



Comprehensive Economic Development Strategy

January 2014

Updated January 2015



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.



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Chapter 1: Summary and Introduction

This document, prepared by the West Michigan Shoreline Regional Development Commission (WMSRDC), serves as the 2014 Comprehensive Economic Development Strategy (CEDS). The WMSRDC is a designated Economic Development District consisting of Lake, Mason, Muskegon, Newaygo, and Oceana Counties. Figure 1 depicts a map of this area. Through the submittal of the 2013 CEDS, the WMSRDC completes its 37th 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, Overall Economic Development Program (OEDP) committee, 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 functioning OEDP (now known as 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 Economic Development Administration through the CEDS process conducted by the Economic Development District. Planning remains a critical component of responsible economic development practices.

Since the realignment of the Region in 1992, Commission staff have 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

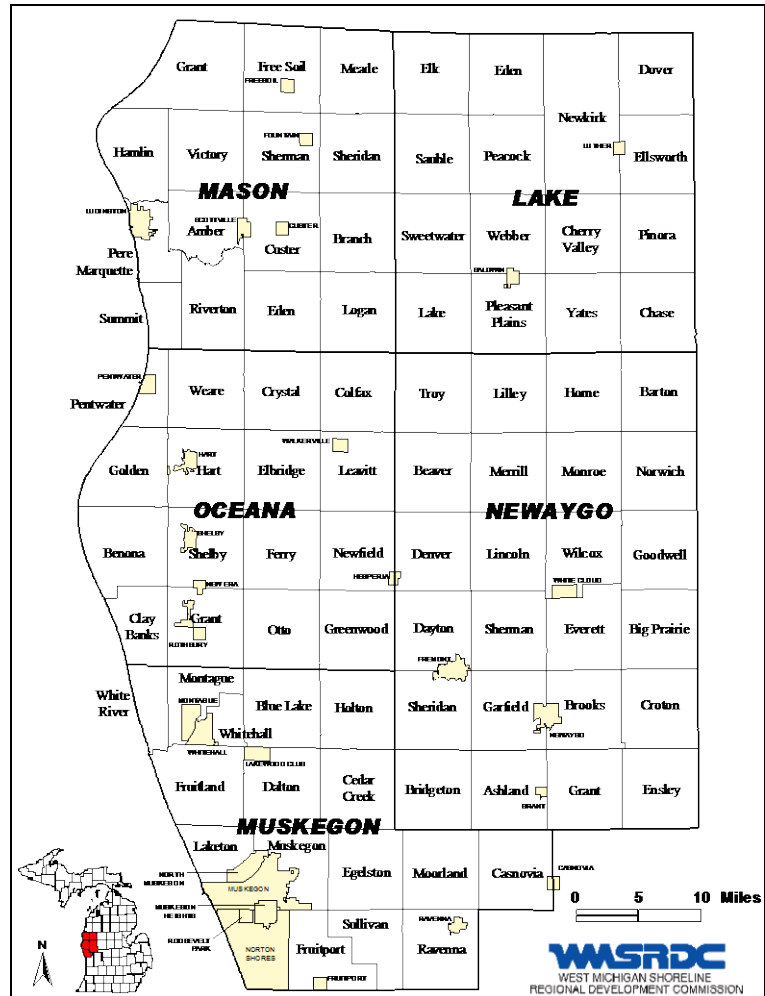


Figure 1

rural, although much of the population is concentrated in the metropolitan area. Historically high unemployment, low per capita income, and restricted access to services are commonplace. Agriculture, tourism and manufacturing serve as the primary economic base throughout the district.

The West Michigan Shoreline Regional 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 CEDS in 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 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: CEDS Project Information.

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, Local Development Finance Authority Districts, Small Business Administration, Michigan Economic Development Corporation, and Community Development Block Grants to name a few.

The WMSRDC 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 WMSRDC Board. WMSRDC staff are available to answer questions regarding project submittal and will provide statistical background and framework for all counties and communities within the District.

District CEDS Committee

This section of the CEDS outlines the institutional framework, under which the WMSRDC undertakes its economic planning and implementation activities. During 2006 the Regional Commission, in compliance with the EDA regulation with respect to planning organization board structure, completed the process of revising its bylaws. As required, the bylaws specify a minimum representation of 35 percent from the private sector. The following listing of board members (Table 1) represents the current membership. New board members, to reflect bylaws, were appointed in March 2007.

2015 West Michigan Shoreline Regional Development Commission Board

Table 1

Name	Affiliation	Representing
Kay Beecham	City of Norton Shores	Government
James Brown	Oceana County	Government
Bill Carpenter	Mason County	Private Sector
Susie Hughes *	Muskegon County	Government
David Kieft, Jr.	Muskegon Charter Township	Labor
Evelyn Kolbe **	Oceana County	Government
Michael Krauch	City of Ludington	Government
Joe Lenius	WMSRDC Appointment	Private Sector
James Maike	Newaygo County	Government
Bonnie McGlothin	City of Muskegon Heights	Government
Chris McGuigan	WMSRDC Appointment	Private Sector
Dale Nesbary	WMSRDC Appointment	Higher Education
Chris Ortwein	Newaygo County	Private Sector
James Rynberg ***	City of Fremont	Government
Terry Sabo	Muskegon County	Government
Dan Sloan	Lake County	Government
Ron Steiner	WMSRDC Appointment	Private Sector
Lisa Stich	WMSRDC Appointment	Higher Education
Wally Taranko	Mason County	Government
Byron Turnquist	City of Muskegon	Government
Rillastine Wilkins	Muskegon County	Government
Total Members - 21 Government Representatives - 13 (67%) Private Sector/Education/Labor - 8 (38%)		

* Chairperson

** Vice-Chairperson

*** Secretary

The CEDS was prepared by staff at the WMSRDC under the policy guidance of the WMSRDC Board and the District CEDS Committee. To comply with EDA planning regulations, the CEDS Committee is composed of a majority private sector membership. Table 2 reflects the CEDS Committee membership and representation statistics as of January 2015.

District CEDS Committee

- as of January 2015 -

Table 2

Name	Affiliation	Type of Representative
Tom Anderson	Owner The Bicycle Rack	Private
Anne Hardy	Executive Director Oceana County EDC	Community Leader
Susie Hughes	Owner Hughes Builders Inc.	Private
Edward Garner	Executive Director Muskegon Area First	Workforce Development Community Leader
Joe Lenius	Owner Naders Motel	Private
Andy Lofgren	Executive Director Newaygo County EDO	Community Leader
James Maike	President White Cloud Chamber of Commerce	Private
Ron Steiner	Director The Starting Block	Private
Barb Stenger	Commissioner Lake County Board of Commissioners	Elected Official
Lisa Stich	VP of Academic & Student Services West Shore Community College	Higher Education
Nancy Frye	Owner Consulting Firm	Private
Total Members - 11		
Private Sector - 6 (54.5%)		

Chapter 2: 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 fisherman 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 area 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.

One hundred twenty local units of government, consisting of cities, villages, townships, and counties make up the region. Nearly three-fourths of the units currently enforce local zoning ordinances, and approximately one-half have developed some type of master plans. 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, cherries, 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 rural communities such as Holton and Ravenna in Muskegon County, and Grant in Newaygo County, are heavily influenced by the prosperity of the surrounding agricultural endeavors.

The region, heavily dependent upon tourism revenues, is home to several popular state and county parks and other tourist activities. Six state parks are located along the Lake Michigan 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, services the majority of the county. The management system, located in eastern Muskegon County, 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 79 – 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 closing of Sappi Fine Paper in 2009 the county's largest wastewater user, the average annual flow is down to about 12 MGD. The Muskegon County solid waste facility is located in eastern Muskegon County near the wastewater treatment facility.

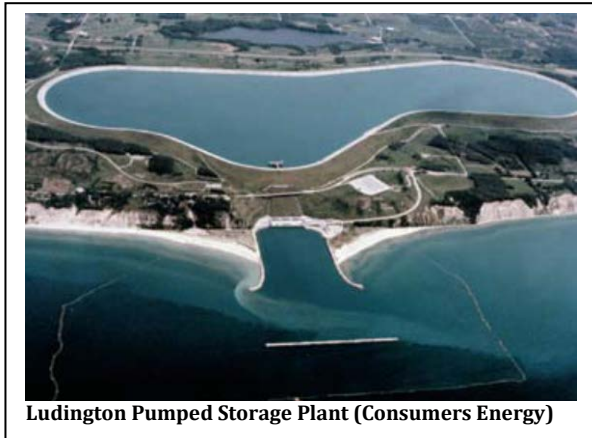


Municipal water service is available via treatment of well water in the cities of Montague and Whitehall and also for Muskegon and Muskegon Heights, who pump and treat water from Lake Michigan. The latter two cities supply all of the municipal water service for the metropolitan area. Consumers Energy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

In Oceana County, the City of Hart and villages of Shelby and Pentwater have water and sewer delivery systems. In the late 1980s, Hart's wastewater treatment plant completed an EDA funded expansion of their system, and is once again nearing capacity. 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.

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 furnished 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.



Ludington Pumped Storage Plant (Consumers Energy)

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.

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

Transportation Infrastructure

There are several important transportation arteries located within the region that serve as links to regional population centers and to transportation networks outside of the region. These connections link West Michigan to population centers such as Chicago, Detroit, Grand Rapids, Lansing, Indianapolis, and Milwaukee. U.S. 31 and M-37 serve as the main north/south links. U.S. 31 travels through Muskegon, Oceana, and Mason Counties, and in its entirety traverses from the southern border of Michigan near South Bend, Indiana to the northern-most reaches of the Lower Peninsula. North of Ludington, U.S. 31 terminates as an expressway, where it becomes a state highway generally served by only two lanes. M-37 runs from Battle Creek to Traverse City, traveling through Muskegon, Newaygo, and Lake Counties. U.S. 10, M-20, and Interstate 96 are the major routes providing East-West travel in the region. U.S. 10 is located in Mason and Lake Counties, and travels across the state to Bay City. M-20 also travels the entire width of the state, beginning in Oceana County and terminating in

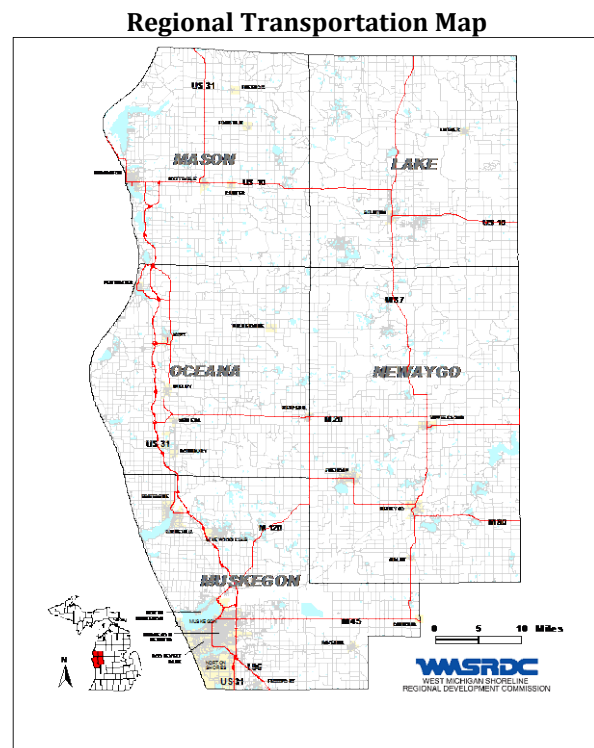


Figure 2

Midland. Interstate 96 is the most heavily traveled route in the region, and travels through Muskegon County, east to Kent County, where it connects with other regional routes connecting to Lansing and Detroit, finally terminating in Wayne County.

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). Newaygo County provides a transportation service to elderly residents provided by the Newaygo County Commission on Aging. In Oceana County, the Oceana Council on Aging provides transportation services for the elderly residents. The district's transportation network is displayed in Figure 2.

Commercial air service is available at the Muskegon County Airport with 50 passenger jet service to Chicago O'Hare. 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, allowing maximum sized ships from the Great Lakes to load and unload cargo. At this time, shipping is limited to coal and aggregates. Plans for future port development and expansion are ongoing with the possibility of bringing container shipping to the port. The Lake Express high speed car ferry docks in Muskegon Lake and offers travelers a route directly to and from Milwaukee, Wisconsin. Service is provided numerous times a day from late April through October.

Ludington also has a deep-water port in the district, but it receives little commercial shipping activities. Ludington is the homeport 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.

The primary non-motorized route in the region is the Hart-Montague State Park Trail. The trail spans 22 miles from Hart in Oceana County to Whitehall in Muskegon County. In addition, the Fred Meijer Berry Junction Trail, which is a 10 mile stretch of trail between Whitehall and North Muskegon was recently completed to Berry Junction in Dalton Township. There is still a link between this point and North Muskegon that is planned for the near future, which will connect the entire trail to the City of Muskegon's Lakeshore Trail. This trail covers about 12 miles throughout Muskegon and eventually connects with the Musketawa Trail, which is another trail that extends 26 miles eastward from Muskegon to Marne in Ottawa County. These trails connect with several regional trails in Ottawa County to the south as well.

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 to enhance ecological service opportunities, and improve access to these resources to increase 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 one million visitors every year, greatly enhancing the tourism economy of West Michigan. In fact, Muskegon's Pere Marquette Beach on Lake Michigan was the only nationally certified "clean beach" on the Great Lakes.

In the 1880s, 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 lumber 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, which is scheduled to close its Muskegon Plant within the next few years, is a major utility provider that has hundreds of acres of pine tree stands, which are harvested to produce utility poles.

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 been more restrictive in recent years due to their importance in the ecology and habitat of the lakeshore and the availability to and from nearby inland areas (sand pits). 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 complex in the region. The 10,500-acre area is owned and maintained by the Michigan Department of Natural Resources for the purpose of providing habitat for waterfowl and other wildlife. The area is open to public hunting, fishing, and hiking. In 1979, Michigan wetlands became protected under the Geomare-Anderson Wetland 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). The Michigan Department of Environmental Quality (DEQ) has also adopted administrative rules which provide clarification and guidance on interpreting Part 303. 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 Strategies (CEDs) and Overall Economic Development Plans (OEDP) have contained comprehensive environmental analysis.

WMSRDC 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 WMSRDC joined with the state in a coordinated coastal management program. 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.

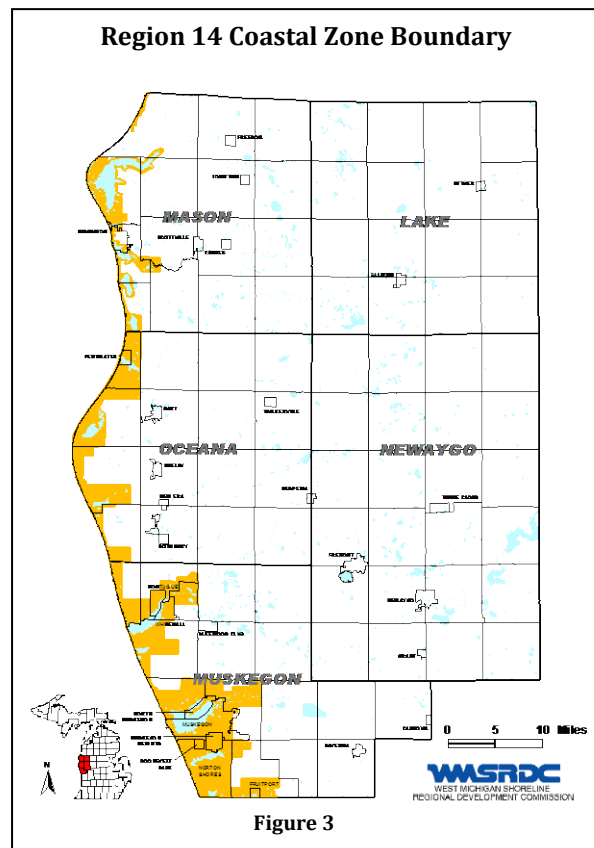


Figure 3

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 3 illustrates these goals and objectives.

Table 3

Goals and Objectives for Coastal Zone Management in the West Michigan Shoreline Regional Development Commission's Region	
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.

Since the Regional Commission published its Shorelands Planning and Zoning Study, considerable work as been directed towards 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 Area 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. Some recent environmental planning efforts undertaken by the Regional Commission include the West Michigan Blueways and Greenways Plan (phase I – Muskegon County was completed in 2010, and phase II – Oceana and Mason County were completed in 2012), Muskegon County Green Infrastructure Inventory completed in 2010, West Michigan Shoreline Brownfields Inventory and Plan for Implementation completed in 2006, Hazard Mitigation Plans for all five counties in the Region

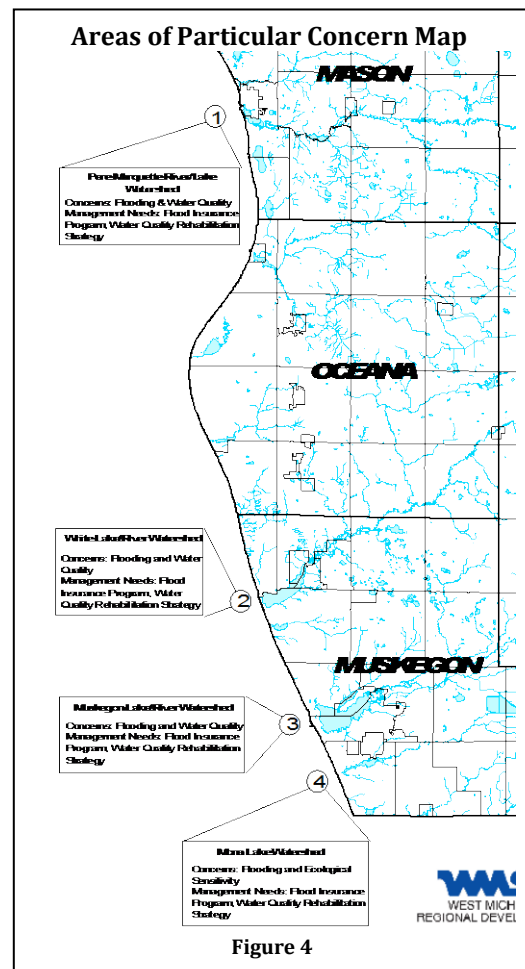


Figure 4

completed in 2006 (updates to the Hazard Mitigation Plans are currently underway), and several community master plans and recreation plans including the Muskegon Area-wide Plan (MAP) completed in 2005 and recently updated in 2013.

The WMSRDC 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 recently compiled a Watershed Partners Inventory (2008) 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 WMSRDC, in 2002, completed work 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 of the Great Lakes Basin. For this reason, the WMSRDC will continue to actively promote watershed planning throughout the region.

Air Quality is another important resource that the WMSRDC is actively working to protect. Muskegon County is currently classified as an Air Quality 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 across the lake 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 WMSRDC 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 master plan. This includes the Muskegon Area-wide Plan (MAP), a locally initiated and driven county-wide planning effort which was updated in 2013. The MAP, unique for its grassroots conception, was developed through a great deal of cooperation and communication between Muskegon area leaders. In addition, Lake County has recently completed the process of updating their existing master plan.

In an effort to keep informed of local issues and concern, WMSRDC staff regularly attend the planning commission meetings of each of the counties comprising the district. It is important to note that both Muskegon and Newaygo Counties have abolished their planning commissions and

Lake County has recently reinstated their county planning commission after several years without one. Attending the county planning commission meetings gives local officials an opportunity to ask questions and provide feedback directly to the WMSRDC. It also ensures that there is a strong link between the WMSRDC and the local units of government at all times.

The WMSRDC houses the West Michigan Metropolitan Transportation Planning Program (WestPlan), which operates under the auspice of the MAP-21 federal transportation legislation and directs transportation concerns for the metropolitan area of Muskegon and Northern Ottawa Counties.

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

WMSRDC established a Rural Transportation Task Force, under the West Michigan Rural Transportation Planning Program (WestPlan/Rural) in the beginning of 2012. At the request of the Michigan Department of Transportation (MDOT), WMSRDC now administers the nearly \$1.5 million in rural federal transportation funding allocated to the region. WMSRDC works with the local road agencies to plan for the most efficient and cost effective use of these funds. The boundary of the rural task force includes the counties of Lake, Mason, Muskegon, Newaygo, and Oceana.

The WMSRDC 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, WMSRDC 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 district remain very consistent.

County Population

An official population count is provided by the U.S Census Bureau every ten years with estimated population counts given every year in the interim. Table 4 shows the actual Census population counts for the years 1980, 1990, and 2000, as well as the most recent 2010 Census population counts for each county in the region, the region as a whole, and the state of Michigan. The percent change from 1990 to 2000 and from 2000 to 2010 is also given.

Table 4

Population								
Area	1980	1990	2000	2010	1990 - 2000 Population Change		2000 - 2010 Population Change	
					Number	Percent	Number	Percent
Lake	7,711	8,583	11,333	11,539	2,750	32%	206	1.8%
Mason	26,365	25,537	28,274	28,705	2,737	10.7%	431	1.5%
Muskegon	157,589	158,983	170,200	172,705	11,217	7.1%	1,988	1.2%
Newaygo	34,917	38,206	47,874	48,460	9,672	25.3%	586	1.2%
Oceana	22,002	22,455	26,873	26,570	4,419	19.7%	-303	-1.1%
Region 14	248,584	253,764	284,554	287,462	30,790	12.1%	2,908	1.0%
Michigan	9,262,078	9,295,287	9,938,444	9,883,640	643,147	6.9%	-54,804	-0.6%

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. However between 2000 and 2010, the State of Michigan showed an overall negative population change of -0.6 percent. It is important to note that Michigan was the only state in the country to experience a population loss. However, Region 14 as a whole and four of the five counties experienced a slight population increase with growth between 1.2 percent and 1.8 percent. Oceana County was the only county in the region to demonstrate a population loss at -1.1 percent.

