

Michigan Prosperity Initiative: New Economy 301 Strategy Exercises Results

The Michigan Prosperity Initiative (MPI) is a joint effort between the Michigan State University Land Policy Institute (LPI) and Michigan State University Extension (MSUE) to provide the impetus to move Michigan forward in the global New Economy. MSU is joined by its partners the Michigan Department of Energy, Labor and Economic Growth; the Michigan Economic Development Corporation; the Michigan Association of Regions; the Michigan Municipal League; the Michigan Townships Association; and the Michigan Association of Planners.

The MPI consists of three stages, all of which will be completed in 2010. Stage One engaged interested Michigan citizens in a series of presentations and training programs. Stage Two ensures that every region in Michigan has a strategic growth plan, based on sound economic research, which leverages the region's assets to make Michigan more globally competitive. Finally, Stage Three builds upon the regional strategic growth plans created in Stage Two to create the first-ever State Strategic Growth Plan for Michigan.

This report is a summary of results of classroom exercises during the final portion of Stage One: ***Strategies to Bridge the Gap: New Economy 301***. It catalogues valuable input from community leaders and helps to capture their perspective. New Economy 301 was geared toward economic development and planning professionals as well as interested stakeholders. The purpose of the class was to expand on the science of "place," review underutilized economic analysis tools and go into detail on thirteen actions Michigan could take to move forward. The class worked on developing specific regional strategies and providing input to be used by the fourteen State Planning & Development Regions (SPDRs) in their regional strategic growth plans.

The NE 301 program was six hours long and included six exercises; the results of two exercises focused on strategy development are summarized in this document. During the afternoon session, participants were asked to think about and create 10 "*strategy categories*" that could be used to make the region more prosperous. Each group was then asked to rate the importance of each category on a scale of 1-4, 1 meaning the category was of "*top importance*" and 4 meaning the category was "*not important*." Following this exercise, groups were asked to pick two of the ten previously identified strategy categories they felt were most important and list four strategies for each category that should be pursued. For example, a common strategy category was

“*entrepreneurship*,” and a strategy under that category is to provide incubator space for entrepreneurs through adaptive reuse of brownfield sites.

Strategy Categories

The number of unique strategy categories identified by participants in the NE 301 program was relatively few. However, due to small differences in semantics, some grouping of strategy categories was necessary prior to analysis. As in the analysis of NE 101 and 201, the exercise worksheets from the NE 301 program were transcribed and then reviewed to develop a set of strategy category types that encompassed all strategy categories identified by participants. In all, 26 strategy category types were employed:

1. Access to capital
2. Agriculture
3. Arts and culture
4. Business assistance/attraction
5. Diversify regional economy/expand markets
6. Education
7. Entrepreneurship
8. Expand transportation choices
9. Green economy/renewable energy
10. Green infrastructure/natural resources
11. Healthcare
12. Improve image
13. Local food
14. Maintain/rightsize infrastructure
15. Marketing/promotion
16. Mindset change
17. New infrastructure/high-tech infrastructure
18. Placemaking
19. Policy change
20. Population/talent retention and attraction
21. Quality of life/tourism
22. Regional cooperation and partnerships
23. Regional strategic growth planning
24. Streamline government
25. Walkability
26. Workforce development

Also, because not all participants filled out their worksheets completely, there are instances where a strategy category was identified, but no rating was applied. In these cases the “Average Rating” column is blank.

Placemaking was the strategy category type most often identified and it also is rated as the most important. However, generally there is no association between occurrence and average rating.

Tables 1-15 summarize the frequency of occurrence of each strategy category type across the entire program and by region and the average rating of each. See Appendix 1 for an example of the worksheet used by participants for this exercise.

Table 1

All NE 301 Programs		
Strategy Category Type	Occurrence	Average Rating
Placemaking	128	1.38
Regional cooperation and partnerships	122	1.54
Population/talent retention and attraction	105	1.74
Diversify regional economy/expand markets	99	1.79
Entrepreneurship	90	1.48
Education	86	1.58
Green economy/renewable energy	85	1.73
Expand transportation choices	60	2.04
Arts and culture	58	2.11
Quality of life/tourism	52	1.95
New infrastructure/high-tech infrastructure	51	1.53
Regional strategic growth planning	47	1.56
Business assistance/attraction	44	1.48
Maintain/rightsize infrastructure	41	1.73
Green infrastructure/natural resources	39	1.52
Marketing/promotion	32	1.86
Policy change	32	1.50
Agriculture	23	1.82
Improve image	17	2.16
Local food	17	1.44
Mindset change	16	2.00
Healthcare	13	1.89
Walkability	13	2.56
Workforce development	12	1.60
Access to capital	7	1.50
Streamline government	4	1.50

Table 2

Region 1		
Strategy Category Type	Occurrence	Average Rating
Regional cooperation and partnerships	48	1.73
Placemaking	40	1.34
Diversify economy/expand markets	36	1.44
Population/talent retention and attraction	29	1.79
Entrepreneurship	23	1.46
Expand transportation choices	23	1.94
Arts and culture	21	1.93
Policy change	17	1.09
Education	17	1.40
New infrastructure/high-tech infrastructure	17	1.56
Maintain/rightsize infrastructure	17	1.83
Green infrastructure/natural resources	12	1.63
Quality of life/tourism	11	1.78
Green economy/renewable energy	10	2.14
Business assistance/attraction	9	1.43
Marketing/promotion	7	1.75
Regional strategic growth planning	6	1.40
Improve image	6	2.92
Workforce development	4	1.50
Local food	7	1.00
Mindset change	3	
Streamline government	2	1.00
Access to capital	2	1.50
Healthcare	1	

Table 3

Region 2		
Strategy Category Type	Occurrence	Average Rating
Placemaking	4	1.33
Regional cooperation and partnerships	4	2.50
Entrepreneurship	3	1.50
Population/talent retention and attraction	3	1.50
Diversify economy/expand markets	2	2.50
Green economy/renewable energy	2	2.50
Green infrastructure/natural resources	2	
Quality of life/tourism	2	
Arts and culture	1	1.00
Improve image	1	1.00
Maintain/rightsize Infrastructure	1	1.00
Policy change	1	1.00
Education	1	2.00
Expand transportation choices	1	2.00
Mindset change	1	2.00
Walkability	1	2.00
Agriculture	1	
Business assistance/attraction	1	
Workforce development	1	

Table 4

Region 3		
Strategy Category Type	Occurrence	Average Rating
Placemaking	12	1.50
Quality of life/tourism	9	2.00
Education	8	1.25
Agriculture	7	2.00
Green economy/renewable energy	7	2.00
Regional cooperation and partnerships	6	1.00
Population/talent retention and attraction	5	1.00
Entrepreneurship	5	1.50
Expand transportation choices	5	2.00
Local food	4	1.00
Arts and culture	4	2.00
Business assistance/attraction	3	1.50
New infrastructure/high-tech infrastructure	3	
Maintain/rightsize infrastructure	2	2.00
Workforce development	1	1.00
Diversify economy/expand markets	1	
Green infrastructure/natural resources	1	
Marketing/promotion	1	
Mindset change	1	
Regional strategic growth planning	1	
Walkability	1	

Table 5

Region 4		
Strategy Category Type	Occurrence	Average Rating
Education	13	1.38
Entrepreneurship	11	1.67
Regional cooperation and partnerships	10	1.33
Placemaking	8	1.00
Green economy/renewable energy	8	1.33
Expand transportation choices	8	1.80
Quality of life/tourism	7	1.60
New infrastructure/high-tech infrastructure	7	3.00
Marketing/promotion	6	1.75
Local food	5	1.75
Regional strategic growth planning	4	2.00
Business assistance/attraction	3	1.33
Diversify economy/expand markets	3	3.00
Population/talent retention and attraction	3	
Green infrastructure/natural resources	2	1.00
Mindset change	2	2.00
Improve image	2	2.50
Agriculture	2	
Streamline government	1	2.00
Healthcare	1	3.00
Policy change	1	3.00
Walkability	1	4.00

Table 6

Region 5		
Strategy Category Type	Occurrence	Average Rating
Population/talent retention and attraction	8	1.33
Placemaking	7	1.71
Diversify economy/expand markets	7	2.00
Regional cooperation and partnerships	7	2.00
Entrepreneurship	5	1.60
Green economy/renewable energy	5	2.75
Policy change	3	2.00
Regional strategic growth planning	3	2.33
Business assistance/attraction	2	1.00
New infrastructure/high-tech infrastructure	2	1.50
Maintain/rightsize infrastructure	2	3.00
Access to capital	1	1.00
Arts and culture	1	3.00
Education	1	
Expand transportation choices	1	
Green infrastructure/natural resources	1	
Healthcare	1	
Workforce development	1	

