



# Comprehensive Economic Development Strategy

January 2011



**WMSRDC**  
WEST MICHIGAN SHORELINE  
REGIONAL DEVELOPMENT COMMISSION

**WEST MICHIGAN SHORELINE  
REGIONAL DEVELOPMENT COMMISSION  
(WMSRDC)**

The WMSRDC is a regional council of governments representing 127 local governments in the West Michigan counties of Lake, Mason, Muskegon, Newaygo, Oceana, and northern Ottawa.

The mission of WMSRDC is to promote and foster regional development in West Michigan... through cooperation amongst local governments.



**James Rynberg**, Chairperson  
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**James Maike**, Secretary

**Sandeep Dey**, Executive Director

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# **Chapter One**

## **Summary and Introduction**

This document, prepared by the West Michigan Shoreline Regional Development Commission (WMSRDC), serves as the 2011 Comprehensive Economic Development Strategy (CEDS). The WMSRDC is a designated Economic Development District consisting of Lake, Mason, Muskegon, Newaygo, and Oceana Counties (please refer to Figure 1 for a map of this area). Through the submittal of the 2010 CEDS, the West Michigan Shoreline Regional Development Commission completes its thirty-fourth (34) year as a designated Economic Development District.

During the first two years of the district’s economic development program, the primary effort of the Regional Commission, OEDP Committees, and staff was directed toward establishing the administrative and institutional framework. This framework has proven to be very valuable in launching a rigorous economic development effort. Simultaneously, considerable time and resources were expended in preparing a functional Overall Economic Development Program (previous name for CEDS).

Beginning in the third year of the district’s operation, the primary emphasis shifted to the implementation of significant development projects. These projects would create private sector jobs and increase the standard of living by expanding the economic base. To date, 58 development projects in Lake, Mason, Muskegon, Newaygo, Oceana, and Ottawa counties have received funding from the EDA through the CEDS process conducted by the Economic Development District. Planning remains a critical component of responsible economic development practices.

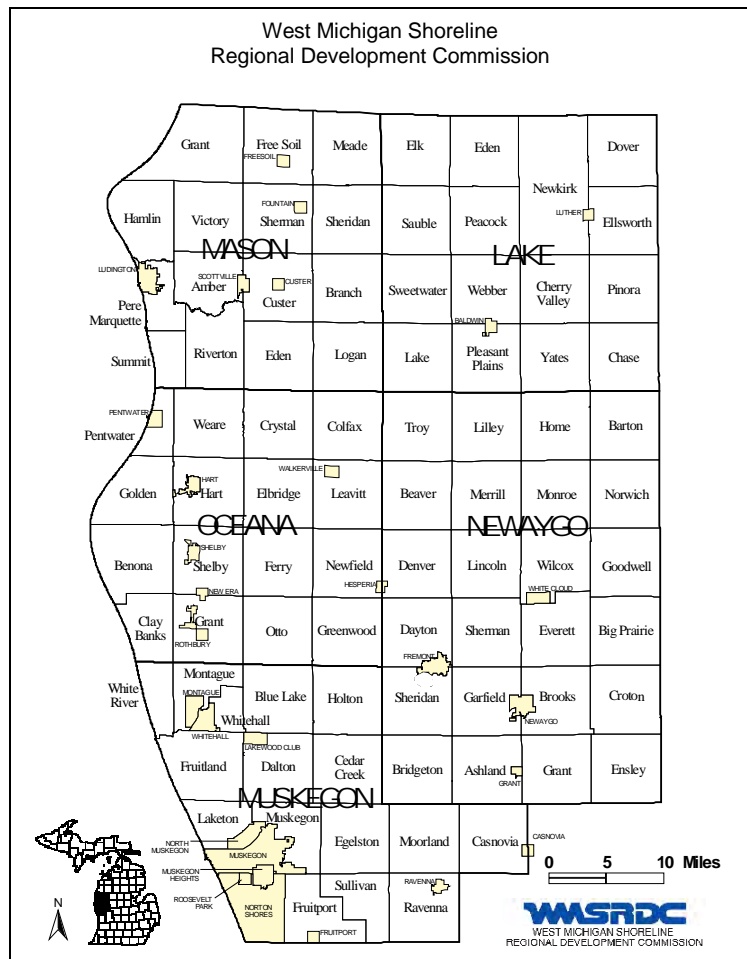


Figure 1

Since the realignment of the Region in 1992, Commission staff has been consulting with the new member governments to identify their economic development priorities. Each of the five counties present unique situations that have a significant impact on the type of development or lack thereof. The West Michigan Shoreline Economic Development District is geographically rural, although much of the population is concentrated in the metropolitan area. Historically, high unemployment, low per capita incomes, and restricted access to services are commonplace. Agriculture, tourism and manufacturing serve as the primary economic base throughout the district.

The West Michigan Shoreline Economic Development District has experienced considerable success in enhancing the economic viability of the region. The region's economic planning and development program continues to propose projects that will stimulate economic activity in the district and expand the economic base to provide a higher standard of living for all district residents.

## **CEDS Process**

For many years, projects were submitted for inclusion into the Comprehensive Economic Development Strategy (CEDs) into one of three categories including Economic Development/Infrastructure Construction, Public Works Construction, and Technical Assistance/Planning. In 2006, significant changes were made to the development of the CEDs process and identification of regional economic development projects. These changes were due to revisions in the U.S. Department of Commerce, Economic Development Administration (EDA) regulations, issued at the federal level. Each of the projects identified through the CEDs process are required to be regionally significant economic development projects which meet the following list of investment priorities set forth by the EDA:

- Collaborative Regional Innovation
- Public/Private Partnerships
- National Strategic Priorities
- Global Competitiveness
- Environmentally – Sustainable Development
- Economically Distressed and Underserved Communities

A list of the identified high priority regionally significant projects for the five county district is outlined in Chapter 5: 2011 CEDs Project List and Summaries.

Although the EDA occasionally provides project funding, it is not the only source recommended by the Regional Commission. Alternate funding sources include: the Michigan Department of Transportation, United States Department of Agriculture – Rural Development, the Michigan Department of Natural Resources and Environment, Local Development Finance Authority Districts, Small Business Administration, Michigan Economic Development Corporation, and Community Development Block Grants.

The Regional Commission works with economic development organizations and local governments to carry out the projects presented in the CEDs. The CEDs and the project list are used by district staff and local governments as a guide to economic development project implementation. They provide a detailed, prioritized list of major capital improvements necessary or desired in the district. The Regional Commission will assist local governments in locating funding sources when projects are ready for implementation.

The WMSRDC is also responsible for monitoring and assisting in the implementation of the CEDs Update. This CEDs has been approved by the West Michigan Shoreline Regional Development Commission.

## District CEDS Committee and Staff Resources

This section of the CEDS outlines the institutional framework, under which the West Michigan Shoreline Regional Development Commission undertakes its economic planning and implementation activities. During 2006 the Regional Commission in compliance with the Economic Development Administration (EDA) regulations with respect to planning organization board structure, completed the process of revising its bylaws. As required, the bylaws specify a minimum representation of thirty-five percent from the private sector. The following listing of board members (Table I) represents the current membership. New board members, to reflect the revised bylaws, were appointed in March 2007. The reorganized District CEDS Committee, which is also required under the regulations, with majority private sector membership, was appointed in 2007.

The CEDS was prepared by the staff at the West Michigan Shoreline Regional Development Commission under the policy guidance of the West Michigan Shoreline Regional Development Commission. Regional Commission staff are available for any questions regarding project submittal and will provide statistical background and framework for all counties in the Region.

### 2011 CEDS Committee Members

NAME	AFFILIATION	COUNTY
Tom Anderson	Business Owner	Muskegon
Bob Barker	Mason County Growth Alliance	Mason
Frank Bednarek	Business Owner	Muskegon
Mark Bergstrom	Post Secondary Education	Mason
Edward Garner	Muskegon Area First	Muskegon
Ann Hardy	Oceana County EDC	Oceana
Andy Lofgren	Newaygo County EDO	Newaygo
Gary Post	Business Owner	Muskegon
Ron Steiner	Business Manager	Oceana
Robert Sullivan	Business Owner	Newaygo
Ken Wenzel	Business Owner	Lake

## 2011 West Michigan Shoreline Regional Development Commission Board

Table 1

NAME	AFFILIATION	COUNTY
Merrill Bailey	Private Sector - Agriculture	Muskegon
Kay Beecham	Elected	Muskegon
Mark Bergstrom	Private Sector - Post 2 <sup>nd</sup> Education	Mason
James Brown	Private Sector	Oceana
Michael Buechin	Private Sector - Airline Industry	Mason
Gary Castonia	Elected	Mason
Lew Collins	Elected	Muskegon
Barbara Geno	Elected	Newaygo
Robert Genson**	Elected	Mason
Bill Gill	Elected	Muskegon
David Kieft	Elected	Muskegon
Evelyn Kolbe	Elected	Oceana
Joe Lenius	Private Sector - Business Owner	Mason
James Maike***	Elected	Newaygo
James Rynberg*	Elected	Newaygo
Clara Shepherd	Elected	Muskegon
Ron Steiner	Private Sector - Business Manager	Oceana
Roger Wade	Private Sector - Labor Union	Muskegon
Nancy Water	Private Sector - Business Owner	Muskegon
William Watson	Elected	Muskegon
Ken Wenzel	Elected	Lake

\*Chairperson

\*\*Vice-Chairperson

\*\*\*Secretary

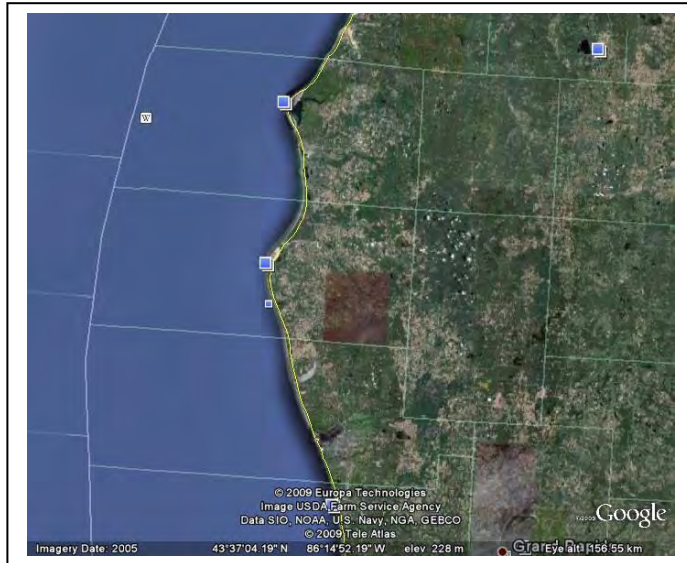
## **Chapter Two**

### **Regional Economic Profile**

## General Description of the Region

The West Michigan Shoreline Economic Development District is located along the eastern shore of Lake Michigan and is characterized by coastal plains and immense lakeshore sand dunes, inland rolling hills, and high ridges. The region is well known for its productive fruit orchards and expansive forests. The Manistee National Forest covers a large portion of the region, most notably in Lake County. Some of the most pristine and flourishing rivers in the Midwest exist in this region. Among these are the Pere Marquette, White, Pentwater, Muskegon, Big Sable, and Manistee rivers. Many fishermen make these rivers their destination, especially for salmon, steelhead, and trout.

The industrial and commercial hub of the district is the Muskegon metropolitan area. Over 50 percent of the population in the district resides in this metropolitan area. Ludington, the county seat of Mason County, serves as the secondary nucleus of the region. Other localities that serve as commercial and industrial centers for the surrounding areas are the cities of Fremont and Newaygo in Newaygo County, the White Lake area in northern Muskegon County, and the City of Hart and Village of Shelby in Oceana County. Much of the remaining area is rural residential and sparsely populated or classified as national or state forests, state game areas, state or county parks, natural dunes, or other preserved and protected land.



of Hart and Village of Shelby in Oceana County. Much of the remaining area is rural residential and sparsely populated or classified as national or state forests, state game areas, state or county parks, natural dunes, or other preserved and protected land.

One hundred twenty local units of government, consisting of cities, villages, townships, and counties make up the region. Nearly three-fourths of these units currently enforce local zoning ordinances, and approximately one-half have developed master plans or other types of future land use strategies. Most

rural zoning is designed to promote recreational, low-density residential or agricultural land uses whereas the cities and villages employ more diversified zoning classifications. Most urban areas have set aside land for industrial, commercial, recreational, and varying densities of residential development.

Agricultural and food processing activities are an important component of the district's economy. Fruit growing has always been a prosperous activity, especially along the highly productive fruit ridge. The fruit ridge is located along the eastern boundary of the region in Muskegon and Newaygo counties extending through Oceana and Mason counties to Lake Michigan. The most notable crops harvested are blueberries, apples, and strawberries. Although fruit growing is boasted as the most productive agricultural activity in the region, many farmers grow more traditional crops such as corn, alfalfa, asparagus, and potatoes. Also, many of the rural communities such as Holton and Ravenna in Muskegon, and Grant in Newaygo County, are heavily influenced by the prosperity of the surrounding agricultural endeavors.

The region, heavily dependent on tourism revenues, is home to several popular state and county parks and other tourist activities. Six state parks are located along the shoreline from P.J. Hoffmaster in southern Muskegon County, to Ludington State Park in Mason County. The most unique state facility is the Hart-Montague Trail State Park. It is a 22 mile trail built along a defunct railroad right-of-way leading from the City of Hart to the City of Montague. Furthermore, all five of the counties operate independent park systems.

## Public Utilities

Muskegon County is home to one of the most advanced wastewater treatment facilities in the nation. A lagoon and irrigation treatment facility larger than 15,000 acres, serves the southern portion of the county. The management system consists of a three step process in which raw sewage arrives and is pumped into an extended aeration lagoon where it is fully mixed and stored for one and a half days while bacteria breaks down most of the impurities. In the second step the wastewater is pumped into a settling lagoon where 70-80 percent of the solids are filtered out. The third stage involves movement to another storage lagoon where the water is then distributed onto field crops such as soybeans, alfalfa, and corn. By this time the water is already

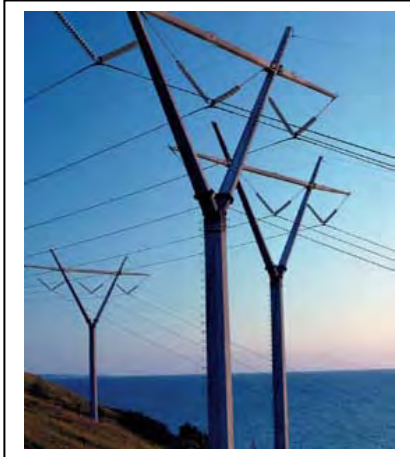


clean enough to discharge. By using the water to irrigate crops, organisms and soil further refine the water, which seeps through the soil and is caught in drainage pipes and then discharged into the surface water supply at nearly drinking water quality. The total capacity of the facility is 46 million gallons per day (MGD). However, with the recent closing of Sappi Fine Paper, the county's largest wastewater producer, the current flow is between 10 and 12 MGD. The Muskegon County solid waste facility is also located at the site with the wastewater treatment facility.

Municipal water service is available via treatment of well water in the cities of Montague and Whitehall and also for Muskegon and Muskegon Heights, who pump and treat water from Lake Michigan. The latter two cities supply all of the municipal water service for the metropolitan area. Consumers Energy (electric), DTE Energy formerly MichCon (natural gas), and Verizon, formerly GTE (telephone), are the main private utility companies in Muskegon County. They service nearly 85 percent of the county. Areas not serviced by these companies are supported by rural electric cooperatives, propane or fuel oil.

The southwestern portion of Mason County is serviced with water and sewer. This area includes the cities of Ludington and Scottville and portions of Amber, Pere Marquette, and Hamlin townships. The water is provided by the City of Ludington, which also furnishes the sewer capacity for the city and the townships, while Scottville treats its own wastewater. The Village

of Custer has been working on a sewer system to serve the surrounding area. There is a desire to develop a county-wide sewer and water authority. Consumers Energy serves Scottville, Ludington, and other portions of Mason County. Western Michigan Electric provides electricity to the remainder of the county. DTE Energy is the primary natural gas provider and the phone service is handled primarily by Michigan Bell.



The cities of Fremont, Grant, Newaygo, and White Cloud in Newaygo County operate their own water and sewer systems. Rural parts of the county are powered by Great Lakes Energy while the cities receive service from Consumers Energy.

In Oceana County, the City of Hart and villages of Shelby and Pentwater have water and sewer delivery systems. In the late 1980's, Hart's wastewater treatment plant completed an EDA funded expansion of their system, and is once again nearing capacity. Shelby is operating near capacity and Pentwater is planning to expand their capability. The surrounding townships in Oceana County are all dependent on septic systems and well water. The City of Hart provides electricity to its residents. However, most of the county is served by either rural cooperatives or Consumers Energy. Natural gas is provided by DTE Energy in the villages and in Hart, while most rural residences rely on propane or fuel oil. Nearly all of the county's telephone needs are met by General Telephone.

At present, the only area in Lake County with municipal water and sewer service is in and near the Village of Baldwin, but the service area and capacity are being expanded. Consumers Energy and Great Lakes Energy serve the county's electrical needs, while Michigan Bell and Verizon (formerly GTE), provide phone service. Only a small percentage of the population utilizes natural gas, which is provided by DTE Energy.

## **Transportation Infrastructure**

The district is located along the routes of U.S. 31 and Interstate 96, which are two major state transportation arteries linking the area to all major regional population and economic centers such as Chicago, Detroit, Grand Rapids, Lansing, Indianapolis, and Milwaukee. U.S. 31 runs north and south along the Lake Michigan shoreline from South Bend, Indiana to Mackinaw City, Michigan. However, the classification of U.S. 31 as an expressway terminates at Ludington, Michigan, where it becomes a state highway generally served by only two lanes. The course of Interstate 96 is an east-west direction from Muskegon to Detroit by way of Grand Rapids and Lansing. The Muskegon metropolitan area is provided with public transit opportunities through the Muskegon Area Transit System (MATS). Lake County's only local transit service is the Yates Dial-A-Ride, which provides public transportation to the county through a demand-response system, and also has a partnership with Baldwin Community Schools to provide school transportation. The cities of Ludington and Scottville also provide public transportation through the Ludington Mass Transportation Authority (LMTA). The district's transportation network is displayed in Figure 2.

Commercial air service is available at the Muskegon County Airport with daily service to Chicago. The Major airline that operates out of Muskegon is SkyWest Airlines, operating as United Airlines. Muskegon Lake presently serves as the major deep water port in the district. Ludington also has a deep water port; however it receives little commercial shipping activity. Ludington is the home port of the U.S.S. Badger, the only steam ferry on the Great Lakes, which provides lake crossing service to Manitowoc, Wisconsin from early May to mid-October. In June 2004, Muskegon began receiving car ferry service to Milwaukee, Wisconsin by way of the Lake Express. This diesel-powered catamaran-style ferry travels at speeds of up to 40 miles per hour. Service is provided numerous times a day from late April through October.

The primary inter-city bicycle route in the region is the Hart-Montague Trail State Park. The trail spans 22 miles from Hart in Oceana County to Whitehall in Muskegon County. Efforts are being made to construct the Fred Meijer Berry Junction Trail, which is a 10-mile stretch of trail between Whitehall and North Muskegon. This will connect the Hart-Montague Trail to the City of Muskegon’s Lakeshore Trail. This trail covers about 12 miles throughout Muskegon. Another path, the Musketawa Trail, extends 26 miles eastward from Muskegon to Marne in Ottawa County. Future trail projects will include connection of the Musketawa and the Lakeshore trails, and the eastward extension of the Musketawa into Kent County.

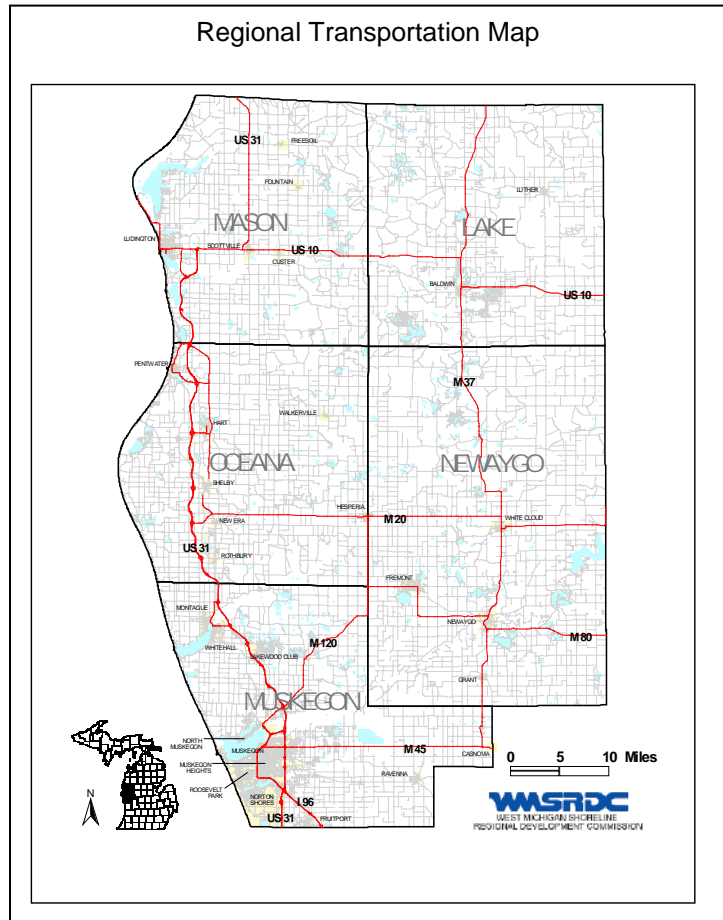


Figure 2

## Natural Resources

The general consensus regarding the natural resources in the district is to maintain and protect current resource levels, develop only what is needed, reuse land once developed (in order to minimize sprawl), strive to improve environmental conditions, and improve access to these resources to enhance recreational and tourism opportunities.

Sources of freshwater head a long list of the many natural resources, which are found within the district. There are over 400 lakes, 250 streams (some of which are ranked among the top

fisheries in the nation), and over 75 miles of Lake Michigan coastline. The main uses of this freshwater resource include recreation, municipal services, manufacturing, and transportation. The pristine beaches of Lake Michigan draw well over 1 million visitors every year, greatly enhancing the tourism economy of West Michigan. In fact, Muskegon's Pere Marquette Beach on Lake Michigan is the only nationally certified "clean beach" on the Great Lakes.

In the 1880's, the City of Muskegon was known as the "Lumber Queen of the United States." Lumber from Muskegon's vast number of mills helped rebuild Chicago after the great fire, which destroyed almost the entire city. IN recent years, most of the lumbering operations were geared toward harvesting pulp wood and the production of paper, with Sappi Fine Paper (formerly S.D. Warren Company) being the main paper producer in the region. After more than 100 years of operation in Muskegon, Sappi Fine Paper closed its doors in 2009. Consumers Energy, a major utility provider, has hundreds of acres of pine tree stands, which are harvested to produce utility poles.



Muskegon River in Newaygo County

Immense sand dunes are located along the shore of Lake Michigan and have been utilized in local foundries for many years. However, mining these dunes has

become more restrictive in recent years due to their importance in the ecology and habitat of the lakeshore. The dunes are also used for recreation and enhance the aesthetic value of the lakeshore communities. Natural sand dunes, such as those found along the Lake Michigan shoreline, are protected under Michigan's Critical Dunes Act.

Undeveloped land is another prime natural resource for the West Michigan Shoreline Economic Development District. Much of this land is owned by either the state or federal government and is used principally for recreational pursuits. Numerous acres of undeveloped woodlands are found in the Pere Marquette State Forest and the Manistee National Forest in the northern portions of the region. There is a popular tendency for local governments to adopt open space policies to bolster the quality of life and to preserve natural resources.

Wetlands also comprise a large portion of natural land cover in the district. The Muskegon State Game Area, which is located along the Muskegon River immediately before it empties into Muskegon Lake, represents the largest wetland in the region. The area is owned and maintained by the Michigan Department of Natural Resources and Environment for the purpose of providing habitat for waterfowl. In 1979, Michigan wetlands became protected under the Geomare-Anderson Wetlands Protection Act, which was the most stringent wetland regulation in the nation. Michigan wetlands are now protected under Part 303, Wetlands Protection, of the Natural Resources and Environmental Protection Act, 1994 PA 451, as amended (NREPA). Some wetlands in coastal areas are given additional protection under Part 323, Shoreline Protection and Management, of NREPA.

## Environmental Protection

Environmental protection is undoubtedly a vital and integral component of any economic planning and development effort. Evaluating environmental considerations provides a method for assessing the environmental impact of EDA assisted projects in the absence of a required environmental impact statement (for proposed federal and state actions that are not expected to significantly affect the quality of the environment). If a project is later required to be measured by an environmental impact statement (EIS), the previous evaluation would provide a frame of reference for the EIS process.

In compliance with the environmental procedures of the Economic Development Administration which reflect the intent of federal environmental legislation, most notably, the National Environmental Policy Act of 1969 (NEPA), all previous Comprehensive Economic Development Plans (CEDs) and Overall Economic Development Programs (OEDP) have contained comprehensive environmental analyses.

The West Michigan Shoreline Regional Development Commission has actively pursued the responsible management of shoreland resources since its conception in 1970. During the same

year, Michigan's Legislature passed Public Act 245 - the Shorelands Protection and Management Act. Two years later the federal government enacted the Coastal Zone Management Act, which subsequently gave rise to the Michigan Coastal Zone Management Program in 1978. Shortly thereafter, the Regional Commission joined with the state in a coordinated coastal management program.

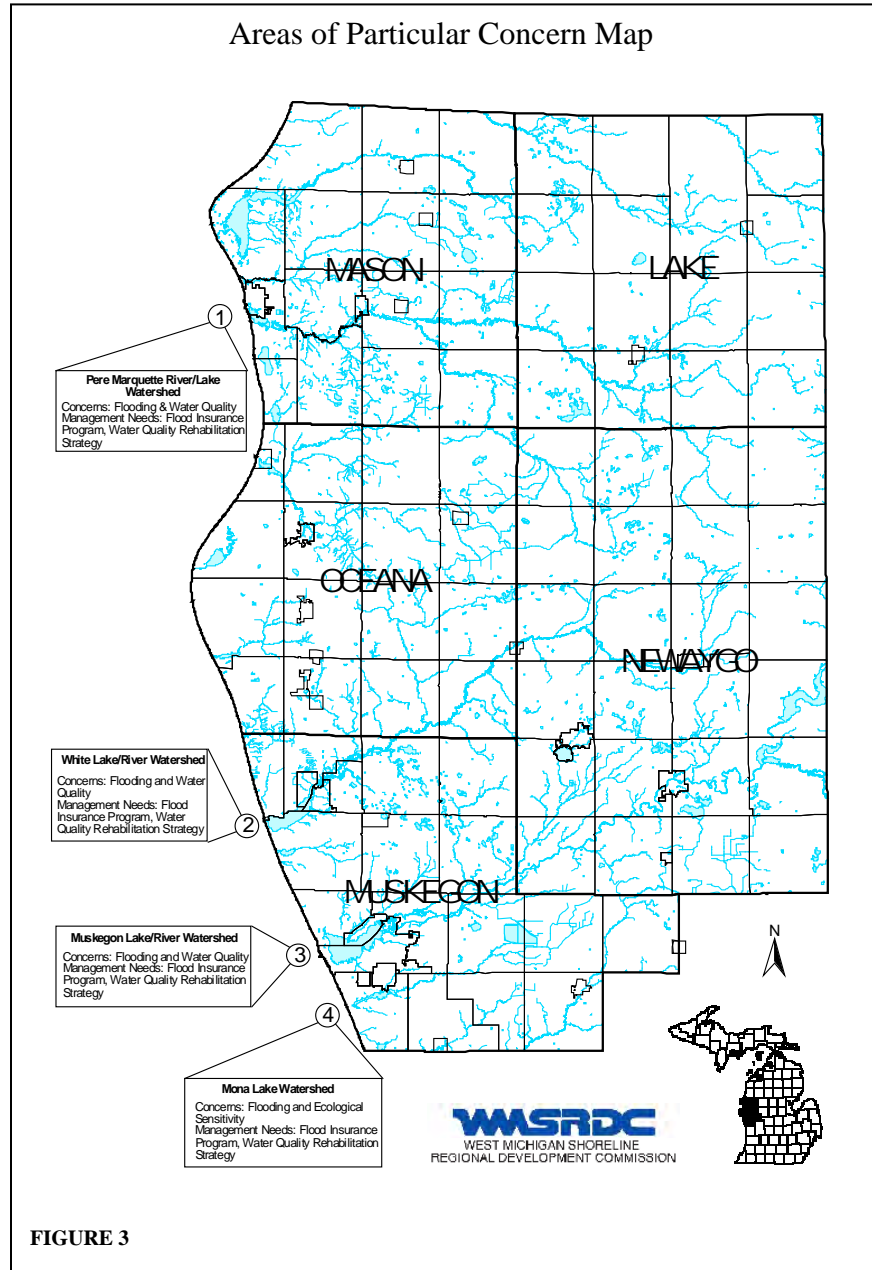
Table 2

<b>Goals and Objectives for Coastal Zone Management in the West Michigan Shoreline Regional Development Commission's Region</b>	
Goal 1: To preserve unique and sensitive areas for the welfare of all citizens.	
Objective A:	Locate and identify areas of a unique and sensitive nature.
Objective B:	Secure areas considered of special worth.
Objective C:	Restrict those uses, which are incompatible with the area's unique and sensitive qualities.
Goal 2: To control industrial, commercial, and residential development in the shorelands environment so as to provide social and economic needs without the needless and wasteful destruction of unique and sensitive shoreland areas.	
Objective A:	Locate and identify areas along the Lake Michigan shoreline, which can effectively accommodate development.
Objective B:	Provide alternatives to development, which intends to locate on the primary dune.
Objective C:	Organize and coordinate the use of erosion controls when and where appropriate.
Objective D:	Provide shoreline setback requirements in those areas, which demonstrate a need.
Goal 3: To provide recreational opportunities within the shoreland areas for all citizens, while maintaining environmental integrity.	
Objective A:	Identify recreational needs.
Objective B:	Locate and identify areas of access.
Objective C:	Provide a means or avenue of transport.
Objective D:	Maintain facilities.

Like other shoreline regions, the Regional Commission was able to provide the state with certain preliminary information that was essential to land use planning. The Regional Commission took significant steps in identifying population trends, land use patterns, physiographic processes, and shoreland sensitivity issues. This information comprised the agency's two volume report entitled A Shorelands Planning and Zoning Study, published in June 1975.

In addition to the collection and inventory of the data mentioned above, the Regional Commission also began a public participation process in which questionnaires were distributed, citizen advisory councils were established, and special meetings were held to discuss coastal zone management issues. As a result of these efforts, goals and objectives for coastal management in the region were developed. Table 2 illustrates these goals and objectives.

Since the Regional Commission published its Shorelands Planning and Zoning Study, considerable work has been directed toward the analysis of shoreland sensitivity and the understanding of imposed developmental constraints. This work has led to the preparation of township maps, which describe general erosion potentials, septic system suitability, slope hazards, and sensitive environments such as flood plains and wetlands. Further, the Regional Commission took important steps to identify special shoreland areas called Areas of Particular Concern (APC's) within the region, which are shown in Figure 3. The document Region 14 Coastal Areas of Particular Concern describes the APC's, their major issues and management needs, and the Commission's action priorities.



The Michigan Coastal Management Program (CMP) has been incorporated into the CEDS process. District staff asked that the Regional Economic Development and Strategy Committee (REDCO), now known as the CEDS committee,

address the CMP during the nomination of proposed development projects. Maps of proposed project location are requested to accompany the project description to determine if the project is located in the coastal zone. All projects within coastal zone boundaries are identified and inventoried and further evaluated to determine if they are consistent with the CMP. The coastal zone boundaries are shown in Figure 4.

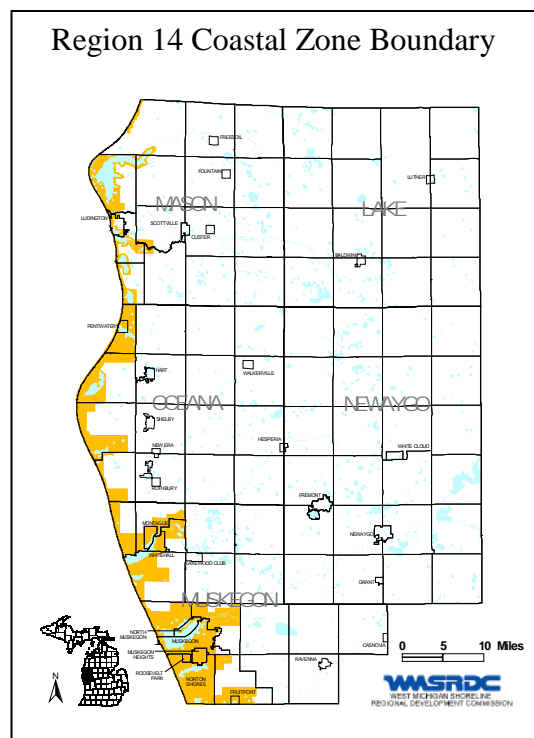


FIGURE 4

The West Michigan Shoreline Regional Development Commission is a region that includes 2,954.56 acres of the Lake Michigan watershed. Virtually all of the lakes and streams within the WMSRDC region are under the stewardship of a volunteer watershed group or lake association. These groups partner with conservation districts, universities, and state and federal agencies to carry out their missions. WMSRDC has recently compiled a Watershed Partners Inventory which summarizes the watershed-based activity occurring within the region. The

inventory lists water quality plans, regulatory programs and contacts for each watershed. It provides information for local governments and watershed partners to draw upon in their efforts to improve and protect West Michigan's sensitive, water based ecosystems, communities and economies.