Table 5

County Population by Sex and Race											
	Total	Male	Female	White	Black	American Indian	Asian	Native Hawaiian	Other	2 or More Races	Hispanic
2000 Lake County	11,333	5,914	5,419	9,595	1,266	114	17	4	65	272	191
2010 Lake County	11,539	5,898	5,641	10,035	1,058	90	17	1	37	301	243
Difference	206	-16	222	440	-208	-24	0	-3	-28	29	52
Percent Difference	1.8%	-0.3%	4.1%	4.6%	-16.4%	-21.0%	0.0%	-75.0%	-43.1%	10.7%	27.2%
2000 Mason County	28,274	13,961	14,313	27,098	206	220	78	6	232	434	852
2010 Mason County	28,705	14,168	14,537	27,225	172	289	132	0	340	547	1,150
Difference	431	207	224	127	-34	69	54	-6	108	113	298
Percent Difference	1.5%	1.5%	1.6%	0.5%	-16.5%	31.4%	69.2%	-100.0%	46.7%	26.0%	35.0%
2000 Muskegon County	170,200	84,359	85,841	138,291	24,166	1,402	718	21	2,184	3,418	6,001
2010 Muskegon County	172,188	85,451	86,737	137,679	24,882	1,407	941	28	2,362	4,889	8,261
Difference	1,988	1,092	896	-612	716	5	223	7	178	1,471	2,260
Percent Difference	1.2%	1.3%	1.0%	-0.4%	3.0%	0.4%	31.1%	33.3%	8.2%	43.0%	37.7%
2000 Newaygo County	47,874	23,891	23,983	45,386	535	311	140	14	779	709	1,845
2010 Newaygo County	48,460	24,390	24,070	45,625	495	372	187	11	942	828	2,663
Difference	586	499	87	239	-40	61	47	-3	163	119	818
Percent Difference	1.2%	2.1%	0.4%	0.5%	-7.5%	19.6%	33.6%	-21.4%	20.9%	16.8%	44.3%
2000 Oceana County	26,873	13,544	13,329	24,284	86	279	67	8	1,640	509	3,119
2010 Oceana County	26,570	13,344	13,226	23,952	119	285	61	4	1,618	531	3,629
Difference	-303	-200	-103	-332	33	6	-6	-4	-22	22	510
Percent Difference	-1.1%	1.5%	-0.8%	-1.4%	38.4%	2.2%	-9.0%	-50.0%	-1.3%	4.3%	16.4%

Source: U.S. Census Bureau

Compiled by: West Michigan Shoreline Regional Development Commission

Minor Civil Division Population

The WMSRDC 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 minor civil divisions (townships, cities, and villages) within the region. The population is projected in five-year increments from the year 2015 out to the year 2040. The 2015 – 2040 population projections, prepared by the WMSRDC, are located on pages 18 - 22.

Lake County experienced the highest percentage of growth in population of the five counties in the region from 2000 to 2010 at 1.8 percent (206 persons). A portion of this growth can be attributed to the opening of the Michigan Youth Correctional Facility in Webber Township in 1990. 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 Eden (29.2%), Dover (19.0%), Pinora (11.5%), and Peacock (10.6%). Five communities in Lake County lost population between 2000 and 2010. The communities with the largest population loss include Newkirk Township (-12.1%), Weber Township (-9.4%), and the Village of Luther (-6.2%). The prison reopened in early 2011, but was closed once again in the fall of 2011. Lake County is projected to continue growing at a slow to modest rate over the next several years.

Between 2000 and 2010, Mason County grew by 1.5 percent (431 persons). Of the 20 communities located in Mason County, it is interesting to note that ten communities experienced population growth, and ten experienced population decreases. Four communities demonstrated population growth in double digits including Amber Township (23.3%), Branch Township (12.4%), Sheridan Township (10.6%), and the Village of Fountain (10.3%). Similarly, four communities showed population loss in double digits. Those communities include Meade Township (-36.9%), the Village of Freesoil (-18.6%), Riverton Township (-13.6%), and the Village of Custer (-10.7%).

Muskegon County, between 2000 and 2010 had a modest increase of 1.2 percent (1,988 persons). Communities with the largest percentage growth included the Village of Lakewood Club (28.3%), Blue Lake Township (20.5%), and Dalton Township (15.6%). In contrast, communities with the largest percentage population loss include the Cities of Muskegon Heights (-9.9%), Whitehall (-6.2%), and North Muskegon (-6.1%). It is important to note that the City of Norton Shores was the only one of the seven cities in Muskegon County to experience a population increase (6.5%).

Newaygo County experienced a population growth of 1.2 percent (586 persons) between 2000 and 2010. Some of the fastest growing areas within the county are the City of Newaygo (18.3%), Troy Township (16.5%), and Merrill Township (13.1%). The communities that experienced the largest population loss during the same time period include the townships of Beaver (-16.3%), Barton (-12.6%), and Home (-11.1%).

Oceana County was the only county in the region to show population loss between 2000 and 2010 at -1.1 percent (-303 persons). Even though the county lost population as a whole, there were still some areas with population increases. Some of those areas include Otto Township

(24.8%), the City of Hart (9.0%), and the Village of Shelby (7.9%). Communities with the greatest population decreases include Elbridge Township (-21.3%), Colfax Township (-19.5%), and the Village of Pentwater (-10.5%).

Analysis of Economic Development Problems and Opportunities

The following section provides an in-depth analysis of the regional economy including educational attainment, income levels, employment information, and employment sectors/clusters. Where possible, relevant materials and documents were referenced to assist in the regional analysis. In addition, development of the CEDS document strives to remain consistent with local and state workforce investment strategies. Listed below is a table of regional economic development investments that have occurred over the past five years or are currently in progress.

Table 6

Major Investment Projects of Regional Significance		
Project	Total Estimated Investment (\$M)	Public/Private
Transportation Projects (Muskegon urbanized area only)	\$233	Public
Geo Prison Expansion	\$63	Private
Baker College Culinary Institute of Michigan	\$11	Private
Muskegon Lake Habitat Restoration	\$10	Public
Downtown Muskegon Revitalization	\$265	Public/Private
Fremont Digester	\$24	Private
Gerber Agricultural Processing Renaissance Zone	\$64	Private
The Stream Community Business Center	\$3	Public/Private
Ludington Pumped Storage Expansion	\$800	Private
Lake Winds Energy Park	\$232	Public/Private
West Shore Community College Arts and Science Center	\$3.2	Public/Private
Regional Manufacturing Investments	\$220	Private

West Michigan Shoreline Regional Development Commission Demographic Projections

Population Forecast 2015 to 2040

Lake County	1980	Actual Census Figures		2010	Census Estimate	2015	2020	Forecasted Population		2035	2040
		1990	2000		2013			2025	2030		
Total Population	5,661	8,583	11,333	11,539	11,386	11,394	11,415	11,435	11,456	11,476	11,497

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. The projections are based on past population trends of the county.

Chase Township	752	999	1,194	1,137	1,121	1,122	1,124	1,126	1,128	1,130	1,132
Cherry Valley Township	172	248	368	396	389	389	390	391	391	392	393
Dover Township	201	318	332	395	390	390	391	392	392	393	394
Eden Township	116	235	377	487	480	480	481	482	483	484	485
Elk Township	325	580	900	985	977	978	979	981	983	985	987
Ellsworth Township	376	622	821	817	805	806	807	808	810	811	813
Lake Township	341	700	849	862	852	853	854	856	857	859	860
Newkirk Township	426	586	719	632	621	621	623	624	625	626	627
Peacock Township	144	344	445	492	485	485	486	487	488	489	490
Pinora Township	249	414	643	717	702	703	704	705	706	708	709
Pleasant Plains Township	1,211	1,464	1,535	1,581	1,563	1,564	1,567	1,570	1,573	1,575	1,578
Sauble Township	194	297	323	333	329	329	330	330	331	332	332
Sweetwater Township	115	223	238	245	242	242	243	243	243	244	244
Webber Township	614	968	1,875	1,699	1,679	1,680	1,683	1,686	1,689	1,692	1,695
Yates Township	425	585	714	761	751	752	753	754	756	757	758
Villages*											
Baldwin	502	821	1,107	1,208	1,199	1,200	1,202	1,204	1,206	1,209	1,211
Luther	129	343	339	318	317	317	318	318	319	320	320

*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

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West Michigan Shoreline Regional Development Commission Demographic Projections

Population Forecast 2015 to 2040

Mason County	1980	Actual Census Figures		2010	Census Estimate	2015	2020	Forecasted Population		2035	2040
		1990	2000		2013			2025	2030		
Total Population	26,365	25,537	28,274	28,705	28,605	28,656	28,785	28,914	29,044	29,174	29,305

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. The projections are based on past population trends of the county.

Amber Township	1,556	1,684	2,054	2,535	2,524	2,529	2,540	2,551	2,563	2,574	2,586
Branch Township	1,021	973	1,181	1,328	1,321	1,323	1,329	1,335	1,341	1,347	1,353
Custer Township	1,338	1,176	1,307	1,254	1,249	1,251	1,257	1,262	1,268	1,274	1,280
Eden Township	511	491	555	582	581	582	585	587	590	593	595
Free Soil Township	925	860	809	822	819	820	824	828	832	835	839
Grant Township	747	749	850	909	919	921	925	929	933	937	941
Hamlin Township	2,616	2,597	3,192	3,408	3,396	3,402	3,417	3,433	3,448	3,464	3,479
Logan Township	177	203	329	312	310	311	312	313	315	316	318
Meade Township	135	142	287	181	179	179	180	181	182	183	183
Pere Marquette Township	2,068	2,065	2,228	2,366	2,367	2,371	2,382	2,393	2,403	2,414	2,425
Riverton Township	1,177	1,115	1,335	1,153	1,148	1,150	1,155	1,160	1,166	1,171	1,176
Sheridan Township	828	837	969	1,072	1,065	1,067	1,072	1,077	1,081	1,086	1,091
Sherman Township	996	952	1,090	1,186	1,181	1,183	1,188	1,194	1,199	1,204	1,210
Summit Township	922	815	1,021	924	922	924	928	932	936	940	945
Victory Township	1,170	1,084	1,444	1,383	1,370	1,372	1,379	1,385	1,391	1,397	1,404
Cities											
Ludington	8,937	8,507	8,357	8,076	8,040	8,054	8,091	8,127	8,163	8,200	8,237
Scottville	1,241	1,287	1,266	1,214	1,214	1,216	1,222	1,227	1,233	1,238	1,244
Villages*											
Custer	341	312	318	284	284	285	286	287	288	290	291
Fountain	195	165	175	193	193	193	194	195	196	197	198
Freesoil	212	148	177	144	144	144	145	146	146	147	148

*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

June 2014

West Michigan Shoreline Regional Development Commission Demographic Projections

Population Forecast 2015 to 2040

Muskegon County	1980	Actual Census Figures		2010	Census Estimate	2015	2020	Forecasted Population		2035	2040
		1990	2000		2013			2025	2030		
Total Population	157,589	158,983	170,200	172,188	171,008	171,133	171,445	171,757	172,070	172,384	172,698

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. The projections are based on past population trends of the county.

Blue Lake Township	1,101	1,235	1,990	2,399	2,422	2,424	2,428	2,433	2,437	2,441	2,446
Casnovia Township	2,158	2,361	2,652	2,805	2,809	2,811	2,816	2,821	2,826	2,832	2,837
Cedar Creek Township	2,454	2,846	3,109	3,186	3,161	3,163	3,169	3,175	3,181	3,186	3,192
Dalton Township	5,897	6,276	8,047	9,300	9,285	9,292	9,309	9,326	9,343	9,360	9,377
Egelston Township	7,310	7,640	9,537	9,909	9,813	9,820	9,838	9,856	9,874	9,892	9,910
Fruitland Township	4,168	4,391	5,235	5,543	5,583	5,587	5,597	5,607	5,618	5,628	5,638
Fruitport Township	10,646	11,485	12,533	13,598	13,692	13,702	13,727	13,752	13,777	13,802	13,827
Holton Township	2,022	2,318	2,532	2,515	2,495	2,497	2,501	2,506	2,511	2,515	2,520
Laketon Township	6,327	6,538	7,363	7,563	7,597	7,603	7,616	7,630	7,644	7,658	7,672
Montague Township	1,359	1,429	1,637	1,600	1,601	1,602	1,605	1,608	1,611	1,614	1,617
Moorland Township	1,521	1,543	1,616	1,575	1,580	1,581	1,584	1,587	1,590	1,593	1,596
Muskegon Township	14,557	15,302	17,737	17,840	17,778	17,791	17,823	17,856	17,888	17,921	17,954
Ravenna Township	2,471	2,354	2,856	2,905	2,921	2,923	2,928	2,934	2,939	2,945	2,950
Sullivan Township	2,356	2,230	2,477	2,441	2,462	2,464	2,468	2,473	2,477	2,482	2,486
Whitehall Township	1,341	1,464	1,648	1,739	1,736	1,737	1,740	1,744	1,747	1,750	1,753
White River Township	1,215	1,250	1,338	1,335	1,358	1,359	1,361	1,364	1,366	1,369	1,371

Cities											
Montague	2,332	2,276	2,407	2,361	2,360	2,362	2,366	2,370	2,375	2,379	2,383
Muskegon	40,823	40,283	40,105	38,401	37,213	37,240	37,308	37,376	37,444	37,512	37,581
Muskegon Heights	14,611	13,176	12,049	10,856	10,831	10,839	10,859	10,878	10,898	10,918	10,938
North Muskegon	4,024	3,919	4,031	3,786	3,785	3,788	3,795	3,802	3,809	3,815	3,822
Norton Shores	22,025	21,755	22,527	23,994	23,998	24,015	24,059	24,103	24,147	24,191	24,235
Roosevelt Park	4,015	3,885	3,890	3,831	3,830	3,833	3,840	3,847	3,854	3,861	3,868
Whitehall	2,856	3,027	2,884	2,706	2,698	2,700	2,705	2,710	2,715	2,720	2,725

Villages*											
Casnovia (Part)	181	187	139	143	144	144	144	145	145	145	145
Fruitport	1,143	1,090	1,124	1,093	1,102	1,103	1,105	1,107	1,109	1,111	1,113
Lakewood Club	695	659	1,006	1,291	1,284	1,285	1,287	1,290	1,292	1,294	1,297
Ravenna	951	919	1,206	1,219	1,219	1,220	1,222	1,224	1,227	1,229	1,231

*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

West Michigan Shoreline Regional Development Commission Demographic Projections Population Forecast 2015 to 2040

Newaygo County	1980	Actual Census Figures		2010	Census Estimate	2015	2020	Forecasted Population		2035	2040
		1990	2000		2013			2025	2030		
Total Population	34,917	38,202	47,874	48,460	48,001	48,021	48,070	48,119	48,168	48,217	48,266

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. The projections are based on past population trends of the county.

Ashland Township	1,751	1,997	2,570	2,773	2,741	2,742	2,745	2,748	2,751	2,753	2,756
Barton Township	558	624	820	717	743	743	744	745	746	746	747
Beaver Township	443	417	608	509	503	503	504	504	505	505	506
Big Prairie Township	1,202	1,731	2,465	2,573	2,511	2,512	2,515	2,517	2,520	2,522	2,525
Bridgeton Township	1,562	1,574	2,098	2,141	2,109	2,110	2,112	2,114	2,116	2,118	2,121
Brooks Township	2,349	2,728	3,671	3,510	3,474	3,475	3,479	3,483	3,486	3,490	3,493
Croton Township	1,556	1,965	3,042	3,228	3,203	3,204	3,208	3,211	3,214	3,217	3,221
Dayton Township	1,938	1,971	2,002	1,949	1,936	1,937	1,939	1,941	1,943	1,945	1,947
Denver Township	1,422	1,532	1,971	1,928	1,900	1,901	1,903	1,905	1,907	1,909	1,910
Ensley Township	1,461	1,984	2,474	2,635	2,616	2,617	2,620	2,622	2,625	2,628	2,630
Everett Township	1,360	1,519	1,985	1,862	1,827	1,828	1,830	1,831	1,833	1,835	1,837
Garfield Township	1,822	2,067	2,464	2,537	2,511	2,512	2,515	2,517	2,520	2,522	2,525
Goodwell Township	387	358	551	547	542	542	543	543	544	544	545
Grant Township	2,274	2,558	3,130	3,294	3,308	3,309	3,313	3,316	3,319	3,323	3,326
Home Township	185	202	261	232	229	229	229	230	230	230	230
Lilley Township	568	565	788	797	786	786	787	788	789	790	790
Lincoln Township	885	969	1,338	1,275	1,257	1,258	1,259	1,260	1,261	1,263	1,264
Merrill Township	508	451	590	667	658	658	659	660	660	661	662
Monroe Township	263	247	324	320	316	316	316	317	317	317	318
Norwich Township	450	499	557	607	600	600	601	601	602	603	603
Sheridan Township	2,465	2,252	2,423	2,510	2,490	2,491	2,494	2,496	2,499	2,501	2,504
Sherman Township	1,810	1,866	2,159	2,109	2,089	2,090	2,092	2,094	2,096	2,098	2,101
Troy Township	199	173	243	283	279	279	279	280	280	280	281
Wilcox Township	772	831	1,145	1,098	1,076	1,076	1,078	1,079	1,080	1,081	1,082
Cities											
Fremont	3,672	3,875	4,224	4,081	4,050	4,052	4,056	4,060	4,064	4,068	4,072
Grant	683	764	881	894	889	889	890	891	892	893	894
Newaygo	1,271	1,336	1,670	1,976	1,969	1,970	1,972	1,974	1,976	1,978	1,980
White Cloud	1,101	1,147	1,420	1,408	1,389	1,390	1,391	1,392	1,394	1,395	1,397
Village*											
Hesperia (Part)	347	300	364	339	338	338	338	339	339	340	340

*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

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West Michigan Shoreline Regional Development Commission Demographic Projections

Population Forecast 2015 to 2040

Oceana County	1980	Actual Census Figures		2010	Census Estimate	2015	2020	Forecasted Population		2035	2040
		1990	2000		2013			2025	2030		
Total Population	22,002	22,454	26,873	26,570	26,245	26,150	25,913	25,678	25,446	25,215	24,987

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. The projections are based on past population trends of the county.

Benona Township	1,203	1,133	1,520	1,437	1,429	1,424	1,411	1,398	1,385	1,373	1,361
Claybanks Township	733	679	831	777	772	769	762	755	748	742	735
Colfax Township	328	374	574	462	453	451	447	443	439	435	431
Crystal Township	602	658	832	838	822	819	812	804	797	790	783
Elbridge Township	899	820	1,233	971	960	957	948	939	931	922	914
Ferry Township	898	1,033	1,296	1,292	1,268	1,263	1,252	1,241	1,229	1,218	1,207
Golden Township	1,358	1,302	1,810	1,742	1,710	1,704	1,688	1,673	1,658	1,643	1,628
Grant Township	2,366	2,578	2,932	2,976	2,914	2,903	2,877	2,851	2,825	2,800	2,774
Greenwood Township	815	915	1,154	1,184	1,189	1,185	1,174	1,163	1,153	1,142	1,132
Hart Township	1,801	1,513	2,026	1,853	1,840	1,833	1,817	1,800	1,784	1,768	1,752
Leavitt Township	848	804	845	891	878	875	867	859	851	844	836
Newfield Township	1,968	2,144	2,483	2,401	2,366	2,357	2,336	2,315	2,294	2,273	2,253
Otto Township	426	404	662	826	808	805	798	791	783	776	769
Pentwater Township	1,424	1,422	1,513	1,515	1,507	1,502	1,488	1,474	1,461	1,448	1,435
Shelby Township	3,506	3,692	3,951	4,069	4,026	4,011	3,975	3,939	3,903	3,868	3,833
Weare Township	939	1,041	1,261	1,210	1,192	1,188	1,177	1,166	1,156	1,145	1,135

City											
Hart	1,888	1,942	1,950	2,126	2,111	2,103	2,084	2,065	2,047	2,028	2,010

Villages*											
Hesperia (Part)	529	586	590	615	613	611	605	600	594	589	584
New Era	534	520	461	451	450	448	444	440	436	432	428
Pentwater	1,165	1,050	958	857	851	848	840	833	825	818	810
Rothbury	522	407	416	432	424	422	419	415	411	407	404
Shelby	1,624	1,871	1,914	2,065	2,043	2,036	2,017	1,999	1,981	1,963	1,945
Walkerville	296	262	254	247	247	246	244	242	239	237	235

*Village population included in Township figures

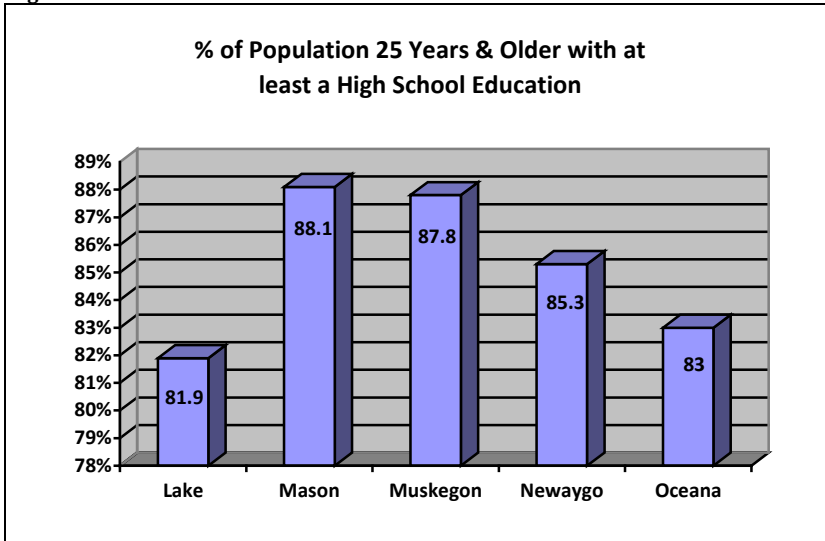
Sources: Census Bureau, Internal Revenue Service and U.S. Department of Health and Human Services Forecast by the West Michigan Shoreline Regional Development Commission

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Educational Attainment

Figure 5 shows the percent of the population 25 years and older who have earned a high school education or higher by county as of 2011. 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



Source: 2007 - 2011 American Communities Survey 5-year Estimates

As can be seen from the graph, Mason and Muskegon Counties showed the most educated population 25 years or older having attained at least a high school education at 88.1 and 87.8 percent respectively. Newaygo County followed with 85.3 percent along with Oceana County at 83 percent. Of all the counties in the region, Lake County had the least educated population with 81.9 percent of persons 25 or older having at least a high

school education. It is important to note that all five counties have shown an increase in this percentage over the past decade. Lake County has seen the most dramatic increase in percentage jumping from only 49 percent in 1980, 60.9 percent in 1990, and 72.2 percent in 2000. This figure has increased by more than 30 percentage points in just 30 years.

