety of other stakeholders from the 15 counties across the Upper Michigan which make up Region 1 of the Michigan Economic Development Corporation's (MEDC) Collaborative Development Council. CUPPAD's Executive Director is a member of UPCDC.
- **Upper Peninsula Economic Development Alliance (UPEDA):** UPEDA is a non-profit 501(c) 3 economic development organization, incorporated in 1999. The membership consists of private companies, utilities and local and regional economic development agencies throughout the Upper Peninsula. UPEDA members work together to share information, provide ongoing education, and support businesses and entrepreneurial growth across the region. CUPPAD's Executive Director serves on the UPEDA Board.



UPPER PENINSULA ECONOMIC DEVELOPMENT ALLIANCE

Figure 3: The UPEDA supports economic development across the U.P.

## NEXT STEPS

Based on the success of the fiscal year 2014 Regional Prosperity Initiative collaborative efforts, CUPPAD is in the process of forming a Regional Prosperity Council, which is defined in the Regional Prosperity Boilerplate, Section 890 of 2013 Public Act 59 as "...a regional body with representation from private, public, and nonprofit entities with shared administrative services and an executive governing entity, as demonstrated by a formal local agreement or agreements for the purpose of creating a phase two: regional prosperity plan...".

In addition to developing the phase two plan, CUPPAD will seek out local, state, and federal funding sources to implement the priority projects outlined in *Moving Upward: A Plan for Regional Prosperity*. CUPPAD will continue to collaborate with our partners in Region 1a and Region 1c to improve the vibrancy and resiliency of Michigan's Upper Peninsula.



# INTRODUCTION

# INTRODUCTION

In 2013, Michigan's Department of Technology, Management, and Budget (DTMB) developed the Regional Prosperity Initiative to encourage regional collaboration of organizations in a time of dwindling resources, overlapping goals, and competing priorities. Competitive funding of \$2.5 million was made available statewide to State Designated Planning Regions and Metropolitan Planning Organizations that chose to apply.

DTMB awarded incentive funding at three different levels:



Figure 4: Prosperity Regions

- **Regional Prosperity Collaborative:** A Regional Prosperity Collaborative is any committee currently existing or developed by a regional planning organization which serves to bring organizational representation together among the required participants (see below) from within a region for the purpose of creating a regional prosperity plan. Up to \$250,000 in funding.
- **Regional Prosperity Council:** A Regional Prosperity Council has shared administrative services and an executive governing entity, as demonstrated by a formal local agreement(s). Up to \$375,000 in funding.
- **Regional Prosperity Board:** A Regional Prosperity Board, at a minimum, must demonstrate the consolidation of regional metropolitan planning organization board(s), state designated regional planning agency board(s), workforce development board(s), and federally designated economic development district(s). Up to \$500,000 in funding.

Required participants for all levels are regional private, public, and non-profit representatives from adult education, workforce development, economic development, transportation, and higher education organizations.

As the only eligible entity in Region 1b, the Central Upper Peninsula Planning and Development Regional Commission (CUPPAD) successfully applied for funding at the Regional Prosperity Collaborative level to form the Central U.P. Regional Prosperity Collaborative (CUPRPC). Required deliverables for this funding level are a five-year regional prosperity plan, including an economic development blueprint, and a performance dashboard with measurable annual goals.

The Planning Process used to create these deliverables is outlined on the next page, and the following chapters contain background information about the CUPRPC region before discussing the region's vision, goals, and strategies for prosperity.

## PLANNING PROCESS

CUPPAD invited representatives from public, private, and non-profit organizations across the Central U.P. to attend monthly stakeholder meetings to discuss the region's needs and develop strategies for moving forward. Meeting participants included:

Organization Category	Participant Name	Organization Name
Economic Development	Amy Clickner	Lake Superior Community Partnership
	Bruce Orrienburger	Dickinson Area Partnership
	Dave Anthony	Hannahville Indian Community
	Dennis West	Northern Initiatives
	Donna LaCourt	Michigan Department of Agriculture and Rural Development
	Jen Tucker	MEDC
	Joel Schultz	CUPPAD/SBDC/Michigan Works!
	Kathy Reynolds	Greater Munising Bay Partnership & Munising DDA
	Lois Ellis	MEDC
	Nancy Douglas	Menominee Business Development Corp.
	Paul Arsenault	The Big Chair Club
	Paul Garber	Schoolcraft County EDC
	Vicki Schwab	Delta County EDA
	Wendy Beach	CUPPAD/Michigan Works!
Workforce Development	Holly Peoples	Michigan Works!
	Jenna Smith	Michigan Works!
	Orrin Bailey	Michigan Works!
Adult Education	Deb Doyle	Career Connections Group/Michigan Works!
	Mike Koster	Delta Schoolcraft ISD
Higher Education	Annette Johnson	Bay College
	Jim Baker	Michigan Technological University
	Laura Coleman	Bay College
	Robert Eslinger	Northern Michigan University
	Jim Iwanicki	Marquette County Road Commission
Transportation	Lance Malburg	Dickinson County Road Commission
	Suari Nieto	Delta County Airport
	Terri Muth	Schoolcraft County Road Commission
	Randy Van Portfliet	MDOT
	Vince Bevins	MDOT
	Amy Berglund	Office of U.S. Senator Levin
	Gary LaPlant	Community Foundation of the Upper Peninsula
	Jay Kulbertis	Rapid River Schools & Gladstone Schools
	Jerry Doucette	Alger County Commissioner
	John Bracey	Michigan Council for Arts and Cultural Affairs
Other	Jon Mead	UPCAP
	Kim Stoker	WUPPDR/UPEDA
	Nora Viau	Delta County Administrator
	Scott Erbsich	Marquette County Administrator
	Steve Balbierz	U.P. Health Plan
	Stu Bradley	CTE Committee
	Stacy Welling-Haughey	Michigan DNR

Monthly meetings were held on February 13, March 13, April 10, May 8, June 12, July 10, August 14, and September 11, 2014.

CUPPAD used input gathered during these meetings and via phone and e-mail communication to draft the five-year regional prosperity plan and develop the performance dashboard. Background research on the region also informed the plan. Drafts were distributed to the Central U.P. Regional Prosperity Collaborative (CUPRPC) beginning August 14, 2014, and discussed at meetings on August 28, 2014 and September 11, 2014.

The plan was posted online at the CUPPAD website (<http://www.cuppad.org>) and the project website (<http://www.centralupdashboard.org>). Ads were published in local newspapers in late August to inform members of the public about the plan's availability for review and comment.

Following this, revisions were made to the plan based on submitted comments. The CUPRPC adopted the plan at a meeting held in Marquette, MI on September 11, 2014.



**BACKGROUND**

# BACKGROUND

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

## LOCATION

The CUPRPC covers Region 1b in the central part of Michigan's Upper Peninsula, comprised of six counties: Alger, Delta, Dickinson, Marquette, Menominee, and Schoolcraft (below). Although home to several small urban centers, the region is predominantly rural with low population density. The area was originally settled because of its timber and mineral deposit resources, industries which remain important to the region's economy.



Figure 5: Map of the Upper Peninsula. The grey area is Region 1b.

## DEMOGRAPHIC CHARACTERISTICS

Table 1: Population/Population Density

AREA	POPULATION (2012)	LAND AREA	POPULATION PER SQ. MI. (2012)
Alger County	9,541	5,049	1.89
Delta County	36,884	1,992	18.52
Dickinson County	26,220	777	33.75
Marquette County	67,906	3,425	19.83
Menominee County	23,815	1,338	17.80
Schoolcraft County	8,343	1,884	4.43
<b>Central U.P.</b>	<b>172,709</b>	<b>14,465</b>	<b>11.94</b>

As Table 1 indicates, population density in the Central U.P. varies among the counties, but is consistently low across the region. Areas with low population densities have higher costs of service delivery and therefore often lack access to public transportation and other amenities. However, the tranquility and slower pace of life that often accompanies sparsely populated areas is an asset to the region and may outweigh the negative aspects.

**Table 2: Median Age**

AREA	2010	2011	2012
Alger	46.4	46.9	47.5
Delta	44.5	44.9	45.5
Dickinson	44.6	44.9	45.4
Marquette	39.6	39.5	39.5
Menominee	45.3	45.7	46.2
Schoolcraft	47.5	47.9	48.3
<b>Central U.P.</b>	<b>44.7</b>	<b>45.0</b>	<b>45.4</b>

The Central U.P.'s median age has increased in all counties except for Marquette. This trend is consistent with the rest of the State. This higher median age indicates an aging population, which means communities in the region may require additional health care facilities, and community services such as meals or transportation and specialized housing.

**Table 3: Educational Attainment**

**HIGH SCHOOL DIPLOMA OR HIGHER (25+)**

AREA	2010	2011	2012	2012 Percent
Alger	6,354	6,351	6,341	87.1
Delta	24,129	24,366	24,430	91.7
Dickinson	17,410	17,592	17,716	93.9
Marquette	40,195	40,727	41,502	93.1
Menominee	15,603	15,619	15,669	89.6
Schoolcraft	5,531	5,549	5,564	89.0
<b>Central U.P.</b>	<b>109,222</b>	<b>110,204</b>	<b>111,222</b>	<b>91.8</b>

**BACHELOR'S DEGREE OR HIGHER (25+)**

AREA	2010	2011	2012	2012 Percent
Alger	1,247	1,254	1,236	17.0
Delta	4,971	4,884	4,767	17.9
Dickinson	3,381	3,642	3,576	18.9
Marquette	13,020	12,620	12,665	28.4
Menominee	2,348	2,348	2,410	13.8
Schoolcraft	841	764	769	12.3
<b>Central U.P.</b>	<b>25,808</b>	<b>25,512</b>	<b>25,423</b>	<b>21.0</b>

As Table 3 shows, 91.8 percent of residents aged 25 or older in the Central U.P. have at least a high school diploma, a higher rate than the State's average of 88.7 percent. However, the percentage of residents 25 years or older with a Bachelor's or higher in the region is lower on average at 21.0 percent compared to the State's at 25.5 percent.

## HOUSING CHARACTERISTICS

**Table 4: Housing Vacancy Rates**

AREA	2010	2011	2012
Alger	43.6%	44.8%	45.8%
Delta	19.1%	20.5%	20.5%
Dickinson	18.4%	18.1%	19.1%
Marquette	25.2%	25.0%	25.2%
Menominee	23.9%	23.7%	23.6%
Schoolcraft	42.0%	41.5%	42.0%
<b>Central U.P.</b>	<b>25.1%</b>	<b>25.3%</b>	<b>25.6%</b>

Housing vacancy rates vary across the region, with Alger and Schoolcraft counties experiencing much higher vacancy rates than the rest of the Central U.P. The region's overall housing vacancy rate was 25.6 percent in 2012, compared to the State's overall vacancy rate of 15.7 percent. This high vacancy rate is likely due seasonal residents and the region's declining population. High vacancy rates may indicate higher proportions of blighted housing stock.

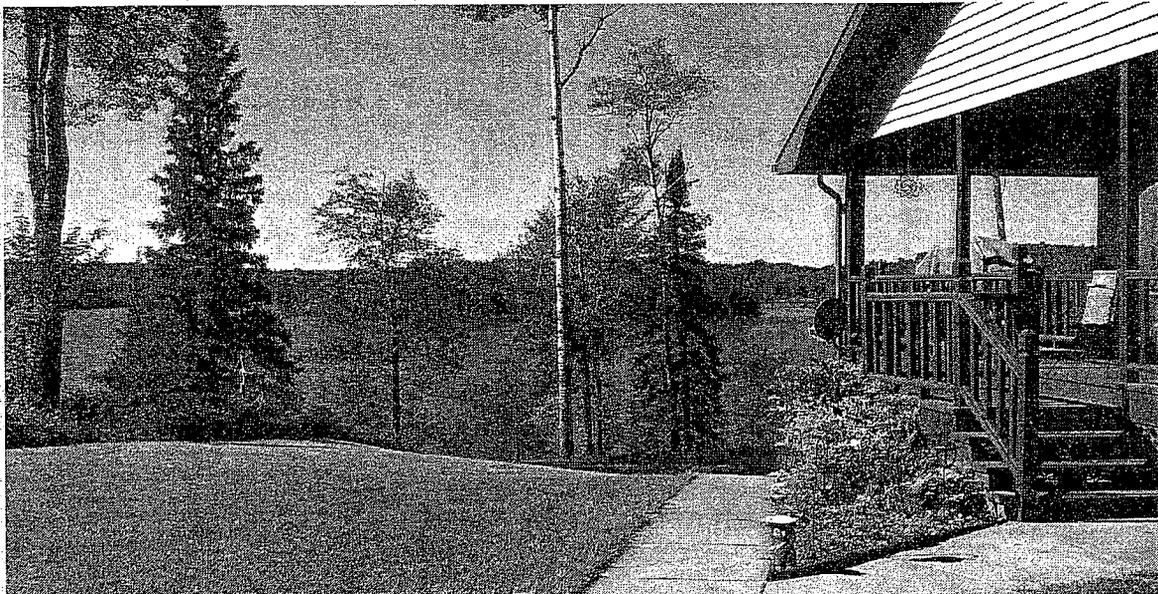


Figure 6: Many people move to the region to enjoy a rural lifestyle.

**Table 5: Median Housing Value**

<b>Area</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
Alger	\$111,500	\$114,700	\$113,600
Delta	\$100,600	\$102,900	\$99,600
Dickinson	\$87,800	\$88,600	\$87,000
Marquette	\$125,100	\$127,700	\$126,300
Menominee	\$97,300	\$96,700	\$96,700
Schoolcraft	\$87,000	\$85,100	\$86,300
<b>Central U.P.</b>	<b>\$101,667</b>	<b>\$102,617</b>	<b>\$101,583</b>

Median housing values also varied across the Central U.P. In 2012, from \$86,300 in Schoolcraft county to \$126,300 in Marquette County. Housing values declined from 2010 to 2012 in all but Alger and Marquette counties, with a regional median housing value of \$101,583 in 2012. This was slightly lower than the State's overall median housing value of \$129,600. Increased median housing values mean higher income from property taxes, allowing municipalities to improve or increase services or lower the tax rate while maintaining service levels.



Figure 7: Typical single-family home in the Central U.P.

**Table 6: Housing Type**

SINGLE-FAMILY (DETACHED)				MULTI-FAMILY			
AREA	2010	2011	2012	AREA	2010	2011	2012
Alger	85.8%	83.9%	84.9%	Alger	6.1%	5.8%	4.9%
Delta	79.3%	80.4%	80.1%	Delta	8.7%	8.0%	7.7%
Dickinson	83.8%	84.5%	84.4%	Dickinson	7.9%	7.3%	7.4%
Marquette	71.1%	71.8%	72.1%	Marquette	14.9%	15.1%	14.9%
Menominee	80.8%	80.1%	80.6%	Menominee	6.5%	6.7%	6.4%
Schoolcraft	86.4%	86.1%	87.5%	Schoolcraft	3.9%	3.8%	3.7%
<b>Central U.P.</b>	<b>78.1%</b>	<b>78.5%</b>	<b>78.8%</b>	<b>Central U.P.</b>	<b>10.0%</b>	<b>9.8%</b>	<b>9.6%</b>

SINGLE-FAMILY (ATTACHED)				MOBILE HOME			
AREA	2010	2011	2012	AREA	2010	2011	2012
Alger	0.2%	0.1%	0.1%	Alger	6.1%	7.5%	7.9%
Delta	1.0%	1.1%	1.4%	Delta	7.6%	7.3%	7.3%
Dickinson	0.4%	0.3%	0.5%	Dickinson	5.8%	5.4%	5.5%
Marquette	3.0%	2.6%	2.1%	Marquette	5.5%	5.4%	5.6%
Menominee	1.0%	1.2%	1.1%	Menominee	9.0%	9.5%	9.3%
Schoolcraft	1.0%	1.1%	1.0%	Schoolcraft	8.1%	8.2%	6.8%
<b>Central U.P.</b>	<b>1.6%</b>	<b>1.5%</b>	<b>1.4%</b>	<b>Central U.P.</b>	<b>6.7%</b>	<b>6.8%</b>	<b>6.7%</b>

TWO UNITS				BOAT, RV, VAN ETC.			
AREA	2010	2011	2012	AREA	2010	2011	2012
Alger	1.8%	2.5%	2.2%	Alger	< 0.1%	0.1%	< 0.1%
Delta	3.3%	3.1%	3.4%	Delta	< 0.1%	< 0.1%	< 0.1%
Dickinson	2.0%	2.4%	2.1%	Dickinson	0.1%	0.1%	0.1%
Marquette	5.5%	5.0%	5.2%	Marquette	0.0%	0.0%	< 0.1%
Menominee	2.6%	2.4%	2.6%	Menominee	0.0%	0.0%	< 0.1%
Schoolcraft	0.7%	0.7%	1.0%	Schoolcraft	0.0%	0.0%	0.0%
<b>Central U.P.</b>	<b>3.5%</b>	<b>3.4%</b>	<b>3.5%</b>	<b>Central U.P.</b>	<b>&lt; 0.1%</b>	<b>&lt; 0.1%</b>	<b>&lt; 0.1%</b>

The majority of housing (78.8 % in 2012) in the Central U.P. is single-family (detached) homes, compared to a State figure of 71.9 percent.

