

# Appendix to the CEDS 2018-2022



## Appendix to the 2018 CEDS

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## Data Resources & Links

ALICE Study of Financial Hardship (Michigan, 2017 Update) <https://www.uwmich.org/alice/>

American Community Survey (2011-2015) <https://www.census.gov/programs-surveys/acs>

Economic Development Tools <https://www.eda.gov/tools/>

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

Lake County Economic Development Alliance

Mason County Growth Alliance <http://www.ludington.org/economic-developement/>

Muskegon County Business Intelligence Report <http://www.muskegonareafirst.org/>

Newaygo County Economic Development Office <https://www.rightplace.org/for-local-business/newaygo-county>

Oceana County Economic Development Corporation <http://oceana.mi.us/government/departments/economic-development/>

Principles of Smart Growth <https://smartgrowthamerica.org/our-vision/what-is-smart-growth/>

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

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

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

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

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

WMSRDC Economic and Demographic Projections (2014) <http://wmsrdc.org/publications/>

2012 Census of Agriculture <https://www.agcensus.usda.gov/Publications/2012/>

# Governing Body Adoption – Meeting Minutes

(Attachment IV-A)



**REGIONAL BOARD MEETING**  
November 20, 2017 - Muskegon County  
- DRAFT -

- I. **CALL TO ORDER**  
The meeting was called to order at 10:02 AM by Chairperson James Rynberg.
- II. **ROLL CALL QUORUM:** Yes  
  
Commissioners Present:  
**Lake County** - Howard Lodholtz  
**Mason County** - Charles Lange, Wally Taranko  
**Muskegon County** - Kay Beecham, Bonnie McGlothlin, Byron Turnquist, Rillastine Wilkins  
**Newaygo County** - James Maike, James Rynberg  
**Oceana County** - Dean Gustafson  
**WMSRDC Appointees** – Chris McGuigan, Ron Steiner  
  
 Commissioners Absent:  
**Mason County** - Michael Krauch  
**Muskegon County** - Ben Cross, Susie Hughes, David Kieft  
**Newaygo County** - Chris Ortwein  
**Oceana County** - James Brown  
**WMSRDC Appointees** – Joe Lenius  
**Muskegon Community College** - Dale Nesbary  
**West Shore Community College** - Crystal Young  
  
 Staff/Guests Present:  
 Erin Kuhn, Christia Seals, Syndi Copeland, Stephen Carlson and Dave Bee
- III. **APPROVAL OF AGENDA**  
Motion was made by Commissioner Wilkins and supported by Commissioner Maike to approve the agenda for the November 20, 2017 Commission meeting. Motion carried.
- IV. **APPROVAL OF MINUTES**  
Motion was made by Commissioner Taranko and supported by Commissioner McGuigan to approve the September 18, 2017 Commission meeting minutes. Motion carried.  
  
Motion was made by Commissioner McGlothlin and supported by Commissioner Lodholtz to approve the October 16, 2017 Executive Officers' minutes. Motion carried.
- V. **PUBLIC COMMENTS** – There were no comments.
- VI. **HOST (Newaygo County)** – Commissioner Rynberg welcomed all to the City of Fremont and the City Hall. Commissioner Rynberg gave a history of City Hall in Fremont and talked briefly about the Public Art program in Fremont.
- VII. **CHAIRPERSON'S REPORT**  
Executive Director's FY 2018 Goals - Information

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**DIRECTOR'S REPORT**

– West Michigan Pike Corridor Management Plan is well under way. Joel Fitzpatrick project and is working quickly through the plan development. There is positive the Michigan Beach Towns group. We received a second year of funding from amount of \$10,000 to go toward this project.

– Work on three of the four new grants is underway. The fourth starts in January

– Security – The FY17 grant agreement has come in at \$1.3M which is slightly less than the pilot and 52 communities in Region 4 who have expressed interest in the County allocations in the agreement will be presented at the upcoming Region 6 Security Planning Board meeting.

– The State Port Advisory Committee met in Sault Ste. Marie and toured the Soo Chamber. The next meeting is December 13, 2017 at the Port of Monroe.

– Michigan Prosperity Alliance is seeking \$250,000 for another year of funding under this

– The 21<sup>st</sup> Century Infrastructure Commission is in the data collecting phase throughout Region 10. We have 71 communities in Region 4 who have expressed interest in the pilot and 52 communities in Region 10. This is a much larger participation rate than the pilot. Erin took a moment to show a video that the consultant, KPMG, put together to program in simplistic form. She encouraged all to share this with their communities who may have questions. The deadline for communities to submit their data is November 17, 2017. WMSRDC has until the end of December to submit this to the State. The final report will be completed for the Governor by April 2018.

**IX. FEDERAL PROJECT REVIEW SYSTEM - INFORMATION**

There were three (3) FPRS applications processed, 2017-12 thru 2017-13 and 2018-01

**X. REGIONAL PLANNING COMMISSION COLLABORATIVE EFFORT**

Dave Bee – CEDS has been updated and approved by the CEDS committee and board. Four communities applied for EDA grants; only one will receive a grant. Rural Task Force support continues – this covers six of seven counties. Transportation Asset Management – all roads have been collected. Two master plans are being updated currently – the City of Big Rapids and a small, rural town in Montcalm County. One Byway Study has been completed.

**XI. FINANCIAL STATEMENTS** – Christia Seals, Finance Manager, stated that the statements in the packet are preliminary and will not be final until completion of the audit. We will vote on the finalized financials at our January 22, 2018 meeting.

**XII. STAFF PRESENTATION** – Stephen Carlson, CEDS Update  
Stephen presented the newly updated CEDS for 2018-2022. **Motion was made by Commissioner Lodholtz and supported by Commissioner Maike to accept the CEDS Update.** Motion carried.

**XIV. NEW BUSINESS** - There were no items of new business.

**XV. ROUND TABLE**

Byron Turnquist mentioned the Lakeshore Chamber gave an "Agent of Change" award to Dale Nesbary for the top rated community college in the state. Ron Steiner shared that Muskegon Community College is providing a Food Science Certificate for food processing. Dale and Ron will begin a satellite program at the Incubator by next fall. Another "Agent of Change" award was given to the Muskegon City Clerk, Anne, for the chalets in downtown Muskegon.

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Muskegon Chronicle mentioned all of the investing in downtown Muskegon. James Maike stated that the City of Fremont voted to re-elect Mayor James Rynberg.

**XVI. PUBLIC COMMENT-WMSRDC PROGRAMS** - There were no public comments.

**XVII. ADJOURNMENT**

Motion was made by Commissioner Gustafson and supported by Commissioner Rynberg to adjourn at 11:07 AM. Motion carried.

**NEXT MEETING:** January 22, 2017 – Muskegon

James Rynberg, Chairperson

Date

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## Public Review Period

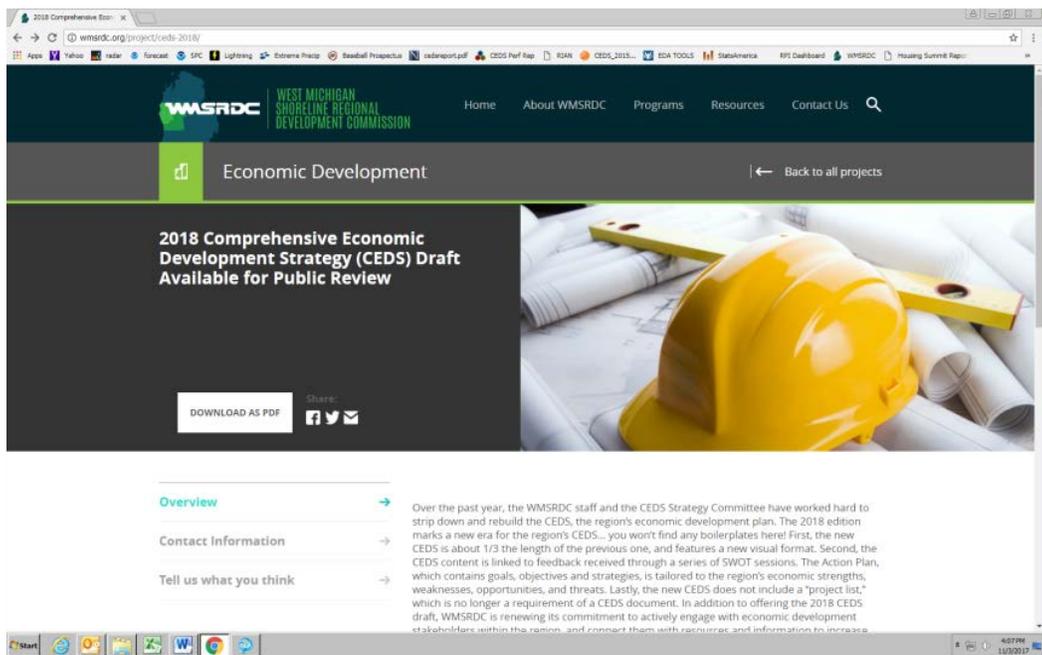
The public review period for the WMSRDC EDD CEDS 2018-2022 spanned 37 days from October 11, 2017 through November 16, 2017. No written comments were received during the review period. All verbal comments received regarding the draft CEDS were positive.

The review period was featured on the front page of the October/November edition of the WMSRDC newsletter, which is mailed to over 400 individuals within the EDD area and beyond. A link to the draft CEDS was posted on the main page of the WMSRDC website <http://wmsrdc.org/> during the period. EDD staff also posted a notice of the review period on the organization's Facebook page.

The CEDS Strategy Committee members were encouraged to invite their associates and stakeholders (which includes a wide range of individuals representing public and private sector interests) to review the draft CEDS. In addition, invitations to review the CEDS were specifically directed to personnel from Consumers Energy, Michigan Economic Development Corporation, USDA Rural Development, and Michigan Works!. Notice of the draft availability and review period were sent to all local units of government and elected officials within the district.



Lastly, EDD staff gave presentations to the Oceana County Economic Development Corporation (October 10, 2017), the Lake County Economic Development Alliance (October 16), and the Muskegon Area First Economic Development Breakfast (November 3) to discuss the CEDS and invite reactions and suggestions to the draft.



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

### **Committee Purpose**

The Strategy Committee is the entity identified by the West Michigan Shoreline Regional Development Commission (WMSRDC) as responsible for developing, revising, or replacing the Comprehensive Economic Development Strategy (CEDS).

### **Membership**

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

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

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

### **Responsibilities**

*Quarterly Meetings* – WMSRDC staff will convene the Strategy Committee quarterly. The meeting location will rotate clockwise around the counties of the region. Meeting attendance is not mandatory; however, it is requested that each member attends at least one Strategy Committee meeting per calendar year.