Per Capita Income

Table 7 illustrates the Per Capita Income (PCI) for the counties in the region for the years 1990, 2000, and 2010. 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.

It is important to note that although PCI levels continue to increase, the rate at which these figures are increasing have slowed considerably. Lake County showed the largest PCI percentage increase between 1990 and 2000 with 76.4%. Muskegon County had the smallest percentage increase

Table 7

Per Capita Income					
County	1990	2000	2010	% Change 1990 - 2000	% Change 2000 - 2010
Lake	8,195	14,457	16,741	76.4%	15.8%
Mason	10,848	17,713	22,494	63.3%	27.0%
Muskegon	11,315	17,967	20,222	58.4%	12.6%
Newaygo	10,307	16,976	21,120	64.7%	24.4%
Oceana	9,582	15,878	18,916	65.7%	19.1%
Michigan	14,154	22,168	25,482	56.6%	14.5%

Source: 2007 - 2011 American Communities Survey 5-year Estimates

between 1990 and 2000 with 58.4%. All five counties in the region experienced higher percentage increases between 1990 and 2000 than the State of Michigan.

Between 2000 and 2010, the PCI percentage change for all five counties and the state were much lower than the previous decade. The reason for the slower growth includes a variety of factors including a slowing economy, high unemployment and underemployment levels. The manufacturing base and automotive industry, which have been the backbone of the Michigan economy, weakened, effecting the entire state and country as well. Mason County had the largest PCI percentage increase at 27%, and Muskegon County experienced the smallest PCI percentage increase between 2000 and 2010 at 12.6%.

Median Family Income

Table 8 shows the Median Family Incomes (MFI) for the counties in the region for the years 1990, 2000 and 2010. 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 8

Median Family Income					
County	1990	2000	2010	% Change 1990 – 2000	% Change 2000 – 2010
Lake	18,333	32,086	38,986	75.0%	21.5%
Mason	26,271	41,654	50,128	58.6%	20.3%
Muskegon	30,152	45,710	49,966	51.6%	9.3%
Newaygo	26,601	42,498	50,515	59.8%	18.7%
Oceana	25,786	40,602	48,134	57.5%	18.6%
Michigan	36,652	53,457	60,895	45.9%	13.9%

Source: 2007 – 2011 American Communities Survey 5-year Estimates

In 2010, Newaygo County showed the highest MFI in the region followed by Mason and Muskegon. Although Newaygo County had the highest MFI in 2010, Lake County showed the largest percent change in MFI from 2000 to 2010 at 21.5 percent.

This was followed by Mason County at 20.3 percent. Newaygo and Oceana showed only slight increases of 18.7, 18.6 percent increases respectively. Muskegon County showed the smallest percentage increase at 9.3%. Growth trends slowed significantly between 2000 and 2010 with the most recent recession.

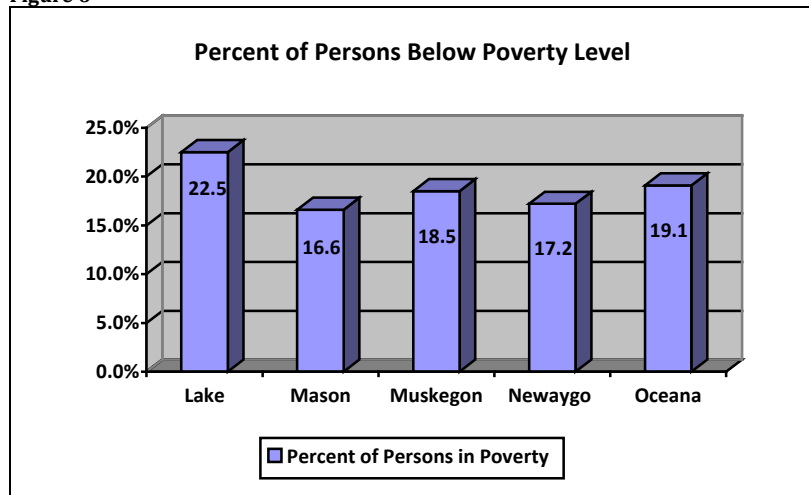
During the prosperous late 1990s and 2000s, the region grew and developed significantly compared to the most recent decade. However, with the most recent recession and the State of Michigan being one of the hardest hit states in the nation, the tide turned in the region with the loss of manufacturing jobs and highly trained work force and subsequently, income levels declined. Over the past year, the economy seems to be stabilizing and a slow yet steady rebound is expected.

Poverty

Figure 6 shows the percent of persons below the poverty level for each county in the region according to the 2007 – 2011 American Community Survey 5-year Estimates. Poverty levels are directly related to income so by comparing Figure 6 with the Per Capita and Median Family Income information presented in Tables 7 and 8, a detailed picture of income by county can be obtained.

From 2007-2011, Mason County had the lowest percentage of persons below poverty during the time frame at 16.6 percent. When looking at the information contained in Tables 7 and 8, it can be seen that Mason County also enjoyed the highest Per Capita Income and a Median Family Income in the region between 2007 and 2011.

Figure 6



Source: 2007 - 2011 American Community Survey 5-year Estimates

Oceana County, which had the second lowest Per Capita and Median Family Income, shows

the second highest percentage of persons below poverty level at 19.1 percent. This is a significant increase for the county jumping from 14.7 in 2000. Lake County experienced the highest percentage of people below the poverty level at 22.5 percent. Lake County also had the lowest Per Capita and Median Family Incomes according to Tables 7 and 8.

The remaining three counties in the region all showed between 17.2 and 18.5 percent of the population as below the poverty level between 2007 and 2011.

Labor Force

Table 9 illustrates annual labor force averages for the counties in the West Michigan Shoreline Economic Development District, according to the Michigan Department of Energy, Labor & Economic Growth (DELEG). The civilian labor force is a valuable asset to the regional economy. Muskegon County showed the largest labor pool with 83,069 persons who were actively involved in the labor market in 2012. Newaygo County had the second largest pool with 21,535 employable persons.

Table 9

Civilian Labor Force by County 2002 - 2012											
County	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Lake	4,464	4,500	4,459	4,381	4,220	4,103	3,994	4,035	4,074	3,957	3,826
Mason	15,360	15,309	15,139	15,191	15,106	15,047	15,012	14,646	14,761	14,153	14,532
Muskegon	85,626	88,151	89,259	89,985	90,654	90,210	89,888	88,091	84,273	82,113	83,069
Newaygo	22,837	22,766	22,959	23,407	23,464	23,141	22,912	22,353	21,701	21,292	21,535
Oceana	13,425	13,518	13,863	14,380	14,773	14,516	14,255	14,024	14,085	13,381	13,575

Source: Michigan Department of Energy, Labor and Economic Growth

Between 2002 and 2012, four of the five counties in the region showed a decline. Oceana County is the only county to show a minimal increase following a decline during 2011. It is

important to note that the civilian labor force showed a steady increase in the early 2000's and peaked between 2003 and 2006. Lake County peaked in 2003 with a labor force of 4,500, while Mason County peaked in 2002 with a labor force of 15,360. The remaining counties reached their largest labor force in 2006 with Muskegon totaling 90,654 and Newaygo at 23,464. All five counties hit their lowest 10-year levels in 2011.

Employment

Annual average employment figures from 2002 to 2012, which were provided by the Michigan DELEG, are shown in Table 10. 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 10

Employed Persons by County 2002 - 2012											
County	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Lake	4,085	4,050	3,982	3,932	3,788	3,686	3,542	3,358	3,441	3,445	3,361
Mason	13,653	13,602	13,719	14,022	13,930	13,908	13,744	12,685	12,953	12,673	13,218
Muskegon	78,912	80,252	82,406	83,802	84,512	83,856	82,215	74,972	72,981	73,756	75,776
Newaygo	21,028	20,779	21,155	21,682	21,806	21,358	20,853	19,276	18,949	19,093	19,711
Oceana	12,277	12,245	12,692	13,230	13,546	13,331	12,777	11,741	11,973	11,695	12,069

Source: Michigan Department of Energy, Labor and Economic Growth

By comparing the number of employed persons in Table 10 with the number of persons in the labor force shown in Table 9, it can be seen that the region has generally enjoyed a high rate of employment. In 2012, both Newaygo and Muskegon Counties showed the highest employment rates at approximately 91.5 and 91.2 percent, followed by Mason with a rate of 91.0 percent. Oceana County showed an employment rate of 88.9 percent and Lake County experienced the lowest percentage of employment at 87.8 percent.

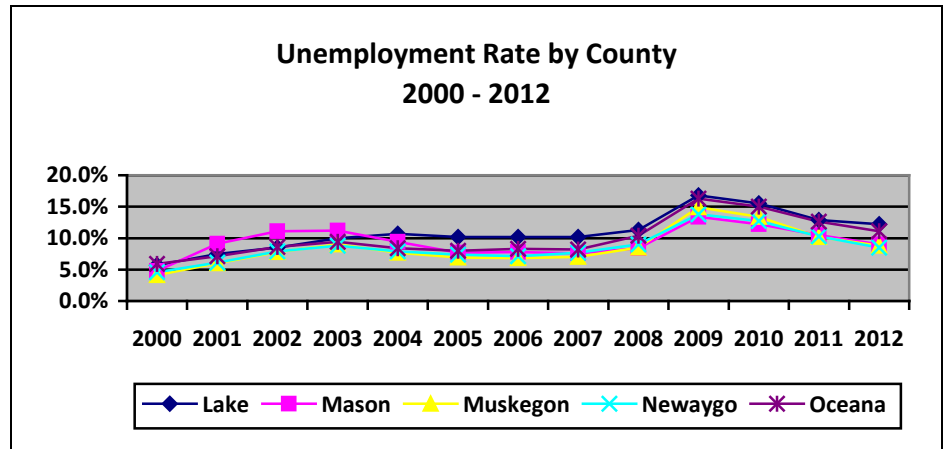
When comparing the number of employed persons in 2012 to those employed in 2002, it can be seen that every county in the region has experienced an overall decline in employment over the past decade. In 2002, Muskegon County showed the highest employment rate in the region at 92.2 percent. Newaygo was second at 92.1 percent. Oceana and Lake Counties followed with 91.4 and 91.5 percent each for the year. Finally, Mason County trailed the region with an employment rate of 88.9 percent. The number of employed persons has decreased between 2002 and 2012 for all five counties. Lake County showed the most dramatic decrease at -17.8 percent. Newaygo and Muskegon Counties followed at -6.3 and -4.0 percent respectively. Mason County showed a -3.2 percent decrease, while Oceana County experienced a slight decrease of -1.7 percent.

Unemployment

Figure 7 charts the annual average unemployment rate, provided by the Michigan Department of Energy, Labor and Economic Growth (DELEG), 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 9 and 10.

From 2000 to 2012, each county within the region suffered significant increases in unemployment rates. In 2000 each county in the region experienced the lowest unemployment rates for the 12-year time frame ranging from 5.9 to 4.1 percent. However between 2007 and 2009, the five counties saw unemployment

Figure 7



Source: Michigan Department of Energy, Labor and Economic Growth

rates nearly double and reach highs that have not been experienced since the early 1980's. In 2009 unemployment rates in the region ranged between 16.8 and 13.4 percent. The 2009 unemployment rates were nearly triple the rates from 2000. Unemployment rates declined slightly in 2010, and have continued to gradually decline for each of the five counties.

Lake County Employment by Sector

Table 11 shows the employment distribution by sector for Lake County in 2001 and 2011. Employment by sector from 2008 to 2012 can be found on Page 29 along with forecasted employment through 2018 projected by the WMSRDC.

Table 11

Lake County Employment Distribution By Sector 2001 & 2011				
Sector	2001	2011	% of Total 2001	% of Total 2011
Government	584	560	16.2%	15.4%
Retail Trade	472	287	13.1%	7.9%
Accommodation/Food Services	298	292	8.3%	8.0%
Construction	325	266	9.0%	7.3%
Other Services, except Public Administration	262	257	7.3%	7.0%
Manufacturing	101	108	2.8%	3.0%
Real Estate/Rental/Leasing	N/A	287	N/A	7.9%
Finance/Insurance	N/A	112	N/A	3.1%
Total Employment	3,612	3,648		

Source: Regional Economic Information System

In 2011, the Government sector accounted for 15.4 percent of the total employment in Lake County. The Accommodations/Food Services, Retail Trade, Real Estate/Rental/Leasing, Construction, and Other Services sectors accounted for 8.0, 7.9, 7.9, 7.3, and 7.0 percent respectively. Collectively these sectors accounted for more than 50 percent of all employment in the county in 2011. The remaining primary sectors contributed 3.1 percent or less each 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.



Lake County Courthouse

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

CODE	LAKE COUNTY	Actual Figures					Growth Rate	Estimate	Forecasted Employment				
		2008	2009	2010	2011	2012		2013	2014	2015	2016	2017	2018
	Employment:												
10	Total employment	3,458	3,368	3,418	3,520	3,430	0.64%	3,452	3,474	3,496	3,518	3,541	3,563
	By Type:												
20	Wage and salary	1,631	1,624	1,632	1,741	1,608	-0.16%	1,605	1,603	1,600	1,598	1,596	1,593
40	Proprietors	1,827	1,744	1,786	1,779	1,822	1.48%	1,849	1,876	1,904	1,932	1,961	1,990
50	- Farm	161	160	161	161	160	0.00%	160	160	160	160	160	160
60	- Nonfarm	1,666	1,584	1,625	1,618	1,662	1.63%	1,689	1,716	1,744	1,773	1,802	1,831
	By Industry:												
70	Farm	182	183	182	189	183	0.04%	183	183	183	183	183	183
80	Nonfarm	3,276	3,185	3,236	3,331	3,247	0.67%	3,269	3,291	3,313	3,335	3,358	3,380
90	- Private	2,807	2,714	2,731	2,831	2,763	0.63%	2,780	2,798	2,815	2,833	2,851	2,869
100	- Forestry, fishing, related activities, and other	(D)	(D)	(D)	85	(D)	*	*	*	*	*	*	*
200	- Mining	40	57	113	90	93	27.07%	118	150	191	243	308	392
300	- Utilities	(L)	(L)	(L)	(L)	(L)	*	*	*	*	*	*	*
400	- Construction	339	302	(D)	280	(D)	*	*	*	*	*	*	*
500	- Manufacturing	(D)	(D)	(D)	118	(D)	*	*	*	*	*	*	*
600	- Wholesale trade	(D)	(D)	(D)	(D)	24	*	*	*	*	*	*	*
700	- Retail trade	344	328	299	298	305	-2.28%	29805.93%	291	285	278	272	266
800	- Transportation and warehousing	(D)	(D)	(D)	(D)	166	*	*	*	*	*	*	*
900	- Information	(D)	(D)	(D)	(D)	(D)	*	*	*	*	*	*	*
1000	- Finance and insurance	121	(D)	108	115	121	*	*	*	*	*	*	*
1100	- Real estate and rental and leasing	250	(D)	233	239	254	*	*	*	*	*	*	*
1200	- Professional and technical services	127	(D)	131	(D)	129	*	*	*	*	*	*	*
1300	- Management of companies and enterprises	0	0	0	0	0	0.00%	0	0	0	0	0	0
1400	- Administrative and waste services	114	(D)	126	(D)	113	*	*	*	*	*	*	*
1500	- Education Services	(D)	31	29	24	24	*	*	*	*	*	*	*
1600	- Health care and social assistance	(D)	(D)	(D)	(D)	423	*	*	*	*	*	*	*
1700	- Arts, entertainment, and recreation	86	80	(D)	64	67	*	*	*	*	*	*	*
1800	- Accommodation and food services	260	307	(D)	287	255	*	*	*	*	*	*	*
1900	- Other services, except public administration	308	301	284	298	309	0.99%	312	315	318	321	325	328
2000	- Government and government enterprises	469	471	505	500	484	1.01%	489	494	499	504	509	514
2001	- Federal, civilian	65	67	83	65	63	-0.29%	63	63	62	62	62	62
2002	- Military	21	21	21	21	20	-1.59%	20	19	19	19	18	18
2010	- State and local	383	383	401	414	401	1.60%	407	414	421	427	434	441
2011	- State government	59	59	58	55	56	-1.68%	55	54	53	52	51	51
2012	- Local government	324	324	343	359	345	2.21%	353	360	368	377	385	393

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.

June 2014

Mason County Employment by Sector

Mason County's employment distribution in 2001 and 2011 is shown in Table 12. Employment by sector from 2008 to 2012 is located on page 31 along with employment projections through 2018 prepared by the Regional Commission.

Table 12

Mason County Employment Distribution By Sector 2001 & 2011				
Sector	2001	2011	% of Total 2001	% of Total 2011
Manufacturing	2,618	2,000	16.9%	13.6%
Retail Trade	2,521	1,789	16.3%	12.2%
Government	2,164	1,974	14.0%	13.3%
Health Care & Social Assistance	1,421	1,623	9.2%	11.1%
Accommodation/Food Services	1,166	1,064	7.5%	7.2%
Construction	980	827	6.3%	5.6%
Other Services, except Public Administration	805	720	5.2%	4.9%
Real Estate/Rental/Leasing	572	715	3.7%	4.9%
Administrative/Waste Services	N/A	757	N/A	5.2%
Transportation and Warehousing	N/A	536	N/A	3.7%
Total Employment	15,497	14,691		

Source: Regional Economic Information System

In 2011, the Manufacturing sector provided 13.6 percent of the total employment in Mason County followed closely by Government at 13.3 percent and Retail Trade at 12.2 percent. These three sectors total nearly 40 percent of the counties total employment. The Health Care & Social Assistance sector accounts for another 11.1 percent. Altogether, these four sectors comprise more than 50 percent of the total employment in the county. The remaining sectors each contribute roughly 7.2 percent or less.



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

CODE	MASON COUNTY	Actual Figures					Growth Rate	Forecasted Employment					
		2008	2009	2010	2011	2012		2013	2014	2015	2016	2017	2018
	Employment:												
10	Total employment	14,950	14,330	14,510	14,657	14,911	1.33%	15,110	15,311	15,516	15,723	15,932	16,145
	By Type:												
20	Wage and salary	10,936	10,322	10,498	10,604	10,766	1.41%	10,918	11,073	11,229	11,388	11,549	11,712
40	Proprietors	4,014	4,008	4,012	4,053	4,145	1.13%	4,192	4,239	4,287	4,336	4,385	4,434
50	- Farm	382	379	381	380	379	0.00%	379	379	379	379	379	379
60	- Nonfarm	3,632	3,629	3,631	3,673	3,766	1.25%	3,813	3,861	3,909	3,958	4,007	4,057
	By Industry:												
70	Farm	560	562	551	607	567	0.54%	570	573	576	579	582	586
80	Nonfarm	14,390	13,768	13,959	14,050	14,344	1.38%	14,542	14,742	14,945	15,151	15,359	15,571
90	- Private	12,299	11,660	11,853	12,006	12,238	1.63%	12,437	12,639	12,845	13,054	13,266	13,482
100	- Forestry, fishing, related activities, and other	(D)	89	88	(D)	(D)	*	*	*	*	*	*	*
200	- Mining	(D)	59	78	(D)	(D)	*	*	*	*	*	*	*
300	- Utilities	98	91	97	99	97	2.21%	99	101	104	106	108	111
400	- Construction	933	854	857	828	817	-1.45%	805	793	782	771	759	748
500	- Manufacturing	2,261	1,901	1,972	1,967	1,970	1.21%	1,994	2,018	2,042	2,067	2,092	2,118
600	- Wholesale trade	241	224	246	258	246	3.35%	254	263	272	281	290	300
700	- Retail trade	1,997	1,959	1,853	1,803	1,838	-2.06%	1,800	1,763	1,727	1,691	1,657	1,623
800	- Transportation and warehousing	461	453	489	539	569	7.91%	614	663	715	772	833	899
900	- Information	135	132	146	116	179	14.79%	205	236	271	311	357	410
1000	- Finance and insurance	489	492	495	431	442	-3.26%	428	414	400	387	375	362
1100	- Real estate and rental and leasing	603	577	597	632	670	5.11%	704	740	778	818	860	904
1200	- Professional and technical services	446	(D)	(D)	(D)	427	*	*	*	*	*	*	*
1300	- Management of companies and enterprises	0	(D)	(D)	(D)	0	*	*	*	*	*	*	*
1400	- Administrative and waste services	585	568	640	741	660	5.84%	699	739	783	828	877	928
1500	- Education Services	117	128	132	126	132	1.11%	133	135	136	138	140	141
1600	- Health care and social assistance	1,572	1,567	1,574	1,633	1,603	0.79%	1,616	1,628	1,641	1,654	1,667	1,680
1700	- Arts, entertainment, and recreation	273	303	327	322	319	1.82%	325	331	337	343	349	355
1800	- Accommodation and food services	1,080	1,053	1,055	1,058	1,123	2.21%	1,148	1,173	1,199	1,225	1,252	1,280
1900	- Other services, except public administration	838	793	791	773	797	0.19%	799	800	802	803	805	806
2000	- Government and government enterprises	2,091	2,108	2,106	2,044	2,106	0.00%	2,106	2,106	2,106	2,106	2,106	2,106
2001	- Federal, civilian	105	106	116	92	92	-3.75%	89	85	82	79	76	73
2002	- Military	67	68	70	68	69	0.52%	69	70	70	70	71	71
2010	- State and local	1,919	1,934	1,920	1,884	1,945	0.21%	1,949	1,953	1,957	1,962	1,966	1,970
2011	- State government	201	202	198	188	191	-1.81%	188	184	181	178	174	171
2012	- Local government	1,718	1,732	1,722	1,696	1,754	0.44%	1,762	1,770	1,777	1,785	1,793	1,801

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.