## ECONOMIC CHARACTERISTICS

**Table 7: Median Household Income**

AREA	2010	2011	2012
Alger	\$38,262	\$38,231	\$38,348
Delta	\$41,951	\$42,932	\$42,504
Dickinson	\$42,586	\$43,651	\$44,272
Marquette	\$45,130	\$45,495	\$45,349
Menominee	\$41,332	\$42,014	\$40,865
Schoolcraft	\$36,925	\$38,367	\$37,468
<b>Central U.P.</b>	<b>\$41,031</b>	<b>\$41,782</b>	<b>\$41,468</b>

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

Every county except Menominee saw an increase in median household income between 2010 and 2012. Marquette County consistently has a higher median income than the rest of the region, most likely because of an increased availability of well-paying jobs compared to other counties.

**Table 8: State Equalized Value (SEV); Total Real and Personal Property**

AREA	2010	2011	2012
Alger	\$492,173,502	\$478,009,361	\$465,455,730
Delta	\$1,398,556,221	\$1,367,465,477	\$1,385,860,775
Dickinson	\$1,066,326,872	\$1,071,897,652	\$1,092,979,830
Marquette	\$2,629,711,260	\$2,698,472,403	\$2,814,805,319
Menominee	\$981,649,920	\$967,562,286	\$965,899,284
Schoolcraft	\$481,194,043	\$498,404,579	\$475,958,759
<b>Central U.P.</b>	<b>\$7,049,611,818</b>	<b>\$7,081,811,758</b>	<b>\$7,200,959,697</b>

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

Alger, Delta, Menominee, and Schoolcraft counties experienced a decrease in SEV between 2010 and 2012, while Dickinson and Marquette counties had an increase. Overall, the region's SEV increased by \$151,347,879.

**Table 9: Unemployment Rate**

AREA	2010	2011	2012	2013
Alger	13.5%	11.6%	10.7%	10.5%
Delta	12.1%	10.1%	9.1%	9.6%
Dickinson	10.9%	8.9%	7.7%	7.6%
Marquette	9.8%	8.7%	7.7%	8.0%
Menominee	10.4%	8.1%	7.2%	6.6%
Schoolcraft	14.0%	13.2%	12.5%	13.4%
<b>Central U.P.</b>	<b>10.9%</b>	<b>9.3%</b>	<b>8.3%</b>	<b>8.4%</b>

Unemployment rates vary greatly across the region. For example, in 2013, Alger and Schoolcraft counties had jobless rates of 10.5% and 13.4%, respectively, while Dickinson county had a jobless rate of 6.6%. All counties saw a decrease in unemployment between 2010 and 2013. In 2013, the region's overall unemployment rate of 8.4% was slightly lower than the State's at 8.8%.

**Table 10: Industry Employment Concentrations (2012, Central U.P. region)**

INDUSTRY	CONCENTRATION
Agriculture, forestry, fishing and hunting	1.2%
Mining	3.3%
Utilities	0.2%
Construction	7.0%
Manufacturing	15.2%
Wholesale trade	2.9%
Retail trade	17.0%
Transportation and warehousing	2.8%
Information	1.8%
Finance and insurance	3.7%
Real estate and rental and leasing	1.0%
Professional and technical services	2.6%
Management of companies and enterprises	0.1%
Administrative and waste services	3.1%
Educational services	0.4%
Health care and social assistance	18.4%
Arts, entertainment and recreation	1.4%
Accommodation and food services	12.8%
Other services, except public administration	5.1%

As Table 10 shows, the region's leading employment sectors are health care and social assistance, retail trade, manufacturing, and accommodation and food services.

## TRANSPORTATION, UTILITIES, AND INFRASTRUCTURE

### UTILITIES

Electrical and natural gas are provided by the Upper Peninsula Power Company (UPPCO), Detroit Edison (DTE), Cloverland Electric Cooperative, WE Energies, Wisconsin Public Service and Alger-Delta Electric Cooperative. Transmission is primarily on electric lines owned by the American Transmission Company. Most lines in the Central Upper Peninsula are 69KV or 138 KV lines which limit the ability to develop electrical production using any type of major generation facility. Energy costs in the Upper Peninsula are some of the highest in the state and are projected to increase.

### TRANSPORTATION

#### Road

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



Figure 8: I-58 in Alger County.

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

#### Bus Service

*Alger County:* Public transportation is provided by the Alger County Transportation Authority (ALTRAN) which is an Act 196 transit authority that was created in March 1990 to provide countywide transit services. ALTRAN provides service into all communities in Alger

County and also transports people to and from Marquette on a regular basis. ALTRAN services a broad segment of the population of Alger County, including school-age children, university students, and seniors.

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

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

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



Figure 9: Marq-Tran bus.

*Menominee County:* Transportation primarily for elderly and handicapped persons is provided by the Menominee-Delta-Schoolcraft Community Action Agency on a demand-response basis. No public transportation system exists in the county. There are no fixed routes.

*Schoolcraft County:* Curb to curb service in Schoolcraft County is provided by Schoolcraft County Public Transportation (SCPT) Monday through Friday. Countywide public transit services were initiated on September 15, 1980. Senior citizens and persons with disabilities comprise the majority of the annual ridership.

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

## **Rail Service**

Three carriers provide rail freight service in the Upper Peninsula:

- Canadian National

- Escanaba and Lake Superior
- Lake Superior and Ishpeming

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

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

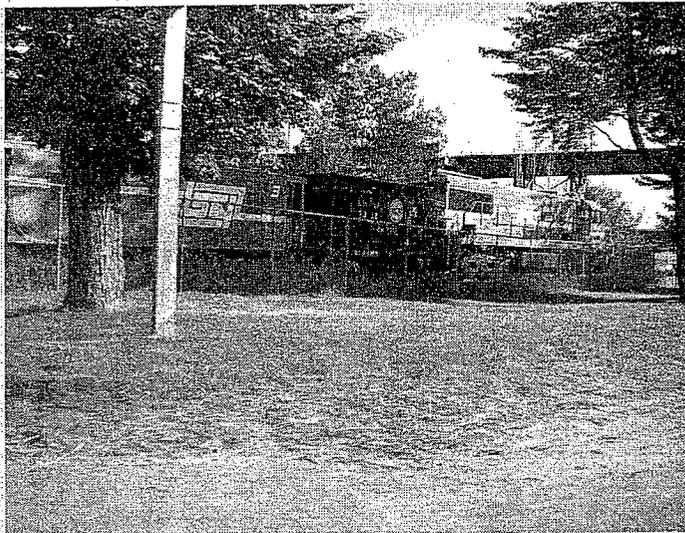


Figure 10: Rail transit in the U.P.

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

Construction of the rail line to the Empire Mine started in 1961. The Lake Superior and Ishpeming Railroad (a division within Cliffs Natural Resource) works with the CN Railroad to deliver pellets from the Empire and Tilden mines to the ore dock in Marquette and Escanaba, respectively. A new line is also being constructed for the Eagle Mine.

The Escanaba & Lake Superior Railroad (E&LS) is a privately owned short line railroad company operating in Northeastern

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

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

## Air Transportation

The central Upper Peninsula has three airports that offer commercial aviation services, illustrated in the table below.

AIRPORT	LOCATION	WEEKDAY FLIGHTS	SATURDAY FLIGHTS	SUNDAY FLIGHTS	CONNECTING AIRPORTS
Delta County Airport (ESC)	Escanaba	2	1	1	Detroit, MI
KI Sawyer (MQT)	Marquette	3	2	1	Detroit, MI; Chicago, IL
Ford Airport (IMT)	Kingsford	2	2	1	Minneapolis, MN; Rhinelander, WI

There are also three utility airports within the region which serve private and corporate needs:

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



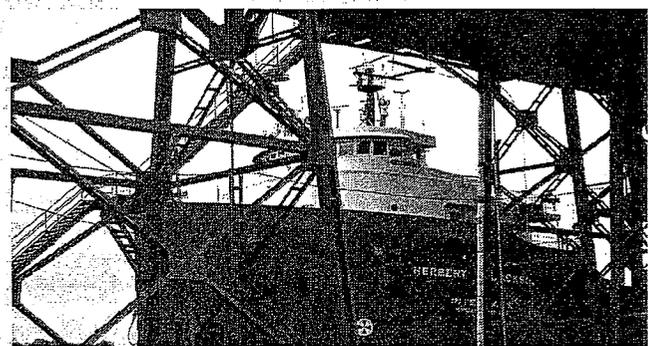
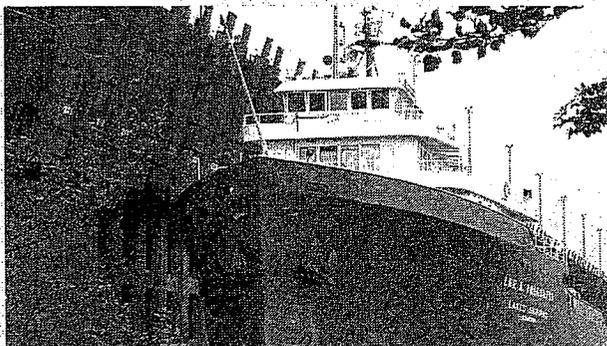
Figure 11: Ford Airport in Kingsford.

## Commercial Water Ports

There are seven ports serving the central Upper Peninsula. Commercial ports are located at Marquette and Munising on Lake Superior and at Menominee, Escanaba, Gladstone, Manistique and Port Inland on Lake Michigan.

Port Inland handles shipments of limestone. Iron ore movements are through the ports of Marquette and Escanaba, from the two active mines on the Marquette Range. These two ports represent the largest volume of waterborne commerce shipped in the U.P. Railroads carry iron ore from the mines to the ports.

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



Figures 12 & 13: A freighter at the Marquette Ore Dock.

## NATURAL FEATURES

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

### Land Cover - Map 1

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

### Soil Drainage - Map 2

As Map 2 shows, many of the Central U.P.'s soils are considered very poorly drained or excessively drained, which constrains development. Construction in areas with such characteristics can result in problems with flooding and wastewater disposal. Although these problems can be addressed to some extent, for example by adding topsoil and installing diversion structures and drains, mitigation techniques add to the cost of development and may fail entirely.

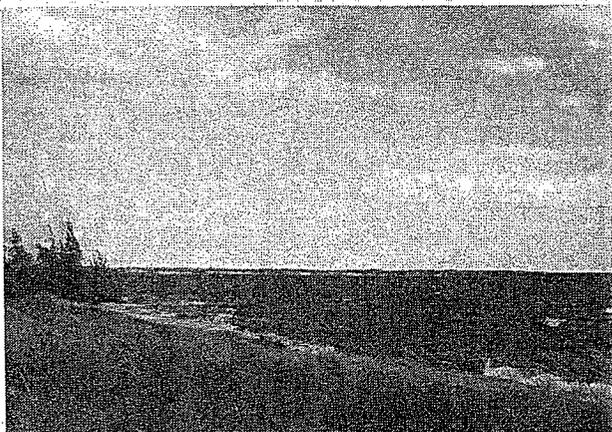
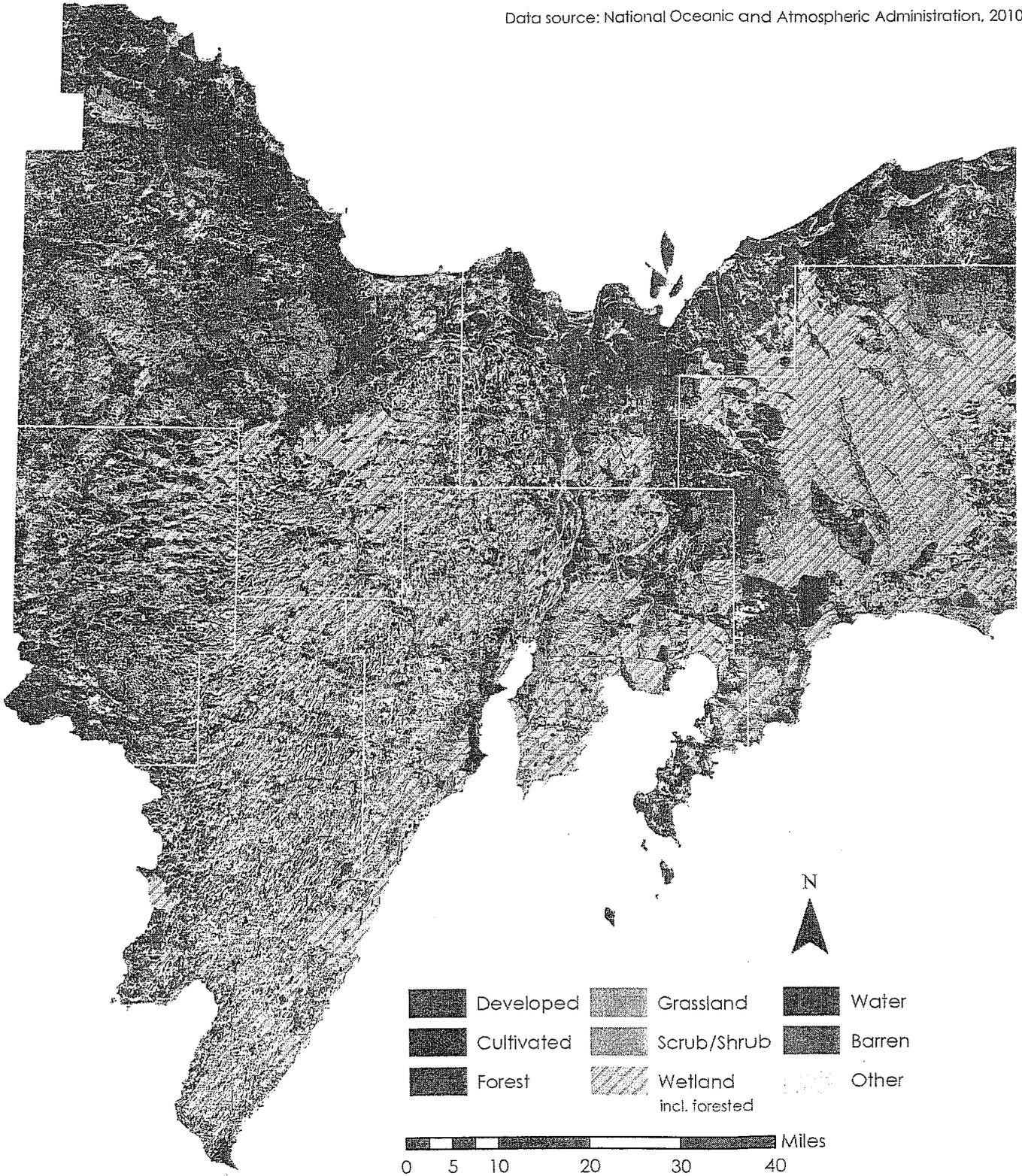


Figure 14 & 15: Aronson Island, Escanaba.