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

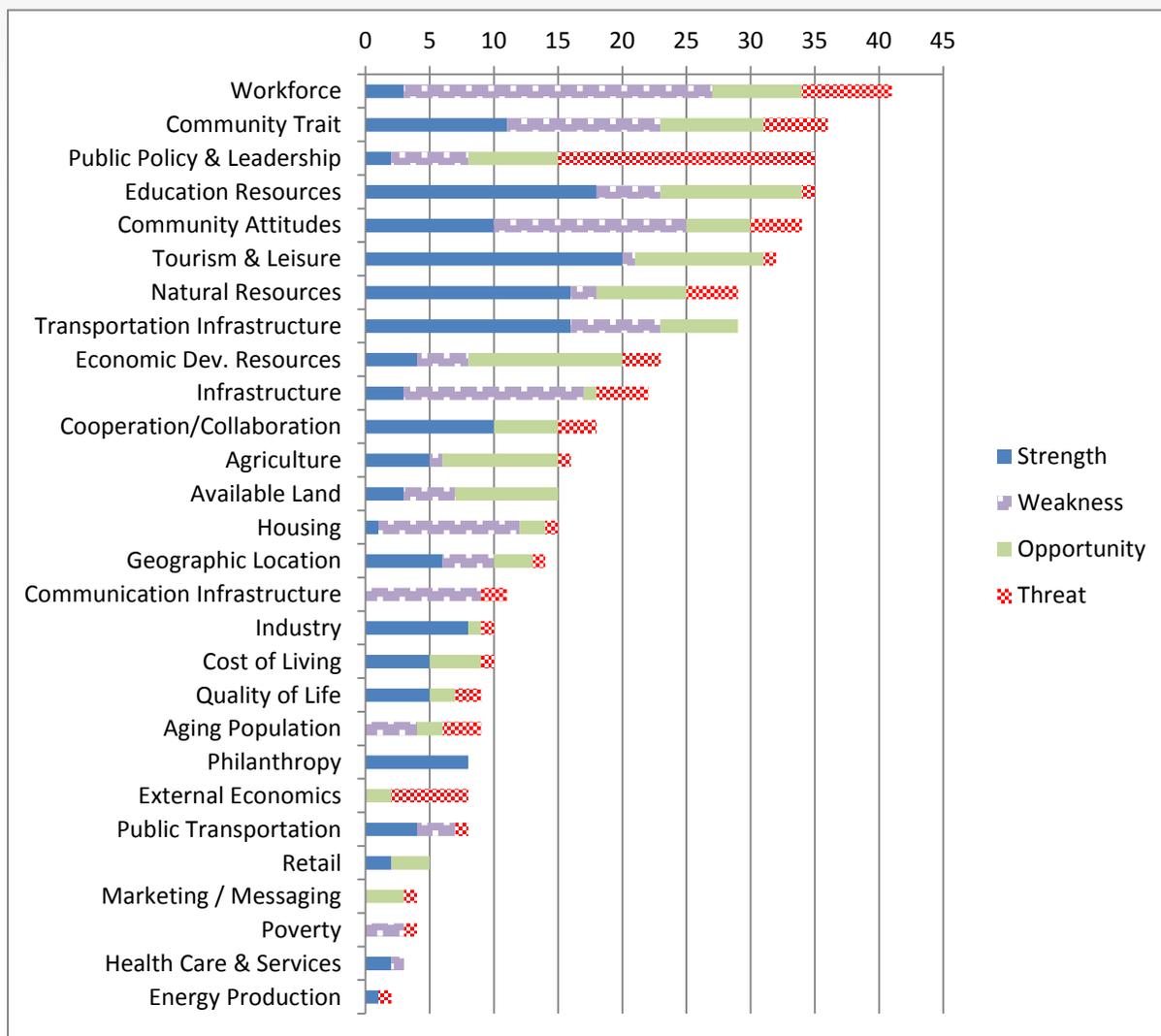
*Project Vetting* – Strategy Committee members are encouraged to propose and discuss potential economic development projects that are in-line with the district CEDS document. The Strategy Committee will assist WMSRDC staff in screening and evaluating projects using criteria such as: overall feasibility,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

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

## Regional CEDS SWOT Analysis Report

A wide spectrum of social and economic realities exist within the WMSRDC Economic Development District, yet there are many ties that bind the region. A constant challenge of the Comprehensive Economic Development Strategy (CEDS) is to identify common regional characteristics that help guide the CEDS planning process and ensure its relevance. To that end, a strengths, weaknesses, opportunities, and threats (SWOT) analysis of the regional economy was conducted in the fall of 2016. To maximize the effectiveness and participation in this exercise, a series of six focus groups were facilitated throughout the district. An interactive SWOT form was also made available online to allow other stakeholders and interested citizens to provide their perspectives. The regional SWOT analysis effort yielded 485 comments, which were subsequently analyzed and are described in this report.

### Distribution of Comments



## SWOT Analysis Summary

Comments solicited through the SWOT analysis were categorized and sorted to identify the perceived regional strengths, weaknesses, opportunities, and threats. Fourteen regional themes and twenty-eight sub-themes emerged from the data analysis. Common regional themes (those that were identified in three or more of the five district counties) are summarized in the table below.

<b>STRENGTHS</b>		
Agriculture	Education Resources	Tourism & Leisure
Community Characteristics	Industry	Transportation Infrastructure
Community Mindset	Natural Resources	Quality of Life
<b>WEAKNESSES</b>		
Available Land	Education Resources	Transportation Infrastructure
Community Characteristics	Infrastructure	Workforce
Community Mindset	Quality of Life	
<b>OPPORTUNITIES</b>		
Agriculture	Economic Development Resources	Quality of Life
Available Land	Education Resources	Tourism & Leisure
Community Characteristics	Natural Resources	Workforce
<b>THREATS</b>		
	Community Characteristics	Infrastructure
	External Economics	Workforce

## SWOT Analysis Regional Themes

### Agriculture S O

Agriculture in the district is viewed as a strength in terms of crop production, food processing, and the overall agricultural community. Opportunities to build upon those strengths include development of the agriculture cluster, food processing, and niche agriculture.

### Available Land W O

Components of this theme include undeveloped land, industrial park land, and obsolete industrial properties. Opportunities include the amount of undeveloped land (room to grow), potential industrial park expansions, and reuse of old industrial properties. Noted weaknesses include old/obsolete industrial properties, lack of industrial park capacity, and the cost of construction and land.

### Community Characteristics S W O T

Sub-Themes: Community Traits, Geographic Location, Public Policy & Leadership

Community Characteristics encompasses various traits that help describe the character of the district. Geographic location was frequently cited as a strength and opportunity of the district, as it strikes a desirable balance between access to natural resources, the presence of regional services, and access to

metropolitan areas. Economic and land use diversity are also valued as strengths, while traditional downtowns present unique opportunities. Lake Michigan presents opportunities for shipping and recreation, but is also seen as a weakness for being a barrier to transportation and development. In rural areas of the district, agricultural/bedroom community characteristics are valued for the small town feel; however, the inherent inability of those areas to attract critical mass is noted as a weakness. Lastly, region-wide threats include weather, climate change, exploitation/degradation of natural resources, and issues of governance and government policy (local/state/federal funding, red tape, regulations).

### **Community Mindset**

Sub-Themes: Community Attitudes, Cooperation/Collaboration, Philanthropy

This theme focuses on human elements of the district. There exists a strong collective frame of mind that sees strength in the community's quality of life, "blue collar" work ethic, rich history, and philanthropy. Municipal cooperation and collaboration is also widely viewed as a strength within the district. Conversely, weaknesses include resistance to change, negative perceptions of skilled trades, and reliance on government social assistance.

### **Economic Development Resources**

Sub Themes: Marketing / Messaging

Economic development resources (organizations, institutions, programs) provide opportunities such as support for small businesses and entrepreneurialism. Other opportunities include marketing and media messaging, business attraction and expansion, and fostering relationships with regional agencies such as WMSRDC and The Right Place.

### **Education Resources**

Community colleges, K-12 education, and promise zones are considered strengths in the district. Access to higher education and training are weaknesses, especially in rural areas. Opportunities exist to partner with local and regional higher education institutions to fill the skills gap.

### **External Economics**

A number of external economic forces are noted as threats, such as global volatility, strength of currency, and competition from other areas. These generally lie beyond the purview of the district.

### **Industry**

Sub-Themes: Energy Production

Industry is viewed as a strength of the district, especially as it relates to diversity of the manufacturing base, high tech and aerospace manufacturing, advanced metals, and chemicals.

### **Infrastructure**

Sub-Themes: Municipal Infrastructure, Utilities, Communications Infrastructure

With only a few exceptions, Infrastructure is consistently considered a weakness across the district. In rural areas, communications infrastructure and utilities are in short supply and are needed to meet economic goals and demands. Aging or failing infrastructure is cited as a threat to the district as well.

## Natural Resources

Natural resources are revered as a strength throughout the district, including environmental cleanup efforts, Lake Michigan and its shoreline, and public-owned forests. Natural resources form the foundation for much of the Tourism & Leisure sector, and positively contributes to the district's quality of life. Natural resource opportunities include utilization of green infrastructure, blue economy potential, and development that leverages natural beauty. Perceived threats include legacy environmental contamination, invasive species, and attacks on water supply and/or natural resources.

## Quality of Life

Sub-Themes: Cost of Living, Health Care & Services, Housing, Poverty

Quality of life is generally considered a strength, highlighted by access to natural resources and regional hospitals, as well as an affordable cost of living. However, housing (lacking quantity and quality of all housing types) and poverty are commonly cited as weaknesses throughout the district. The strengths of this theme present opportunities to attract and retain needed workforce talent, so long as affordable and appropriate housing is available.

## Tourism & Leisure

Tourism & Leisure is closely related, and often dependent upon, the district's natural resources. It includes a spectrum of outdoor recreation activities as well as arts, culture, agri-tourism, and retail. Throughout the district, Tourism & Leisure is considered to be a major strength and a point of pride. One inherent weakness is the seasonal nature of recreation based upon outdoor activities. Many opportunities were identified to leverage and build upon this aspect of the economy, including the development/promotion of winter and "shoulder seasons" recreation opportunities.

## Transportation Infrastructure

Sub-Theme: Public Transportation

Transportation infrastructure is generally considered a strength of the district. This includes highways, railroads, deep water ports, airports, and in certain areas, public transportation. Weaknesses are closely tied to rural areas that are solely dependent on trucks/roadways for commercial purposes. Also for many rural areas, intra- and extra- county transportation for residents is cited as a weakness.

## Workforce

Sub-Theme: Aging Population

Across the district, there is a nearly unanimous perception that the workforce is a weakness, especially in areas such as skills/training, educational attainment, talent retention, youth migration, and workforce motivation and age. Depending on individual perspectives, how to address those weaknesses can be viewed as both opportunity and threat. On one hand, addressing those weaknesses presents opportunities for success; on the other, failure to address weaknesses is a critical threat. Other opportunities noted include utilizing retirees as an asset/resource, leveraging quality of life to attract talent, and leveraging partnerships with educational institutions to create "stackable credentials" to bolster the workforce and fill skills gaps.

Regional Theme	Sub-Theme	Strengths	Weaknesses	Opportunities	Threats
Agriculture	Agriculture	Agri-business agriculture/food processing hub Agricultural base	Excessive agriculture ruins natural resources	agriculture hub farm to table movement attract large food companies Food processing agribusiness niche agriculture wood barrel production, wood products, charcoal	loss of farmland
		available space for industry Plenty of building sites Developable property	old industrial space industrial parks lack capacity cost of construction & land for development available land	room to grow (land availability) waterfront property availability reuse of industrial land Hart industrial park expansion buildable industrial space Affordable land	
Community Characteristics	Community Traits	diversity - community small town feel ability to attract critical mass urban and rural characteristics diverse land uses job growth land values economic diversity diverse business Agricultural community	unionized commuters (bedroom community) wages / personal income weather + rural rural / lack access to transportation corridors Rural population poor soil (lake county) blight/vacant properties population numbers no critical mass	diversity grow traditional downtowns educational institutions reviving downtown Muskegon Muskegon Heights downtown redevelopment development in core communities strong community center degraded properties (with infrastructure)	declining school enrollment lower birth rates weather climate change lack of connectivity
	Geographic Location	geographic location proximity to Muskegon / Grand Rapids location - local geography Proximity to metro areas, highways, airports Central location within region	geographic location Lake Michigan is a barrier to development	proximity to larger markets Proximity to deep water port Proximity to Grand Rapids	geography (lake MI barrier to transportation & development)
	Public Policy & Leadership	local control Financial stability at county level	State government policy Funding Lack recycling program leadership lack of zoning lack of enforcement	transparency - sharing change and progress improve efficiency of public service delivery great lakes water strategy State / federal investments in infrastructure Politics helpful to county local community initiatives low-impact development	poor leadership state & federal funding forest management county zoning municipal leadership turnover declining tax base state education policy irresponsible development state and federal restrictions local government funding sprawl mentality failing to communicate with the public Red tape Natural resource exploitation degradation of rivers and environment Balance between QOL, rural character vs development government regulations
Community Mindset	Community Attitudes	strong workforce ethic community history community pride cohesive community volunteering community image "Blue collar" workforce People	community self-image divided community Involvement of younger generations perception/attractiveness of skilled trades legacy perceptions of manufacturing and industry geographic segregation (economic / ethnic) resistance to change Attitude toward post-secondary education (not needed) Perceived reliance on government assistance Culture workforce motivations resistance to change social security dependence	improving perceptions build upon successes localize start to finish Blue collar workforce Changing mindsets with (wealthy) retirees moving in	internal perceptions negative external perception
	Cooperation / Collaboration	open to service consolidation Relationships with neighboring counties municipal collaboration regional collaboration cooperation / collaboration		consolidation of municipal services municipal (local / regional) collaboration more inclusive	municipal competition reluctance towards municipal cooperation lack of coordination between government entities
	Philanthropy	philanthropy Fremont Area Com. Found. Community foundation Gerber Foundation			
Economic Dev. Resources	Economic Dev. Resources	Muskegon Innovation Hub (GVSU) strong branding (chamber, CVB, downtown) economic services NCEDO	small business resources & attraction messaging - awareness of Muskegon Innovation Hub	economic development superstore small business attraction/services incentives for economic development small business and start-up support grand rapids resources Starting Block - expand beyond food industry Business expansion Right Place relationship WMSRDC entrepreneurialism	lack of incentives grand rapids resources small business succession
	Marketing / Messaging			marketing and outreach through Watch Us Go media messaging	media coverage