June 2014

Muskegon County Employment by Sector

Table 13 illustrates the major sector employment distribution for Muskegon County in 2001 and 2011. Employment figures from 2008 to 2012, as well as projections through the year 2018, are given on page 33.

Table 13

Muskegon County Employment Distribution By Sector 2001 & 2011				
Sector	2001	2011	% of Total 2001	% of Total 2011
Manufacturing	14,793	11,392	18.1%	14.4%
Retail Trade	11,669	12,636	14.3%	16.0%
Health Care & Social Assistance	9,525	12,076	11.7%	15.3%
Government	9,883	8,501	12.1%	10.8%
Accommodation/Food Services	6,240	5,819	7.6%	7.4%
Other Services, except Public Administration	4,203	4,215	5.1%	5.3%
Construction	4,640	3,446	5.7%	4.4%
Administrative/Waste Services	2,425	3,272	3.0%	4.1%
Real Estate/Rental and Leasing	2,806	3,533	3.4%	4.5%
Finance and Insurance	N/A	2,538	N/A	3.2%
Total Employment	81,627	78,964		

Source: Regional Economic Information System

In 2011, the Retail Trade sector contained the largest percentage of the total employment with 16.0 percent followed closely by Health Care and Social Assistance at 15.3 percent. Manufacturing and Government followed with 14.4 and 10.8 percent respectively. These four sectors combined account for more than 56 percent of Muskegon County's employment. The remaining sectors each contributed 7.4 percent or less of the county's total employment.



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

CODE	MUSKEGON COUNTY	Actual Figures					Growth Rate	Estimate 2013	Forecasted Employment				
		2008	2009	2010	2011	2012			2014	2015	2016	2017	2018
	Employment:												
10	Total employment	83,134	78,446	77,642	79,852	81,736	1.39%	82,875	84,030	85,201	86,388	87,592	88,813
	By Type:												
20	Wage and salary	65,768	60,823	60,000	61,210	62,601	0.98%	63,214	63,832	64,457	65,088	65,725	66,368
40	Proprietors	17,366	17,623	17,642	18,642	19,135	2.81%	19,672	20,224	20,792	21,376	21,976	22,592
50	- Farm	444	440	442	440	438	-0.15%	437	437	436	435	435	434
60	- Nonfarm	16,922	17,183	17,200	18,202	18,697	2.88%	19,236	19,790	20,360	20,947	21,550	22,171
	By Industry:												
70	Farm	752	757	737	834	765	0.75%	771	776	782	788	794	800
80	Nonfarm	82,382	77,689	76,905	79,018	80,971	1.40%	82,107	83,260	84,428	85,613	86,814	88,032
90	- Private	73,099	68,504	67,875	70,344	72,523	1.94%	73,929	75,363	76,824	78,314	79,832	81,380
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)	*	*	*	*	*	*	*
400	- Construction	4,008	3,529	3,284	3,437	3,555	0.38%	3,569	3,582	3,596	3,610	3,624	3,638
500	- Manufacturing	12,968	10,665	11,012	12,277	13,030	6.96%	13,937	14,906	15,944	17,053	18,240	19,509
600	- Wholesale trade	1,718	1,598	1,568	1,663	1,708	2.30%	1,747	1,787	1,828	1,870	1,913	1,957
700	- Retail trade	13,090	12,617	12,546	12,805	12,772	0.41%	12,825	12,878	12,932	12,985	13,039	13,093
800	- Transportation and warehousing	(D)	(D)	(D)	(D)	(D)	*	*	*	*	*	*	*
900	- Information	1,179	1,037	976	1,016	983	-1.68%	967	950	934	919	903	888
1000	- Finance and insurance	2,358	2,473	2,411	2,546	2,618	1.97%	2,670	2,722	2,776	2,831	2,887	2,944
1100	- Real estate and rental and leasing	3,155	2,956	2,980	3,081	3,152	2.17%	3,220	3,290	3,362	3,434	3,509	3,585
1200	- Professional and technical services	2,534	2,462	2,456	2,436	2,502	0.55%	2,516	2,530	2,544	2,558	2,572	2,586
1300	- Management of companies and enterprises	248	223	270	296	302	10.91%	335	371	412	457	507	562
1400	- Administrative and waste services	3,286	3,204	2,881	3,299	3,254	1.02%	3,287	3,321	3,355	3,389	3,424	3,459
1500	- Education Services	1,334	1,348	1,410	1,368	1,328	-0.43%	1,322	1,316	1,311	1,305	1,299	1,294
1600	- Health care and social assistance	12,255	12,029	11,836	11,416	12,265	0.76%	12,358	12,452	12,547	12,643	12,739	12,836
1700	- Arts, entertainment, and recreation	1,820	1,844	1,936	1,983	1,844	0.14%	1,847	1,849	1,852	1,854	1,857	1,859
1800	- Accommodation and food services	6,370	5,873	5,728	5,801	5,942	0.41%	5,966	5,991	6,016	6,041	6,065	6,090
1900	- Other services, except public administration	4,556	4,648	4,622	5,016	5,251	4.22%	5,472	5,703	5,944	6,194	6,455	6,728
2000	- Government and government enterprises	9,283	9,185	9,030	8,674	8,448	-2.75%	8,216	7,991	7,771	7,558	7,350	7,149
2001	- Federal, civilian	362	366	433	338	332	-1.80%	326	320	314	309	303	298
2002	- Military	339	339	343	336	329	-0.98%	326	323	319	316	313	310
2010	- State and local	8,582	8,480	8,254	8,000	7,787	-2.80%	7,569	7,357	7,151	6,950	6,756	6,566
2011	- State government	1,372	1,382	1,353	1,286	1,305	-1.86%	1,281	1,257	1,234	1,211	1,188	1,166
2012	- Local government	7,210	7,098	6,901	6,714	6,482	-2.98%	6,289	6,101	5,920	5,743	5,572	5,406

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.

June 2014

Newaygo County Employment by Sector

Newaygo County's major sector employment distribution in 2001 and 2011 is presented in Table 14. Employment figures from 2008 to 2012, as well as projected employment through 2018, are given on page 35.

The Government sector continued to comprise the largest percentage of total employment in 2011 at 14.9 percent. The Retail Trade sector showed the second highest percentage at 13.3 percent followed by Health Care and Social Assistance at 9.7 percent.

Table 14

Newaygo County Employment Distribution By Sector 2001 & 2011				
Sector	2001	2011	% of Total 2001	% of Total 2011
Government	2,858	2,397	17.1%	14.9%
Retail Trade	2,077	2,152	12.4%	13.3%
Manufacturing	2,364	1,496	14.1%	9.3%
Health Care & Social Assistance	1,398	1,558	8.4%	9.7%
Other Services, except Public Administration	1,143	1,203	6.8%	7.5%
Construction	1,135	906	6.8%	5.6%
Accommodations/Food Services	910	1,047	5.4%	6.5%
Finance and Insurance	567	961	3.4%	6.0%
Real Estate/Rental and Leasing	536	738	3.2%	4.6%
Total Employment	16,706	16,128		

Source: Regional Economic Information System

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 2011 to 9.3 percent. This steady decline in manufacturing is expected to continue throughout the region in the coming years. The remaining sectors each account for 7.5 percent or less of the remaining employment in the county.



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

CODE	NEWAYGO COUNTY	Actual Figures					Growth Rate	Estimate	Forecasted Employment				
		2008	2009	2010	2011	2012		2013	2014	2015	2016	2017	2018
	Employment:												
10	Total employment	16,953	16,349	16,299	16,409	17,173	1.68%	17,461	17,753	18,050	18,353	18,660	18,973
	By Type:												
20	Wage and salary	11,800	11,373	11,328	11,252	11,917	1.61%	12,109	12,305	12,504	12,705	12,911	13,119
40	Proprietors	5,153	4,976	4,971	5,157	5,256	1.85%	5,353	5,453	5,554	5,657	5,762	5,868
50	- Farm	816	810	814	813	810	0.00%	810	810	810	810	810	810
60	- Nonfarm	4,337	4,166	4,157	4,344	4,446	2.21%	4,544	4,645	4,747	4,852	4,960	5,069
	By Industry:												
70	Farm	1,156	1,161	1,141	1,249	1,171	0.50%	1,177	1,183	1,189	1,195	1,201	1,207
80	Nonfarm	15,797	15,188	15,158	15,160	16,002	1.79%	16,288	16,580	16,877	17,179	17,486	17,799
90	- Private	13,059	12,508	12,497	12,605	13,506	2.64%	13,863	14,229	14,605	14,991	15,386	15,793
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)	*	*	*	*	*	*	*
400	- Construction	1,090	999	930	948	942	-1.87%	924	907	890	874	857	841
500	- Manufacturing	1,731	1,467	1,485	1,524	2,244	17.03%	2,626	3,074	3,597	4,210	4,927	5,766
600	- Wholesale trade	(D)	(D)	(D)	(D)	(D)	*	*	*	*	*	*	*
700	- Retail trade	2,266	2,229	2,174	2,176	2,249	0.33%	2,256	2,264	2,271	2,279	2,286	2,293
800	- Transportation and warehousing	396	339	353	(D)	356	*	*	*	*	*	*	*
900	- Information	103	101	116	108	97	-0.74%	96	96	95	94	93	93
1000	- Finance and insurance	879	906	910	988	1,014	3.88%	1,053	1,094	1,137	1,181	1,227	1,274
1100	- Real estate and rental and leasing	605	620	610	608	626	0.34%	628	630	632	635	637	639
1200	- Professional and technical services	(D)	553	553	579	616	*	*	*	*	*	*	*
1300	- Management of companies and enterprises	(D)	(D)	(D)	(D)	(D)	*	*	*	*	*	*	*
1400	- Administrative and waste services	581	(D)	(D)	(D)	(D)	*	*	*	*	*	*	*
1500	- Education Services	133	131	138	137	138	1.78%	140	143	146	148	151	153
1600	- Health care and social assistance	1,586	1,548	1,559	1,542	1,545	-0.06%	1,544	1,543	1,542	1,541	1,540	1,539
1700	- Arts, entertainment, and recreation	285	256	272	247	242	-1.66%	238	234	230	226	223	219
1800	- Accommodation and food services	922	990	1,054	1,025	1,021	1.11%	1,032	1,044	1,055	1,067	1,079	1,091
1900	- Other services, except public administration	1,331	1,283	1,304	1,341	1,350	1.72%	1,373	1,397	1,421	1,445	1,470	1,495
2000	- Government and government enterprises	2,738	2,680	2,661	2,555	2,496	-2.33%	2,438	2,381	2,325	2,271	2,218	2,166
2001	- Federal, civilian	100	115	162	138	136	8.20%	147	159	172	186	202	218
2002	- Military	91	90	91	90	87	-1.11%	86	85	84	83	82	81
2010	- State and local	2,547	2,475	2,408	2,327	2,273	-2.80%	2,209	2,148	2,088	2,029	1,972	1,917
2011	- State government	337	339	332	316	320	-1.87%	314	308	302	297	291	286
2012	- Local government	2,210	2,136	2,076	2,011	1,953	-2.94%	1,896	1,840	1,786	1,733	1,682	1,633

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.

June 2014

Oceana County Employment by Sector

Table 15 illustrates the major sector employment distribution for Oceana County in 2001 and 2011. Employment figures from 2008 to 2012, as well as projections through the year 2018, are given on page 37.

Table 15

Oceana County Employment Distribution By Sector 2001 & 2011				
Sector	2001	2011	% of Total 2001	% of Total 2011
Government	1,642	1,680	15.8%	16.4%
Manufacturing	1,364	1,489	13.1%	14.6%
Accommodation/Food Services	879	1,070	8.4%	10.5%
Retail Trade	1,051	875	10.1%	8.6%
Construction	722	513	6.9%	5%
Other Services, except Public Administration	551	465	5.3%	4.5%
Health Care & Social Assistance	516	410	5.0%	4%
Real Estate/Rental and Leasing	334	403	3.2%	3.9%
Wholesale Trade	N/A	417	N/A	4.1%
Finance and Insurance	N/A	229	N/A	2.2%
Total Employment	10,411	10,232		

Source: Regional Economic Information System

In 2011, the Government sector remained the top employment sector with 16.4 percent, followed by Manufacturing with 14.6 percent, as well as Accommodation/Food Service and Retail Trade with 10.5 and 8.6 percent respectively. The remaining sectors each made up approximately 5 percent or less of the total employment.



Oceana County Building

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

CODE	OCEANA COUNTY	Actual Figures					Growth Rate	Estimate 2013	Forecasted Employment				
		2008	2009	2010	2011	2012			2014	2015	2016	2017	2018
	Employment:												
10	Total employment	10,355	10,005	10,097	10,351	10,120	0.40%	10,161	10,201	10,242	10,283	10,325	10,366
	By Type:												
20	Wage and salary	7,929	7,556	7,571	7,664	7,376	-0.78%	7,319	7,262	7,205	7,149	7,094	7,039
40	Proprietors	2,426	2,449	2,526	2,687	2,744	3.88%	2,850	2,961	3,076	3,195	3,319	3,448
50	- Farm	553	549	551	548	545	-0.24%	544	542	541	540	538	537
60	- Nonfarm	1,873	1,900	1,975	2,139	2,199	5.02%	2,309	2,425	2,547	2,675	2,809	2,950
	By Industry:												
70	Farm	1,089	1,101	1,067	1,236	1,115	0.99%	1,126	1,137	1,148	1,160	1,171	1,183
80	Nonfarm	9,266	8,904	9,030	9,115	9,005	0.38%	9,040	9,074	9,109	9,144	9,179	9,214
90	- Private	7,521	7,118	7,222	7,394	7,382	1.23%	7,473	7,564	7,657	7,751	7,846	7,942
100	- Forestry, fishing, related activities, and other	(D)	(D)	(D)	(D)	(D)	*	*	*	*	*	*	*
200	- Mining	(D)	(D)	(D)	(D)	175	*	*	*	*	*	*	*
300	- Utilities	(D)	(D)	(D)	(D)	(D)	*	*	*	*	*	*	*
400	- Construction	610	568	515	509	524	-2.52%	511	498	485	473	461	450
500	- Manufacturing	1,744	1,525	1,477	1,492	1,349	-3.91%	1,296	1,246	1,197	1,150	1,105	1,062
600	- Wholesale trade	354	335	415	425	450	10.72%	498	552	611	676	749	829
700	- Retail trade	909	903	881	896	900	-0.10%	899	898	897	897	896	895
800	- Transportation and warehousing	(D)	(D)	(D)	(D)	(D)	*	*	*	*	*	*	*
900	- Information	(D)	(D)	(D)	(D)	(D)	*	*	*	*	*	*	*
1000	- Finance and insurance	210	211	219	222	224	2.02%	229	233	238	243	248	253
1100	- Real estate and rental and leasing	278	291	335	351	375	8.91%	408	445	484	528	575	626
1200	- Professional and technical services	(D)	(D)	(D)	(D)	164	*	*	*	*	*	*	*
1300	- Management of companies and enterprises	0	0	0	0	0	*	*	*	*	*	*	*
1400	- Administrative and waste services	193	205	188	189	194	-1.71%	191	187	184	181	178	175
1500	- Education Services	39	37	48	52	(D)	*	*	*	*	*	*	*
1600	- Health care and social assistance	480	464	411	418	(D)	*	*	*	*	*	*	*
1700	- Arts, entertainment, and recreation	207	190	155	190	208	4.54%	217	227	238	248	260	272
1800	- Accommodation and food services	1,123	993	1,101	1,064	1,083	3.10%	1,117	1,151	1,187	1,224	1,262	1,301
1900	- Other services, except public administration	534	530	499	509	534	0.36%	536	538	540	542	544	545
2000	- Government and government enterprises	1,745	1,786	1,808	1,721	1,623	-3.09%	1,573	1,524	1,477	1,431	1,387	1,344
2001	- Federal, civilian	172	175	188	164	158	-3.00%	153	149	144	140	136	132
2002	- Military	50	50	50	49	48	-1.35%	47	47	46	45	45	44
2010	- State and local	1,523	1,561	1,570	1,508	1,417	-3.14%	1,373	1,330	1,288	1,247	1,208	1,170
2011	- State government	165	166	163	155	157	-1.81%	154	151	149	146	143	141
2012	- Local government	1,358	1,395	1,407	1,353	1,260	-3.28%	1,219	1,179	1,140	1,102	1,066	1,031

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.

June 2014

Michigan Employment by Sector

The employment distribution for the State of Michigan is presented in Table 16. This information is provided for purposes of comparing state and regional employment trends.

Not unlike the counties in the West Michigan Shoreline Economic District, Michigan's strongest employment sector in 2001 was the Manufacturing sector. 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 in comparison from 2001 to 2011.

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 employment sector 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 stable from 2001 to 2011, 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 16

Michigan Employment Distribution By Sector 2001 & 2011				
Sector	2001	2011	% of Total 2001	% of Total 2011
Manufacturing	843,743	534,146	15.2%	10.4%
Government	699,496	632,069	12.6%	12.3%
Retail Trade	654,619	541,586	11.8%	10.5%
Health Care & Social Assistance	551,775	646,050	10.0%	12.6%
Accommodations/Food Services	350,383	356,458	6.3%	6.9%
Professional and Technical Services	366,306	351,599	6.6%	6.8%
Administrative/Waste Services	322,152	364,027	5.8%	7.0%
Other Services, except Public Administration	285,445	277,552	5.2%	5.4%
Construction	304,276	221,757	5.5%	4.3%
Finance and Insurance	207,866	230,729	3.8%	4.5%
Total Employment	5,539,887	5,143,146		

Source: Regional Economic Information System

United States Employment by Sector

National employment statistics are displayed in Table 17. 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 13.8, 10.1, and 11.0 percent of employment respectively, all other sectors do not contribute an overwhelming percentage of total employment in 2011. Manufacturing and Accommodation/Food Services both account for approximately 7.0 percent each of the total employment while the remaining sectors each contribute roughly 6.8 percent or less.

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 7.1 percent from 2001 to 2009. 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 17

United States Employment Distribution By Sector 2001 & 2011				
Sector	2001	2011	% of Total 2001	% of Total 2011
Government	23,180,000	24,301,000	13.9%	13.8%
Retail Trade	18,528,000	17,829,600	11.1%	10.1%
Health Care & Social Assistance	15,611,400	19,391,400	9.3%	11.0%
Manufacturing	16,994,600	12,344,600	10.2%	7.0%
Accommodations/Food Services	10,825,200	12,338,500	6.5%	7.0%
Professional and Technical Services	10,575,800	12,034,700	6.3%	6.8%
Administrative/Waste Services	9,621,000	10,890,400	5.8%	6.2%
Construction	9,846,700	8,732,500	5.9%	5.0%
Other Services, except Public Administration	9,049,600	9,991,000	5.4%	5.7%
Finance and Insurance	7,839,600	9,509,700	4.7%	5.4%
Total Employment	167,014,700	175,834,700		

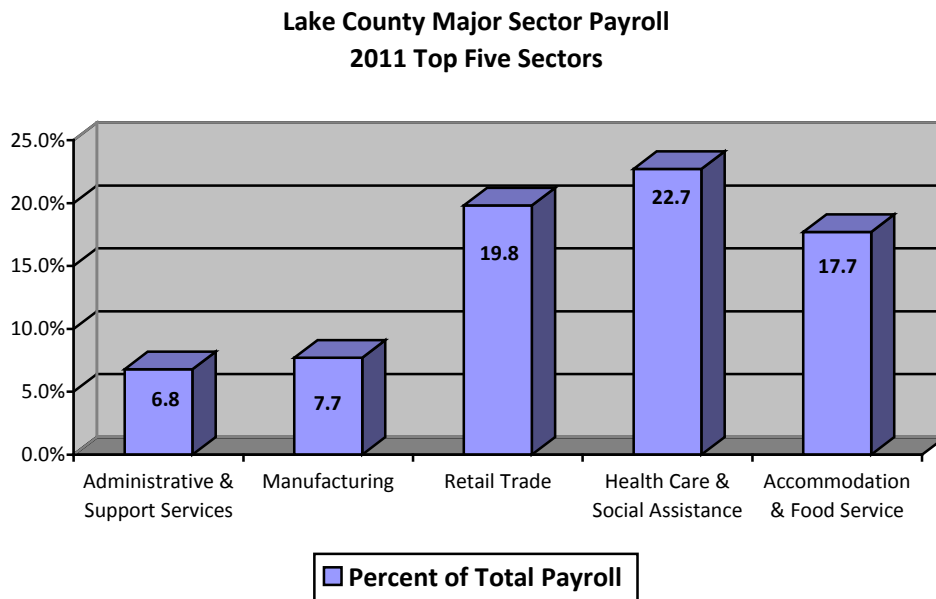
Source: Regional Economic Information System

Lake County Major Sector Payroll

Figure 8 displays the annual taxable payroll for the top five sectors in Lake County for 2011. 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, insurances, or union dues. In addition, detailed information pertaining to business establishments by sector in Lake County in 2011 is given in Table 18 on page 41.

Lake County's greatest payroll contributor in 2011 was Health Care at 22.7 percent of the total payroll in the county. As Figure 8 shows, the Retail Trade sector represented 19.8 percent of the county's total payroll. The third, fourth, and fifth highest payroll sectors in the county were Accommodation & Food Service at 17.7 percent, Manufacturing at 7.7 percent, and Administrative & Support Services at 6.8 percent.

Figure 8



Source: County Business Patterns

In reference to the Tables 18 – 22 (Number of Business Establishments), 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 for these sectors, please refer to Tables 18 - 22.