Table 7

Region 6		
Strategy Category Type	Occurrence	Average Rating
Placemaking	7	1.33
Population/talent retention and attraction	5	2.00
Regional cooperation and partnerships	4	1.50
Education	4	1.67
Entrepreneurship	4	2.00
New infrastructure/high-tech infrastructure	4	2.00
Green infrastructure/natural resources	3	1.00
Marketing/promotion	2	2.00
Mindset change	2	3.00
Business assistance/attraction	2	
Diversify economy/expand markets	2	
Expand transportation choices	1	1.00
Walkability	1	1.00
Arts and culture	1	2.00
Maintain/rightsize infrastructure	1	3.00
Green economy/renewable energy	1	
Streamline government	1	

Table 8

Region 7		
Strategy Category Type	Occurrence	Average Rating
Population/talent retention and attraction	10	1.89
Arts and culture	10	2.57
New infrastructure/high-tech infrastructure	6	1.17
Education	6	1.83
Walkability	5	1.67
Healthcare	5	1.75
Expand transportation choices	5	2.20
Diversify economy/expand markets	4	1.50
Entrepreneurship	2	1.50
Business assistance/attraction	1	1.00
Quality of life/tourism	1	2.00
Regional cooperation and partnerships	1	4.00
Maintain/rightsize infrastructure	1	
Marketing/promotion	1	

Table 9

Region 8		
Strategy Category Type	Occurrence	Average Rating
Placemaking	11	1.55
Green economy/renewable energy	10	1.13
Entrepreneurship	10	1.20
Agriculture	9	1.40
Business assistance/attraction	8	1.71
Expand transportation choices	7	1.86
Arts and culture	7	2.14
Regional strategic growth planning	6	1.33
Quality of life/tourism	5	1.50
Regional cooperation and partnerships	5	1.50
Green infrastructure/natural resources	5	1.60
Population/talent retention and attraction	5	2.25
Education	4	3.50
Policy change	3	2.00
Diversify economy/expand markets	2	2.00
Local food	1	2.00

Table 10

Region 9		
Strategy Category Type	Occurrence	Average Rating
Education	12	1.42
Regional cooperation and partnerships	11	1.18
Diversify economy/expand markets	10	1.90
Green economy/renewable energy	9	1.44
Population/talent retention and attraction	7	1.86
Entrepreneurship	5	1.20
Arts and culture	5	2.20
Placemaking	4	1.25
Business assistance/attraction	4	1.50
Regional strategic growth planning	4	1.75
Workforce development	4	2.00
Marketing/promotion	3	1.00
Quality of life/tourism	3	1.33
Expand transportation choices	2	1.50
Maintain/rightsize infrastructure	2	1.50
New infrastructure/high-tech infrastructure	2	1.50
Green infrastructure/natural resources	1	1.00
Policy change	1	1.00
Healthcare	1	2.00

Table 11

Region 10		
Strategy Category Type	Occurrence	Average Rating
Education	14	1.69
Placemaking	9	1.83
Quality of life/tourism	8	2.88
Diversify economy/expand markets	7	2.17
Green infrastructure/natural resources	6	1.33
Mindset change	6	1.75
Green economy/renewable energy	6	2.70
Marketing/promotion	6	3.00
Regional cooperation and partnerships	5	1.25
Entrepreneurship	5	2.20
Population/talent retention and attraction	5	2.67
Regional strategic growth planning	4	1.00
Maintain/rightsize infrastructure	4	2.00
Agriculture	4	2.33
Expand transportation choices	4	3.25
New infrastructure/high-tech infrastructure	3	1.33
Access to capital	3	2.00
Arts and culture	2	2.50
Business assistance/attraction	2	3.00
Workforce development	1	1.00
Healthcare	1	2.00

Table 12

Region 11		
Strategy Category Type	Occurrence	Average Rating
Diversify economy/expand markets	13	2.00
Green economy/renewable energy	12	1.36
Population/talent retention and attraction	11	1.56
Placemaking	10	1.00
Entrepreneurship	8	1.20
Regional strategic growth planning	8	2.20
Regional cooperation and partnerships	5	1.20
Business assistance/attraction	5	1.33
New infrastructure/high-tech infrastructure	4	1.00
Improve image	4	1.33
Arts and culture	4	1.67
Quality of life/tourism	3	1.67
Walkability	3	4.00
Healthcare	2	1.00
Green infrastructure/natural resources	2	2.00
Marketing/promotion	2	2.00
Education	1	1.00
Maintain/rightsize infrastructure	1	1.00

Table 13

Region 12		
Strategy Category Type	Occurrence	Average Rating
Placemaking	7	1.50
Education	5	1.50
Population/talent retention and attraction	5	1.50
Marketing/promotion	4	1.33
Regional strategic growth planning	4	1.33
Green economy/renewable energy	4	1.67
Green infrastructure/natural resources	4	1.67
Business assistance/attraction	3	1.33
Entrepreneurship	3	1.50
Regional cooperation and partnerships	3	1.67
Quality of life/tourism	3	2.00
Expand transportation choices	3	2.50
Diversify economy/expand markets	2	1.50
Maintain/rightsize infrastructure	2	1.50
Access to capital	1	1.00
New infrastructure/high-tech infrastructure	1	1.00
Healthcare	1	2.00

Table 14

Region 13		
Strategy Category Type	Occurrence	Average Rating
Population/talent retention and attraction	2	2.00
New infrastructure/high-tech infrastructure	2	3.00
Maintain/rightsize infrastructure	1	1.00
Regional strategic growth planning	1	1.00
Improve image	1	2.00
Diversify economy/expand markets	1	3.00
Entrepreneurship	1	3.00
Walkability	1	3.00

Table 15

Region 14		
Strategy Category Type	Occurrence	Average Rating
Regional cooperation and partnerships	13	1.30
Green economy/renewable energy	11	1.64
Placemaking	9	1.19
Diversify economy/expand markets	9	1.72
Maintain/rightsize infrastructure	7	1.50
Population/talent retention and attraction	7	1.58
Regional strategic growth planning	6	1.00
Policy change	6	1.88
Entrepreneurship	5	1.13
Improve image	3	1.67
Arts and culture	2	2.00
Business assistance/attraction	1	1.00
Mindset change	1	2.00

Strategies

After identifying ten strategy categories, NE 301 participants were asked to pick the two most important to the region and create specific strategies, based on the region’s assets, within that category. Strategies were defined in the program as, “*A plan of action intended to accomplish a specific goal.*” Appendix 2 contains a sample of the worksheet used for this exercise.

Table 16 shows the strategy category types selected by one or more participants as being “*most important*” in each of the 14 regions. Each cell with an “X” indicates that at least one participant in that region identified a strategy category, within that strategy category type, as being one of the two “*most important*” strategy categories. No strategy category type was “*most important*” in each region, but placemaking was the most commonly selected strategy category type, as it was “*most important*” in 11 of the 14 regions.

Table 16

Most Important Strategy Category Types by Region														
Strategy Category Type	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Access to capital										X		X		
Agriculture				X										
Business Assistance and Attraction	X					X	X		X		X	X		
Diversify regional economy/expand markets	X	X			X		X						X	
Education	X		X	X		X			X	X		X		
Entrepreneurship	X	X		X	X		X	X		X	X	X	X	
Expand transportation choices						X								
Green economy/renewable energy				X					X		X			
Green infrastructure and natural resources						X		X		X		X		
Improve image		X									X			
Local food	X		X	X				X		X				
Maintain/rightsize infrastructure	X											X		
New infrastructure/high-tech infrastructure	X			X		X	X			X	X			
Other	X													
Placemaking	X	X	X	X	X	X		X	X	X	X	X		
Policy change	X				X					X				
Population and talent retention and attraction	X	X			X	X				X				X
Quality of life/tourism		X						X						
Regional cooperation and partnerships	X		X			X		X	X	X	X	X		X
Regional strategic growth planning										X	X	X		X
Workforce development			X							X				

Following, each strategy identified by New Economy 301 participants is listed. Strategies are organized by region according to the strategy category type under which strategies were developed. Participants were asked to create four strategies within two of the ten strategy categories created in the previous exercise that they felt were most important (a total of eight strategies in all).

The quality of strategies varies greatly, and many of the strategies are specific to a region or sub-region. As a consequence, aggregation of any kind risked diminishing the value of multiple strategies. Therefore, strategies are simply listed as written by participants, with some minor changes for clarity. Many strategies are repeated within category types and between strategy category types as a result. Strategies that are repeated verbatim within a strategy category are due to multiple members of a group filling out separate exercise worksheets.