<b>Education Resources</b>	<b>Education Resources</b>	higher education & training workforce education partners educational institutions job training programs Muskegon Promise post-secondary education West Shore Community College Career tech. center Baker College Muskegon CC Education system - K-12, vocational Access to education special education	gaps in training options and resources unbalanced k-12 school system lack vocational education / student access lack higher education opportunities lack full service higher education	Promise zones Muskegon CC, Baker College, GRCC, WSCC Ferris State, GVSU, MSU skilled trades career tech center partnership with higher education alternative education	lack of coordination between school districts
<b>External Economics</b>	<b>External Economics</b>			globalization of business investment Regional growth	better services/resources in neighboring areas global economic volatility great lakes water diversion Competition from online commerce Gas price increase = pressure to relocate strength of the dollar
<b>Industry</b>	<b>Industry</b>	Diversified mfg base manufacturing (high tech, aerospace, metals) innovation metals chemical plants regional medical industrial center		industry	chemical plants
	<b>Energy Production</b>	energy production (turbines, pump storage)			solar power
<b>Infrastructure</b>	<b>Infrastructure</b>	water / wastewater capacity Hart wastewater excess capacity Municipal services - water, sewer	water / sewer needed in certain areas aging infrastructure underused infrastructure infrastructure - 3-phase power lack wastewater treatment at Silver Lake lack of capital investment Lack of infrastructure utilities natural gas	improve infrastructure (water, sewer)	aging infrastructure failing infrastructure
	<b>Communication Infrastructure</b>		lacking broadband infrastructure High speed internet Cell phone service		broadband infrastructure lack of connectivity
<b>Natural Resources</b>	<b>Natural Resources</b>	environmental cleanup natural/water resources Lake Michigan Beach / dunes public-owned forests	natural resources forest management	green infrastructure blue economy leverage outdoor beauty Utilize natural resources Development around natural resources forest management	environmental issues attack on water supply and/or natural resources invasive species invasive species
<b>Quality of Life</b>	<b>Quality of Life</b>	Quality of life safe communities		leverage quality of life and natural resources improve law enforcement	law enforcement drug use / addiction
	<b>Cost of Living</b>	Cost of living		Affordable cost, quality of living low wages	cost of living
	<b>Health Care &amp; Services</b>	hospitals Human Services Agencies	Access to health care		
	<b>Housing</b>	affordable housing	housing (variety / options / diversity) housing stock (aging, quantity) lack affordable housing Lack of housing for aging population Housing stock - 1/3 secondary; only support retail, general services Housing - only low income available median income housing	housing development Affordable housing	development mismatch (condos v. housing)
	<b>Poverty</b>		High poverty		Poverty (systemic/generational)
<b>Tourism &amp; Leisure</b>	<b>Tourism &amp; Leisure</b>	tourism (arts, culture) public waterfront access seasonal tourism arts / culture / entertainment agritourism growth public spaces for recreation world record sundae outdoor activities Silver Lake State Park ludington downtown Natural resources - tourism hunting /fishing / canoeing motorsports / non-motorized trails	lack cultural activities / fine dining	tourism water / bike trails leverage arts / culture Leverage tourism winter recreation / shoulder seasons signature events / attractions recreation clubs national recreation events	The Dragon bike trail
	<b>Retail</b>	service / retail regional center		services / amenities / lodging conference/meeting space	

<b>Transportation Infrastructure</b>	<b>Transportation Infrastructure</b>	transportation deep water port multi-modal transportation logistics hub highway rail connection Truck transportation airport	air travel infrastructure - all-seasons roads freight movement transportation logistics Only one major transportation mode (trucks) No major highway roads	regional logistics hub commercial shipping opportunities airport port logistics hub short sea shipping highway traffic	
	<b>Public Transportation</b>	public transportation Yates Dial-a-Ride	transportation - taxis Intra-, extra-county transportation		Lack of public transportation
<b>Workforce</b>	<b>Workforce</b>	skills bank skilled labor Workforce (existing)	Workforce needs upgraded skills attraction of young workers gap in labor force / skilled labor Soft skills (parenting) lacking young professionals educational attainment workforce / professional retention skills gap lack of motivated workers amount of qualified workers amenities for young professionals lack of motivated workers balance of seasonal to professional jobs Low unemployment - lack talent	improve educational attainment fill skills gaps workforce development Leverage partnerships to create "stackable credentials" Attract talent via natural resources, QOL, COL Retain youth through employment, training	skilled workforce educational attainment aging workforce (losing youth) missed opportunities related to workforce weaknesses loss of workforce lack of employees
	<b>Aging Population</b>		Youth out-migration rate brain drain	retirees creativity & ambition retirees knowledge	loss of youth aging population / workforce

# Lake County

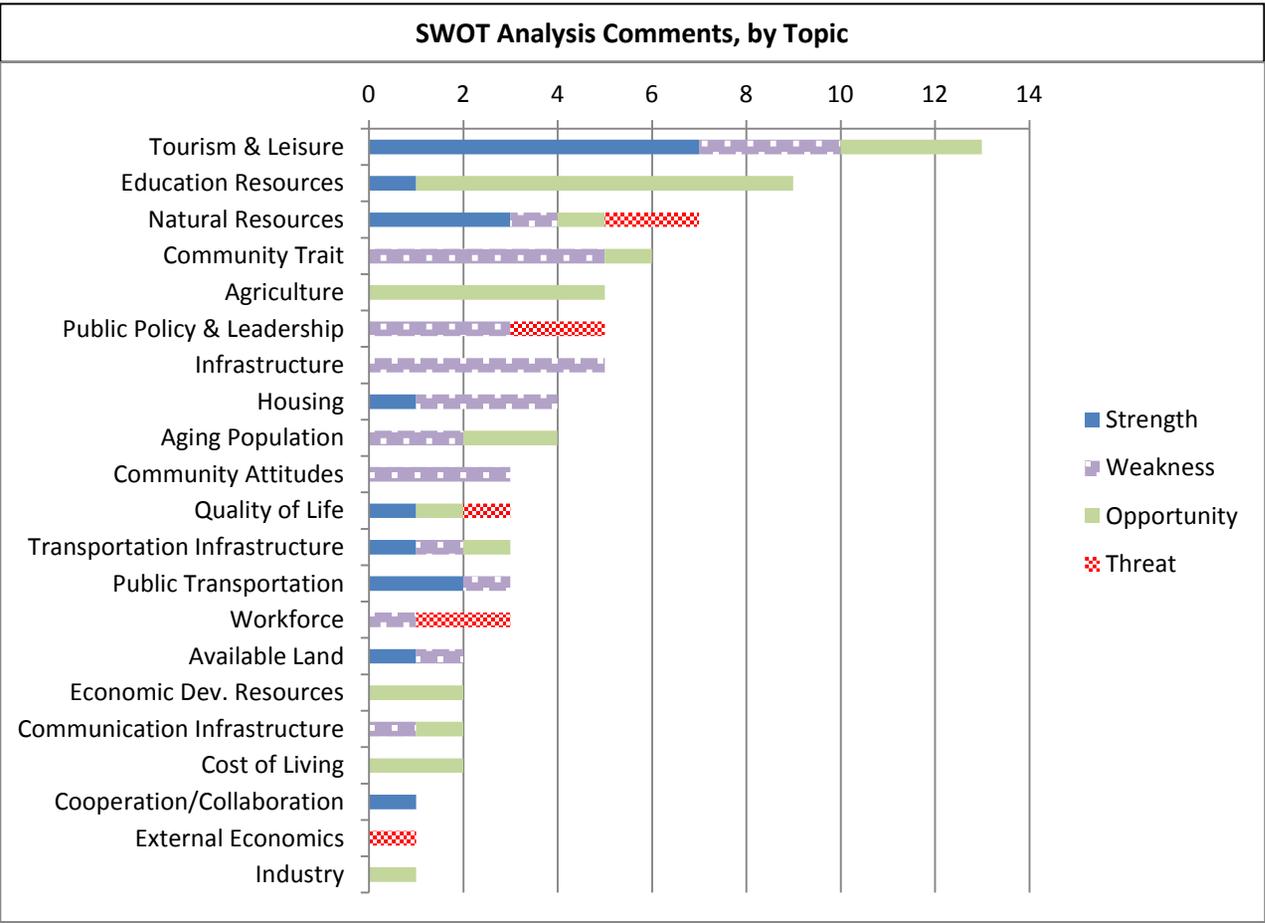
## Lake County Economic Development SWOT Analysis Focus Group

November 21, 2016 – Lake County Economic Development Alliance

### What does economic development mean in Lake County?

*"Grow the pie" through job growth, better infrastructure, workforce motivation, business attraction, and capitalizing on strengths."*

*"More jobs, more people, more choices; growth of business; medical facilities; sustainable use of natural resources."*



Regional Theme	Sub-Theme	Strengths	Weaknesses	Opportunities	Threats
Agriculture	Agriculture			agribusiness niche agriculture wood barrel production wood products charcoal	
Available Land	Available Land	available land	industrial space		
Community Characteristics	Community Trait		blight poor soil vacant school population numbers no critical mass	degraded properties	
	Public Policy & Leadership		leadership lack of zoning lack of enforcement		poor leadership state & federal funding
Community Mindset	Cooperation/Collaboration	Relationships with neighboring counties			
	Community Attitudes		workforce motivations resistance to change social security dependence		
Economic Development Resources	Economic Development Resources			entrepreneurialism small business services	
Education Resources	Education Resources	special education		skilled trades career tech center partnership with higher education alternative education promise program WSCC Baker College Ferris State University	
External Economics	External Economics				better services/resources in neighboring areas
Industry	Industry			industry	
Infrastructure	Communication Infrastructure		internet	better internet access	
	Infrastructure		infrastructure natural gas utilities		
Natural Resources	Natural Resources	natural resources public-owned forests	forest management	forest management	forest management weather
Quality of Life	Quality of Life	safe communities		improve law enforcement	law enforcement
	Cost of Living			low wages cost of living	
	Housing	affordable housing	housing median income housing senior housing		
Tourism & Leisure	Tourism & Leisure	hunting fishing / canoeing motorsports non-motorized trails tourism outdoor recreation options trails	services / amenities lodging conference/meeting space	tourism recreation clubs national recreation events	
Transportation Infrastructure	Transportation Infrastructure	highways	roads	highway traffic	
	Public Transportation	Yates Dial-a-Ride	transit		
Workforce	Workforce		workforce		loss of workforce lack of employees
	Aging Population		youth out-migration brain drain	retirees creativity & ambition retirees knowledge	

# Mason County

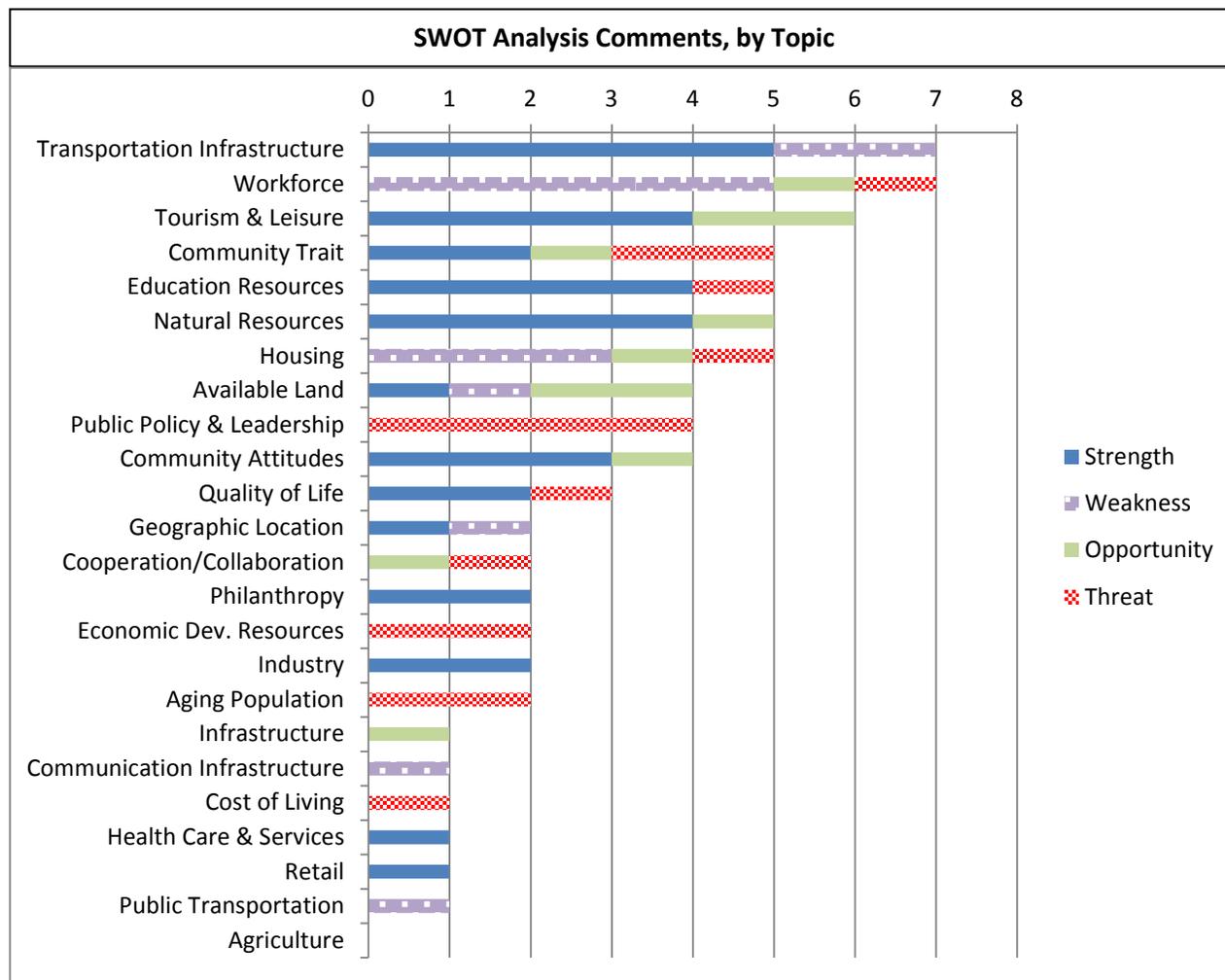
## Mason County Economic Development SWOT Analysis Focus Group