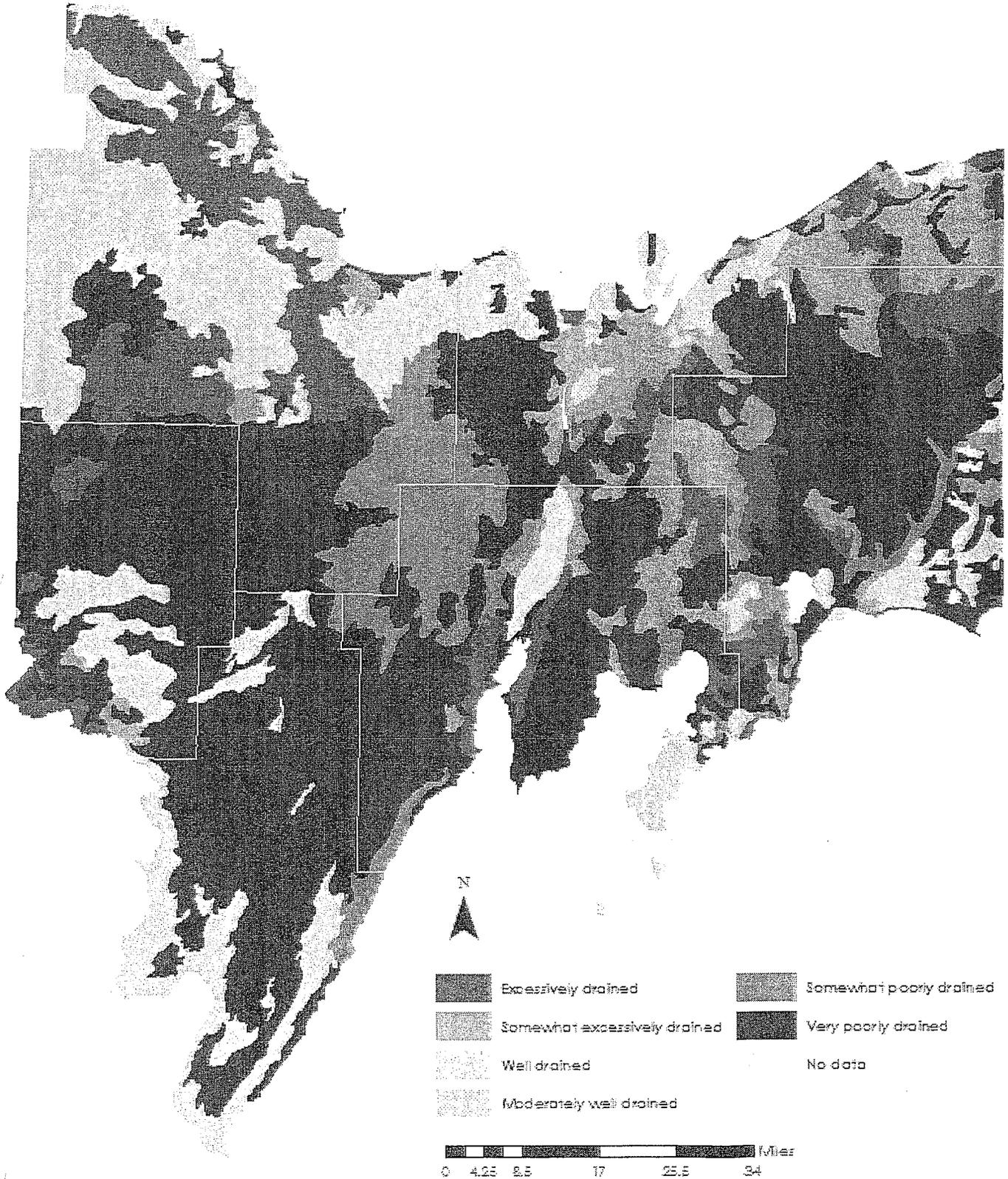
# MAP 1: CENTRAL U.P. LAND COVER

Data source: National Oceanic and Atmospheric Administration, 2010



# MAP 2: CENTRAL U.P. SOIL DRAINAGE

Data source: USDA Natural Resources Conservation Service, 2006





# ASSETS AND NEEDS

# ASSETS AND NEEDS

## FOCUS AREAS

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

Stakeholders identified several regional assets and needs through discussion at CUPRPC meetings in accordance with the plan's focus areas. These assets and needs inform the goals and strategies described later in the plan.

## REGIONAL ASSETS

### ECONOMIC DEVELOPMENT

Low risk of natural disaster, quality of life, work ethic, strong regional collaboration, promising growing firms, tourism, diverse opportunities, funding sources, available agricultural land, casino resort/Hannahville Indian Community, natural resources (especially the Great Lakes), and recreational opportunities.

### WORKFORCE DEVELOPMENT

Available workers, strong work ethic, many training centers, universities, community colleges, strong Michigan Works!

### EDUCATION

Quality K-12 educational programs, career technical education, excellent teachers, quality public universities and community colleges.

### TRANSPORTATION AND INFRASTRUCTURE

Established road network, annual road and bridge reports, local airports, rail infrastructure.

### QUALITY OF LIFE

Natural resources, recreational opportunities, non-motorized networks, tourism, low cost of living, rural transit, U.P. State Fair, traditional downtowns, healthcare systems, strong sense of community, low crime rate, rich history, casino resort, vineyards.

## REGIONAL NEEDS

Stakeholders identified and ranked the following as top regional needs through discussion at CUPRPC meetings:

### 1. AFFORDABLE ENERGY

Stakeholders ranked affordable energy as the region's biggest need because high energy costs are a significant barrier to business attraction, retention, and expansion. These costs are expected to increase within the next five years as new regulations require providers to upgrade their power plants, the cost of which will be passed on to customers.

### 2. WIRELESS AND BROADBAND ACCESS

Many locations within the Region do not have access to high-speed internet or cellular service. In addition to hindering economic development, this also impacts the safety of residents and tourists in remote areas.

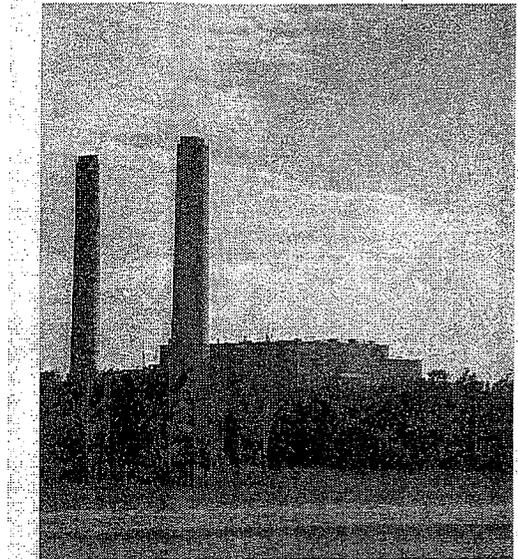


Figure 16: The Presque Isle Power Plant in Marquette

### 3. INTERNSHIPS AND VOCATIONAL TRAINING

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

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

### 4. MENTAL HEALTH FACILITIES AND RESOURCES

Currently the region lacks adequate facilities and services for individuals with severe mental health problems. Acute in-patient psychiatric care is available in Marquette, however, capacity is limited at 32 beds for adults and 6 for youth. Individuals with severe, long-term mental health issues must travel to facilities downstate or out of state. Additionally, none of the county jails have adequate resources to effectively manage patients with mental health problems.

## 5. ROAD AND BRIDGE CONDITIONS

Like much of the state, road and bridge conditions in the region are poor due to insufficient funding. Severe winter weather amplifies these problems, requiring local jurisdictions to spend more money on snow removal and salt than other areas in the state, limiting available funds for road and bridge repairs. Improving surface transportation conditions is crucial for a healthy economy.

## 6. TRANSPORTATION ALTERNATIVES AND NON-EMERGENCY TRANSPORTATION

The region's rural nature and dispersed population poses a barrier to safe, efficient, affordable transportation options. These characteristics limit the potential for area-wide transportation alternatives such as public transit and non-motorized transportation infrastructure. Several small urban areas within the region have bike routes and sidewalks, and county transportation authorities provide limited services in some parts of the region. However, safe travel between municipalities and counties and within townships generally requires the use of a personal vehicle.

Additionally, school districts in our region often mention the high costs associated with transporting students to and from school. It is not uncommon for area residents to see several buses drive past their house within a short time frame, creating a perceived inefficiency that can frustrate taxpayers.

## 7. HEALTHCARE WORKERS

The healthcare industry provides many well-paying jobs within the region, and is predicted to be one of the fastest growing sectors.

However, employers have trouble finding qualified local employees to fill positions, especially in elder care.

This problem will only worsen with the region's aging workforce. Increased training opportunities for healthcare careers and improved marketing for elder care positions is necessary to ensure talent demand is met.

## 8. APPROPRIATE FUNDING FOR EDUCATION

Funding for Michigan's public school districts is allocated on a per-pupil basis. As the region's population has declined, so have school sizes and available education funding, which means severely restricted budgets for area schools. Although little may be able to be done at the local level, school districts should work together to lobby state government to demonstrate why per-pupil allocation does not work for low population areas that still



Figure 17: Several cities in the region have enacted Complete Street policies to encourage non-motorized transit.

require a basic level of funding to provide sufficient educational services.

## 9. SUSTAINABLE FUNDING FOR EDOs

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



Figure 18: Vandeenboom School, Marquette County.

## 10. COMPETITIVE WAGES

It is common knowledge that jobs in the Central U.P. (and the rest of the Upper Peninsula) pay lower wages than jobs elsewhere in the state and globally. While economic and workforce development professionals in the region agree that the lower wages are a major reason businesses in the U.P. have a hard time recruiting and retaining certain types of employees, it is difficult to make a strong case, with data, to demonstrate to companies the consequences of lower wages as well as the potential exponential return on investment for paying competitive wages when their companies do, in fact, compete in a global market in every other way.

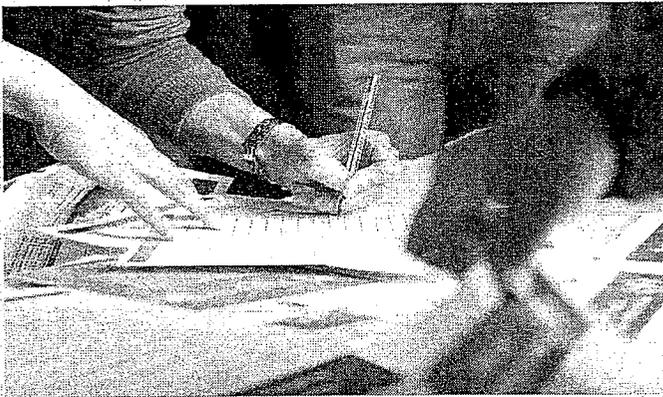


Figure 19: Stakeholder collaboration.

Using the above assets and needs as a guide, CUPRPC stakeholders have developed a vision for the Central U.P. and identified goals and strategies to move the region forward. The following chapter outlines this plan for regional prosperity.

# THE PLAN

# THE PLAN

## VISION

The Central Upper Peninsula region will continue to be known for its abundant natural resources and numerous tourism and recreational opportunities, and will provide the infrastructure and policies necessary for a business-friendly environment. A strong employment market, outstanding P-20 and continuing education programs, access to healthcare, and a variety of arts, culture, and entertainment opportunities will provide a high quality of life for existing residents and attract new residents, tourists, and businesses to the region.

## GOALS

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



Grow and diversify the region's economy.



Strengthen the region's talent pipeline.



Optimize infrastructure and network conditions and connectivity across the Central U.P.



Enhance and expand educational opportunities across the region.



Improve quality of life for all residents.

## STRATEGIES

Stakeholders developed strategies to help reach the goals outlined on the previous page. Each goal has a number of associated strategies, which were ranked and prioritized by members of the CUPRPC. Discussions at CUPRPC meetings informed the process and existing planning documents (MDARD's Rural Development Guidelines, MDOT's Corridors and International Borders Report, Michigan Works!/UPEDA State of the Workforce Report, UPWARD



Figure 20: Downtown Norway.

Initiatives Regional Innovation Grant Study, Central Upper Peninsula Comprehensive Economic Development Strategy) were reviewed to ensure alignment with other planning efforts.

The CUPRPC identified a total of twenty-nine strategies during this process. These strategies are listed in order of priority for each goal. Fifteen of these strategies have been selected as the region's **5-Year Economic Development Blueprint** based on their alignment with the region's needs and the region's capacity

to effectively implement solutions. These are described in more detail on page 31 and highlighted in green below.

## GOAL 1: GROW AND DIVERSIFY THE REGION'S ECONOMY

- Promote and support value-added economic activity.
- Support entrepreneurial development by using existing state and federal programs and fostering local initiatives.
- Promote and support Central U.P. agriculture.
- Improve regional tourism promotion, networking, and opportunities.
- Market the Central U.P.'s broad talent base to existing and potential employers.
- Ensure that local municipalities have development-friendly zoning ordinances.
- Establish a network of U.P. business incubators and business parks.
- Establish an international business network and economic development strategy.
- Continue to promote use of the region's natural resources in an environmentally sound, safe, and sustainable manner.
- Increase investment in downtowns/commercial cores throughout the region to enhance and diversify entrepreneurial and residential opportunities.

## GOAL 2: STRENGTHEN THE REGION'S TALENT PIPELINE

- Integrate and expand educational opportunities in Advanced Manufacturing, Healthcare, and IT.
- Encourage and support the upgrading of skills of the incumbent workforce.
- Conduct a study to determine the effects of rural wage disparity on filling in-demand jobs.
- Work closely with high growth firms and Regional Skills Alliances (RSAs) to understand and address needs for workforce solutions.

## GOAL 3: OPTIMIZE INFRASTRUCTURE AND NETWORK CONDITIONS AND CONNECTIVITY

- Expand broadband and wireless access across the region.
- Pursue funding to research short and long-term energy solutions for the region.
- Encourage and support safe, efficient, and affordable transportation options.
- Work with legislators and government leaders to increase funding for local roads.
- Work with Superior Trade Zone partners to conduct regional multimodal transportation asset mapping.



Figure 21: Wind turbines generate electricity without creating harmful emissions.

