

Appendix to the CEDS 2024-2028



Appendix to the 2024 CEDS

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Data Resources & Links

West Michigan Shoreline Regional Development Commission <http://wmsrdc.org/>

Lake County Economic Development Alliance <https://www.rightplace.org/regions/lake-county>

Chamber Alliance of Mason County <https://www.ludington.org/>

Greater Muskegon Economic Development <https://www.developmuskegon.org/>

Newaygo County Economic Development Partnership <https://www.newaygocountymi.gov/economic-development/economic-development/>

Oceana County Economic Alliance <https://oceana.mi.us/doing-business/economic-alliance/>

West Michigan Regional Dashboard <http://www.wmdashboard.org/dashboard>

Hazard Mitigation Plans for the counties of Lake, Mason , Muskegon, Newaygo, and Oceana

StatsAmerica <http://www.statsamerica.org/>

U.S. Bureau of Labor Statistics <https://www.bls.gov/>

U.S. Census Bureau <https://www.census.gov/>

American Community Survey <https://www.census.gov/programs-surveys/acs>

2017 Census of Agriculture <https://www.nass.usda.gov/Publications/AgCensus/2017/index.php>

United Way ALICE Report (2021 Update) <https://www.uwmich.org/alice-in-michigan>

Food Insecurity in the United States <http://map.feedingamerica.org/>

Climate and Economic Justice Screening Tool <https://screeningtool.geoplatform.gov/en/>

On The Map <https://onthemap.ces.census.gov/>

Governing Body Adoption – Meeting Minutes



March 25, 2024
10:00 AM – Mason County
Ludington City Council Chambers
400 S. Harrison, Ludington

I. CALL TO ORDER – 10:00 AM by Chairperson Jennifer Hodges

II. ROLL CALL QUORUM: Yes

Commissioners Present: CAN BE CHANGED LATER – USE ATTENDANCE SHEET

Lake County: C
Mason County: K
Muskegon County: M

Newaygo County: B
Oceana County: T
West Shore CC: M
WMSRDC Appointees: J

Commissioners Absent:

Mason County: L
Muskegon County: R
Newaygo County: P
Muskegon CC: B
WMSRDC Appointees: A

Staff/Guests Present: E

III. APPROVAL OF AGENDA
A motion was made by Commissioner Welford to approve the agenda for March 25, 2024.

IV. APPROVAL OF MINUTES
A motion was made by Commissioner Welford to approve the January 22, 2024 minutes.

The Executive Officer's meeting minutes were also approved.

V. PUBLIC COMMENT – AGENDA

VI. CHAIRPERSON'S REPORT –

VII. EXECUTIVE DIRECTOR'S REPORT

Economic Recovery Corps. (ERC) Fellow - Erin introduced Annika Gacnik and stated that a regional kick off meeting will occur tomorrow. Annika introduced herself and gave information regarding her fellowship.

Economic Development – Stephen will be presenting the 5-year CEDS later in our meeting.

Transportation – The Pre-unified Work Program meeting with MDOT and FHWA was held on March 4. It was a positive meeting, and WMSRDC received projected funding allocations for the upcoming fiscal year. This then kicks off our budgeting process. The FY25 budget is due to MDOT in June.

Environmental – WMSRDC is gearing up for the spring construction season. All is going well and moving along smoothly.

Local Government Services

Mitigation plans. They have been returned for local government review. Oceana will be approving.

Material Management – The administrators asked are anticipating all county prepare a multi county Material Management Plan persistence and all of the

Roger Morgenstern asked to submit a Notice of Intent (CAA), determine if they document how they react identify their Designated to then name the Material Management Plan and EGLE. After this the plan format.

The WMSRDC Board director

VIII. FINANCIAL STATEMENTS

A. February 2024 Financial Statements
Amanda stated that regarding new project money market.

Roger Morgenstern asked to budget at all and is full Erin's time with Annika

A motion was made to approve the financial

B. MERS Defined Benefit Changes

Amanda – WMSRDC is proposing changes to the defined benefit plan for new employees. The plan for current employees will not change. The recommended changes for new employees include removing the early retirement age, increasing the average annual compensation to five years, and removing the cost of living adjustment.