October 20, 2016 – Ludington & Scottville Chamber of Commerce Board of Directors

### What does economic development mean in Mason County?

*“Retention, expansion, creation of new opportunities for business while providing resources and educational opportunities for those businesses.”*

*“Quality jobs, infrastructure, training/education, workforce development, recreational / cultural opportunities, quality of life, attractive community, sense of place, inclusion, marketing, angel investment, entrepreneurship, small business development, talent retention, year-round economy, quality/diversity of housing stock.”*



Regional Theme	Sub-Theme	Strengths	Weaknesses	Opportunities	Threats
Available Land	Available Land	available space for industry	cost of construction & land for development	available land (sites) buildable industrial space	
Community Characteristics	Geographic Location	location - local geography	location - regional geography		
	Community Traits	diverse business diverse economy		strong community center	declining school enrollment lower birth rates
	Public Policy & Leadership				county zoning municipal leadership turnover declining tax base state education policy
Community Mindset	Community Attitudes	cohesive community volunteering community image		more inclusive	
	Cooperation/Collaboration			increase collaboration	lack of coordination between government entities
	Philanthropy	philanthropy			
Economic Development Resources	Economic Development Resources				small business succession lack of incentives
Education Resources	Education Resources	K-12 education post-secondary education education West Shore Community College			lack of coordination between school districts
Industry	Industry	manufacturing energy production (turbines, pump storage)			
Infrastructure	Infrastructure Communication Infrastructure		internet connectivity	improve infrastructure (water, sewer)	
Natural Resources	Natural Resources	natural resources Lake Michigan Beach / dunes		leverage outdoor beauty	
Quality of Life	Quality of Life	quality of life			drug use / addiction
	Cost of Living				cost of living
	Housing		lack affordable housing lack housing quality housing quantity	housing development	development mismatch (condos v. housing)
	Health Care & Services	hospital			
Tourism & Leisure	Tourism & Leisure	world record sundae outdoor activities Silver Lake State Park Ludington downtown		winter recreation / shoulder seasons signature events / attractions	
	Retail	regional retail			
Transportation Infrastructure	Transportation Infrastructure	deep water port multi-modal logistics highway rail connection	freight movement transportation logistics		
	Public Transportation		county-wide public transportation		
Workforce	Workforce		workforce retention amount of qualified workers amenities for young professionals balance of seasonal to professional jobs	workforce development	missed opportunities related to workforce weaknesses
	Aging Population				loss of youth aging population / workforce

# Muskegon County

## Muskegon County Economic Development SWOT Analysis Focus Groups

October 13, 2016 - Muskegon County Economic Development Corporation

October 18, 2016 - Muskegon Area First

### What does economic development mean in Muskegon County?

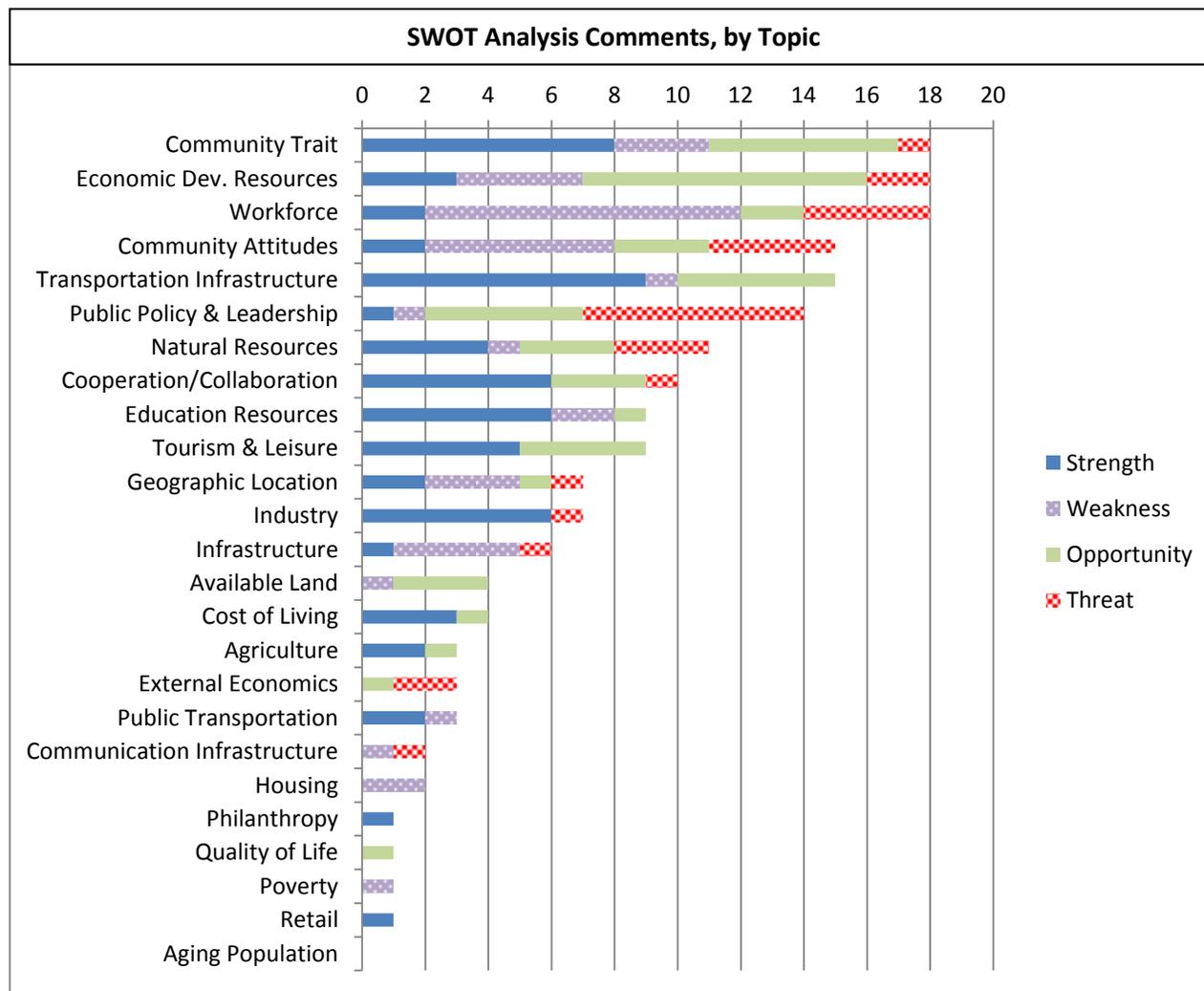
*“Jobs, investment, quality of schools, quality of life, image & perception, growth of central city, long-term industry growth, bringing in young families, SMART growth, diversify economy”*

*“Creating opportunity to expand assets while eliminating obstacles.”*

*“Reuse of existing resources; leveraging regional location (recreation, industry, transportation hub); utilize public / private partnerships to increase tax base and job opportunities”*

*“Job creation, income growth, economic diversity, workforce development, and quality of life.”*

*“Jobs.”*



Regional Theme	Sub-Theme	Strengths	Weaknesses	Opportunities	Threats
Agriculture	Agriculture	Agri-business agricultural processing		agriculture hub	
Available Land	Available Land		old industrial space	waterfront property availability reuse of industrial land room to grow (land availability)	
Community Characteristics	Community Traits Geographic Location Public Polic & Leadership	geographic location diversity - community small town feel ability to attract critical mass urban and rural characteristics diverse land uses job growth land values economic diversity local control	geographic location Lake Michigan is a barrier to development unionized commuters (bedroom community) wages / personal income State government policy	proximity to larger markets diversity educational institutions reviving downtown Muskegon Muskegon Heights downtown redevelopment development in core communities traditional downtowns low-impact development transparency - sharing change and progress improve efficiency of public service delivery great lakes water strategy State / federal investments in infrastructure	geography (Lake MI barrier to transportation & development) irresponsible development local government funding loss of state / federal support sprawl mentality state and federal funding / restrictions great lakes water diversion invasive species
Community Mindset	Community Attitudes Cooperation / Collaboration Philanthropy	strong workforce ethic community history philanthropy open to service consolidation municipal collaboration regional collaboration	community self-image divided community involvement of younger generations perception/attractiveness of skilled trades legacy perceptions of manufacturing and industry geographic segregation (economic / ethnic)	improving perception of Muskegon build upon successes localize start to finish municipal (local / regional) collaboration consolidation of municipal services	external perception internal perceptions municipal competition
Economic Development Resources	Economic Development Resources Marketing / Messaging	Muskegon Innovation Hub (GVSU) strong branding (chamber, CVB, downtown) economic services	small business resources & attraction messaging - awareness of Muskegon Innovation Hub gaps in small business resources small business support	economic development superstore small business attraction incentives for economic development small business and start-up support grand rapids resources marketing and outreach through Watch Us Go media messaging	failing to communicate with the public grand rapids resources media coverage
Education Resources	Education Resources	higher education & training workforce education partners educational institutions job training programs Muskegon Promise	gaps in training options and resources unbalanced k-12 school system	Muskegon Promise (education)	
External Economics	External Economics			globalization of business investment	global economic volatility
Industry	Industry	manufacturing (high tech, aerospace, metals) innovation metals chemical plants industrial manufacturing base			chemical plants
Infrastructure	Municipal Infrastructure Utilities Communication Infrastructure	water / wastewater capacity	lacking broadband infrastructure aging infrastructure water / sewer needed in certain areas underused infrastructure		aging infrastructure broadband infrastructure
Natural Resources	Natural Resources	natural/water resources environmental cleanup efforts	natural resources	green infrastructure blue economy capitalize on water / natural resources	environmental issues attack on water supply and/or natural resources climate change
Quality of Life	Quality of Life Cost of Living Health Care & Services Housing Poverty	cost of living regional medical industrial center service / retail regional center	poverty housing (age, quantity, variety, options, diversity)	leverage quality of life and natural resources cost of living	
Tourism & Leisure	Tourism & Leisure Retail	tourism (recreation, arts, culture, entertainment) public waterfront access seasonal tourism		tourism leverage tourism through arts & culture water / bike trails	
Transportation Infrastructure	Transportation Infrastructure Public Transportation	transportation logistics hub deep water port airport transportation infrastructure public transportation	air travel transportation - taxis	airport commercial shipping opportunities short sea shipping regional logistics hub	
Workforce	Workforce Aging Population	skills bank skilled labor	skilled workforce (skills / labor gap) attraction of young workers educational brain drain older workforce (lacking young professionals) educational attainment workforce / professional retention	improve educational attainment fill skills gaps	aging workforce (losing youth) educational attainment skilled workforce