Region 1

Business Assistance/Attraction

1. Taxation reform (incentives for education or lifelong learning)
2. Public/private partnerships
3. Taxation reform (incentives for education or lifelong learning)
4. Public/private partnerships
5. Taxation reform (incentives for education or lifelong learning)
6. Public/private partnerships
7. Taxation reform (incentives for education or lifelong learning)
8. Public/private partnerships

Diversify Economy/Expand Markets

1. Workforce education
2. Establish an incubator for entrepreneurship
3. Welcoming environment
4. Educate policy makers on economy growth and structural change and public
5. Workforce education and community colleges
6. Establish an incubator
7. Create a welcoming environment
8. Educate policy makers and public on structural changes taking place in our economy (New Economy training)
9. Workforce education - CC, Universities
10. Establish entrepreneurial centers; incubators
11. Create a welcoming environment: One stop shop, Detroit visitors & convention bureau; assets
12. Educate policy makers and public on the structural changes in our economy to "New Economy"
13. Set up advanced technology incubator @ WSU with satellite at universities and community colleges

14. Put Al Jazeera on cable TV
15. Promote urban agriculture
16. Set up an advanced technology incubator in Detroit at Wayne State University with links to other academia
17. Promote urban agriculture-read "wired" magazine
18. Set up additional technology incubator at WSU/OU.
19. Promote urban agriculture
20. Educate the workforce
21. Change tax credits/benefits
22. Good infrastructure to support industry and business
23. Alter tax structure
24. Entrepreneurship
25. Improvements to built infrastructure
26. Broadband

Education

1. Year round education- internships/mentor relationships/travel/service learning
2. Year round education, internships, home schooling
3. No Worker Left Behind plus OJT Real-world training
4. Year round education- internships/mentor relationships/travel/service learning
5. Year round education, internships, home schooling
6. No Worker Left Behind plus OJT Real-world training
7. K-16 school - increase bridge between high, college
8. Greater parent involvement
9. Publicize why education is important saving - planning
10. Revamp systems - promote in elementary school - higher education to match local assets
11. Strengthen courses to target jobs available (work together businesses - educational facilities)
12. Courses focused the projected needs business and market
13. Teach business to all degree areas
14. State review board that oversees/approved curriculum (core curriculum requirements at least) for all schools including charter, private, etc
15. Create more charter schools and trade schools
16. Encourage competition in education
17. Teach creative thinking and reasoning
18. Develop new ways of teaching for educational attainment
19. Incorporate sustainability into all levels of curriculum
20. Get rid of No Child Left Behind, understand consequences for metrics required
21. Trades education to include entrepreneurial component

Entrepreneurship

1. Money virtual entrepreneurial simulation tool to allow for testing and training
2. Establish and promote 3rd places throughout the region
3. Revise government policies that discourage entrepreneur-friendly land use policy

4. K-12 curriculum/continuing education training, breed to change culture in support of entrepreneurship/risk taking
5. Develop a virtual entrepreneurial simulation
6. Promote third places throughout region
7. Revised government policies to be more entrepreneurial
8. K-12 curriculum/continuation of education
9. Virtual business incubation
10. Establish/promote/support "3rd places" throughout the region
11. Entrepreneurial - friendly policy
12. K-12 and continuing education
13. Entrepreneurial simulation tool, allow for training, testing
14. Establish or promote "3rd places" throughout the region
15. Revise government policies that discourage (entrepreneurial friendly land use policy)
16. K-12 curriculum/continuing education training
17. K-14 classroom work, mentors, youth workshops
18. County and local government marketing and education support
19. Infrastructure, hi speed internet
20. Promotion of regional cooperation
21. Education - K-14
22. Support resources and local government
23. Infrastructure - hi speed internet
24. Promotion of regional cooperation
25. K-14 education teaching entrepreneurship
26. Local government support and simplifying process
27. Incubation and making resources available to businesses
28. Education - K-14 - classroom, mentors
29. Cultural improvement to attract new entrepreneurs
30. County & local governmental support and marketing; regional cooperation
31. Proper infrastructure
32. Provide basic business operation education - use libraries & SCORE
33. Work with bankers to provide small (micro) business loans
34. Educate them regarding global business opportunities and ways to profit from them
35. Cut the red tape for a start-up business
36. Basic business operation education
37. Encourage a culture where failure is okay
38. Micro lending
39. Mentoring and networking

Local Food

1. Farm to market, farm to cafeteria programs
2. Farm to market, farm to cafeteria programs
3. 4-H, MSUE, Farmers Market, Public campaign, and tie to health organizations
4. Support system for farmers
5. Urban farming

6. Farm to market, farm to cafeteria programs
7. Public education tied to health - 4-H, MSU Extension, hospitals
8. Support systems for farmers, CSA, succession planning
9. Urban farming

Maintain/Rightsize Infrastructure

1. Good plan involving community
2. Inventory all assets
3. Density plan
4. Road diet and trails

New Infrastructure/High-Tech Infrastructure

1. Free fiber optics/Wi-Fi
2. Build it, partner with private groups, pursue the relationship with other entities
3. Market the product
4. Make wireless more available to all
5. Build
6. Explore and pursue shared resources
7. Market
8. Track and display metrics
9. Fiber/Wi-Fi - build
10. Pursue partnerships - cities, schools, non-profits
11. Market product
12. Build it within city
13. Pursue partnerships with other counties/regions/schools
14. Market product
15. Performance measurements

Other

1. Talent attraction & retention
2. Increase educational standards and ultimately the number of individuals with advanced degrees
3. Marketing the region and placemaking
4. Increase entrepreneurs and innovations assets and services
5. Infrastructure improved and maximized

Placemaking

1. Shameless self promotion
2. Casinos - Mecca of Midwest
3. Riverboat gambling
4. No negative talk - shameless self promotion
5. Casino destination
6. Ballet of the street downtowns
7. Form based codes
8. Shameless self promotion
9. Zoning law changes to facilitate sensible business progress at home work for

example

10. Build casino - supportive peripheral infrastructure "Casino Mecca to the Midwest"
11. Riverboat passage - Detroit as an entertainment destination (safe & secure)
12. Broadband - IT - Wireless global - no dead zones, at least DSL everywhere
13. Linking green infrastructure - bike, walk, making sure community awareness
14. Transportation - non auto - public connecting major hubs and to green infrastructure
15. Community hubs - arts, culture housing, retail, work all connected and connected to greater urban and each other
16. IT Infrastructure - wireless access
17. Green infrastructure - connecting parks/trails
18. Transportation - light rail to major cities
19. Community hubs - full service functional neighborhood within walkable distance
20. IT - broadband availability
21. Linking green infrastructure - bike paths and park connections
22. Better public transit - light rail, affordable, clean - create an option to focusing developing around the auto industry
23. Connectivity hubs - focus on user friendly neighborhoods- services within walking distance
24. Develop and implement form-based codes to reflect local character
25. Develop a brand identity to reflect region specific assets - strengths as well as unique
26. Develop regional mass transit using the complete streets concepts and guidelines
27. Mixed use and transit oriented development - promote increased density
28. Develop and implement form-based codes - more attractive design of cities, character
29. Develop brand identity for region-specific assets
30. Develop regional transit
31. Mixed use, transit-oriented development - promote increased density
32. Develop/implement form based code
33. Branding - create identity
34. Transit - complete transportation system
35. Transit-oriented development
36. Link bike paths and parks
37. Mixed housing types, promote affordable housing
38. Education for public officials on placemaking
39. Regional cooperation for local services
40. Bike path connections, walkability
41. Promoting waterfront marinas
42. Downtown improvements
43. Public and mass transportation
44. Develop brand identity built to reflect regional assets (strengths as well as unique)
45. Develop mass transit using the complete streets concepts and guidelines