The Regional Commission, in 2002, completed working as a project partner on a Watershed Management Study for the Muskegon River Watershed. This study was similar to a study completed on the Pentwater River Watershed in that it also included planning manuals for local officials to help protect the watershed through responsible land use decisions. All of the water, which circulates through the region eventually flows into Lake Michigan and therefore has the potential to affect other areas in the Great Lakes Basin. For this reason, the Regional Commission will continue to actively promote watershed planning throughout the region.

Air quality is another important resource that the Regional Commission actively works to protect. Muskegon County is currently classified as an Ozone Attainment/Maintenance Area by the U.S. Environmental Protection Agency. However, the primary reason for higher levels is that the region receives transported ozone pollution from cities such as Chicago, Illinois; Milwaukee, Wisconsin; and Gary, Indiana. Industries in the aforementioned cities expel polluted air, which is frequently caught by air currents and subsequently carried to West Michigan. The Regional Commission works to protect air quality through the Clean Air Action Program and other efforts.

## Political Geography

The West Michigan Shoreline Economic Development District is composed of 120 units of local government ranging from rural townships to the metropolitan area of Muskegon. Most local units conduct their own zoning and development ordinances with Mason County having the only significant county-wide zoning. A large portion of Lake County does not have any zoning at all. Each county has a county-wide comprehensive development plan. This includes the recently completed Muskegon Area-wide Plan (MAP), a locally initiated and driven county-wide planning effort. The MAP, unique for its grassroots conception, was completed through a great deal of cooperation and communication between Muskegon area leaders.

In an effort to keep informed of local issues and concerns, Regional Commission staff regularly attend the planning commission meetings of each of the five counties comprising the district. This gives local officials an opportunity to ask questions and provide feedback directly to the Commission. It also ensures that there is a strong link between the Regional Commission and the local units of government at all times.

Several regional cooperatives exist within the region. The Tri-County Transportation Committee handles many of the issues regarding transportation for Mason, Lake, and Oceana counties. The West Michigan Shoreline Regional Development Commission houses the West Michigan Metropolitan Transportation Planning Program (WestPlan), which operates under the auspices of the SAFETEA-LU and directs transportation concerns for the metropolitan area.

The Regional Commission also administers other programs such as Air Quality Planning, Coastal Zone Management, Community Development, Economic Development, Federal Project Review System, Local Government Services, Transportation Planning, Homeland Security and Water Quality Planning. In addition to these core programs, the Commission also takes on a number of special projects each year.

School district boundaries are often inter-jurisdictional. For instance, Hesperia Community Schools has students from both Newaygo and Oceana counties. There are over 30 school district jurisdictions within the region varying from Class A, which are the largest schools as designated by the State of Michigan, to Class D, which are the smallest. School district boundaries seldom change and the scope and responsibilities of the districts remain very consistent.

The Muskegon County portion of the newly expanded Muskegon/Northern Ottawa County Metropolitan Area consists of four townships and five cities. The cities of Muskegon and Norton Shores comprise a majority of the land area and population. The others are Roosevelt Park, Muskegon Heights, and North Muskegon. The four townships, which are within the metropolitan area are Muskegon, which has the greatest population, Fruitport, Laketon, and Egelston. All of these local units work cooperatively on multi-jurisdictional issues such as transportation, coastal water, watershed planning and air quality.

## County Population

An official population count is provided by the Census Bureau every 10 years with estimated population counts given every year in the interim. Table 3 shows the actual Census population counts for the years 1980, 1990, and 2000 as well as the most recent 2008 estimated population counts for each individual county in the region, the region as a whole, and the state. The percent change from 1990 to 2000 and from 2000 to 2008 is also given.

TABLE 3

Population								
Area	1980	1990	2000	2008 Estimates	1990 to 2000 Population Change		2000 to 2008 Population Change Estimates	
					Number	Percent	Number	Percent
Lake	7,711	8,583	11,333	11,014	2,750	32%	-319	-2.9%
Mason	26,365	25,537	28,274	28,782	2,737	10.7%	508	1.8%
Muskegon	157,589	158,983	170,200	174,344	11,217	7.1%	4,144	2.4%
Newaygo	34,917	38,206	47,874	48,897	9,672	25.3%	1,023	2.1%
Oceana	22,002	22,455	26,873	27,598	4,419	19.7%	725	2.6%
Region 14	248,584	253,764	284,554	290,635	30,790	12.1%	6,081	2.1%
Michigan	9,262,078	9,295,287	9,938,444	10,003,422	643,147	6.9%	64,978	0.7%

Source: U.S. Census Bureau

Compiled by: West Michigan Shoreline Regional Development Commission

A comparison between population figures from 1980 to 2000 show a long term growth trend throughout the region. This trend is further emphasized when comparing the population in 1990 to 2000. Between 2000 and 2008, Oceana County showed the largest percent change in population at 2.6 percent with Muskegon and Newaygo Counties close behind at 2.4 percent and 2.1 percent respectively. Mason County followed with a 1.8 percent. Lake County was the only county in the region to show a negative population change at -2.9 percent.

Between 2000 and 2008, the entire region showed a 2.1 percent increase in population. When comparing this to the state percent change during the same period, it can be seen that the region has shown a higher growth rate than the state. When comparing the change in growth between the region and the state from 1990 to 2000, the region also showed a higher percent change at 12.1 percent compared to the state at 6.9 percent.

TABLE 4

<b>County Population by Sex and Race</b>											
	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>White</b>	<b>Black</b>	<b>American Indian</b>	<b>Asian</b>	<b>Native Hawaiian</b>	<b>Other</b>	<b>2 or More Races</b>	<b>Hispanic</b>
1990 Lake County	8,583	4,203	4,380	7,337	1,146	81	8	1	10	NA	60
2000 Lake County	11,333	5,914	5,419	9,595	1,266	114	17	4	65	272	191
Difference	2,750	1,711	1,039	2,258	120	33	9	3	55	NA	131
Percent Difference	32%	40.7%	23.7%	30.8%	10.5%	40.7%	112.5%	300.0%	550.0%	NA	218.3%
1990 Mason County	25,537	12,436	13,101	24,957	155	188	75	0	162	NA	399
2000 Mason County	28,274	13,961	14,313	27,098	206	220	78	6	232	434	852
Difference	2,737	1,525	1,212	2,141	51	32	3	6	70	NA	453
Percent Difference	10.7%	12.3%	9.3%	8.6%	32.9%	17.0%	4.0%	600%	43.2%	NA	113.5%
1990 Muskegon County	158,983	77,648	81,335	133,931	21,617	1,338	554	11	1,542	NA	3,623
2000 Muskegon County	170,200	84,359	85,841	138,291	24,166	1,402	718	21	2,184	3,418	6,001
Difference	11,217	6,711	4,506	4,360	2,549	64	164	10	642	NA	2,378
Percent Difference	7.1%	8.6%	5.5%	3.3%	11.8%	4.8%	29.6%	90.9%	41.6%	NA	65.6%
1990 Newaygo County	38,202	18,789	19,413	36,758	468	248	98	5	625	NA	968
2000 Newaygo County	47,874	23,891	23,983	45,386	535	311	140	14	779	709	1,845
Difference	9,672	5,102	4,570	8,628	67	63	42	9	154	NA	887
Percent Difference	25.3%	27.1%	23.5%	23.5%	14.3%	25.4%	42.9%	180.0%	24.6%	NA	91.6%
1990 Oceana County	22,454	11,027	11,427	21,211	58	242	35	15	893	NA	1,390
2000 Oceana County	26,873	13,544	13,329	24,284	86	279	67	8	1,640	509	3,119
Difference	4,419	2,517	1,902	3,073	28	37	32	7	747	NA	1,729
Percent Difference	19.7%	22.8%	16.6%	14.5%	48.3%	15.3%	91.4%	87.5%	83.7%	NA	124.4%

Source: U.S. Census of Population and Housing

Compiled by: West Michigan Shoreline Regional Development Commission

NA (Not Available) – During the 1990 Census, individuals were not allowed to check more than one race category, however, during the 2000 Census, they were allowed to check more than one race category.

## Minor Civil Division Population

The West Michigan Shoreline Regional Development Commission prepares population projections for each county within the region. Using bi-annual county population estimates provided by the U.S. Census Bureau, the Regional Commission extrapolates populations of all regional minor civil divisions (townships, cities, and villages). The population is projected in five-year increments from the year 2010 out to the year 2035. The 2010-2035 population projections, prepared by the Regional Commission, are located on pages 20-24.

Lake County experienced the highest percentage of growth in population of the five counties in Region 14 from 1990 to 2000 at 32 percent. A portion of this growth can be attributed to the opening of the Michigan Youth Correctional Facility in Webber Township in 1999. The prison, however, was stripped of state funding and subsequently closed in 2005. Some of the fastest growing areas within Lake County are the townships of Webber, Eden, Pinora, Elk, and Cherry Valley. Webber Township grew by 93.7 percent between 1990 and 2000, and Eden Township grew by 60.4 percent during the same time. Between 2000 and 2008 Lake County experienced a population decline of an estimated 319 persons (2.8 percent). Despite the unfortunate youth prison closing and estimated population decline, Lake County is expected to once again experience growth in the coming years.

Mason County grew by 10.7 percent between 1990 and 2000. Between 1990 and the year 2000, Meade, Logan, and Victory townships showed the highest rates of growth at 102.1 percent, 62.1 percent, and 33.2 percent respectively. All other areas within the county are expected to grow steadily out to the year 2035. Mason County grew an additional 1.8 percent (508 persons) by 2008.

Muskegon County grew at a modest rate of 7.1 percent between 1990 and 2000. Between 1990 and the year 2000, Blue Lake Township, the Village of Lakewood Club, and the Village of Ravenna showed the highest rates of growth at 61.1 percent, 52.7 percent, and 31.2 percent respectively. Most other minor civil divisions within the county are expected to show slow but steady rates of growth out to the year 2035 as projected by the Regional Commission. By 2008, Muskegon County added another 4,144 persons to its population, which is a 2.4 percent increase.

Newaygo County experienced the second largest rate of growth of all the counties in the region between 1990 and 2000 at 25.3 percent. Some of the fastest growing areas within the county are the townships of Croton, Goodwell, Beaver, Big Prairie, and Troy. Croton Township grew the fastest at 54.8 percent from 1990 to the year 2000 and Goodwell Township grew the second fastest at 53.9 percent. Between 2000 and 2008 Newaygo County had an additional growth of 2.1 percent or 1,023 persons.

Oceana County showed a growth rate of 19.7 percent between 1990 and 2000. During this time, Otto Township experienced the greatest growth as its population swelled 63.9 percent. Other fast growing areas within the county include the townships of Colfax at 54.5 percent, Elbridge at 50.4 percent, and Golden at 39 percent. Between 2000 and 2008, Oceana County experienced the most growth in the region with an increase of 2.7 percent totaling 725 persons.

**West Michigan Shoreline Regional Development Commission  
Demographic Projections**

**Population Forecast 2010 to 2035**

Lake County	Actual Census Figures				Census Estimate 2008	Forecasted Population					
	1970	1980	1990	2000		2010	2015	2020	2025	2030	2035
Total Population	5,661	7,711	8,583	11,333	11,014	11,231	11,793	12,382	13,001	13,651	14,334

Population projections are developed at the County level.

As a result of this, in-county migration from urban to non-urban areas may be understated.

Chase Township	752	858	999	1,194	1,198	1,222	1,283	1,347	1,414	1,485	1,559
Cherry Valley Township	172	272	248	368	375	382	402	422	443	465	488
Dover Township	201	293	318	332	344	351	368	387	406	426	448
Eden Township	116	174	235	377	377	384	404	424	445	467	491
Elk Township	325	538	580	900	880	897	942	989	1,039	1,091	1,145
Ellsworth Township	376	542	622	821	824	840	882	926	973	1,021	1,072
Lake Township	341	516	700	849	822	838	880	924	970	1,019	1,070
Newkirk Township	426	608	586	719	727	741	778	817	858	901	946
Peacock Township	144	278	344	445	437	446	468	491	516	542	569
Pinora Township	249	348	414	643	658	671	705	740	777	816	856
Pleasant Plains Township	1,211	1,401	1,464	1,535	1,489	1,518	1,594	1,674	1,758	1,846	1,938
Sauble Township	194	260	297	323	323	329	346	363	381	400	420
Sweetwater Township	115	206	223	238	246	251	263	277	290	305	320
Webber Township	614	865	968	1,875	1,616	1,648	1,730	1,817	1,908	2,003	2,103
Yates Township	425	552	585	714	698	712	747	785	824	865	908

Villages*	1970	1980	1990	2000	Census Estimate 2008	2010	2015	2020	2025	2030	2035
Baldwin	502	674	821	1,107	1,171	1,194	1,254	1,316	1,382	1,451	1,524
Luther	129	414	343	339	322	328	345	362	380	399	419

\*Village population included in Township figures

Sources: Census Bureau, Internal Revenue Service and U.S. Department of Health and Human Services

Forecast by the West Michigan Shoreline Regional Development Commission

August 2009

## West Michigan Shoreline Regional Development Commission Demographic Projections

### Population Forecast 2010 to 2035

Mason County	Actual Census Figures				Census Estimate 2008	Forecasted Population					
	1970	1980	1990	2000		2010	2015	2020	2025	2030	2035
Total Population	22,612	26,365	25,537	28,274	28,782	28,999	29,548	30,107	30,677	31,258	31,850

Population projections are developed at the County level.  
As a result of this, in-county migration from urban to non-urban areas may be understated.

Amber Township	1,278	1,556	1,684	2,054	2,099	2,115	2,155	2,196	2,237	2,280	2,323
Branch Township	635	1,021	973	1,181	1,213	1,222	1,245	1,269	1,293	1,317	1,342
Custer Township	1,204	1,338	1,176	1,307	1,358	1,368	1,394	1,421	1,447	1,475	1,503
Eden Township	414	511	491	555	601	606	617	629	641	653	665
Free Soil Township	731	925	860	809	851	857	874	890	907	924	942
Grant Township	419	747	749	850	924	931	949	967	985	1,003	1,022
Hamlin Township	1,778	2,616	2,597	3,192	3,198	3,222	3,283	3,345	3,409	3,473	3,539
Logan Township	154	177	203	329	356	359	365	372	379	387	394
Meade Township	59	135	142	287	182	183	187	190	194	198	201
Pere Marquette Township	1,846	2,068	2,065	2,228	2,355	2,373	2,418	2,463	2,510	2,558	2,606
Riverton Township	1,151	1,177	1,115	1,335	1,393	1,403	1,430	1,457	1,485	1,513	1,541
Sheridan Township	433	828	837	969	992	999	1,018	1,038	1,057	1,077	1,098
Sherman Township	867	996	952	1,090	1,150	1,159	1,181	1,203	1,226	1,249	1,273
Summit Township	557	922	815	1,021	1,024	1,032	1,051	1,071	1,091	1,112	1,133
Victory Township	863	1,170	1,084	1,444	1,512	1,523	1,552	1,582	1,612	1,642	1,673

Cities											
Ludington	9,021	8,937	8,507	8,357	8,324	8,387	8,545	8,707	8,872	9,040	9,211
Scottville	1,202	1,241	1,287	1,266	1,250	1,259	1,283	1,308	1,332	1,358	1,383

Villages*											
Custer	320	341	312	318	315	317	323	330	336	342	349
Fountain	156	195	165	175	174	175	179	182	185	189	193
Freesoil	186	212	148	177	176	177	181	184	188	191	195

\*Village population included in Township figures  
Sources: Census Bureau, Internal Revenue Service and U.S. Department of Health and Human Services  
Forecast by the West Michigan Shoreline Regional Development Commission

August 2009

**West Michigan Shoreline Regional Development Commission  
Demographic Projections**

**Population Forecast 2010 to 2035**

Muskegon County	Actual Census Figures				Census Estimate 2008	Forecasted Population					
	1970	1980	1990	2000		2010	2015	2020	2025	2030	2035
Total Population	157,426	157,589	158,983	170,200	174,344	176,017	180,271	184,627	189,088	193,657	198,337

Population projections are developed at the County level.  
As a result of this, in-county migration from urban to non-urban areas may be understated.

Blue Lake Township	715	1,101	1,235	1,990	2,475	2,499	2,559	2,621	2,684	2,749	2,816
Casnovia Township	1,879	2,158	2,361	2,652	2,764	2,791	2,858	2,927	2,998	3,070	3,144
Cedar Creek Township	1,467	2,454	2,846	3,109	3,473	3,506	3,591	3,678	3,767	3,858	3,951
Dalton Township	5,361	5,897	6,276	8,047	9,270	9,359	9,585	9,817	10,054	10,297	10,546
Egelston Township	6,690	7,310	7,640	9,537	9,786	9,880	10,119	10,363	10,614	10,870	11,133
Fruitland Township	3,200	4,168	4,391	5,235	5,654	5,708	5,846	5,987	6,132	6,280	6,432
Fruitport Township	10,214	10,646	11,485	12,533	12,991	13,116	13,433	13,757	14,090	14,430	14,779
Holton Township	1,499	2,022	2,318	2,532	2,607	2,632	2,696	2,761	2,827	2,896	2,966
Laketon Township	5,440	6,327	6,538	7,363	7,883	7,959	8,151	8,348	8,550	8,756	8,968
Montague Township	1,147	1,359	1,429	1,637	1,664	1,680	1,721	1,762	1,805	1,848	1,893
Moorland Township	1,488	1,521	1,543	1,616	1,925	1,943	1,990	2,039	2,088	2,138	2,190
Muskegon Township	13,754	14,557	15,302	17,737	18,296	18,472	18,918	19,375	19,843	20,323	20,814
Ravenna Township	2,403	2,471	2,354	2,856	2,855	2,882	2,952	3,023	3,096	3,171	3,248
Sullivan Township	2,051	2,356	2,230	2,477	2,525	2,549	2,611	2,674	2,739	2,805	2,872
Whitehall Township	1,064	1,341	1,464	1,648	1,639	1,655	1,695	1,736	1,778	1,821	1,865
White River Township	1,016	1,215	1,250	1,338	1,425	1,439	1,473	1,509	1,546	1,583	1,621

Cities	1970	1980	1990	2000	2008	2010	2015	2020	2025	2030	2035
Montague	2,396	2,332	2,276	2,407	2,294	2,316	2,372	2,429	2,488	2,548	2,610
Muskegon	44,631	40,823	40,283	40,105	39,401	39,779	40,740	41,725	42,733	43,766	44,823
Muskegon Heights	17,304	14,611	13,176	12,049	11,623	11,735	12,018	12,309	12,606	12,911	13,223
North Muskegon	4,243	4,024	3,919	4,031	3,915	3,953	4,048	4,146	4,246	4,349	4,454
Norton Shores	22,271	22,025	21,755	22,527	23,307	23,531	24,099	24,682	25,278	25,889	26,514
Roosevelt Park	4,176	4,015	3,885	3,890	3,769	3,805	3,897	3,991	4,088	4,187	4,288
Whitehall	3,017	2,856	3,027	2,884	2,803	2,830	2,898	2,968	3,040	3,114	3,189

Villages*	1970	1980	1990	2000	2008	2010	2015	2020	2025	2030	2035
Casnovia (Part)	198	181	187	139	136	137	141	144	148	151	155
Fruitport	1,409	1,143	1,090	1,124	1,080	1,090	1,117	1,144	1,171	1,200	1,229
Lakewood Club	590	695	659	1,006	1,353	1,366	1,399	1,433	1,467	1,503	1,539
Ravenna	1,048	951	919	1,206	1,211	1,223	1,252	1,282	1,313	1,345	1,378

\*Village population included in Township figures  
Sources: Census Bureau, Internal Revenue Service and U.S. Department of Health and Human Services  
Forecasted by the West Michigan Shoreline Regional Development Commission

August 2009

**West Michigan Shoreline Regional Development Commission  
Demographic Projections**

**Population Forecast 2010 to 2035**

Newaygo County	Actual Census Figures				Census Estimate	Forecasted Population					
	1970	1980	1990	2000	2008	2010	2015	2020	2025	2030	2035
Total Population	27,992	34,917	38,202	47,874	48,897	49,771	52,026	54,382	56,846	59,421	62,112

Population projections are developed at the County level.  
As a result of this, in-county migration from urban to non-urban areas may be understated.

Ashland Township	1,463	1,751	1,997	2,570	2,581	2,627	2,746	2,871	3,001	3,136	3,279
Barton Township	482	558	624	820	838	853	892	932	974	1,018	1,064
Beaver Township	356	443	417	608	613	624	652	682	713	745	779
Big Prairie Township	698	1,202	1,731	2,465	2,485	2,529	2,644	2,764	2,889	3,020	3,157
Bridgeton Township	870	1,562	1,574	2,098	2,399	2,442	2,552	2,668	2,789	2,915	3,047
Brooks Township	1,330	2,349	2,728	3,671	3,626	3,691	3,858	4,033	4,215	4,406	4,606
Croton Township	872	1,556	1,965	3,042	3,408	3,469	3,626	3,790	3,962	4,141	4,329
Dayton Township	1,910	1,938	1,971	2,002	1,978	2,013	2,105	2,200	2,300	2,404	2,513
Denver Township	1,362	1,422	1,532	1,971	1,985	2,020	2,112	2,208	2,308	2,412	2,521
Ensley Township	1,152	1,461	1,984	2,474	2,652	2,699	2,822	2,950	3,083	3,223	3,369
Everett Township	844	1,360	1,519	1,985	2,004	2,040	2,132	2,229	2,330	2,435	2,546
Garfield Township	1,448	1,822	2,067	2,464	2,466	2,510	2,624	2,743	2,867	2,997	3,132
Goodwell Township	374	387	358	551	590	601	628	656	686	717	749
Grant Township	1,719	2,274	2,558	3,130	3,135	3,191	3,336	3,487	3,645	3,810	3,982
Home Township	132	185	202	261	287	292	305	319	334	349	365
Lilley Township	429	568	565	788	793	807	844	882	922	964	1,007
Lincoln Township	490	885	969	1,338	1,348	1,372	1,434	1,499	1,567	1,638	1,712
Merrill Township	376	508	451	590	596	607	634	663	693	724	757
Monroe Township	120	263	247	324	347	353	369	386	403	422	441
Norwich Township	416	450	499	557	609	620	648	677	708	740	774
Sheridan Township	2,477	2,465	2,252	2,423	2,377	2,419	2,529	2,644	2,763	2,889	3,019
Sherman Township	1,411	1,810	1,866	2,159	2,254	2,294	2,398	2,507	2,620	2,739	2,863
Troy Township	80	199	173	243	286	291	304	318	332	348	363
Wilcox Township	519	772	831	1,145	1,173	1,194	1,248	1,305	1,364	1,425	1,490

Cities											
Fremont	3,465	3,672	3,875	4,224	4,195	4,270	4,463	4,666	4,877	5,098	5,329
Grant	772	683	764	881	856	871	911	952	995	1,040	1,087
Newaygo	1,381	1,271	1,336	1,670	1,626	1,655	1,730	1,808	1,890	1,976	2,065
White Cloud	1,044	1,101	1,147	1,420	1,390	1,415	1,479	1,546	1,616	1,689	1,766

Village*											
Hesperia (Part)	352	347	260	364	353	359	376	393	410	429	448

\*Village population included in Township figures.  
Sources: Census Bureau, Internal Revenue Service and U.S. Department of Health and Human Services  
Forecast by the West Michigan Shoreline Regional Development Commission

August 2009

**West Michigan Shoreline Regional Development Commission  
Demographic Projections**

**Population Forecast 2010 to 2035**

Oceana County	Actual Census Figures				Census Estimate 2008	Forecasted Population					
	1970	1980	1990	2000		2010	2015	2020	2025	2030	2035
Total Population	17,984	22,002	22,454	26,873	27,598	28,188	29,718	31,332	33,033	34,827	36,718

Population projections are developed at the County level.  
As a result of this, in-county migration from urban to non-urban areas may be understated.

Benona Township	816	1,203	1,133	1,520	1,533	1,566	1,651	1,740	1,835	1,935	2,040
Claybanks Township	557	733	679	831	846	864	911	960	1,013	1,068	1,126
Colfax Township	222	328	374	574	593	606	639	673	710	748	789
Crystal Township	453	602	658	832	877	896	944	996	1,050	1,107	1,167
Elbridge Township	799	899	820	1,233	1,286	1,313	1,385	1,460	1,539	1,623	1,711
Ferry Township	719	898	1,033	1,296	1,341	1,370	1,444	1,522	1,605	1,692	1,784
Golden Township	871	1,358	1,302	1,810	1,806	1,845	1,945	2,050	2,162	2,279	2,403
Grant Township	1,587	2,366	2,578	2,932	3,263	3,333	3,514	3,704	3,906	4,118	4,341
Greenwood Township	575	815	915	1,154	1,212	1,238	1,305	1,376	1,451	1,529	1,613
Hart Township	1,525	1,801	1,513	2,026	2,051	2,095	2,209	2,328	2,455	2,588	2,729
Leavitt Township	773	848	804	845	886	905	954	1,006	1,060	1,118	1,179
Newfield Township	1,551	1,968	2,144	2,483	2,509	2,563	2,702	2,848	3,003	3,166	3,338
Otto Township	196	426	404	662	720	735	775	817	862	909	958
Pentwater Township	1,154	1,424	1,422	1,513	1,495	1,527	1,610	1,697	1,789	1,887	1,989
Shelby Township	3,352	3,506	3,692	3,951	3,963	4,048	4,267	4,499	4,743	5,001	5,273
Weare Township	695	939	1,041	1,261	1,302	1,330	1,402	1,478	1,558	1,643	1,732

City											
Hart	2,139	1,888	1,942	1,950	1,915	1,956	2,062	2,174	2,292	2,417	2,548

Villages*											
Hesperia (Part)	525	529	586	590	596	619	652	688	725	765	806
New Era	466	534	520	461	456	484	510	537	567	597	630
Pentwater	993	1,165	1,050	958	942	1,005	1,059	1,117	1,178	1,242	1,309
Rothbury	394	522	407	416	433	436	460	485	511	539	568
Shelby	1,703	1,624	1,871	1,914	1,885	2,008	2,117	2,232	2,353	2,481	2,615
Walkerville	319	296	262	254	253	266	281	296	312	329	347

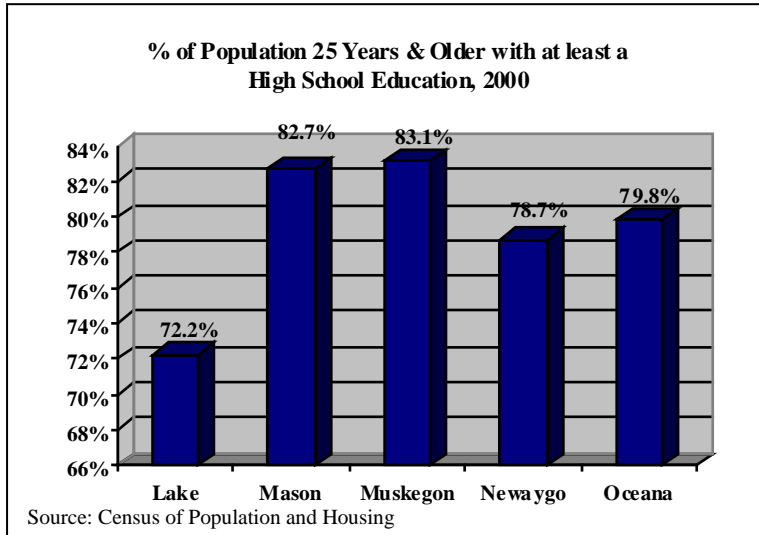
\*Village population included in Township figures  
Sources: Census Bureau, Internal Revenue Service and U.S. Department of Health and Human Services  
Forecast by the West Michigan Shoreline Regional Development Commission

August 2009

## Educational Attainment

Figure 5 shows the percent of the population 25 years and older who have a high school education or higher by county as of 2000. These percentages include persons who have a high school diploma, those who have had some college but no degree, and those who have graduated from college with either an Associate, Bachelor, Graduate, or other professional degree.

FIGURE 5



As can be seen from the graph, Muskegon County showed the most educated population in 2000 with just over 83.1 percent of the population 25 years or older having attained at least a high school education. Mason County followed closely with 82.7 percent having a minimum of a high school diploma. Oceana and Newaygo counties showed 79.8 and 78.7 percent of the population 25 years and older having a high school education or better.

Of all the counties in the region, Lake County had the least educated population in 2000 with 72.2 percent of persons 25 or older having at least a high school education. Although this percentage is somewhat lower than the other counties in the region, Lake County has shown a substantial increase in the level of educational attainment of the population. In 1980, only 49 percent of the population 25 and older had at least a high school education and in 1990 that number grew to 60.9 percent. This figure has increased by over 20 percent in just twenty years.

## Per Capita Income

Table 5 illustrates the Per Capita Income (PCI) for the counties in the region for the years 1980, 1990 and 2000. For purposes of comparison, the PCI for the State of Michigan is given as well. Per Capita Income reflects the mean income of each county and is derived by dividing the total income of a particular county by the total population of the county.

In 1990, Muskegon County had the highest PCI of all the counties in the region followed fairly closely by Mason and Newaygo counties. The counties of Muskegon, Lake, and Newaygo also showed the largest percent change in PCI from 1980 to 1990. With the exception of Lake County, each county showed at least a 75 percent increase in PCI from 1980 to 1990. In 2000, Muskegon County again showed the largest PCI followed by Mason and Newaygo counties. It is interesting to note that Lake and Oceana counties followed by Newaygo County show the largest changes in Per Capita Incomes from 1990 to 2000.

With the exception of Lake County, the changes in PCI from 1990 to 2000 are much lower than the changes from 1980 to 1990. This is due in part to plant closures and layoffs that left many unemployed, causing relocation to more economically stable communities.

The manufacturing base, which had been the backbone of the economy for decades, began to weaken and other sectors had yet to emerge as solid contributors to the economy.

TABLE 5

Per Capita Income					
County	1980	1990	2000	% Change 1980 – 1990	% Change 1990 – 2000
Lake	4,640	8,195	14,457	76.6%	76.4%
Mason	6,192	10,848	17,713	75.2%	63.3%
Muskegon	6,358	11,315	17,967	78.4%	58.4%
Newaygo	5,696	10,307	16,976	81.0%	64.7%
Oceana	5,627	9,582	15,878	70.3%	65.7%
Michigan	7,688	14,154	22,168	84.1%	56.6%

Source: U.S. Department of Commerce, and U.S Bureau of the Census

## Median Family Income

Table 6 shows the Median Family Incomes (MFI) for the counties in the region for the years 1980, 1990, and 2000. The State of Michigan is included for purposes of comparison. MFI refers to the baseline income from which half of the family incomes in a particular area fall below and half of the family incomes rise above.

TABLE 6

Median Family Income					
County	1980	1990	2000	% Change 1980 – 1990	% Change 1990 – 2000
Lake	11,210	18,333	32,086	63.5%	75.0%
Mason	16,924	26,271	41,654	55.2%	58.6%
Muskegon	18,716	30,152	45,710	61.1%	51.6%
Newaygo	16,468	26,601	42,498	61.5%	59.8%
Oceana	16,334	25,786	40,602	57.9%	57.5%
Michigan	22,108	36,652	53,457	65.8%	45.9%

Source: U.S. Census Bureau

In 1990, Muskegon County showed the highest MFI in the region followed by Newaygo and Mason. Although Muskegon County had the highest MFI in 1990, Lake County showed the largest percent change in MFI from 1980 to 1990 at 63.5 percent. This was followed by Newaygo County and Muskegon County at 61.5 and 61.1 percent respectively.

Similar MFI trends continued in 2000 with Muskegon having the highest in the region, followed by Newaygo and Mason counties. However, the largest change in MFI from 1990 to 2000 was in Lake County at 75.0 percent followed by Newaygo and Mason at 59.8 and 58.6 percent respectively.