After conversation, a motion was made by Commissioner Welford and supported by Commissioner Wilson to approve the MERS Defined Benefit Changes. A roll call vote was unanimous. Motion carried.

IX. STAFF PRESENTATION – Stephen Carlson, Comprehensive Economic Development Strategy (CEDS) Update

X. CEDS Approval

A motion was made by Commissioner McGlothlin and supported by Commissioner Welford to approve the Comprehensive Economic Development Strategy (CEDS) Update. Motion carried.

XI. NEW BUSINESS – WMSRDC has hired Laurn Blake for Transportation and Clean Air Quality as Robert Johnson found another position. Laurn is a great asset to WMSRDC.

XII. PUBLIC COMMENTS – WMSRDC PROGRAMS – There were none.

XIII. ROUND TABLE

- Tim Beggs – Oceana County has many road projects coming up this spring and summer.
- Kim Cyr – (1) In 2023 Whitmer signed a law about the control for citing renewable energy facilities. In response a group of citizens, Citizens for Local Choice, have a ballot proposal out for signatures. (2) Road budget shortfalls are being discussed at the state level, along with a proposal for a mileage-based user fee to make up for the loss of gas tax revenue. (3) Muskegon Airport is looking for another provider. They currently have six proposals from new companies, and two will be made in April on the various repairs are being made with finding connectivity for.
- Mark Kinney – Because WMSRDC is placing a hub there as a good. There would also be a drop off sites, and it is working unit dock behind the Hardy park space will be created.
- Bonnie McGlothlin – A lot of will happen in three phase project. Rowan Park is getting water lines in the city has a path which will go from Laurn public meeting at the North local partners to develop a in the past that are unsponsored funds, WMSRDC needs to match. The City of Norton

XIV. ADJOURNMENT

Motion was made by Commissioner Cyr and supported by Commissioner Hazekamp to adjourn at 11:27 AM. Motion carried.