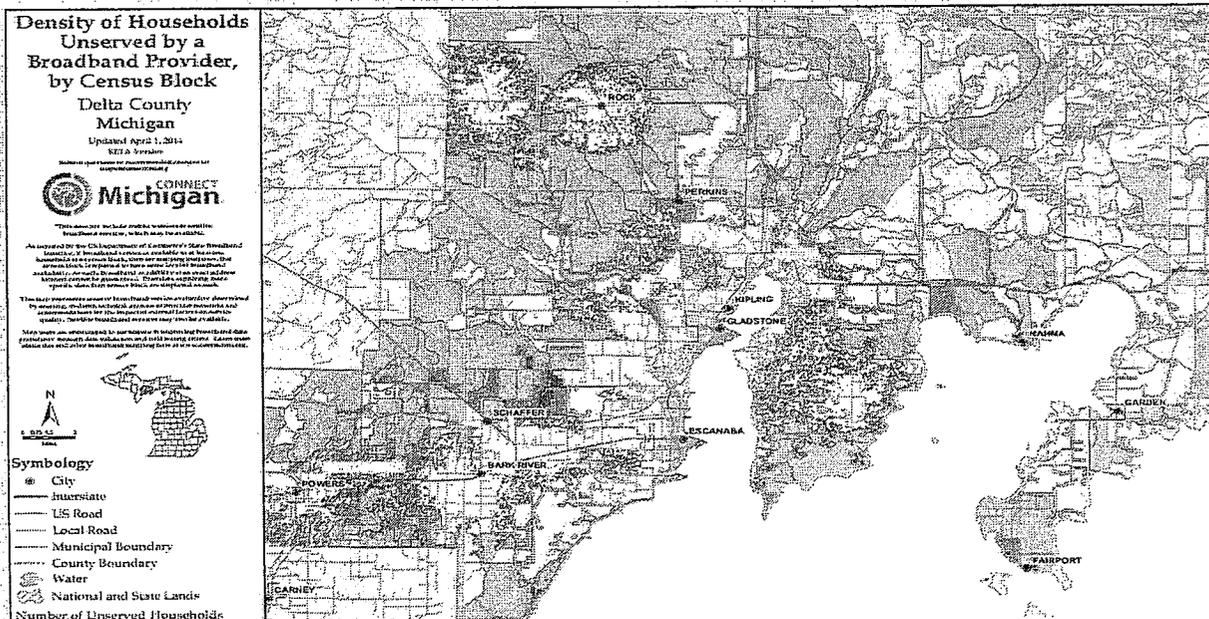


Figure 22: Map of households underserved by broadband providers in Delta County. Source: ConnectMI.org

## GOAL 4: ENHANCE AND EXPAND EDUCATIONAL OPPORTUNITIES ACROSS THE REGION

- Improve and market P-20 (pre-kindergarten through college) CTE and vocational programs.
- Build on existing programs that increase experiential learning and entrepreneurial opportunities for P-20 students.
- Build on the growing university research base to develop additional research and development programs, partnering with private and federal research initiatives.



Figure 23: Marquette-Alger Regional Education Service Agency.



Figure 24: Fall foliage in the Upper Peninsula



Figure 25: Marina in Marquette, MI.

## GOAL 5: IMPROVE QUALITY OF LIFE FOR ALL RESIDENTS

- Link communities to funding for recreation and arts & culture opportunities.
- Continue to market recreational and arts & culture opportunities within the region.
- Review existing community health needs assessments and determine opportunities for collaboration to create greater efficiencies of delivery and new services.
- Analyze the region's housing needs and develop a plan to fill gaps.
- Help communities understand the economic benefits of recreation, arts & culture.
- Encourage communities to invest in and pursue placemaking strategies.
- Develop a regional healthcare services guide.

## ECONOMIC DEVELOPMENT BLUEPRINT

The CUPRPC has selected the following strategies, which were initially identified above, as the top priorities for the region based on their alignment with the region's needs and the region's capacity to effectively implement solutions. Each strategy is listed according to priority in descending order and includes information about how the strategy will be implemented, along with implementation partners, timeline, and performance measures.

### STRATEGY I: Expand broadband and wireless access across the region

#### Implementation Actions

- Conduct surveys across the region to understand needs and demands for broadband and wireless access.
- Analyze and map information gathered and distribute results to providers.

**Partners:** ConnectMI, local broadband groups, local economic development organizations, local government jurisdictions.

**Timeline:** FY15 - FY16

#### Performance Measures

- Goal: Increased broadband access for residents and businesses in the region.

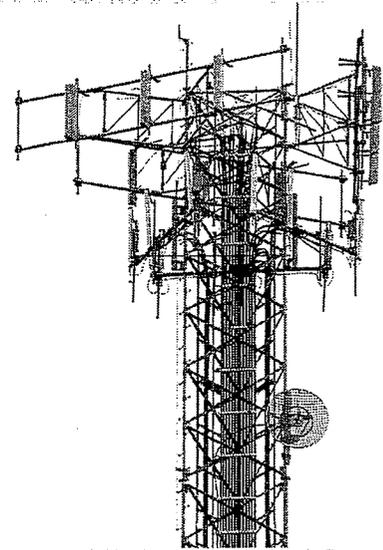


Figure 26: Broadband tower.

### STRATEGY II: Pursue funding to research short- and long-term energy solutions for the U.P.

#### Implementation Actions

- Apply to federal and state funding sources to research short-term solutions to high energy costs and transmission and reliability issues.
- Work with the State as they develop a long-term strategy to the U.P. energy crisis.

**Partners:** CUPPAD, Michigan Technological University, Michigan Public Service Commission, Governor's Office, Michigan Energy Office.

**Timeline:** FY15 – FY19

**Performance Measures**

- Attract funding to the region for research related to energy costs, transmission, and reliability issues.

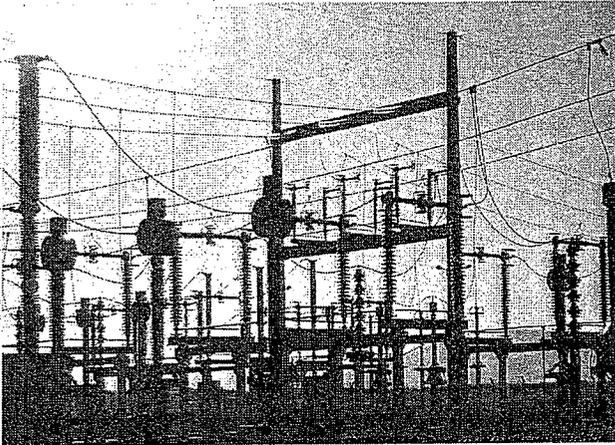


Figure 27: Sustainable and affordable energy generation and transmission are key to the future of the region.

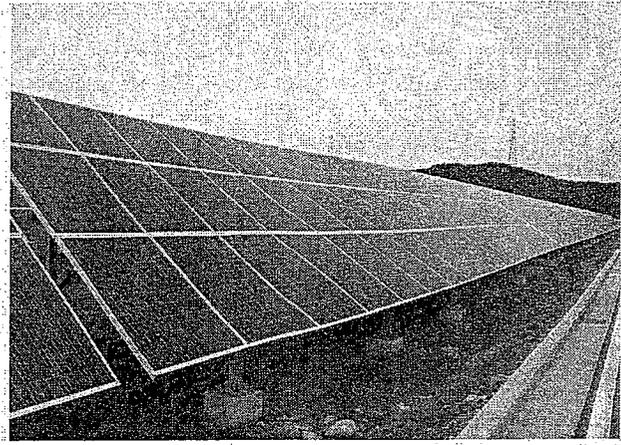


Figure 28: Solar panels may be a part of a cleaner and more affordable energy network for the U.P.

**STRATEGY III: Integrate and expand educational opportunities in Advanced Manufacturing, Health Care, and I.T.**

**Implementation Actions**

- Improve the number and viability of high school and college internships in advanced manufacturing, health care, and I.T.
- Expand course offerings related to these industries at the high school and college level

**Partners:** Local school districts, intermediate school districts, community colleges, universities, employers, City of Marquette (SmartZone satellite), Michigan Works!, U.P. Healthcare Roundtable, Upper Peninsula Regional Industrial Manufacturing RSA.

**Timeline:** FY15 – FY19

**Performance Measures**

- Increased number of course offerings and internship opportunities in Advanced Manufacturing, Health Care, and I.T.

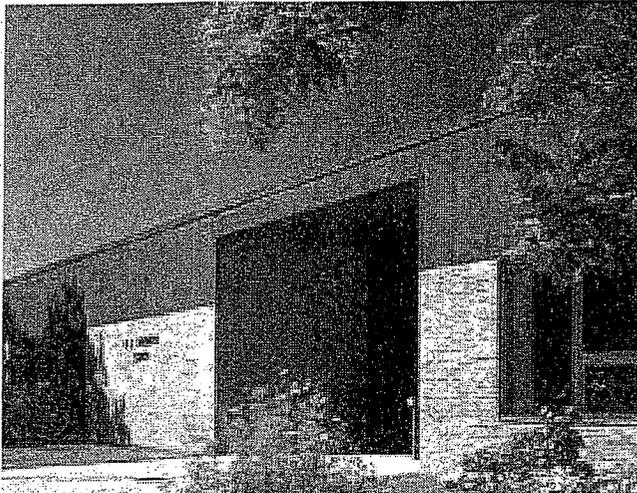


Figure 29: Jacobetti Center, Northern Michigan University.



Figure 30: M-TEC at Bay College, Escanaba.

**STRATEGY IV: Encourage and support the upgrading of skills of the incumbent workforce to align with employer needs**

**Implementation Actions**

- Coordinate efforts of the current business service professionals meeting with employers on a daily basis throughout the region to help implement job-sharing partnerships between industries, cross-company career ladder paths, and transferable skills assessments to better align our industries to cooperate on skills attainment and advancement for our incumbent workers
- Work with intermediate school districts, community colleges, and universities to ensure curriculum meets needs of area employers by sharing knowledge gained by targeted regional business services activities and helping to create new and modified curriculum and programs to meet needs of area employers.
- Work with employers to support education and enhance re-training of incumbent workforce through cooperative training and paid internships.

**Partners:** Michigan Works!, intermediate school districts, local school districts, community colleges, universities, employers.

**Timeline:** FY16 - FY19

**Performance Measures:**

- Increased numbers of jobs filled by local candidates

## STRATEGY V: Promote and support value-added economic activity

### Implementation Actions

- Benchmark locations where U.P. natural resources are currently being transported and determine value-added processes being performed.
- Consider developing a partnership with the universities and natural resources business sector to explore value-added manufacturing opportunities based on above findings.
- Develop a business model to support value-added manufacturers to relocate or develop startup facilities near the natural resource base.

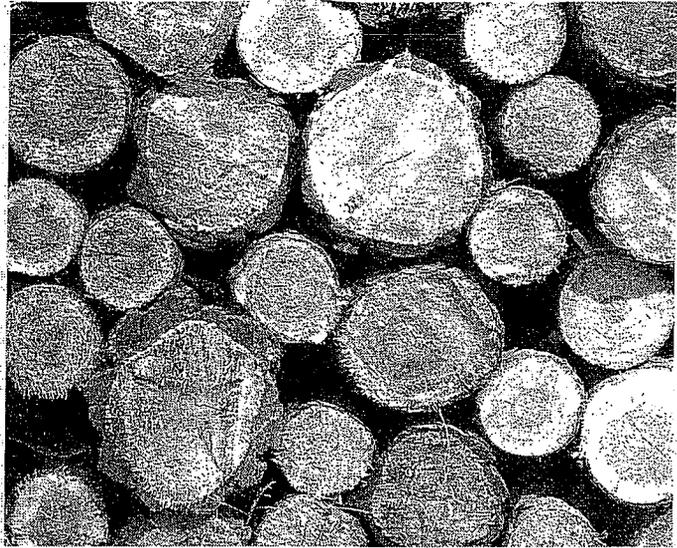


Figure 31: The Central U.P. is home to a large logging and timber processing industry.

**Partners:** CUPPAD, SBDC, universities, Michigan Department of Agriculture and Rural Development (MDARD), Michigan Department of Natural Resources (MDNR), Michigan Economic Development Corporation (MEDC).

**Timeline:** FY17 - FY19

### Performance Measures

- Published report on value-added economic activity and potential for growth.
- Published business model for value-added manufacturers and entrepreneurs.
- Development of new value-added businesses in the U.P.

## STRATEGY VI: Improve and market P-20 (pre-kindergarten through college) CTE and vocational programs



Figure 32: Delta-Schoolcraft ISD provides pre-school and technical education.

### Implementation Actions

- Conduct regional marketing campaign promoting CTE and vocational programs available in the region.
- Help establish a 5-year high school program that enables students to receive a 2-year college degree along with a high school degree.
- Expand dual enrollment opportunities.

- Increase applied learning opportunities in area schools.

**Partners:** Michigan Works!, Career Technical Education Committee - Marquette & Alger Counties, local school districts, intermediate school districts, community colleges, universities, MEDC.

**Timeline:** FY15 - FY19

**Performance Measures**

- Increased enrollment in existing CTE and vocational programs.
- Increased job placement rates for graduates of CTE and vocational programs.

**STRATEGY VII: Support entrepreneurial development by using existing state and federal programs and fostering local initiatives**

**Implementation Actions**

- Create visually appealing guide to local resources for entrepreneurs.
- Promote and support crowdsourcing funding opportunities.
- Promote and support incubator and pop-up opportunities.

**Partners:** CUPPAD Regional Commission, SBDC, local economic development organizations, City of Marquette (SmartZone satellite), MEDC.

**Timeline:** FY16 - FY19

**Performance Measures**

- Increase in new businesses formed in region.



Figure 33: Supporting entrepreneurial development is a State-wide goal of the MEDC.

**STRATEGY VIII: Link communities to funding for recreation and arts & culture opportunities**

**Implementation Actions**

- Improved outreach to arts and culture organizations and local municipalities so that they understand the funding opportunities available to them and local match requirements.

**Partners:** CUPPAD, Michigan Council for Arts & Cultural Affairs (MCACA), MDNR.

**Timeline:** FY16 - FY18

**Performance Measures**

- Increased funding to region for recreation and arts & culture opportunities.



Figure 34: MCACA logo.

**STRATEGY IX: Continue to market recreational and arts & culture opportunities in the region**

**Implementation Actions**

- Work with local tourism bureaus, Chambers of Commerce, and visitors centers to increase marketing reach.

**Partners:** Upper Peninsula Travel and Recreation Association (UPTRA), local tourism bureaus, local Chambers of Commerce, MDNR.

**Timeline:** FY17 - FY19

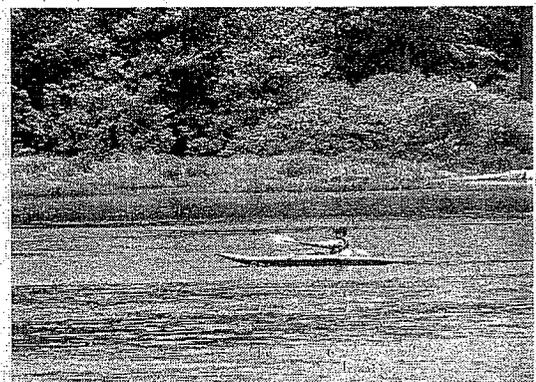


Figure 35: Kayaking is a popular recreational activity in the region.

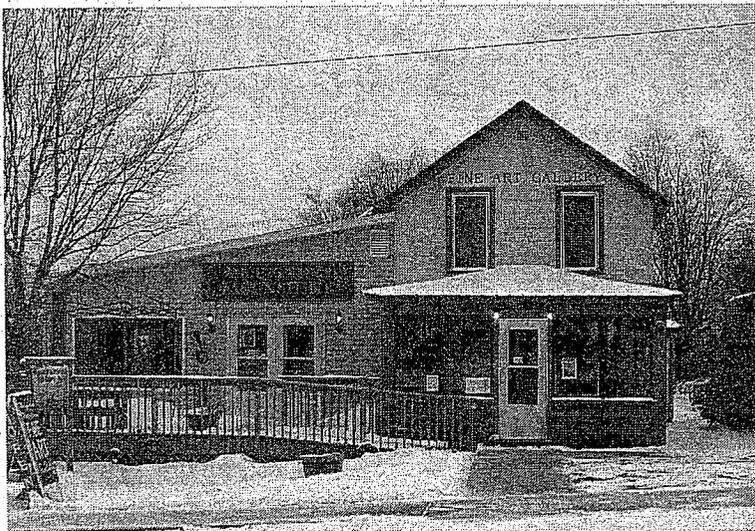


Figure 36: Fine Art Gallery, Michigamme, MI.

**Performance Measures**

- Increased attendance at local recreation events.
- Increased attendance at local arts and culture events.

## STRATEGY X: Promote and support Central U.P. agriculture

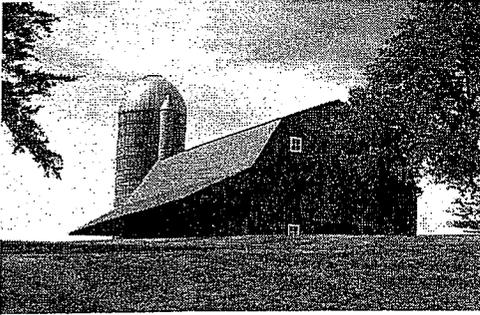


Figure 37: Agriculture is an important part of the local economy.