Table 18

Number of Business Establishments in Lake County in 2011														
			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	1,050	5,605	27,754	167	113	26	19	6	2	1	--	--	--
11	F.F.H. & A. Support*	20 - 99	D	D	2	1	--	--	1	--	--	--	--	--
23	Construction	20 - 99	274	2,022	21	20	--	1	--	--	--	--	--	--
31	Manufacturing	81	476	1,924	7	4	--	2	1	--	--	--	--	--
42	Wholesale Trade	10	71	400	4	3	1	--	--	--	--	--	--	--
44	Retail Trade	208	940	4,308	36	24	6	4	2	--	--	--	--	--
48	Transportation	0 - 19	D	D	2	1	1	--	--	--	--	--	--	--
51	Information	0 - 19	D	D	2	2	--	--	--	--	--	--	--	--
52	Finance & Insurance	20 - 99	D	D	5	2	2	--	1	--	--	--	--	--
53	Real Estate	0 - 19	D	D	5	4	--	1	--	--	--	--	--	--
54	Professional Serv.	20	206	674	6	3	3	--	--	--	--	--	--	--
55	Management	0 - 19	D	D	1	1	--	--	--	--	--	--	--	--
56	Admin. Services	71	338	4,116	8	7	--	--	--	1	--	--	--	--
62	Health Care	238	1,890	7,922	15	9	1	3	--	1	1	--	--	--
71	Arts, Ent., & Rec.	0 - 19	D	D	6	5	1	--	--	--	--	--	--	--
72	Accom. & Food Serv.	186	382	1,983	30	13	10	7	--	--	--	--	--	--
81	Other Services	65	174	761	17	14	1	1	1	--	--	--	--	--

Source: County Business Patterns

*Forestry, Fishing, Hunting, and Agriculture Support

D: Withheld to avoid disclosing data for individual companies; data are included in higher level totals.

S: Withheld because estimate did not meet publication standards.

Mason County Major Sector Payroll

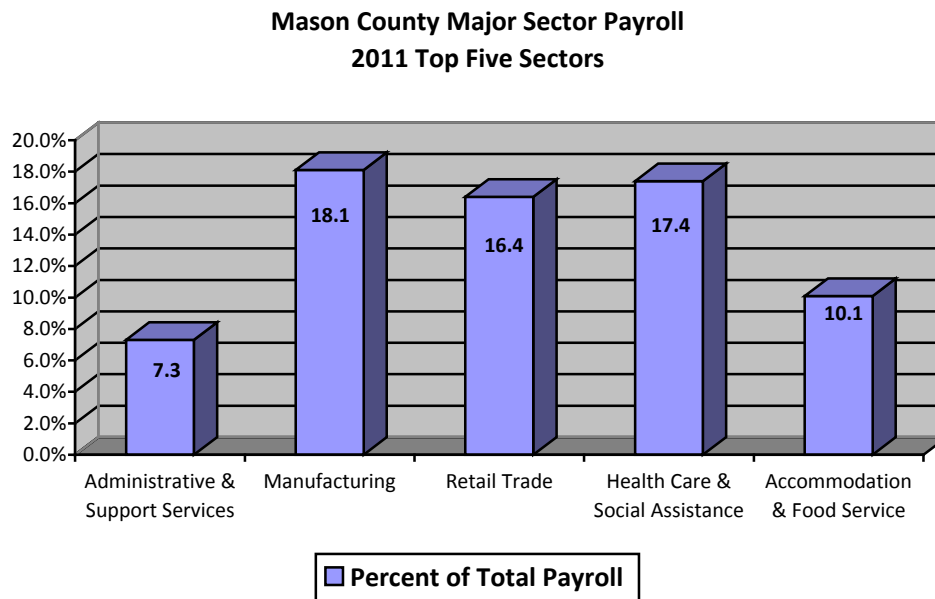
The annual Taxable payroll for the top five sectors in Mason County for 2011 is given in Figure 9. In addition, detailed county-wide business information is provided and organized by sector in Table 19 on page 43.

In 2011, the Manufacturing sector accounted for the highest percentage of the total payroll at 18.1 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 Health Care & Social Assistance sector accounted for 17.4 percent of the total payroll in Mason County. Retail Trade, Accommodation & Food Services, and Administrative & Support Services each accounted for 16.4, 10.1, and 7.3 percent respectively.

As in other counties, the Manufacturing sector has been declining slightly over the past several years. In addition, the Administrative & Support Services Sector replaced the Construction sector in 2011.

Figure 9



Source: County Business Patterns

Table 19

Number of Business Establishments in Mason County in 2011														
			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	8,529	60,995	285,052	744	415	161	90	52	13	8	4	1	--
11	F.F.H. & A. Support*	100 - 249	D	D	3	1	1	--	--	--	1	--	--	--
21	Mining	250 - 499	D	D	2	1	--	--	--	--	1	--	--	--
22	Utilities	100 - 249	D	D	5	--	--	2	3	--	--	--	--	--
23	Construction	342	3,068	15,131	77	56	12	6	3	--	--	--	--	--
31	Manufacturing	1,543	16,276	71,912	42	18	4	4	6	4	5	1	--	--
42	Wholesale Trade	155	1,415	6,506	17	7	6	2	2	--	--	--	--	--
44	Retail Trade	1,398	7,532	32,914	120	64	33	15	3	3	1	1	--	--
48	Transportation	243	2,139	11,378	24	12	2	5	4	1	--	--	--	--
51	Information	165	1,296	5,786	13	4	2	6	0	1	--	--	--	--
52	Finance & Insurance	228	2,084	7,869	41	23	10	7	1	--	--	--	--	--
53	Real Estate	100 - 249	D	D	25	18	4	--	3	--	--	--	--	--
54	Professional Serv.	149	1,038	4,471	40	28	9	3	--	--	--	--	--	--
55	Management	0 - 19	D	D	2	1	--	1	--	--	--	--	--	--
56	Admin. Services	621	2,011	13,293	35	23	5	3	2	1	--	1	--	--
61	Education Services	25	S	253	8	6	1	1	--	--	--	--	--	--
62	Health Care	1,487	12,211	56,929	95	38	30	14	10	1	1	--	1	--
71	Arts, Ent., & Rec.	80	343	2,295	21	15	3	3	--	--	1	--	--	--
72	Accom. & Food Serv.	859	2,119	12,803	81	39	13	13	14	2	--	--	--	--
81	Other Services	380	1,683	7,491	91	59	26	5	1	--	--	--	--	--
99	Unclassified	0 - 19	D	D	2	2	--	--	--	--	--	--	--	--

Source: County Business Patterns

D: Withheld to avoid disclosing data for individual companies; data are included in higher level totals.

*Forestry, Fishing, Hunting, and Agriculture Support

Muskegon County Major Sector Payroll

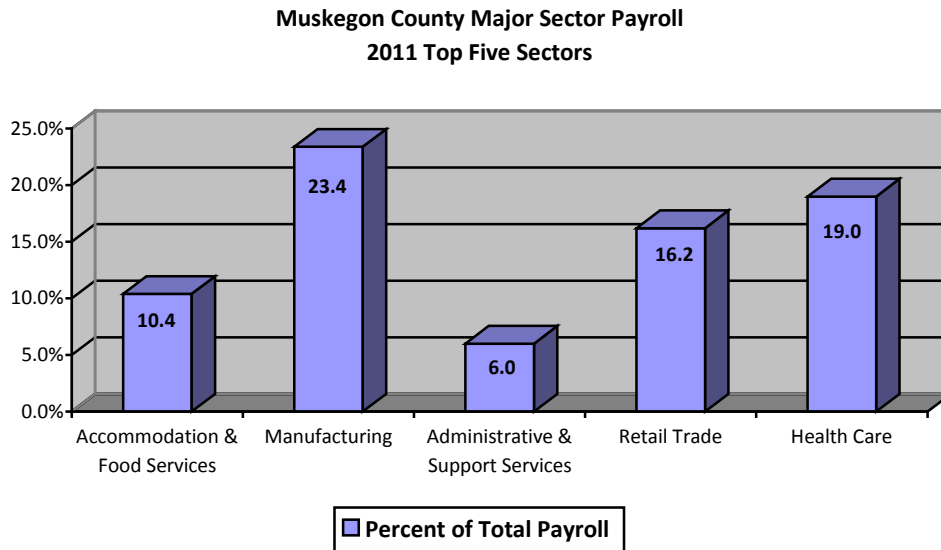
Figure 10 shows the annual taxable payroll for the top five sectors in Muskegon County for 2011. Additional information on business establishments from 2011 is located in Table 20 on page 45.

In 2011, the Manufacturing sector accounted for the largest portion of Muskegon County's total payroll at 23.4 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 19 percent. Next, the Retail Trade sector which has been experiencing growth in total payroll since 1980, accounted for 16.2 percent of the payroll in the county. Finally, Accommodation & Food Services along with Administrative & Support Services finished off the top five sectors at 10.4 and 6.0 percent respectively.

When comparing total payroll, as is shown in Table 16 through 20, and total employment, as is shown in Tables 10 – 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 20

Number of Business Establishments in Muskegon County in 2011														
			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	49,204	401,856	1,766,338	3,268	1,630	669	493	307	96	50	16	4	3
11	F.F.H. & A. Support*	0 - 19	D	D	3	2	--	1	--	--	--	--	--	--
21	Mining	20 - 99	D	D	2	1	--	--	1	--	--	--	--	--
22	Utilities	250 - 499	D	D	6	2	1	--	--	1	2	--	--	--
23	Construction	1,291	14,954	77,367	263	206	27	19	8	2	--	1	--	--
31	Manufacturing	11,499	138,364	591,253	255	63	52	46	42	23	20	6	2	1
42	Wholesale Trade	1,746,1630	20,827	86,867	125	58	20	23	18	3	3	--	--	--
44	Retail Trade	7,964	39,586	174,144	576	246	146	98	62	11	8	5	--	--
48	Transportation	714	6,883	34,578	80	45	15	11	7	1	1	--	--	--
51	Information	467	5,614	22,945	54	24	15	7	8	--	--	--	--	--
52	Finance & Insurance	1,084	12,150	49,171	195	111	42	32	9	1	--	--	--	--
53	Real Estate	436	3,107	13,516	92	60	20	11	1	--	--	--	--	--
54	Professional Serv.	1,492	15,644	70,728	222	142	37	29	12	--	2	--	--	--
55	Management	1,063	11,439	50,418	28	10	2	5	4	5	1	1	--	--
56	Admin. Services	2,956	12,103	52,951	124	78	21	7	11	2	1	2	2	--
61	Education Services	748	4,252	16,650	33	16	7	4	4	1	--	1	--	--
62	Health Care	9,330	82,434	370,320	375	139	106	62	32	23	11	--	--	2
71	Arts, Ent., & Rec.	812	3,142	18,031	68	32	14	9	10	2	1	--	--	--
72	Accom. & Food Serv.	5,118	14,398	65,079	328	106	47	88	67	20	--	--	--	--
81	Other Services	2,091	10,084	44,132	396	246	97	41	11	1	--	--	--	--
99	Unclassified	20 - 99	S	123	43	43	--	--	--	--	--	--	--	--

Source: County Business Patterns

*Forestry, Fishing, Hunting, and Agriculture Support

D: Withheld to avoid disclosing data for individual companies; data are included in higher level totals.

S: Withheld because estimate did not meet publication standards.

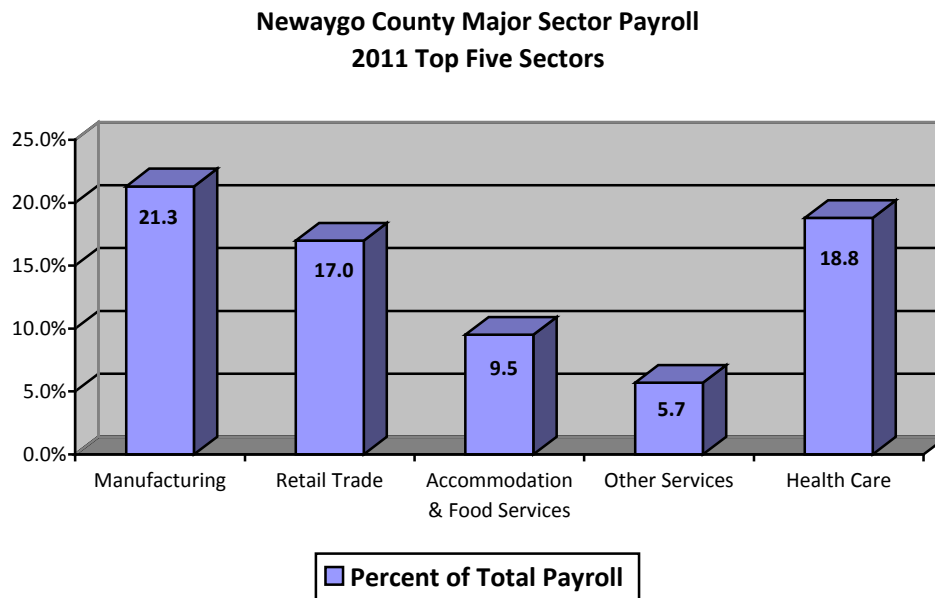
Newaygo County Major Sector Payroll

Figure 11 shows the annual taxable payroll for the top five sectors in Newaygo County for 2011. The 2011 number of business establishments are illustrated in Table 21 on page 47.

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 2011 at 21.3 percent. This is down from approximately 60 percent in 1990 and roughly 57 percent in 1980. The Health Care sector represents 18.8 percent, while the Retail Trade sector makes up 17.0 percent of the total payroll. Next, the Accommodation & Food Services sector checked in at 9.5 percent of the total payroll and the Other Services sector rounded off the top five sectors at 5.7 percent.

In recent years, the Manufacturing sector in Newaygo County has also been declining. The local economy has been diversifying with the increase of the Health Care and Retail Trade sectors.

Figure 11



Source: County Business Patterns

Table 21

Number of Business Establishments in Newaygo County in 2011														
			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	8,891	69,943	299,230	784	435	179	106	43	9	6	3	3	--
11	F.F.H. & A. Support*	20 - 99	S	407	7	6	1	--	--	--	--	--	--	--
21	Mining	0 - 19	D	D	1	1	--	--	--	--	--	--	--	--
22	Utilities	20 - 99	D	D	4	1	--	2	--	1	--	--	--	--
23	Construction	236	1,618	8,951	75	62	8	4	1	--	--	--	--	--
31	Manufacturing	1,893	20,789	86,222	42	24	5	5	3	1	2	--	2	--
42	Wholesale Trade	197	1,812	8,823	35	20	8	5	2	--	--	--	--	--
44	Retail Trade	1,509	7,658	32,316	149	68	44	22	13	1	--	1	--	--
48	Transportation	100 - 249	D	D	14	11	2	--	--	1	--	--	--	--
51	Information	20 - 99	D	D	7	4	2	--	1	--	--	--	--	--
52	Finance & Insurance	500 +	8,070	32,539	39	15	14	7	1	1	--	1	--	--
53	Real Estate	20 - 99	263	1,321	22	18	4	--	--	--	--	--	--	--
54	Professional Serv.	362	4,129	17,044	57	37	9	8	2	1	--	--	--	--
55	Management	250 - 499	D	D	4	1	--	1	1	--	1	--	--	--
56	Admin. Services	414	684	4,903	30	17	6	6	--	--	--	1	--	--
61	Education Services	42	178	759	4	1	2	--	1	--	--	--	--	--
62	Health Care	1,668	14,291	59,192	74	29	18	16	5	2	3	--	1	--
71	Arts, Ent., & Rec.	23	79	539	12	10	2	1	--	--	--	--	--	--
72	Accom. & Food Serv.	843	2,287	10,324	76	24	16	22	13	1	--	--	--	--
81	Other Services	503	2,040	8,652	120	74	38	8	--	--	--	--	--	--
99	Unclassified	0 - 19	15	69	12	12	--	--	--	--	--	--	--	--

Source: County Business Patterns

*Forestry, Fishing, Hunting, and Agriculture Support

D: Withheld to avoid disclosing data for individual companies; data are included in higher level totals.

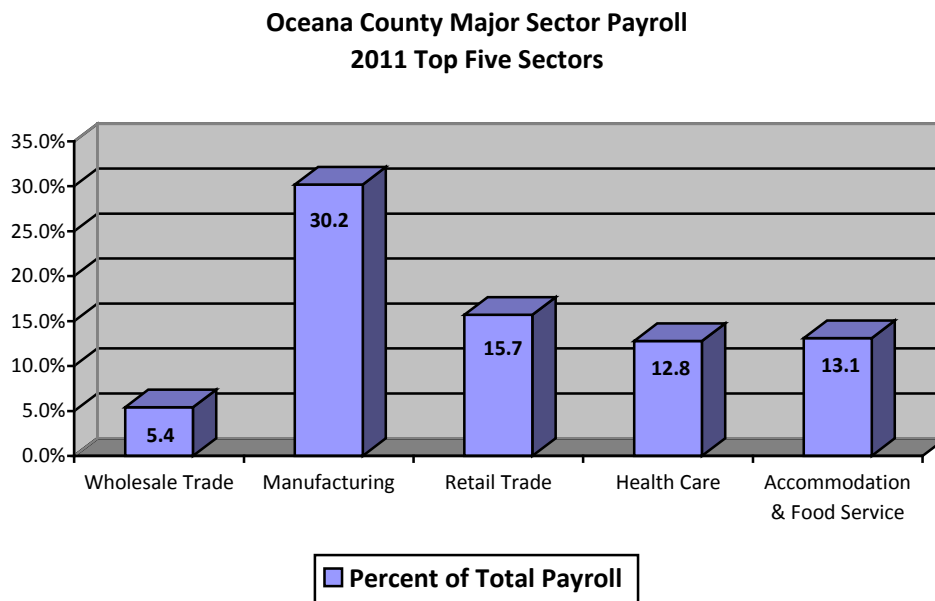
S: Withheld because estimate did not meet publication standards.

Oceana County Major Sector Payroll

Annual taxable payroll for the top five sectors in Oceana County for 2011 is shown in Figure 12. Table 22 on page 49 provides additional information pertaining to the number of business establishments in 2011.

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 2011 when it accounted for 30.2 percent. Next is the Retail Trade sector at 16.7 percent, the Accommodation & Food Service sector at 13.1 percent, and the Health Care sector at 12.8 percent of the total payroll in the county. The Retail Trade sector 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. Wholesale Trade completes the top five sectors in Oceana County at 5.4 percent.

Figure 12



Source: County Business Patterns

Table 22

Number of Business Establishments in Oceana County in 2011														
			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	4,069	25,200	120,348	511	319	107	55	20	4	4	2	--	--
11	F.F.H. & A. Support*	0 - 19	D	D	4	4	--	--	--	--	--	--	--	--
21	Mining	0 - 19	D	D	1	--	1	--	--	--	--	--	--	--
22	Utilities	0 - 19	D	D	2	1	--	--	1	--	--	--	--	--
23	Construction	182	1,054	7,391	67	48	17	2	--	--	--	--	--	--
31	Manufacturing	1,230	9,517	43,557	43	22	3	9	3	3	1	2	--	--
42	Wholesale Trade	218	1,533	6,400	13	8	3	1	--	--	1	--	--	--
44	Retail Trade	640	2,894	13,737	93	43	31	14	4	1	--	--	--	--
48	Transportation	160	1,207	5,808	11	4	--	3	4	--	--	--	--	--
51	Information	17	144	642	4	3	--	1	--	--	--	--	--	--
52	Finance & Insurance	126	946	4,303	25	16	7	1	1	--	--	--	--	--
53	Real Estate	46	144	1,161	18	15	1	2	--	--	--	--	--	--
54	Professional Serv.	75	559	2,463	23	16	7	--	--	--	--	--	--	--
56	Admin. Services	20 - 99	338	1,547	12	8	3	1	--	--	--	--	--	--
61	Education Services	0 - 19	D	D	2	1	--	1	--	--	--	--	--	--
62	Health Care	522	4,131	17,077	44	22	11	6	4	--	1	--	--	--
71	Arts, Ent., & Rec.	20 - 99	S	2,148	20	18	1	1	--	--	--	--	--	--
72	Accom. & Food Serv.	533	1,338	8,525	61	35	11	11	3	--	1	--	--	--
81	Other Services	192	786	3,471	68	55	11	2	--	--	--	--	--	--

Source: County Business Patterns

*Forestry, Fishing, Hunting, and Agriculture Support

D: Withheld to avoid disclosing data for individual companies; data are included in higher level totals.

S: Withheld because estimate did not meet publication standards.

Chapter 3: Economic Development Goals and Objectives

Development of the CEDS Goals and Objectives are done in close relationship with the CEDS committee, which includes representation from both the public and private sector.

GOAL: Continue efforts for the expansion, retention, and diversification of the economic base.

- Promote commercial revitalization of the regions central business districts.

Commercial revitalization of central business districts is of vital importance and continues to be a major goal for communities of all sizes in the region.

- Continued growth and expansion of small business

In addition to retention, diversification, and downtown business district development, which partially assist in achieving this objective, institutional infrastructure can be further developed in the district. This will provide more accessible and better quality technical and financial assistance to small business. Efforts should be taken to enhance existing small business assistance centers and incubators that provide quality support within the region.

- Further development of the tourism, recreation, and service sectors in the region.

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 recreation center.

- Support 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, incubator facilities, and local governments have been formed with the knowledge and understanding that local home-grown businesses are vital to the retooling of the west Michigan economy. Therefore, this objective has become a high priority for the region.

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

This objective of the District 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,” it is important to diversify the industrial base by encouraging entrepreneurship and by attracting growth manufacturing industries into the region.

GOAL: Improve communication, cooperation, and coordination efforts throughout the region.

- Continue coordinated efforts through the CEDS Committee and District Board.

The district represents 120 local units of government including five counties. The established District Board and CEDS Committee present an existing platform to coordinate multiple efforts in a variety of areas including economic development.