NEXT MEETING: May 20, 2024 – Lake County

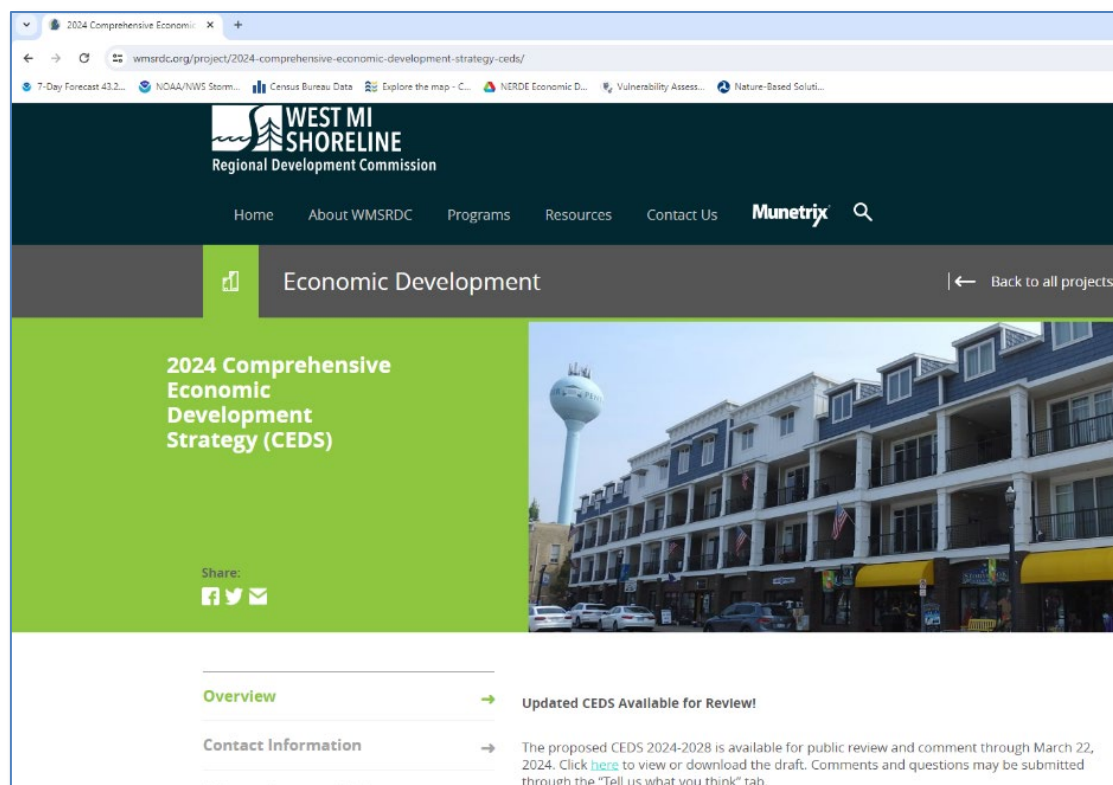
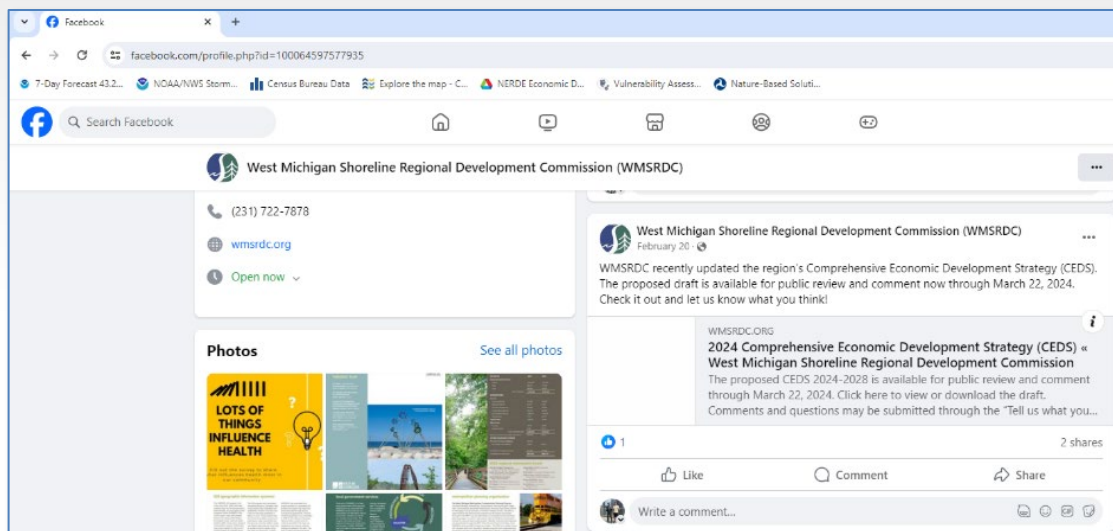
Jennifer Hodges, Chairperson
Date 5/20/24

Erin Kuhn, Executive Director
Date 5-20-24

Public Review Period

The public review period for the WMSRDC EDD CEDS 2024-2028 spanned 32 days from February 20, 2024, through March 22, 2024. Three written comments were received during the review period. No major revisions resulted from the comments.

The review period was noticed via email to the WMSRDC contact database, including local communities, elected officials, and other stakeholders throughout the WMSRDC region. The draft CEDS was posted on the main page of the WMSRDC website <http://wmsrdc.org/> during the period. A notice of the review period was also posted on the WMSRDC Facebook page.



CEDS Strategy Committee Guidelines for the West Michigan Shoreline Economic Development District

Committee Purpose

The Strategy Committee is the entity identified by the West Michigan Shoreline Regional Development Commission (WMSRDC) as responsible for overseeing the development, revision, or replacement of the Comprehensive Economic Development Strategy (CEDS).

Membership

Requirement – Membership of the strategy committee must represent the main economic interests of the region, and may include representatives and individuals from entities and sectors such as private sector, public officials, community leaders, private individuals, workforce development boards, institutions of higher education, minority and labor groups.

Composition – The WMSRDC will make every effort to maintain at least two individuals, representing appropriate sectors, from each of the five counties within the region on the Strategy Committee at all times. WMSRDC staff will recommend Strategy Committee appointees to the WMSRDC Governing Board for approval.