### Implementation Actions

- Increase awareness of agricultural activities in the region.
- Enhance youth agriculture programs.
- Identify a means of obtaining a profitable return on deacon calves.
- Develop a migrant worker plan to support agricultural industry growth.

- Support value-added producers by connecting them to resources for business development

**Partners:** CUPPAD Regional Commission, Michigan Works!, MSU Extension, MDARD, SBDC.

**Timeline:** FY15 - FY19

### Performance Measures

- Increased participation in youth agriculture programs.
- Growth in regional agriculture industry.

## STRATEGY XI: Improve regional tourism promotion, networking, and opportunities

### Implementation Actions

- Work with Pure Michigan campaign to assist travel bureaus and conduct a marketing campaign for the region.
- Organize conference for tourism agencies in the region to facilitate networking and collaboration.

**Partners:** UPTRA, local and regional travel bureaus and visitor's centers, local Chambers of Commerce, Michigan Travel Commission.

**Timeline:** FY17 - FY19

### Performance Measures

- Increased visitors to state and national parks in the region.
- Increased hotel/motel occupancy rates.



Figure 38: Beaches around the region draw many tourists during summer months.

**STRATEGY XII: Review existing community health needs assessments and determine opportunities for collaboration to create greater efficiencies of delivery and creation of new services**

**Implementation Actions**

- Secure funding to review community health needs assessments and review opportunities for further collaboration.

**Partners:** CUPPAD, Upper Peninsula Commission for Area Progress (UPCAP), Michigan Works! Healthcare Roundtable, Upper Peninsula Health Plan (UPHP), Superior Health Foundation.

**Timeline:** FY15 – FY16

**Performance Measures**

- Publication of Regional Health Needs Assessment.



Figure 39: Quality health care is a necessity in the region.

**STRATEGY XIII: Encourage and support safe, efficient, and affordable transportation options**

**Implementation Actions**

- Update regional non-motorized transportation maps.
- Determine the feasibility of developing regional school bus routes.
- Identify gaps in regional transit mobility and determine how to eliminate those gaps.
- Ensure availability of accurate data regarding transit ridership.

**Partners:** Michigan Department of Transportation (MDOT), local transit providers, local school districts, UPCAP.

**Timeline:** FY15 – FY19

**Performance Measures**

- Increased use of non-motorized transportation options.
- Increased local transit availability and connectivity.
- Increased regional transportation options.

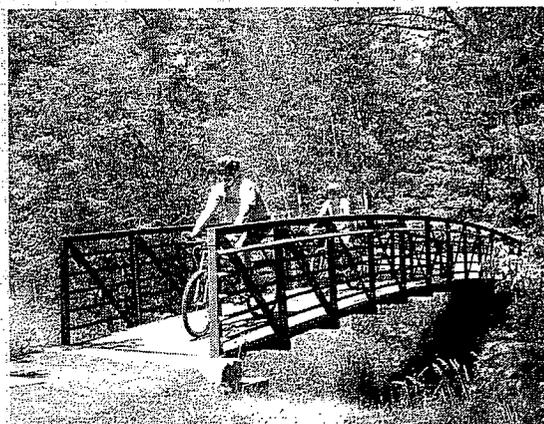


Figure 40: Non-motorized transportation in the U.P.

**STRATEGY XIV: Conduct a study to determine the effects of rural wage disparity on filling in-demand jobs**

**Implementation Actions**

- Validate the perceived wage disparity between jobs in the Upper Peninsula and other rural and urban regions.
- Hold employer events to illuminate the disparity, engage employers on solutions or tactics to better position our jobs.
- Arm economic and workforce development professionals in the region with easy to use tools and documentation which demonstrate the real loss of productivity and bottom-line impact of jobs going unfilled for long periods of time.

**Partners:** Upper Peninsula Collaborative Development Council (UPCDC), MEDC, Copilot Consulting, Northstar Economics.

**Timeline:** FY15

**Performance Measures:**

- Publication of findings from rural wage disparity study.

**STRATEGY XV: Analyze the region's housing needs and develop a plan to fill gaps**

**Implementation Actions**



Figure 41: Housing in the region.

- Develop a regional affordable housing plan.
- Perform a Target Market Analysis for the Central U.P. region.

**Partners:** CUPPAD Regional Commission, UPCAP, Michigan State Housing Development Authority (MSHDA).

**Timeline:** FY16 - FY-19

**Performance Measures:**

- Publication of regional affordable housing plan.
- Publication of Target Market Analysis

## PERFORMANCE DASHBOARD - MUNETRIX

In addition to measuring progress on each strategy as outlined in the economic development blueprint above, the Central U.P. Regional Prosperity Collaborative will use Munetrix to transparently track overall annual regional performance. Munetrix will also enable tracking of shared services and other forms of collaboration among local units of government within the region.

Information about plan progress and the Munetrix dashboard will be accessible online on the [centralupdashboard.org](http://centralupdashboard.org) website and summarized in required reports to the Department of Technology, Management, and Budget. Annual reports on the initiative's impact on the regional economy will be published on the website and distributed to stakeholders. Analyzing this data will allow stakeholders to determine where improvements are necessary, allowing leaders to focus resources where they are most needed.

**Munetrix**  
Municipal Metrics  
Helping communities help themselves.

Home About Purchase Maps Directory Blog Contact

12 CUPPAD

United States > Michigan > 12 CUPPAD

Name	Population 2010	Phone	Website
Central Upper Peninsula Planning and Development Commission	172,429	(906) 786-9234	<a href="http://www.cuppad.org/">http://www.cuppad.org/</a>

Dashboard Geography Counties Annual Data Public Safety

Webmaster Tools Dashboard Item Picker

Dashboard for Central Upper Peninsula Planning and Development Commission

Economy & Financial Health	2012	2013	Progress	Target
Population	172,429	172,263	▼	-
Taxable Value (100k)	\$5,612,285	\$5,792,335	▲	-

Public Safety	2011	2012	Progress	Target
Crimes against persons per thousand residents	10.6	10.6		
Crimes against property per thousand residents	26.3	26.6	▼	-
Crimes against society per thousand residents	16.7	17.4	▼	-
Other crimes per thousand residents	12.9	15.0	▼	-

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Figure 42: Munetrix online dashboard.

## NEXT STEPS

### COMMUNICATION STRATEGY

The Regional Prosperity Plan will be published on the CUPPAD website, <http://www.cuppad.org>, and at the project website, <http://www.centralupdashboard.org>. Hard copies will be distributed to members of the collaborative and mailed to each county planning commission and the Western and Eastern planning regions. Letters will be sent to all municipalities within the region notifying them of the plan's publication and location online, along with forms on which they can request a hard copy of the plan.

### PROCESS FOR PLAN REVIEW AND UPDATE

An Advisory Committee, which will consist of at least one representative from each focus area, will meet monthly to oversee plan implementation. The larger stakeholder group will meet at least quarterly each year to discuss progress on the plan and provide input on any changes needed. The plan document will be reviewed yearly and updated as needed by the Advisory Committee.

Updates about the plan's progress will be posted on the project website and CUPPAD social media accounts.

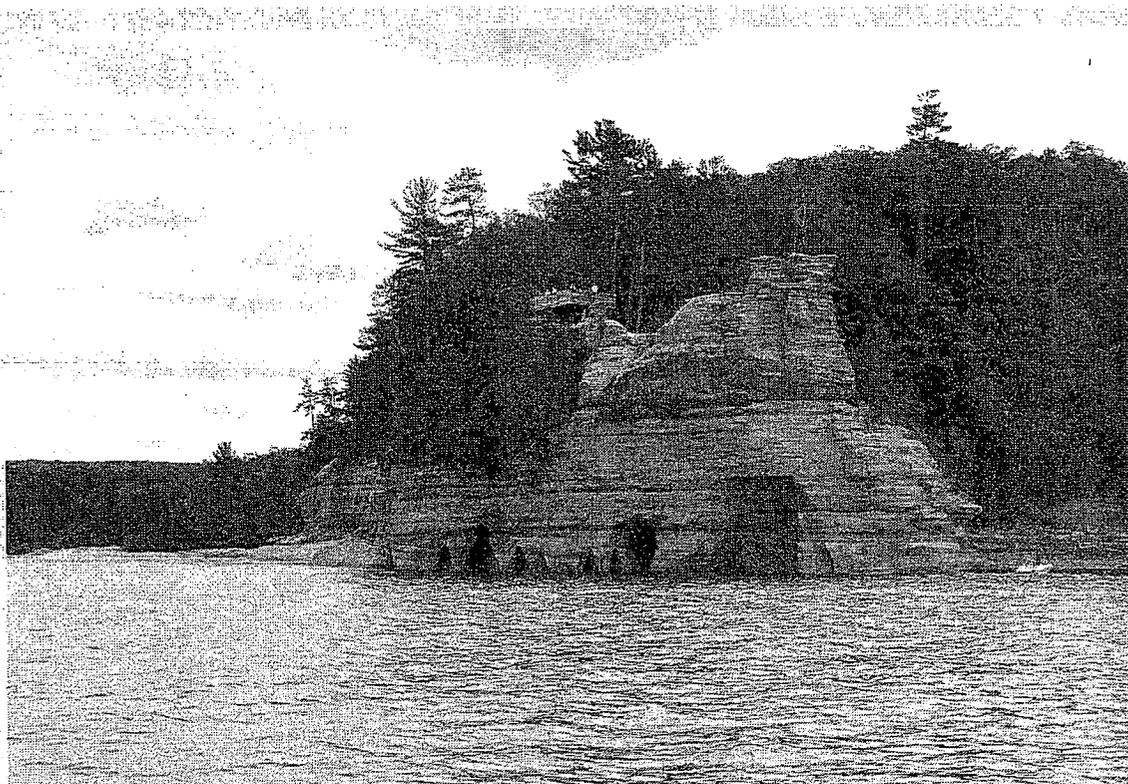


Figure 43: Pictured Rocks National Lakeshore, Alger County

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## Resolution on Amendment to the Delta County Solid Waste Management Plan

**WHEREAS,** the Escanaba Paper Company has requested an amendment to the Delta County Solid Waste Management Plan to allow non-hazardous solid waste materials and other Type III wastes generated within the Escanaba Paper Company mill site property to be disposed of at the existing Escanaba Paper Company landfill; and

**WHEREAS,** the Escanaba Paper Company has requested to change references of "Mead Paper Company" and "NewPage Corporation" found in the solid waste plan to "Escanaba Paper Company"; and

**WHEREAS,** the Michigan Department of Environmental Quality has requested that reference of the "Bog Bay de Noc Transfer Station" be changed to "Garden Township Transfer Station"; and

**WHEREAS,** the Delta County Solid Waste Management Planning Committee wishes to have grammatical errors or other errors in the pages being amended to be corrected; and

**WHEREAS,** the Delta County Solid Waste Management Planning Committee held a public hearing on September 18, 2014, and received no comments; and

**WHEREAS,** the Delta County Board of Commissioners has adopted a resolution to amend the County Solid Waste Management Plan with the changes presented above.

**BE IT RESOLVED,** the City of Escanaba approves the amendment to allow non-hazardous solid waste materials and other Type III wastes generated within the Escanaba Paper Company mill site property to be disposed of at the existing Escanaba Paper Company Landfill, references of "Mead Paper Company" and "NewPage Corporation" found in the solid waste management plan to be changed to "Escanaba Paper Company", reference of the "Big Bay de Noc Transfer Station" be changed to "Garden Township Station and grammatical errors or other errors in the pages being amended to be corrected..

Upon a call of the roll, the vote was as follows:

Ayes:  
Nays:

### RESOLUTION DECLARED ADOPTED

I the undersigned, being duly qualified and acting City Clerk of the City of Escanaba, do hereby certify that the foregoing constitutes a true and complete copy of a resolution adopted by the Escanaba City Council of the City of Escanaba, County of Delta, Michigan, at a Regular City Council Meeting held on Thursday, November 20, 2014, and that said meeting was conducted and public notice was given pursuant to and in full compliance with the Open Meetings Act, Act 267, Public Acts of Michigan, and that the minutes of said meeting were kept and will be or have been made available as required by said Act.

\_\_\_\_\_  
Robert S. Richards, CMC, City Clerk

## EXECUTIVE SUMMARY

### CONCLUSIONS

The Solid Waste Planning Committee reviewed and discussed various scenarios and options of waste disposal. Alternatives ranged from ceasing operations of the present county landfill and exporting wastes, to continuing with the landfilling of wastes locally.

The alternatives were assessed as to their consistency with solid waste management goals and objectives, their economic feasibility and the likelihood of receiving public approval.

The Delta Solid Waste Management Authority (Landfill Authority) recently, as a result of negotiations with the Department of Environmental Quality, reconstructed its landfill facility and has an expected 28 years of capacity. The Landfill Authority has financial commitments for bonds for the reconstruction activities.

The preferred alternative is continue with landfilling of waste at the Delta Landfill, with efforts directed at resource recovery of recycling and composting to prolong the life of the landfill. Diverting hazardous materials from the waste stream would prevent possible contamination while preserving the landfill liner integrity by lessening the potential of its failure.

### SELECTED ALTERNATIVES

Disposal of residential household and industrial waste is provided at the Delta Landfill. The Delta Solid Waste management Authority has recently reconstructed its Type II landfill facility and has an expected life of 28 years.

Escanaba Paper Company provides for the disposal of generated industrial and construction & demolition waste at all integrated facilities located within the facility boundary of the Escanaba Paper Company at its company-owned and maintained landfill.

Collection of solid waste is hauled by both private haulers and the municipalities of the Cities of Escanaba and Gladstone, and the Village of Garden. A transfer station owned and operated by Garden Township, hauls wastes collected at that site to the Delta Landfill. Individuals can direct haul wastes to the Delta Landfill.

Solid waste is authorized to be imported from Alger, Baraga, Chippewa, Dickinson, Gogebic, Houghton, Iron, Keweenaw, Luce, Mackinac, Marquette, Menominee, Ontonagon and Schoolcraft Counties for primary disposal. Acceptance of waste at the Delta Landfill is contingent upon acceptance of the waste for disposal by the Delta Solid Waste Management Authority, with a maximum of 24,000 tons a year from other counties.

Solid waste is authorized to be exported to Alger, Baraga, Chippewa, Dickinson, Gogebic, Houghton, Iron, Keweenaw, Luce, Mackinac, Marquette, Menominee, Ontonagon, and Schoolcraft Counties. Exportation of solid wastes, other than waste generated by Escanaba Paper Company is permitted when there is a discontinuance of Delta Landfill operations. Waste that cannot be accepted at the Delta Landfill or the waste is processed through a transfer station owned or operated by the Landfill Authority may be exported.

## DATA BASE

Essentially all the waste generated within Delta County is disposed of at the Delta Landfill, in accordance with the Delta County flow control ordinance. Type III waste (inclusive of industrial waste, sludge, ash and construction & demolition waste) generated by operations of Escanaba Paper Company and integrated facilities located within the facility boundary of Escanaba Paper Company is disposed at its landfill. Municipal sludge is generated from both the water and wastewater treatment operations of the cities of Escanaba and Gladstone. The following chart details the amount of waste generation by source.