46. Promote mixed-use/high density/transit oriented developing patterns
47. Form-based code development and implemented (designed to reflect local character)
48. Linking green infrastructure with community walkability
49. Promote waterfront as a tourist destination - marinas
50. Financial programs for façade improvements
51. Transportation (public and mass transit)
52. Linking green infrastructure - bicycles, rivers, lakes
53. Waterfront - marinas, building amenities around marina
54. Downtown development - cooperation regionally
55. Public/mass transit links
56. Green initiatives; walkability, bike path, waterfront
57. Financial structure for improvement
58. Public transportation and mass transportation
59. Urban redevelopment with current assets
60. Develop a regional mass transit authority to integrate bus service, rail & trail
61. Achieve a vibrant downtown Detroit with stores, restaurants, and entertainment
62. Urban redevelopment - incorporate assets that are existing - re-use building, land, infrastructure
63. Develop and promote better use of coastlines
64. Develop a regional mass transit authority to integrate bus/rail/trail
65. Develop downtown Detroit - achieve vibrant downtown with stores, restaurants, hotels, and quality entertainment
66. Urban redevelopment
67. Promote better use of coastline
68. Develop regional mass transit authority to integrate bus, rail, trail
69. Develop vibrant, safe, downtown Detroit - stores, hotels, restaurants and quality entertainment
70. Insure safety of residents and visitors
71. Create a sense of safe place
72. Entrepreneurship
73. Arts and culture; grow additional and work together, coordinate activities in various centers
74. Placemaking - to attract younger educated workforce
75. Create a sense of safe place in core cities
76. Entrepreneurship
77. Collaboration of local governments and stakeholders
78. Reduce red tape in government review and change local ordinances to meet the goals of a New Economy

Policy Change

1. Benchmark with other successful strategies on tax incentives by other states; track changes publically
2. Tax incentives to nurture entrepreneurs
3. Track/display performance measures
4. Research fully track and display performance measures

5. Benchmark with successful tax policy that nurture entrepreneurs - converse w/state reps/lobby
6. Tax incentive policies to attract/nurture
7. Track and display performance measures
8. Benchmark with six other successful policies that nurture entrepreneurs
9. Tax incentive policies/practices that nurture entrepreneurs
10. Convene with state reps
11. Track and display measures "shameless promotion"
12. Benchmark with other successful state tax structures - entrepreneurially measured
13. Tax incentive
14. Lobby legislature
15. Track and display metrics

Population/Talent Retention and Attraction

1. List companies that hire, promote job openings, showcase success stories
2. Promote place and culture
3. Continuing education, development, career networking, universities
4. Quality of life (healthcare, schools, aging facilities for our older adults, daycares)
5. Strong place elements (transportation, affordable housing, 2nd/3rd places)
6. Inventory and promote jobs - current and workplace development
7. Quality of life (education, healthcare, quality, affordable daycare)
8. Cultural and natural resource promotion/development
9. Support and encourage entrepreneurship - capitalize on underutilized design talent
10. Provide financial incentives
11. Venture capital programs for the common person private, public and quasi-public
12. SCORE program for design professionals and how to invest
13. Entrepreneurship centers for networking - innovation centers, quality affordable transferable education
14. Redevelopment, rehabilitation to create vibrant "1000 nights," nightclubs, and urban centers
15. Emphasize diversity, welcome immigrants, encourage festivals, restaurants, clubs
16. Promote our affordable housing with affordable mass transit linking neighborhoods and work
17. Creating entrepreneurial and learning hubs that attract talent
18. Vibrant city development with clean high speed public transportation
19. Development of green buildings and spaces within walkable distances
20. Redevelopment/rehab of urban blight
21. Entrepreneurial learning hubs - business incubators - educational opportunity, higher education
22. Vibrant downtown center - access of social interaction with easy transit
23. Welcoming diversity - in both business and population - develop mixed use

neighborhood

24. Promote affordable housing and access to quality education
25. Lobby HB1 VISA standards to attract more scientists to USA (Michigan)
26. Funding for continuing education and flexible work schedule (time off to continue school)
27. Placemaking
28. Create Wi-Fi community
29. "Happening Places" - "First Impression"
30. Cultural, creative, and recreational opportunities
31. Embracing immigrant population, diversity
32. Entrepreneurs and innovation
33. Placemaking, branding, & identity, first impressions
34. Multi-modal transit systems
35. Cultural & creative assets - recreation
36. Embracing diversity

Regional Cooperation and Partnerships

1. Engage SEMCOG, Regional Economy Community Foundation, United Way
2. Create shared mission for region
3. Create shared vision, natural history, diversity
4. Reconciliation w/Detroit and suburbs
5. Engage SEMCOG, Chambers, DDA's, Local government, Community foundation - SE MI, United Way, and establish oversight leadership board
6. Mission - pull together/improving conditions in SE Michigan
7. Reconciliation between Detroit & suburbs - younger generation and wisdom of elders
8. Shared vision - natural resources, history, architecture, diversity
9. Engage partners
10. Shared mission for the region
11. Shared vision
12. Reconciliation w/Detroit and suburbs
13. Marketing regional assets and natural assets
14. Promote and celebrate regional ethnicity
15. Rebranding
16. Marketing assets - regional and natural resources
17. Celebrate ethnicity
18. Great Lakes Gateway - "Rebrand Region", "Pure Detroit", "Pure Michigan"
19. Rebranding the region
20. Marketing assets and natural resources
21. Ethnic melting pot
22. Asset identification
23. Consolidation of services and personnel
24. Shared vision
25. Public engagement and action
26. Asset identification
27. Consolidation of services

28. Shared vision
29. Public engagement

Region 2

Diversify Economy/Expand Markets

1. Improve education/workforce
2. Seek out other potential markets for existing small manufacturing
3. Additional production/processing of local products
4. Marketing of Michigan made products

Entrepreneurship

1. Create an incubator that can accommodate many types of business start-ups
2. Create an open and flexible space for collaboration between individual entrepreneurs
3. Run fiber optic all through Jackson County and expand internet into downtown Jackson
4. Tie together and formalize various mentoring and educational programs that already exist
5. Creative low-cost "spaces for creative celebration" & line to practical resources for testing, prototyping, design commercialization
6. Tap into region's potential Angel Industries - lots of "old money" not currently leveraged
7. Tackle this publically/visibly as a regional initiative rather than a city/township/county organization issue

Improve Image

1. Master planning, Sparks Park Imp. Plan
2. Marketing plan to change the image that associates the area as "prison" town
3. Improve entrances to the main "place" being the city of Jackson & improving the Amtrak station
4. Improve image/performance of public schools, in particular Jackson Public Schools

Placemaking

1. Protect, improve and promote our fixed natural resources
2. Protect, improve and promote our existing communities
3. Attract more diverse cultural activities (traditional/non-traditional)
4. Promote local organizations
5. Develop riverwalk/increase accessibility to Grand River
6. Reuse brownfields along the Grand River - create small retail shops, dining, and entertainment sites
7. Reuse brownfields by the Amtrak Station - create shops and places for commuter needs

8. Create mass transit & biking routes to & from the train station, out into Jackson & townships

Population/Talent Retention and Attraction

1. K-16 "Pipelines" (summer youth programs, extracurricular)
2. College funding
3. Internships & apprenticeships
4. Build in entrepreneurship/business management "training"

Quality of Life/Tourism

1. Sparks Park Improvement Plan/Cascades
2. Golf destination for S. Central Michigan market as alternative (cost effective) to N. Michigan golf
3. Expand utilization of MIS facilities & amenities. Year round as opposed to event based.
4. Market inland lakes w/public access. Place to recreate without the drive north, w/better weather

Region 3

Education

1. Create system to consolidate info on what is out there and available

Local Food

1. Data of local resources, businesses, Post & Kellogg supplies
2. Link producers/growers to stores and processors, higher education
3. Support and promote local SW MI products
4. Growth for distribution for smaller SW MI markets, get product to large markets
5. "Information strategy," get in out there on what is available
6. Teamwork

Placemaking

1. Supportive entrepreneurs
2. Walkability
3. Diversity - open, welcoming to new people
4. Create a supportive environment for entrepreneurship
5. Supportive environments for entrepreneurs (maybe food based)
6. Promote agri tourism (romanticize the simpler lifestyle)
7. Enhance local food initiatives - become the place for buying locally at farmers markets in area are a destination for all
8. Improve physical appearance
9. Walkable/bikeable communities that interconnect green infrastructure and network communities
10. Promote and expand arts and cultural opportunities
11. New town enhancement

12. Increase walkability and transit
13. Vibrant downtowns
14. Recreation, arts, & culture
15. Entrepreneur support
16. Improve physical appearance
17. Walkable trails
18. Promotion of arts & culture
19. Downtown enhancement, making a downtown
20. Improve physical appearance - main corridors
21. Walkable/bikeable community and region
22. Promote and expand arts and culture in region
23. Downtown enhancement
24. Market as one regional center
25. Connect multimodal with river valley trail way, I-94 improvements, and high speed rail as part of Chicago/Detroit