During the recession of the early 1980's the region lost much of its manufacturing base and highly trained work force and subsequently, income levels declined. However, the economic

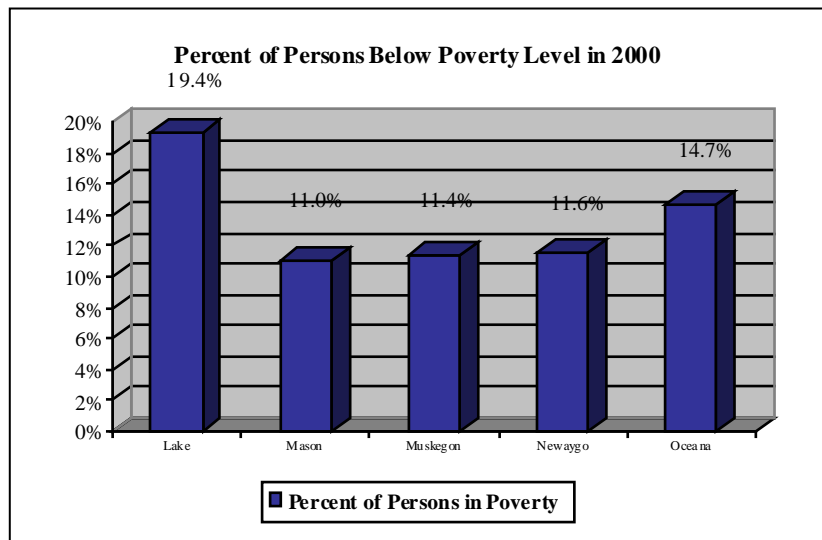
tide is turning in the region as new business and industrial opportunities are appearing while the existing base economy is expanding rapidly.

## Poverty

Figure 6 shows the percent of persons below the poverty level in 2000 for each county in the region. Poverty levels are directly related to income so by comparing Figure 6 with the Per Capita and Median Family Income information presented in Tables 5 and 6, a detailed picture of income by county can be obtained.

As can be seen from the graph, Mason County had the lowest percentage of persons below poverty in 2000 of all the counties in the region at 11 percent. When looking at the information contained in Tables 5 and 6, it can be seen that Mason County also enjoyed one of the highest Per Capita and Median Family Incomes in the region during that time period.

FIGURE 6



Source: U.S. Census Bureau

Lake County, which had the lowest Per Capita and Median Family Income, shows the highest percentage of persons below the poverty level in 2000 at 19.4 percent. It should be noted that Lake County also showed a large increase over time to both its Per Capita and Median Family Income so it is expected that the percent of persons in poverty will begin to show a substantial decrease.

The remaining counties in the region all showed between 11 and 15 percent of the population as below the poverty level in 2000.

## Labor Force

The West Michigan Shoreline Regional Development Commission continuously retrieves employment statistics from the Michigan Department of Energy, Labor & Economic Growth's (DELEG) web page. This information includes civilian labor force, employment, and unemployment figures as well as the previous year's annual average for each of the above mentioned categories. The DELEG provides timely and useful information for evaluating the labor market for every county in the State of Michigan. Table 7 illustrates these annual averages for the counties in the West Michigan Shoreline Economic Development District.

The civilian labor force is a definite asset to the regional economy. Muskegon County showed the largest labor pool with 88,091 persons who were actively involved in the labor market in 2009. Newaygo County had the second largest labor pool with 22,353 employable persons.

TABLE 7

<b>Civilian Labor Force by County 1999 – 2009</b>											
<b>County</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
<b>Lake</b>	3,442	4,458	4,481	4,464	4,500	4,459	4,381	4,220	4,103	3,994	4,035
<b>Mason</b>	14,229	14,729	15,450	15,360	15,309	15,139	15,191	15,106	15,047	15,012	14,646
<b>Muskegon</b>	84,102	85,583	85,817	85,626	88,151	89,259	89,985	90,654	90,210	89,888	88,091
<b>Newaygo</b>	20,645	23,042	23,393	22,837	22,766	22,959	23,407	23,464	23,141	22,912	22,353
<b>Oceana</b>	14,217	13,217	13,486	13,425	13,518	13,863	14,380	14,773	14,516	14,255	14,024

Source: Michigan Department of Energy, Labor and Economic Growth

Between 1999 and 2009, the largest increase in the civilian labor force was 17.0 percent for Lake County. Newaygo and Muskegon counties both experienced an increase of 8.3 percent, while Mason County increased by 2.9 percent. Oceana County saw a decline in civilian labor force of -1.4 percent.

## Employment

Annual average employment figures from 1999 to 2009, which were provided by the Michigan Department of Labor and Economic Growth, are shown in Table 8. These figures provide insight as to how much of the labor force is actually employed compared to how many available workers are in the market.

TABLE 8

<b>Employed Persons by County 1999 – 2009</b>											
<b>County</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
<b>Lake</b>	3,189	4,205	4,145	4,085	4,050	3,982	3,932	3,788	3,686	3,542	3,358
<b>Mason</b>	13,437	14,018	14,041	13,653	13,602	13,719	14,022	13,930	13,908	13,744	12,685
<b>Muskegon</b>	80,542	82,089	80,695	78,912	80,252	82,406	83,802	84,512	83,856	82,215	74,972
<b>Newaygo</b>	19,334	21,988	21,960	21,028	20,779	21,155	21,682	21,806	21,358	20,853	19,276
<b>Oceana</b>	13,272	12,443	12,535	12,277	12,245	12,692	13,230	13,546	13,331	12,777	11,741

Source: Michigan Department of Labor and Economic Growth

By comparing the number of employed persons in Table 8 with the number of persons in the labor force shown in Table 7, it can be seen that the region has generally enjoyed a high rate of employment. In 2009, both Mason and Newaygo Counties showed the highest employment rates at approximately 86.6 and 86.2 percent, followed by Muskegon with a rate of 85.1 percent.

Oceana County showed an employment rate of 83.7 percent and Lake County experienced the lowest percentage of employment at 83.2 percent.

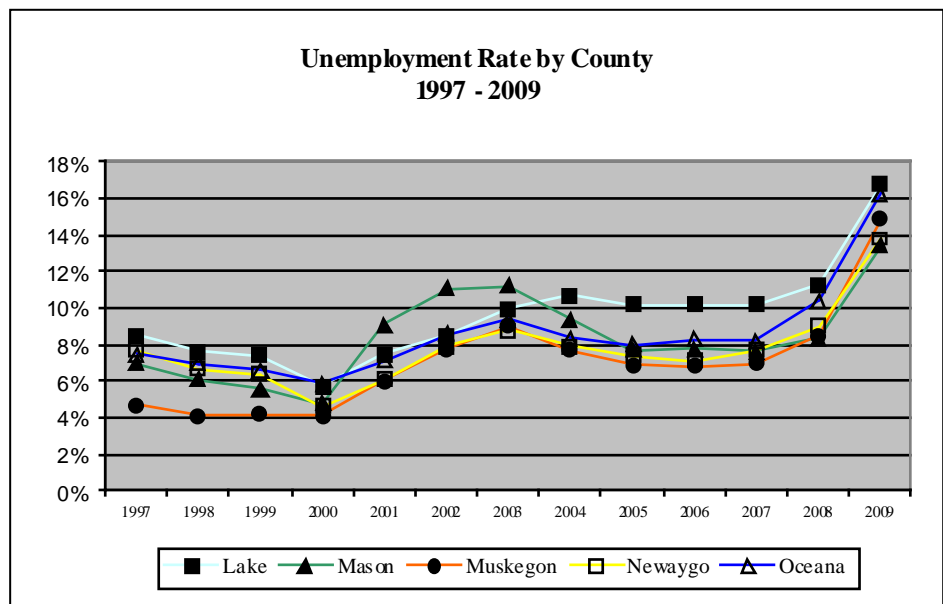
When comparing the number of employed persons in 2009 to those employed in 1999, it can be seen that every county in the region has experienced a temporary decline in employment at some point over the past decade. In 1999, Muskegon County showed the highest employment rate in the region at 95.8 percent. Mason was second at 94.4 percent. Newaygo and Oceana counties followed with 93.6 and 93.4 percent each for the year. Finally, Lake County trailed closely with an employment rate of 92.6 percent. The number of employed persons in four of the five counties has decreased between 1999 and 2009 with Lake County showing a 5.3 percent increase. Newaygo showed only a slight decrease with a -.003 percent change, Mason showed a -5.6 percent decrease, while Muskegon experienced a -6.9 percent decreases. Oceana County experienced the most dramatic decrease at -11.5 percent.

## Unemployment

Figure 7 charts the annual average unemployment rate, provided by the Michigan Department of Labor and Economic Growth, for each county in the region over the past 12 years. A detailed picture of regional employment opportunities is given through the comparison of Figure 7 with the civilian labor force and employment information provided in Tables 7 and 8.

FIGURE 7

From 2000 to 2002, each county within the region suffered significant increases in unemployment rates. However, between 2007 and 2009, the five counties saw



Source: Michigan Department of Labor and Economic Growth

unemployment rates nearly double and

reach highs that have not been experienced since the early 1980's. The greatest unemployment during this economic downturn was suffered by Lake County with 16.8 percent in 2009. Oceana County had the second highest rate with 16.3 percent in the same year. Muskegon County reached an unemployment rate of 14.9 percent, while both Newaygo and Mason Counties saw unemployment rates of 13.8 and 13.4 percent respectively. The most recent unemployment information for 2010 demonstrates that the region may have reached its peak unemployment rates.

## Lake County Employment by Sector

Table 9 shows the employment distribution by sector for Lake County in 2001 and 2008. Employment by sector from 2001 to 2008 can be found on page 31 along with forecasted employment through 2013 projected by the West Michigan Shoreline Regional Development Commission.

In 2008, the Government sector accounted for 14.3 percent of the total employment in Lake County. The Retail Trade, Construction, Other Services, Accommodation/Food Services, and Real Estate/Rental sectors accounted for 12.1, 9.1, 7.9, 7.3 and 8.5 percent respectively. Collectively these sectors accounted for nearly 60 percent of all employment in the

TABLE 9

Lake County Employment By Sector 2001 & 2008				
Sector	2001	2008	% of Total 2001	% of Total 2008
Government	584	532	16.2%	14.3%
Retail Trade	472	451	13.1%	12.1%
Accommodation/Food Services	298	271	8.3%	7.3%
Construction	325	339	9.0%	9.1%
Other Services, except Public Administration	262	296	7.3%	7.9%
Real Estate/Rental and Leasing	(D)	316	N/A	8.5%
Manufacturing	101	(D)	2.8%	N/A
Finance and Insurance	(D)	118	N/A	3.2%
Professional and Technical Services	110	144	3.0%	3.9%
Arts, Entertainment, & Recreation	61	89	1.7%	2.4%
<b>Total Employment</b>	<b>3,612</b>	<b>3,730</b>		

Source: Regional Economic Information System

(D) – Withheld to avoid disclosing data for individual companies; data are included in broader industry totals.



Lake County Courthouse

county in 2008. The remaining primary sectors contributed anywhere between 3.9 percent or less of the remaining employment in the county. It should be noted that Lake County is the only county in the region that does not get a significant percentage of its total employment from the Manufacturing sector.

**West Michigan Shoreline Regional Development Commission**  
**Regional Economic and Demographic Projections**  
 Lake County  
 Employment Projections

CODE	LAKE COUNTY	Actual Figures					Growth Rate	Estimate 2008	Forecasted Employment				
		2003	2004	2005	2006	2007			2009	2010	2011	2012	2013
	<b>Employment:</b>												
10	Total employment	3,674	3,758	3,792	3,639	3,603	-0.46%	3,586	3,570	3,554	3,537	3,521	3,505
	<b>By Type:</b>												
20	Wage and salary	2,016	2,036	1,988	1,792	1,731	-3.66%	1,668	1,607	1,548	1,491	1,437	1,384
40	Proprietors	1,658	1,722	1,804	1,847	1,872	3.09%	1,930	1,989	2,051	2,114	2,180	2,247
50	- Farm	144	142	143	142	141	-0.52%	140	140	139	138	137	137
60	- Nonfarm	1,514	1,580	1,661	1,705	1,731	3.41%	1,790	1,851	1,914	1,980	2,047	2,117
	<b>By Industry:</b>												
70	Farm	155	153	153	152	152	-0.49%	151	151	150	149	148	148
80	Nonfarm	3,519	3,605	3,639	3,487	3,451	-0.46%	3,435	3,420	3,404	3,389	3,373	3,358
90	- Private	2,973	3,058	3,084	2,947	2,919	-0.42%	2,907	2,894	2,882	2,870	2,858	2,846
100	- Forestry, fishing, related activities, and other	114	(D)	(D)	(D)	131	*	*	*	*	*	*	*
200	- Mining	10	(D)	(D)	(D)	10	*	*	*	*	*	*	*
300	- Utilities	0	0	0	0	0	*	(D)	(D)	(D)	(D)	(D)	(D)
400	- Construction	312	320	338	367	348	2.90%	358	368	379	390	401	413
500	- Manufacturing	123	126	117	117	117	-1.18%	116	114	113	112	110	109
600	- Wholesale trade	(D)	(D)	(D)	(D)	(D)	*	(D)	(D)	(D)	(D)	(D)	(D)
700	- Retail trade	(D)	431	436	485	463	*	*	*	*	*	*	*
800	- Transportation and warehousing	71	(D)	(D)	(D)	(D)	*	(D)	(D)	(D)	(D)	(D)	(D)
900	- Information	(D)	(D)	(D)	(D)	(D)	*	(D)	(D)	(D)	(D)	(D)	(D)
1000	- Finance and insurance	94	98	99	107	108	*	*	*	*	*	*	*
1100	- Real estate and rental and leasing	238	256	280	253	267	*	*	*	*	*	*	*
1200	- Professional and technical services	98	105	(D)	132	(D)	*	*	*	*	*	*	*
1300	- Management of companies and enterprises	0	0	0	0	0	0.00%	0	0	0	0	0	0
1400	- Administrative and waste services	(D)	(D)	(D)	116	(D)	*	*	*	*	*	*	*
1500	- Education Services	(D)	(D)	(D)	(D)	(D)	*	(D)	(D)	(D)	(D)	(D)	(D)
1600	- Health care and social assistance	(D)	(D)	(D)	(D)	(D)	*	(D)	(D)	(D)	(D)	(D)	(D)
1700	- Arts, entertainment, and recreation	71	75	75	76	82	3.72%	85	88	91	95	98	102
1800	- Accommodation and food services	325	324	321	298	281	-3.53%	271	262	252	243	235	227
1900	- Other services, except public administration	286	295	306	303	289	0.32%	290	291	292	293	294	295
2000	- Government and government enterprises	546	547	555	540	532	-0.63%	529	525	522	519	515	512
2001	- Federal, civilian	64	65	66	63	60	-1.55%	59	58	57	56	55	55
2002	- Military	23	23	22	20	20	-3.36%	19	19	18	17	17	16
2010	- State and local	459	459	467	457	452	-0.37%	450	449	447	445	444	442
2011	- State government	123	125	123	123	123	0.01%	123	123	123	123	123	123
2012	- Local government	336	334	344	334	329	-0.50%	327	326	324	322	321	319

Source: Regional Economic Information System (REIS), based on the North American Industry Classification System (NAICS) Estimates and Projections by: West Michigan Shoreline Regional Development Commission

(D) - According to NAICS data source, data not shown to avoid disclosure of confidential information, but the estimates for this item are included in the totals.

(L) - Less than 10 jobs, but the estimates for this item are included in the totals.

(\*) - Data not available due to the lack of historical trends in this category.

Numbers may not add due to rounding.

Growth rates are based on actual years of figures, as shown.

Growth rates are computed only if more than 2 years of data is present.

## Mason County Employment by Sector

Mason County's employment distribution in 2001 and 2008 is shown in Table 10. Employment by sector from 2001 to 2008 is located on page 33 along with employment projections through 2013 prepared by the Regional Commission.

In 2008, the Manufacturing sector provided 14.5 percent of the total employment in Mason County followed closely by Retail Trade at 13.9 percent, and Government at 13.1 percent, comprising more than 41 percent of the total employment in

TABLE 10

<b>Mason County Employment By Sector 2001 &amp; 2008</b>				
<b>Sector</b>	<b>2001</b>	<b>2008</b>	<b>% of Total 2001</b>	<b>% of Total 2008</b>
Manufacturing	2,618	2,226	16.9%	14.5%
Retail Trade	2,521	2,148	16.3%	13.9%
Government	2,164	2,020	14.0%	13.1%
Health Care & Social Assistance	1,421	1,671	9.2%	10.9%
Accommodation/Food Services	1,166	1,101	7.5%	7.2%
Construction	980	1,017	6.3%	6.6%
Other Services, except Public Administration	805	815	5.2%	5.3%
Real Estate/Rental and Leasing	572	822	3.7%	5.3%
Professional and Technical Services	465	471	3.0%	3.1%
Finance and Insurance	393	500	2.5%	3.3%
<b>Total Employment</b>	<b>15,497</b>	<b>15,406</b>		

Source: Regional Economic Information System

the county. Health Care & Social Assistance accounts for another 10.9 percent of the total employment. Altogether, these four sectors comprise over 52 percent of the total employment with the remaining sectors each contributing roughly 7.2 percent or less.



Mason County Building

**West Michigan Shoreline Regional Development Commission**  
**Regional Economic and Demographic Projections**  
Mason County  
Employment Projections

CODE	MASON COUNTY	Actual Figures					Growth Rate	Estimate	Forecasted Employment				
		2003	2004	2005	2006	2007			2008	2009	2010	2011	2012
	<b>Employment:</b>												
10	Total employment	15,463	15,501	15,736	15,256	15,212	-0.39%	15,152	15,092	15,033	14,974	14,914	14,856
	<b>By Type:</b>												
20	Wage and salary	11,575	11,466	11,506	10,879	10,813	-1.66%	10,633	10,457	10,283	10,112	9,944	9,778
40	Proprietors	3,888	4,035	4,230	4,377	4,399	3.15%	4,537	4,680	4,828	4,980	5,136	5,298
50	- Farm	478	476	479	477	473	-0.26%	472	471	469	468	467	466
60	- Nonfarm	3,410	3,559	3,751	3,900	3,926	3.60%	4,067	4,214	4,366	4,523	4,686	4,854
	<b>By Industry:</b>												
70	Farm	675	680	662	645	668	-0.23%	666	665	663	662	660	659
80	Nonfarm	14,788	14,821	15,074	14,611	14,544	-0.40%	14,486	14,428	14,370	14,313	14,255	14,198
90	- Private	12,651	12,746	12,941	12,571	12,579	-0.13%	12,563	12,547	12,531	12,514	12,498	12,482
100	- Forestry, fishing, related activities, and other	79	82	89	(D)	(D)	*	*	*	*	*	*	*
200	- Mining	57	47	48	(D)	(D)	*	*	*	*	*	*	*
300	- Utilities	81	87	90	90	90	2.71%	92	95	98	100	103	106
400	- Construction	945	969	1,050	1,125	1,104	4.04%	1,149	1,195	1,243	1,294	1,346	1,400
500	- Manufacturing	2,523	2,483	2,485	2,085	2,153	-3.59%	2,076	2,001	1,930	1,860	1,794	1,729
600	- Wholesale trade	208	219	223	225	227	2.23%	232	237	242	248	253	259
700	- Retail trade	2,370	2,245	2,146	2,182	2,133	-2.56%	2,078	2,025	1,973	1,923	1,873	1,825
800	- Transportation and warehousing	374	430	414	421	444	*	(D)	(D)	(D)	(D)	(D)	(D)
900	- Information	185	191	230	218	215	4.27%	224	234	244	254	265	276
1000	- Finance and insurance	400	408	422	438	438	2.31%	448	458	469	480	491	502
1100	- Real estate and rental and leasing	595	647	738	706	712	4.83%	746	782	820	860	901	945
1200	- Professional and technical services	465	472	445	460	446	-0.97%	442	437	433	429	425	421
1300	- Management of companies and enterprises	0	0	0	0	0	*	0	0	0	0	0	0
1400	- Administrative and waste services	380	402	429	458	482	6.13%	512	543	576	611	649	689
1500	- Education Services	(D)	103	115	116	121	*	(D)	(D)	(D)	(D)	(D)	(D)
1600	- Health care and social assistance	(D)	1,583	1,579	1,595	1,640	*	(D)	(D)	(D)	(D)	(D)	(D)
1700	- Arts, entertainment, and recreation	328	303	300	295	284	-3.50%	274	264	255	246	238	229
1800	- Accommodation and food services	1,181	1,204	1,226	1,145	1,093	-1.84%	1,073	1,053	1,034	1,015	996	978
1900	- Other services, except public administration	869	871	912	867	838	-0.84%	831	824	817	810	804	797
2000	- Government and government enterprises	2,137	2,075	2,133	2,040	1,965	-2.04%	1,925	1,886	1,847	1,810	1,773	1,737
2001	- Federal, civilian	108	104	102	103	104	-0.92%	103	102	101	100	99	98
2002	- Military	67	71	70	69	67	0.06%	67	67	67	67	67	67
2010	- State and local	1,962	1,900	1,961	1,868	1,794	-2.16%	1,755	1,717	1,680	1,644	1,608	1,573
2011	- State government	123	125	123	123	123	0.01%	123	123	123	123	123	123
2012	- Local government	1,839	1,775	1,838	1,745	1,671	-2.31%	1,632	1,595	1,558	1,522	1,487	1,453

Source: Regional Economic Information System (REIS), based on the North American Industry Classification System (NAICS)  
Estimates and Projections by: West Michigan Shoreline Regional Development Commission

(D) - According to NAICS data source, data not shown to avoid disclosure of confidential information, but the estimates for this item are included in the totals.

(L) - Less than 10 jobs, but the estimates for this item are included in the totals.

(\*) - Data not available due to the lack of historical trends in this category.

Numbers may not add due to rounding.

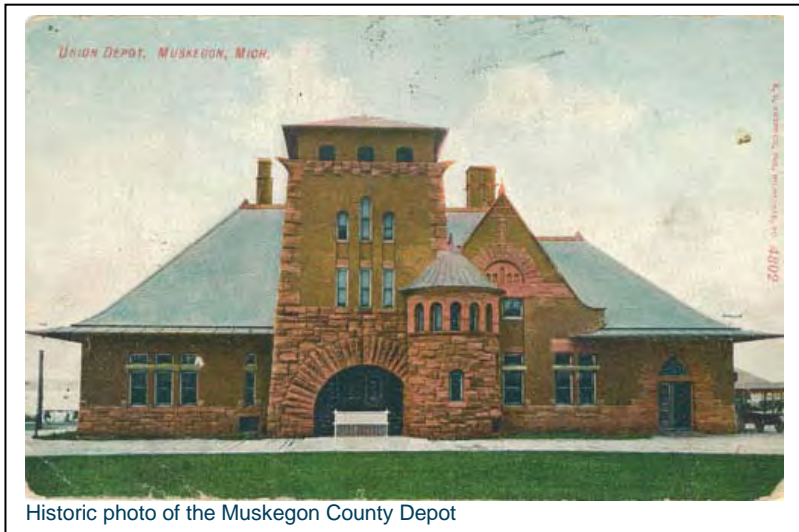
Growth rates are based on actual years of figures, as shown.

Growth rates are computed only if more than 2 years of data is present.

## Muskegon County Employment by Sector

Table 11 illustrates the major sector employment distribution for Muskegon County in 2001 and 2008. Employment figures from 2001 to 2008, as well as projections through the year 2013, are given on page 35.

In 2008, the Retail Trade sector contained the largest percentage of the total employment with 15.6 percent followed closely by Manufacturing at 15.4 percent. Health Care and Social Assistance, and Government sectors followed with 14.8 and 10.8 percent respectively. It is interesting to note that Muskegon County showed the lowest percentage of employment from the Government sector (10.8 percent) than any other county in



the region, as well as the State of Michigan and United States in both 2001 and 2008. These four sectors combined total 56.6% of Muskegon County's employment. The remaining sectors each contributed 7.6 percent or less of the county's total employment.

TABLE 11

<b>Muskegon County Employment By Sector 2001 &amp; 2008</b>				
<b>Sector</b>	<b>2001</b>	<b>2008</b>	<b>% of Total 2001</b>	<b>% of Total 2008</b>
Manufacturing	14,793	12,963	18.1%	15.4%
Retail Trade	11,669	13,109	14.3%	15.6%
Health Care and Social Assistance	9,525	12,478	11.7%	14.8%
Government	9,883	9,106	12.1%	10.8%
Accommodation/Food Services	6,240	6,401	7.6%	7.6%
Other Services, except Public Administration	4,203	4,308	5.1%	5.1%
Construction	4,640	4,134	5.7%	4.9%
Administrative/Waste Services	2,425	3,497	3.0%	4.2%
Real Estate/Rental and Leasing	2,806	3,949	3.4%	4.7%
Professional and Technical Services	2,913	2,627	3.6%	3.1%
<b>Total Employment</b>	<b>81,627</b>	<b>84,059</b>		

Source: Regional Economic Information System

**West Michigan Shoreline Regional Development Commission**  
**Regional Economic and Demographic Projections**  
Muskegon County  
Employment Projections

CODE	MUSKEGON COUNTY	Actual Figures					Growth Rate	Estimate 2008	Forecasted Employment				
		2003	2004	2005	2006	2007			2009	2010	2011	2012	2013
	<b>Employment:</b>												
10	Total employment	82,411	84,287	84,951	85,418	84,181	0.54%	84,637	85,095	85,556	86,019	86,485	86,953
	<b>By Type:</b>												
20	Wage and salary	67,494	68,691	68,544	68,639	67,148	-0.12%	67,068	66,989	66,909	66,830	66,751	66,672
40	Proprietors	14,917	15,596	16,407	16,780	17,033	3.38%	17,609	18,205	18,821	19,458	20,116	20,797
50	- Farm	465	462	465	463	460	-0.27%	459	458	456	455	454	453
60	- Nonfarm	14,452	15,134	15,942	16,317	16,573	3.49%	17,152	17,752	18,372	19,014	19,679	20,366
	<b>By Industry:</b>												
70	Farm	686	692	671	652	679	-0.21%	678	676	675	673	672	670
80	Nonfarm	81,725	83,595	84,280	84,767	83,502	0.55%	83,960	84,420	84,883	85,348	85,816	86,287
90	- Private	71,725	73,853	74,597	75,127	74,134	0.84%	74,757	75,386	76,020	76,659	77,303	77,953
100	- Forestry, fishing, related activities, and other	(D)	(D)	(D)	(D)	(D)	*	*	*	*	*	*	*
200	- Mining	(D)	(D)	(D)	(D)	(D)	*	*	*	*	*	*	*
300	- Utilities	(D)	(D)	(D)	(D)	(D)	*	(D)	(D)	(D)	(D)	(D)	(D)
400	- Construction	4,236	4,411	4,567	4,497	4,374	0.85%	4,411	4,449	4,486	4,525	4,563	4,602
500	- Manufacturing	13,229	14,108	13,897	13,560	13,230	0.07%	13,240	13,249	13,259	13,268	13,278	13,288
600	- Wholesale trade	1,997	1,685	1,735	1,704	1,664	-4.20%	1,594	1,527	1,463	1,402	1,343	1,287
700	- Retail trade	12,874	13,184	13,518	13,683	13,264	0.77%	13,367	13,470	13,575	13,680	13,786	13,893
800	- Transportation and warehousing	(D)	(D)	(D)	(D)	(D)	*	(D)	(D)	(D)	(D)	(D)	(D)
900	- Information	1,228	1,149	1,183	1,161	1,216	-0.15%	1,214	1,212	1,211	1,209	1,207	1,205
1000	- Finance and insurance	2,074	2,091	2,091	2,059	2,038	-0.43%	2,029	2,020	2,012	2,003	1,994	1,986
1100	- Real estate and rental and leasing	2,837	3,002	3,257	3,193	3,382	4.57%	3,536	3,698	3,867	4,043	4,228	4,421
1200	- Professional and technical services	2,878	2,733	2,634	2,531	2,466	-3.78%	2,373	2,283	2,196	2,113	2,033	1,956
1300	- Management of companies and enterprises	168	165	157	166	173	0.83%	174	176	177	179	180	182
1400	- Administrative and waste services	3,377	3,804	3,965	3,828	3,674	2.35%	3,760	3,849	3,939	4,032	4,126	4,223
1500	- Education Services	1,163	1,199	1,265	1,325	1,421	5.15%	1,494	1,571	1,652	1,737	1,826	1,920
1600	- Health care and social assistance	11,246	11,515	11,631	12,173	12,125	1.92%	12,357	12,594	12,835	13,081	13,332	13,588
1700	- Arts, entertainment, and recreation	1,776	1,764	1,893	1,981	1,842	1.07%	1,862	1,882	1,902	1,922	1,942	1,963
1800	- Accommodation and food services	6,451	6,693	6,398	6,689	6,616	0.70%	6,662	6,709	6,756	6,803	6,851	6,899
1900	- Other services, except public administration	4,273	4,386	4,444	4,449	4,420	0.86%	4,458	4,496	4,535	4,573	4,613	4,652
2000	- Government and government enterprises	10,000	9,742	9,683	9,640	9,368	-1.61%	9,217	9,068	8,922	8,778	8,637	8,497
2001	- Federal, civilian	417	398	379	374	367	-3.13%	356	344	334	323	313	303
2002	- Military	355	354	339	338	341	-0.98%	338	334	331	328	325	321
2010	- State and local	9,228	8,990	8,965	8,928	8,660	-1.57%	8,524	8,391	8,259	8,130	8,002	7,877
2011	- State government	1,181	1,196	1,173	1,176	1,178	-0.06%	1,177	1,177	1,176	1,175	1,175	1,174
2012	- Local government	8,047	7,794	7,792	7,752	7,482	-1.79%	7,348	7,216	7,087	6,960	6,835	6,713

Source: Regional Economic Information System (REIS), based on the North American Industry Classification System (NAICS) Estimates and Projections by: West Michigan Shoreline Regional Development Commission

(D) - According to NAICS data source, data not shown to avoid disclosure of confidential information, but the estimates for this item are included in the totals.

(L) - Less than 10 jobs, but the estimates for this item are included in the totals.

(\*) - Data not available due to the lack of historical trends in this category.

Numbers may not add due to rounding.

Growth rates are based on actual years of figures, as shown.

Growth rates are computed only if more than 2 years of data is present.

## Newaygo County Employment by Sector

Newaygo County's major sector employment distribution in 2001 and 2008 is presented in Table 12. Employment figures from 2001 to 2008 as well as projected employment through the year 2013 are given on page 37.



In 2001, the Government sector contributed just over 17 percent of all employment within the county with Retail Trade and Manufacturing each contributing an additional 12.4 and 14.1 percent respectively. The Health Care and Social Assistance sector accounted for roughly 8.4 percent of the total employment with the other major employment sectors each comprising 6.8 percent or less of the remaining employment.

The Government sector continued to comprise the largest percentage of total employment in 2008 at 14.8 percent. The Retail Trade sector showed the second highest percentage at 13.1 percent followed closely by the Manufacturing sector at 10.3 percent.

Manufacturing in Newaygo County has shown the same trend as other counties in the region. Manufacturing, which was at 18.3 percent in 1990, dropped to 14.1 percent in 2001, and dropped again in 2008 to 10.3 percent. This steady decline in Manufacturing is expected to continue throughout the region in the coming years. The remaining sectors account for 9.6 percent or less of the remaining employment in the county.