Terms – Membership on the Strategy Committee is voluntary and is not term-limited. Strategy Committee members may withdraw from the Strategy Committee at any time.

Responsibilities

Quarterly Meetings – WMSRDC staff will convene the Strategy Committee quarterly. Meetings generally take place virtually. Meeting attendance is not mandatory; however, it is requested that each member attends at least one Strategy Committee meeting per calendar year.

CEDS Review and Guidance – Strategy Committee members are expected to review and comment on newly developed or revised components of the CEDS document, as drafted by WMSRDC staff. For example, Strategy Committee members will be asked to annually review the CEDS document Goals & Objectives and project lists contained within the CEDS.

Project Vetting – Strategy Committee members are encouraged to propose and discuss potential economic development projects that are in-line with the Goals and Objectives of the current CEDS document. The Strategy Committee will assist WMSRDC staff in screening and evaluating projects using criteria such as: overall feasibility, regional equity, regional impact, alignment with CEDS document Goals & Objectives, and estimated competitiveness for EDA assistance.

Liaison – Strategy Committee members are economic development liaisons. On one hand, they bring local knowledge and specialized expertise to the CEDS Strategy Committee, which is critical to developing the CEDS document. On the other hand, they become equipped to bring knowledge of the CEDS and the regional vision for economic development to their respective professions and communities, which is critical to the effectiveness of the CEDS.

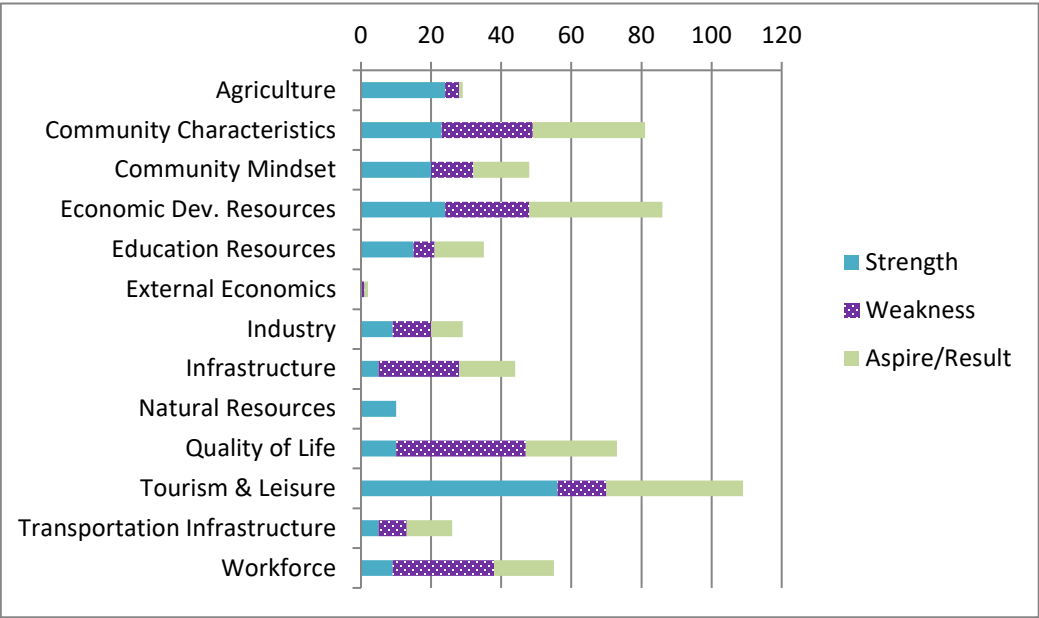
Updated April 5, 2024

Regional CEDS SWOT Analysis Report

A wide spectrum of social and economic realities exist within the WMSRDC Economic Development District, yet there are many ties that bind the region. A constant challenge of the Comprehensive Economic Development Strategy (CEDS) is to identify common regional characteristics that help guide the CEDS planning process and ensure its relevance. To that end, a strengths, weaknesses, opportunities, and threats (SWOT) analysis of the regional economy was conducted around the start of the 2023 calendar year. To maximize the effectiveness and participation in this exercise, a series of focus groups were facilitated throughout the district. An interactive SWOT form was also made available online to allow other stakeholders and interested citizens to provide their perspectives.