Regional Cooperation and Partnerships

1. Grassroots - people power
2. Identify leader - facilitator of network
3. Recognizing resources/assets and responsibly promoting them
4. Develop network for progress of stakeholders
5. Service delivery
6. Identity (focus) - branding the region, realize assets and capitalize
7. Identify a leader/champion for the region - develop a regional network
8. Identify champions
9. Develop regional mindset - through a network
10. Tap SW MI communities for mentoring
11. Web display
12. "We are all in this together", teamwork
13. Identify champion to brand area
14. Collaborate with SW MI region to focus branding efforts
15. Educate to speak with one voice

Workforce Development

1. Stronger collaborative arrangements across school districts
2. Increase percentage of high school and college grads
3. Invest in early childhood education
4. Entrepreneurship training in schools
5. Explore stronger collaboration among area schools
6. Increase percentage of high school and college grads
7. Early childhood education - investing
8. Entrepreneurship training
9. Early childhood education - investing
10. HS and college grads
11. Entrepreneurial education

Region 4

Agriculture

1. Promote agriculture economy
2. Farmland preservation, good farm practices, capital support to farmers
3. Develop a year around market for local farm produce
4. Promote local foods in local institutions - incentivize their consumption
5. Support branding the U-pick industry - B&B's, etc
6. Promote agro businesses
7. Farmland preservation, good farm practice
8. Develop 12 month, year round market for local produce
9. Promote institutional use of local foods (incentivize)
10. Support broadly U-pick industry, B&B's, financial institutions for small growers

Education

1. Improve communication with all stakeholders encourage participation by schools & government policy makers
2. Utilize college resources like Western SWMC to provide gaps coverage for needed literacy & jobs training
3. Build on Berrien RES, long distance educational learning by cable, internet, etc.
4. Foundation or endorsement creation to example the Kalamazoo Program Promise

Entrepreneurship

1. Incubator - similar to what's available at MSU
2. Broadband
3. Support & networking systems to grow incubator
4. Higher education and career training
5. Cutting edge jobs - incubator to allow ideas to grow
6. Complete technology - broadband, internet, cell phone coverage
7. Develop a support network for start-up businesses
8. Develop local resources for start-up such as incubator and IT
9. Encourage schools to offer entrepreneurial courses
10. Market small businesses in an area such as shop local

Green Economy/Renewable Energy

1. Education campaign to improve energy efficiency and reduce use
2. Improved public transportation and trail systems to reduce vehicle miles
3. Governmental priority for more energy efficiency in its own buildings
4. Build-out of the electric grid capacity
5. Programs/education to encourage reduction of energy use
6. Improve public transportation options - smart growth
7. Start at level of government
8. Explore plan - build out of grid capacity
9. Capitalize on the presence of the elected distribution line already in place

10. Incentive installation of solar arrays on browholds & roofs
11. Manufacturing buildings to construct equipment for green economy
12. Training & education of work force, K-12, Adult education, tech centers, community college & universities
13. Regional land use planning
14. Capitalize on HP distribution line
15. Retro fit existing manufacturing buildings to high-speed rail manufacturing & solar/energy manufacturing
16. Training & education (K-12), retain workforce/adult education, county colleges

Local Food

1. Healthcare asset - LMC
2. Andrews University
3. Agriculture - horticulture
4. Tourism - agriculture & Benton Harbor, local food market

New Infrastructure/High-Tech Infrastructure

1. I-94, I-80/90, I-65
2. Road - Detroit - Chicago
3. Need to work on internet loop for cities & counties - tie in hospital
4. L. Michigan transport - waterway, use harbor

Placemaking

1. Prime farmland to support wine industries and variety products incentives to grow into special agricultural items
2. Promotion of local farm markets, buy local
3. Transportation central location and access to major buying centers
4. To expand on culture of farming, spinoff of new agricultural business
5. Create an asset inventory; identify unique attributes; develop a marketing communications plan that sends a consistent branding and messaging of region
6. Smart growth planning which looks at land use planning pre-emptively to master planning
7. Develop a green infrastructure plan to tie together the region
8. Technology
9. Identify unique attributes of a community & packaging it as a region
10. Smart growth planning - land use planning
11. Develop a green infrastructure plan for the region to pull the communities together
12. Complete technology - internet, cell phone coverage
13. Identify assets: what are the unique attributes
14. Smart growth planning, land use planning
15. Develop a green infrastructure plan for the region to pull the communities together
16. Encourage up to date technology (investment)

Region 5

Diversify Economy/Expand Markets

1. Work to keep businesses we have is job #1
2. Work to attract industries that would benefit from our knowledge/employment base
3. Begin to process agricultural products
4. Brownfields for green economy
5. Develop biotech
6. Advance TDL hub

Entrepreneurship

1. Deregulate
2. Networks: financial/education
3. Incubators
4. Create market opportunity
5. Government deregulation
6. Financial-loans
7. Education
8. Incubators
9. Deregulate - have policies in place to encourage businesses
10. Financial networking/education
11. Business incubators
12. Expand market for local businesses, ex. micro agricultural
13. Deregulate governments
14. Better business and financial networking and education (clubs, culture, cash)
15. Incubators tied to existing business growth entities, universities, downtown, etc. (broadband)
16. Create markets for micro-agriculture as a form of entrepreneurship

Placemaking

1. Natural resources; paths; trails; river; etc
2. Arts and culture
3. Create brand - collaborate rural and urban
4. Transportation
5. Natural resources - trails, bike paths, river
6. Arts & culture - increase awareness
7. Create brand urban and rural
8. Transportation
9. Enhance natural resources- bike paths, river
10. Tap into arts and culture - increase awareness
11. Create a brand - market it to tailor to region
12. Enhancing and improving transportation system - regional network
13. Natural resources, bike paths, river, green way, walkability, ice skating
14. Expand arts community, tie to recreation, festivals
15. Brand flint

16. Transportation and transportation oriented development

Population/Talent Retention and Attraction

1. Promote low cost of housing
2. Tell the good news stories of state's beauty, recreational opportunities, people
3. Airport - good international service (promote)
4. Create jobs - invest in infrastructure
5. Active placemaking
6. Invest in cultural amenities and assets
7. K-12 Education
8. Encourage mixed use planning and zoning
9. Target civic improvements to promote community activities
10. Support local universities to encourage continuing education (lifelong learning)
11. Support Pure Michigan campaign, recreational opportunities, improve digital infrastructure

Policy Change

1. Agree on regional plan/vision
2. Break down governmental borders - promote shared services
3. Education for entrepreneurship/business plans/operating capital
4. Promote entrepreneurial collaboration

Region 6

Business Assistance/Attraction

1. Become familiar with businesses in area, good/bad
2. Assist them through government process - get out of the way
3. Suppliers/customers to attract more business in community
4. Become familiar with businesses in area
5. How can we help?
6. What do you need to grow? Do you want to grow
7. Who are your suppliers and customers?

Education

1. Invest in K-12 including technical opportunities for students
2. Provide retraining of displaced workers into green industries that exist here.
3. Create promotion of educational opportunities in area related to incoming industries
4. Funding Pre-K
5. Change tax structure to provide more stable funding for education
6. Foster cooperative arrangements between high schools/community college to earn associates w/high school
7. Foster lifelong education and continued retraining/retooling

Expand Transportation Choices

1. Expand regional transportation plans to include all other modes of transportation
2. Review and revise land use plans to include more compact development
3. Wellness education and employer incentives to utilize other forms (walk/bike)
4. "Zip car" model using electric or solar cars in most urban areas or bikes in less dense areas

Green Infrastructure/Natural Resources

1. Education
2. Uniform ordinances

New Infrastructure/High-Tech Infrastructure

1. We need community involvement and not dominance by private entities
2. Broadband for entire region
3. Improve public transit corridors/connectivity and alternative fueling infrastructure
4. Access to alternative energy production-wind & solar installations - avoid restrictive local ordinances

Placemaking

1. Linkages - between City of Lansing & MSU
2. Recognition of area amenities
3. Placemaking - identity of various town/city centers
4. Human Capital Development - investing in our human potential (talent)/capture & retention of student potential (e.g. "Birth to Work" education continuum)

Population/Talent Retention and Attraction

1. Schools & hospitals
2. Cultural opportunities & recreational activity
3. Affordable housing
4. MSU, LCC, Cooley & other continuing education opportunities
5. Schools/medical - MSU, Cooley, LCC, Sparrow, Ingham Med
6. Arts/Cultural
7. Recreational amenities
8. Affordable/diversified housing

Regional Cooperation and Partnerships

1. Constant measure w/multiple methods of communications
2. Surveys, newsletter, websites
3. Events as opportunities for announcements and to provide info
4. Neighborhood block parties w/community officials