# Newaygo County

## Newaygo County Economic Development SWOT Analysis Focus Group

September 20, 2016 – Newaygo County Economic Development Office

### What does economic development mean in Newaygo County?

*"Creating an environment for long term sustainable economic growth."*

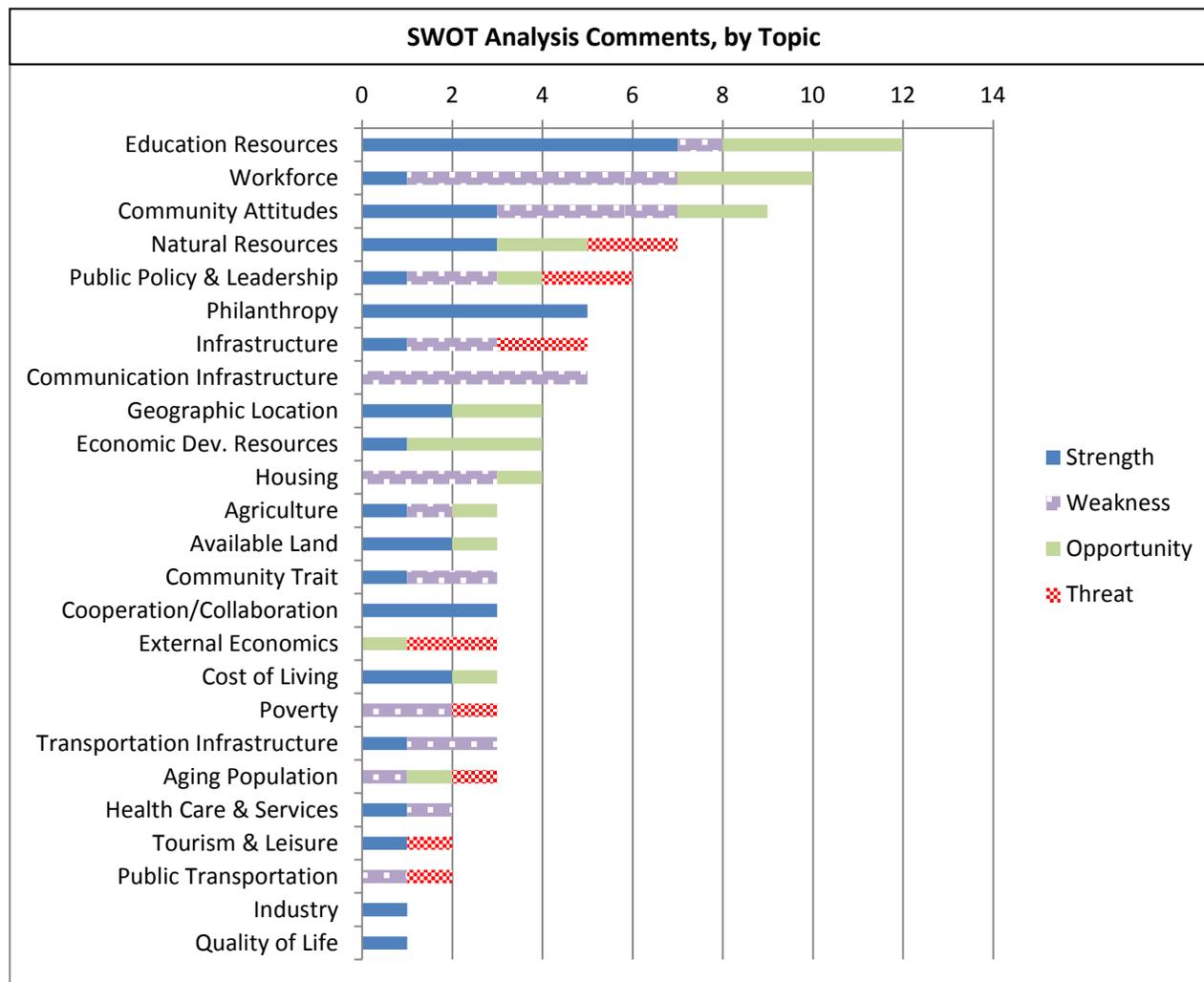
*"Economic development supports economic growth:*

- *Quality of life, natural resources;*
- *Support retaining jobs, expanding and possible attraction;*
- *Investment in infrastructure and communications; and*
- *Managing natural resources."*

*" Growth and retention*

- *Agriculture: growers to food processing*
- *Live-work-play*
- *Education is key."*

*"Engaging and encouraging diverse industry and service providers which in turn provide a living wage to employees."*



Regional Theme	Sub-Theme	Strengths	Weaknesses	Opportunities	Threats
Agriculture	Agriculture	Agricultural base	Excessive agriculture ruins natural resources	Food processing	
Available Land	Available Land	Plenty of building sites Developable property		Available, affordable land	
Community Characteristics	Geographic Location	Proximity to metro areas, highways, airports Central location within region		Proximity to deep water port Proximity to Grand Rapids	
	Community Traits	Agricultural community	Bedroom community Rural size of county		
	Public Policy & Leadership	Financial stability at county level	Funding Lack recycling program	Politics helpful to county	Red tape Balance between QOL, rural character vs development
Community Mindset	Community Attitudes	"Blue collar" workforce People Work ethic	Attitude toward post-secondary education (not needed) Perceived reliance on government assistance Scared of change Culture	Blue collar workforce Changing mindsets with (wealthy) retirees moving in	
	Philanthropy	Fremont Area Com. Found. Strong sense of philanthropy Gerber Foundation			
	Cooperation / Collaboration	Municipal collaboration Cooperation			
Economic Development Resources	Economic Development Resources	NCEDO		Business expansion Right Place relationship WMSRDC	
Education Resources	Education Resources	Career tech. center Baker College Muskegon CC Education system - K-12, vocational Promise Zone Access to education	Lack full service higher education	Promise zone Muskegon CC, Baker College, GRCC MSU Ferris State, GVSU	
External Economics	External Economics			Regional growth	Competition from online commerce Gas price increase = pressure to relocate close to employment (50% wage earners travel 30+ miles/minutes)
Industry	Industry	Diversified mfg base			
Infrastructure	Infrastructure	Municipal services - water, sewer	Lack of infrastructure Infrastructure aging		Deteriorating infrastructure Infrastructure
	Communication Infrastructure		High speed internet Cell phone service		
Natural Resources	Natural Resources	Natural resources		Utilize natural resources Development around natural resources	Natural resource exploitation Degradation of rivers and environment
Quality of Life	Quality of Life	Quality of life			
	Cost of Living	Low cost of living		Affordable cost, quality of living	
	Health Care & Services	Human Services Agencies	Access to health care		
	Housing		Lack of housing for aging population Housing stock - 1/3 secondary; only support retail, general services Housing - only low income available	Affordable housing	
	Poverty		Poverty rate		Poverty (systemic/generational)
Tourism & Leisure	Tourism & Leisure	Natural resources - tourism			The Dragon bike trail
Transportation Infrastructure	Transportation Infrastructure	Truck transportation	Only one major transportation mode (trucks) No major highway		
	Public Transportation		Intra-, extra-county transportation		Lack of public transportation
Workforce	Workforce	Workforce (existing)	Low unemployment - lack talent Low educational attainment Workforce needs upgraded skills Soft skills (parenting) Talent retention	Leverage partnerships to create "stackable credentials" Attract talent via natural resources, QOL, COL Skilled workforce	
	Aging Population		Youth out-migration rate	Retain youth through employment, training	Aging population

# Oceana County

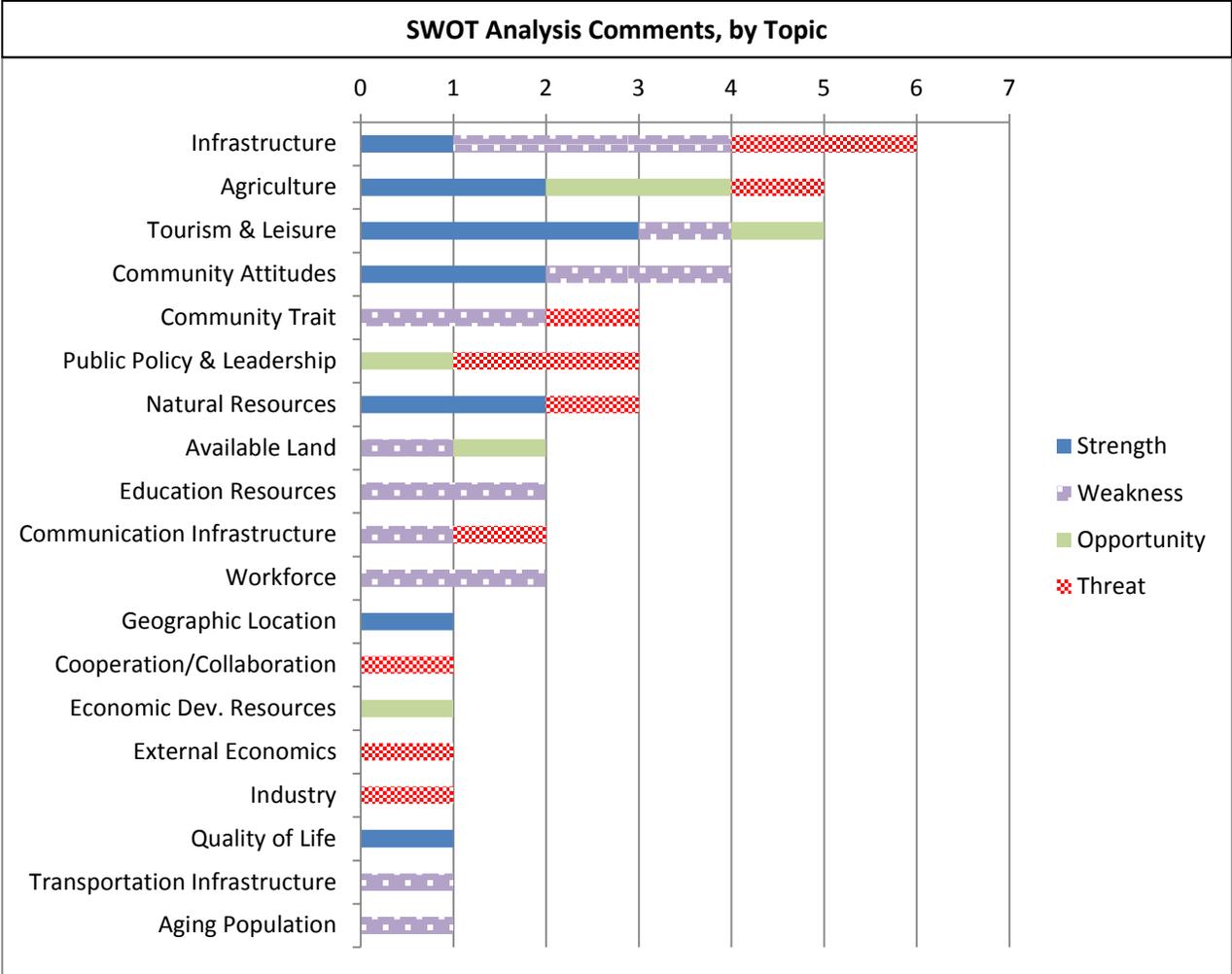
## Oceana County Economic Development SWOT Analysis Focus Group

October 11, 2016 – Oceana County Economic Development Corporation

### What does economic development mean in Oceana County?

*“Supporting existing businesses and sustained growth, while recruiting new businesses and remaining open to change.”*

- “1. Add value to existing resources,*
- 2. Attract capital through improved infrastructure, culture, etc.,*
- 3. All of the above to attract / retain jobs.”*