- 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.

- Assist with project implementation in established commercial areas that have completed planning programs.

While most businesses are “home grown,” the District will encourage local generation of new business for downtown areas. Planning for the development of central business districts is essential to ensure the future of these vitally important areas.

- Project implementation in counties that have completed development planning.

The objectives of furthering the tourism, recreation, and service sectors, as well as economic development projects is to encourage and assist the counties in the implementation of their plans and strategies, and to encourage development of 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; public and private schools; higher education institutions, including community colleges, colleges, and universities; in addition to other education and training agencies in matching their programs to the needs of the employer, while assisting these institutions in promoting and improving training and education programs for the unemployment, underemployed, and those people on public assistance.

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

The goal of this objective is to promote continuity across jurisdictional 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 global game, and that local government must look at economic development from a regional perspective.

- Support efforts by the State of Michigan for the Regional Prosperity Initiative

The State of Michigan announced the Regional Prosperity Initiative during 2013. One of the goals of the initiative is to encourage increased cooperation and coordination amongst a variety of sectors to promote and foster economic development around the state. Those sectors include regional planning agencies, higher education institutions, private sector business, business development agencies, etc.

GOAL: Support efforts for continued training and development of the region’s workforce and entrepreneurialism.

- 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 averages. 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 in independent thinking as a workforce skill in the region. Local colleges, universities, community colleges, and other training organizations within the region are a major source of workforce training. They are also increasing their efforts in entrepreneurial training and development.

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

Work 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.

GOAL: Strive to provide adequate and up to date infrastructure in order to maintain the local economy.

- Continue efforts to market existing industrial parks and sites.

The region has an adequate amount of shovel-ready industrial land available for development. It is a high priority to assist local governments and economic development professionals in marketing and developing the existing property.

- Promote efforts to redevelop the many brownfields which exist throughout the region.

As a result of the West Michigan Brownfields Inventory completed in 2006, the region has made it a priority to clean-up and redevelop the numerous brownfields in the region.

- Encourage green economic development and sustainability.

The State of Michigan has made a commitment to reduce its non-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.

- Remain knowledgeable regarding the established economic development infrastructure in each of the counties comprising the District.

Given the current status of communication, cooperation, and coordination in the region, it is a priority to continue to remain proactive in the status and quality of the regional economic infrastructure.

- 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 government 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 the region.

- Explore opportunities for the extension of broadband internet “last-mile” infrastructure throughout the region.

Over the past several years, broadband internet infrastructure has been expanding throughout the region. However, there is still a great need to expand “last-mile” infrastructure in many areas of the region making it more accessible to residents and businesses.

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

Encourage communities to provide development-ready industrial sites in areas that have reached maximum capacity of presently developed industrial land.

GOAL: Develop strategies to integrate economic development into transportation, the environment, water-borne transportation, land use, and others including MPO (transportation – metro), Rural Task Force (transportation – rural), Muskegon Area-wide Plan/County Plans, Watershed Plans, etc.

- Incorporate economic development principles into the Metropolitan Planning Organization (MPO) program.

As the locally designated MPO, the West Michigan Shoreline Regional Development Commission will assist the MPO Policy and Technical Committees in integrating economic development principles into the MPO planning process including the Long Range Transportation Plan, Transportation Improvement Plan (TIP), and transportation related decisions.

- Work with the Rural Transportation Task Force within the region to develop economic development strategies into their planning process.

The West Michigan Shoreline Regional Development Commission will work with and assist the Rural Transportation Task Force in the development and incorporation of economic development practices into their transportation planning process and Regional Transportation Plan.

- Continually work with environmental groups and planning efforts in order to provide sustainable economic development to maintain and protect the local environment.

Maintain a working relationship with local environmental groups and their planning and clean-up efforts in order to coordinate both environmental and economic development efforts to maintain sustainability.

- Assist the counties, townships, cities, and villages within the region in local and regional planning efforts.

Foster a strong working relationship with local units of government within the region in order to educate on and incorporate economic development strategies into multiple aspects of local planning efforts.

- Promote local ports in order to increase the economic viability of the West Michigan Region.

Continue to forge partnerships and coordinate efforts that will promote the increased commercial and recreational usage, as well as additional development of area ports in the West Michigan Region including the deep water port of Muskegon.

Chapter 4: CEDS Project Information

Project List Development and Overview

For many years, the 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, WMSRDC 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. The projects have been reviewed and endorsed by the WMSRDC Board, and are therefore 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.

Project List

A total of eighteen regional economic development projects have been identified for the five-county area. These projects are divided into two categories: Regional Community Infrastructure Investment Projects, and Regionally Significant Economic Development Projects. The Regional Community Infrastructure Investment Projects include seven important community development projects that would boost the local economy of the region, but may not fall within the current EDA investment priorities. The Regional Community Infrastructure Investment Projects are listed in Appendix B on page 93. The Regionally Significant Economic Development Projects include projects that best meet EDA’s investment priorities and focus on innovation, technology, and entrepreneurialism. Eleven such projects have been identified are summarized in Table 23.

Table 23

Regionally Significant Economic Development Projects			
Project	Location/Lead Organization	Project Cost	Local Match
Lake County			
Lake County EDC – Capacity Building	Lake County	\$450,000	\$150,000
Mason County			
Business Opportunity Center/Incubator	West Shore Community College	\$200,000	\$100,000
Muskegon County			
Zephyr/Bosma Property Redevelopment	Muskegon Township & City of North Muskegon	\$50,000,000	\$25,000,000
Infrastructure Improvement Project	Muskegon County	\$15,000,000	\$13,000,000
Technology Center	Muskegon Community College	\$7,924,102	\$3,962,051
Muskegon County Recycling Center	Muskegon County	\$5,000,000	\$2,500,000
Industrial Redevelopment Project	City of Muskegon Heights	\$2,500,000	\$1,250,000
West Michigan Port Development Market Study	City of Muskegon	\$60,000	\$30,000
Oceana County			
Food Processing Cluster Infrastructure Project	City of Hart	\$2,000,000	\$1,000,000
District-wide			
Agri-Food Technology Academy	Regional (WMSRDC)	\$250,000	\$125,000
Regional Industry Cluster Analysis and Development Study	Regional (WMSRDC)	\$225,000	\$112,500

Project Profiles

The remainder of this chapter features a one-page profile for each of the eleven Regionally Significant Economic Development Projects identified in the table above. Each profile contains information such as the project’s regional significance, investment location, project description and background, as well as the estimated project cost and matching funds.

Project Title: Lake County Economic Development Capacity Building

Investment Region/Location: Lake County, Michigan

Description and Background: Lake County, established in the 1870's, experienced initial growth with homesteading and logging. By the 1890's the logging had played out and agriculture only developed as a marginal economic base. Lake County began a transition to tourism with traditional hunting and fishing. The establishment of the historic African American Idlewild Resort community in the early 1900s completed the transition to seasonal tourism as the dominant base for the local economy. Half of Lake County is state and federal forest land. The Pere Marquette River is a nationally recognized trout fishing location. The County contains 300 miles of ORV/ATV trails, the largest ORV/ATV trail system in northern Michigan. In addition, the County contains various other trails and trail segments connected to state and national trail systems. Lake County is committed to promoting its natural resources and tourism infrastructure, as well as, diversifying its economy to take advantage of the new global economy and emerging jobs. To do so, the County must increase its economic development organizational capacity and fully engage and unite its private sector and diverse regional and social/cultural communities.

Economic Development Needs: Lake County is challenged by chronic high unemployment rates, high poverty rates and low per capita income levels compared to the state and national levels. As a result, County government has begun a process of engagement and partnership with local businesses, business service organizations and regional and social/cultural communities within the county to consolidate and coordinate economic development activities within a county-wide economic development organization. The economic development organization will focus on tourism promotion, tourism development and diversification of the local economy to take advantage of the new global economy and emerging jobs. In addition, the organization will work with its partners, to strengthen partner elements to ensure sustainability, coordinate economic development activities, provide economic development assets and resources to partners and consolidate scarce local economic development financial assets to maximize potential. Lake County Government has appropriated funding in the 2015 fiscal year as its share toward a local match to begin economic development capacity building in Lake County.

Project Cost and Matching Funds:

Total Project Cost..... \$450,000

Project Title: Business Opportunity Center/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 a Business Opportunity Center/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 and SCORE programs, 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 Needs: The United States is beginning to rebound from the recent recession with the October 2014 unemployment rate at 5.8%, and Michigan at 7.1%. Few states felt the depth of the recession as Michigan has, which led the nation with the highest annual unemployment rates since 2006. Although Michigan is no longer the highest in the country, it is still among the highest. The impact of the economic recession on the West Michigan area is also very distressing. The college's service area is experiencing unemployment rates significantly above the nation and comparable to the state of Michigan. The 2014 unemployment rates are 7.5% for Mason County, 8.5% for Manistee County, 11.7% for Lake County, and 8.7% 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 have a strong commitment to the community and their employees. According to the Grand Rapids Business Journal (6/28/13), 63% of new jobs in West Michigan come from companies that were not in existence before 2009. Further, West Michigan is growing at twice the rate of the U.S. economy, again fueled by entrepreneur start-ups. A West Shore Community College Business Opportunity Center/Incubator could assist new and existing entrepreneurs to develop and grow their businesses in the service area, which has less access to resources of larger West Michigan cities.

Project Cost and Matching Funds:

Office Renovation and Equipment.....	\$100,000
Start-up Funding	\$100,000
Total Project Cost.....	\$200,000

Project Title: Zephyr/Bosma Property Redevelopment

Investment Region/Location: Muskegon County, Michigan

Description and Background: The Zephyr/Bosma property is located along the Muskegon River in Muskegon Township, Muskegon County. The Bosma property is a 92-acre former celery farm which lies directly along the Muskegon River. The Zephyr property, which is approximately 84 acres, is a former oil refinery located adjacent to the Bosma property. These two properties have significant development potential for both economic development and recreational purposes. However, current contamination on the properties has prohibited any development efforts from occurring, and cleanup efforts are necessary. The Zephyr property has been designated a Part 201 site by the Michigan Department of Environmental Quality with considerable contamination not only on the site, but also on adjacent sites such as the Bosma property. The State of Michigan has taken action to contain the contamination over the past several years. In addition, the Bosma property is perceived to have petroleum contamination which is directly affecting the surrounding water bodies. Groundwater from the Bosma property is being pumped and discharged directly into the Muskegon River, Muskegon Lake, and eventually Lake Michigan. The State of Michigan recently made \$6 million available to leverage additional monies for the cleanup and eventual redevelopment of these properties. The Zephyr property is accessible with rail and highway, as well as in close proximity to both air and the deepwater port of Muskegon Lake. The Bosma property is located adjacent to the Michigan State Game Area and, once restored, would be a natural addition to the recreational asset.

Economic Development Need: Muskegon County and the West Michigan region historically have been considered distressed with high unemployment rates and low per capita income levels. In recent years, the region has been diversifying its economy and moving into the green energy economy. The Zephyr/Bosma property redevelopment project is an example of the community moving in this direction. Over the past two years, there has been interest from multiple private sector investors to develop a biomass facility, as well as construct a wind farm on the property. It is the communities desire to pursue such a development on the Zephyr property. However, the Bosma property located along the flats of the Muskegon River is more suited for habitat and wetland preservation. Once the properties are remediated, development needs on the Zephyr site would include water, road, and sewer infrastructure improvements.

Project Cost and Matching Funds:

Total Project Cost (including cleanup and redevelopment).....\$50,000,000

Project Title: Muskegon County Infrastructure Improvement Project

Investment Region/Location: Muskegon County, Michigan

Description and Background: Muskegon County owns and operates the area’s Wastewater Management System which is located on 10,800 acres in eastern Muskegon County. The county is interested in developing a large portion of the property for industrial development and has received interest from both the food processing industry and alternative energy industry for potential developments on the property. However, the site presently lacks potable water which is within approximately five miles of the site. A public private partnership has been formed between local governments, economic development professionals, and area private business to seek opportunities to develop the Muskegon County Wastewater property.

Economic Development Need: In 2010 the largest wastewater user of the Muskegon County Wastewater System permanently closed its operations. With a maximum capacity of 46 million gallons per day (MGD), the facility is now only processing a mere 12 MGDs. Over the years Muskegon County, along with local economic development professionals have been aggressively marketing approximately 1,700 acres of the 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 all users by adding large wastewater users. The target industries include food and agricultural processing or any industry that requires a large volume of water to be treated. In recent years, Muskegon County has received interest from both the food processing industry and the alternative energy industry for potential developments on the wastewater property. However, the property is not currently serviced with potable water which is within approximately five miles of the site.

Project Cost and Matching Funds:

EDA Assistance	\$2,000,000
Other Public and Private Investments.....	\$13,000,000
Total Project Cost	\$15,000,000

Project Title: Muskegon Community College Technology Center

Investment Region/Location: Muskegon County, Michigan

Description and Background: Muskegon Community College (MCC) was established in 1926 and has grown to offer 41 Associate Degree programs, and 51 certificate programs that meet the career demands of today’s competitive job market. With an enrollment of more than 5,000 students, MCC is a center for lifelong learning which provides persons the opportunity to attain their educational goals by offering programs that respond to individual, community, and global needs. MCC has been an educational pillar in West Michigan for more than 85 years and is renewing its commitment to the process of preparing students for the new global economy and emerging jobs. To do so, the college must meet recent demands for additional space, technology, and programs in areas including renewable and alternative energy, hybrid and electric car technology, creative and performing arts, computer gaming, digital arts, emerging health care professions, and programs that target the service industry. MCC is preparing to expand its facilities and programs at its current 111-acre campus in the City of Muskegon. In addition, Muskegon Community College would like to have a presence in the downtown Muskegon area and provide more and easy access to the student and employers by developing a facility that would both meet the growing needs of existing business in the downtown area, as well as become a magnet for additional economic development opportunities to the emerging rebirth of Downtown Muskegon.

Economic Development Need: The west Michigan area was hit hard by the recent recession, and has historically held high unemployment rates and low per capita income levels compared to the state and national levels. As a result, area manufacturers have been actively diversifying their products in order to compete in the ever changing global and green economy. The west Michigan area is becoming a hub for renewable and alternative energy manufacturing, including automotive battery and wind turbine manufacturing. Muskegon County is also a health care center serving urban and rural areas of the region. MCC has forged partnerships with local economic development professionals, workforce development staff, and area businesses and industry in order to prepare students and incumbent workers for a globally competitive job market. The center will focus on partnering with current business/manufacturers to train and advance the skills of the workforce, as well as provide internship opportunities for new students to gain on-the-job training skills. The MCC new Technology Center will include several areas of expansion for the college including renewable and alternative energy, health sciences, creative and performing arts, and new programs that target the service industry. In November 2013, Muskegon County voters passed a millage for MCC to make necessary improvements on campus, as well as construct the new Technology Center in downtown Muskegon.

Project Cost and Matching Funds:

Total Project Cost\$7,924,102

Project Title: Muskegon County Recycling Center

Investment Region/Location: Muskegon County/West Michigan Region

Description and Background: Muskegon County has identified an aggressive goal: decreasing landfill contributions by 30% by 2016. This is a State wide goal. Through setting this aggressive goal, recycling has become a top priority for County leaders. As an economic development project, a comprehensive sorting and recycling facility would provide the County necessary infrastructure to offset landfill contributions, as well as provide direct and indirect economic development to the community. Most important, based on a successful model currently used by Kent County and Goodwill Industries of Greater Grand Rapids Inc., Muskegon County has the opportunity to provide a subset of the long term unemployed with transitional work experience that will help to establish strong working habits in efforts to regain permanent employment. The creation of the comprehensive sorting and recycling center will serve as a training center for those long term unemployed that have employment barriers associated with past criminal convictions.

Economic Development Need: The Muskegon County Recycling Center will provide multiple economic development solutions. Materials otherwise discarded will be identified as merchandise on the overseas commodities market; these shipments overseas will support the regional logistics component of the Muskegon Port initiative. Approximately 15 full time permanent positions and 55 transitional work positions for those populations of long term unemployed will be created. The transitional work positions provide soft skills for those who are unable to secure full time permanent employment while providing participants instruction. As Muskegon County continues to lag in education attainment, 16.7% according to Upjohn Institute, the training component of this project will support employment gaps identified in recent economic reports. Preparing the unemployed through short term job readiness assignments will prepare those with continued employment barriers. Job readiness programs promote permanent placement with an employer after completion of a structured 12 week program. The goal will be permanent re-entry into the workforce. The focus on the long term unemployed and those unemployed workers with significant barriers helps the long term economic forecast. The potential Recycling facility site can be a part of a larger effort to repurpose existing empty commercial land or abandoned manufacturing space, thus supporting local tax revenue by re-establishing a business in the Muskegon Community using existing infrastructure. This facility could also be newly built, using property either at the current Muskegon County Landfill or the Muskegon Wastewater Facility; all 3 options for development provide the local municipality and the County viable development.

Project Cost and Matching Funds:

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

Project Title: Economic Infrastructure Improvements

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

Description and Background: The City of Muskegon Heights is seeking federal assistance in improvements to their existing infrastructure currently serving local industries in both the northwest quadrant and the Southeast quadrant of the city. Improvements to the infrastructure in both quadrants are expected to total approximately \$2,500,000.

The City of Muskegon Heights' current water, sewer, and road infrastructure was designed and constructed more than 100 years ago and adequately served the industries of that day. However in today's advanced manufacturing era, the existing infrastructure is inadequate and prohibiting the future expansion of several manufacturers within the northwest quadrant of the city.

Economic Development Need: The City of Muskegon Heights was once the economic hub of Muskegon County. The city was home to numerous thriving industries. Although many industries still operate within the city today, the jurisdiction has experienced severe urban decay and blight. The city's current unemployment rate is 32.9% according to the 2007 – 2011 American Community Survey (ACS). The current national unemployment rate is 8.7%. In addition, the 2007 – 2011 ACS estimates the city's per capita income (PCI) at \$11,367, compared to the national PCI of \$27,915.

Recently, several manufacturing industries in the city have expressed their desire to expand and add much needed jobs. However, the city's current infrastructure is prohibiting the ability to do so. As a result, the City of Muskegon Heights is seeking assistance to update and redesign current water, sewer, and transportation infrastructure currently serving these industries.

Project Cost and Matching Funds:

Total Project Cost\$2,500,000

Project Title: West Michigan Port Development Study

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

Description and Background: A group of regional public and private community leaders are working together to further the development of the Muskegon Port as an economic asset to the region. The group is interested in conducting a study of public and private properties to determine the best future uses in order to maximize commercial development along the south and eastern shores of Muskegon Lake within the City of Muskegon. There have been several studies recently completed, currently underway, and about to be conducted which are analyzing different aspects of the port. The focus of these studies include West Michigan manufacturers shipping and receiving goods and materials through the port, intermodal transportation logistics around the port, and the movement of food processing commodities through the port. The proposed study would look at existing public and private properties and their capacity to sustain increased commercial development of the Muskegon Port. The study will also identify goals, objectives, and a future vision for the development and enhancement of the Muskegon Port.

Economic Development Need: The Muskegon Port is located on the east shore of Lake Michigan and 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 and the world 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, and local and international airports.

The Muskegon Port is utilized for both recreational and commercial uses. However, many consider the commercial activity to be considerably underutilized based on the capacity of the deep water channel and the capabilities of current port property owners. A major focus of the effort will be 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 for the movement of goods. It is believed that there is a huge potential for the growth and expansion of commercial port activities in the region.

The purpose of the study is to analyze both public and private properties to determine the best future uses in order to maximize commercial development along the south and eastern shores of Muskegon Lake.

Project Cost and Matching Funds:

Total Project Cost:\$60,000

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 1980s for a system expansion. The system is currently experiencing stress during the peak cherry and 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. 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 and carrot seasons from July through November. In fact, the wastewater irrigation season had to be extended in 2013 due to hydraulic loading. The improvements will include improvements in hydraulic capacity, aeration, grit removal, and alternative biosolids handling improvements to accommodate agricultural processing expansion in the Hart area. The City of Hart is home to large food processors including Michigan Freeze Pack, Gray & Company, and Mason County Fruit Packers and Michigan’s premier kitchen and business incubator The Starting Block. Other Oceana County processors include Burnette Foods Oceana, Country Dairy, Arbre Farms (Paris Foods), Todd Greiner Farms, Oceana Foods (Cherry Central) and Peterson Farms. Michigan Freeze Pack and Gray and Company have recently completed facility expansion and modernization projects to process cherries, vegetables, and potatoes. The Starting Block recently added a licensed meat kitchen. Further expansions will require additional wastewater capacity.

With the abundance of already processed fruits and vegetables in Oceana County, the City of Hart is poised to attract ‘finished’ food manufacturers using pre-processed products. This manufacturing niche will enhance the cluster of food production facilities in the West Michigan region.

When the infrastructure improvements are completed, the City’s food processing cluster, which is the area’s 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 Project Cost\$2,000,000

Project Title: Agri-Food Technology Academy

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 an Agri-Feed Technology Academy. 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 planned. 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.” Both categories exist in the 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 Academy 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 Academy 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 mission of SBI 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 SBI 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: Regional Industry Cluster Analysis and Development Study

Investment Region/Location: West Michigan

Description and Background: The West Michigan region has a long history of manufacturing in a variety of sectors including automotive, office furniture, and aerospace. With the recent recession, the region was hit hard with significant job losses, plant closures, high unemployment rates, underemployment, and lowered income levels. Over the past few years, the local economy has been leveling and, in some cases, slowly rebounding. Area leaders and economic development professionals have been working to diversify the local economy, while supporting the existing manufacturing base.

Regional leaders are interested in conducting a study that analyzes existing industry clusters within the area, and how those clusters can be strengthened and further developed based on the existing assets of the region. These assets include local airports, the deepwater Port of Muskegon, water and wastewater capacities, railroad access, and road networks. The main outcome of the study is to strengthen local industry clusters and create jobs in the region.