Region 7

Business Assistance/Attraction

1. Site re-use (empty buildings/sites)
2. Workforce (lifelong training)
3. Marketing assistance (for local businesses)

Diversify Economy/Expand Markets

1. Support entrepreneurship - business incubators
2. Market region internationally or to ethnic populations in Michigan
3. Entrepreneurs - develop education incubator
4. Market region internationally
5. Support/encourage entrepreneurs - hook them up with each other; incubators
6. Market our region to the world, U.S. and State; Be more welcoming; quality of life
7. Entrepreneur - develop education
8. Incubators
9. Market region internationally

Entrepreneurship

1. Create mentorship program for high school and college students, for business; Bring business into Pre-K through HS working programs
2. Have colleges teach basic accounting business classes, QuickBooks
3. County commissioners, elected officials must attend continuing educational class to run for re-election
4. Work within the region to create an atmosphere to entice and sustain entrepreneurs through activities, atmosphere, incentives- placemaking
5. Regionally target entrepreneurial renewable energy
6. Utilize non-used patents from Dow
7. Develop products focused on agricultural waste
8. Artists on shoreline

New Infrastructure/High-Tech Infrastructure

1. Need a hub & towers
2. Wi-Fi Towers
3. Identify areas of need - there are several areas of dead zones
4. Need detailed map/site plan so can be prepared to write for grant
5. Work together regionally to attract broadband
6. Grant funds
7. Contact local legislature
8. Community bonds available
9. Work together regionally
10. Zoning
11. Growth funds
12. As a region, contact legislators
13. Expand broadband access; contact local internet companies; attend merit fiber meetings
14. Expand cell phone coverage - towers, zoning, expand population

15. Work together regionally to get broadband access
16. Contact state representatives and tell them about lack of broadband; ask them to come to a meeting
17. Have a meeting w/community so if there is an interest

Region 8

Entrepreneurship

1. Education to students K-12 contests/internships
2. Identify mentoring resources for entrepreneurs
3. Local money/investors, i.e. revolving loans
4. Champion successful "stories"
5. K-12, university education programs and environment - hands on work
6. ID mentoring for E's
7. Seed dollars-local investor-revolving loan programs
8. Champion/positive stories

Green Infrastructure/Natural Resources

1. Zoning
2. Bicycle lanes
3. Flexible tax structure
4. Redeveloping existing city infrastructure and watershed protection
5. Interconnecting trail ways, pathways
6. Reform zoning/land policy - regulations
7. Brownfield redevelopment, redeveloping existing buildings/areas
8. Watershed protection
9. Interconnection of urban assets via trails
10. Land use regulations - incentives to encourage an environment that respects all regional natural assets
11. Redevelopment - incentivize restoration and redevelopment of existing structures and infrastructure. Penalize "outer ring" and rural new development
12. Watershed protection - incentivize farmland protection, farmers who follow BMP's protecting water quality, encourage permanent urban agricultural options on vacant lands
13. Trail ways - historical, cultural
14. Zoning, green space, bicycle lanes, land use policy, tax policy
15. Brownfield development, building reuse, redevelopment of existing spaces
16. Watershed protection and redevelopment dispersed energy sources and water treatment

Local Food

1. Production of high value crops (value added potential)
2. Protection of high value agricultural lands
3. Cooperative joint venture for production and marketing
4. Maximize renewable energy opportunities

5. Promote production of high value crops, value added potential
6. Protection of high value agricultural production areas
7. Cooperative joint venture for production and marketing
8. Maximize renewable energy crops and energy production
9. High value crops
10. Value added potential
11. Protection of high value land
12. Renewable energy use for crops

Placemaking

1. Expand Pure Michigan
2. Expand affordable housing options
3. Educating elected officials
4. Increase concentration of gathering places
5. Expand Pure Michigan
6. Creating housing options
7. Educate local officials
8. Local regional transit options
9. Take Pure Michigan down to regional and neighborhood
10. More housing options
11. Mobility/connectivity with pedestrian vehicular and transit
12. Educating elected officials
13. West Michigan Lakeshore; Pure Michigan subset that focuses on the west & SW Lakeshore, fruit ridge, free, natural experiences
14. Creating diverse housing options
15. Educating local officials
16. Local and regional mass transit and non-vehicular transit options

Quality of Life/Tourism

1. Promote water resource
2. Trails, parks
3. Historical and cultural landmarks and activities
4. Fairs, festivals, agri tourism and farm markets
5. Promote water resources, trails, parks
6. Historical landmarks, cultural activities
7. Fairs and festivals, agri tourism, and farm markets
8. Coordinated promotion
9. Invest in tours - what visitors see, trails, arts, parks, historical
10. Landmarks, festivals, agri tourism
11. Coordinate communication for tourism
12. Coordinate signage for region - farm markets

Regional Cooperation and Partnerships

1. CED Committee - get buy in from county via survey or ED communication and funding partners
2. Public relation/ED on vision input and their role in implementation

3. Develop cross-county collaboration/regional collaboration strategies
4. Expand CEDS to include agencies other than EDA
5. Expand CEDS - regionally in place - to involve counties and communities
6. Expand involvement of schools/university
7. Obtain federal funds through collaboration to new agencies not currently served
8. Public relations/education to develop and support vision

Region 9

Business Assistance/Attraction

1. Identify clusters that are strong and growing - identify inter-relationships with supporting business
2. Identify needs and determine issues
3. Effective change - legislative, ordinances, more partners, financing, incubation
4. Monitor results, revise the plan, PR plan

Education

1. Access to programs/online, expansion of local CC to Bachelors & Masters programs
2. Expand mentoring programs
3. Develop better way to fund our education system
4. Compare w/Mass.-how do they educate people there?
5. Access of higher education (online, locally, tech schools) and green job development
6. Restructuring present teaching to be mentor based - high school or elementary
7. Junior achievement- investigate successful ways to fund education
8. Promote NWLB for adults and working individuals' needs to
9. Access to programs - online/local
10. Mentoring programs - kids, college, dislocated workers, welfare recipients
11. Better way to find education
12. Investigate Mass. & see how they keep educated people in area
13. Access to higher education
14. Mentoring/Junior achievement
15. Better ways to access money
16. Investigate comparisons
17. Access to higher education, 2-4 years, Online/in person tutoring
18. Mentoring programs of all kinds (free Elementary education, HS, GP, Entrepreneurs & Adults too)
19. Funding education needs to change - more accountability/responsibility - student loans
20. Investigate how successful places like Massachusetts keep educated youth & put them to work

Green Economy/Renewable Energy

1. Compile existing resources - land
2. Market to NRG producing companies
3. Market to companies that build systems
4. Transportation - rail, water
5. Inventory resources
6. Employment force = educate & hire mentoring
7. Transportation
8. Marketing

Placemaking

1. Improve: cultural arts & entertainment, parks, plan community events = urban forestation
2. Walkable communities, diverse & competitive business
3. Create convention (1000 nights in 10 years)
4. Complete Streets Program
5. Identify our assets/unique characteristics, determine needs - prioritize action plan
6. Develop vision based on assets
7. Create a marketing plan, communicate to stakeholders and customers
8. Monitor results, measure progress, re-evaluate needs

Regional Cooperation and Partnerships

1. Develop listing of key people to be involved
2. Brainstem - think tank within certain parameters
3. Outreach more education
4. Narrow ideas and create the mission
5. Contact movers & shakers to shake their ideas
6. Develop think tank and relate with successful organizations
7. Outreach and educate, mission
8. Narrow ideas and create mission
9. Organize regional meeting of planners
10. Think tank - input of ideas
11. Outreach and education
12. Narrow ideas & create mission
13. Develop a contact list/organize regional manufacturing
14. Brain storm/think tank
15. Outreach and education
16. Narrow ideas & create mission
17. Develop list of leaders and meet with them to brainstorm goal/mission
18. Outreach and education of general population
19. Narrow idea list; adopt a mission statement
20. Public relations plan

Region 10

Access to Capital

1. Build bridges w/local banks and credit unions to support local entrepreneurs - micro financing - education about 21st century jobs
2. Provide risk analysis resources - connect entrepreneurs w/existing resources
3. Regional bank to guarantee debt to local lenders - connect w/venture capital - and guarantee securities
4. Valuing natural resources as secure capital; revolving loan funds for energy efficiency and engage our locally controlled utilities and others with capital to invest