<b>Waste Generation in Delta County (as reported from various sources)</b>			
	Current Annual	Five Year	Ten Year
<b>Delta Landfill</b>			
Residential	13,899.01 tons	14,176.99 tons	14,460.53 tons
Commercial	9,342.92 tons	9,511.42 tons	9,701.65 tons
Construction/Demolition	4,414.76 tons	4,503.06 tons	4,593.12 tons
Industrial (ash & petroleum soil)	11,685.08 tons	11,918.78 tons	12,157.16 tons
<b>City of Escanaba</b>			
Municipal Sludge	319 tons	325.385 tons	331.89 tons
<b>City of Gladstone</b>			
Municipal Sludge	75 tons	76.5 tons	78.03 tons
<b>Escanaba Paper Landfill (Escanaba Paper Company)</b>			
Industrial Sludge	56,000 cubic yards	58,800 cubic yards	61,700 cubic yards
Industrial Waste (ash)	58,000 cubic yards	60,900 cubic yards	64,000 cubic yards
Industrial Waste	TBD		
C & D Debris	TBD		

The Delta Solid Waste Management Authority has recently completed reconstruction of two cells (3A and 3B) at the Type II landfill with a double composite liner. The Landfill Authority has closed Cell 2 with final cover, as well as the Type III landfill. Effective January 31, 1998, the Landfill Authority stopped accepting waste for disposal in Cell 1 and the Type III landfill. The closures and reconstruction activities were required as part of a consent agreement between the Michigan Department of Environmental Quality and Delta Solid Waste Management Authority. In 1996, the DEQ discovered abnormally high levels of iron and manganese in test wells at the landfill. In addition the landfill was having problems with its leachate collection system. Based on current waste volumes, the reconstructed landfill is expected to have a 28 year capacity.

## DATA BASE

### Solid Waste Disposal Areas for Delta County

Delta County Solid Waste Landfill is located in the North ½ of Section 22, Township 39 North, and Range 23 West in the City of Escanaba. The land is leased by Delta County from the City of Escanaba. Delta County subleases the land to the Delta Solid Waste Management Authority (Landfill Authority). The landfill serves as the disposal site for Type II and Type III wastes generated within Delta County. The facility is located on a 63.2 acre parcel, of which 8.70 acres are permitted as a landfill. With an estimated yearly disposal volume of 25,000 tons, the landfill has an estimated lifetime of 28 years.

Garden Township Transfer Station is located in the Southeast ¼ of the Northeast ¼ of Section 16, Township 40 North, Range 18 West, and Garden Township. Garden Township constructed the transfer station using funding through the Clean Michigan Fund. The transfer station accepts Type II wastes from the surrounding area. The size of the structure is 65 feet by 17 feet and contains a roll-off container, compactor pit, hopper and attendant's office and rest room. An adjacent garage houses the facility's roll-off truck. The wastes are hauled to the Delta Landfill.

Escanaba Paper Company operates a landfill in Sections 25 & 36, Township 40 North, and Range 23 West for disposal of wastes generated by integrated facilities located within the facility property. There are 2,060 acres of facility property with 132.4 acres permitted as a landfill with an estimated life of 37 years.

FACILITY DESCRIPTIONS

Facility Type: Type III Landfill (Industrial and C&D Landfill)

Facility Name: Escanaba Paper Company

County: Delta Location: Town: 40N Range: 23W Section(s): 25, 36

Map identifying location included in Attachment Section:  Yes No

If facility is an Incinerator or a Transfer Station, list the final disposal site and location for Incinerator ash or Transfer Station wastes

Public  Private  Owner: Escanaba Paper Company

Operating Status (check)

- open
- closed
- licensed
- unlicensed
- construction permit
- open, but closure pending

Waste Types Received (check all that apply)

- residential
- commercial
- industrial
- construction & demolition\*
- contaminated soils\*
- special wastes \*\*
- other: asbestos waste

(New facility)

\* Authorized to be accepted upon issuance of a construction permit or other necessary approvals from the MDEQ

\*\* Explanation of special wastes, including a specific list and/or conditions:

Site Size:

Total area of facility property: 2060 acres  
Total area site for use: 132.4 acres  
Total area permitted: 132.4 acres  
    Operating: 42 acres  
    Not excavated: 90.4 acres  
Current capacity: 4,200,000 tons or  yds<sup>3</sup>  
Estimated lifetime: 37 years  
Estimated days open per year: 365 days  
Estimated yearly disposal volume: 114,000 tons or  yds<sup>3</sup>

(if applicable)

Annual energy production:  
    Landfill gas recovery projects: N/A megawatts  
    Waste-to-energy incinerators: N/A megawatts

## DATA BASE

### SOLID WASTE COLLECTION SERVICES AND TRANSPORTATION INFRASTRUCTURE

The following describes the solid waste collection services and transportation infrastructure that will be utilized within the County to collect and transport solid waste.

Service Provider	Public/Private	Service Area	Payment	Disposal Facility
Garden Township Transfer Station	Public	Village of Garden, Garden Township, Fairbanks Twp.	Two mills on Garden Township property and per bag charge for non-township residents	Delta County Landfill
City of Escanaba	Public	City of Escanaba	City property tax Added fee	Delta County Landfill
City of Gladstone	Public	City of Gladstone	City General Fund Added fee	Delta County Landfill
Delta Disposal	Private	Delta County	Customer	Delta County Landfill
Great American Disposal	Private	Walmart and Bark River	Customer	Delta County Landfill
Nichols Disposal	Private	Delta County	Customer	Delta County Landfill
Escanaba Paper Company	Private	Escanaba Paper Company	Escanaba Paper Company	Escanaba Paper Company Landfill

#### Municipal Collection Services:

The City of Escanaba provides residential and commercial collection services within the City. This service is supported financially through the general property tax and a separate utility fee. A special utility fee of \$3.00 to \$12.00 per month is charged to each single family home, apartment or commercial business in the city. This fee was established to help offset collection and disposal costs.

The City of Gladstone provides residential and commercial collection services within the City. A utility fee of \$4.00 monthly, in combination with general property tax revenues, supports this service. The additional utility fee has been levied since August 1, 1997, to help offset increased landfill tipping fees.

The Garden Township Transfer Station located in Garden Township accepts general household (Type II) solid wastes. The transfer station is owned and operated by Garden Township. Operational costs of the transfer station are provided through a 2 mill property tax levy. Persons living outside of Garden Township may use the transfer station on a pay-per-bag basis. Solid waste collected at the facility is hauled to the Delta County Landfill for disposal.

Village of Garden provides residential and commercial collection service within its boundaries. The waste is hauled to the Garden Township Transfer Station. Operational and maintenance costs are provided through the Village property tax.

Private Collection Services:

The private collection services of Escanaba pick-up Service and Delta Sanitation merged in August of 1997 to form Delta Disposal. Delta Disposal provides residential and commercial collection services throughout Delta County. The waste is transported to the Delta County Landfill. The service charge is based on the frequency of collection and type of container and service provided.

Great American Disposal provides collection services for commercial sites in the City of Escanaba (such as WalMart) and residential collection in the western section of Delta County. The service charge is based on the frequency of collection and type of container and service provided.

Nichols Disposal provides residential and commercial collection services. This service charge is based on frequency of collection and type of container and service provided.

Escanaba Paper Company provides for waste hauling and disposal for all solid waste generated within the facility property. The costs are the responsibility of Escanaba Paper Company.

The Delta County Landfill allows individuals to haul and dispose of waste at the current rate of \$48.00 per ton. The minimum disposal fee is \$5.00 for up to 230 pounds of waste.

## DATA BASE

### EVALUATION OF DEFICIENCIES AND PROBLEMS

The following is a description of problems or deficiencies in the existing solid waste system.

- Increased Recycling vs. Waste to sustain operations: Based on the current tipping fee of \$48.00 a ton, the Delta Landfill needs more than 2,000 tons per month to cover operations and repayment of the landfill bonds. A dramatic increase in recycling rate for the county could adversely impact the landfill finances, but at the same time recycling could prolong the air space available at the landfill. The landfill authority could experience a short term cash flow problem, but in the future would not have to construct new cells as planned. An increase in recycling efforts may result in an increase in tipping fees in the short-term, but will have long-term environmental and financial benefits.

- Flow Control: There is the concern that there is waste leaving the county in violation of the county flow control ordinance. There have been several instances of building demolition's where the waste was brought to a landfill in another county or governmental agencies allowing waste to be disposed of out of county. Delta County needs to continue to monitor and actively enforce the flow control ordinance. The County has increased the fine to \$500 a day for violation but the ordinance should be reexamined to assure that there is no financial gain to utilize an out-of county landfill. Violators of the ordinance should compensate the Landfill Authority for the difference in the out of county tipping fee and the tipping fee charged at the Delta Landfill, in addition to the \$500 per day fine. And/or jail time.

Demolition permits issued by the respective jurisdictions should indicate that all demolition waste must be delivered to the Delta Landfill in conformance with the Delta County Flow Control Ordinance. As more buildings are torn down in the county, there is the chance that more waste will be transported out of county.

- Escanaba Paper Company: Escanaba Paper Company has operations as well as land holdings in other counties in the Upper Peninsula. A possible scenario is the Company may have oil or barrels illegally dumped on its property which the Company needs to dispose of. For liability reasons, the Company would like to have the option of transporting wastes generated at its operations or wastes found on its own property disposed of at its own landfill located in Delta County. Flow control in Marquette County prohibits the company from bringing these wastes into Delta County for disposal at its landfill. The present Delta County Solid Waste Plan also prohibits such waste to be brought into Delta County. The new updated county plan should recognize that this waste should be considered as industrial and be allowed to come into the county for disposal at the Escanaba Paper Company Landfill.

- Waste Generation to Increase: An increase in waste generation amount is likely as the county population grows, which will tend to improve the landfill's revenue situation. With an expected increase in tonnage disposed at the Delta Landfill, an increase in recycling participation may not have a negative impact on the landfill's cash flow.

Pays a reduced fee for the amount of ash that is used as daily cover; at present, the Landfill Authority receives money for its daily cover. If and when the power plant closes, the Landfill Authority will have to pay for its daily cover.

Due to better utilization and more efficient management of operations, there is less ash being generated than in previous years; The Landfill Authority will need to purchase sand for daily cover.

- Contingency Disposal Agreements: Now that the Delta Landfill has secured its operating permit from the DEQ, the Landfill Authority should proceed with negotiations with landfills in surrounding counties, especially Marquette, Alger and Menominee Counties, for a contingency /reciprocal use agreements in case a problem develops with the landfill in the future.

The Landfill Authority should have discussions with Escanaba Paper Company on the use of its landfill for a short-term basis in the case of an immediate emergency. The agreement may be reciprocal to provide Escanaba Paper Company a disposal facility they could utilize on a short term basis for an immediate emergency. Since the Escanaba Paper landfill is a Type III landfill, it would be restricted to the Type III waste being disposed at the Delta County Landfill, and not the Type II waste being disposed at the Delta County Landfill. The Escanaba Paper Landfill's operating license may further restrict the kind of Type III waste that can be accepted at this landfill. The language of a reciprocal agreement would specify what type of waste can be disposed at the respective landfills.

- Leachate Line at the landfill: The leachate line from the landfill to the Escanaba city sewer system needs to be upgraded from a two inch line to a four inch line to clean and maintain. The City of Escanaba realizes that an eight inch sewer line would be beneficial in order to provide sewer services to any business or industry that may want to locate along 19th Avenue North. Cost for the increase in the size of the line could be proportionally shared between the Landfill Authority and the City.
- Illegal Dumping: As the rates for waste disposal increase, there is the problem of people disposing waste illegally in the woods on public and private lands.
- Ongoing Recycling Education: For the voluntary recycling program to be effective, an ongoing public education program is needed. Brochures could be distributed to the public at the landfills and regular advertising of the program.

## DATA BASE

SOLID WASTE MANAGEMENT ALTERNATIVES The following briefly describes all solid waste management systems considered by the County and how each alternative will meet the needs of the County. The manner of evaluation and ranking of each alternative is also described. Details regarding the Selected Alternatives are located in the following section. Details regarding each non-selected alternative are located in Appendix B.

There are a number of alternatives which have been considered regarding management of solid wastes in Delta County:

### Alternative #1:

- Cease county landfill operations: The Delta Landfill would cease operations and existing landfill cells would be closed. All waste would be shipped to a landfill out of county. The waste could be processed and hauled by either the Landfill Authority by its own employees or under contract with a private firm to an out-of county landfill for disposal. The cost for such an arrangement is estimated to be \$58.50 per ton. Closure and post-closure costs would exceed \$20 million.

All waste generated within the Escanaba Paper Company property would continue to be disposed of at its site. The shipment of the industrial and/or construction & demolition waste from the property to an out- of-county site would have a dramatic negative impact on its operations.

### Alternative #2:

- Waste Incineration: All wastes collected in the county would be incinerated for generating electricity. Waste materials that cannot be reduced, reused, or recycled would be separated into combustible and non-combustible materials. The only materials requiring landfilling would be incinerator ash and non-combustibles such as concrete rubble.

Nationally, about 14 percent of municipal solid waste is incinerated which indicates it is still a viable option in some areas. In Michigan, however, due largely to increased regulation of air emissions, the popularity of incineration has declined and the cost of operation risen.

Challenges facing an incineration alternative include locating a market for the energy produced, complying with air emission standards, and existing financial commitments to the landfill.

Based on previous plans and studies, it was determined there was not enough waste generated in Delta County to consider it feasible.

The primary benefit is the preservation of landfill space through a significant reduction in the amount of material being disposed. Secondary benefits are: availability of an alternate fuel for energy production and greater attention to recycling.

### Alternative #3:

- Organic waste conversion: Waste would be converted to a pellet that would be burned as

## SELECTED SYSTEM

There are some outlying areas in the county which do not receive curbside recycling service. Efforts need to be explored to expand the service, through encouraging private haulers to provide the service or the Landfill Authority providing the service.

The manned recycling center has expanded hours.

- Hazardous Waste Collection Program: As a result of the Consent Agreement with the DEQ, the Landfill Authority will have instituted a Household Hazardous Waste Collection program, in addition to being a depository for pesticides collected from throughout the UP. Through a State grant from the Michigan Department of Agriculture, the Delta Solid Waste Management Authority has become the central deposit point for unneeded pesticides from throughout the Upper Peninsula. Program collection and disposal costs are reimbursable; administrative costs are the responsibility of the Authority.
- Escanaba Paper Company: All waste generated as a result of operations within Escanaba Paper Company's facility property in Delta county would be landfilled at its own landfill facility, including industrial waste and construction & demolition debris. All costs would be the company's responsibility.
- Enforcement and Local Ordinance/Resolutions: The county solid waste flow control ordinance will remain in effect to assure that residential and commercial waste generated in the county (with the exception of waste generated within Escanaba Paper Company's facility boundary) is disposed of at the Delta Landfill. Local units will be allowed the opportunity to implement rules and regulations regarding the collection and funding of programs within their respective jurisdiction.

FACILITY DESCRIPTIONS

Facility Type: Type III Landfill (Industrial and C&D Landfill)

Facility Name: Escanaba Paper Company

County: Delta Location: Town: 40N Range: 23W Section(s): 25, 36

Map identifying location included in Attachment Section:  Yes No

If facility is an Incinerator or a Transfer Station, list the final disposal site and location for Incinerator ash or Transfer Station wastes

Public  Private Owner: Escanaba Paper Company

Operating Status (check)

- open
- closed
- licensed
- unlicensed
- construction permit
- open, but closure pending

(New facility)

Waste Types Received (check all that apply)

- residential
- commercial
- industrial
- construction & demolition\*
- contaminated soils\*
- special wastes \*\*
- other: asbestos waste

\* Authorized to be accepted upon issuance of a construction permit or other necessary approvals from the MDEQ

\*\* Explanation of special wastes, including a specific list and/or conditions:

Site Size:

Total area of facility property: 2060 acres

Total area site for use: 132.4 acres

Total area permitted: 132.4 acres

    Operating: 42 acres

    Not excavated: 90.4 acres

Current capacity: 4,200,000 tons or  yds<sup>3</sup>

Estimated lifetime: 37 years

Estimated days open per year: 365 days

Estimated yearly disposal volume: 114,000 tons or  yds<sup>3</sup>

(if applicable)

Annual energy production:

    Landfill gas recovery projects: N/A megawatts

    Waste-to-energy incinerators: N/A megawatts

## SITING REVIEW PROCEDURES

### AUTHORIZED DISPOSAL AREA TYPES

The following solid waste disposal area types may not be sited by this Plan. Any proposal to construct a facility listed herein shall be deemed inconsistent with this Plan.