Economic Development Need: According to the 2011 County Business Patterns, the region's largest payroll sector is Manufacturing. This sector historically has represented a significant portion of the region's economy with percentages of more than 50% of the region's payrolls coming from the Manufacturing Sector. However, this sector has steadily dropped since the 1980s, but still represents the largest sector within the region. In recent years, the region's manufacturing sector has changed. The recession of 2008 significantly impacted not only the State of Michigan, but also the West Michigan region with numerous layoffs and plant closures. For example, since January 1, 2008 Muskegon County alone has had a total of 10 Trade Adjustment Assistance (TAA) cognizable certifications affecting a total of 1,633 workers. In addition, the region's annual average unemployment rates and per capita income levels are significantly higher than both the state and national averages.

Due to the recent changes in the local economy, regional leaders are interested in conducting a study to analyze current industry trends, identifying leading or emerging industry clusters that would be the best possible candidate for establishment in West Michigan. The study will further analyze how the clusters can be strengthened in a way that will create jobs within West Michigan by taking advantage of the region's existing economic development infrastructure and natural assets. Assuming one or more viable industry clusters are identified, efforts under this project will continue by mobilizing the individual companies that will ultimately be a part of the new industry cluster.

Project Cost and Matching Funds:

Total Project Cost\$225,000

Chapter 5: Work Program

Work Plan Summary

The Regional Commission has been preparing and implementing a CEDS for nearly 40 years. Over the years and in coordination with local partners, the West Michigan Shoreline Economic Development District has been successful in securing 58 EDA funded projects totaling more than \$50 million in federal funds. These federal funds have assisted in creating/retaining more than 20,000 jobs in the region and spurring more than \$1.2 billion worth of additional investments to the area.

The Regional Commission, as part of the economic development program, will prepare a 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, a methodology for integrating the CEDS with State of Michigan economic policies and priorities, and 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, appropriate U.S. Census and related economic, fiscal, and social data, and provide this data as requested via document searches, 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 individuals users, and upon request.

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 of 13 CFR 111.

Regional Commission staff in cooperation with the CEDS Committee and other local partners will work to implement CEDS goals and objectives identified in Chapter 3. In addition, when

implementing the CEDS goals and objectives, as well as 17 identified projects including nine (9) regionally significant economic development project and eight (8) regional community investment projects, the Regional Commission will strive to utilize a variety of funding sources including both public and private as resources.

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.

Activity I: CEDS

- **PURPOSE:** Maintain an approved Comprehensive Economic Development Strategy.
- **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.

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 consistence 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 in 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, 2014 to December 31, 2016

Activity II: 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 an electronic 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 electronic 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 and consolidation into a statewide database 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. An electronic 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 electronic searches and reports.
 6. Promote the service.

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

- **SCHEDULE:** January 1, 2014 to December 31, 2016

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 via the WMSRDC website and through document searches, 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, consultation with individual users, as well as general presentations in user conferences, training workshops, and seminars.

Specific tasks included in this year's program are: 1) the development of population projections for the 120 local governments in the five county region and 2) updating and developing community profiles.

- ◆ **SCHEDULE:** January 1, 2014 to December 31, 2016
-

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 WMSRDC. 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 department employing one or more staff planners. For this reason in particular, the WMSRDC was created and is relied upon by local units of government to provide planning services, including technical assistance for economic development planning and development.
- ◆ **WORK ELEMENTS:**
 1. Federal and State Project Reviews: The District has project review functions 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.
 2. 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.
- ◆ **SCHEDULE:** January 1, 2014 – December 31, 2016

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 closing, as well as the number of employees affected by those actions.

- ◆ **SCHEDULE:** January 1, 2014 – December 31, 2016

Activity VI: Other CEDS Implementation Activities

Other implementation activities not specifically mentioned above are discussed below.

◆ **Work Elements:**

1. **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 of small business assistance centers.
2. **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 and 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, 2014 – December 31, 2016

Appendix A
Industrial Park Inventory

LUDINGTON INDUSTRIAL PARK		
Year Open: 1976	Municipality: City of Ludington	Income Tax: No
Millage Rate Per \$1,000 Taxable Value: 56.2575	Incentives: Tax Abatements	
Location and Access		
Nearest Cross Streets: Conrad Industrial Drive and Sixth Street		
Nearest Freeway: U.S. 31	Distance: 3 Miles	
Nearest Airport: Mason County Airport	Distance: 2 Miles	
Railroad Connection: Yes	Service: CSX Transport	
Nearest Port: Ludington Harbor	Distance: 2 Miles	
Acreage and Jobs		
Total Acres: 63		
Total Developed Acres: 63	Total Developed Occupied Acres: 55.5	
	Total Developed Unoccupied Acres: 3.25	
Total Undeveloped Acres: 0		
Pricing Per Acre: N/A	Zoning: Industrial	
Tenants: 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, Quality Carriers, Kaine Manufacturing, Plan B Rentals, Village Plumber, Eagle Xpress		
Number of Jobs: 560	Jobs/Occupied Developed Acre: 10	Jobs/Year: 22
Utilities and Infrastructure		
Gas: Yes	Provider: DTE Energy	
Electric: Yes	Provider: Consumers Power	
Sewer: Yes	Provider: City of Ludington	
Water: Yes	Provider: City of Ludington	
Telecommunications: Yes	Provider: Frontier Communications and Charter Communications	
Contact Information		
Contact: John Shay, City Manager City of Ludington	Address: 400 S. Harrison Street Ludington, MI 49431	
Phone: (231) 845-6237	Fax: (231) 845-7302	Email: jshay@ci.ludington.mi.us

PERE MARQUETTE INDUSTRIAL PARK		
Year Open: 1993	Municipality: Pere Marquette Twp.	Income Tax: No
Millage Rate Per \$1,000 Taxable Value: 42.8922		Incentives: Tax Abatements
<i>Location and Access</i>		
Nearest Cross Streets: Sixth Street and Pere Marquette Highway		
Nearest Freeway: U.S. 31	Distance: 2 Miles	
Nearest Airport: Mason County Airport	Distance: 2 Miles	
Railroad Connection: No	Service:	
Nearest Port: Ludington Harbor	Distance: 3 Miles	
<i>Acreage and Jobs</i>		
Total Acres: 88		
Total Developed Acres: 88	Total Developed Occupied Acres: 36.6	
	Total Developed Unoccupied Acres: 34.9	
Total Undeveloped Acres: 0		
Pricing Per Acre: \$25,000	Zoning: Industrial	
Tenants: 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		
Number of Jobs: 278	Jobs/Occupied Developed Acre: 10	Jobs/Year: 40
<i>Utilities and Infrastructure</i>		
Gas: Yes	Provider: DTE Energy	
Electric: Yes	Provider: Consumers Power	
Sewer: Yes	Provider: Pere Marquette Charter Township	
Water: Yes	Provider: Pere Marquette Charter Township	
Telecommunications: Yes	Provider: Frontier Communications	
<i>Contact Information</i>		
Contact: Jim McInnis, Supervisor Pere Marquette Charter Township		Address: 1699 S. Pere Marquette Road Ludington, MI 49431
Phone: (231) 845-1277	Fax: (231) 843-3330	Email: jim@pmtwp.org

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

HARBOR 31

Year Open:	Municipality: City of Muskegon	Income Tax: Yes, 1%
Millage Rate Per \$1,000 Taxable Value: 56.8754	Incentives: Brownfield, Neighborhood Enterprise Zone, State-certified technology park – Smartzone, Local Department Finance Authority	
Location and Access		
Nearest Cross Streets: Business US-31 (Shoreline Drive) and Terrace Street		
Nearest Freeway: U.S. 31	Distance: 3 miles	
Nearest Airport: Muskegon County International	Distance: 9 miles	
Railroad Connection:	Service:	
Nearest Port: Muskegon Harbor	Distance: Adjacent availability	
Acreage and Jobs		
Total Acres: 34		
Total Developed Acres: 8	Total Developed Occupied Acres:	
	Total Developed Unoccupied Acres:	
Total Undeveloped Acres: 26		
Pricing Per Acre: \$150,000 and up	Zoning: B-2, Convenience & Comparison Business	
Tenants: GVSU, Parmenter O' Tool Law Firm, Vida Nova Condominiums		
Number of Jobs:	Jobs/Occupied Developed Acres:	Jobs/Year:
Utilities and Infrastructure		
Gas: Yes	Provider: DTE Energy	
Electric: Yes	Provider: Consumers Energy	
Sewer: Yes	Provider: City of Muskegon	
Water: Yes	Provider: City of Muskegon	
Telecommunications: Yes	Provider: Frontier Communications	
Contact Information		
Contact: Dan Henrickson	Address: 2350 Belmont Center Drive Belmont, MI 49306	
Phone: (616) 458-5554	Fax: (616) 458-4054	Email: dan@truenorthaci.com

EVANSTON AVENUE INDUSTRIAL PARK

Year Open: 1997	Municipality: Egelston Township	Income Tax: No
Millage Rate Per \$1,000 Taxable Value: 47.2307	Incentives: Tax Abatements, Economic Development Job Training Grants, Industrial Revenue Bonds, Community Development Block Grants	
Location and Access		
Nearest Cross Streets: Evanston Avenue and W. Industrial Park Drive		
Nearest Freeway: U.S. 31	Distance: 3 miles	
Nearest Airport: Muskegon County International	Distance: 12 miles	
Railroad Connection:	Service:	
Nearest Port: Muskegon Harbor	Distance: 7 miles	
Acreage and Jobs		
Total Acres: 44.58		
Total Developed Acres: 44.58	Total Developed Occupied Acres: 10.49	
	Total Developed Unoccupied Acres: 34.09	
Total Undeveloped Acres: 0		
Pricing Per Acre: \$10,000	Zoning: I-2, Heavy Industrial	
Tenants: Andy's Tree Service, Crystal Flash, DynaTorque, Eagle CNC		
Number of Jobs: 55	Jobs/Occupied Developed Acres: 1.24	Jobs/Year: 2.6
Utilities and Infrastructure		
Gas: Yes	Provider: DTE Energy	
Electric: Yes	Provider: Consumers Energy	
Sewer: Yes	Provider: Egelston Township	
Water: Yes	Provider: Well	
Telecommunications: Yes	Provider: Frontier Communications	
Contact Information		
Contact: Edward Garner, Muskegon Area First	Address: 900 Third Street, Suite 200 Muskegon, MI 49440	
Phone: (231) 724-3172	Fax: (231) 728-7251	Email: egarner@muskegon.org

JOHN WIERENGO INDUSTRIAL PARK

Year Open: 1996	Municipality: Muskegon Township	Income Tax: No	
Millage Rate Per \$1,000 Taxable Value: 39.4940		Incentives: Tax Abatements	
Location and Access			
Nearest Cross Streets: Evanston Avenue and Laketon Avenue			
Nearest Freeway:		Distance:	
Nearest Airport:		Distance:	
Railroad Connection:		Service:	
Nearest Port: Muskegon Harbor		Distance:	
Acreage and Jobs			
Total Acres: 18			
Total Developed Acres: 18		Total Developed Occupied Acres: 11	
		Total Developed Unoccupied Acres: 7	
Total Undeveloped Acres: 0			
Pricing Per Acre: \$20,000		Zoning: Industrial	
Tenants: Bishop Heating, United Wholesale Groceries, Scent-Lok, East River Machine and Tool, MHK Equipment, Midwest Products			
Number of Jobs:		Jobs/Occupied Developed Acres:	Jobs/Year:
Utilities and Infrastructure			
Gas: Yes		Provider: DTE Energy	
Electric: Yes		Provider: Consumers Energy	
Sewer: Yes		Provider: Muskegon Township	
Water: Yes		Provider: Muskegon Township	
Telecommunications: Yes		Provider: Frontier Communications	
Contact Information			
Contact: Lorraine Grabinski, Community Development Director		Contact: Edward Garner, Muskegon Area First	
Address: 1990 Apple Avenue Muskegon, MI 49442		Address: 900 Third Street, Suite 200 Muskegon, MI 49440	
Phone: (231) 777-2555	Fax: (231) 777-2555	Phone: (231) 724-3172	Fax: (231) 728-7251
Email: lgrabinski@muskegontwp.org		Email: egarner@muskegon.org	

MEDENDORP INDUSTRIAL CENTER			
Year Open: 1991	Municipality: City of Muskegon	Income Tax: Yes, 1%	
Millage Rate Per \$1,000 Taxable Value: 56.8754		Incentives: No	
<i>Location and Access</i>			
Nearest Cross Streets: Sherman Blvd., Getty Street, Laketon Avenue, and U.S. 31			
Nearest Freeway: U.S. 31		Distance: Adjacent to U.S. 31	
Nearest Airport: Muskegon County International		Distance: 5 Miles	
Railroad Connection: Yes		Service: Michigan Shore Railroad	
Nearest Port: Muskegon Harbor		Distance: 5 Miles	
<i>Acreage and Jobs</i>			
Total Acres: 360			
Total Developed Acres: 250		Total Developed Occupied Acres: 250	
		Total Developed Unoccupied Acres: 0	
Total Undeveloped Acres: 110			
Pricing Per Acre:		Zoning: Mostly Industrial, some Residential	
Tenants: Lorin Industries, Sunset Recycling, United Parcel Service, Department of Public Works, ESCO, Hy-lift			
Number of Jobs: 2,055		Jobs/Occupied Developed Acre: N/A	Jobs/Year: 228
<i>Utilities and Infrastructure</i>			
Gas: Yes		Provider: DTE Energy	
Electric: Yes		Provider: Consumers Energy	
Sewer: Yes		Provider: Muskegon County Wastewater	
Water: Yes		Provider: City of Muskegon	
Telecommunications: Yes		Provider: Frontier Communications	
<i>Contact Information</i>			
Contact: Cathy Brubaker-Clarke, City of Muskegon		Contact: Edward Garner, Muskegon Area First	
Address: 933 Terrace St., P.O. Box 536 Muskegon, MI 49443		Address: 900 Third Street, Suite 200 Muskegon, MI 49440	
Phone: (231) 724-6702	Fax: (231) 724-6790	Phone: (231) 724-3172	Fax: (231) 728-7251
Email: cathy.brubakerclarke@postman.org		Email: egarner@muskegon.org	

MONTAGUE INDUSTRIAL PARK			
Year Open: 1978	Municipality: City of Montague	Income Tax: None	
Millage Rate Per \$1,000 Taxable Value: 59.4571		Incentives: Tax Abatements, Economic Development Job Training Grants, Industrial Revenue Bonds, Community Development Block Grants	
<i>Location and Access</i>			
Nearest Cross Streets: Cook, Wilcox, and Whitbeck			
Nearest Freeway: U.S. 31		Distance: 4 Miles	
Nearest Airport: Muskegon County International		Distance: 21 Miles	
Railroad Connection: No		Service: N/A	
Nearest Port: Muskegon Harbor		Distance: 17 Miles	
<i>Acreage and Jobs</i>			
Total Acres: 158			
Total Developed Acres: 158		Total Developed Occupied Acres: 127	
		Total Developed Unoccupied Acres: 31	
Total Undeveloped Acres: 0			
Pricing Per Acre: \$4,000 / Acre		Zoning: M-1, Light Industrial	
Tenants: Hayes Lemmerz, Shellcast, Perrigo, Primester Solar			
Number of Jobs: 450		Jobs/Occupied Developed Acre: 5.2	Jobs/Year: 20.5
<i>Utilities and Infrastructure</i>			
Gas: Yes		Provider: DTE Energy	
Electric: Yes		Provider: Consumer' Energy	
Sewer: Yes		Provider: City of Montague/Muskegon County Wastewater	
Water: Yes		Provider: City of Montague	
Telecommunications: Yes		Provider: Frontier Communications	
<i>Contact Information</i>			
Contact: Matt Miller, City of Montague		Contact: Edward Garner, Muskegon Area First	
Address: 8778 Ferry Street Montague, MI 49437		Address: 900 Third Street, Suite 200 Muskegon, MI 49440	
Phone: (231) 893-1155	Fax: (231) 893-3903	Phone: (231) 724-3172	Fax: (231) 728-7251
Email: cityofmontague@aol.com		Email: egarner@muskegon.org	

MUSKEGON BUSINESS PARK EAST

Year Open: 1999	Municipality: Egelston and Moorland Township	Income Tax: No
Millage Rate Per \$1,000 Taxable Value: Egelston – 49.0867 Moorland – 48.0349	Incentives: Tax Abatements, Economic Development Job Training Grants, Industrial Revenue Bonds, Community Development Block Grants	
Location and Access		
Nearest Cross Streets: Apple Avenue and Maple Island Road		
Nearest Freeway: U.S. 31 / I-96	Distance: 7 Miles / 8 Miles	
Nearest Airport: Muskegon County International Gerald R. Ford International	Distance: 17 Miles 39 Miles	
Railroad Connection: No	Service: N/A	
Nearest Port: Muskegon Harbor	Distance: 10 Miles	
Acreage and Jobs		
Total Acres: 2,200		
Total Developed Acres: 0	Total Developed Occupied Acres: 0	
	Total Developed Unoccupied Acres: 0	
Total Undeveloped Acres: 0		
Pricing Per Acre: Negotiable	Zoning: Currently Agricultural, but will be changed to General Industrial	
Tenants: None		
Number of Jobs: 0	Jobs/Occupied Developed Acres: 0	Jobs/Year: 0
Utilities and Infrastructure		
Gas: Yes	Provider: DTE Energy	
Electric: Yes	Provider: Consumers Energy	
Sewer: Yes	Provider: Muskegon County Wastewater	
Water: No	Provider: N/A	
Telecommunications: Yes	Provider: Frontier Communications	
Contact Information		
Contact: Edward Garner, Muskegon Area First	Address: 900 Third Street, Suite 200 Muskegon, MI 49440	
Phone: (231) 724-3172	Fax: (231) 728-7251	Email: egarner@muskegon.org

MUSKEGON BUSINESS PARK NORTH

Year Open:	Municipality: Dalton Township	Income Tax: No
Millage Rate Per \$1,000 Taxable Value: N/A Renaissance Zone through 2014	Incentives: Tax-Free Renaissance Zone. Most state and local taxes, including real and personal property taxes and the State's Single Business Tax, are abated through 2014, Muskegon 25 (free land for 25 jobs or more)	
Location and Access		
Nearest Cross Streets: Whitehall Road and Agard		
Nearest Freeway: U.S. 31	Distance: 3 miles	
Nearest Airport: Muskegon County International	Distance: 15 miles	
Railroad Connection: Yes	Service:	
Nearest Port: Muskegon Harbor	Distance: 9 miles	
Acreage and Jobs		
Total Acres: 210		
Total Developed Acres:	Total Developed Occupied Acres:	
	Total Developed Unoccupied Acres:	
Total Undeveloped Acres:		
Pricing Per Acre:	Zoning: Industrial	
Tenants:		
Number of Jobs:	Jobs/Occupied Developed Acres:	Jobs/Year:
Utilities and Infrastructure		
Gas: Yes	Provider: DTE Energy	
Electric: Yes	Provider: Consumers Energy	
Sewer: Yes	Provider: Muskegon County	
Water: Yes	Provider: Northside Water Authority	
Telecommunications: Yes	Provider: Frontier Communications	
Contact Information		
Contact: Edward Garner, Muskegon Area First	Address: 900 Third Street, Suite 200 Muskegon, MI 49440	
Phone: (231) 724-3172	Fax: (231) 728-7251	Email: egarner@muskegon.org

MUSKEGON COUNTY AIRPORT BUSINESS PARK

Year Open: 1995	Municipality: City of Norton Shores	Income Tax: No
Millage Rate Per \$1,000 Taxable Value: 53.6540	Incentives: Tax Abatements, Economic Development Job Training Grants, Industrial Revenue Bonds	
Location and Access		
Nearest Cross Streets: Grand Haven Road, and Ellis		
Nearest Freeway: U.S. 31	Distance: 1 Mile	
Nearest Airport: Muskegon County International	Distance: Located at Airport	
Railroad Connection: No	Service: N/A	
Nearest Port: Muskegon Harbor	Distance: 7 Miles	
Acreage and Jobs		
Total Acres: 76		
Total Developed Acres: 76	Total Developed Occupied Acres: 43	
	Total Developed Unoccupied Acres: 33	
Total Undeveloped Acres: 0		
Pricing Per Acre: \$30,000	Zoning: SUD Special Use District, Light Industrial/Office	
Tenants: Pratt & Whitney, Prein & Newhoff		
Number of Jobs: 465	Jobs/Occupied Developed Acres: 22	Jobs/Year: 116
Utilities and Infrastructure		
Gas: Yes	Provider: DTE Energy	
Electric: Yes	Provider: Consumers Energy	
Sewer: Yes	Provider: Muskegon County Wastewater	
Water: Yes	Provider: City of Norton Shores	
Telecommunications: Yes	Provider: Frontier Communications	
Contact Information		
Contact: Signature Associates	Contact: Edward Garner, Muskegon Area First	
Address: 1675 E. Mt. Garfield Road, Suite 175 Muskegon, MI 49444	Address: 900 Third Street, Suite 200 Muskegon, MI 49440	
Phone: (231) 799-9900	Fax:	Phone: (231) 72403172 Fax: (231) 728-7251
Email:		Email: egarner@muskegon.org

P. DON ALEY INDUSTRIAL PARK

Year Open:	Municipality: Muskegon Township	Income Tax: No
Millage Rate Per \$1,000 Taxable Value: 45.6500	Incentives: Tax Abatements, Economic Development Job Training Grants, Industrial Revenue Bonds, Community Development Block Grants	
Location and Access		
Nearest Cross Streets: Laketon Avenue and Mill Iron Road		
Nearest Freeway: U.S. 31	Distance: 3 miles	
Nearest Airport: Muskegon County International	Distance: 13 miles	
Railroad Connection:	Service:	
Nearest Port: Muskegon Harbor	Distance: 9 miles	
Acreage and Jobs		
Total Acres: 31		
Total Developed Acres:	Total Developed Occupied Acres:	
	Total Developed Unoccupied Acres:	
Total Undeveloped Acres:		
Pricing Per Acre: \$20,000	Zoning: Light Industrial	
Tenants: Scherdel Spring		
Number of Jobs:	Jobs/Occupied Developed Acres:	Jobs/Year:
Utilities and Infrastructure		
Gas: Yes	Provider: DTE Energy	
Electric: Yes	Provider: Consumers Energy	
Sewer: Yes	Provider: Muskegon Township	
Water: Yes	Provider: Muskegon Township	
Telecommunications: Yes	Provider: Frontier Communications	
Contact Information		
Contact: Edward Garner, Muskegon Area First	Address: 900 Third Street, Suite 200 Muskegon, MI 49440	
Phone: (231) 724-3172	Fax: (231) 728-7251	Email: egarner@muskegon.org