TABLE 12

Newaygo County Employment By Sector 2001 & 2008				
Sector	2001	2008	% of Total 2001	% of Total 2008
Government	2,858	2,569	17.1%	14.8%
Retail Trade	2,077	2,272	12.4%	13.1%
Manufacturing	2,364	1,774	14.1%	10.3%
Health Care and Social Assistance	1,398	1,663	8.4%	9.6%
Other Services, except Public Administration	1,143	1,316	6.8%	7.6%
Construction	1,135	1,171	6.8%	6.8%
Accommodations/Food Services	910	928	5.4%	5.4%
Finance and Insurance	567	899	3.4%	5.2%
Administrative & Waste Services	(D)	572	N/A	3.3%
Real Estate/Rental and Leasing	536	811	3.2%	4.7%
<b>Total Employment</b>	<b>16,706</b>	<b>17,312</b>		

Source: Regional Economic Information System

**West Michigan Shoreline Regional Development Commission**  
**Regional Economic and Demographic Projections**  
 Newaygo County  
 Employment Projections

CODE	NEWAYGO COUNTY	Actual Figures					Growth Rate	Estimate 2008	Forecasted Employment				
		2003	2004	2005	2006	2007			2009	2010	2011	2012	2013
	<b>Employment:</b>												
10	Total employment	16,635	17,034	17,246	17,201	17,040	0.61%	17,144	17,249	17,355	17,461	17,567	17,675
	<b>By Type:</b>												
20	Wage and salary	11,893	12,107	12,102	11,966	11,740	-0.31%	11,703	11,666	11,630	11,593	11,557	11,521
40	Proprietors	4,742	4,927	5,144	5,235	5,300	2.83%	5,450	5,604	5,763	5,926	6,093	6,266
50	- Farm	778	774	779	776	770	-0.26%	768	766	764	762	760	758
60	- Nonfarm	3,964	4,153	4,365	4,459	4,530	3.40%	4,684	4,844	5,009	5,179	5,355	5,538
	<b>By Industry:</b>												
70	Farm	1,079	1,086	1,059	1,032	1,067	-0.25%	1,064	1,062	1,059	1,056	1,054	1,051
80	Nonfarm	15,556	15,948	16,187	16,159	15,973	0.67%	16,081	16,189	16,298	16,408	16,518	16,630
90	- Private	12,763	13,184	13,403	13,429	13,330	1.10%	13,477	13,626	13,776	13,929	14,082	14,238
100	- Forestry, fishing, related activities, and other	(D)	(D)	(D)	(D)	402	*	(D)	(D)	(D)	(D)	(D)	(D)
200	- Mining	(D)	(D)	(D)	(D)	28	*	(D)	(D)	(D)	(D)	(D)	(D)
300	- Utilities	(D)	(D)	(D)	(D)	(D)	*	(D)	(D)	(D)	(D)	(D)	(D)
400	- Construction	1,125	1,190	1,232	1,276	1,252	2.75%	1,286	1,322	1,358	1,395	1,434	1,473
500	- Manufacturing	1,918	1,964	1,924	1,916	1,848	-0.90%	1,831	1,815	1,799	1,782	1,766	1,750
600	- Wholesale trade	258	(D)	(D)	(D)	(D)	*	*	*	*	*	*	*
700	- Retail trade	2,033	2,124	2,190	2,124	2,100	0.86%	2,118	2,136	2,155	2,173	2,192	2,211
800	- Transportation and warehousing	(D)	379	389	435	439	*	*	*	*	*	*	*
900	- Information	135	172	84	85	83	-6.23%	78	73	68	64	60	56
1000	- Finance and insurance	591	610	653	725	774	7.01%	828	886	949	1,015	1,086	1,162
1100	- Real estate and rental and leasing	608	663	737	715	698	3.71%	724	751	779	808	837	869
1200	- Professional and technical services	603	(D)	(D)	(D)	530	*	*	*	*	*	*	*
1300	- Management of companies and enterprises	(D)	(D)	(D)	(D)	(D)	*	(D)	(D)	(D)	(D)	(D)	(D)
1400	- Administrative and waste services	(D)	569	564	568	(D)	*	*	*	*	*	*	*
1500	- Education Services	137	140	135	135	142	0.95%	143	145	146	147	149	150
1600	- Health care and social assistance	1,471	1,524	1,561	1,598	1,592	2.01%	1,624	1,657	1,690	1,724	1,758	1,794
1700	- Arts, entertainment, and recreation	272	287	314	310	294	2.12%	300	307	313	320	327	333
1800	- Accommodation and food services	894	903	934	939	933	1.08%	943	953	964	974	985	995
1900	- Other services, except public administration	1,253	1,286	1,340	1,279	1,297	0.92%	1,309	1,321	1,333	1,345	1,358	1,370
2000	- Government and government enterprises	2,793	2,764	2,784	2,740	2,643	-1.36%	2,607	2,572	2,537	2,502	2,468	2,435
2001	- Federal, civilian	89	89	93	103	100	3.08%	103	106	110	113	116	120
2002	- Military	96	95	90	89	89	-1.85%	87	86	84	83	81	80
2010	- State and local	2,608	2,580	2,601	2,548	2,454	-1.50%	2,417	2,381	2,345	2,310	2,276	2,242
2011	- State government	(D)	(D)	170	170	170	*	*	*	*	*	*	*
2012	- Local government	(D)	(D)	2,431	2,378	2,284	*	*	*	*	*	*	*

Source: Regional Economic Information System (REIS), based on the North American Industry Classification System (NAICS) Estimates and Projections by: West Michigan Shoreline Regional Development Commission

(D) - According to NAICS data source, data not shown to avoid disclosure of confidential information, but the estimates for this item are included in the totals.

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(\*) - Data not available due to the lack of historical trends in this category.

Numbers may not add due to rounding.

Growth rates are based on actual years of figures, as shown.

Growth rates are computed only if more than 2 years of data is present.

## Oceana County Employment by Sector

Table 13 illustrates the major sector employment distribution for Oceana County in 2001 and 2008. Employment figures from 2001 to 2008, as well as projections through the year 2013, are given on page 39.

Oceana County employment in 2001 was similar to the rest of the region in that the Government sector contained the highest percentage of total employment with 15.8 percent, followed by Manufacturing with 13.1 percent, Retail Trade with 10.1 percent, and Accommodation/Food Services with 8.4 percent. It is interesting to note that with the exception of Lake County, Oceana County contained the lowest percentage of employment in the Manufacturing sector in 2001 at just 13.1 percent. All other sectors claimed 6.9 percent or less.



Oceana County Building

In 2008, the Manufacturing sector jumped to the top employment sector with 17.1 percent, followed by Government with 16.0 percent, as well as Accommodation/Food Service and Retail Trade with 10.6 and 9.2 percent respectively. The remaining sectors made up approximately 6.0 percent or less of the total employment. It is important to note that Oceana County was the only county in the region to have a significant increase in Manufacturing between 2001 and 2008.

TABLE 13

<b>Oceana County Employment By Sector 2001 &amp; 2008</b>				
<b>Sector</b>	<b>2001</b>	<b>2008</b>	<b>% of Total 2001</b>	<b>% of Total 2008</b>
Government	1,642	1,703	15.8%	16.0%
Manufacturing	1,364	1,828	13.1%	17.1%
Accommodation/Food Services	879	1,131	8.4%	10.6%
Retail Trade	1,051	976	10.1%	9.2%
Construction	722	643	6.9%	6.0%
Other Services, except Public Administration	551	517	5.3%	4.9%
Health Care and Social Assistance	516	513	5.0%	4.8%
Real Estate/Rental and Leasing	334	413	3.2%	3.9%
Arts, Entertainment, and Recreation	258	215	2.5%	2.0%
Professional and Technical Services	359	(D)	3.5%	N/A
<b>Total Employment</b>	<b>10,411</b>	<b>10,666</b>		

Source: Regional Economic Information System

**West Michigan Shoreline Regional Development Commission**  
**Regional Economic and Demographic Projections**  
Oceana County  
Employment Projections

CODE	OCEANA COUNTY	Actual Figures					Growth Rate	Forecasted Employment					
		2003	2004	2005	2006	2007		2008	2009	2010	2011	2012	2013
	<b>Employment:</b>												
10	Total employment	10,820	11,048	11,185	10,652	10,639	-0.39%	10,598	10,557	10,517	10,476	10,436	10,396
	<b>By Type:</b>												
20	Wage and salary	8,379	8,522	8,551	7,996	7,963	-1.21%	7,866	7,771	7,676	7,583	7,491	7,400
40	Proprietors	2,441	2,526	2,634	2,656	2,676	2.34%	2,739	2,803	2,868	2,935	3,004	3,074
50	- Farm	651	647	652	650	645	-0.23%	644	642	641	639	638	636
60	- Nonfarm	1,790	1,879	1,982	2,006	2,031	3.23%	2,097	2,164	2,234	2,306	2,381	2,457
	<b>By Industry:</b>												
70	Farm	1,000	1,009	977	948	991	-0.18%	989	988	986	984	982	981
80	Nonfarm	9,820	10,039	10,208	9,704	9,648	-0.40%	9,609	9,571	9,533	9,494	9,456	9,419
90	- Private	8,141	8,404	8,537	8,095	7,973	-0.47%	7,936	7,899	7,862	7,825	7,788	7,752
100	- Forestry, fishing, related activities, and other	(D)	(D)	(D)	(D)	(D)	*	(D)	(D)	(D)	(D)	(D)	(D)
200	- Mining	(D)	(D)	(D)	(D)	(D)	*	(D)	(D)	(D)	(D)	(D)	(D)
300	- Utilities	(D)	(D)	(D)	(D)	(D)	*	(D)	(D)	(D)	(D)	(D)	(D)
400	- Construction	858	914	919	754	718	-3.91%	690	663	637	612	588	565
500	- Manufacturing	1,189	1,430	1,634	2,053	2,009	14.51%	2,300	2,634	3,016	3,454	3,955	4,529
600	- Wholesale trade	(D)	149	(D)	(D)	(D)	*	*	*	*	*	*	*
700	- Retail trade	1,092	1,068	1,041	1,091	1,003	-2.00%	983	963	944	925	907	889
800	- Transportation and warehousing	205	(D)	231	244	285	*	*	*	*	*	*	*
900	- Information	54	53	52	(D)	(D)	*	*	*	*	*	*	*
1000	- Finance and insurance	163	177	177	168	165	0.43%	166	166	167	168	169	169
1100	- Real estate and rental and leasing	402	411	386	354	354	-3.03%	343	333	323	313	303	294
1200	- Professional and technical services	320	220	216	205	192	-11.13%	171	152	135	120	106	95
1300	- Management of companies and enterprises	(D)	(D)	0	(D)	(D)	*	*	*	*	*	*	*
1400	- Administrative and waste services	(D)	(D)	(D)	223	(D)	*	*	*	*	*	*	*
1500	- Education Services	55	55	43	44	45	-4.30%	43	41	39	38	36	35
1600	- Health care and social assistance	540	563	571	528	504	-1.60%	496	488	480	473	465	458
1700	- Arts, entertainment, and recreation	259	247	223	221	227	-3.13%	220	213	206	200	194	188
1800	- Accommodation and food services	1,173	1,198	1,216	1,237	1,299	2.59%	1,333	1,367	1,403	1,439	1,476	1,515
1900	- Other services, except public administration	605	618	611	591	(D)	*	*	*	*	*	*	*
2000	- Government and government enterprises	1,679	1,635	1,671	1,609	1,675	-0.01%	1,675	1,675	1,675	1,675	1,674	1,674
2001	- Federal, civilian	65	62	70	75	146	27.52%	186	237	303	386	492	628
2002	- Military	55	54	51	50	51	-1.83%	50	49	48	47	46	46
2010	- State and local	1,559	1,519	1,550	1,484	1,478	-1.30%	1,459	1,440	1,421	1,403	1,385	1,367
2011	- State government	123	125	123	123	123	0.01%	123	123	123	123	123	123
2012	- Local government	1,436	1,394	1,427	1,361	1,355	-1.41%	1,336	1,317	1,299	1,280	1,262	1,245

Source: Regional Economic Information System (REIS), based on the North American Industry Classification System (NAICS)  
Estimates and Projections by: West Michigan Shoreline Regional Development Commission

(D) - According to NAICS data source, data not shown to avoid disclosure of confidential information, but the estimates for this item are included in the totals.

(L) - Less than 10 jobs, but the estimates for this item are included in the totals.

(\*) - Data not available due to the lack of historical trends in this category.

Numbers may not add due to rounding.

Growth rates are based on actual years of figures, as shown.

Growth rates are computed only if more than 2 years of data is present.

## Michigan Employment by Sector

The employment distribution for the State of Michigan is presented in Table 14. This information is provided for purposes of comparing state and regional employment trends.

Not unlike the counties in the West Michigan Shoreline Economic Development District, Michigan's strongest employment sector in 2001 was Manufacturing. In fact, the Manufacturing sector is the only employment area, which has seen significant change in employment. All other sectors of employment have increased or declined slightly from 2001 to 2008.

The loss of many manufacturing jobs can be attributed to the relocation and downsizing of the "Big Three" automakers. At one time, Michigan was the stalwart of automobile and associated manufacturing operations for the entire world. Manufacturing, which was once the greatest employer in the state, has been on the decline and is expected to continue to do so. This trend may be stalled somewhat with the introduction of new technology based industries into the state.

Retail Trade employment has remained highly stable from 2001 to 2008, as have other major employment sectors such as Government, Health Care and Social Assistance, Accommodation/Food Service, and Professional/Technical Services. These sectors are not expected to show any significant changes over the next few years.

TABLE 14

<b>Michigan Employment By Sector 2001 &amp; 2008</b>				
<b>Sector</b>	<b>2001</b>	<b>2008</b>	<b>% of Total 2001</b>	<b>% of Total 2008</b>
Manufacturing	843,743	603,257	15.2%	11.2%
Government	699,496	665,898	12.6%	12.3%
Retail Trade	654,619	588,917	11.8%	10.9%
Health Care and Social Assistance	551,775	647,334	10.0%	12.0%
Accommodation/Food Services	350,383	359,521	6.3%	6.7%
Professional and Technical Services	366,306	361,072	6.6%	6.7%
Administrative/Waste Services	322,152	355,605	5.8%	6.6%
Other Services, except Public Administration	285,445	292,387	5.2%	5.4%
Construction	304,276	269,848	5.5%	5.0%
Finance and Insurance	207,866	226,505	3.8%	4.2%
<b>Total Employment</b>	<b>5,539,887</b>	<b>5,397,807</b>		

Source: Regional Economic Information System

## United States Employment by Sector

National employment statistics are displayed in Table 15. This information is provided for purposes of comparing national, state, and regional employment trends.

When comparing national employment to that of the state and region, it is clear that the nation as a whole has a much more diverse employment base. With the exception of the Government, Retail Trade, and Health Care and Social Assistance sectors, which consist of 13.5, 10.4, and 10.2 percent of the employment, all other sectors do not contribute an overwhelming percentage of total employment in 2008. Manufacturing accounts for approximately 7.8 percent of the total employment while the remaining sectors all contribute roughly 6.8 or less percent.

As has been the trend at the state and local level, the Manufacturing sector has been on the decline. This sector dropped from 10.2 percent to 7.8 percent from 2001 to 2008. There are no other sectors that showed any significant changes. The remaining sectors have shown either a slight increase or decrease during this time frame. No significant changes are expected to occur in the national employment sectors over the next few years with the exception of a continued decline in the Manufacturing sector and a steady increase in the Services sector.

TABLE 15

<b>United States Employment By Sector 2001 &amp; 2008</b>				
<b>Sector</b>	<b>2001</b>	<b>2008</b>	<b>% of Total 2001</b>	<b>% of Total 2008</b>
Government	23,180,000	24,577,000	13.9%	13.5%
Retail Trade	18,528,000	18,862,200	11.1%	10.4%
Health Care and Social Assistance	15,611,400	18,593,400	9.3%	10.2%
Manufacturing	16,994,600	14,090,900	10.2%	7.8%
Accommodation/Food Services	10,825,200	12,314,700	6.5%	6.8%
Professional and Technical Services	10,575,800	12,347,100	6.3%	6.8%
Administrative/Waste Services	9,621,000	10,999,200	5.8%	6.1%
Construction	9,846,700	11,151,000	5.9%	6.1%
Other Services, except Public Administration	9,049,600	10,329,100	5.4%	5.7%
Finance and Insurance	7,839,600	9,023,400	4.7%	5.0%
<b>Total Employment</b>	<b>167,014,700</b>	<b>181,755,100</b>		

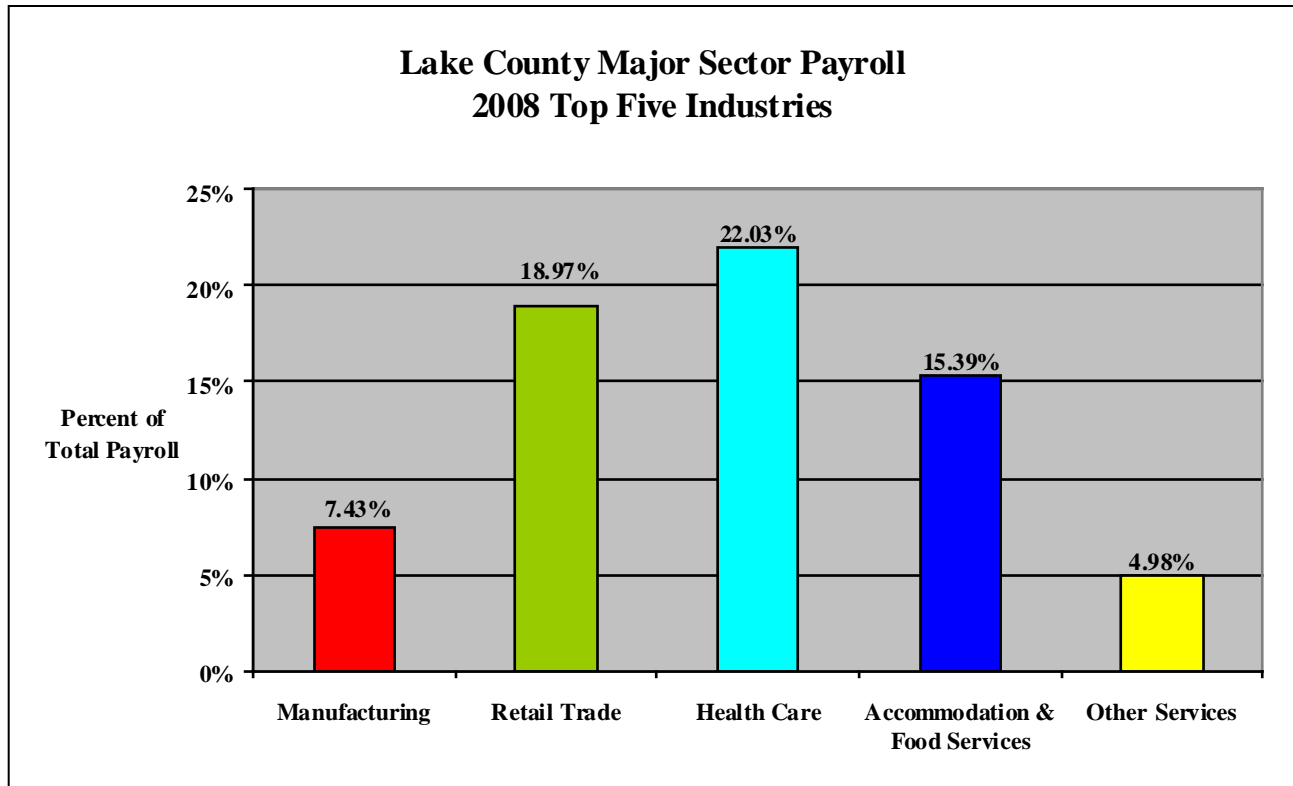
Source: Regional Economic Information System

## Lake County Major Sector Payroll

Figure 8 displays the annual taxable payroll for the top five sectors in Lake County for 2008. Total annual payroll is the combined amount of wages paid, tips collected, and other compensation including salaries, vacation allowances, bonuses, commissions, sick leave pay, and value of payment in kind (such as meals and lodging) paid to employees before deductions such as social security, income tax, insurance, or union dues. In addition, detailed information pertaining to business establishments by sector in Lake County in 2008 is given in Table 16 on page 43.

Lake County's greatest payroll contributor in 2008 was the Health Care at 22.03 percent of the total payroll in the county. As Figure 8 shows, the Retail Trade sector represented 18.97 percent of the county's total payroll. The third, fourth, and fifth highest payrolls in the county were Accommodation & Food Services (15.39%), Manufacturing (7.43%), and Other Services (4.98%).

FIGURE 8



Source: County Business Patterns

It should be noted that some sectors have no information displayed for certain years. This is due to the fact that disclosure of payroll data for these sectors during specific years would reveal a single employer in that particular sector. For information pertaining to the employment class size of these sectors, please refer to Table 16.

TABLE 16

Number of Business Establishments in Lake County in 2008														
			Payroll (1,000)		Number of Establishments By Employment-Size Class									
NAICS Code	Industry	Number of Employees for week including March 12	First Quarter	Annual	Total number of establishments	1-4	5-9	10-19	20-49	50-99	100-249	250-499	500-999	1,000 or more
	Total	1,144	6,125	26,664	168	108	32	20	5	2	1	--	--	--
11	F.F.H. & A. Support*	20 – 99	--	1,379	5	3	1	--	1	--	--	--	--	--
23	Construction	20 – 99	225	1,695	23	21	1	1	--	--	--	--	--	--
31	Manufacturing	85	508	3,411	8	2	1	4	1	--	--	--	--	--
42	Wholesale Trade	4	59	363	3	3	--	1	--	--	--	--	--	--
44	Retail Trade	217	929	4,570	32	16	11	3	2	--	--	--	--	--
48	Transportation	1	--	22	3	3	--	--	--	--	--	--	--	--
51	Information	0 – 19	--	--	2	2	--	--	--	--	--	--	--	--
52	Finance & Insurance	20 – 99	--	--	7	3	3	--	1	--	--	--	--	--
53	Real Estate	0 – 19	--	--	5	4	--	1	--	--	--	--	--	--
54	Professional Serv.	100 – 249	--	--	3	2	--	--	--	--	1	--	--	--
55	Management	0 – 19	--	--	1	1	--	--	--	--	--	--	--	--
56	Admin. Services	10	--	--	6	4	1	1	--	--	--	--	--	--
62	Health Care	252	1,999	8,137	12	5	2	3	--	2	--	--	--	--
71	Arts, Ent., & Rec.	0 – 19	--	--	8	7	1	--	--	--	--	--	--	--
72	Accom. & Food Serv.	176	347	1,841	31	16	9	6	--	--	--	--	--	--
81	Other Services	57	169	726	19	16	2	1	--	--	--	--	--	--

Source: County Business Patterns

\* Forestry, Fishing, Hunting, and Agriculture Support

## Mason County Major Sector Payroll

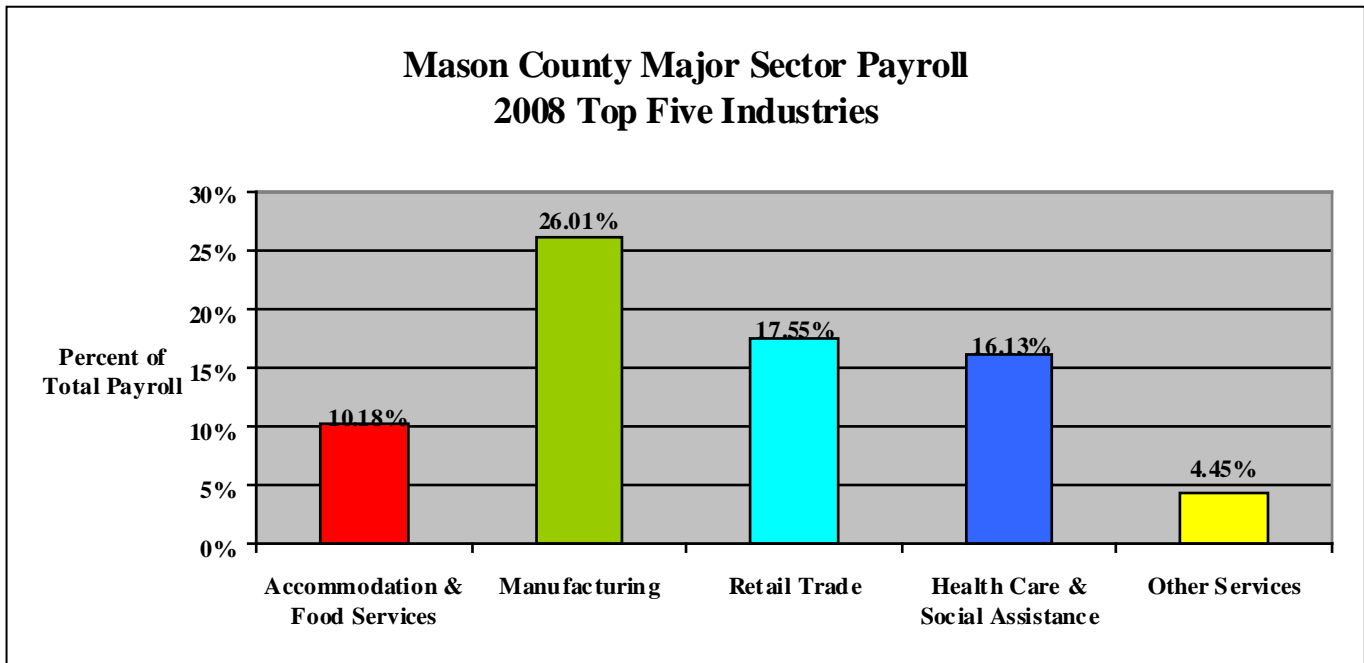
The annual taxable payroll for the top five sectors in Mason County for 2008 is given in Figure 9. In addition, detailed countywide business information is provided is organized by sector in Table 17 on page 45.

In 2008, the Manufacturing sector accounted for the highest percentage of the total payroll at 26.01 percent. This is down from roughly 46 percent in 1990 and approximately 54 percent in 1980. It is expected that the payroll in this sector will continue to decline in the coming years.

Next, the Retail Trade sector accounted for 17.55 percent of the total payroll in Mason County. Health Care, Accommodation & Food Services, and Other Services each accounted for 16.13, 10.18, and 4.45 percent respectively.

The Retail Trade sector as a whole increased over the 2007 figures. By contrast, Construction operations, which once accounted for over 10 percent of the total payroll, has been steadily declining over the past 20 years, and was surpassed in 2007 by Accommodation & Food Services.

FIGURE 9



Source: County Business Patterns

TABLE 17

Number of Business Establishments in Mason County in 2008														
NAICS Code	Industry	Number of Employees for week including March 12	Payroll (1,000)		Number of Establishments By Employment-Size Class									
			First Quarter	Annual	Total number of establishments	1-4	5-9	10-19	20-49	50-99	100-249	250-499	500-999	1,000 or more
	Total	8,917	62,831	277,145	796	454	173	93	48	10	15	2	1	--
11	F.F.H. & A. Support*	100 – 249	--	--	5	3	1	--	--	--	1	--	--	--
21	Mining	0 – 19	--	--	3	1	2	--	--	--	--	--	--	--
22	Utilities	20 – 99	--	--	5	--	--	4	1	--	--	--	--	--
23	Construction	330	2,557	14,541	84	69	9	4	1	1	--	--	--	--
31	Manufacturing	2,319	22,100	90,066	42	12	8	4	6	2	9	1	--	--
42	Wholesale Trade	170	1,421	6,439	17	6	6	2	3	--	--	--	--	--
44	Retail Trade	1,565	7,481	32,870	132	72	35	17	3	2	2	1	--	--
48	Transportation	245	2,149	11,408	18	6	2	5	5	--	--	--	--	--
51	Information	200	1,379	5,663	15	5	4	3	2	1	--	--	--	--
52	Finance & Insurance	245	2,077	8,112	50	33	9	7	1	--	--	--	--	--
53	Real Estate	100 – 249	--	4,557	30	21	5	1	3	--	--	--	--	--
54	Professional Serv.	174	1,375	5,485	49	37	6	6	--	--	--	--	--	--
55	Management	0 – 19	--	--	2	2	--	--	--	--	--	--	--	--
56	Admin. Services	389	1,362	8,967	40	28	6	3	1	--	2	--	--	--
61	Educational Services	16	45	187	5	3	1	1	--	--	--	--	--	--
62	Health Care	1,438	12,039	53,357	99	42	34	13	7	1	1	--	1	--
71	Arts, Ent., & Rec.	84	420	2,329	18	10	5	3	--	--	--	--	--	--
72	Accom. & Food Serv.	908	2,233	12,130	87	40	16	14	14	3	--	--	--	--
81	Other Services	397	1,741	7,637	93	62	24	6	1	--	--	--	--	--
99	Unclassified	0 – 19	--	--	2	2	--	--	--	--	--	--	--	--

Source: County Business Patterns

\* Forestry, Fishing, Hunting, and Agriculture Support

## Muskegon County Major Sector Payroll

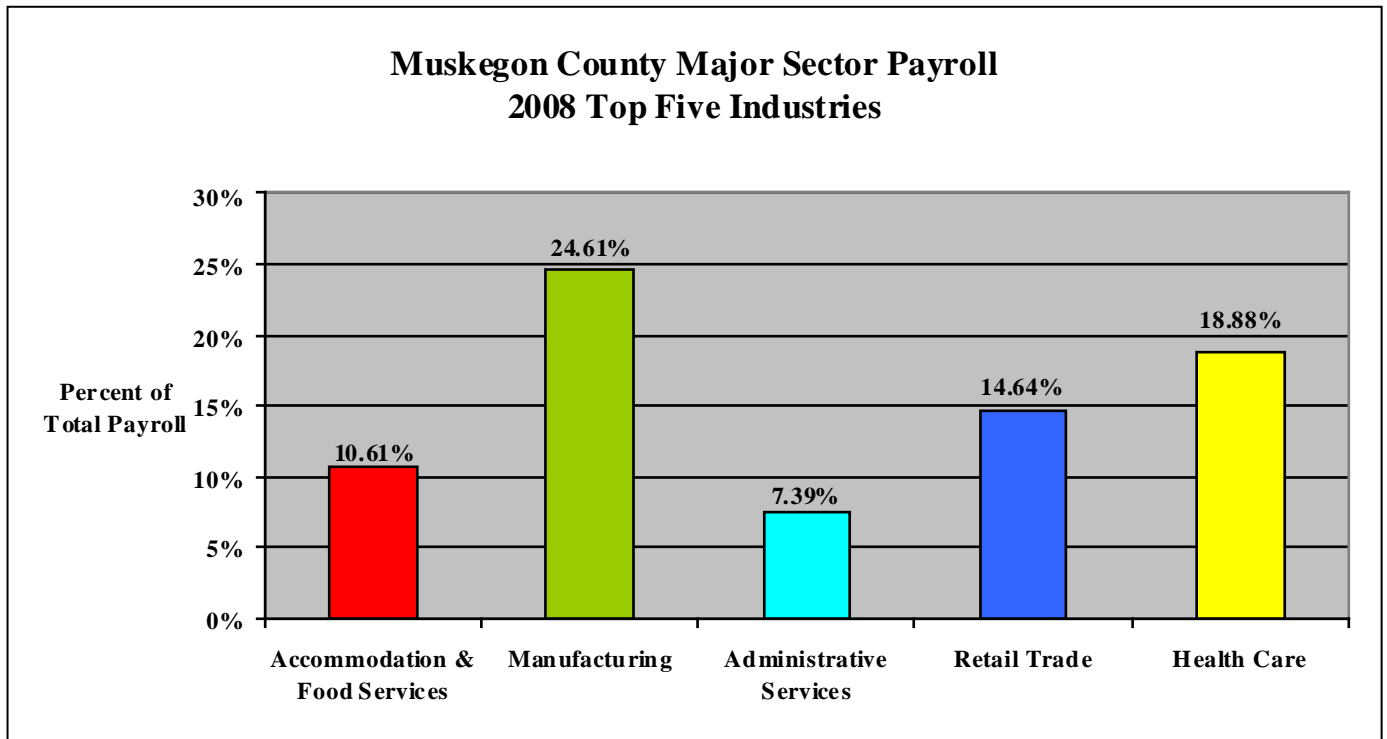
Figure 10 shows the annual taxable payroll for the top five sectors in Muskegon County for the 2008. Additional information on business establishments from 2008 is located in Table 18 on page 47.

In 2008, the Manufacturing sector accounted for the largest portion of Muskegon County's total payroll at 24.61 percent. Like other counties in the region, payroll in this sector has been on the decline since 1980 when the percentage of total payroll was approximately 52 percent.

The Health Care sector represented the second largest payroll sector in the county at 18.88 percent. Next, the Retail Trade sector, which has been experiencing growth in total payroll since 1980, accounted for 14.64 percent of the payroll in the county. Finally, Accommodation & Food Services along with Administrative Services finished off the top five sectors at 10.61 and 7.39 percent respectively.

When comparing total payroll, as is shown in Tables 17 through 21, and total employment, as is shown in Tables 10 through 14, discrepancies can be attributed to higher levels of income but lower numbers of persons employed in a particular sector.