A unique approach was applied to this SWOT analysis: “Opportunities” and “Threats” were replaced with “Aspirations” and “Results.” This alternative approach was intended to help guide participants toward action-oriented and forward-thinking responses. Over 600 unique comments were collected during the exercise, which were subsequently tabulated and are summarized in this section.

Figure 1 SWOT analysis comment distribution, organized by regional theme



SWOT Analysis Comments

The following table presents a filtered look at the SWOT analysis comments. Over 600 comments collected during the SWOT analysis were distilled to remove duplicate or similar comments.

REGIONAL THEME	SUB-THEME	STRENGTHS	WEAKNESSES	ASPIRATIONS/RESULTS
Agriculture	Agriculture	agriculture food processing agricultural business agricultural expertise agriculture industries agriculture processing asparagus, cherries family farms & small businesses	agriculture low wages and pollution lack sustainable ag. & organic farms threats to farming like PFAs and CAFOs too much agriculture	preserve & support agriculture
Community Characteristics	Available Land	available space	non-taxable land lack of development properties	
	Geographic Location	lakeshore location proximity to urban centers	location for manufacturing (increase cost) peninsula factor skewed demographics	capitalize on natural beauty
	Community Traits	balance between retail tourism and outdoor recreation manufacturing history seasons summer season western half for visitors work ethic Idlewild history generational ties to area security museums history quality of life, natural resources, art & culture low unemployment good community to live in environment	seasonal population worker motivation lack diversification diversity dislocated populations regional reputation	create synonymous look in downtowns improved appearance & curb appeal communities where people want to be corridor beautification advertise local history 50,000 full-time residents good place to work remotely better image, reduce blight new employers more F/T families recreation destination continued growth diversify economy create opportunities for former residents to return connecting waterfront with downtown nurture love of community affordability, best value in Michigan most beautiful lakefront in country wins in Muskegon Heights healthier people grow population / younger
	Public Policy & Leadership	commitment of local leadership government collaboration	public leadership elected officials State/Federal/local communication infighting / shortsighted / lack unified vision intergovernmental communication reactive planning concrete plan & vision to support large-scale projects potentially bad planning/land use disconnected townships township's lack of training and capacity	collaborative zoning educated engaged elected officials community engagement and visioning leadership, cooperation and consensus better relations with government agencies
Community Mindset	Community Attitudes	entrepreneurial spirit desire for growth supportive	local grudges brain drain blight local pride in community resistance to change human capacity	
	Philanthropy	philanthropy companies giving back	philanthropy	

	Cooperation & Collaboration	entrepreneurial collaboration business/community collaboration communication promotional cross-sharing working together engagement and investment of developers cooperative partnerships between government & economic dev. collaboration spirit community foundations local/large businesses coexist partnership with The Right Place	disjointed efforts lack communitywide visions haphazard community planning group alliance for advertising chambers very event-focused	common vision expert advisers (like Right Place) creating more unity better communication between local/state/federal better community communication support for cultural/historical/economic tourism communication between agencies and local boards align state/federal/local government planning efforts engagement from young adults thriving startup community/entrepreneurs grow futurist industries - health, life sciences, tech complete large projects underway
Economic Dev. Resources	Economic Dev. Resources	business expansions business growth & productivity small businesses summer seasonal jobs business; strong promos, etc. younger business owners downtown Baldwin - businesses and spaces historic preservation efforts economic development resources EDA continued investment perceived growth across various sectors diverse economic base involvement and investment of business community incubators evolution of strong downtowns	succession planning lack of economic base business incentives downtown vacancies hard locations for businesses lack of year-round businesses loss of small business low salaries, unable to compete for talent new business turnover non-legal workforce small business support economic development resources siloed organizations with similar goods/services "small" scale of any project lack of investments and funding into economic dev untapped potential of Muskegon Heights redevelopment challenges private capital/equity tax base	start-up or attract tech companies manufacturing incentives flourishing small businesses incentivize skilled trades increase economic activity & education opportunities attract & retain people business incentives, attraction & diversification attractive place for job creators incentives for businesses economic diversification downtown development opportunities for entrepreneurs better business support tourism development tools supportive network and services for small business fill in the urban cores bluewater economy fill industrial parks rural venture capital fund strong budgets & investment in economic dev. organizations
	Marketing & Messaging	current momentum		cultivate antique community develop winter economy marketing to manufacturing companies marketing to nearby metropolitan areas promote small businesses promote locally grown products cooperatively market industrial parks advertisement plan to promote area outdoor recreation promotion promote "nature's playground" concept coordinated marketing campaign geared to visitors promote local identities collaborate with promotional organizations
Education Resources	Education Resources	Mason County promise West Shore Community College education at all levels education options MSU ag research center Baldwin promise kickstart to career higher education, two strong colleges schools Muskegon promise	educational attainment too many school districts Muskegon Heights education gaps schools lack of adult education lack of upward mobility or career path possibilities	strong talent pipeline to local employers apprenticeships thriving, excellent school systems increase what is offered in the school system vocational school improve vocational training and workforce dev. higher education satellite facilities equal access to quality education college and trade retention increase advanced courses (AP, language, etc.) better onboarding from high school to career skilled trades stronger path for youth to jobs
External Economics	External Economics		local business selling acquired by outside entity	expansion of Traverse City