NORTON INDUSTRIAL CENTER

Year Open: 1976	Municipality: City of Norton Shores	Income Tax: No
Millage Rate Per \$1,000 Taxable Value: 52.58180	Incentives: Tax Abatements, Economic Development Job Training Grants, Industrial Revenue Bonds	
Location and Access		
Nearest Cross Streets: Grand Haven Road, and Pontaluna Road		
Nearest Freeway: U.S. 31	Distance: ½ Mile	
Nearest Airport: Muskegon County International	Distance: 1 Mile	
Railroad Connection: Yes	Service: CSX Transport	
Nearest Port: Muskegon Harbor	Distance: 7 Miles	
Acreage and Jobs		
Total Acres: 137		
Total Developed Acres: 137	Total Developed Occupied Acres: 120.5	
	Total Developed Unoccupied Acres: 16.5	
Total Undeveloped Acres: 0		
Pricing Per Acre: \$15,000	Zoning: General Industrial (GI)	
Tenants: Johnson Technology, Nowak Machine Projects, Dynamic Conveyor, Non-Ferrous Custom Alloys, Tholstrup Dairies, Flairwood Industries		
Number of Jobs: 600	Jobs/Occupied Developed Acres: 5	Jobs/Year: 26
Utilities and Infrastructure		
Gas: Yes	Provider: DTE Energy	
Electric: Yes	Provider: Consumers Energy	
Sewer: Yes	Provider: Muskegon County Wastewater	
Water: Yes	Provider: City of Norton Shores	
Telecommunications: Yes	Provider: Frontier Communications	
Contact Information		
Contact: Mark Meyers, City of Norton Shores	Contact: Edward Garner, Muskegon Area First	
Address: 4814 Henry Street Norton Shores, MI 49441	Address: 900 Third Street, Suite 200 Muskegon, MI 49440	
Phone: (231) 798-6800	Fax: (231) 798-1968	Phone: (231) 724-3172
		Fax: (231) 728-7251
Email: mmeyers@nortonshores.org		Email: egarner@muskegon.org

PORT CITY INDUSTRIAL CENTER

Year Open: 1971	Municipality: City of Muskegon	Income Tax: Yes, 1%
Millage Rate Per \$1,000 Taxable Value: 58.1254	Incentives: Tax Abatements, Economic Development Job Training Grants, Industrial Revenue Bonds, Abatements on all new Person Property Taxes, Neighborhood Enterprise Zone	
Location and Access		
Nearest Cross Streets: Laketon Avenue and U.S. 31		
Nearest Freeway: U.S. 31	Distance: ½ Mile	
Nearest Airport: Muskegon County International	Distance: 5 Miles	
Railroad Connection: Yes	Service: Michigan Shore Railroad	
Nearest Port: Muskegon Harbor	Distance: 5 Miles	
Acreage and Jobs		
Total Acres: 425		
Total Developed Acres: 425	Total Developed Occupied Acres: 305	
	Total Developed Unoccupied Acres: 120	
Total Undeveloped Acres: 0		
Pricing Per Acre: \$30,000	Zoning: I-2, General Industry	
Tenants: Johnson Technology, ADAC Plastics, Holland USE Corporate Headquarters, Bekaert Corporation		
Number of Jobs: 3,550	Jobs/Occupied Developed Acre: 11.6	Jobs/Year: 122.4
Utilities and Infrastructure		
Gas: Yes	Provider: DTE Energy	
Electric: Yes	Provider: Consumers Energy	
Sewer: Yes	Provider: Muskegon County Wastewater	
Water: Yes	Provider: City of Muskegon	
Telecommunications: Yes	Provider: Frontier Communications	
Contact Information		
Contact: Cathy Brubaker-Clarke, City of Muskegon	Contact: Edward Garner, Muskegon Area First	
Address: 933 Terrace St., P.O. Box 536 Muskegon, MI 49443	Address: 900 Third Street, Suite 200 Muskegon, MI 49440	
Phone: (231) 724-6702	Fax: (231) 724-6790	Phone: (231) 724-3172
		Fax: (231) 728-7251
Email: cathy.brubakerclarke@postman.org		Email: egarner@muskegon.org

PORTER PROPERTIES			
Year Open: 2003	Municipality: City of Norton Shores	Income Tax: No	
Millage Rate Per \$1,000 Taxable Value: 53.65640		Incentives: Tax Abatements, Economic Development Job Training Grants, Industrial Revenue Bonds	
<i>Location and Access</i>			
Nearest Cross Streets: Sternberg and Grand Haven Road			
Nearest Freeway: U.S. 31 and I-96		Distance:	
Nearest Airport: Muskegon County International		Distance:	
Railroad Connection:		Service:	
Nearest Port: Muskegon Harbor		Distance:	
<i>Acreage and Jobs</i>			
Total Acres: 38			
Total Developed Acres: 38		Total Developed Occupied Acres: 29	
		Total Developed Unoccupied Acres: 9	
Total Undeveloped Acres:			
Pricing Per Acre: \$35,000/acre		Zoning: PUD, Light industrial/office	
Tenants: Port City Die Cast, Consumers Energy			
Number of Jobs: 100	Jobs/Occupied Developed Acres: 25	Jobs/Year: 100	
<i>Utilities and Infrastructure</i>			
Gas: Yes		Provider: DTE Energy	
Electric: Yes		Provider: Consumers Energy	
Sewer: Yes		Provider: Muskegon County Wastewater	
Water: Yes		Provider: City of Norton Shores	
Telecommunications: Yes		Provider: Frontier Communications	
<i>Contact Information</i>			
Contact: Mark Meyers, City of Norton Shores		Contact: Edward Garner, Muskegon Area First	
Address: 4814 Henry Street Norton Shores, MI 49441		Address: 900 Third Street, Suite 200	
Phone: (231) 798-6800	Fax: (231) 798-1968	Phone: (231) 724-3172	Fax: (231) 728-7251
Email: mmeyers@nortonshores.org		Email: egarner@muskegon.org	

SEAWAY INDUSTRIAL PARK

Year Open: 2000	Municipality: City of Muskegon	Income Tax: Yes, 1%
Millage Rate Per \$1,000 Taxable Value: 56.8754	Incentives: 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, Muskegon 25 (free land for 25 jobs or more)	
Location and Access		
Nearest Cross Streets: Seaway Drive and Hackley Avenue		
Nearest Freeway: U.S. 31	Distance: Adjacent	
Nearest Airport: Muskegon County International	Distance: 5 Miles	
Railroad Connection: Yes	Service: Michigan Shore Railroad	
Nearest Port: Muskegon Harbor	Distance: 1 Miles	
Acreage and Jobs		
Total Acres: 55		
Total Developed Acres: 55	Total Developed Occupied Acres: 15	
	Total Developed Unoccupied Acres: 40	
Total Undeveloped Acres: 0		
Pricing Per Acre: \$15,000/acre	Zoning: I-1, Light Industrial	
Tenants:		
Number of Jobs: 85	Jobs/Occupied Developed Acre: 5.7	Jobs/Year: 85
Utilities and Infrastructure		
Gas: Yes	Provider: DTE Energy	
Electric: Yes	Provider: Consumers Energy	
Sewer: Yes	Provider: Muskegon County Wastewater	
Water: Yes	Provider: City of Muskegon	
Telecommunications: Yes	Provider: Frontier Communications	
Contact Information		
Contact: Cathy Brubaker-Clarke, City of Muskegon	Contact: Edward Garner, Muskegon Area First	
Address: 933 Terrace St., P.O. Box 536 Muskegon, MI 49443	Address: 900 Third Street, Suite 200 Muskegon, MI 49440	
Phone: (231) 724-6702	Fax: (231) 724-6790	Phone: (231) 724-3172
Email: cathy.brubakerclarke@postman.org		Fax: (231) 728-7251
Email: egarner@muskegon.org		

WHITEHALL INDUSTRIAL PARK			
Year Open: 1971	Municipality: City of Whitehall	Income Tax: No	
Millage Rate Per \$1,000 Taxable Value: 59.3599	Incentives: Tax Abatements, Economic Development Job Training Grants, Industrial Revenue Bonds, Community Development Block Grants		
<i>Location and Access</i>			
Nearest Cross Streets: White Lake Drive and Warner			
Nearest Freeway: U.S. 31	Distance: 2 Miles		
Nearest Airport: Muskegon County International	Distance: 20 Miles		
Railroad Connection: No	Service: N/A		
Nearest Port: Muskegon Harbor	Distance: 16 Miles		
<i>Acreage and Jobs</i>			
Total Acres: 345			
Total Developed Acres: 345		Total Developed Occupied Acres: 280	
		Total Developed Unoccupied Acres: 65	
Total Undeveloped Acres: 0			
Pricing Per Acre: \$1/acre		Zoning: M-1, Light Industrial	
Tenants: Howmet, Whitehall Products, HiLite			
Number of Jobs: 1,556	Jobs/Occupied Developed Acre: 5.56	Jobs/Year:	
<i>Utilities and Infrastructure</i>			
Gas: Yes	Provider: DTE Energy		
Electric: Yes	Provider: Consumers Energy		
Sewer: Yes	Provider: City of Whitehall		
Water: Yes	Provider: City of Whitehall		
Telecommunications: No	Provider: Frontier Communications		
<i>Contact Information</i>			
Contact: Scott Huebler, City of Whitehall		Contact: Edward Garner, Muskegon Area First	
Address: 405 East Colby Street Whitehall, MI 49461		Address: 900 Third Street, Suite 200 Muskegon, MI 49440	
Phone: (231) 894-4048	Fax: (231) 893-4708	Phone: (231) 724-3172	Fax: (231) 728-7251
Email: huebler@cityofwhitehall.org		Email: egarner@muskegon.org	

WHITEHALL TOWNSHIP BUSINESS PARK

Year Open: 1960	Municipality: Whitehall Township	Income Tax: No
Millage Rate Per \$1,000 Taxable Value: 46.0375	Incentives: Tax Abatements, Economic Development Job Training Grants, Industrial Revenue Bonds, Community Development Block Grants	
Location and Access		
Nearest Cross Streets: Whitehall Road and Silver Creek Road		
Nearest Freeway: U.S. 31	Distance: 1 Miles	
Nearest Airport: Muskegon County International	Distance:	
Railroad Connection:	Service:	
Nearest Port: Muskegon Harbor	Distance:	
Acreage and Jobs		
Total Acres: 40		
Total Developed Acres: 40	Total Developed Occupied Acres: 26.5	
	Total Developed Unoccupied Acres: 13.5	
Total Undeveloped Acres: 0		
Pricing Per Acre: Negotiable	Zoning: Light Industrial	
Tenants: Erdman Machine, Viking Tool,		
Number of Jobs: 60	Jobs/Occupied Developed Acre: 2.26	Jobs/Year: 1.43
Utilities and Infrastructure		
Gas: Yes	Provider: DTE Energy	
Electric: Yes	Provider: Consumers Energy	
Sewer: Yes	Provider: Whitehall Township	
Water: Yes	Provider: City of Whitehall	
Telecommunications: No	Provider: Frontier Communications	
Contact Information		
Contact: Dennis Babcock, Whitehall Township	Contact: Edward Garner, Muskegon Area First	
Address: 7644 Durham Road Whitehall, MI 49461	Address: 900 Third Street, Suite 200 Muskegon, MI 49440	
Phone: (231) 893-2095	Fax: (231) 894-6660	Phone: (231) 724-3172
Email: dennislb2@msn.com	Fax: (231) 728-7251	
Email: egarner@muskegon.org		

FREMONT INDUSTRIAL PARK			
Year Open: 1977	Municipality: City of Fremont	Income Tax: No	
Millage Rate Per \$1,000 Taxable Value: 61.1498	Incentives: Tax Abatements		
<i>Location and Access</i>			
Nearest Cross Streets: M-82 and Industrial Drive			
Nearest Freeway: U.S. 31 and U.S. 131	Distance: 25 Miles		
Nearest Airport: Fremont	Distance: 1.5 Miles		
Railroad Connection: Yes	Service: CSX		
Nearest Port: Muskegon Harbor	Distance: 25 Miles		
<i>Acreage and Jobs</i>			
Total Acres: 149			
Total Developed Acres: 149	Total Developed Occupied Acres: 48.06		
	Total Developed Unoccupied Acres: 69.49		
Total Undeveloped Acres: 0			
Pricing Per Acre: \$12,500	Zoning: Light Industrial		
Tenants: 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.			
Number of Jobs: 731	Jobs/Occupied Developed Acre: 15.2	Jobs/Year: 20	
<i>Utilities and Infrastructure</i>			
Gas: Yes	Provider: DTE Energy		
Electric: Yes	Provider: Consumers Energy		
Sewer: Yes	Provider: City of Fremont		
Water: Yes	Provider: City of Fremont		
Telecommunications: No	Provider: SBC		
<i>Contact Information</i>			
Contact: Bryan Gruesbeck, City of Fremont		Contact: Andy Lofgren, NCEDO, Inc.	
Address: 101 E. Main Street Fremont, MI 49412		Address: 4747 West 48 th Street, Suite 108 Fremont, MI 49412	
Phone: (231) 924-2101	Fax: (231) 924-2888	Phone: (231) 924-8890	Fax: (231) 924-9250
Email: cyonker@cityoffremont.net		Email: alofgren@ncisd.net	

NEWAYGO TIMBER TRAILS INDUSTRIAL PARK

Year Open: 1976	Municipality: City of Newaygo	Income Tax: No
Millage Rate Per \$1,000 Taxable Value: 63.8	Incentives: Tax Abatements	
Location and Access		
Nearest Cross Streets: M-82 and M-37		
Nearest Freeway: U.S. 131	Distance: 15 Miles	
Nearest Airport: Fremont	Distance: 12 Miles	
Railroad Connection: No	Service: N/A	
Nearest Port: Muskegon Harbor	Distance: 50 Miles	
Acreage and Jobs		
Total Acres: 92		
Total Developed Acres: 92	Total Developed Occupied Acres: 52	
	Total Developed Unoccupied Acres: 40	
Total Undeveloped Acres: 0		
Pricing Per Acre: Negotiable	Zoning: Industrial	
Tenants: Magna Mirrors, GM Wood, Graphicus, Armstrong Displays, Newaygo Business Ctr. Karr Unlmted, E-Systems		
Number of Jobs: 830	Jobs/Occupied Developed Acres: 15.9	Jobs/Year: 23.7
Utilities and Infrastructure		
Gas: Yes	Provider: DTE Energy	
Electric: Yes	Provider: Consumers Energy, Great Lakes Energy	
Sewer: Yes	Provider: City of Newaygo	
Water: Yes	Provider: City of Newaygo	
Telecommunications: N/A	Provider: AT&T, NCATS, Charter Communications	
Contact Information		
Contact: Jon Schneider, City of Newaygo	Contact: Andy Lofgren, NCEDO, Inc.	
Address: 29 State Road, P.O. Box 308 Newaygo, MI 49337	Address: 4747 West 48 th Street, Suite 108 Fremont, MI 49412	
Phone: (231) 652-1657	Fax: (231) 652-1650	Phone: (231) 924-8890
		Fax: (231) 924-9250
Email: jons@newaygocity.org	Email: alofgren@ncisd.net	

WHITE CLOUD INDUSTRIAL PARK

Year Open: 2001	Municipality: City of White Cloud	Income Tax: No
Millage Rate Per \$1,000 Taxable Value: 18.261	Incentives: None	
Location and Access		
Nearest Cross Streets: Charles (M-37) and Airway		
Nearest Freeway: U.S. 131/U.S. 31	Distance: 15 Miles/30 Miles	
Nearest Airport: Muskegon County International Gerald R. Ford International White Cloud	Distance: 50 Miles 40 Miles Less than 1 Mile	
Railroad Connection: Yes	Service: C&O	
Nearest Port: Muskegon Harbor	Distance: 50 Miles	
Acreage and Jobs		
Total Acres: 44.38		
Total Developed Acres: 44.38	Total Developed Occupied Acres: 0	
	Total Developed Unoccupied Acres: 44.38	
Total Undeveloped Acres: 0		
Pricing Per Acre: \$10,000	Zoning: Industrial	
Tenants:		
Number of Jobs:	Jobs/Occupied Developed Acres:	Jobs/Year:
Utilities and Infrastructure		
Gas: Yes	Provider: DTE Energy	
Electric: Yes	Provider: Great Lakes Energy	
Sewer: Yes	Provider: Sherman Utility	
Water: Yes	Provider: City of White Cloud	
Telecommunications: N/A	Provider: N/A	
Contact Information		
Contact: Karen Doyle, City of White Cloud	Contact: Andy Lofgren, NCEDO, Inc.	
Address: 12 North Charles, P.O. Box 607 White Cloud, MI 49349	Address: 4747 West 48 th Street, Suite 108 Fremont, MI 49412	
Phone: (231) 689-1194	Fax: (231) 689-2001	Phone: (231) 924-8890
		Fax: (231) 924-9250
Email: kdoyle@ncats.net		Email: alofgren@ncisd.net

HART INDUSTRIAL PARK

Year Open: 1990	Municipality: City of Hart	Income Tax: No
Millage Rate Per \$1,000 Taxable Value: 55	Incentives: None	
Location and Access		
Nearest Cross Streets: Oceana Drive and Polk Road		
Nearest Freeway: U.S. 31	Distance: 1 Mile	
Nearest Airport: Muskegon County International	Distance: 40 Miles	
Railroad Connection: None	Service: N/A	
Nearest Port: Muskegon Harbor	Distance: 40 Miles	
Acreage and Jobs		
Total Acres: 40		
Total Developed Acres: 20	Total Developed Occupied Acres: 15	
	Total Developed Unoccupied Acres: 5	
Total Undeveloped Acres: 20		
Pricing Per Acre: \$5,000	Zoning: Industrial	
Tenants: GHSP, The Starting Block, Silver Lake Management		
Number of Jobs: 220	Jobs/Occupied Developed Acres: 7.8	Jobs/Year: 13
Utilities and Infrastructure		
Gas: Yes	Provider: DTE Energy	
Electric: Yes	Provider: Hart Hydro Electric	
Sewer: Yes	Provider: City of Hart	
Water: Yes	Provider: City of Hart	
Telecommunications: Yes	Provider: Frontier, Charter Communications	
Contact Information		
Contact: Anne Hardy, Oceana County EDC	Address: 314 State Street P.O. Box 168 Hart, MI 49420	
Phone: (231) 873-7141	Fax: (231) 873-5056	Email: edcoceana2@chartermi.net

SHELBY INDUSTRIAL PARK

Year Open: 1977	Municipality: Village of Shelby	Income Tax: No
Millage Rate Per \$1,000 Taxable Value: 18	Incentives: PA 198 Tax Abatements	
Location and Access		
Nearest Cross Streets: 72 nd Street and 6 th Street		
Nearest Freeway: U.S. 31	Distance: 3 Mile	
Nearest Airport: Muskegon County International	Distance: 36 Miles	
Railroad Connection: None	Service: N/A	
Nearest Port: Muskegon Harbor	Distance: 36 Miles	
Acreage and Jobs		
Total Acres: 45		
Total Developed Acres: 35	Total Developed Occupied Acres: 32	
	Total Developed Unoccupied Acres: 3	
Total Undeveloped Acres: 10		
Pricing Per Acre:	Zoning: Industrial	
Tenants: 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		
Number of Jobs: 137	Jobs/Occupied Developed Acres: 4.3	Jobs/Year: 6.2
Utilities and Infrastructure		
Gas: Yes	Provider: DTE Energy	
Electric: Yes	Provider: Consumers Energy	
Sewer: Yes	Provider: Shelby Department of Public Works	
Water: Yes	Provider: Shelby Department of Public Works	
Telecommunications: Yes	Provider: Frontier, Charter Communications	
Contact Information		
Contact: Anne Hardy, Oceana County EDC	Address: 314 State Street P.O. Box 168 Hart, MI 49420	
Phone: (231) 873-7141	Fax: (231) 873-5056	Email: edcoceana2@chartermi.net

Appendix B

Regional Community Infrastructure Investment Projects

Community Development Needs

The WMSRDC 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 WMSRDC works with these agencies to implement projects. Most often, federal/state grantor agencies give additional considerations to projects that are included 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 Museum: Develop a Lake County Historical Museum in the former Tourism Center located in downtown Baldwin. The museum, which will also house the Chamber of Commerce and MSU Extension, would capitalize on Lake County as the first place in the nation where brown trout were introduced, a rich logging tradition, and a tourist destination. The project is projected to cost \$1.7 million.

Idlewild Community Development Project: Capacity building for planning and promoting economic development in the Idlewild and Lake County region including cultural tourism as well as agricultural and green planning projects.

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

City of Ludington Convention Hall: 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.

City of Ludington Wastewater Treatment Plant Upgrades: This project will provide upgrades to the treatment process at the City of Ludington’s wastewater treatment plant in order to meet anticipated stricter discharge limits imposed by the Michigan Department of Environmental Quality. The upgrades are estimated to cost approximately \$18 million.

Muskegon County Convention Center: Muskegon County is interested in pursuing opportunities to construct a convention center in the downtown Muskegon area.

316 Morris Avenue - Suite 340 - Muskegon, MI 49440-1140

Telephone: 231-722-7878 - Fax: 231-722-9362

www.wmsrdc.org