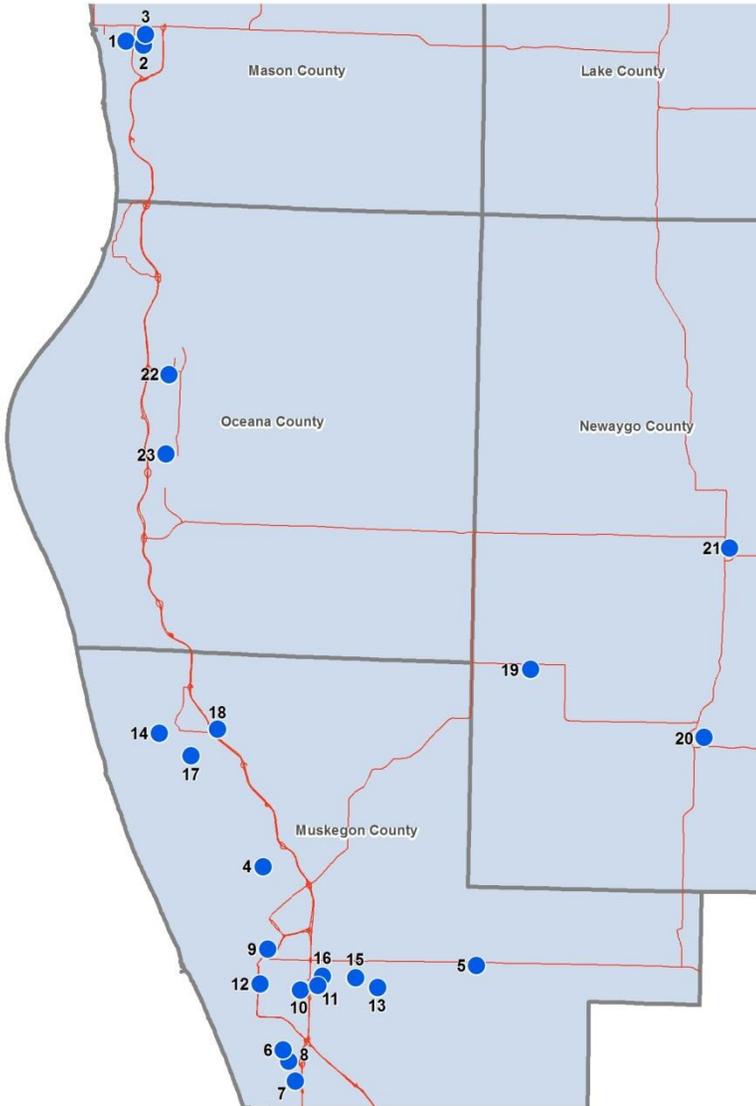
Regional Theme	Sub-Theme	Strengths	Weaknesses	Opportunities	Threats
Agriculture	Agriculture	agriculture food processing hub		farm to table movement attract large food companies	loss of farmland
Available Land	Available Land		industrial parks lack capacity	Hart industrial park expansion	
Community Characteristics	Geographic Location	proximity to Muskegon / Grand Rapids			
	Community Traits		weather + rural rural / lack access to transportation corridors		lack of connectivity
	Public Policy & Leadership			local community initiatives	government regulations decreasing tax base
Community Mindset	Cooperation / Collaboration Community Attitudes	community pride	resistance to change		reluctance towards municipal cooperation
Economic Development Resources	Economic Development Resources			Starting Block - expand beyond food industry	
Educational Resources	Educational Resources		lack vocational education / student access lack higher education opportunities		
External Economics	External Economics				strength of the dollar
Industry	Industry				solar power
Infrasatructure	Infrastructure	Hart wastewater excess capacity	infrastructure - 3-phase power lack wastewater treatment at Silver Lake lack of capital investment		failing infrastructure
	Communication Infrastructure		internet		lack of connectivity
Natural Resources	Natural Resources	natural resources			invasive species
Quality of Life	Quality of Life	quality of life			
Tourism & Leisure	Tourism & Leisure	tourism agritourism public spaces for recreation	lack cultural activities / fine dining	Leverage tourism	
Transportation Infrastructure	Transportation Infrastructure		infrastructure - all-seasons roads		
Workforce	Workforce		workforce training / education lack of motivated workers		
	Aging Population		youth out-migration		



# **WMSRDC Industrial & Business Park Inventory**

Updated February 2016

# WMSRDC Industrial & Business Park Inventory 2016 Summary



Page/ Map #	Name	Total Acres	Undeveloped	Developed Acres	Developed Occupied	Developed Unoccupied
<b>Lake County</b>						
(No Industrial / Business Parks)		-	-	-	-	-
<b>Mason County</b>						
1	Ludington Industrial Park	63	0	63	55.5	3.25
2	Pere Marquette Industrial Park	88	0	74.3	45.9	25.1
3	First Street Business Park	77	0	62.2	4.29	57.91
County Total		228	0	199.5	105.69	86.26
<b>Muskegon County</b>						
4	Muskegon Business Park North	210	100.8	109.2	0	109.2
5	Muskegon Business Park East	2200	0	0	0	0
6	Muskegon Co. Airport BP	76	0	76	59.3	18.7
7	Norton Industrial Center	137	0	137	120.5	16.5
8	Porter Properties	38	0	38	29	9
9	Harbor 31 - Smart Zone	34	26	8	8	0
10	Medendorp Industrial Center	360	110	250	250	0
11	Port City Industrial Center	423.7	0	381.33	305.06	76.27
12	Seaway Industrial Park	55	0	55	15	40
13	Evanston Avenue IP	44.58	0	44.58	10.5	34.08
14	Montague Industrial Park	158	0	158	140	18
15	P. Don Aley Industrial Park	31	0	31	18.57	12.43
16	John Wierengo Industrial Park	18	0	18	15.36	2.64
17	Whitehall Industrial Park	345	0	345	380	65
18	Whitehall Township BP	40	0	40	26.5	13.5
County Total		4170.28	236.8	1691.11	1377.79	415.32
<b>Newaygo County</b>						
19	Fremont Industrial Park	98.57	50.95	47.98	47.98	0
20	Newaygo Timber Trails IP	92	0	92	84	8
21	White Cloud Industrial Park	45	0	45	2.7	42.36
County Total		235.57	50.95	184.98	134.68	50.36
<b>Oceana County</b>						
22	Hart Industrial Park	40	20	20	15	5
23	Shelby Industrial Park	45	10	35	32	3
County Total		85	30	55	47	8
<b>WMSRDC Region</b>		<b>4718.85</b>	<b>317.75</b>	<b>2130.59</b>	<b>1665.16</b>	<b>559.94</b>

<b>LUDINGTON INDUSTRIAL PARK</b>			
<b>County:</b> Mason	<b>Municipality:</b> City of Ludington	<b>Year Open:</b> 1976	<b>Income Tax:</b> No
<b>Millage Rate Per \$1,000 Taxable Value:</b> 56.9085		<b>Incentives:</b> Tax Abatements	
<b>Location and Access</b>			
<b>Nearest Cross Streets:</b> Conrad Industrial Drive and Sixth Street			
<b>Nearest Freeway:</b> U.S. 31		<b>Distance:</b> 3 Miles	
<b>Nearest Airport:</b> Mason County Airport		<b>Distance:</b> 2 Miles	
<b>Railroad Connection:</b> Yes		<b>Service:</b> Marquette Rail	
<b>Nearest Port:</b> Ludington Harbor		<b>Distance:</b> 2 Miles	
<b>Acreage and Jobs</b>			
<b>Total Acres:</b> 63			
<b>Total Developed Acres:</b> 63		<b>Total Developed Occupied Acres:</b> 55.5	
		<b>Total Developed Unoccupied Acres:</b> 3.25	
<b>Total Undeveloped Acres:</b> 0			
<b>Pricing Per Acre:</b> N/A		<b>Zoning:</b> Heavy Industry	
<b>Tenants:</b> Abrahamson Marine, Dimensions Unlimited, Quick-Way, Inc., Western Land Services, Duna USA, The Brill Company, Metalworks, Inc., House of Flavors Warehousing, Carrom Game Company, Component Services – Division of Metalworks, Surface Expressions, Rieth Riley Construction, Quality Carriers, Kaine Manufacturing, Plan B Rentals, Village Plumber, Eagle Xpress			
<b>Number of Jobs:</b> 560		<b>Jobs/Occupied Developed Acre:</b> 10	
<b>Utilities and Infrastructure</b>			
<b>Gas:</b> Yes		<b>Provider:</b> DTE Energy	
<b>Electric:</b> Yes		<b>Provider:</b> Consumers Power	
<b>Sewer:</b> Yes		<b>Provider:</b> City of Ludington	
<b>Water:</b> Yes		<b>Provider:</b> City of Ludington	
<b>Telecommunications:</b> Yes		<b>Provider:</b> Frontier Communications and Charter Communications	
<b>Contact Information</b>			
<b>Contact:</b> John Shay, City Manager City of Ludington		<b>Address:</b> 400 S. Harrison Street Ludington, MI 49431	
<b>Phone:</b> (231) 845-6237		<b>Fax:</b> (231) 845-7302	<b>Email:</b> <a href="mailto:jshay@ci.ludington.mi.us">jshay@ci.ludington.mi.us</a>

<b>PERE MARQUETTE INDUSTRIAL PARK</b>			
<b>County:</b> Mason	<b>Municipality:</b> Pere Marquette Township	<b>Year Open:</b> 1993	<b>Income Tax:</b> No
<b>Millage Rate Per \$1,000 Taxable Value:</b> 42.8922		<b>Incentives:</b> Tax Abatements	
<b>Certified Business Park?</b> Yes			
<b>Location and Access</b>			
<b>Nearest Cross Streets:</b> Sixth Street and Progress Drive			
<b>Nearest Freeway:</b> U.S. 31		<b>Distance:</b> 2 Miles	
<b>Nearest Airport:</b> Mason County Airport		<b>Distance:</b> 2 Miles	
<b>Railroad Connection:</b> No		<b>Service:</b> -	
<b>Nearest Port:</b> Ludington Harbor		<b>Distance:</b> 3 Miles	
<b>Acreage and Jobs</b>			
<b>Total Acres:</b> 88			
<b>Total Developed Acres:</b> 74.3		<b>Total Developed Occupied Acres:</b> 45.9	
		<b>Total Developed Unoccupied Acres:</b> 25.1	
<b>Total Undeveloped Acres:</b> 0			
<b>Pricing Per Acre:</b> Negotiable		<b>Zoning:</b> Industrial	
<b>Tenants:</b> Cone Drive Operation, Consumer's Energy Company Service Center, Ludington Components/Haworth, Malburg Sanitation, Medlar Electric, Motion Industries, Pere Marquette Charter Township Department of Public Works, Shadetree Mechanic, Whitehall Industries, and Consumers Energy Lakewinds Operation and Maintenance Facility.			
<b>Number of Jobs:</b> 278		<b>Jobs/Occupied Developed Acre:</b> 10	
<b>Utilities and Infrastructure</b>			
<b>Gas:</b> Yes		<b>Provider:</b> DTE Energy	
<b>Electric:</b> Yes		<b>Provider:</b> Consumers Power	
<b>Sewer:</b> Yes		<b>Provider:</b> Pere Marquette Charter Township	
<b>Water:</b> Yes		<b>Provider:</b> Pere Marquette Charter Township	
<b>Telecommunications:</b> Yes		<b>Provider:</b> Frontier Communications	
<b>Contact Information</b>			
<b>Contact:</b> Paul Keson, Supervisor Pere Marquette Charter Township		<b>Address:</b> 1699 S. Pere Marquette Hwy Ludington, MI 49431	
<b>Phone:</b> (231) 845-1277		<b>Fax:</b> (231) 843-3330	<b>Email:</b> <a href="mailto:Paul@pmtwp.org">Paul@pmtwp.org</a>

<b>FIRST STREET BUSINESS PARK</b>			
<b>County:</b> Mason	<b>Municipality:</b> Pere Marquette Township	<b>Year Open:</b> 2007	<b>Income Tax:</b> No
<b>Millage Rate Per \$1,000 Taxable Value:</b> 42.8922		<b>Incentives:</b> Tax Abatements	
<b>Certified Business Park?</b> Yes			
<b>Location and Access</b>			
<b>Nearest Cross Streets:</b> First Street and Pere Marquette Highway			
<b>Nearest Freeway:</b> U.S. 31		<b>Distance:</b> 2 miles	
<b>Nearest Airport:</b> Mason County Airport		<b>Distance:</b> 1 mile	
<b>Railroad Connection:</b> Yes		<b>Service:</b> Marquette Rail	
<b>Nearest Port:</b> Ludington Harbor		<b>Distance:</b> 3 miles	
<b>Acreage and Jobs</b>			
<b>Total Acres:</b> 77			
<b>Total Developed Acres:</b> 62.2		<b>Total Developed Occupied Acres:</b> 4.29	
		<b>Total Developed Unoccupied Acres:</b> 57.91	
<b>Total Undeveloped Acres:</b> 0			
<b>Pricing Per Acre:</b> Negotiable		<b>Zoning:</b> Business/Technology/Industrial	
<b>Tenants:</b> PJ Welding & Fabricating Inc., Life EMS, SafetyDecals, Pere Marquette Township Wellhouse Facility			
<b>Number of Jobs:</b> 10		<b>Jobs/Occupied Developed Acre:</b> 3.2	
<b>Utilities and Infrastructure</b>			
<b>Gas:</b> Yes		<b>Provider:</b> DTE Energy	
<b>Electric:</b> Yes		<b>Provider:</b> Consumers Power	
<b>Sewer:</b> Yes		<b>Provider:</b> Pere Marquette Charter Township	
<b>Water:</b> Yes		<b>Provider:</b> Pere Marquette Charter Township	
<b>Telecommunications:</b> Yes		<b>Provider:</b> Frontier Communications	
<b>Contact Information</b>			
<b>Contact:</b> Paul Keson, Supervisor Pere Marquette Charter Township		<b>Address:</b> 1699 S. Pere Marquette Hwy Ludington, MI 49431	
<b>Phone:</b> 231-845-1277		<b>Fax:</b> 231-843-3330	<b>Email:</b> <a href="mailto:Paul@pmtwp.org">Paul@pmtwp.org</a>