Education

1. Build on community college base to a 4 year program
2. Expand 4 year program opportunities to include health, education and other 4 year college programs
3. Establish financial support for education cost
4. Align K-12 curriculum with community/regional strategies for achieving prosperity & how to engage civically
5. Opportunities for post-secondary degrees for talent development and retention
6. Degrees and research partnerships w/universities to bring unique programs and people to region to study our assets - freshwater, forestry, organic farming
7. Engage educated retirees
8. Funding to teach "New Economy" to post-middle school students, local officials, general public
9. Vocational/trade schools, volunteerism
10. Engage younger population to get interested in local issues and leadership
11. Advanced degree expansion
12. Research partnerships
13. Asset analysis - compare against what we have and determine deficiencies
14. Colleges/career tech centers - what is available now and what is needed and fulfill that need; develop classes based on the regions assets
15. Connect (technology) education with the global economy
16. Open educational facilities/technology for the public to use
17. Use social capital - educated retirees involved as mentors/leaders
18. Funding to expand new economy - understanding- post-middle school - all adults
19. Engage and mobilize newly educated population - educate to participate
20. Engage youth volunteer programs in government, business, and community
21. Expand assets = NMC University center and NMC and NCMC
22. Utilize professional community - mentors, intern hosts
23. Local endowed professor w/research students and research funding - put together a great task
24. Feed all students whole foods to enable better learning retention and creativity

Entrepreneurship

1. How to be one - education
2. Remove road blocks - zoning laws

3. Sustain - assist - funding - create businesses - create business centers
4. Communities - collaboration - welcoming

Green Infrastructure/Natural Resources

1. Protection toward economic development, sustainable, public access
2. Distribution
3. Education
4. Jerry Adams
5. Public/private resources (\$) to purchase open space, waterfront, and agricultural lands to ensure perpetual access and protection
6. Public education about protecting natural resources
7. Create markets for all products and build adequate distribution infrastructure

Local Food

1. Build awareness for available production capacity - i.e. shoreline is adding a danger and will have 80% of time to base
2. Agritourism potential could expand - develop camps
3. Position land preservation as economic development tool
4. Expand aquaculture-hatcheries
5. Marry with waste management technology for sub-industry development

New Infrastructure/High-Tech Infrastructure

1. Collaboration/desire of region
2. Outside funding, leveraging resources
3. Partner w/private service providers - build on "Middle Mile" - link existing networks
4. Adopt local policy to support network

Placemaking

1. Using asset inventory results above, identify "places" with defined characteristics and assets that are distinctive
2. Encourage collaboration and planning between similar places
3. Provide funding to allow cutting edge initiatives by these places
4. Promote achievements through marketing using all available resources
5. Branding - creating a marketable image, 1000 nights
6. Zoning to establish and preserve
7. Master Plans - to include education and adoption of New Economy components
8. Multigenerational and multicultural draw to create sustainability
9. Branding - creating a marketable image, 1000 nights
10. Zoning to establish and preserve
11. Master Plans - to include education and adoption of New Economy components
12. Multigenerational and multicultural draw to create sustainability
13. Protect and enhance our natural resources amenities/base
14. Enhance and support small town type developments

15. Celebrate creative communities cultures, festivals, artists
16. Hunting/fishing natural resource amenities

Policy Change

1. Encourage and support existing business
2. Legislative action
3. Education
4. Decisions based on non bias information

Population/Talent Retention and Attraction

1. Increase visits and exposure - tourism
2. Continue development of vibrant culture
3. Create regional marketing campaign to elevate regional sense of place
4. Provide means for extended stays by allowing work/play opportunities through technology & transportation
5. Analyze transportation access to other cities, i.e. where do we have direct flights. CO #1 green state - greater flights to now - target econ. dev. campaign

Regional Cooperation and Partnerships

1. Funding projects/programs make it mandatory that collaboration takes place
2. Educate the public on why it is beneficial to collaborate, the public put pressure on public officials
3. Revamp governmental tax structure; competition for the business
4. Promoting joint planning
5. "Connect the dots" state-region-local "turf wars"
6. Easier access to understandable and truthful information
7. Inter regional information link system "to see what is happening"
8. Improve infrastructure network
9. Develop stakeholder groups across region
10. Breakdown boundaries and expand regional definitions
11. Workshops/social media/connections in familiar plans to youth
12. Improve infrastructure network
13. Develop stakeholder groups across region
14. Breakdown boundaries and expand regional definitions
15. Workshops/social media/connections in familiar plans to youth

Regional Strategic Growth Planning

1. Offer compilation of NE 201 & NE 301 to all county and township planning commissions
2. Develop a process for county wide asset assessment
3. Promote focus groups to prioritize assets for highest potential for future development
4. Establish smart goals to achieve regional growth

Workforce Development

1. Early college alliance - HS and CC deployment

2. Creating - people want to learn what they need to know - mentoring
3. Expansion of education centers - specific to area of entrepreneurship
4. Maintain a skills system - vocational trades - mentoring - affordability - portability

Region 11

Business Assistance/Attraction

1. Market assessment to determine what target population wants
2. K-16 entrepreneurial curriculum integration
3. Awareness/outreach to entrepreneurs to let them know what resources are available
4. Business incubator
5. Market assessment to identify entrepreneurial potential & opportunities to attract entrepreneurs
6. K-16 integration curriculum w/entrepreneurial skills
7. Create awareness/outreach & promotion of existing business support & assistance resources available locally, regionally
8. Business incubator
9. Market assessment to identify entrepreneurial opportunities & attract target population
10. K-16 curriculum integration
11. Outreach/awareness/job training for community, entrepreneur, via ITV @ public schools, libraries, town halls
12. Business incubator

Entrepreneurship

1. Small, business incubators w/professional guidance
2. Focusing on capital formation (capital clubs)
3. Networking/clubs for entrepreneurs
4. Entrepreneurship - interns, high school, & college level
5. Market assessment to identify potential needs & opportunities
6. K-16 integration with curriculum
7. Community outreach campaign - assistance, more seminars, ITV to rural communities
8. Business incubator - expand & promote

Green Economy/Renewable Energy

1. Compile list of opportunities, resources, land, wind, solar, water, transportation
2. Market to energy generating companies
3. Market to manufacturing of alternative energy parts
4. Educational programs for development of local work force
5. Leadership
6. Farm
7. Green leadership - zoning ordinances - wind - plantations

8. Regional accountability outreach to companies like Mascoma
9. Integration and use of byproducts and resources as value added products
10. Support for biochemical research and development/innovation regionally

Improve Image

1. 3 Great Lakes
2. 4 Nations
3. Creating a board
4. Communication - building pride & self motivation
5. Education ongoing training
6. Reassessment before regulation

New Infrastructure/High-Tech Infrastructure

1. Must have hi speed internet to invite E's to come - new business & business growth can occur then
2. RR - have basic lines but private
3. Roads - bike lanes, complete streets project
4. Cell service - too many dead zones, tourists can't use their phones, Canada roaming charges, E's need service

Placemaking

1. Identify region by geographical, historical, current day cultural convergence
2. Provide assistance to businesses, neighborhoods, individuals, & municipalities to adhere to criteria of placemaking
3. Make culturally significant places & features accessible (bike, water, paths)
4. Revitalize downtown w/attractive businesses
5. Water more accessible
6. Linked trails throughout region, along waterfronts, scenic highways
7. Clearing house for recreational opportunities = w/websites & print
8. More promotion of historical legacy, especially tribal
9. Build PR campaign around our history, waterways
10. Coordinate PR plans regionally to EUP & Northern MI market research, market assessment
11. Provide assistance to local business owners to build on this, coordinate PR
12. Tie to K-12 education, class projects, competition, etc.
13. Mixed use development - live, work, play
14. Vibrant downtown - 1000 nights, arts, culture, parks, recreation
15. Walkability - non motorized trails
16. Complete streets, room for vehicles, bike, pedestrians all together
17. Identify what makes the EUP Unique
18. Identify assets that could be improved - buildings, roadways, etc, Provide tools & resources to make improvements, growth, brochures
19. Market research & identify what target populations want/need - those are potential business opportunities
20. Promote historic theme regionally
21. Identify unique aspects of area

22. Identify visual improvements needed; assist - involve the community
23. implement "Great Waters" brand -make sure MI residents know it & market using our waters, forests, etc.
24. Get EDC groups to buy into the tourism PR initiative
25. Cultural & historical assets -rehabbed, tribal entities including a huge piece of the financial community
26. Proximity to Canada/recreation - boating, fishing, valley camp, tribes, campgrounds

Regional Cooperation and Partnerships

1. Logging, biotechnology
2. Retain people/attract businesses/more people
3. Sustainable communities - grants
4. Identity uniqueness - educate folks
5. Soo Locks, Pictured Rocks - History
6. History - communicate & educate
7. Marketing