### SITING CRITERIA AND PROCESS

Expansion or constructions of the following solid waste facilities are considered to be consistent with the Delta Solid Waste Management Plan Update:

- Expansions of the Delta Landfill facility located in Section 22, Township 39 North, Range 23 West, Delta County is permitted.
- Expansions of and/or changes in disposal area types to include other non-Type II wastes at the Escanaba Paper Company landfill facility located in Sections 25 and 36, Township 40 North, Range 23 West are permitted.
- Construction of a solid waste transfer station in Section 22, Township 39 North, Range 23 West, and Delta County is permitted.

Facilities other than those identified above require a formal amendment to the Plan Update in order to be considered consistent with the County Solid Waste Management Plan. Ten years of landfill capacity has been provided to Delta County and therefore Delta County chooses not to have a siting process in its Plan.

### **Volume Reduction Techniques:**

- The Delta Landfill Authority will continue to monitor the use of the compactor at the landfill to save valuable airspace at the facility.

### **Collection Process:**

- Local units of governments will retain the right to collect solid waste within their jurisdiction, contract with private haulers or allow the private sector to assume the service. Private haulers will continue to provide waste collection services to residences and businesses within the county. The cities of the Escanaba and Gladstone and the village of Garden (and other municipal waste haulers) will be responsible for funding their respective programs in accordance with state statutes.
- Garden Township will continue with operation of the Garden Township Solid Waste Transfer Station transporting the wastes to the Delta Landfill. The Township could contract with a private firm for operation and management of the facility.

Operational costs of the facility will be the responsibility of Garden Township. Funds could come from the township's general fund, extra voted millage, special assessment and/or per bag fee charged to non-residents. Through agreements, the Townships of Nahma and Fairbanks could contribute toward the operational costs.

### **Landfilling:**

- The landfilling of wastes will remain the primary waste disposal option.
- The Delta Solid Waste Management Authority will continue with its role of providing for the disposal of waste in Delta County. Construction of new cells and/or expansions of the existing site will occur as needed.

Expansion costs should be funded through the tipping fee; sufficient funds should be set aside for construction costs, as well as reserve fund to pay for the eventual closure of the facility. The Authority should periodically evaluate the user fee to make certain the tonnage fee collected adequately provides sufficient revenue for operations, future expansion and closure activities.

- Escanaba Paper Company will continue to manage all non-hazardous solid wastes generated within the facility property by disposal at its landfill. Construction of new cells and expansions at the existing facility will occur as needed. Operating costs are the responsibility of Escanaba Paper Company.

## ADVANTAGES AND DISADVANTAGES OF THE SELECTED SYSTEM:

Each solid waste management system has pros and cons relating to its implementation within the County. Following is an outline of the major advantages and disadvantages for this Selected System.

### ADVANTAGES:

1. There are 28 years of capacity for waste disposal at the Delta Landfill.
2. Cost savings will continue as a result of compacting waste at the Delta Landfill.
3. The Landfill Authority structure provides for representation of cities and townships to discuss solid waste issues and concerns.
4. Public ownership of the landfill will assure the tipping fee is kept to a minimum with environmentally sound management.
5. The county-wide recycling and composting program will continue to divert materials away from the waste stream, thus extending the life of the landfill.
6. All waste generated through Escanaba Paper Company facility property operations will be economically disposed of at its own disposal site.
7. Hazardous and pesticide collection program will assure that the integrity of the landfill is maintained.

### DISADVANTAGES:

1. There is a lack of final disposal options available to the consumer.
2. After the landfill is closed, on-going closure activities will be the responsibility of the Landfill Authority and the City of Escanaba.
3. The present voluntary recycling program does not result in 100% participation of the public.



November 26<sup>th</sup>, 2014

City of Escanaba  
Attn: Jim O'Toole  
410 Ludington Street  
Escanaba, MI 49829

Dear Jim,

On behalf of the Delta County Economic Development Alliance I would like to express our sincere appreciation for the ongoing support we have received from the City of Escanaba. In addition to your service on the EDA Board, Escanaba has assisted the EDA with contributions over the past many years and I ask you to consider a \$16,950 contribution for this year. I hope you agree our collaboration has never been stronger.

As the single source for business expansion, retention, and attraction, we provide professional and timely information on nearly any business related aspect of Delta County. Our goals are ambitious, but focused. In addition to connecting with a record number of area businesses and prospects, the DCEDA is executing on our 3 year Strategic Plan, continually updating our website and social media presence, marketing the available properties in Delta County, and providing connections and resources for businesses.

We actively market Delta County assets and work in partnership with the City on economic development projects. We provided research and garnered support for the creation of the Superior Trade Zone. We collaborate with the DDA on projects that reinvent the downtown. We spend our time on "economic gardening," helping our local businesses stay here and grow. We're proud that Delta County Businesses continue to lead the rest of the U.P. in exporting products and materials worldwide and have the highest number of businesses participating in the MEDC STEP program including EMP, Delta Manufacturing, Pisces, and others. We spend time advocating on issues that are of importance to our region. And work to bring new industries and jobs to our area.

At the same time, we are working on exciting projects that represent capital investment, have great job and infrastructure growth potential, and that will positively affect many areas of Delta County. As a result of our work together, people and businesses are viewing Escanaba and Delta County as the place to invest assets and resources.

Your generous gift goes a long way toward supporting our mission "to provide leadership to strengthen, support, and attract businesses, developing a prosperous community." Thank you again for your continued support.

Sincerely,

A handwritten signature in black ink that reads "Vicki Schwab". The signature is written in a cursive, flowing style.

Vicki Schwab, Executive Director  
Delta County Economic Development Alliance

## 2014 YTD Highlight of Activities on behalf of the City of Escanaba:

The EDA operates from a Plan of Work with the function to lead in the promotion of economic development of Delta County through the attraction, retention, and expansion of business and industry. We serve all of Delta County and our activities benefit the entire area. Here are some of the highlights on behalf of the City of Escanaba:

- **Connecting with Businesses and Prospects:**
  - Continued support and resource assistance with Upper Hand to help throughout their expansion and grand opening
  - Continued work with Omya and their New Page expansion
  - Assisted UP North Roast with business assistance and location search
  - Continue to facilitate CEO Manufacturing Roundtable
  - Facilitated and supported \$250,000 MDOT Category A Grant that was awarded to New Page to improve Mead Road
  - Actively worked with Amicus and promoted the Delta Plaza Mall to potential buyers.
  - Promoted the Energy Optimization programs the City offers
  - Proactively facilitate meetings with City and potential development projects to understand all the aspects of business start-up
  - Regularly touch base with transportation companies for truck, rail and shipping to understand shipping volumes and opportunities
  - Supported Brownfield support and grant for Fleet Maintenance
  - There were many restaurant inquiries and start ups that we helped with locations, business connections, and Michigan Works collaboration for job placements
  - Refer businesses and prospects to the DDA
  - Hosted site visits for confidential retail and manufacturing prospects, regularly stay in touch and provide information to move projects forward
- **Inventory of Assets and Resources:**
  - Maintain properties database and Zoom prospector website to currently market Delta County properties
  - Provided Delta County manufacturing information to support City request
  - Did research and provided statistics for Standard and Poor's City request
  - Provided top employer information in response to City request
  - Provided economic statistics for City Assessor Tax Tribunal Case
  - Provided economic and transportation information for City request
  - Worked with Michigan Works! to provide updated job reports for City request
  - Worked with DDA on economic analysis to support survey process
  - Provided updated statistics for How the City of Escanaba spends your money document
  - Provided community and financial statistics for FDIC interview
  - Continue to work with Connect Michigan program on improved broadband access, adoption, and use in our area
- **Marketing, promotions, and public relations:**
  - Facilitated and participated in Michigan Business Beat interview with City Manager and DDA
  - Did outreach and research at request of City for potential Wall Street Journal article
  - Conduct regular radio, television and newsprint interviews
  - Presented EDA updates to the Joint Governmental Group and various clubs and organizations
  - Leverage joint Commerce Center marketing opportunities including Uppertunities professional development and tourism conference, Econ Club, Delta Force, Business After Hours, Bays Convention and Visitor's Bureau Pure Michigan campaign, Toyota Bassmaster's Elite Fishing Championship, NewMar R.V. Rally, National Trappers



Convention, LPGA Symetra Road to the Future, Chamber Annual Dinner, and Walleye Restoration

- **Education, Training, and Workforce Development:**
  - o Maintain a collaborative relationship with Michigan Works!, provided statistics on a regular basis to City on jobs placed, posted, and wage impact
  - o Nominated companies to participate in the Skilled Trades Training Fund program
  - o Provided support for the F.I.R.S.T. Robotics Competition hosted by Escanaba High School
  - o Promote apprenticeship and intern programs
- **Assume a Leadership role for the community in economic development:**
  - o Supported Superior Trade Zone Designation. Garnered Letters of Support. Participated in strategic planning meetings
  - o Facilitate Delta County Hannahville Collaborative Task Force and participated in joint advocacy and education visit to Lansing with the Marquette Ambassadors Group
  - o Coordinate visits to Escanaba businesses by elected officials and departments
  - o Participate in UPEDA and the U.P. Collaborative Development Council. Member of the Michigan Economic Development Alliance and the International Economic Development Alliance
- **Demonstrate Return on Investment for community stakeholders:**
  - o Publish and annual Service Summary to share impact of the organization
  - o Continually meet with current and potential funders to garner support and generous contributions to continue the organizations good and important work.



November 26, 2014

City of Escanaba  
Mr. James V. O'Toole, City Manager  
410 Ludington St  
Escanaba, MI 49829

Dear Jim,

On behalf of our leadership team, and all of our employees at EMP, we wish to offer full support for the continued investment from the City of Escanaba for the Delta County Economic Development Alliance (EDA).

The EDA has worked very closely with EMP to support and provide resources to help us stay and grow in Escanaba. Equally as important, we value our participation and the leadership of Vicki Schwab, both on the CEO Manufacturing Roundtable and the Delta Task Force.

Based upon our experience, it is very beneficial for Delta County to have a leadership resource devoted to economic development. To that end, we find that the City of Escanaba's continued financial contribution in support of the EDA's mission makes sense and is the right thing to do. We find the EDA Board and staff are truly dedicated to supporting our current and future needs.

Should you have any questions, please give me a call.

Sincerely,

A handwritten signature in black ink, appearing to read "BKL", is written over a horizontal line.

Brian K. Larche  
President/CEO

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[www.emp-corp.com](http://www.emp-corp.com)

**Corporate Headquarters**  
P.O. Box 1246 / 3111 N. 28th Street  
Escanaba, MI 49829  
906.786.8404 Fax 906.786.6635

**Research & Development Facility**  
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906.789-7497 Fax 906.789.7825

**Indiana Operations**  
5750 Kopetsky Drive, Suite A  
Indianapolis, IN 46217  
317.786.3476 Fax 317.786.4981



## 2014 Plan of Work

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**Function:** To lead the promotion of economic development of Delta County through the attraction, retention, and expansion of business and industry.

### 1. Connect with area businesses and prospects.

- Serve as primary and initial contact in Delta County for economic development. Respond to inquiries within 24 hrs.
- Actively assist new business incubation along with retention & expansion of business & industry. Provide relevant information about Delta County, available sites, financial resources, etc. Arrange meetings, tours, and site visits as appropriate. Make referrals to SBDC, Michigan Works!, PTAC, MEDC, DDA's, EDC's and other partners.
- Make weekly site visits to Delta County businesses to assess business needs and opportunities for growth. Focus on industry, large employers, and start-ups. Team up with local officials, Michigan Works!, MEDC, etc. Keep records of visits and compile information in an appropriate database.

### 2. Inventory of assets and resources.

- Publish up-to-date Delta County statistics for prospects and inquiries: demographics, utilities, tax structures, wages, etc.
- Publish an inventory of community assets and infrastructure.
- Publish an inventory of financing options and incentives available for start-ups and existing businesses.
- Compile an informational packet of resources for start-up businesses.
- Compile an inventory of available commercial properties.

### 3. Marketing, promotion, and public relations.

- Create a marketing plan for Delta County, focused on business expansion and attraction, including but not limited to:
  - Continual Website maintenance, update & linkage
  - Social media outreach (Facebook, Blogs, Linked in, etc.)
  - Take advantage of internet search engines like Google Adwords
  - Campaign to target Delta County alumni who wish to return and start a business (All class reunions, referrals from family and friends).
  - Attendance at appropriate trade shows or business events.
- Market commercial real estate and/or incentives to prospects nationally through Zoom Prospector (currently free).
- Leverage joint Commerce Center advertising and promotional opportunities.
- Delta County Business & Industry promotion including regional and national publications.
- Participation in Commerce Center Professional Development and Tourism Conference.
- Facilitation of quarter CEO Manufacturing Roundtable.
- Be visible in the community by speaking, newspaper and Communicator columns, press releases, social functions, etc.

#### **4. Education, training, and workforce development.**

- Encourage and support workforce training options, loans, grants, and business assistance programs.
- Identify and conduct educational activities and programs that support entrepreneurs and growing businesses.
- Continued partnership and collaboration with community workforce development agencies to identify needs and gaps including Michigan Works!, Bay College, M-TEC, Delta Schoolcraft ISD, and other workforce development programs and agencies.

#### **5. Assume a leadership role for community in economic development.**

- Act as a liaison between the EDA and the public and private sectors, including federal, State of Michigan, Upper Peninsula, and Delta County cities (including it's DDA's & EDC's), villages, and townships through phone calls, visits, meeting attendance, information sharing, etc.
- Work with existing & future industrial areas within Delta County to understand existing infrastructure, expansion opportunities, & promote them to current & potential businesses. (An example would be "a champion" for the Next Michigan Development Corporation District with Delta and Marquette Counties and their respective Cities and Counties).
- Participate in general planning sessions related to economic development activities of the community (quality of life, cost of living, environment, local utilities and amenities, policy, resource allocation).
- Identify and address infrastructure or other issues that might hinder development: (high speed internet access, utilities, zoning, etc.) An example would be Connect MI and the Merit Reach-3MC project.
- Compile research and educate the EDA board and other stakeholders on trends and issues relevant to economic development, taking care to remain neutral and non-partisan.
- Represent Delta County at local, regional, state, and national meetings and conferences relevant to economic development.
- Pursue professional development and networking opportunities through membership in IEDC, UPEDA, MEDA, and other appropriate organizations.

#### **6. Demonstrate return on investment for community stakeholders.**

- Publish an annual Service Summary detailing return on investment to the community including such metrics as:
  - Number of new business start ups.
  - Number of jobs created.
  - Number of jobs retained.
  - Amount of capital formation.
  - Economic impact of job placements.