Industry	Industry	adaptation of technology to improve efficiency advanced manufacturing manufacturing growing industry	manufacturing job cutbacks future of manufacturing uncertain lack industry lack new business industries for job creation underutilized industrial parks some areas no real manufacturing industry lack of diverse industry - heavy base of manufacturing	automation of mundane jobs increased manufacturing increased ag processing sight a manufacturing facility food processors export goods big tech
	Energy Production	renewable energy production (wind, pumped storage, etc)		support for renewable energy green energy
Infrastructure	Communication Infrastructure	rural broadband coverage	access to social media broadband lack of infrastructure access to social media call signal	broadband / internet available everywhere leverage technology to improve efficiency community "TV" or social media platform
	Infrastructure	water Infrastructure wastewater infrastructure	natural gas 3 phase electric old commercial structures public works lack infrastructure cost/upkeep of older buildings lack of resources	all utility needs met improved utilities extended/expanded infrastructure
Natural Resources	Natural Resources	natural resources nature water lakes, rivers, fishing trails environmental progress		
Quality of Life	Quality of Life	natural beauty (place to live) quality of life low unemployment	regional reputation low pay image and stigma crime/ violence	childcare center (build and maintain) community center
	Cost of Living	cost of living	cost of living increasing wages	increase pay to living wage wages keep pace with costs increased quality of life - affordability
	Healthcare & Services	hospitals health care system	unhealthy childcare access	services for those responding to crises
	Poverty		Generational poverty Generational poverty Lack of housing	new living wage
	Housing	housing market	short-term rental effects second/seasonal homes workforce housing housing quality housing affordability lack of housing, all types	available/affordable housing more available housing housing for population growth housing study implementation diverse housing supply
Tourism & Leisure	Tourism & Leisure	tourism festivals and public events outdoor recreation tourist appeal known for recreation & historical attractions multi-generational connection with vacationers ability to pull money from residents of other states ORV outdoor rec. & natural beauty hunting & fishing recreation - both loud and quiet public land lends to trail dev.	tourism falling behind lack liquor licenses	boat & fishing gear rentals destination tourism along Oceana Drive develop tourism & recreation eco-tourism grow agri-tourism growth in business & tourism regional business and tourism marketing stony lake tourism tourism & recreation destination more attractions youth athletics tournaments county-wide tourism alliance more festivals & community events trail improvements and connections growth of downtowns