FIGURE 10



Source: County Business Patterns

TABLE 18

Number of Business Establishments in Muskegon County in 2008														
NAICS Code	Industry	Number of Employees for week including March 12	Payroll (1,000)		Number of Establishments By Employment-Size Class									
			First Quarter	Annual	Total number of establishments	1-4	5-9	10-19	20-49	50-99	100-249	250-499	500-999	1,000 or more
	Total	52,598	424,838	1,770,069	3,478	1,734	732	494	339	106	50	17	2	4
11	F.F.H. & A. Support*	0 – 19	95	458	5	3	2	--	--	--	--	--	--	--
21	Mining	20 – 99	--	--	3	1	1	--	1	--	--	--	--	--
22	Utilities	250 – 499	--	--	6	3	--	--	--	1	2	--	--	--
23	Construction	1,706	18,680	86,169	297	217	41	22	13	3	--	1	--	--
31	Manufacturing	12,942	152,576	603,529	285	81	48	44	63	23	15	8	2	1
42	Wholesale Trade	1,714	20,804	83,744	131	60	26	23	15	4	3	--	--	--
44	Retail Trade	7,701	36,878	154,567	593	255	166	91	55	16	5	5	--	--
48	Transportation	797	7,991	31,579	78	36	18	13	9	1	1	--	--	--
51	Information	858	8,765	33,756	67	35	12	12	5	2	1	--	--	--
52	Finance & Insurance	1,151	11,678	44,591	209	123	50	24	11	1	--	--	--	--
53	Real Estate	506	4,381	14,539	103	66	22	13	2	--	--	--	--	--
54	Professional Serv.	1,333	13,344	60,745	226	150	35	29	11	--	1	--	--	--
55	Management	391	6,533	24,885	21	6	3	5	5	2	--	--	--	--
56	Admin. Services	3,889	15,542	65,510	144	84	23	15	7	6	6	2	--	1
61	Educational Services	632	3,851	14,226	33	18	5	6	2	1	--	1	--	--
62	Health Care	9,929	89,687	398,258	398	159	105	68	30	21	13	--	--	2
71	Arts, Ent., & Rec.	800	3,330	19,434	67	32	11	11	10	2	1	--	--	--
72	Accom. & Food Serv.	5,583	15,056	65,617	338	102	51	78	84	21	2	--	--	--
81	Other Services	2,311	9,857	41,034	421	250	113	40	16	2	--	--	--	--
99	Unclassified	0 – 19	--	146	53	53	--	--	--	--	--	--	--	--

Source: County Business Patterns

\* Forestry, Fishing, Hunting, and Agriculture Support

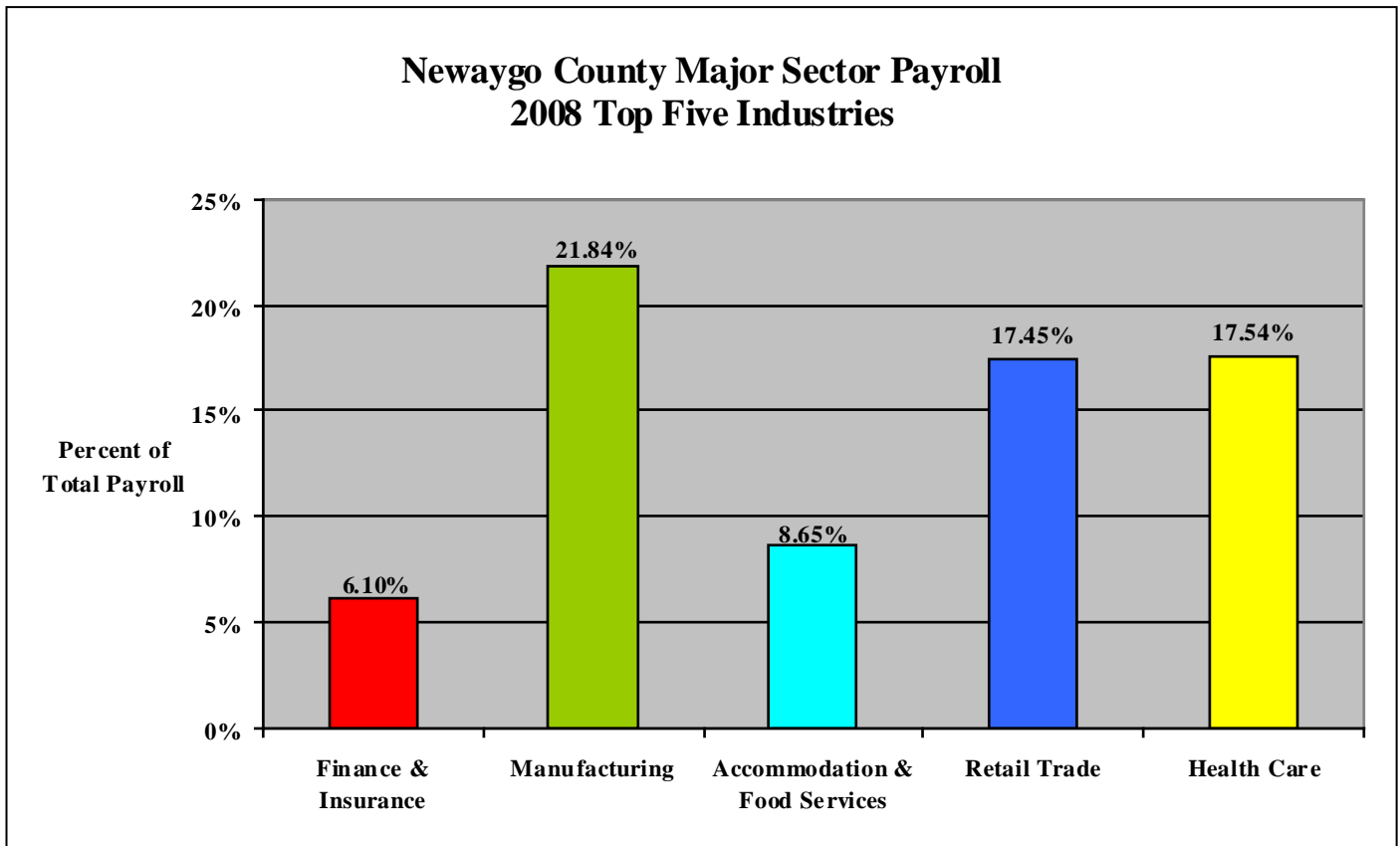
## Newaygo County Major Sector Payroll

Figure 11 shows the annual taxable payroll for the top five sectors in Newaygo County for 2008. The 2008 number of business establishments are illustrated in Table 19 on page 49.

As can be seen from the graph, Newaygo County continues the regional trend with the Manufacturing sector accounting for the greatest percentage of the total payroll in 2008 at 21.84 percent. This is down from approximately 60 percent in 1990 and roughly 57 percent in 1980. The Retail Trade sector represents 17.45 percent, while the Health Care sector makes up 17.54 percent of the total payroll. Next, the Accommodation & Food Services sector checked in at 8.65 percent of the total payroll and Finance & Insurance rounding off the top five sectors at 6.10 percent.

Currently, a disproportionate amount of residents in Newaygo County and the region depend on manufacturing dollars as a source of income. With the continued decline of employment in the Manufacturing sector, it is expected that other sectors, such as the recent growth seen in all of the Service sectors, will emerge as more prominent contributors of payroll in the coming years.

FIGURE 11



Source: County Business Patterns

TABLE 19

Number of Business Establishments in Newaygo County in 2008														
			Payroll (1,000)		Number of Establishments By Employment-Size Class									
NAICS Code	Industry	Number of Employees for week including March 12	First Quarter	Annual	Total number of establishments	1-4	5-9	10-19	20-49	50-99	100-249	250-499	500-999	1,000 or more
	Total	9,101	75,122	293,449	845	480	193	98	52	10	5	4	3	--
11	F.F.H. & A. Support*	71	237	965	11	8	2	--	1	--	--	--	--	--
21	Mining	0 – 19	--	--	1	1	--	--	--	--	--	--	--	--
22	Utilities	20 – 99	--	--	5	2	--	1	1	1	--	--	--	--
23	Construction	285	2,001	10,242	94	77	12	3	2	--	--	--	--	--
31	Manufacturing	1,988	19,170	77,874	50	23	13	4	5	1	1	1	2	--
42	Wholesale Trade	284	2,846	12,065	34	15	9	4	6	--	--	--	--	--
44	Retail Trade	1,588	7,740	32,037	160	72	49	25	11	2	--	1	--	--
48	Transportation	100 – 249	--	--	18	15	2	--	--	--	1	--	--	--
51	Information	20 – 99	--	--	8	5	2	--	1	--	--	--	--	--
52	Finance & Insurance	555	6,840	24,444	43	22	9	9	1	1	--	1	--	--
53	Real Estate	20 – 99	280	1,151	24	19	2	3	--	--	--	--	--	--
54	Professional Serv.	272	2,100	9,253	51	35	10	4	1	1	--	--	--	--
55	Management	250 – 499	--	--	3	--	--	2	--	--	--	1	--	--
56	Admin. Services	257	1,086	4,762	28	16	5	5	--	1	1	--	--	--
61	Educational Services	72	268	954	7	4	--	1	2	--	--	--	--	--
62	Health Care	1,596	14,001	57,265	75	31	19	14	5	3	2	--	1	--
71	Arts, Ent., & Rec.	20 – 99	99	588	11	8	1	2	--	--	--	--	--	--
72	Accom. & Food Serv.	787	1,974	9,252	73	21	24	13	15	--	--	--	--	--
81	Other Services	532	2,072	8,156	130	87	34	8	1	--	--	--	--	--
99	Unclassified	0 – 19	--	76	19	19	--	--	--	--	--	--	--	--

Source: County Business Patterns

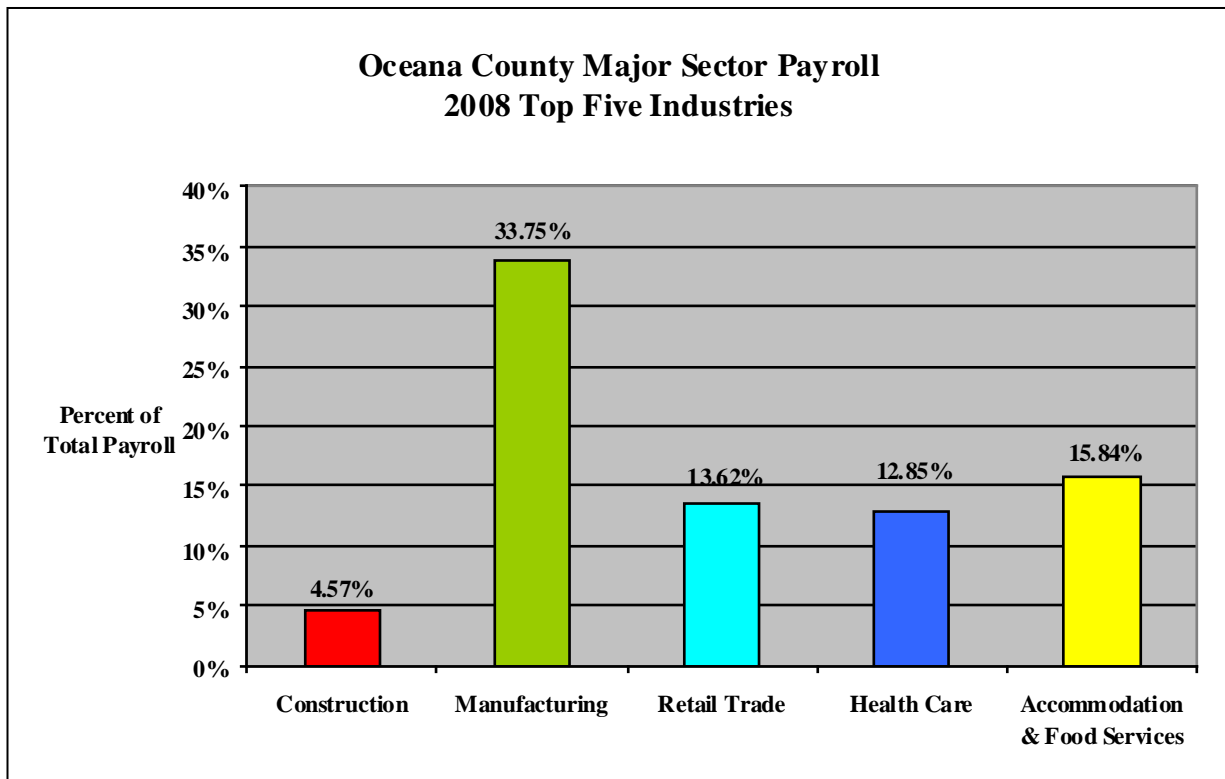
\* Forestry, Fishing, Hunting, and Agriculture Support

## Oceana County Major Sector Payroll

Annual taxable payroll for the top five sectors in Oceana County for 2008 is shown in Figure 12. Table 20 on page 451 provides additional information pertaining to the number of business establishments in 2008.

Not unlike the rest of the region, Oceana County has relied heavily on the Manufacturing sector for a large percentage of its total payroll in 2008 when it accounted for 33.75 percent. Next is Accommodation & Food Services at 15.84 percent and the Retail Trade sector at 13.62 percent of the total payroll in the county. The Retail Trade has shown the most dramatic change in payroll since 1980 when it accounted for almost 23 percent of the total payroll. In 1990, that percentage dropped to roughly 15 percent, and was under 11 percent in 2006. Health Care and Construction are the next largest sectors at 12.85 and 4.57 percent respectively.

FIGURE 12



Source: County Business Patterns

TABLE 20

Number of Business Establishments in Oceana County in 2008														
			Payroll (1,000)		Number of Establishments By Employment-Size Class									
NAICS Code	Industry	Number of Employees for week including March 12	First Quarter	Annual	Total number of establishments	1-4	5-9	10-19	20-49	50-99	100-249	250-499	500-999	1,000 or more
	Total	4,925	27,305	124,103	525	311	122	62	17	3	7	3	--	--
11	F.F.H. & A. Support*	0 – 19	--	--	5	4	1	--	--	--	--	--	--	--
21	Mining	0 – 19	--	--	1	--	1	--	--	--	--	--	--	--
22	Utilities	0 – 19	--	--	2	1	--	--	1	--	--	--	--	--
23	Construction	225	1,446	8,470	77	56	17	4	--	--	--	--	--	--
31	Manufacturing	1,662	10,463	42,316	38	16	6	7	3	1	2	3	--	--
42	Wholesale Trade	192	1,265	6,058	11	5	2	3	--	--	1	--	--	--
44	Retail Trade	671	3,015	13,431	100	51	28	15	4	2	--	--	--	--
48	Transportation	135	1,000	4,681	16	6	5	3	2	--	--	--	--	--
51	Information	20 – 99	185	747	5	4	--	1	--	--	--	--	--	--
52	Finance & Insurance	118	863	3,871	23	13	8	1	1	--	--	--	--	--
53	Real Estate	44	109	957	14	10	3	1	--	--	--	--	--	--
54	Professional Serv.	70	614	2,737	23	18	4	1	--	--	--	--	--	--
55	Management	0 – 19	--	--	1	1	--	1	--	--	--	--	--	--
56	Admin. Services	90	602	3,034	12	6	3	2	1	--	--	--	--	--
61	Educational Services	0 – 19	--	--	3	2	--	1	--	--	--	--	--	--
62	Health Care	633	4,702	20,775	41	17	11	8	3	--	2	--	--	--
71	Arts, Ent., & Rec.	35	155	2,007	22	19	3	--	--	--	--	--	--	--
72	Accom. & Food Serv.	780	1,670	8,315	69	35	16	14	2	--	2	--	--	--
81	Other Services	194	727	3,126	62	47	14	1	--	--	--	--	--	--

Source: County Business Patterns

\*Forestry, Fishing, Hunting, and Agriculture Support

## **Chapter Three**

### **Economic Development Goals and Objectives**

Throughout the year, WMSRDC staff meets regularly with economic development professionals and the Comprehensive Economic Development Strategy (CEDS) Committee within the region. Discussions include the status of implementation of CEDS projects, recent trends in the county and regional economy, federal, state, and local economic development assistance program briefings, project development and prioritization, and other matters relating to the economic development of the counties and the region. In the course of activities, all local units of government are given opportunities to comment on the program development and to submit potential projects for inclusion in the CEDS.

Since all member counties represented in the Regional Commission utilize the district's CEDS for their planning needs and designation obligations, all regional economic development goals, objectives, and strategies are initially developed and discussed with the local economic development professionals within the region. After concurrence is obtained, they are presented to and discussed with the Economic Development District Committee (Regional Commission), which provides the overall direction and guidance to the staff.

Initiation of the CEDS process and project selection is announced each year to all 120 local units of government in the region. Each local unit is invited to participate in the CEDS process and project selection. Project selection and prioritization is then conducted at the CEDS committee level. After several meetings, the CEDS committee then makes a final recommendation on projects and priorities for approval by the Regional Commission. Regional Commission staff also works with the CEDS committee in developing goals, objectives, strategies, and projects for implementation.

Fundamental to any economic development effort is the formulation of long-term goals and corresponding short-term objectives. Goals and objectives help in assessing and monitoring the economic development process. Further, they provide the basis upon which a strategy and program for implementation can be developed. Goals concern a multiple year period while objectives concern a one-year period.

This year, economic data, trends, and previous CEDS goals, objectives, and strategies were discussed with the CEDS committee at the local level and the Regional Commission in order to determine if any changes or additions were needed. This year's goals and objectives are as follows:

## Goals

- **Retention**

Previous CEDS documents identified diversification as the most important long-term goal of the program. This goal continues to be of major importance, but retention is now considered to be of equal importance. This was especially true in areas where several major industries have moved or closed within the past few years.

- **Diversification of the Industrial Base**

The District economy continues to exhibit significant concentrations of wage and salary employment in only a few major industry groups.

- **Commercial Revitalization of Central Business Districts**

Commercial revitalization of central business districts continues to be a major goal in the 2011 CEDS. The revitalization of central business districts is of vital importance not only in the more urban areas of Muskegon and Ludington, but also in the rural areas such as Hart, Newaygo, and Baldwin. The District has in the past provided planning, implementation and technical assistance to interested communities. Efforts in more recent years have been to assist communities with projects, which will implement their strategy reports and plans.

- **Growth and Expansion of Small Business**

Retention, diversification, and downtown business district development help to partially achieve this goal but not totally.

Institutional infrastructure can be further developed in the District to provide more accessible and better quality technical and financial assistance to small businesses. Service and retail trade have been identified as possible growth industries.

The existing small business assistance centers are providing quality assistance but in some cases do not have the resources or staffing to meet all of the needs.

- **Improve Communication, Cooperation and Coordination**

There are 120 minor civil divisions in the District, most of which have their own agendas for economic development. In addition to the local governments there are several private and public agencies (such as foundations, economic development organizations, utility companies, community colleges etc.) involved in economic development in the District.

Some of these development interests are coordinated and some are not. A continuing effort since 1986 has been the establishment of informal committees of economic development leaders in each of the counties.

Elimination of State funding for Community Growth Alliances (CGA) by the administration in Michigan have hindered, somewhat, local economic development efforts. County-wide economic efforts within Muskegon County is handled by Muskegon Area First. The Oceana County Economic Development Corporation is presently operating on a full time basis and is supported by Oceana County. In Mason County, the Mason County Growth Alliance is servicing the county. The Newaygo County Economic Development Organization handles county-wide economic efforts in Newaygo County. In 2007, Lake County organized the Lake County Economic Development Committee to coordinate economic development efforts within the county.

Due to limited resources for some rural counties in the economic development area and dependence upon outside resources, efforts should be initiated to assist these counties in both working with outside agencies and coordinating with inside development efforts.

- **Further Development of the Tourism, Recreation and Service Sectors**

With the abundant natural features and recreational opportunities within the five county district, it is not surprising that tourism and recreation is a top economic development

priority within the region. Nearly all of the counties have recreation plans that were developed in the last five years. All of the five counties are continually working collaboratively within the region to promote the tourism, recreation, and service sectors. It is also a priority to move the region from a seasonal destination to a year-round tourism and recreational center.

- **Promote and Encourage Improvement in Training and Education Programs**

All five counties have experienced unemployment rates during the last decade, which were consistently above the State and National rates. With the large number of job losses over the past few years within the state and region, it is a high priority to provide continuous workforce training. It is also a priority to provide entrepreneurial training, as well as promoting the development of independent thinking as a workforce skill in the region. Local colleges, universities and community colleges within the region are a major source of workforce training. They are also increasing their efforts in entrepreneurial training and development.

- **Improvement of Physical Infrastructure**

The Regional Commission and district local governments regularly undertake a variety of planning activities, which assess local public health, safety, and general welfare needs.

- **Promote Sub-Regional Land Use Planning and Coordination**

The continued growth of metropolitan areas within the Region and the number of local governments in each area has spawned concern regarding uniform land use. Some local governments within the Region have begun a cooperative effort in researching the possibility of intergovernmental cooperation with respect to land use planning for multiple jurisdictions.

- **Development of Additional Industrial Park Land with Adequate Infrastructure**

This goal was developed to encourage municipalities with existing non-improved industrial land to build the necessary infrastructure to make that land usable.

- **Innovation and Entrepreneurialism**

Recent efforts to support, foster, and maintain local innovation and entrepreneurialism have arisen within the region. Cooperative efforts on behalf of local economic development professionals, workforce developers, higher education institutions, and local governments have been formed with the knowledge and understanding that local home-grown business are vital to the retooling of the west Michigan economy. Therefore, this goal has become a high priority for the region.

- **Green Economy and Sustainability**

The State of Michigan has made a commitment to reduce its renewable energy portfolio by 10 percent by 2015. As a result and to promote sustainability, the region has also made a commitment to promoting and fostering green economic development and sustainability.

## Objectives

The economic development objectives outlined in this report are designed to be implemented in the short-term. The objectives were selected by the economic development professionals within the region after careful consultation and information gathering sessions.

- **Help local governments in retention efforts: identify barriers to expansion, assist in using federal, state, and local programs.**

The objective of the District in the coming year is to make use of local, state, and federal programs to identify and remove barriers to expansion and assist local governments, as well as local economic development professionals in their retention efforts.

- **Attract growth manufacturing industries.**

Because a large percentage of the new jobs created are in small business, and a large percentage of the new companies are "home grown," the objective of the District in the coming year will be to diversify the industrial base by encouraging entrepreneurship (new businesses developed by local people) and by attracting growth manufacturing industries into the region.

- **Project implementation in established commercial areas that have completed planning programs.**

This remains an objective for the 2011 program. While most businesses are "home grown," the District will encourage local generation of new businesses for downtown areas. Planning for the development of central business districts is essential to ensure the future of these vitally important areas.

- **Assist local small business assistance centers in providing financial and technical assistance.**

One objective of the 2011 program will be to assist local governments in further developing the infrastructure to improve assistance to small business, while at the same time assisting small business assistance centers.

- **Active participation with the established economic development organizational infrastructure in each of the counties comprising the District.**

Given the current status of communication, cooperation and coordination in the Region, the objective of the 2011 program continues to be the establishment of institutional infrastructure throughout the District.

- **Project implementation in counties that have completed development planning.**

The objective of furthering the tourism, recreation, and service sectors is to encourage and assist the counties in the implementation of their recreation plans and strategies, and to encourage development of recreation infrastructure and locally generated businesses through use of federal and state programs.

- **Encourage educational partnerships between the private sector, public and private schools, as well as higher education institutions.**

The specific objectives are to encourage educational partnerships between the private sector, as well as public and private schools. Also, to assist schools, colleges including community colleges and universities, in addition to other education and training agencies in matching their programs to the needs of the employers, while assisting these institutions in promoting and improving training and education programs for the unemployed, underemployed, and those people on public assistance.

- **Implement and encourage affordable housing, community facilities, transportation, and utility improvements in order to facilitate the economic development process.**

This objective is designed to encourage cooperation and coordination between local units of governments in meeting infrastructure and waste management/disposal needs. The other objective of improving and upgrading the housing stock, community facilities, air, highway, rail, water transportation systems, and municipal utility services still applies. The promotion of green energy is also a priority in 2011.

- **Promote continuity beyond governmental boundaries and discourage duplication of efforts.**

The objective of this goal is to promote continuity beyond governmental boundaries and to discourage duplication of efforts. This is to encourage local governments to work together and to understand that changes in the economy have made business competition a world-wide game, and that local governments must look at economic development from a regional perspective.

- **Provide development ready sites in areas that have reached maximum capacity in present industrial parks while encouraging "infill" development.**

The objective is to provide development-ready industrial sites in areas that have reached maximum capacity of presently developed industrial land.

## **Chapter Four**

### **2011 CEDS Project Information**

## 2011 CEDS Project List and Summaries

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### **Project List Development**

For many years, the Comprehensive Economic Development Strategy (CEDS) identified regional economic development projects through an official “CEDS Call for Projects.” In 2006, significant changes were made to the development of the CEDS process and identification of regional economic development projects. These changes were due to revisions in the U.S. Department of Commerce, Economic Development Administration (EDA) regulations, issued at the federal level.

During the fall of 2007, Regional Commission staff began meeting with the newly formed CEDS Committee. The purpose of the committee and major focus of the meetings is to implement the CEDS document through a variety of measures including the established goals and objectives, maintaining a regional vision and approach to economic development, exercise problem solving initiatives, promote regional collaboration, and identify and prioritize potential economic development projects. Each of the projects identified through the CEDS process are required to be regionally significant economic development projects which meet the following list of investment priorities established by the EDA:

- Collaborative Regional Innovation

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

- Public/Private Partnerships

Investments that use both public and private sector resources and leverage complementary investments by other government/public entities and/or non-profits.

- National Strategic Priorities

Initiatives that encourage job growth and business expansion in clean energy; green technologies; sustainable manufacturing; information technology (i.e., broadband, smart grid) infrastructure; communities severely impacted by automotive industry restructuring; natural disaster mitigation and resiliency; access to capital for small and medium sized and ethnically diverse enterprises; and, innovations in science, health care and alternative fuel technologies.

- Global Competitiveness

Investments that support high-growth businesses and innovation-based entrepreneurs to expand and compete in global markets.

- Environmentally-Sustainable Development

Investments that encompass best practices in “environmentally sustainable development,” broadly defined, to include projects that enhance environmental quality and development and implement green products, processes, and buildings as part of the green economy.

- Economically Distressed and Underserved Communities

Investments that strengthen diverse communities that have suffered disproportionate economic and job losses and/or are rebuilding to become more competitive in the global economy.

Over the past year, the CEDS Committee has met several times to identify several potential economic development projects. If implemented, any of the projects identified would help to fulfill one or more of the economic development goals and objectives of the Economic Development District as outlined in Chapter 3, Economic Development Goals and Objectives. Each of the projects have been reviewed and endorsed by the Regional Commission, and therefore, are consistent with the strategy for economic development. All of the counties represented in the district elect to use the CEDS Annual Report for their planning needs and designation purposes. Listed below are the projects identified by the CEDS Committee. These projects are identified in one of two categories. The two categories include Regionally Significant Economic Development Projects as well as Regional Community Infrastructure Investment Projects.

### **Project Summaries Overview**

The Regional Commission along with the CEDS Committee has identified a total of forty-one (41) regional economic development projects for the five county area. Even though the 41 projects have been identified, the projects have been divided into two categories including Regional Community Infrastructure Investment Projects and Regionally Significant Economic Development Projects. The Regional Community Infrastructure Investment Projects include twenty-eight (28) important community development projects that would boost the local economy of the region, but may not fall within the above mentioned Investment Priorities currently established by the EDA. The Regional Community Infrastructure Investment Projects are listed in Appendix B on page 105. The Regionally Significant Economic Development Projects include projects that best meet EDA’s Investment Priorities and focus on innovation, technology, and entrepreneurialism. In order to provide additional information regarding each of the thirteen (13) Regionally Significant Economic Development Projects and to demonstrate their regional significance, WMSRDC staff, with assistance from local economic development professionals from each of the five member counties, has put together a profile for each project. The project profiles identify the investment location, project description and background, economic development need, as well as the project cost and matching funds. In addition to the project profiles is a summary chart for the thirteen regionally significant economic development projects.

## 2011 CEDS Economic Development Project Summary Chart

County	Project	Location	Total Project Cost	Local Match	Estimated Job Creation	Preliminary Engineering
<b>Lake County</b>						
	Pleasant Plains Industrial Park	Pleasant Plains Township	\$2,000,000	\$800,000	30	No
<b>Mason County</b>						
	Economic Infrastructure Expansion Project	Pere Marquette Township	\$10,500,000	\$5,250,000	Unknown	No
	Entrepreneur's Center & Business Incubator	West Shore Community College	\$3,130,000	\$1,095,500	110+	No
<b>Muskegon County</b>						
	Muskegon County Business Park East	Muskegon County & Egelston Township	\$25,130,500	\$12,565,250	100 – 150	No
	Sappi Redevelopment Project	City of Muskegon	\$5,000,000	\$2,500,000	Unknown	No
	Muskegon Port Development Market Study*	Muskegon County	\$60,000	\$30,000	Unknown	No
	Bayer Industrial Park Development Project	Muskegon County	\$2,100,000	\$1,050,000	1,000	Yes
	Wind Energy Project	GVSU – MAREC	\$3,700,000	\$1,700,000	Unknown	Yes
<b>Newaygo</b>						
	Industrial Digester Project	City of Fremont	\$14,500,000	\$7,250,000	20	No
	Infrastructure Improvement Project	City of Newaygo	\$3,047,000	\$1,523,500	Unknown	Yes
<b>Oceana</b>						
	Hart Wastewater System Upgrades	City of Hart	\$2,000,000	\$1,000,000	50 – 100	Yes
<b>Regional</b>						
	West Michigan Community Entrepreneurial Training Academy*	Regional	\$250,000	\$125,000	Unknown	N/A
	Great Lakes Association of Regional Councils (GLARC)*	Regional – Multi-State	\$166,664	\$66,664	N/A	N/A

\* Capacity-Building Projects

**Project Title:** Pleasant Plains Business Park

**Investment Region/Location:** Pleasant Plains Township, Lake County, Michigan

**Description and Background:**

In the mid-1990's, Pleasant Plains Township and the Village of Baldwin as co-applicants were approved for a \$650,000 grant from the Economic Development Administration with an additional \$350,000 grant from the Michigan Economic Development Corporation for the construction of the Pleasant Plains Business Park. Unfortunately, due to a local issue, the grants were de-obligated and the project stalled. However, there has been recent interest in once again attempting to develop the Pleasant Plains Business Park. There is new leadership in both the Township and Village, and the communities have agreed to work together in order to move this project forward. In addition, a local business has shown an interest in locating in the business park if infrastructure improvements are made. Therefore, Pleasant Plains Township is seeking assistance to develop the 100 acre Pleasant Plains Business Park.

**Economic Development Need:**

Lake County has historically experienced a high level of unemployment and economic distress due to the lack of employment opportunities for county residents. In fact, it is the poorest county in the State of Michigan and one of the most economically distressed counties in the United States. The Lake County Economic Adjustment Plan, prepared by the West Michigan Shoreline Regional Development Commission and funded by the U.S. Economic Development Administration and the Michigan Economic Development Corporation, identified the development of the Pleasant Plains Business Park as a top economic development priority for Lake County. The closure of a private operation youth prison, which provided a significant number of jobs for area residents and tax base for the local communities, has aggravated the situation significantly. However, a recent interest by a local business to locate in the Pleasant Plains Business Park has occurred. The business would develop an ethanol plant, initially to occupy between 16 and 20 acres of the 100 acre business park with the potential to expand up to approximately 50 acres. The location is ideal for the project because of the proximity of the local wastewater treatment facility and adjacent railroad access. It is estimated that the business would initially create 30 jobs for the community. The development of the business park would entail the extension of water, roads, and sewer into the park, in addition to the upgrade of adjacent road leading to the park to all weather roads to accommodate potential truck traffic.

**Project Cost and Matching Funds:**

Pleasant Plains Business Park.....\$2,000,000

**Project Title:** Economic Infrastructure Expansion Project

**Investment Region/Location:** Pere Marquette Charter Township, Mason County, Michigan

**Description and Background:**

Pere Marquette Charter Township is seeking assistance with infrastructure improvements to its municipal water and sewer utilities. The Township provided water and sewer service in its area north of the Pere Marquette River, beginning in the early 1980's, and with ongoing expansion through the present day. This has been accomplished through cooperative agreements with the City of Ludington which actually provides the water. The Township has been responsible for laying and maintaining its own lines, installing taps, billing its customers, etc. In 2008, the Township completed and activated its own municipal water system to assume about 25% of the water-delivery service to Township customers. This percentage will increase as businesses occupy the Township's Industrial and Business Parks. This investment by the Township has allowed for better service to its industrial parks (and potential industrial park customers) and an easing of the City of Ludington's system which was approaching "capacity." Expanding Township water and sewer services south of the Pere Marquette River has proven seriously cost-prohibitive. Crossing approximately one-half mile of river flats with underwater lines for both water and sewer is not only expensive, but would prove geographically difficult as well.

**Economic Development Need:**

Township development has been restricted by the physical boundary of the Pere Marquette River flats. Bringing basic utility service to the south side of the River will open up new possibilities for economic development. The Township has available +/- 500 acres of developable land south of the River, much of which lies along the south shore of the Pere Marquette River and lake. In recent years, the Township was approached several times by developers interested in property south of the River, with discussions generally coming to a halt at the point where they find there are no public utilities available. In the present economy, which is very depressed in Mason County, the Township needs to look at options which have been disregarded in the past. Rather than accept that the areas south of the River just cannot be served with public utilities, and therefore cannot be developed, it is time to advance the development of this infrastructure and spur the economy south of the River and in the outlying Mason County areas.

**Project Costs and Matching Funds:**

Total Project Cost .....\$10,500,000

**Project Title:** Entrepreneur’s Center & Business Incubator

**Investment Region/Location:** West Shore Community College, Mason County, Michigan

**Description and Background:**

West Shore Community College is seeking assistance in the development of an Entrepreneur’s Center and Business Incubator. A facility such as this using college resources along with local, state, and federal resources would provide a variety of needed services for fledgling businesses including: business development assistance, market research, product and process development assistance, workforce development and training, regulation and compliance support, quality assurance assistance, entrepreneurship seminars and forums, online entrepreneurial training through a virtual entrepreneurs university, one-on-one counseling through the MI-SBTDC program, entrepreneurs network, business resource library and network, technical assistance, involvement and financing resources, technology expertise, inventor/entrepreneur connections, government contracting assistance, space for R&D, production and office operations along with the use of office equipment and office services.