<b>MUSKEGON BUSINESS PARK NORTH</b>			
<b>County:</b> Muskegon	<b>Municipality:</b> Dalton Township	<b>Year Open:</b>	<b>Income Tax:</b> No
<b>Millage Rate Per \$1,000 Taxable Value:</b> N/A		<b>Incentives:</b> 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)	
<b>Certified Business Park?</b> Yes			
<b>Location and Access</b>			
<b>Nearest Cross Streets:</b> Whitehall Road and Agard			
<b>Nearest Freeway:</b> U.S. 31		<b>Distance:</b> 4.5 miles	
<b>Nearest Airport:</b> Muskegon County Airport		<b>Distance:</b> 15 miles	
<b>Railroad Connection:</b> Yes		<b>Service:</b> Michigan Shore Railroad	
<b>Nearest Port:</b> Muskegon Harbor		<b>Distance:</b> 9 miles	
<b>Acreage and Jobs</b>			
<b>Total Acres:</b> 210			
<b>Total Developed Acres:</b> 109.2		<b>Total Developed Occupied Acres:</b> 0	
		<b>Total Developed Unoccupied Acres:</b> 109.2	
<b>Total Undeveloped Acres:</b> 100.8			
<b>Pricing Per Acre:</b> Negotiable – Free land with creation of 25+ jobs		<b>Zoning:</b> Industrial	
<b>Tenants:</b>			
<b>Number of Jobs:</b>		<b>Jobs/Occupied Developed Acres:</b>	
<b>Utilities and Infrastructure</b>			
<b>Gas:</b> Yes		<b>Provider:</b> DTE Energy	
<b>Electric:</b> Yes		<b>Provider:</b> Consumers Energy	
<b>Sewer:</b> Yes		<b>Provider:</b> Muskegon County	
<b>Water:</b> Yes		<b>Provider:</b> Northside Water Authority	
<b>Telecommunications:</b> Yes		<b>Provider:</b> Frontier Communications	
<b>Contact Information</b>			
<b>Contact:</b> Jonathan Wilson Economic Development Coordinator, Muskegon County		<b>Contact:</b> Edward Garner Muskegon Area First, President & CEO	
<b>Address:</b> 990 Terrace Street Muskegon, MI 49442		<b>Address:</b> 380 W. Western, Suite 202 Muskegon, MI 49440	
<b>Phone:</b> (231) 724-8861	<b>Fax:</b>	<b>Phone:</b> (231) 724-3172	<b>Fax:</b> (231) 728-7251
<b>Email:</b> <a href="mailto:WilsonJo@co.muskegon.mi.us">WilsonJo@co.muskegon.mi.us</a>		<b>Email:</b> <a href="mailto:egarner@muskegonareafirst.org">egarner@muskegonareafirst.org</a>	

<b>MUSKEGON BUSINESS PARK EAST</b>			
<b>County:</b> Muskegon	<b>Municipality:</b> Egelston and Moorland Twps	<b>Year Open:</b> 1999	<b>Income Tax:</b> No
<b>Millage Rate Per \$1,000 Taxable Value:</b> Egelston – 49.0867 Moorland – 48.0349		<b>Incentives:</b> Tax Abatements, Economic Development Job Training Grants, Industrial Revenue Bonds, Community Development Block Grants	
<b>Location and Access</b>			
<b>Nearest Cross Streets:</b> Apple Avenue and Maple Island Road			
<b>Nearest Freeway:</b> U.S. 31 / I-96		<b>Distance:</b> 7 Miles / 8 Miles	
<b>Nearest Airport:</b> Muskegon County Airport Gerald R. Ford International		<b>Distance:</b> 17 Miles 39 Miles	
<b>Railroad Connection:</b> No		<b>Service:</b> -	
<b>Nearest Port:</b> Muskegon Harbor		<b>Distance:</b> 10 Miles	
<b>Acreage and Jobs</b>			
<b>Total Acres:</b> 2,200			
<b>Total Developed Acres:</b> 0		<b>Total Developed Occupied Acres:</b> 0	
<b>Total Undeveloped Acres:</b> 0		<b>Total Developed Unoccupied Acres:</b> 0	
<b>Pricing Per Acre:</b> Negotiable		<b>Zoning:</b> Currently Agricultural, but will be changed to General Industrial	
<b>Tenants:</b> None			
<b>Number of Jobs:</b> 0		<b>Jobs/Occupied Developed Acres:</b> 0	
<b>Utilities and Infrastructure</b>			
<b>Gas:</b> Yes		<b>Provider:</b> DTE Energy	
<b>Electric:</b> Yes		<b>Provider:</b> Consumers Energy	
<b>Sewer:</b> Yes		<b>Provider:</b> Muskegon County Wastewater	
<b>Water:</b> No		<b>Provider:</b> N/A	
<b>Telecommunications:</b> Yes		<b>Provider:</b> Frontier Communications	
<b>Contact Information</b>			
<b>Contact:</b> Jonathan Wilson Economic Development Coordinator, Muskegon County		<b>Contact:</b> Edward Garner Muskegon Area First, President & CEO	
<b>Address:</b> 990 Terrace Street Muskegon, MI 49442		<b>Address:</b> 380 W. Western, Suite 202 Muskegon, MI 49440	
<b>Phone:</b> (231) 724-8861		<b>Phone:</b> (231) 724-3172	
<b>Fax:</b>		<b>Fax:</b> (231) 728-7251	
<b>Email:</b> <a href="mailto:WilsonJo@co.muskegon.mi.us">WilsonJo@co.muskegon.mi.us</a>		<b>Email:</b> <a href="mailto:egarner@muskegonareafirst.org">egarner@muskegonareafirst.org</a>	

<b>MUSKEGON COUNTY AIRPORT BUSINESS PARK</b>			
<b>County:</b> Muskegon	<b>Municipality:</b> City of Norton Shores	<b>Year Open:</b> 1995	<b>Income Tax:</b> No
<b>Millage Rate Per \$1,000 Taxable Value:</b> 56.3364		<b>Incentives:</b> N/A	
<b>Certified Business Park?</b> Yes			
<b>Location and Access</b>			
<b>Nearest Cross Streets:</b> Grand Haven Road and Sternberg Road			
<b>Nearest Freeway:</b> U.S. 31		<b>Distance:</b> 2 miles	
<b>Nearest Airport:</b> Muskegon County Airport		<b>Distance:</b> Adjacent	
<b>Railroad Connection:</b> No (lead track installed ½ mile away)		<b>Service:</b> Michigan Shore	
<b>Nearest Port:</b> Muskegon Harbor		<b>Distance:</b> 7 miles	
<b>Acreage and Jobs</b>			
<b>Total Acres:</b> 76			
<b>Total Developed Acres:</b> 76		<b>Total Developed Occupied Acres:</b> 59.3 (78%)	
		<b>Total Developed Unoccupied Acres:</b> 18.7 (22%)	
<b>Total Undeveloped Acres:</b> 0			
<b>Pricing Per Acre:</b> \$30,000 - Negotiable		<b>Zoning:</b> SUD Special Use District, Light Industrial/Office	
<b>Tenants:</b> AeroVision, AMG Business Center, Airport Hanger, Conn Geneva & Robinson, E-Coaters of West Michigan, FAA Site, First General Credit Union, Great Lakes Printing Solutions, Horizon Group, InterDyne, Johnson Technologies, Molitor & Molitor, Pepsi, Pratt & Whitney, Prein & Newhoff, Silver Creek Manufacturing, Visser Development			
<b>Number of Jobs:</b>		<b>Jobs/Occupied Developed Acres:</b>	
<b>Utilities and Infrastructure</b>			
<b>Gas:</b> Yes		<b>Provider:</b> DTE Energy	
<b>Electric:</b> Yes		<b>Provider:</b> Consumers Energy	
<b>Sewer:</b> Yes		<b>Provider:</b> Muskegon County Wastewater	
<b>Water:</b> Yes		<b>Provider:</b> City of Norton Shores	
<b>Telecommunications:</b> Yes		<b>Provider:</b> Frontier Communications	
<b>Contact Information</b>			
<b>Contact:</b> Jonathan Wilson, Economic Development Coordinator		<b>Contact:</b> Edward Garner, Muskegon Area First	
<b>Address:</b> 990 Terrace Street, 4 <sup>th</sup> FL Muskegon, MI 49442		<b>Address:</b> 380 W. Western, Suite 202 Muskegon, MI 49440	
<b>Phone:</b> (231) 724-8861	<b>Fax:</b>	<b>Phone:</b> (231) 724-03172	<b>Fax:</b> (231) 728-7251
<b>Email:</b> <a href="mailto:wilsonjo@co.muskegon.mi.us">wilsonjo@co.muskegon.mi.us</a>		<b>Email:</b> <a href="mailto:egarner@muskegonareafirst.org">egarner@muskegonareafirst.org</a>	

<b>NORTON INDUSTRIAL CENTER</b>			
<b>County:</b> Muskegon	<b>Municipality:</b> City of Norton Shores	<b>Year Open:</b> 1976	<b>Income Tax:</b> No
<b>Millage Rate Per \$1,000 Taxable Value:</b> 54.5718		<b>Incentives:</b> Tax Abatements, Economic Development Job Training Grants, Industrial Revenue Bonds	
<b>Location and Access</b>			
<b>Nearest Cross Streets:</b> Grand Haven Road, and Pontaluna Road			
<b>Nearest Freeway:</b> U.S. 31		<b>Distance:</b> ½ Mile	
<b>Nearest Airport:</b> Muskegon County Airport		<b>Distance:</b> 1 Mile	
<b>Railroad Connection:</b> Yes		<b>Service:</b> Michigan Shore Railroad	
<b>Nearest Port:</b> Muskegon Harbor		<b>Distance:</b> 7 Miles	
<b>Acreage and Jobs</b>			
<b>Total Acres:</b> 137			
<b>Total Developed Acres:</b> 137		<b>Total Developed Occupied Acres:</b> 120.5	
		<b>Total Developed Unoccupied Acres:</b> 16.5	
<b>Total Undeveloped Acres:</b> 0			
<b>Pricing Per Acre:</b> \$32,000		<b>Zoning:</b> General Industrial (GI)	
<b>Tenants:</b> Johnson Technology, Nowak Machine Projects, Dynamic Conveyor, Non-Ferrous Cast Alloys, Philos Foods, Flairwood Industries			
<b>Number of Jobs:</b> 800		<b>Jobs/Occupied Developed Acres:</b> 7	
<b>Utilities and Infrastructure</b>			
<b>Gas:</b> Yes		<b>Provider:</b> DTE Energy	
<b>Electric:</b> Yes		<b>Provider:</b> Consumers Energy	
<b>Sewer:</b> Yes		<b>Provider:</b> Muskegon County Wastewater	
<b>Water:</b> Yes		<b>Provider:</b> City of Norton Shores	
<b>Telecommunications:</b> Yes		<b>Provider:</b> Frontier Communications	
<b>Contact Information</b>			
<b>Contact:</b> Mark Meyers, City of Norton Shores		<b>Contact:</b> Edward Garner, Muskegon Area First	
<b>Address:</b> 4814 Henry Street Norton Shores, MI 49441		<b>Address:</b> 380 W. Western, Suite 202 Muskegon, MI 49440	
<b>Phone:</b> (231) 798-4391	<b>Fax:</b> (231) 798-7103	<b>Phone:</b> (231) 724-3172	<b>Fax:</b> (231) 728-7251
<b>Email:</b> <a href="mailto:mmeyers@nortonshores.org">mmeyers@nortonshores.org</a>		<b>Email:</b> <a href="mailto:egarner@muskegonareafirst.org">egarner@muskegonareafirst.org</a>	