Regional Strategic Growth Planning

1. Develop entrepreneurial support infrastructure - banks, club, etc
2. Broadband infrastructure development (need to develop a plan)
3. Rail coordination
4. Port industry/report needed (deep water) - plan - development

Region 12

Access to Capital

1. Make education more relevant by instituting many programs related to the green economy, energy, skilled trades, & offering specialization such as vocational training
2. Create opportunities for immersion experience to improve area customer service skills to build customer loyalty
3. Create better child day care opportunities to support professional development of more of the labor force
4. Create a "Council of Elders/Experts" based on the experienced retired, seasonal population base who can be tapped

Business Assistance/Attraction

1. Utilize natural resources to develop value added business
2. Develop incubators in regional hubs
3. Encourage collaborative marketing & contract bidding
4. Revise regulatory & zoning regulations

Education

1. Develop training & trade apprenticeships to support new and existing

businesses

2. Increase the number of 2 and 4 year degrees
3. Create entrepreneurship programs in high schools/colleges
4. Developing job shadowing/mentoring programs with local industries

Entrepreneurship

1. Educate public about resources available for assistance (start-up)
2. Create an entrepreneur's club
3. Start a business incubator
4. Expand financing options for start ups and small businesses

Green Infrastructure/Natural Resources

1. Support Kennicott mine operation
2. Calm sequestration
3. Selling more timber on National forests regulatory reform
4. Support feasibility studies for using biomass resources in areas such as alternative energy
5. Market UP to hunters outside of MI
6. Train hospitality employees across the Central UP on available tourism opportunities
7. Encourage entrepreneurs to develop day trip tourism opportunities
8. Explore feasibility of creating a large four season resort

Maintain/Rightsize Infrastructure

1. Expand broadband services by working cooperatively w/universities and private companies; start w/hubs & branch out
2. Accommodate increases in rail yard needs
3. Create on regional airport at Sawyer
4. Increase the number of passing lanes

Placemaking

1. Review local development codes
2. Promote arts and culture
3. Expand multimodal transportation opportunities and promote walkable communities
4. Enhance small town/downtown revitalization

Regional Cooperation and Partnerships

1. Shared economic development professional to market the region at trade shows, etc.
2. Set up a UP wide online marketplace w/ability to create a gift basket - shop one site
3. Joint council/board/planning commission meetings (quarterly), maybe even local managers/supervisors
4. Increase the number of passing lanes

Regional Strategic Growth Planning

1. Create a more resilient/self-efficient locality. Local government set a good example by using edible landscaping/community gardens
2. Develop alternatives to the coal-powered electric supply - neighborhood wind, geothermal, solar, biomass
3. Use waste heat from coal plant to heat greenhouses, public buildings, etc
4. Strengthen ties to Canada

Region 13

Diversify Economy/Expand Markets

1. Expand employment to increase private sector
2. Identify existing small businesses' expansion opportunities
3. Set up "global business mentoring" and partnerships and education and encouragement centers

Entrepreneurship

1. Entrepreneur fairs, information sharing, support programming, and facilities

Region 14

Population/Talent Retention and Attraction

1. Education not encouraging people to leave
2. Housing
3. Sense of place, arts & entertainment
4. Transportation
5. Educational opportunities - student loan problem
6. Suitable housing - affordable, non-student, non-subsidized
7. Mass transit and pedestrian friendly paths throughout region
8. Sense of place - vibrant downtowns, arts & culture, recreation, etc.
9. Educational opportunities
10. Housing suitable for young professional adults
11. Sense of place, i.e. arts, culture, natural settings, access to amenities
12. Transportation - multimodal and regional mass transit

Regional Cooperation and Partnerships

1. Government educational outreach
2. Transportation - regional
3. Visionary mission
4. Connectivity/e-commerce
5. Government educational outreach
6. Define the region
7. Define the region
8. Get the players at the table

9. Identify assets
10. Defining mutual benefit
11. Define regions
12. Get people together to talk
13. Categorize assets
14. Define mutual benefits and start planning
15. Define the regions
16. Get the decision makers together
17. Identify assets
18. Define the mutual benefits
19. Tax based sharing
20. Identify shared assets and resources
21. Allow creation of communities of common interest
22. Shared assets and resources
23. Identify common assets and resources
24. Tax based sharing
25. Communities of common interest
26. Green strategies

Regional Strategic Growth Planning

1. Identify the region
2. Connectivity
3. Taxed base sharing
4. Cooperative = including all stake holders; identify shared assets & resources
5. Regional vision around our natural assets
6. Defining the region
7. Communities of common interest legislation to allow LUG's the opportunity
8. Tax base sharing
9. Regional vision around our natural assets
10. WMSRDC
11. Allow legislature to create communities of common interest
12. Regional vision
13. Strategic assets
14. Targeting strategies for greater prosperity
15. Create a regional vision
16. Base vision in assets
17. Define the region

Most Important Strategy

Lastly, New Economy 301 participants were asked to identify the strategy they felt was most important out of the eight strategies they had developed. Unfortunately, due to time constraints there were relatively few responses to this question, and many groups identified a new, very broad strategy that was not one of the eight strategies identified in the first part of the exercise. Additionally, not all regions had a group that identified a strategy that was most important.

Following, each strategy that was considered most important is listed by region.

Region 1

1. Educational reform
2. Provide incentives for college graduates to stay (housing, loan forgiveness, tax credits, internships) and companies to hire recent grads
3. K-16 education with job links
4. Entertainment destinations, "Ballet of the Street"
5. Lobby, Lobby, and Lobby
6. Placemaking - broadband, mass transit
7. Achieve a vibrant downtown Detroit
8. Development of downtown Detroit - achieve a vibrant downtown
9. Entrepreneurship
10. Education at all levels
11. Develop vibrant, safe downtown Detroit - stores, hotel, restaurants, and quality entertainment
12. Collaboration with government and stakeholders
13. Education at all levels
14. Entrepreneurship education at all levels
15. Collaboration
16. Education at all levels
17. Transit improvement or change, IT - broadband
18. Mass transit/transit oriented development
19. Develop regional mass transit/transit-oriented development
20. TOD/mass transit/complete streets/appropriate density/mixed use/redevelop urban centers
21. Venture capital investing for the common person
22. Mass transit/transit oriented development

Region 2

1. Marketing plan...To work towards changing the first impression of the area.

Region 4

1. Develop a year-round market for locally grown farm products from SW Michigan

2. Placemaking
3. Tie together different local horticulture interests with life science corridor
4. To increase per-capita income, utilize resources available to build

Region 6

1. Pursue high tech equity
2. Diverse opportunities
3. Well rounded, diversified opportunities that allow for business and pleasure activities

Region 7

1. Analyze new trends in tourism & healthcare
2. Broadband - work regionally
3. Work regionally to expand broadband access
4. Work together regionally to attract broadband

Region 8

1. Promote sustainable production of high value crops

Region 9

1. Education

Region 10

1. Funding programs/projects that make it mandatory that collaboration takes place
2. Asset identification and collaboration between place's assets
3. How to be an entrepreneur
4. Education Strategy 1
5. Educate, engage & mobilize all ages
6. Decisions based on non biased information
7. Create a regionally controlled fund or bank or credit union whose mission is to aggressively lend in what the community wants.
8. Protect and support our natural resources
9. Civic engagement - education

Region 11

1. We've just got to do something. Jump in & dive into the work.
2. "Work cooperatively to target resources to implement regional strategies"
3. Get people involved and do it
4. Ports - change the way that Portage St. looks -utilize ports - Soo Locks - need a new lock built
5. Trains, Housing, Environment

Appendix 1: Strategy Category Exercise Worksheet

EXERCISE: STRATEGY CATEGORIES FOR YOUR REGION

In the table below, list categories of regional strategies that could be employed in your region to increase its competitiveness in the global economy. In the blank space to the left of each category, rate the category’s relative importance to your region on a scale of 1-4:

- 1=Top importance
- 2=Middle Importance
- 3=Bottom Importance
- 4=Not Important

Rating	Strategy Category

Other categories: _____

The most important category for this region is: _____

Appendix 2: Regional Strategies Exercise Sheet

EXERCISE: CREATING REGIONAL STRATEGIES

A strategy is a plan of action intended to accomplish a specific goal.

Strategy Category: _____

Strategy 1: _____

Strategy 2: _____

Strategy 3: _____

Strategy 4: _____

Strategy Category: _____

Strategy 1: _____

Strategy 2: _____

Strategy 3: _____

Strategy 4: _____

Most important Strategy: _____