## Service Summary January – December, 2013

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Vision Statement: ***Delta County will have a vibrant and diversified economy offering opportunities for a desirable way of life.***

Mission Statement: ***Delta County Economic Development Alliance provides leadership to strengthen, support, and attract businesses, developing a prosperous community.***

Function: ***To lead the promotion of economic development of Delta County through the attraction, retention, and expansion of business and industry.***

### 1. Connect with area businesses and prospects.

	2013	2012
<b>Overall Clients</b>	<b>150</b>	<b>67</b>
Retention Clients	83	47
Start-up Clients	34	6
Attraction Clients	33	14

- Provided assistance to **150** unique clients with Economic Development Assistance:
  - **34** start-ups.
  - **83** existing businesses.
  - **209** Retention visits.
  - **7** site visits.
- Made **10** Referrals to MI-SBDC.
- Facilitate and coordinate quarterly **CEO Manufacturing Roundtable** Meetings.
- With our strong and diversified manufacturing base, this year Delta County lead the rest of the UP in **exports** with participation in the MEDC Step program. 9 companies participated including: **Brute Industries, Creative Composites, Delta Manufacturing, EMP, Hurley Marine, Marble Arms, Pisces, Race-Driven and VanAire.**
- Work continued on the third year of the **Delta Green Aerospace and Marine Integrator Cluster.** Member Companies include the Oldenburg Group, Creative Composites, Basic Marine, Acuren, Great Lakes Sound and Vibration, GS Engineering, Northern Wings and Repair, and Blanchard and Associates. A trade mission trip was conducted to the North Coast Manufacturing Marine Alliance and SBIR research grants were applied for.
- **OSF St Francis** received approval and started construction on a \$2.9 million, 14,513-square-foot building which will house physical and occupational therapy services as well as offices at 300 Willow Creek Road. For the second year in a row, OSF St. Francis Hospital & Medical Group has been named a Top Hospital by the "Leapfrog Group," an independent, national nonprofit organization that rates hospitals based on safety and quality efforts. OSF St. Francis was the only hospital in the Upper Peninsula and one of only two rural hospitals in the state of Michigan to achieve this recognition.
- In July, **New Page** and **Omya** Region Americas broke ground on a plant to make Precipitated Calcium Carbonate, also known as PCC. The project will create seven new jobs here. The \$14

million, 7,800-square-foot building will house office space, a control room and a production area. PCC is an essential raw material used in the papermaking process and is manufactured using lime and carbon dioxide (CO<sub>2</sub>). The new facility will use CO<sub>2</sub> generated by the Escanaba paper mill in their process. Omya is conducting trials for the 140-150 tons of Lime needed each day with an Upper Peninsula provider.

- **Bell's Brewery** selected Escanaba as the site for their new Upper Hand state of the art craft brewery. The construction investment for the new brewery is estimated to be \$1.6 million for the 11,500 square foot facility and expects to employ 5 people. The proposed brewery plans to produce a variety of beers and ales to be distributed across the UP and adjacent northern states. Bell said he was drawn to the Escanaba area based on its central location and cooperation demonstrated by local units of government and business leaders.

## 2. Inventory of assets and resources.

### 2013 Delta County Top 20 Employers

Company	Number of employees	Industry
Hannahville Indian Community and Enterprises	1084	Native American Tribe
New Page	1000	Manufacturing
OSF	603	Healthcare
Escanaba Schools	434	Education
EMP	400	Manufacturing
Walmart	400	Retail
Bay College	275	Education
Elmer's County Market	150	Retail
Bishop Noa	150	Healthcare
Gladstone Schools	148	Education
Menard's	135	Retail
Christian Park	116	Healthcare
Delta County	115	Government
City of Escanaba	113	Government
Niagara Logistics	110	Transportation
A.M. Express	105	Transportation
Delta Schoolcraft ISD	101	Education
Escanaba & Lake Superior Railroad	94	Transportation
Pathways	90	Healthcare
Northern MI Bank	84	Finance

### Escanaba Top 10 Employers

### Gladstone Top 10 Employers

Company	Number of Employees	Industry	Company	Number of Employees	Industry
New Page	1000	Manufacturing	Gladstone Schools	148	Education
OSF	603	Healthcare	VanAire	73	Manufacturing
Escanaba Schools	434	Education	Besse Forest Products	60	Manufacturing
EMP	400	Manufacturing	US Forest Service	50	Government
Walmart	400	Retail	First Bank	49	Finance
Bay College	275	Education	Canadian National	82 (approx. 1/2 in Gladstone)	Transportation
Elmer's County Market	150	Retail	City of Gladstone	36	Government
Bishop Noa Home	150	Healthcare	Lakeview Assisted Living	30	Healthcare
Menard's*	135	Retail	BayBank	29	Finance
Christian Park	116	Healthcare	Marble Arms	25	Manufacturing

## 2. Marketing, promotion, and public relations.

Web Communications	2013	Feb-Dec 2012	Progress
Web Visits	1,481	1,035	↑
Web page Views	3,641	3,768	↓
Unique Visitors	1,129	587	↑
New Visit %	74.88%	56.71%	↑
Bounce Rate	60.16%	51.40%	↑
<b>Facebook</b>			
Total Fans	185	106	↑

- Each year the DCEDA creates a marketing plan for Delta County, focused on business expansion and attraction that is approved by the board. Highlights included press releases and groundbreaking for Bell's Upper Hand Brewery, DGAMI press conference, participation in UPSF Media Day, Governor Snyder's visit to Pisces, Joint Commerce Center response to Detroit News article, and participation in the Esky 150 All Class Reunion. Because of the Commerce Center partnership, the DCEDA is able to leverage national and local events and media participation to maximize impact including the Uppertunities Tourism and Professional Development conference, Bays de noc Visitors Guides, Governors Luncheon at the U.P. State Fair, and Entrepreneurship opportunities. Available Commercial properties are marketed on the DCEDA website.

## 3. Education, training, and workforce development.

The Delta County EDA is grateful for strong and collaborative partnership with Michigan Works.

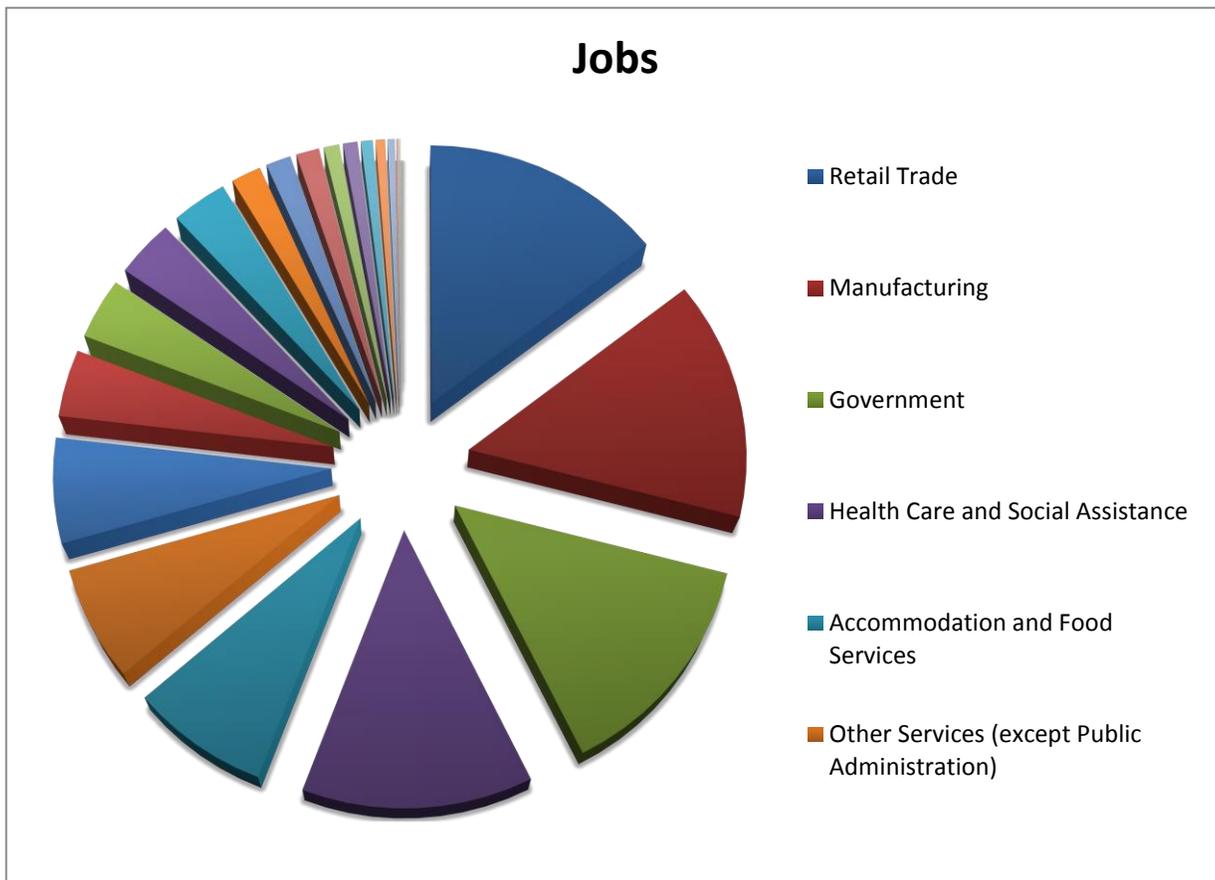


Dashboard Summary							
Delta County							
December 31, 2013							
	This Month	Last Month	This Month Last Year	This Year	Last Year	Difference YTD	Annual PY Goal
	December	November	December 2012	1/1/13 - 12/31/13	1/1/12 - 12/31/12	This - Last	6/30/2013
Placed*	61	93	26	857	479	378	519
Wage Impact - Placed	\$1,185,478.88	\$1,807,369.44	\$505,286.08	\$16,655,006.56	\$9,308,924.32	\$7,346,082.24	\$10,086,287.52
Posted**	94	95	18	999	517	482	647
Potential Wage Impact - Posted	\$1,826,803.52	\$1,846,237.60	\$349,813.44	\$19,414,645.92	\$10,047,419.36	\$9,367,226.56	\$12,573,849.76
		This Month	Last Month	This Month Last Year	This Year	Last Year	
		December	November	December 2012	1/1/13 - 12/31/13	1/1/12 - 12/31/12	This - Last
		This Week	Last Week	This Week Last Year	This YTD	Last YTD	Difference YTD This - Last
Job Seekers Served***		611	515	635	3866	4241	-375
Visits		954	761	1041	12185	14501	-2316
* Individuals placed into jobs through the services of Michigan Works! The Job Force Board and Partners							
** Job Orders placed by businesses through Michigan Works! The Job Force Board and Partners							
*** The number of individuals visiting Michigan Works! The Job Force Board offices							

**5. Assume leadership role for community in economic development.**

- The **Delta County Commerce Center** partnership continues to offer the collaboration and value to grow economic development in all areas of Delta County. This team really is a best practice.
- Governor Snyder signed the **Next MI Development Corporation** amendment to Public Act 275 to include a sixth Next Michigan Development Corporation in Delta and Marquette counties. As an economic development corporation, the two counties will be eligible for incentives to encourage investment, job creation, job retention, and related economic growth.
- As part of the **Connect Michigan Program**, the Delta County EDA led the completion of a county wide Technology Plan that looked at broadband access, adoption, and use. The Garden Peninsula Task Force worked with the EDA to complete an internet survey and publish an executive summary and map. This was shared as a best practice across Michigan. In addition the EDA Director was awarded a scholarship to attend International Economic Development Corporation training.
- The Hannahville Indian Community, Pisces, and the Delta County Economic Development Alliance executed a memo of understanding to bring a new industry to the area, **Aquaculture**. The MEDC Tribal Affairs Division awarded the group a grant to conduct a study on Yellow Perch. The goal of the group is to explore the opportunity to “raise fish for food” as a feasible approach.
- The EDA exists on the generous **contributions** from both public and private funders. While private funding levels maintained the same level, in 2013 the EDA increased the number and amount of private funders that support our mission.
- Wrote **12** letters of support for issues important to our community.

**6. Demonstrate return on investment for community stakeholders.**



<b>Industry</b>	<b>Jobs</b>
Retail Trade	2,206
Manufacturing	2,194
Government	2,072
Health Care and Social Assistance	1,981
Accommodation and Food Services	1,199
Other Services (except Public Administration)	1,035
Construction	962
Transportation and Warehousing	617
Administrative and Support and Waste Management and Remediation Services	564
Professional, Scientific, and Technical Services	535
Finance and Insurance	508
Wholesale Trade	274
Arts, Entertainment, and Recreation	229
Agriculture, Forestry, Fishing and Hunting	211
Real Estate and Rental and Leasing	141
Information	132
Educational Services (Private)	108
Utilities	87
Management of Companies and Enterprises	68
Unclassified Industry	22
Mining, Quarrying, and Oil and Gas Extraction	12

Source: Economic Modeling Specialists, Inc. (EMSI)

➤ **Delta County Employment**

Employment	December 2013	December 2012	Progress
Unemployment Rate	9.6%	9.6%	↔
Labor Force	17,950	18,200	↓
Total Employment	16,225	16,475	↓
Total Unemployment	1,725	1,725	↔

Source: Michigan.gov

➤ **Civilian Labor Force Data**

CIVILIAN LABOR FORCE ESTIMATES –DECEMBER 2013  
(By Place of Residence – Not Seasonally Adjusted)

	CIVILIAN LABOR FORCE	TOTAL EEMPLMT	TOTAL UNEMPL	UNEMPLOYMENT RATE (%)		
				DECEMBER 2013	NOVEMBER 2013	DECEMBER 2012
<b>Upper Peninsula</b>	<b>143,300</b>	<b>129,700</b>	<b>13,600</b>	<b>9.5</b>	<b>9.0</b>	<b>9.4</b>
<b>Eastern U. P.</b>	<b>23,475</b>	<b>20,325</b>	<b>3,150</b>	<b>13.4</b>	<b>12.1</b>	<b>12.6</b>
Chippewa County	16,225	14,300	1,925	11.9	11.1	11.0
Luce County	2,425	2,150	275	11.3	11.0	11.7
Mackinac County	4,825	3,875	925	19.4	15.8	18.3
<b>Central U. P.</b>	<b>84,850</b>	<b>77,900</b>	<b>6,925</b>	<b>8.2</b>	<b>7.8</b>	<b>8.2</b>
Alger County	3,700	3,250	425	11.8	11.1	11.2
Delta County	17,950	16,225	1,725	9.6	8.9	9.6
Dickinson County	13,075	12,125	975	7.4	7.2	7.6
Marquette County	34,550	31,950	2,600	7.5	7.0	7.2
Menominee County	12,200	11,450	750	6.2	6.5	6.8
Schoolcraft County	3,350	2,900	450	13.6	12.8	13.7
<b>Western U. P.</b>	<b>35,000</b>	<b>31,450</b>	<b>3,550</b>	<b>10.2</b>	<b>9.8</b>	<b>10.3</b>
Baraga County	3,600	3,000	600	16.4	15.3	18.1
Gogebic County	6,775	6,150	625	9.3	9.6	9.4
Houghton County	15,950	14,600	1,325	8.4	7.9	8.4
Keweenaw County	975	825	150	15.9	15.4	15.8
Iron County	5,325	4,775	550	10.2	9.5	9.3
Ontonagon County	2,425	2,100	325	13.0	13.1	13.4
<b>Michigan</b>	<b>4,679,100</b>	<b>4,317,200</b>	<b>361,900</b>	<b>7.7</b>	<b>7.8</b>	<b>8.9</b>
<b>United States</b>	<b>154,408,000</b>	<b>144,423,000</b>	<b>9,984,000</b>	<b>6.5</b>	<b>6.6</b>	<b>7.6</b>

Source: Michigan.gov

➤ **MI-SBDC Snapshot – UP Region**

<b>Jobs</b>	<b>2013</b>	<b>2012</b>	<b>Progress</b>
Jobs Created	52	36	↑
Jobs Retained	80	44	↑
Business Startups	6	10	↓
Capital Formation*	\$1,698,500	\$1,710,210	↓

\*Capital Formation = Loans Obtained, Owner Investment, Other Investment by Business

➤ **Regional Wealth**

<b>QuickFacts</b>	<b>2013</b>	<b>2012</b>	<b>Progress</b>
Population (est.)	36,905	36,876	↑
Property Tax Revenue	\$5,550,649	\$5,560,000	↓

	<b>Delta County</b>	<b>MI</b>
Median Household Income, 2008-2012	\$42,504	\$48,471
Per Capita Income in past 12 months (2012 dollars), 2008-2012	\$22,604	\$25,547
Median Value of owner-occupied housing units, 2008-2012	\$99,600	\$128,600