**Economic Development Need:**

The United States is experiencing a recession with unemployment running at 9.5% for July 2010 and for Michigan, the July unemployment rate is 14.0%. Few states have felt the depth of the recession as has Michigan, which has led the nation with the highest annual unemployment rate since 2006. The impact of the economic recession on the west Michigan area is also very distressing. The college service area is experiencing unemployment rates significantly above the nation and comparable to the state of Michigan. The unemployment rates for July 2010 are 12.2% for mason County, 13.0% for Manistee County, 16.3% for Lake County, and 14.8% for Oceana County. Layoffs and plant closings are mounting in the area. The attachment to the area by the local people and the very limited job opportunities can be catalysts for entrepreneurial development in the area.

Many manufacturing and processing operations in the West Shore Community College service area have been started and operated by local entrepreneurs and their families. Locally owned businesses usually have a strong commitment to the community and their employees. A strong attachment to the area permeates the local population. Many residents would rather take a lower paying job in the area rather than move away for a higher paying position. A West Shore Community College Entrepreneur’s Center and Business Incubator could assist new and existing entrepreneurs to develop and grow their businesses.

**Project Cost and Matching Funds:**

Service Plan .....	\$50,000
Construction and Equipment.....	\$2,680,000
Start Up.....	\$400,000
Total Project Cost .....	\$3,130,000

**Project Title:** Large Lot Industrial Site (Muskegon County Business Park East)

**Investment Region/Location:** Egelston and Moorland Township, Muskegon County

**Description and Background:**

The County of Muskegon is seeking to develop a large lot industrial site also known as the Muskegon County Business Park East. The County currently owns and is marketing approximately 1,800 acres (1,600 acres in Moorland Township and 200 acres in Egelston Township) of land adjacent to their Muskegon County Wastewater Treatment Facility. The site presently lacks potable water which is within approximately five miles of the site. A partnership between Muskegon County, Egelston Township, and local economic development professionals has been formed to assist in the development of the site.

**Economic Development Need:**

The largest wastewater user in Muskegon County permanently closed its operation in the fall of 2009. Sappi Fine Paper once produced more than half of The Muskegon County Wastewater Treatment Facility’s capacity. With a maximum capacity of 46 million gallons per day (MGD), the facility is now only processing a mere 12 -13 MGDs. Over the years, Muskegon County along with local economic development professionals, have been aggressively marketing the 1,800 acres of wastewater property in the hopes of attracting industries that produce a significant amount of wastewater. The goal of developing this property is to lower the cost to everyone by adding a large wastewater user. The target industries include food and agricultural processors or any industry that requires a large volume of water to be treated. It is hoped that additional wastewater treatment users will offset the recent decrease in the volume of wastewater. Current prospects include large cheese processors, dairy operation and large utilities that stimulate private investment and approximately 400 permanent jobs.

In addition to lowering the cost of operation to each user, the site is also being considered by economic development professionals in the West Michigan area and the Michigan Economic Development Corporation as a certified mega-site for industrial development. In a state that has seen a record number of job losses, this is one of a few West Michigan sites that have the potential to attract large industries because it is already assembled. Muskegon Area First is in the process of exploring the certification process.

**Project Cost and Matching Funds:**

Water Extension.....	\$14,130,500
Industrial Park Development .....	\$5,000,000
Wind Turbines (3 @ \$2,000,000 each).....	\$6,000,000
Total Cost.....	\$25,130,500

**Project Title:** Former Sappi Paper Site Infrastructure Improvements

**Investment Region/Location:** City of Muskegon, Muskegon County, Michigan

**Description and Background:**

The City of Muskegon is seeking assistance in the redevelopment efforts of the former Sappi Paper Plant. One of the most critical needs for the redevelopment of the property would be to improve the public infrastructure in and around the site.

**Economic Development Need:**

In recent years, both the City of Muskegon and Muskegon County have experienced high volumes of job losses resulting in soaring unemployment rates. The most recent unemployment statistics from August 2010 place the City of Muskegon at 17.2% and Muskegon County at 13.5%. The State of Michigan’s unemployment rate from August 2010 is 12.9% and the national unemployment rate is at 9.5%.

For 100 years, the “Paper Mill” in the City of Muskegon was a major fixture in the economic landscape for not only the City of Muskegon, but the entire county. The Paper Mill once employed approximately 1,000 people and provided roughly half of the county’s wastewater flow. In recent years, the company began to drastically downsize and reduce the amount of wastewater flow. In 2009, Sappi Fine Paper closed its doors for good in Muskegon. The property left behind by the closure is in need of infrastructure improvements. The 120 acre lakefront site located on Muskegon Lake has many possibilities for future use. To make the site economically viable once again, the City is seeking assistance to improve the surrounding public infrastructure.

**Project Cost and Matching Funds:**

Total Cost.....\$5,000,000

**Project Title:** Muskegon Port Development Market Study

**Investment Region/Location:** City of Muskegon, Muskegon County, Michigan

**Description and Background:**

A group of public and private community leaders have formed a committee to further the development of the Port of Muskegon as an economic asset to the west Michigan region. There are approximately seven private port land owners and developers involved in the project. The group, after meeting for over a year, is interested in conducting a market study of how west Michigan manufacturers are shipping and receiving goods and materials within an approximate 90 mile radius (within Michigan) of Muskegon Lake. In addition, the study will bring together previous studies and identify port assets including intermodal transportation alternatives. The study will also identify goals, objectives, and a future vision for the development and enhancement of the Port of Muskegon.

**Economic Development Need:**

Muskegon Harbor, Michigan is located on the east shore of Lake Michigan. The Port of Muskegon has been an active commercial port for nearly 200 years. The Muskegon Lake navigation channel is maintained at a depth of 29 feet and is the deepest port along Michigan’s west coast. The port has the potential to reach not only the Great Lakes, but the remainder of the United States through the nation’s river and lock systems. In addition the port is serviced by a variety of multi-modal assets including multiple truck routes with easy access to highways, multiple rail access points with a CSX rail yard located on the Muskegon lakeshore, and a local international airport within five miles of the port.

Muskegon Harbor is utilized for both recreational and commercial use. However, many consider its commercial activity is considerably underutilized based on the capacity of the deep water channel and the capabilities of current port property owners. A major focus of the recently formed committee is to work together to promote the Port of Muskegon for increased commercial use while still maintaining the balance necessary for the community at large. For a variety of reasons, many local manufacturers do not use or have not considered using the Port of Muskegon for the movement of goods. The committee strongly believes there is a huge potential for the growth and expansion of commercial port activities.

The purpose of the market study is to identify the type of goods being moved by local manufacturers and how those goods are currently being transported. In addition, the study will identify strategies to integrate and interconnect multi-modal transportation alternatives including the port, roadways, air, and rail.

**Project Cost and Matching Funds:**

Total Cost:.....\$60,000

**Project Title:** Bayer Industrial Park Development Project

**Investment Region/Location:** Muskegon County, Michigan

**Description and Background:**

Muskegon County and local partners including Muskegon Township, Muskegon County Road Commission, West Michigan Shoreline Regional Development Commission, and Muskegon Area First are seeking assistance with infrastructure and transportation improvements to two industrial parks in the area. The County of Muskegon recently received an EDA grant to construct the Muskegon County Business Park North Industrial Park located in Dalton Township. In addition, a privately owned industrial park (Bayer Industrial Park Development) is in the process of being developed. However, continued development in both parks is increasing the need for further infrastructure improvements.

**Economic Development Need:**

Construction to develop the Muskegon County Business Park North is complete. Nugent Sand, a local company, is interested in expanding its business to add a facility within the park. However, the current transportation route from the industrial park to U.S. 31 is a deterrent. In addition, Bayer Crop Science owns approximately 400 acres just south of the Muskegon County Business park North in Muskegon Township. Bayer has expressed an interested in developing an eco-industrial park on this property. Development of the eco-industrial park will require public economic infrastructure expansion into the designated property. It is estimated that more than 1,000 jobs will be created between both industrial parks. This area is also home to Michigan’s Adventure Amusement Park which is Michigan’s largest amusement and water park. Michigan’s Adventure generates a tremendous amount of traffic between the months of May and September. The traffic for all three areas currently travels along the Whitehall Road corridor. Therefore, the County of Muskegon and local partners are interested in providing an alternative and more direct route for the truck traffic generated by the industrial areas.

**Project Cost and Matching Funds:**

Total Cost.....\$2,100,000

**Project Title:** GVSU Offshore Wind Data & Research Project

**Investment Region/Location:** Grand Valley State University, Muskegon County, Michigan

**Description and Background:** Grand Valley State University's Michigan Alternative and Renewable Energy Center (MAREC), located on the shore of Muskegon Lake is the realization of the SmartZone vision of the State of Michigan. The 25,000 square foot LEED (Gold) certified facility became fully operational in the spring of 2004 as a result of the collaborative efforts of various local and state agencies/organizations. MAREC's mission is to be an economic development catalyst, business accelerator, as well as research and development center that links business, education, and government resources for the development and commercialization of existing and new technology with emphasis on alternative and renewable energy. MAREC aims to demonstrate the technical viability and economic value of renewable and alternative energy technologies. It also serves as an incubation center for new and emerging businesses and offers educational programs in collaboration with community colleges and universities. One project MAREC has been actively pursuing is an offshore wind data and research project designed to help advance development of commercially viable offshore wind generation on Lake Michigan and the Great Lakes. MAREC seeks financial assistance in the development of this project.

**Economic Development Need:** The State of Michigan imports 93% of its fossil fuel requirements from Illinois, Indiana, Ohio, and Kentucky at an annual cost of approximately \$18 billion. About 60% of Michigan electricity is generated using coal, 24% from nuclear energy, and 12% from natural gas. Michigan's annual energy bill drains the economy and impacts job retention. Michigan has two large natural energy resources; wind and biomass. Studies show that the wind potential for Lake Michigan is in the range of four to six wind class with seven being the highest. Along the eastern shore of Lake Michigan this wind power potential is estimated to be about 182 GigaWatts. A tenth of this wind power potential is equivalent to some 20 nuclear power plants. The advantages of offshore wind energy generation include access to denser and more consistent winds, higher wind velocities over water, opportunity for large utility scale (5-10 MegaWatts per tower) installations, and (if placed offshore beyond view) avoidance of negative public perception problems often encountered with land-based installations.

Multiple universities will coordinate research on a fixed platform approximately four miles offshore in Lake Michigan. The offshore Wind Data and Research project will help to advance public and scientific, as well as commercial understanding of offshore wind as a viable source of renewable energy. The offshore data collection project will conduct important research on subjects such as ice conditions, platform engineering, bird and bat studies, lake evaporation rate analysis and LIDAR wind measurement technology. Developing a greater understanding of Great Lakes wind conditions and related research data along with advancement of offshore construction technology will help to provide the basis for "utility scale" offshore wind industry development and future job creation. This project will help position the Muskegon area lakeshore region, the Port of Muskegon and West Michigan as a significant hub for commercial wind energy development. Since large-scale wind turbines contain over 8,000 components, there are new opportunities along the entire supply chain related to the manufacturing, installation and servicing of wind turbines. Development of a commercial wind industry on Lake Michigan will

help to stimulate both onshore and offshore opportunities for new and existing business. As business opportunities are developed, new wind industry related jobs will surely follow.

**Project Cost and Matching Funds:**

Total Project Cost .....	\$6,000,000
Congressional allocation (DOE authorized grant) .....	\$1,400,000
State of Michigan/MPSC (Grant request pending) .....	\$2,000,000

**Project Title:** Industrial Digester Project

**Investment Region/Location:** City of Fremont, Newaygo County, Michigan

**Description and Background:**

The City of Fremont, in partnership with the Fremont Co-Op and the Newaygo County Economic Development Office, is seeking assistance in developing a community-based agriculture and industrial digester. The project will create methane gas that can be used as an alternative energy source for an industrial client and any other additional partners identified to help offset rising energy prices. The project will also produce several by-products. The first is a natural, locally produced, liquid fertilizer that can be used in lieu of spreading animal waste or manufactured fertilizer on fields. It is environmentally very mild and it is anticipated to be certified as an organic fertilizer, which holds great promise for this growing value-added component. The second by-product is a solid that can be used as a fill for plant bedding and other application.

**Economic Development Need:**

The project will help to solve food and wastewater disposal issues for industrial food processors in the region. In addition, it can help dairy and other livestock farmers in the community with the management of their animal waste and help mitigate run-off into our watershed and, thereby, avoid fines from the Michigan Department of Natural Resources and Environment.

It is anticipated that the project itself will create approximately ten new jobs to operate and manage the facility. However, it is anticipated that the project will create another ten additional jobs at the Fremont Co-Op and other spin-off operations. The project has a substantial retention component as it will help to alleviate food waste management issues for a major industrial client. Therefore, a strong partnership between the farming community and the City of Fremont is necessary to make the project viable. It is anticipated that the sale of the methane gas and, to a lesser extent, the by-products will help to provide revenue to support the operation of the facility. Tipping fees may also be another source of revenue.

It is also believed that this project will have a tremendous opportunity for replicating elsewhere in the state to assist other food processors and farm communities, and is a great example of an alternative energy related product.

**Project Cost and Matching Funds:**

The creation of gas will be conducted by a private company. The partners are seeking funding on ways to handle the liquid and solid by-products. This will likely require investment in public infrastructure similar to wastewater treatment equipment and pipelines.

Private Financing .....	\$12,000,000
Local Support Needed.....	\$2,500,000
Total Cost.....	\$14,500,000

**Project Title:** Economic Development Infrastructure Improvement Project

**Investment Region/Location:** City of Newaygo, Newaygo County, Michigan

**Description and Background:**

In September 2007, the City of Newaygo was awarded an EDA grant for a project totaling \$2,168,000 (EDA grant of \$1,084,000). The purpose of the grant was to conduct infrastructure improvements to the city's municipal water system including the construction of a new municipal well, expansion of the well capacity, iron removal system, as well as road, sewer, and water expansions for new industrial property. Unfortunately, the industrial property, which was going to be donated to the city by a private developer for the development of additional industrial land, went into foreclosure. The property was also going to house the new municipal well, water tower (not part of the grant) and iron removal system. Therefore, that portion of the grant was unable to move forward. Due to these circumstances, which were beyond the control or resolution of the City of Newaygo, the EDA grant was deobligated in 2009.

The City of Newaygo is once again seeking EDA funding assistance in the development of necessary infrastructure improvements to adequately accommodate existing and future job growth in the city. The city's need for a new well, water tower, and iron removal system remains a critical economic development need to help serve our existing and expanding manufacturing base. There are several small and large manufacturing facilities within the city that need the expanded well capacity, water tower, and iron removal system to remain viable at their Newaygo location. In addition, some of those facilities have expressed the need and desire for future manufacturing growth and expansion of current facilities which could not adequately be serviced without well capacity expansion, water tower, and iron removal system. In other words, the capacity restrictions of the existing water system, severely limits the ability of the existing manufacturers to expand operations and employment at their Newaygo facilities. Additional water capacity and redundant lines are needed. Although the water tower also serves the City's residential and commercial areas, the current capacity of the system is more than adequate to service those users well into the future. It is the industrial/manufacturing users and their desired expansion which has strained the system and is making it necessary for the expansion. It is important to note that the infrastructure expansion will be directed towards servicing the city's industrial/manufacturing users.

**Economic Development Need:**

In the early 1990's, the City of Newaygo received approximately \$1 million from the EDA to help with the development of their existing Industrial Park. The use of those funds for needed infrastructure improvements was successful in accommodating significant industrial development in the city. This development attracted a major employer, Magna Mirrors, which today has approximately 600 employees at the Newaygo facility. Of the 40 acres in the existing Industrial Park, all but 8 to 10 acres have been developed.

The City of Newaygo and the Newaygo County Economic Development Organization have been approached over the past few years by several local manufacturers/industries regarding their

desire for future expansion within the city. These companies include Magna Mirrors which has increased their current number of employees by 150 over the past few years and are in need of adding more. In addition, E-Systems Technologies has grown from eight employees to 25 in three months. They have also stated that they expect to triple their current number of employees within the next year. Another local employer, Bucher Hydraulics, with 50 employees has stated a need to expand in the near future. All of these local manufacturers expect to not only expand the number of employees but production as well, which will put additional strain on the already stressed infrastructure system within the City of Newaygo. The City of Newaygo’s sewer and water systems are nearing capacity and without significant upgrades, will limit the amount of future industrial/manufacturing development that can occur in the city.

The County of Newaygo and the City of Newaygo have persistently high unemployment rates, consistently in excess of the U.S. and State of Michigan average. Over the past 24 months, the County’s unemployment rate has averaged 12.72 percent, compared to 8.14 percent for the nation and 12.35 percent for the State of Michigan. The good news is that since the EDA investment in 1994 in the City’s industrial park, unemployment has improved. This new investment will allow the City of Newaygo to continue to expand employment opportunities, particularly in manufacturing. In addition, The City of Newaygo working with the Michigan Economic Development Corporation (MEDC) requested the Michigan Rural Community Assistance Program (RCAP) to conduct an independent survey to determine the percentage of low and moderate-income residents within the City. The City’s 2000 census low and moderate-income level was 49%. Based on the RCAP survey, the City of Newaygo’s current low and moderate-income level has risen to 67.5%.

The City of Newaygo also has a very high mill rate of about 64 mills that can discourage some investment. The funding requested by the EDA and the funds available from the City’s TIFA district will allow for the necessary improvements to be made without causing an increase in the City’s mill rate. It is anticipated the public infrastructure will allow for additional private development to occur, which can then lower property taxes for our residents, many of whom are of low and moderate income. According to the 2000 census, per capita personal income for the City of Newaygo is just 67.8 percent of the U.S. average.

**Project Cost and Matching Funds:**

Total Cost.....\$3,047,000

**Project Title:** Hart Wastewater System Upgrade

**Investment Region/Location:** City of Hart, Oceana County, Michigan

**Description and Background:**

The City of Hart located in Oceana County is seeking assistance with upgrades to its existing wastewater treatment facility. The City owns and operates a wastewater treatment facility which received an EDA grant in the late 1980's for a system expansion. The system is currently experiencing stress during the peak cherry-carrot seasons which runs from July through November. Improvements to the wastewater facility will include hydraulic capacity, aeration, grit removal, and alternative biosolids handling improvements to accommodate agricultural processing expansion in the Hart area. In addition, the City is interested in developing an Anaerobic Digester to assist in the handling of its biosolids. The total project cost is estimated at \$2,000,000.

**Economic Development Need:**

The City of Hart is in need of upgrading its current wastewater treatment facility. The system is currently experiencing stress during the peak cherry-carrot season which runs from July through November. In fact, the system's loading exceeded plant rated capacity in November 2007. The improvements will include hydraulic capacity, aeration, grit removal, and alternative biosolids handling improvements to accommodate agricultural processing expansion in the Hart area. The City is also exploring the development of an Anaerobic Digester to assist in the handling of its biosolids. Oceana County and the City of Hart are home to the large number of food processors including Michigan Freeze Pack (MFP), Gray & Company, New Era Canning, Country Dairy, and Peterson Farms. MFP has recently completed a large facility expansion which added approximately 65 percent to its current capacity, and all support equipment needed to process cherries as well as many other vegetables. The expansion will require additional wastewater capacity. In addition, Gray & Company has plans for a possible expansion including job creation. When the infrastructure improvements are completed, the City's food processing industry, which is the areas major economic generator, will have upgraded wastewater service. It is estimated that between 50 and 100 jobs would be created over the next five years as a result of the project.

**Project Cost and Matching Funds:**

Total Cost.....\$2,000,000

**Project Title:** Regional Entrepreneurial Community Training Academy – “The Stride”

**Investment Region/Location:** Lake; Mason; Muskegon; Newaygo; and Oceana Counties, Michigan

**Description and Background:** The Starting Block Inc. (SBI), a regional kitchen incubator located in Oceana County, is seeking assistance in the development of a regional entrepreneurial community training academy called The Stride. This program will be administered by the West Michigan Shoreline Regional Development Commission, a designated Economic Development District, who will be the fiscal agent and applicant. SBI received an EDA grant in 2007 for the purchase of their existing building as well as additional commercial kitchen equipment. Since its opening in 2006, the non-profit kitchen incubator has been extremely successful in serving the west Michigan area. One of the focus areas of SBI has been to provide entrepreneurial education through area resources and local partnerships with educational institutions, workforce developers, economic development professionals, business and manufacturing leaders, and local government officials. Meanwhile, other counties in the region have their own incubator projects, either established or being planning. SBI is looking to expand its entrepreneurial training program to include an “Incubator and Entrepreneurial Coordination Initiative” to reach the five counties located in the West Michigan Shoreline Regional Economic Development District including Lake, Mason, Muskegon, Newaygo, and Oceana Counties. Business incubators usually are either “general-use” or “specialized”. We have both categories in our region, but they are operating or being planned independently, and are NOT consistently sharing best practices, referring clients to each other’s specialty, or coordinating entrepreneurial training efforts. This proposed project is to form a regional coordinated effort, governed by a council or board made up of representatives from all five counties. The mission will be to apply economic/industrial “clustering” concepts to incubator formation, operation and programming. In addition, The Stride will provide a clearing house function through the sharing of professional resources such as assistance with legal, accounting, and marketing activities. The regional cluster of the Stride will also offer coordinated entrepreneurial training throughout the region. In this area, SBI is a certified training facility for the FastTrac™ family of entrepreneurial curricula. FastTrac is a nationally recognized program, backed by the Kauffman Foundation, Kansas City, MO, and is supported by the Workforce Investment Act (WIA) as an entrepreneurial workforce training program. The estimated cost of the project is \$250,000. Non-Federal Match of up to 50% of this amount is available.

**Economic Development Need:** The Starting Block Inc. has been very successful in its approximately three years of operation and is now in the process of enhancing its services. One of SBI’s missions is to provide entrepreneurial training and education programs for West Michigan entrepreneurs. As a multi-county, regionally governed entity, it has established many partnerships to assist in working towards this mission. Some of these partnerships include many of the K-12 schools, area community colleges, as well as private colleges and universities within the west Michigan region. Staff at SBI, as well as its regional partners, have a large depth of experience in economic development practice, incubator operation, and entrepreneurial education. The Director is also employed, part-time, by the Michigan State University Product Center for Agriculture and Natural Resources, as Western Regional Manager. The Product Center is modeled after the Small Business Development Centers of the SBA, with a network of Entrepreneurship Counselors helping new business ventures in the food-systems and natural resources sectors. By establishing a regional entrepreneurial program to serve the West Michigan Region, it will not only meet the mission of SBI, but also the mission of many of its partners.

**Project Cost and Matching Funds:**

Total Project Cost ..... **\$250,000**

**Project Title:** Great Lakes Association of Regional Councils (GLARC)

**Investment Region/Location:** Multi-State: Minnesota, Wisconsin, Michigan, Illinois, Indiana, Ohio) possibly including Pennsylvania and New York).

**Description and Background:**

The West Michigan Shoreline Regional Development Commission on behalf of local partners from each of the above mentioned states is seeking assistance to establish the Great Lakes Association of Regional Councils and operate it for the first three (3) years.

**Economic Development Need:**

We live in a global economy. There have been paradigm shifts in the pattern of growth and development around the globe. This new era of global competition calls for a restructuring of our economy and education system, as well as recognition that large multi-state mega regions will be the primary building blocks for promoting and fostering economic development. These mega regions contain large metropolitan areas, as well as adapt to this new environment to remain competitive and viable. Linked together by unique resources, strengths and challenges, the Great Lakes states, generally comprise of Michigan, Ohio, Indiana, Illinois, Wisconsin, and Minnesota is the mega region.

It is proposed that regional councils in the Great Lakes states, in recognition of these paradigm changes, adapt to the new environment and organize themselves as a new Great Lakes Association of Regional Councils (GLARC). The commonality of interests amongst regional councils within this association will make it more conducive for joint training and networking, advocacy at the federal level for Great Lakes states’ issues, marketing and promotion for economic development, preservation of the Great Lakes as a vital natural resource, as well as a vehicle for addressing other challenges and opportunities that may arise or be identified. GLARC will be a model for retooling, redesign, and modernization of our economy.

In his 1859 book Origin of the Species, Charles Darwin wrote (paraphrasing) “...the species that survives is not the most intelligent, but the ones that can adapt to the new environment...” Darwin’s observation also applies to organizations such as regional councils. In that spirit, let us gather together, friends and colleagues who are involved in regional cooperation and collaboration, to create a vision for the future role of regional councils and build a bridge to the 21<sup>st</sup> century.

**Project Cost and Matching Funds:**

Total Cost.....\$166,664

## **Chapter Five**

### **2011 Work Program**

## **Work Plan Summary**

The Regional Commission a part of the economic development program will prepare a Comprehensive Economic Development Strategy (CEDS) and annual CEDS updates for the region in compliance with Part 303.7 of 13 CFR 111, including, but not limited to, a description of potential economic development projects including job creation estimates for each, prioritization of those projects, identification of growing and declining regional economic cluster and sectors, CEDS performance measures, and a methodology for integrating the CEDS with State of Michigan economic policies and priorities. Lead and facilitate efforts to implement projects identified with the CEDS.

Staff will also update the inventory and database of regional industrial parks and sites with activities including collect data from various sources, input information into database, provide customized searches and reports, and promote and provide the service.

In addition, the Regional Commission will continue and maintain the EDD's West Michigan Information Center, by updating and maintaining as needed and appropriate, U.S. Census and related economic, fiscal, and social data, and provide this data as requested via document searches and photocopying, and presentations related to custom tabulations, circulation of published materials and data items, intercensal and trend analysis, area studies, population estimates and projections, interpretation of census geography and data, definitions and concepts, and provide consultation with individual users.

The Regional Commission will provide technical assistance to appropriate entities, including EDD members, economic development organizations and professionals, governmental jurisdictions, private business, and individuals with such assistance including, but not limited to the identification of funding sources for local projects, providing statistical information to project sponsors, grant writing and administration, and functioning as the review agency for the Federal Project Review System in the region. These activities will not be duplicative of the technical assistance to be provided to communities under any other State or Federal grant award.

The Regional Commission will participate in and collaborate with various regional development organizations and their regional economic development efforts and programs, prepare bi-annual population cohort and employment projections and distribute the results of the same, prepare and submit required EDA reports, and complete implementation of Parts 303 and 304 of 13 CFR 111.

## **Detailed Work Plan**

In order to implement the programs and projects outlined in this document and summarized above, the Regional Commission has assembled a Major Work Program for its economic development activities. Several components comprise this year-long implementation program.

- I. CEDS
- II. Computerized Inventory of Vacant Industrial Park and Sites (land)

- III. Regional Information Center
- IV. Technical Assistance
- V. Plant Closure Data
- VI. Population and Employment Forecast
- VII. Other CEDS Implementation Activities

### Activity Design

A more detailed description of the above activities follows.

### **Activity I: CEDS**

- **PURPOSE:** Maintain an approved Comprehensive Economic Development Strategy.
- **JUSTIFICATION:** An approved CEDS establishes the District's designation and eligibility to receive financial assistance from the Economic Development Administration.
- **WORK ELEMENTS:**

#### **Summary and Introduction**

The introduction will describe the purpose of the report, geographical composition of the West Michigan Shoreline Economic Development District, and organization of the report. In addition, a description of the institutional framework for economic planning and development in the District will be included identifying the West Michigan Shoreline Regional Development Commission.

#### **The District and Its Economy**

This chapter of the CEDS will provide an overview of the District's economy, including an analysis in terms of changes in employment and payroll for the most recent business cycle. Other key economic indicators such as civilian labor force, employment, unemployment, median family income, per capita income, and poverty will be used to measure the economic health of the region. This information will be utilized to update and strengthen the strategy for economic development throughout the region.

#### **Goals and Objectives**

This section presents the potentials and constraints, goals and objectives, strategies, and programs for economic development as formulated by the West Michigan Shoreline Regional Development Commission staff and regional CEDS committee. It will also

incorporate the findings of major studies prepared by the West Michigan Shoreline Regional Development Commission and other components as they relate to economic development in the District.

The goals and objectives for economic development will seek consistency with the policy statements of the Regional Development Policy and Framework Plan. This plan integrates the Region's functional areas of review, and assists in educating the public on planning and development issues.

### **Project Information**

Each project included to the CEDS will identify its location, description, estimated total cost, and funding source(s) if known. A description of how the projects were identified will also be included in this section.

### **Work Program**

This section provides a description of the major work elements to be undertaken by the Regional Commission during the fiscal year.

- SCHEDULE: January 1, 2011 to December 31, 2013

## **Activity II: Update Computerized Inventory of Vacant Industrial Parks and Sites (Land)**

- PURPOSE: To facilitate business expansion and location in the Region.
- JUSTIFICATION: Past District efforts have created a regional system of industrial parks with available space for industrial expansions and new facility locations. Therefore, staff efforts are now directed towards filling park sites. This project is an extension of previous activities like the Industrial Land Absorption Study (supply and demand analysis of industrial land), community profiles for county and sub-county areas in the Region, and area brochures and prospectuses for attracting industry.

In previous years, the staff has initiated a computerized inventory of vacant industrial facilities in the region and published the report Industrial Facilities Inventory in Region 14, Michigan, Part I - Industrial Parks. Efforts are now concentrating on maintaining the Industrial Park Inventory, which is located in Appendix A of this report, and updating the industrial sites (land) inventory.

The computerized inventory is viewed as an important promotional/marketing tool for prospective firms expressing interest in the area. Similar inventories are being prepared in other areas of the State like Southeast Michigan, and consolidation into a statewide data base network has been completed. In addition, public utility companies, as well as the Michigan Economic Developers Association (MEDA), are encouraging the creation of local inventories. A computerized inventory has the advantage of providing rapid access to information, easy updating capabilities, and tie-in possibilities to other related

demographic and economic information. The inventory is also useful for planning purposes because it can provide an assessment of the quantity, quality, and development feasibility of industrial zoned land that is needed to plan for future industrial development. The Regional Commission has the computer hardware and software necessary to undertake this project.

▪ **WORK ELEMENTS:**

1. Review and analyze the program(s) to achieve the inventory.
2. Review the design of the expanded record forms used for input, storage, and retrieval of data.
3. Collect the data from various sources, including:
  - Real Estates/Board of Realtors
  - Industrial Park Owners/Developers/Managers
  - Local Units of Government/Economic Development Corporation/Downtown Development Authorities
  
  - Private Sellers/Lessors
  - Michigan Department of Commerce
  - Michigan Economic Development Corporation
4. Input data on the computer.
5. Provide customized searches and reports.
6. Promote the service.

It should be noted that this project will be undertaken in cooperation with sub-regional economic development organizations having similar databases to avoid duplication of services.

- **SCHEDULE:** January 1, 2011 to December 31, 2013

### **Activity III: West Michigan Information Center (WeMIC)**

- **PURPOSE:** To provide quick, efficient, and inexpensive access to U.S. Census materials, as well as other federal, state, and local data resources.
- **JUSTIFICATION:** The Regional Commission has been designated a local affiliate under the Michigan Information Center Program. This program was created in 1981 by the Michigan Department of Management and Budget, Michigan State Library, and Wayne State University and is associated with the Census Bureau's nationwide State Data Center Program.

- **WORK ELEMENT:** This activity is directed towards the day-to-day provision of census and related economic, fiscal, and social data to a variety of users including businesses, local units of government, public agencies, schools, hospitals, consultants, and students.

Information is provided through document searches and photocopying, custom tabulations, circulation of published materials, and publication of data items. Other services provided include intercensal and trend analysis, area studies, population estimates and projections, interpretation of census geography and data, definitions, and concepts. Staff also provides consultation with individual users, as well as general presentations in user conferences, training workshops, and seminars.

Specific tasks included in this years program are: 1) the development of population projections by race, sex, and age cohorts for the 120 local governments in the five county region and 2) updating and developing community profiles.

- **SCHEDULE:** January 1, 2011 to December 31, 2013

#### **Activity IV: Technical Assistance**

- **PURPOSE:** To provide economic planning and development services throughout the District.
- **JUSTIFICATION:** Technical assistance for economic (as well as all areas of) planning and development is an especially important function of the West Michigan Shoreline Regional Development Commission. This is due in part to the low level of professional municipal planning in the District. Of the counties, cities, villages, and townships that comprise the region, only five cities and two counties have planning departments employing one or more staff planners. For this reason in particular, the West Michigan Shoreline Regional Development Commission was created and is relied upon by local units of government to provide planning services, including technical assistance, for economic planning and development.

- **WORK ELEMENTS:**

##### **Federal and State Project Reviews**

The District has project review functions both under the Federal Project Review System in Michigan (which replaces the A-95 Clearinghouse Review process) and the Community Development Block Grant (CDBG) Program administered by the Michigan Department of Commerce. As such, the staff has the opportunity to review and comment on all economic related applications submitted from all applicants in the District. This activity also includes developing a comprehensive list of all-pending and approved applications for federal and state assistance in the region.