	Retail	local restaurants local shops fewer empty store fronts downtown renovations growing hospitality retail sector	Supply chain issues Limited local business	more national retailers no empty storefronts
	Accommodations	campgrounds & tourism	lack of hotel lodging lack of conference facilities	additional places for tourists to stay quality hotels Visitor/convention center
	Seasonal	summer tourism year-round tourism winter sports	winter tourism slower winter season	four seasons of community events year-round destination spot year-round lakeshore tourism increased summer tourism
Transportation Infrastructure	Transportation Infrastructure	Yates Dial-a-Ride deep water ports public transportation	road quality US10 divides community	Polk Rd corridor congestion relief tourism destination for marine/ships diversify cargo port thriving ports commercial air freight & passenger
	Public Transportation	transportation options	Uber/taxi airports underutilized urban & rural transit	public transit options EV charging stations rural transit widely available public transportation to tourist attractions
Workforce	Workforce	human resources support for workers hard working residents young entrepreneurs low unemployment increased wages employer base and expansions employment opportunities	aging population lack tech workforce talent attraction skilled workforce & retention childcare professional capacity of local governments employment barriers lack of labor force lack of employers & closures	a plan to attract quality employers talent attraction focus on education, employment, & workforce participation job placement job training new employers/jobs year-round employment opportunities close income gap Improve pay & workplace cultures enhance food processing industry child care options employer flexibility

EDA Investment Priorities (<https://www.eda.gov/funding/investment-priorities>, retrieved 4/5/24)

Through its competitive grant process, EDA evaluates all project applications to determine the extent to which they:

- Align with EDA’s investment priorities,
- Effectively address the creation and/or retention of high-quality jobs, and
- Document that the applicant can or will leverage other resources, both public and private, and demonstrate the applicant’s capacity to commence the proposed project promptly, to use funds quickly and effectively, and provide a clear scope of work that includes a description of specific, measurable project outputs.

EDA’s investment priorities provide an overarching framework to ensure its grant investment portfolio – ranging from planning to infrastructure construction -- contributes to local efforts to build, improve, or better leverage economic assets that allow businesses to succeed and regional economies to prosper and become more resilient. Competitive grant applications will be responsive to the evaluation criteria listed under each individual funding announcement, including at least one of the below investment priorities. For more information on the investment priorities, please read the [Investment Priorities Definitions](#) (PDF) which defines a number of the key concepts introduced below:

1. **Equity:** Economic development planning or implementation projects that advance equity across America through investments that directly benefit 1) one or more traditionally [underserved populations](#) (PDF), including but not limited to women, Black, Latino, and Indigenous and Native American persons, Asian Americans, and Pacific Islanders or 2) underserved communities within [geographies](#) (PDF) that have been systemically and/or systematically denied a full opportunity to participate in aspects of economic prosperity such as Tribal Lands, [Persistent Poverty Counties](#) (XLSX), and rural areas with demonstrated, historical underservice. For more information on these populations and geographies see: <https://www.whitehouse.gov/briefing-room/presidential-actions/2021/01/20/executive-order-advancing-racial-equity-and-support-for-underserved-communities-through-the-federal-government/>.
2. **Recovery & Resilience:** Economic development planning or implementation projects that build economic resilience to and long-term recovery from economic shocks, like those experienced by coal and power plant communities, or other communities impacted by the decline of an important industry or a natural disaster, that may benefit from economic diversification-focused resilience.
3. **Workforce Development:** Economic development planning or implementation projects that support workforce education and skills training activities directly connected to the hiring and skills needs of the business community and that result in [well-paying, quality jobs](#) (PDF).
4. **Manufacturing:** Economic development planning or implementation projects that encourage job creation, business expansion, technology and capital upgrades, and productivity growth in manufacturing, including efforts that contribute to the competitiveness and growth of domestic suppliers or to the domestic production of innovative, high-value products and production technologies.
5. **Technology-Based Economic Development:** Economic development planning or implementation projects that foster regional knowledge ecosystems that support entrepreneurs and startups, including the commercialization of new technologies, that are creating technology-driven businesses and high-skilled, well-paying jobs of the future.
6. **Environmentally-Sustainable Development:** Economic development planning or implementation projects that help address the climate crisis including through the development and implementation of [green products](#) (PDF), [green processes](#) (PDF), including green infrastructure, [green buildings](#) (PDF), and [green places](#) (PDF), including an emphasis on density in the vicinity of the development.
7. **Exports & FDI:** Economic development planning or implementation projects that enhance or build community assets to support growth in US exports or increased foreign direct investment.