## **CEDS Project Implementation**

Every effort will be made by the staff to encourage and assist project sponsors to take concrete actions toward project implementation. Such efforts will include searching for alternative and/or innovative funding sources (federal, state, and local), providing statistical information to project sponsors filling out applications, and satisfying agency reviews of applications with those government agencies responsible for processing applications. This latter function includes attending pre-application conferences.

- SCHEDULE: January 1, 2011 to December 31, 2013

### **Activity V: Plant Closure Data**

The District (Regional Commission) will be responsible for supplying the Economic Development Representative (EDR) with timely information on plant closures or prospective plant closings, as well as the number of employees affected by those actions.

- SCHEDULE: January 1, 2011 to December 31, 2013

### **Activity VI: Population Cohort and Employment Projections**

The District has purchased computer software that will assist in the preparation and determination of population and employment projections in the District.

- Schedule: January 1, 2011 to December 31, 2013

### **Activity VII: Other CEDS Implementation Activities**

Other implementation activities not specifically mentioned above are discussed below.

- WORK ELEMENTS:

#### **Retention**

Assistance will be provided to local governments, chambers of commerce, and other economic development agencies to aid in their retention efforts. A part of this activity will include assisting in or conducting surveys of local businesses, identifying and promoting programs to aid in the retention of industries, and providing support to small business assistance centers.

#### **Assistance to Local Government and Development Agencies**

The Regional Commission will also assist in the formation and recapitalization of Revolving Loan Funds where needed, develop local government plans, and match

education and training programs to employer needs. Assistance in identifying funding sources will be provided for projects pertaining to tourism, recreation, and service because these industries have been identified as potential growth areas.

- Schedule: January 1, 2011 to December 31, 2013

**Appendix A**  
**Industrial Park Inventory**

<b>LUDINGTON INDUSTRIAL PARK</b>		
<b>Year Open:</b> 1976	<b>Municipality:</b> City of Ludington	<b>Income Tax:</b> No
<b>Millage Rate Per \$1,000 Taxable Value:</b> 56.0928	<b>Incentives:</b> Tax Abatements	
<i>Location and Access</i>		
<b>Nearest Cross Streets:</b> Conrad Industrial Drive and Sixth Street		
<b>Nearest Freeway:</b> U.S. 31	<b>Distance:</b> 3 Miles	
<b>Nearest Airport:</b> Mason County Airport	<b>Distance:</b> 2 Miles	
<b>Railroad Connection:</b> Yes	<b>Service:</b> CSX Transport	
<b>Nearest Port:</b> Ludington Harbor	<b>Distance:</b> 2 Miles	
<i>Acreage and Jobs</i>		
<b>Total Acres:</b> 63		
<b>Total Developed Acres:</b> 63	<b>Total Developed Occupied Acres:</b> 55.5	
	<b>Total Developed Unoccupied Acres:</b> 3.25	
<b>Total Undeveloped Acres:</b> 0		
<b>Pricing Per Acre:</b> N/A	<b>Zoning:</b> Industrial	
<b>Tenants:</b> Abrahamson Marine, Dimensions Unlimited, Quick-Way, Inc., Western Land Services, Duna USA, The Brill Company, Metalworks, Inc., House of Flavors Warehousing, Carrom Game Company, Component Services – Division of Metalworks, Surface Expressions, Rieth Riley Construction		
<b>Number of Jobs:</b> 560	<b>Jobs/Occupied Developed Acre:</b> 10	<b>Jobs/Year:</b> 22
<i>Utilities and Infrastructure</i>		
<b>Gas:</b> Yes	<b>Provider:</b> DTE Energy	
<b>Electric:</b> Yes	<b>Provider:</b> Consumers Power	
<b>Sewer:</b> Yes	<b>Provider:</b> City of Ludington	
<b>Water:</b> Yes	<b>Provider:</b> City of Ludington	
<b>Telecommunications:</b> Yes	<b>Provider:</b> Frontier Communications and Charter Communications	
<i>Contact Information</i>		
<b>Contact:</b> John Shay, City Manager City of Ludington	<b>Address:</b> 400 S. Harrison Street Ludington, MI 49431	
<b>Phone:</b> (231) 845-6237	<b>Fax:</b> (231) 845-7302	<b>Email:</b> jshay@ci.ludington.mi.us

<b>PERE MARQUETTE INDUSTRIAL PARK</b>		
<b>Year Open:</b> 1993	<b>Municipality:</b> Pere Marquette Twp.	<b>Income Tax:</b> No
<b>Millage Rate Per \$1,000 Taxable Value:</b> 42.8922	<b>Incentives:</b> Tax Abatements	
<i>Location and Access</i>		
<b>Nearest Cross Streets:</b> Sixth Street and Pere Marquette Highway		
<b>Nearest Freeway:</b> U.S. 31	<b>Distance:</b> 2 Miles	
<b>Nearest Airport:</b> Mason County Airport	<b>Distance:</b> 2 Miles	
<b>Railroad Connection:</b> No	<b>Service:</b>	
<b>Nearest Port:</b> Ludington Harbor	<b>Distance:</b> 3 Miles	
<i>Acreage and Jobs</i>		
<b>Total Acres:</b> 88		
<b>Total Developed Acres:</b> 88	<b>Total Developed Occupied Acres:</b> 36.6	
	<b>Total Developed Unoccupied Acres:</b> 34.9	
<b>Total Undeveloped Acres:</b> 0		
<b>Pricing Per Acre:</b> \$25,000	<b>Zoning:</b> Industrial	
<b>Tenants:</b> Whitehall Industries – Aluminum Extrusion Division, Public Storm Drain Detention Pond, LEDCOR/Cone drive Textron, Consumer’s Energy Company Service Center, Pere Marquette Water & Sewer Headquarters, Medler Electric, Motion Industries, Ludington Components – A Haworth Company		
<b>Number of Jobs:</b> 278	<b>Jobs/Occupied Developed Acre:</b> 10	<b>Jobs/Year:</b> 40
<i>Utilities and Infrastructure</i>		
<b>Gas:</b> Yes	<b>Provider:</b> DTE Energy	
<b>Electric:</b> Yes	<b>Provider:</b> Consumers Power	
<b>Sewer:</b> Yes	<b>Provider:</b> Pere Marquette Charter Township	
<b>Water:</b> Yes	<b>Provider:</b> Pere Marquette Charter Township	
<b>Telecommunications:</b> Yes	<b>Provider:</b> Frontier Communications	
<i>Contact Information</i>		
<b>Contact:</b> Eugene Jorissen, Supervisor Pere Marquette Charter Township	<b>Address:</b> 1699 S. Pere Marquette Road Ludington, MI 49431	
<b>Phone:</b> (231) 845-1277	<b>Fax:</b> (231) 843-3330	<b>Email:</b> pmsuper65@yahoo.com

<b>FIRST STREET BUSINESS PARK</b>		
<b>Year Open:</b> 2007	<b>Municipality:</b> Pere Marquette Township	<b>Income Tax:</b> No
<b>Millage Rate Per \$1,000 Taxable Value:</b> 42.8922	<b>Incentives:</b> Tax Abatements	
<i>Location and Access</i>		
<b>Nearest Cross Streets:</b> First Street and Pere Marquette Highway		
<b>Nearest Freeway:</b> U.S. 31	<b>Distance:</b> 2 miles	
<b>Nearest Airport:</b> Mason County Airport	<b>Distance:</b> 1 mile	
<b>Railroad Connection:</b> Yes	<b>Service:</b> Marquette Rail	
<b>Nearest Port:</b> Ludington Harbor	<b>Distance:</b> 3 miles	
<i>Acreage and Jobs</i>		
<b>Total Acres:</b> 77		
<b>Total Developed Acres:</b> 62.2	<b>Total Developed Occupied Acres:</b> 3.17	
	<b>Total Developed Unoccupied Acres:</b> 59.03	
<b>Total Undeveloped Acres:</b> 0		
<b>Pricing Per Acre:</b> 25,000	<b>Zoning:</b> Business/Technology/Industrial	
<b>Tenants:</b> PJ Welding & Fabricating Inc., Life EMS		
<b>Number of Jobs:</b> 10	<b>Jobs/Occupied Developed Acre:</b> 3.2	<b>Jobs/Year:</b> 10
<i>Utilities and Infrastructure</i>		
<b>Gas:</b> Yes	<b>Provider:</b> DTE Energy	
<b>Electric:</b> Yes	<b>Provider:</b> Consumers Power	
<b>Sewer:</b> Yes	<b>Provider:</b> Pere Marquette Charter Township	
<b>Water:</b> Yes	<b>Provider:</b> Pere Marquette Charter Township	
<b>Telecommunications:</b> Yes	<b>Provider:</b> Frontier Communications	
<i>Contact Information</i>		
<b>Contact:</b> Eugene Jorissen, Supervisor Pere Marquette Charter Township	<b>Address:</b> 1699 S. Pere Marquette Road Ludington, MI 49431	
<b>Phone:</b> 231-845-1277	<b>Fax:</b> 231-843-3330	<b>Email:</b> pmsuper65@yahoo.com

<b>HARBOR 31</b>		
<b>Year Open:</b>	<b>Municipality:</b> City of Muskegon	<b>Income Tax:</b> Yes, 1%
<b>Millage Rate Per \$1,000 Taxable Value:</b> 55.066	<b>Incentives:</b> Brownfield, Neighborhood Enterprise Zone, State-certified technology park – Smartzone, Local Department Finance Authority	
<b>Location and Access</b>		
<b>Nearest Cross Streets:</b> Business US-31 (Shoreline Drive) and Terrace Street		
<b>Nearest Freeway:</b> U.S. 31	<b>Distance:</b> 3 miles	
<b>Nearest Airport:</b> Muskegon County International	<b>Distance:</b> 9 miles	
<b>Railroad Connection:</b>	<b>Service:</b>	
<b>Nearest Port:</b> Muskegon Harbor	<b>Distance:</b> Adjacent availability	
<b>Acreage and Jobs</b>		
<b>Total Acres:</b> 34		
<b>Total Developed Acres:</b> 8	<b>Total Developed Occupied Acres:</b>	
	<b>Total Developed Unoccupied Acres:</b>	
<b>Total Undeveloped Acres:</b> 26		
<b>Pricing Per Acre:</b> \$150,000 and up	<b>Zoning:</b> B-2, Convenience & Comparison Business	
<b>Tenants:</b> GVSU, Parmenter O' Tool Law Firm		
<b>Number of Jobs:</b>	<b>Jobs/Occupied Developed Acres:</b>	<b>Jobs/Year:</b>
<b>Utilities and Infrastructure</b>		
<b>Gas:</b> Yes	<b>Provider:</b> DTE Energy	
<b>Electric:</b> Yes	<b>Provider:</b> Consumers Energy	
<b>Sewer:</b> Yes	<b>Provider:</b> City of Muskegon	
<b>Water:</b> Yes	<b>Provider:</b> City of Muskegon	
<b>Telecommunications:</b> Yes	<b>Provider:</b> Frontier Communications	
<b>Contact Information</b>		
<b>Contact:</b> Dan Henrickson	<b>Address:</b> 2350 Belmont Center Drive Belmont, MI 49306	
<b>Phone:</b> (616) 458-5554	<b>Fax:</b> (616) 458-4054	<b>Email:</b> dan@truenorthaci.com

<b>EVANSTON AVENUE INDUSTRIAL PARK</b>		
<b>Year Open:</b> 1997	<b>Municipality:</b> Egelston Township	<b>Income Tax:</b> No
<b>Millage Rate Per \$1,000 Taxable Value:</b> 47.2307	<b>Incentives:</b> Tax Abatements, Economic Development Job Training Grants, Industrial Revenue Bonds, Community Development Block Grants	
<i>Location and Access</i>		
<b>Nearest Cross Streets:</b> Evanston Avenue and W. Industrial Park Drive		
<b>Nearest Freeway:</b> U.S. 31	<b>Distance:</b> 3 miles	
<b>Nearest Airport:</b> Muskegon County International	<b>Distance:</b> 12 miles	
<b>Railroad Connection:</b>	<b>Service:</b>	
<b>Nearest Port:</b> Muskegon Harbor	<b>Distance:</b> 7 miles	
<i>Acreage and Jobs</i>		
<b>Total Acres:</b> 44.58		
<b>Total Developed Acres:</b> 44.58	<b>Total Developed Occupied Acres:</b> 10.49	
	<b>Total Developed Unoccupied Acres:</b> 34.09	
<b>Total Undeveloped Acres:</b> 0		
<b>Pricing Per Acre:</b> \$10,000	<b>Zoning:</b> I-2, Heavy Industrial	
<b>Tenants:</b> Andy's Tree Service, Crystal Flash, DynaTorque, Eagle CNC		
<b>Number of Jobs:</b> 55	<b>Jobs/Occupied Developed Acres:</b> 1.24	<b>Jobs/Year:</b> 2.6
<i>Utilities and Infrastructure</i>		
<b>Gas:</b> Yes	<b>Provider:</b> DTE Energy	
<b>Electric:</b> Yes	<b>Provider:</b> Consumers Energy	
<b>Sewer:</b> Yes	<b>Provider:</b> Egelston Township	
<b>Water:</b> Yes	<b>Provider:</b> Well	
<b>Telecommunications:</b> Yes	<b>Provider:</b> Frontier Communications	
<i>Contact Information</i>		
<b>Contact:</b> Karen Benson, Muskegon Area First	<b>Address:</b> 900 Third Street, Suite 200 Muskegon, MI 49440	
<b>Phone:</b> (231) 722-3751	<b>Fax:</b> (231) 728-7251	<b>Email:</b> kbenson@muskegon.org

<b>JOHN WIERENGO INDUSTRIAL PARK</b>			
<b>Year Open:</b> 1996	<b>Municipality:</b> Muskegon Township	<b>Income Tax:</b> No	
<b>Millage Rate Per \$1,000 Taxable Value:</b> 39.4940		<b>Incentives:</b> Tax Abatements	
<i>Location and Access</i>			
<b>Nearest Cross Streets:</b> Evanston Avenue and Laketon Avenue			
<b>Nearest Freeway:</b>		<b>Distance:</b>	
<b>Nearest Airport:</b>		<b>Distance:</b>	
<b>Railroad Connection:</b>		<b>Service:</b>	
<b>Nearest Port:</b> Muskegon Harbor		<b>Distance:</b>	
<i>Acreage and Jobs</i>			
<b>Total Acres:</b> 18			
<b>Total Developed Acres:</b> 18		<b>Total Developed Occupied Acres:</b> 11	
		<b>Total Developed Unoccupied Acres:</b> 7	
<b>Total Undeveloped Acres:</b> 0			
<b>Pricing Per Acre:</b> \$20,000		<b>Zoning:</b> Industrial	
<b>Tenants:</b> Bishop Heating, United Wholesale Groceries, Scent-Lok, East River Machine and Tool, MHK Equipment, Midwest Products			
<b>Number of Jobs:</b>		<b>Jobs/Occupied Developed Acres:</b>	<b>Jobs/Year:</b>
<i>Utilities and Infrastructure</i>			
<b>Gas:</b> Yes		<b>Provider:</b> DTE Energy	
<b>Electric:</b> Yes		<b>Provider:</b> Consumers Energy	
<b>Sewer:</b> Yes		<b>Provider:</b> Muskegon Township	
<b>Water:</b> Yes		<b>Provider:</b> Muskegon Township	
<b>Telecommunications:</b> Yes		<b>Provider:</b> Frontier Communications	
<i>Contact Information</i>			
<b>Contact:</b> Muskegon Township Community Development Director		<b>Contact:</b> Karen Benson, Muskegon Area First	
<b>Address:</b> 1990 Apple Avenue Muskegon, MI 49442		<b>Address:</b> 900 Third Street, Suite 200 Muskegon, MI 49440	
<b>Phone:</b> (231) 777-2555	<b>Fax:</b> (231) 777-2555	<b>Phone:</b> (231) 722-3751	<b>Fax:</b> (231) 728-7251
<b>Email:</b>		<b>Email:</b> kbenson@muskegon.org	

<b>MEDENDORP INDUSTRIAL CENTER</b>			
<b>Year Open:</b> 1991		<b>Municipality:</b> City of Muskegon	
<b>Income Tax:</b> Yes, 1%			
<b>Millage Rate Per \$1,000 Taxable Value:</b> 55.066		<b>Incentives:</b> No	
<i>Location and Access</i>			
<b>Nearest Cross Streets:</b> Sherman Blvd., Getty Street, Laketon Avenue, and U.S. 31			
<b>Nearest Freeway:</b> U.S. 31		<b>Distance:</b> Adjacent to U.S. 31	
<b>Nearest Airport:</b> Muskegon County International		<b>Distance:</b> 5 Miles	
<b>Railroad Connection:</b> Yes		<b>Service:</b> Michigan Shore Railroad	
<b>Nearest Port:</b> Muskegon Harbor		<b>Distance:</b> 5 Miles	
<i>Acreage and Jobs</i>			
<b>Total Acres:</b> 360			
<b>Total Developed Acres:</b> 250		<b>Total Developed Occupied Acres:</b> 250	
		<b>Total Developed Unoccupied Acres:</b> 0	
<b>Total Undeveloped Acres:</b> 110			
<b>Pricing Per Acre:</b>		<b>Zoning:</b> Mostly Industrial, some Residential	
<b>Tenants:</b> Lorin Industries, Sunset Recycling, American Coil Spring, United Parcel Service, Department of Public Works, ESCO, Hy-lift			
<b>Number of Jobs:</b> 2,055		<b>Jobs/Occupied Developed Acre:</b> N/A	
		<b>Jobs/Year:</b> 228	
<i>Utilities and Infrastructure</i>			
<b>Gas:</b> Yes		<b>Provider:</b> DTE Energy	
<b>Electric:</b> Yes		<b>Provider:</b> Consumers Energy	
<b>Sewer:</b> Yes		<b>Provider:</b> Muskegon County Wastewater	
<b>Water:</b> Yes		<b>Provider:</b> City of Muskegon	
<b>Telecommunications:</b> Yes		<b>Provider:</b> Frontier Communications	
<i>Contact Information</i>			
<b>Contact:</b> Cathy Brubaker-Clarke, City of Muskegon		<b>Contact:</b> Karen Benson, Muskegon Area First	
<b>Address:</b> 933 Terrace St., P.O. Box 536 Muskegon, MI 49443		<b>Address:</b> 900 Third Street, Suite 200 Muskegon, MI 49440	
<b>Phone:</b> (231) 724-6702		<b>Phone:</b> (231) 722-3751	
<b>Fax:</b> (231) 724-6790		<b>Fax:</b> (231) 728-7251	
<b>Email:</b> cathy.brubakerclarke@postman.org		<b>Email:</b> kbenson@muskegon.org	

<b>MONTAGUE INDUSTRIAL PARK</b>		
<b>Year Open:</b> 1978	<b>Municipality:</b> City of Montague	<b>Income Tax:</b> None
<b>Millage Rate Per \$1,000 Taxable Value:</b> 59.4571	<b>Incentives:</b> Tax Abatements, Economic Development Job Training Grants, Industrial Revenue Bonds, Community Development Block Grants	
<i>Location and Access</i>		
<b>Nearest Cross Streets:</b> Cook, Wilcox, and Whitbeck		
<b>Nearest Freeway:</b> U.S. 31	<b>Distance:</b> 4 Miles	
<b>Nearest Airport:</b> Muskegon Coounty International	<b>Distance:</b> 21 Miles	
<b>Railroad Connection:</b> No	<b>Service:</b> N/A	
<b>Nearest Port:</b> Muskegon Harbor	<b>Distance:</b> 17 Miles	
<i>Acreage and Jobs</i>		
<b>Total Acres:</b> 158		
<b>Total Developed Acres:</b> 158	<b>Total Developed Occupied Acres:</b> 127	
	<b>Total Developed Unoccupied Acres:</b> 31	
<b>Total Undeveloped Acres:</b> 0		
<b>Pricing Per Acre:</b> \$4,000 / Acre	<b>Zoning:</b> M-1, Light Industrial	
<b>Tenants:</b> Hayes Lemmerz, Shellcast, Perrigo, Primester Solar		
<b>Number of Jobs:</b> 450	<b>Jobs/Occupied Developed Acre:</b> 5.2	<b>Jobs/Year:</b> 20.5
<i>Utilities and Infrastructure</i>		
<b>Gas:</b> Yes	<b>Provider:</b> DTE Energy	
<b>Electric:</b> Yes	<b>Provider:</b> Consumer' Energy	
<b>Sewer:</b> Yes	<b>Provider:</b> City of Montague/Muskegon County Wastewater	
<b>Water:</b> Yes	<b>Provider:</b> City of Montague	
<b>Telecommunications:</b> Yes	<b>Provider:</b> Frontier Communications	
<i>Contact Information</i>		
<b>Contact:</b> Matt Miller, City of Montague	<b>Contact:</b> Karen Benson, Muskegon Area First	
<b>Address:</b> 8778 Ferry Street Montague, MI 49437	<b>Address:</b> 900 Third Street, Suite 200 Muskegon, MI 49440	
<b>Phone:</b> (231) 893-1155	<b>Fax:</b> (231) 893-3903	<b>Phone:</b> (231) 722-3751
<b>Email:</b> cityofmontague@aol.com		<b>Fax:</b> (231) 728-7251
		<b>Email:</b> kbenson@muskegon.org

<b>MUSKEGON BUSINESS PARK EAST</b>		
<b>Year Open:</b> 1999	<b>Municipality:</b> Egelston and Moorland Township	<b>Income Tax:</b> No
<b>Millage Rate Per \$1,000 Taxable Value:</b> 47.2307	<b>Incentives:</b> Tax Abatements, Economic Development Job Training Grants, Industrial Revenue Bonds, Community Development Block Grants	
<b>Location and Access</b>		
<b>Nearest Cross Streets:</b> Apple Avenue and Maple Island Road		
<b>Nearest Freeway:</b> U.S. 31 / I-96	<b>Distance:</b> 7 Miles / 8 Miles	
<b>Nearest Airport:</b> Muskegon County International Gerald R. Ford International	<b>Distance:</b> 17 Miles 39 Miles	
<b>Railroad Connection:</b> No	<b>Service:</b> N/A	
<b>Nearest Port:</b> Muskegon Harbor	<b>Distance:</b> 10 Miles	
<b>Acreage and Jobs</b>		
<b>Total Acres:</b> 2,200		
<b>Total Developed Acres:</b> 0	<b>Total Developed Occupied Acres:</b> 0	
	<b>Total Developed Unoccupied Acres:</b> 0	
<b>Total Undeveloped Acres:</b> 0		
<b>Pricing Per Acre:</b> Negotiable	<b>Zoning:</b> Currently Agricultural, but will be changed to General Industrial	
<b>Tenants:</b> None		
<b>Number of Jobs:</b> 0	<b>Jobs/Occupied Developed Acres:</b> 0	<b>Jobs/Year:</b> 0
<b>Utilities and Infrastructure</b>		
<b>Gas:</b> Yes	<b>Provider:</b> DTE Energy	
<b>Electric:</b> Yes	<b>Provider:</b> Consumers Energy	
<b>Sewer:</b> Yes	<b>Provider:</b> Muskegon County Wastewater	
<b>Water:</b> Yes	<b>Provider:</b> City of Muskegon	
<b>Telecommunications:</b> Yes	<b>Provider:</b> Frontier Communications	
<b>Contact Information</b>		
<b>Contact:</b> Karen Benson, Muskegon Area First	<b>Address:</b> 900 Third Street, Suite 200 Muskegon, MI 49440	
<b>Phone:</b> (231) 722-3751	<b>Fax:</b> (231) 728-7251	<b>Email:</b> kbenson@muskegon.org

<b>MUSKEGON BUSINESS PARK NORTH</b>		
<b>Year Open:</b>	<b>Municipality:</b> Dalton Township	<b>Income Tax:</b> No
<b>Millage Rate Per \$1,000 Taxable Value:</b> 47.79570	<b>Incentives:</b> Tax-Free Renaissance Zone. Most state and local taxes, including real and personal property taxes and the Stat's Single Business Tax, are abated through 2014	
<i>Location and Access</i>		
<b>Nearest Cross Streets:</b> Whitehall Road and Agard		
<b>Nearest Freeway:</b> U.S. 31	<b>Distance:</b> 3 miles	
<b>Nearest Airport:</b> Muskegon County International	<b>Distance:</b> 15 miles	
<b>Railroad Connection:</b> Yes	<b>Service:</b>	
<b>Nearest Port:</b> Muskegon Harbor	<b>Distance:</b> 9 miles	
<i>Acreage and Jobs</i>		
<b>Total Acres:</b> 210		
<b>Total Developed Acres:</b>	<b>Total Developed Occupied Acres:</b>	
	<b>Total Developed Unoccupied Acres:</b>	
<b>Total Undeveloped Acres:</b>		
<b>Pricing Per Acre:</b>	<b>Zoning:</b> Industrial	
<b>Tenants:</b>		
<b>Number of Jobs:</b>	<b>Jobs/Occupied Developed Acres:</b>	<b>Jobs/Year:</b>
<i>Utilities and Infrastructure</i>		
<b>Gas:</b> Yes	<b>Provider:</b> DTE Energy	
<b>Electric:</b> Yes	<b>Provider:</b> Consumers Energy	
<b>Sewer:</b> Yes	<b>Provider:</b> Muskegon County	
<b>Water:</b> Yes	<b>Provider:</b> Northside Water Authority	
<b>Telecommunications:</b> Yes	<b>Provider:</b> Frontier Communications	
<i>Contact Information</i>		
<b>Contact:</b> Karen Benson, Muskegon Area First	<b>Address:</b> 900 Third Street, Suite 200 Muskegon, MI 49440	
<b>Phone:</b> (231) 722-3751	<b>Fax:</b> (231) 728-7251	<b>Email:</b> kbenson@muskegon.org

<b>MUSKEGON COUNTY AIRPORT BUSINESS PARK</b>			
<b>Year Open:</b> 1995	<b>Municipality:</b> City of Norton Shores	<b>Income Tax:</b> No	
<b>Millage Rate Per \$1,000 Taxable Value:</b> 48.7767		<b>Incentives:</b> Tax Abatements, Economic Development Job Training Grants, Industrial Revenue Bonds	
<i>Location and Access</i>			
<b>Nearest Cross Streets:</b> Grand Haven Road, and Ellis			
<b>Nearest Freeway:</b> U.S. 31		<b>Distance:</b> 1 Mile	
<b>Nearest Airport:</b> Muskegon County International		<b>Distance:</b> Located at Airport	
<b>Railroad Connection:</b> No		<b>Service:</b> N/A	
<b>Nearest Port:</b> Muskegon Harbor		<b>Distance:</b> 7 Miles	
<i>Acreage and Jobs</i>			
<b>Total Acres:</b> 76			
<b>Total Developed Acres:</b> 76		<b>Total Developed Occupied Acres:</b> 43	
		<b>Total Developed Unoccupied Acres:</b> 33	
<b>Total Undeveloped Acres:</b> 0			
<b>Pricing Per Acre:</b> \$30,000		<b>Zoning:</b> SUD Special Use District, Light Industrial/Office	
<b>Tenants:</b> Donnelly, Pratt & Whitney, Prein & Newhoff			
<b>Number of Jobs:</b> 465		<b>Jobs/Occupied Developed Acres:</b> 22	<b>Jobs/Year:</b> 116
<i>Utilities and Infrastructure</i>			
<b>Gas:</b> Yes		<b>Provider:</b> DTE Energy	
<b>Electric:</b> Yes		<b>Provider:</b> Consumers Energy	
<b>Sewer:</b> Yes		<b>Provider:</b> Muskegon County Wastewater	
<b>Water:</b> Yes		<b>Provider:</b> City of Norton Shores	
<b>Telecommunications:</b> Yes		<b>Provider:</b> Frontier Communications	
<i>Contact Information</i>			
<b>Contact:</b> Vernon Nash, Muskegon County		<b>Contact:</b> Karen Benson, Muskegon Area First	
<b>Address:</b> 990 Terrace Street Muskegon, MI 49442		<b>Address:</b> 900 Third Street, Suite 200 Muskegon, MI 49440	
<b>Phone:</b> (231) 724-6571	<b>Fax:</b> (231) 724-6673	<b>Phone:</b> (231) 722-3751	<b>Fax:</b> (231) 728-7251
<b>Email:</b> nashv@co.muskegon.mi.us		<b>Email:</b> kbenson@muskegon.org	

<b>MUSKEGON TOWNSHIP INDUSTRIAL PARK</b>		
<b>Year Open:</b>	<b>Municipality:</b> Muskegon Township	<b>Income Tax:</b> No
<b>Millage Rate Per \$1,000 Taxable Value:</b> 45.6500	<b>Incentives:</b> Tax Abatements, Economic Development Job Training Grants, Industrial Revenue Bonds, Community Development Block Grants	
<i>Location and Access</i>		
<b>Nearest Cross Streets:</b> Laketon Avenue and Mill Iron Road		
<b>Nearest Freeway:</b> U.S. 31	<b>Distance:</b> 3 miles	
<b>Nearest Airport:</b> Muskegon County International	<b>Distance:</b> 13 miles	
<b>Railroad Connection:</b>	<b>Service:</b>	
<b>Nearest Port:</b> Muskegon Harbor	<b>Distance:</b> 9 miles	
<i>Acreage and Jobs</i>		
<b>Total Acres:</b> 31		
<b>Total Developed Acres:</b>	<b>Total Developed Occupied Acres:</b>	
	<b>Total Developed Unoccupied Acres:</b>	
<b>Total Undeveloped Acres:</b>		
<b>Pricing Per Acre:</b> \$20,000	<b>Zoning:</b> Light Industrial	
<b>Tenants:</b> Scherdel Spring		
<b>Number of Jobs:</b>	<b>Jobs/Occupied Developed Acres:</b>	<b>Jobs/Year:</b>
<i>Utilities and Infrastructure</i>		
<b>Gas:</b> Yes	<b>Provider:</b> DTE Energy	
<b>Electric:</b> Yes	<b>Provider:</b> Consumers Energy	
<b>Sewer:</b> Yes	<b>Provider:</b> Muskegon Township	
<b>Water:</b> Yes	<b>Provider:</b> Muskegon Township	
<b>Telecommunications:</b> Yes	<b>Provider:</b> Frontier Communications	
<i>Contact Information</i>		
<b>Contact:</b> Karen Benson, Muskegon Area First	<b>Address:</b> 900 Third Street, Suite 200 Muskegon, MI 49440	
<b>Phone:</b> (231) 722-3751	<b>Fax:</b> (231) 728-7251	<b>Email:</b> kbenson@muskegon.org

<b>NORTON INDUSTRIAL CENTER</b>			
<b>Year Open:</b> 1976	<b>Municipality:</b> City of Norton Shores	<b>Income Tax:</b> No	
<b>Millage Rate Per \$1,000 Taxable Value:</b> 48.8323	<b>Incentives:</b> Tax Abatements, Economic Development Job Training Grants, Industrial Revenue Bonds		
<i>Location and Access</i>			
<b>Nearest Cross Streets:</b> Grand Haven Road, and Pontaluna Road			
<b>Nearest Freeway:</b> U.S. 31	<b>Distance:</b> ½ Mile		
<b>Nearest Airport:</b> Muskegon County International	<b>Distance:</b> 1 Mile		
<b>Railroad Connection:</b> Yes	<b>Service:</b> CSX Transport		
<b>Nearest Port:</b> Muskegon Harbor	<b>Distance:</b> 7 Miles		
<i>Acreage and Jobs</i>			
<b>Total Acres:</b> 137			
<b>Total Developed Acres:</b> 137		<b>Total Developed Occupied Acres:</b> 120.5	
		<b>Total Developed Unoccupied Acres:</b> 16.5	
<b>Total Undeveloped Acres:</b> 0			
<b>Pricing Per Acre:</b> \$15,000	<b>Zoning:</b> General Industrial (GI)		
<b>Tenants:</b> Johnson Technology, Nowak Machine Projects, Dynamic Conveyor, Non-Ferrous Custom Alloys, Tholstrup Dairies, Flairwood Industries			
<b>Number of Jobs:</b> 600	<b>Jobs/Occupied Developed Acres:</b> 5	<b>Jobs/Year:</b> 26	
<i>Utilities and Infrastructure</i>			
<b>Gas:</b> Yes	<b>Provider:</b> DTE Energy		
<b>Electric:</b> Yes	<b>Provider:</b> Consumers Energy		
<b>Sewer:</b> Yes	<b>Provider:</b> Muskegon County Wastewater		
<b>Water:</b> Yes	<b>Provider:</b> City of Norton Shores		
<b>Telecommunications:</b> Yes	<b>Provider:</b> Frontier Communications		
<i>Contact Information</i>			
<b>Contact:</b> Mark Meyers, City of Norton Shores		<b>Contact:</b> Karen Benson, Muskegon Area First	
<b>Address:</b> 4814 Henry Street Norton Shores, MI 49441		<b>Address:</b> 900 Third Street, Suite 200 Muskegon, MI 49440	
<b>Phone:</b> (231) 798-6800	<b>Fax:</b> (231) 798-1968	<b>Phone:</b> (231) 722-3751	<b>Fax:</b> (231) 728-7251
<b>Email:</b> mmeyers@nortonshores.org		<b>Email:</b> kbenson@muskegon.org	

<b>PORT CITY INDUSTRIAL CENTER</b>		
<b>Year Open:</b> 1971	<b>Municipality:</b> City of Muskegon	<b>Income Tax:</b> Yes, 1%
<b>Millage Rate Per \$1,000 Taxable Value:</b> 48.0666	<b>Incentives:</b> Tax Abatements, Economic Development Job Training Grants, Industrial Revenue Bonds, Abatements on all new Person Property Taxes, Neighborhood Enterprise Zone	
<i>Location and Access</i>		
<b>Nearest Cross Streets:</b> Laketon Avenue and U.S. 31		
<b>Nearest Freeway:</b> U.S. 31	<b>Distance:</b> ½ Mile	
<b>Nearest Airport:</b> Muskegon County International	<b>Distance:</b> 5 Miles	
<b>Railroad Connection:</b> Yes	<b>Service:</b> Michigan Shore Railroad	
<b>Nearest Port:</b> Muskegon Harbor	<b>Distance:</b> 5 Miles	
<i>Acreage and Jobs</i>		
<b>Total Acres:</b> 425		
<b>Total Developed Acres:</b> 425	<b>Total Developed Occupied Acres:</b> 305	
	<b>Total Developed Unoccupied Acres:</b> 120	
<b>Total Undeveloped Acres:</b> 0		
<b>Pricing Per Acre:</b> \$30,000	<b>Zoning:</b> I-2, General Industry	
<b>Tenants:</b> Johnson Technology, ADAC Plastics, Holland USE Corporate Headquarters, Bekaert Corporation		
<b>Number of Jobs:</b> 3,550	<b>Jobs/Occupied Developed Acre:</b> 11.6	<b>Jobs/Year:</b> 122.4
<i>Utilities and Infrastructure</i>		
<b>Gas:</b> Yes	<b>Provider:</b> DTE Energy	
<b>Electric:</b> Yes	<b>Provider:</b> Consumers Energy	
<b>Sewer:</b> Yes	<b>Provider:</b> Muskegon County Wastewater	
<b>Water:</b> Yes	<b>Provider:</b> City of Muskegon	
<b>Telecommunications:</b> Yes	<b>Provider:</b> Frontier Communications	
<i>Contact Information</i>		
<b>Contact:</b> Cathy Brubaker-Clarke, City of Muskegon	<b>Contact:</b> Karen Benson, Muskegon Area First	
<b>Address:</b> 933 Terrace St., P.O. Box 536 Muskegon, MI 49443	<b>Address:</b> 900 Third Street, Suite 200 Muskegon, MI 49440	
<b>Phone:</b> (231) 724-6702	<b>Fax:</b> (231) 724-6790	<b>Phone:</b> (231) 722-3751
<b>Email:</b> cathy.brubakerclarke@postman.org		<b>Fax:</b> (231) 728-7251
<b>Email:</b> cathy.brubakerclarke@postman.org		<b>Email:</b> kbenson@muskegon.org

<b>PORTER PROPERTIES</b>			
<b>Year Open:</b> 2003		<b>Municipality:</b> City of Norton Shores	
		<b>Income Tax:</b> Yes, 1%	
<b>Millage Rate Per \$1,000 Taxable Value:</b> 48.7767		<b>Incentives:</b> Tax Abatements, Economic Development Job Training Grants, Industrial Revenue Bonds	
<i>Location and Access</i>			
<b>Nearest Cross Streets:</b> Sternberg and Grand Haven Road			
<b>Nearest Freeway:</b> U.S. 31 and I-96		<b>Distance:</b>	
<b>Nearest Airport:</b> Muskegon County International		<b>Distance:</b>	
<b>Railroad Connection:</b>		<b>Service:</b>	
<b>Nearest Port:</b> Muskegon Harbor		<b>Distance:</b>	
<i>Acreage and Jobs</i>			
<b>Total Acres:</b> 24			
<b>Total Developed Acres:</b>		<b>Total Developed Occupied Acres:</b>	
		<b>Total Developed Unoccupied Acres:</b>	
<b>Total Undeveloped Acres:</b>			
<b>Pricing Per Acre:</b> \$35,000/acre		<b>Zoning:</b> PUD, Light industrial/office	
<b>Tenants:</b> Port City Die Cast			
<b>Number of Jobs:</b> 100		<b>Jobs/Occupied Developed Acres:</b> 25	
		<b>Jobs/Year:</b> 100	
<i>Utilities and Infrastructure</i>			
<b>Gas:</b> Yes		<b>Provider:</b> DTE Energy	
<b>Electric:</b> Yes		<b>Provider:</b> Consumers Energy	
<b>Sewer:</b> Yes		<b>Provider:</b> Muskegon County Wastewater	
<b>Water:</b> Yes		<b>Provider:</b> City of Norton Shores	
<b>Telecommunications:</b> Yes		<b>Provider:</b> Frontier Communications	
<i>Contact Information</i>			
<b>Contact:</b> Mark Meyers, City of Norton Shores		<b>Contact:</b> Karen Benson, Muskegon Area First	
<b>Address:</b> 4814 Henry Street Norton Shores, MI 49441		<b>Address:</b> 900 Third Street, Suite 200	
<b>Phone:</b> (231) 798-6800		<b>Phone:</b> (231) 722-3751	
<b>Fax:</b> (231) 798-1968		<b>Fax:</b> (231) 728-7251	
<b>Email:</b> mmeyers@nortonshores.org		<b>Email:</b> kbenson@muskegon.org	

<b>SEAWAY INDUSTRIAL PARK</b>			
<b>Year Open:</b> 2000	<b>Municipality:</b> City of Muskegon	<b>Income Tax:</b> Yes, 1%	
<b>Millage Rate Per \$1,000 Taxable Value:</b> 55.066		<b>Incentives:</b> Tax Abatements, Economic Development Job Training Grants, Industrial Revenue Bonds, Abatements on all New Person Property Taxes (PA 328), Neighborhood Enterprise Zone, and Renaissance Zone Status	
<i>Location and Access</i>			
<b>Nearest Cross Streets:</b> Seaway Drive and Hackley Avenue			
<b>Nearest Freeway:</b> U.S. 31		<b>Distance:</b> Adjacent	
<b>Nearest Airport:</b> Muskegon County International		<b>Distance:</b> 5 Miles	
<b>Railroad Connection:</b> Yes		<b>Service:</b> Michigan Shore Railroad	
<b>Nearest Port:</b> Muskegon Harbor		<b>Distance:</b> 1 Miles	
<i>Acreage and Jobs</i>			
<b>Total Acres:</b> 55			
<b>Total Developed Acres:</b> 55		<b>Total Developed Occupied Acres:</b> 15	
		<b>Total Developed Unoccupied Acres:</b> 40	
<b>Total Undeveloped Acres:</b> 0			
<b>Pricing Per Acre:</b> \$28,000 - \$33,000		<b>Zoning:</b> I-1, Light Industrial	
<b>Tenants:</b>			
<b>Number of Jobs:</b> 85		<b>Jobs/Occupied Developed Acre:</b> 5.7	<b>Jobs/Year:</b> 85
<i>Utilities and Infrastructure</i>			
<b>Gas:</b> Yes		<b>Provider:</b> DTE Energy	
<b>Electric:</b> Yes		<b>Provider:</b> Consumers Energy	
<b>Sewer:</b> Yes		<b>Provider:</b> Muskegon County Wastewater	
<b>Water:</b> Yes		<b>Provider:</b> City of Muskegon	
<b>Telecommunications:</b> Yes		<b>Provider:</b> Frontier Communications	
<i>Contact Information</i>			
<b>Contact:</b> Cathy Brubaker-Clarke, City of Muskegon		<b>Contact:</b> Karen Benson, Muskegon Area First	
<b>Address:</b> 933 Terrace St., P.O. Box 536 Muskegon, MI 49443		<b>Address:</b> 900 Third Street, Suite 200 Muskegon, MI 49440	
<b>Phone:</b> (231) 724-6702	<b>Fax:</b> (231) 724-6790	<b>Phone:</b> (231) 722-3751	<b>Fax:</b> (231) 728-7251
<b>Email:</b> cathy.brubakerclarke@postman.org		<b>Email:</b> kbenson@muskegon.org	

<b>WHITEHALL INDUSTRIAL PARK</b>			
<b>Year Open:</b> 1971	<b>Municipality:</b> City of Whitehall	<b>Income Tax:</b> None	
<b>Millage Rate Per \$1,000 Taxable Value:</b> 58.1291	<b>Incentives:</b> Tax Abatements, Economic Development Job Training Grants, Industrial Revenue Bonds, Community Development Block Grants		
<i>Location and Access</i>			
<b>Nearest Cross Streets:</b> White Lake Drive and Warner			
<b>Nearest Freeway:</b> U.S. 31	<b>Distance:</b> 2 Miles		
<b>Nearest Airport:</b> Muskegon County International	<b>Distance:</b> 20 Miles		
<b>Railroad Connection:</b> No	<b>Service:</b> N/A		
<b>Nearest Port:</b> Muskegon Harbor	<b>Distance:</b> 16 Miles		
<i>Acreage and Jobs</i>			
<b>Total Acres:</b> 345			
<b>Total Developed Acres:</b> 345		<b>Total Developed Occupied Acres:</b> 280	
		<b>Total Developed Unoccupied Acres:</b> 65	
<b>Total Undeveloped Acres:</b> 0			
<b>Pricing Per Acre:</b> \$7,500		<b>Zoning:</b> M-1, Light Industrial	
<b>Tenants:</b> Howmet, Whitehall Products, HiLite			
<b>Number of Jobs:</b> 1,556	<b>Jobs/Occupied Developed Acre:</b> 5.56	<b>Jobs/Year:</b>	
<i>Utilities and Infrastructure</i>			
<b>Gas:</b> Yes	<b>Provider:</b> DTE Energy		
<b>Electric:</b> Yes	<b>Provider:</b> Consumers Energy		
<b>Sewer:</b> Yes	<b>Provider:</b> City of Whitehall		
<b>Water:</b> Yes	<b>Provider:</b> City of Whitehall		
<b>Telecommunications:</b> No	<b>Provider:</b> Frontier Communications		
<i>Contact Information</i>			
<b>Contact:</b> Scott Huebler, City of Whitehall		<b>Contact:</b> Karen Benson, Muskegon Area First	
<b>Address:</b> 405 East Colby Street Whitehall, MI 49461		<b>Address:</b> 900 Third Street, Suite 200 Muskegon, MI 49440	
<b>Phone:</b> (231) 894-4048	<b>Fax:</b> (231) 893-4708	<b>Phone:</b> (231) 722-3751	<b>Fax:</b> (231) 728-7251
<b>Email:</b> huebler@cityofwhitehall.org		<b>Email:</b> kbenson@muskegon.org	

<b>WHITEHALL TOWNSHIP BUSINESS PARK</b>			
<b>Year Open:</b> 1960	<b>Municipality:</b> Whitehall Township	<b>Income Tax:</b> None	
<b>Millage Rate Per \$1,000 Taxable Value:</b> 46.0375	<b>Incentives:</b> Tax Abatements, Economic Development Job Training Grants, Industrial Revenue Bonds, Community Development Block Grants		
<i>Location and Access</i>			
<b>Nearest Cross Streets:</b> Whitehall Road and Silver Creek Road			
<b>Nearest Freeway:</b> U.S. 31	<b>Distance:</b> 1 Miles		
<b>Nearest Airport:</b> Muskegon County International	<b>Distance:</b>		
<b>Railroad Connection:</b>	<b>Service:</b>		
<b>Nearest Port:</b> Muskegon Harbor	<b>Distance:</b>		
<i>Acreage and Jobs</i>			
<b>Total Acres:</b> 40			
<b>Total Developed Acres:</b> 40		<b>Total Developed Occupied Acres:</b> 26.5	
		<b>Total Developed Unoccupied Acres:</b> 13.5	
<b>Total Undeveloped Acres:</b> 0			
<b>Pricing Per Acre:</b> Negotiable		<b>Zoning:</b> Light Industrial	
<b>Tenants:</b> Erdman Machine, Viking Tool,			
<b>Number of Jobs:</b> 60	<b>Jobs/Occupied Developed Acre:</b> 2.26	<b>Jobs/Year:</b> 1.43	
<i>Utilities and Infrastructure</i>			
<b>Gas:</b> Yes	<b>Provider:</b> DTE Energy		
<b>Electric:</b> Yes	<b>Provider:</b> Consumers Energy		
<b>Sewer:</b> Yes	<b>Provider:</b> Whitehall Township		
<b>Water:</b> Yes	<b>Provider:</b> City of Whitehall		
<b>Telecommunications:</b> No	<b>Provider:</b> Frontier Communications		
<i>Contact Information</i>			
<b>Contact:</b> Dennis Babcock, Whitehall Township		<b>Contact:</b> Karen Benson, Muskegon Area First	
<b>Address:</b> 7644 Durham Road Whitehall, MI 49461		<b>Address:</b> 900 Third Street, Suite 200 Muskegon, MI 49440	
<b>Phone:</b> (231) 893-2095	<b>Fax:</b> (231) 894-6660	<b>Phone:</b> (231) 722-3751	<b>Fax:</b> (231) 728-7251
<b>Email:</b> dennislb2@msn.com		<b>Email:</b> kbenson@muskegon.org	

<b>FREMONT INDUSTRIAL PARK</b>			
<b>Year Open:</b> 1977		<b>Municipality:</b> City of Fremont	
<b>Income Tax:</b> None			
<b>Millage Rate Per \$1,000 Taxable Value:</b> 61.1498		<b>Incentives:</b> Tax Abatements	
<i>Location and Access</i>			
<b>Nearest Cross Streets:</b> M-82 and Industrial Drive			
<b>Nearest Freeway:</b> U.S. 31 and U.S. 131		<b>Distance:</b> 25 Miles	
<b>Nearest Airport:</b> Fremont		<b>Distance:</b> 1.5 Miles	
<b>Railroad Connection:</b> Yes		<b>Service:</b> CSX	
<b>Nearest Port:</b> Muskegon Harbor		<b>Distance:</b> 25 Miles	
<i>Acreage and Jobs</i>			
<b>Total Acres:</b> 149			
<b>Total Developed Acres:</b> 149		<b>Total Developed Occupied Acres:</b> 48.06	
		<b>Total Developed Unoccupied Acres:</b> 69.49	
<b>Total Undeveloped Acres:</b> 0			
<b>Pricing Per Acre:</b> \$12,500		<b>Zoning:</b> Light Industrial	
<b>Tenants:</b> Shoreline Container Corp., William Osterink, Lakeshore Signs, Inc., HB Technical & Packaging, Inc., Flor-Dri Supply Co., Inc., Show & Tell Demonstration Services, Inc., CNC National Enterprises, Inc., Sure-Strip & Metal Fabricating Co., Fremont Mini-Storage, Inc., Schwans Sales Enterprises, Inc., Hi-Lites Graphics, Inc., Re-Tec International, Inc. Dura Automotive Systems, Inc.			
<b>Number of Jobs:</b> 731		<b>Jobs/Occupied Developed Acre:</b> 15.2	
		<b>Jobs/Year:</b> 20	
<i>Utilities and Infrastructure</i>			
<b>Gas:</b> Yes		<b>Provider:</b> DTE Energy	
<b>Electric:</b> Yes		<b>Provider:</b> Consumers Energy	
<b>Sewer:</b> Yes		<b>Provider:</b> City of Fremont	
<b>Water:</b> Yes		<b>Provider:</b> City of Fremont	
<b>Telecommunications:</b> No		<b>Provider:</b> SBC	
<i>Contact Information</i>			
<b>Contact:</b> Bryan Gruesbeck, City of Fremont		<b>Contact:</b> Andy Lofgren, NCEDO, Inc.	
<b>Address:</b> 101 E. Main Street Fremont, MI 49412		<b>Address:</b> 4747 West 48 <sup>th</sup> Street, Suite 108 Fremont, MI 49412	
<b>Phone:</b> (231) 924-2101		<b>Phone:</b> (231) 924-8890	
<b>Fax:</b> (231) 924-2888		<b>Fax:</b> (231) 924-9250	
<b>Email:</b> cyonker@cityoffremont.net		<b>Email:</b> alofgren@ncisd.net	

<b>NEWAYGO TIMBER TRAILS INDUSTRIAL PARK</b>			
<b>Year Open:</b> 1976	<b>Municipality:</b> City of Newaygo	<b>Income Tax:</b> None	
<b>Millage Rate Per \$1,000 Taxable Value:</b> 60	<b>Incentives:</b> Tax Abatements		
<i>Location and Access</i>			
<b>Nearest Cross Streets:</b> M-82 and M-37			
<b>Nearest Freeway:</b> U.S. 131	<b>Distance:</b> 15 Miles		
<b>Nearest Airport:</b> Fremont	<b>Distance:</b> 12 Miles		
<b>Railroad Connection:</b> No	<b>Service:</b> N/A		
<b>Nearest Port:</b> Muskegon Harbor	<b>Distance:</b> 50 Miles		
<i>Acreage and Jobs</i>			
<b>Total Acres:</b> 92			
<b>Total Developed Acres:</b> 92		<b>Total Developed Occupied Acres:</b> 48	
		<b>Total Developed Unoccupied Acres:</b> 44	
<b>Total Undeveloped Acres:</b> 0			
<b>Pricing Per Acre:</b> Negotiable	<b>Zoning:</b> Industrial		
<b>Tenants:</b> Donnelly, GM Wood			
<b>Number of Jobs:</b> 688	<b>Jobs/Occupied Developed Acres:</b> 14.3	<b>Jobs/Year:</b> 30	
<i>Utilities and Infrastructure</i>			
<b>Gas:</b> Yes	<b>Provider:</b> DTE Energy		
<b>Electric:</b> Yes	<b>Provider:</b> Consumers Energy, Great Lakes Energy		
<b>Sewer:</b> Yes	<b>Provider:</b> City of Newaygo		
<b>Water:</b> Yes	<b>Provider:</b> City of Newaygo		
<b>Telecommunications:</b> N/A	<b>Provider:</b> N/A		
<i>Contact Information</i>			
<b>Contact:</b> Jon Schneider, City of Newaygo		<b>Contact:</b> Andy Lofgren, NCEDO, Inc.	
<b>Address:</b> 29 State Road, P.O. Box 308 Newaygo, MI 49337		<b>Address:</b> 4747 West 48 <sup>th</sup> Street, Suite 108 Fremont, MI 49412	
<b>Phone:</b> (231) 652-1657	<b>Fax:</b> (231) 652-1650	<b>Phone:</b> (231) 924-8890	<b>Fax:</b> (231) 924-9250
<b>Email:</b> rblachford@newaygocity.org		<b>Email:</b> alofgren@ncisd.net	

<b>WHITE CLOUD INDUSTRIAL PARK</b>			
<b>Year Open:</b> 2001	<b>Municipality:</b> City of White Cloud	<b>Income Tax:</b> None	
<b>Millage Rate Per \$1,000 Taxable Value:</b> 18.261	<b>Incentives:</b> None		
<i>Location and Access</i>			
<b>Nearest Cross Streets:</b> Charles (M-37) and Airway			
<b>Nearest Freeway:</b> U.S. 131/U.S. 31	<b>Distance:</b> 15 Miles/30 Miles		
<b>Nearest Airport:</b> Muskegon County International Gerald R. Ford International White Cloud	<b>Distance:</b> 50 Miles 40 Miles Less than 1 Mile		
<b>Railroad Connection:</b> Yes	<b>Service:</b> C&O		
<b>Nearest Port:</b> Muskegon Harbor	<b>Distance:</b> 50 Miles		
<i>Acreage and Jobs</i>			
<b>Total Acres:</b> 44.38			
<b>Total Developed Acres:</b> 44.38		<b>Total Developed Occupied Acres:</b> 0	
		<b>Total Developed Unoccupied Acres:</b> 44.38	
<b>Total Undeveloped Acres:</b> 0			
<b>Pricing Per Acre:</b> \$10,000	<b>Zoning:</b> Industrial		
<b>Tenants:</b>			
<b>Number of Jobs:</b>	<b>Jobs/Occupied Developed Acres:</b>	<b>Jobs/Year:</b>	
<i>Utilities and Infrastructure</i>			
<b>Gas:</b> Yes	<b>Provider:</b> DTE Energy		
<b>Electric:</b> Yes	<b>Provider:</b> Great Lakes Energy		
<b>Sewer:</b> Yes	<b>Provider:</b> Sherman Utility		
<b>Water:</b> Yes	<b>Provider:</b> City of White Cloud		
<b>Telecommunications:</b> N/A	<b>Provider:</b> N/A		
<i>Contact Information</i>			
<b>Contact:</b> Karen Doyle, City of White Cloud		<b>Contact:</b> Andy Lofgren, NCEDO, Inc.	
<b>Address:</b> 12 North Charles, P.O. Box 607 White Cloud, MI 49349		<b>Address:</b> 4747 West 48 <sup>th</sup> Street, Suite 108 Fremont, MI 49412	
<b>Phone:</b> (231) 689-1194	<b>Fax:</b> (231) 689-2001	<b>Phone:</b> (231) 924-8890	<b>Fax:</b> (231) 924-9250
<b>Email:</b> kdoyle@ncats.net		<b>Email:</b> alofgren@ncisd.net	

<b>HART INDUSTRIAL PARK</b>		
<b>Year Open:</b> 1990	<b>Municipality:</b> City of Hart	<b>Income Tax:</b> None
<b>Millage Rate Per \$1,000 Taxable Value:</b> 55	<b>Incentives:</b> None	
<i>Location and Access</i>		
<b>Nearest Cross Streets:</b> Oceana Drive and Polk Road		
<b>Nearest Freeway:</b> U.S. 31	<b>Distance:</b> 1 Mile	
<b>Nearest Airport:</b> Muskegon County International	<b>Distance:</b> 40 Miles	
<b>Railroad Connection:</b> None	<b>Service:</b> N/A	
<b>Nearest Port:</b> Muskegon Harbor	<b>Distance:</b> 40 Miles	
<i>Acreage and Jobs</i>		
<b>Total Acres:</b> 40		
<b>Total Developed Acres:</b> 20	<b>Total Developed Occupied Acres:</b> 15	
	<b>Total Developed Unoccupied Acres:</b> 5	
<b>Total Undeveloped Acres:</b> 20		
<b>Pricing Per Acre:</b> \$5,000	<b>Zoning:</b> Industrial	
<b>Tenants:</b> GHSP, The Starting Block, Silver Lake Management		
<b>Number of Jobs:</b> 220	<b>Jobs/Occupied Developed Acres:</b> 7.8	<b>Jobs/Year:</b> 13
<i>Utilities and Infrastructure</i>		
<b>Gas:</b> Yes	<b>Provider:</b> DTE Energy	
<b>Electric:</b> Yes	<b>Provider:</b> Hart Hydro Electric	
<b>Sewer:</b> Yes	<b>Provider:</b> City of Hart	
<b>Water:</b> Yes	<b>Provider:</b> City of Hart	
<b>Telecommunications:</b> Yes	<b>Provider:</b> Verizon, Charter Communications	
<i>Contact Information</i>		
<b>Contact:</b> Anne Hardy, Oceana County EDC	<b>Address:</b> 314 State Street P.O. Box 168 Hart, MI 49420	
<b>Phone:</b> (231) 873-7141	<b>Fax:</b> (231) 873-5056	<b>Email:</b> edcoceana2@chartermi.net

<b>SHELBY INDUSTRIAL PARK</b>		
<b>Year Open:</b> 1977	<b>Municipality:</b> Village of Shelby	<b>Income Tax:</b> None
<b>Millage Rate Per \$1,000 Taxable Value:</b> 18	<b>Incentives:</b> Tax Abatements	
<i>Location and Access</i>		
<b>Nearest Cross Streets:</b> 72 <sup>nd</sup> Street and 6 <sup>th</sup> Street		
<b>Nearest Freeway:</b> U.S. 31	<b>Distance:</b> 3 Mile	
<b>Nearest Airport:</b> Muskegon County International	<b>Distance:</b> 36 Miles	
<b>Railroad Connection:</b> None	<b>Service:</b> N/A	
<b>Nearest Port:</b> Muskegon Harbor	<b>Distance:</b> 36 Miles	
<i>Acreage and Jobs</i>		
<b>Total Acres:</b> 45		
<b>Total Developed Acres:</b> 35	<b>Total Developed Occupied Acres:</b> 32	
	<b>Total Developed Unoccupied Acres:</b> 3	
<b>Total Undeveloped Acres:</b> 10		
<b>Pricing Per Acre:</b>	<b>Zoning:</b> Industrial	
<b>Tenants:</b> Kelley Electric Motor and Equipment, Shelby Gem Factory, Kelley Machining, Inc., Hankowitz Heating & Air, Valley City Metal Finishing, Inc., Shelby Optimist, Silver Street, Inc., Jershon, Inc., Windridge Textile Printing, Hawking Energy, USDA Service Center		
<b>Number of Jobs:</b> 137	<b>Jobs/Occupied Developed Acres:</b> 4.3	<b>Jobs/Year:</b> 6.2
<i>Utilities and Infrastructure</i>		
<b>Gas:</b> Yes	<b>Provider:</b> DTE Energy	
<b>Electric:</b> Yes	<b>Provider:</b> Consumers Energy	
<b>Sewer:</b> Yes	<b>Provider:</b> Shelby Department of Public Works	
<b>Water:</b> Yes	<b>Provider:</b> Shelby Department of Public Works	
<b>Telecommunications:</b> Yes	<b>Provider:</b> Verizon, Charter Communications	
<i>Contact Information</i>		
<b>Contact:</b> Anne Hardy, Oceana County EDC	<b>Address:</b> 314 State Street P.O. Box 168 Hart, MI 49420	
<b>Phone:</b> (231) 873-7141	<b>Fax:</b> (231) 873-5056	<b>Email:</b> edcoceana2@chartermi.net

**Appendix B**  
**Regional Community Infrastructure Investment Projects**

## **Community Development Needs**

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The West Michigan Shoreline Regional Development Commission provides assistance to its member local governments in addressing their community needs and priorities. Many of these community needs do not specifically fit into the category of regional economic development, but are important to the community nonetheless. Several federal/state agencies provide assistance in addressing these needs, and the Commission works with these agencies to implement projects. Most often, federal/state grantor agencies give additional considerations to projects that are included in a regional plan and also review the plans for potential assistance. Federal/state agencies in this category include USDA – Rural Development, HUD, NOAA, Small Cities CDBG, US DOT and others. In consideration of the above, the Commission’s CEDS document includes this appendix that lists projects submitted by local communities for assistance. These projects are listed below.

### **Lake County**

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County-wide Tourism & Recreation Economic Development Plan: Develop a Tourism & Recreation Economic Development Plan for the county. The purpose of the plan is to analyze the numerous recreation and natural resource assets available within Lake County, and identify areas where the county can capitalize on the economic opportunities available.

County-wide Broadband Project: Develop and implement an image building program that will strengthen community pride, as well as increase communication and cooperation within the county on a variety of levels.

Lake County Image Building Program: Offer county-wide broadband service to area residents, visitors, and business.

Lake County Sheriff Road Patrol: Expansion and add additional support to the Lake County Sheriff road patrol to increase the public safety of Lake County residents and visitors.

Lake County Solid Waste and Recycling Center(s): Construct at least one, and possibly more, solid waste and recycling centers within Lake County.

Lake County South Base Ambulance Station: Improve and expand the south base Ambulance Station in Lake County

Lake County Impound Lot Construction: Construct an impound lot to store vehicles, etc. within Lake County.

Lake County “Quiet Sport” Facility/Park: Develop a “Quiet Sports” Facility/Park within the county specifically for BMX bike riding, as well as snowshoeing trails, and mountain bike trails

Webber Township Park Improvements: Improve and add new features to the Webber Township Park in order to offer a better quality of life for area residents, as well as visitors.

Lake County Museum: Develop a Lake County Historical Museum with an exhibit to include a possible Native American dugout canoe which has been recently discovered in the headwaters of the Pere Marquette River.

## **Mason**

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City of Ludington Water Filtration System Expansion and Upgrade: Conduct necessary infrastructure improvements to the Water Treatment Plant that will meet future regulations and increase capacity for future growth in the City and surround area.

City of Ludington Convention Hall Project: Conduct a feasibility study for a new convention center in downtown Ludington. There is currently a lack of space to hold conferences and conventions within the area.

City of Ludington Wastewater Outfall Pipe Relocation Project: Relocate the wastewater treatment plant's outfall pipe, which currently runs from the plant to the Pere Marquette River. The pipe carries treated effluent from the wastewater treatment plant and discharges it into the river.

Pere Marquette Charter Township Watermain Extension: Extend approximately 1,900 lineal feet of watermain to provide linage from the township's municipal wells and strengthen the water supply system to business/industrial portions served on US 10.

Pere Marquette Charter Township Recreation Complex: Conduct a feasibility study for the development of a major indoor recreational facility within the township to service areas residents and visitors.

Pere Marquette Charter Township Broadband/Wireless Internet Project: install a broadband or wireless communication system on existing towers and water towers to provide service to all business and residences within the township.

Pere Marquette Charter Township Renewable Energy – Wind Turbines: Install wind turbines at one or more locations on township owned properties to provide power primarily to the municipal well field pumps located within the First Street Business Park.

City of Scottville Main Street Retail Incubator Project: develop a retail incubator in downtown Scottville. It is anticipated that the incubator will have three to six retail spaces and will assist in the ongoing efforts to increase investment in the downtown district which drives all commerce for the city.

City of Scottville South Main Street Streetscape Project: in order to improve the walkability and attractiveness of the downtown area, the City of Scottville is planning a streetscape project for South Main Street which is a major throughway for Downtown Scottville. The project will consist of the addition of street trees, benches, trash receptacles, several crosswalks, an arch over Main Street, decorative stamped concrete at the corners of Main Street and U.S. 10, repaving sidewalks on both sides of Main Street, and wayfinding signage.

City of Scottville Farmers' Market Pavilion: The City of Scottville has prioritized the construction of a 100' X 40' open-air pavilion to headquarter its downtown Farmers' Market and other important events which are physically and historically central to the community's economic development strategies. Based on its rich agricultural heritage and increasing consumer demands for fresh, Michigan-grown vegetables and fruits, the community continues to pursue CDBG and USDA funding to match local funding support for this important centerpiece of the community.

Lake Michigan Carferry (S.S. Badger) maintenance of this cross-lake transportation link: The City of Ludington and Mason County Growth Alliance are examining funding alternatives to re-power the ship's engines and are seeking regional support to exempt the ship from 2012 EPA standards. Annually, the Badger generates \$21 million in revenues, transports 140,000 passengers, has the capacity to transport oversized loads and contributes 700 jobs to Wisconsin and Michigan. The Badger is a cultural icon for Ludington and Michigan and the last of its kind in the world.

Mason County Speculative Building: Construct a speculative building of approximately 50,000 square feet in an existing industrial park zoned for industrial use. There are currently minimal buildings with over 20,000 square feet available in Mason County for purchase or lease.

## **Muskegon County**

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City of Muskegon Heights Bennett Pump Redevelopment Project: Redevelop the 11 acre (1.5 blocks) brownfield into a small industrial development. This site is located in downtown Muskegon Heights, in the middle of a very productive industrial area. Additional environmental remediation and site infrastructure improvements are necessary.

City of Muskegon Heights Seaway Industrial Park: Develop the Muskegon Heights portion of the Seaway Industrial Park located along Seaway Drive and adjacent to the City of Muskegon's Seaway Industrial Park. Home demolition and infrastructure improvements are necessary on the property.

City of Muskegon Downtown Muskegon Redevelopment Project: Assistance is requested in the ongoing efforts to redevelop the greater downtown Muskegon urban area.

Whitehall Township Wastewater Property Redevelopment Project: Redevelop the former Muskegon County Wastewater Facility located in Whitehall Township. The majority of the 682 acre property is zoned for industrial use and small portions are planned for both commercial and residential development. Public infrastructure is needed throughout the property.

Fruitport Township and Village Sanitary Sewer Expansion: Extend sewer throughout the Township and Village pursuant to the areas identified in the Sanitary Sewer Master Plan, which include service to densely populated areas as well as local school buildings. Extension

of the sanitary sewer will assist in the remediation and protection of ground water in addition to the Mona Lake and Spring Lake Watersheds.

## **Newaygo County**

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City of Fremont Airport Improvements: Implement several project planned to make additional improvement to the airport. The improvements include the replacement of a storm sewer pipe under one of the runways, purchasing a snow plow truck, constructing a building to house airport maintenance vehicles and equipment, constructing and rehabilitation taxi lanes in the hanger area, as well as designing and constructing a new runway.

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