<b>PORTER PROPERTIES</b>			
<b>County:</b> Muskegon	<b>Municipality:</b> City of Norton Shores	<b>Year Open:</b> 2003	<b>Income Tax:</b> No
<b>Millage Rate Per \$1,000 Taxable Value:</b> 56.3364		<b>Incentives:</b> Tax Abatements, Economic Development Job Training Grants, Industrial Revenue Bonds	
<b>Location and Access</b>			
<b>Nearest Cross Streets:</b> Sternberg and Grand Haven Road			
<b>Nearest Freeway:</b> U.S. 31 and I-96		<b>Distance:</b> 1 Mile	
<b>Nearest Airport:</b> Muskegon County Airport		<b>Distance:</b> ½ Mile	
<b>Railroad Connection:</b> No		<b>Service:</b> -	
<b>Nearest Port:</b> Muskegon Harbor		<b>Distance:</b> 6 Miles	
<b>Acreage and Jobs</b>			
<b>Total Acres:</b> 38			
<b>Total Developed Acres:</b> 38		<b>Total Developed Occupied Acres:</b> 29	
		<b>Total Developed Unoccupied Acres:</b> 9	
<b>Total Undeveloped Acres:</b> 0			
<b>Pricing Per Acre:</b> \$35,000		<b>Zoning:</b> PUD, Light industrial/office	
<b>Tenants:</b> Port City Die Cast, Consumers Energy			
<b>Number of Jobs:</b> 290		<b>Jobs/Occupied Developed Acres:</b> 10	
<b>Utilities and Infrastructure</b>			
<b>Gas:</b> Yes		<b>Provider:</b> DTE Energy	
<b>Electric:</b> Yes		<b>Provider:</b> Consumers Energy	
<b>Sewer:</b> Yes		<b>Provider:</b> Muskegon County Wastewater	
<b>Water:</b> Yes		<b>Provider:</b> City of Norton Shores	
<b>Telecommunications:</b> Yes		<b>Provider:</b> Frontier Communications	
<b>Contact Information</b>			
<b>Contact:</b> Mark Meyers, City of Norton Shores		<b>Contact:</b> Edward Garner, Muskegon Area First	
<b>Address:</b> 4814 Henry Street Norton Shores, MI 49441		<b>Address:</b> 380 W. Western, Suite 202 Muskegon, MI 49440	
<b>Phone:</b> (231) 798-4391	<b>Fax:</b> (231) 798-7103	<b>Phone:</b> (231) 724-3172	<b>Fax:</b> (231) 728-7251
<b>Email:</b> <a href="mailto:mmeyers@nortonshores.org">mmeyers@nortonshores.org</a>		<b>Email:</b> <a href="mailto:egarner@muskegonareafirst.org">egarner@muskegonareafirst.org</a>	

<b>HARBOR 31 – SMART ZONE</b>			
<b>County:</b> Muskegon	<b>Municipality:</b> City of Muskegon	<b>Year Open:</b> 2003	<b>Income Tax:</b> Yes, 1%
<b>Millage Rate Per \$1,000 Taxable Value:</b> 61.2624		<b>Incentives:</b> Brownfield, Neighborhood Enterprise Zone, State-certified technology park – Smartzone, Local Department Finance Authority	
<b>Location and Access</b>			
<b>Nearest Cross Streets:</b> Business US-31 (Shoreline Drive) and Terrace Street			
<b>Nearest Freeway:</b> U.S. 31		<b>Distance:</b> 3 miles	
<b>Nearest Airport:</b> Muskegon County Airport		<b>Distance:</b> 9 miles	
<b>Railroad Connection:</b> Adjacent availability		<b>Service:</b> Michigan Shore Railroad	
<b>Nearest Port:</b> Muskegon Harbor		<b>Distance:</b> Adjacent availability	
<b>Acreage and Jobs</b>			
<b>Total Acres:</b> 34			
<b>Total Developed Acres:</b> 8		<b>Total Developed Occupied Acres:</b> 8	
		<b>Total Developed Unoccupied Acres:</b> 0	
<b>Total Undeveloped Acres:</b> 26			
<b>Pricing Per Acre:</b> \$150,000 and up		<b>Zoning:</b> B-2, Convenience & Comparison Business	
<b>Tenants:</b> GVSU, Parmenter O' Tool Law Firm, Vida Nova Condominiums			
<b>Number of Jobs:</b>		<b>Jobs/Occupied Developed Acres:</b>	
<b>Utilities and Infrastructure</b>			
<b>Gas:</b> Yes		<b>Provider:</b> DTE Energy	
<b>Electric:</b> Yes		<b>Provider:</b> Consumers Energy	
<b>Sewer:</b> Yes		<b>Provider:</b> City of Muskegon	
<b>Water:</b> Yes		<b>Provider:</b> City of Muskegon	
<b>Telecommunications:</b> Yes		<b>Provider:</b> Frontier Communications	
<b>Contact Information</b>			
<b>Contact:</b> Mike Franzak, City of Muskegon		<b>Contact:</b> Edward Garner, Muskegon Area First	
<b>Address:</b> 933 Terrace St., P.O. Box 535 Muskegon, MI 49443-0536		<b>Address:</b> 380 W. Western, Suite 202 Muskegon, MI 49440	
<b>Phone:</b> (231) 724-6702	<b>Fax:</b> (231) 724-6790	<b>Phone:</b> (231) 724-3172	<b>Fax:</b> (231) 728-7251
<b>Email:</b> <a href="mailto:mike.franzak@postman.org">mike.franzak@postman.org</a>		<b>Email:</b> <a href="mailto:egarner@muskegonareafirst.org">egarner@muskegonareafirst.org</a>	

<b>MEDENDORP INDUSTRIAL CENTER</b>			
<b>County:</b> Muskegon	<b>Municipality:</b> City of Muskegon	<b>Year Open:</b> 1991	<b>Income Tax:</b> Yes, 1%
<b>Millage Rate Per \$1,000 Taxable Value:</b> 61.2624		<b>Incentives:</b> No	
<b>Location and Access</b>			
<b>Nearest Cross Streets:</b> Sherman Blvd., Getty Street, Laketon Avenue, and U.S. 31			
<b>Nearest Freeway:</b> U.S. 31		<b>Distance:</b> Adjacent	
<b>Nearest Airport:</b> Muskegon County Airport		<b>Distance:</b> 5 Miles	
<b>Railroad Connection:</b> Yes		<b>Service:</b> Michigan Shore Railroad	
<b>Nearest Port:</b> Muskegon Harbor		<b>Distance:</b> 5 Miles	
<b>Acreage and Jobs</b>			
<b>Total Acres:</b> 360			
<b>Total Developed Acres:</b> 250		<b>Total Developed Occupied Acres:</b> 250	
		<b>Total Developed Unoccupied Acres:</b> 0	
<b>Total Undeveloped Acres:</b> 110			
<b>Pricing Per Acre:</b>		<b>Zoning:</b> Mostly Industrial, some Residential	
<b>Tenants:</b> Lorin Industries, Sunset Recycling, United Parcel Service, Department of Public Works, ESCO, Hy-lift			
<b>Number of Jobs:</b> 2,055		<b>Jobs/Occupied Developed Acre:</b> N/A	
<b>Utilities and Infrastructure</b>			
<b>Gas:</b> Yes		<b>Provider:</b> DTE Energy	
<b>Electric:</b> Yes		<b>Provider:</b> Consumers Energy	
<b>Sewer:</b> Yes		<b>Provider:</b> Muskegon County Wastewater	
<b>Water:</b> Yes		<b>Provider:</b> City of Muskegon	
<b>Telecommunications:</b> Yes		<b>Provider:</b> Frontier Communications	
<b>Contact Information</b>			
<b>Contact:</b> Mike Franzak, City of Muskegon		<b>Contact:</b> Edward Garner, Muskegon Area First	
<b>Address:</b> 933 Terrace St., P.O. Box 535 Muskegon, MI 49443-0536		<b>Address:</b> 380 W. Western, Suite 202 Muskegon, MI 49440	
<b>Phone:</b> (231) 724-6702	<b>Fax:</b> (231) 724-6790	<b>Phone:</b> (231) 724-3172	<b>Fax:</b> (231) 728-7251
<b>Email:</b> <a href="mailto:mike.franzak@postman.org">mike.franzak@postman.org</a>		<b>Email:</b> <a href="mailto:egarner@muskegonareafirst.org">egarner@muskegonareafirst.org</a>	

## PORT CITY INDUSTRIAL CENTER

<b>County:</b> Muskegon	<b>Municipality:</b> City of Muskegon	<b>Year Open:</b> 1971	<b>Income Tax:</b> Yes, 1%
<b>Millage Rate Per \$1,000 Taxable Value:</b> 62.5450		<b>Incentives:</b> Tax Abatements, Economic Development Job Training Grants, Industrial Revenue Bonds, Abatements on all new Person Property Taxes, Neighborhood Enterprise Zone	
<b>Certified Business Park?</b> Yes			
<b>Location and Access</b>			
<b>Nearest Cross Streets:</b> Laketon Avenue and U.S. 31			
<b>Nearest Freeway:</b> U.S. 31		<b>Distance:</b> ½ Mile	
<b>Nearest Airport:</b> Muskegon County Airport		<b>Distance:</b> 5 Miles	
<b>Railroad Connection:</b> Yes		<b>Service:</b> Michigan Shore Railroad	
<b>Nearest Port:</b> Muskegon Harbor		<b>Distance:</b> 5 Miles	
<b>Acreage and Jobs</b>			
<b>Total Acres:</b> 423.7			
<b>Total Developed Acres:</b> 381.33		<b>Total Developed Occupied Acres:</b> 305.06 (80%)	
		<b>Total Developed Unoccupied Acres:</b> 76.27 (20%)	
<b>Total Undeveloped Acres:</b> 0			
<b>Pricing Per Acre:</b> Negotiable		<b>Zoning:</b> I-2, General Industry	
<b>Tenants:</b> 2400 Olthoff LLC, ADAC Plastics, Allied Waste Systems Inc., BJE LLC, Consumers Energy, DSC Products Inc., DT Property Company LLC, DTE Energy, East Sherman Properties LLC, Eklund Development LLC, Emerson Trust, Essex Property Management LLC, Fleet Engineers Inc., GrandCamp Inc., Holland Neway International, Hughes & Sons, JR Olthoff Company, Johnson Technology Inc., Johnstons Enterprises LLC, KL Industries, Keating Associates LLC, Land Management LLC, LTH Muskegon Associates, M & W Land Inc., Michigan Shore Railroad Inc., Midwest Spring MFG Company, Morton Charles H, Munn Properties LLC, Muskegon Construction, Northern Boiler Mechanics, Oak Ridge Enterprises LLC, Port City Die Cast Company, PSC Property Company, Reid Tool Supply Company, S B Properties, School Employees Credit Union, SCI Michigan Funeral Services, Sign Crafters, South Shore Properties, Start Truck Rentals Inc., Sun Dolphin LP, Threadlines Inc., United Sign Company Inc., Verizon Inc., Weaver Majorie I Trust, Westshore Engineering & Survey Inc., Witham Richard N Trust, WPK Properties LLC			
<b>Number of Jobs:</b> 3,550		<b>Jobs/Occupied Developed Acre:</b> 11.6	
<b>Utilities and Infrastructure</b>			
<b>Gas:</b> Yes		<b>Provider:</b> DTE Energy	
<b>Electric:</b> Yes		<b>Provider:</b> Consumers Energy	
<b>Sewer:</b> Yes		<b>Provider:</b> Muskegon County Wastewater	
<b>Water:</b> Yes		<b>Provider:</b> City of Muskegon	
<b>Telecommunications:</b> Yes		<b>Provider:</b> Frontier Communications	
<b>Contact Information</b>			
<b>Contact:</b> Mike Franzak, City of Muskegon		<b>Contact:</b> Edward Garner, Muskegon Area First	
<b>Address:</b> 933 Terrace St., P.O. Box 535, Muskegon, MI 49443-0536		<b>Address:</b> 380 W. Western, Suite 202, Muskegon, MI 49440	
<b>Phone:</b> (231) 724-6702	<b>Fax:</b> (231) 724-6790	<b>Phone:</b> (231) 724-3172	<b>Fax:</b> (231) 728-7251
<b>Email:</b> <a href="mailto:mike.franzak@postman.org">mike.franzak@postman.org</a>		<b>Email:</b> <a href="mailto:egarner@muskegonareafirst.org">egarner@muskegonareafirst.org</a>	

<b>SEAWAY INDUSTRIAL PARK</b>			
<b>County:</b> Muskegon	<b>Municipality:</b> City of Muskegon	<b>Year Open:</b> 2000	<b>Income Tax:</b> Yes, 1%
<b>Millage Rate Per \$1,000 Taxable Value:</b> 61.2624		<b>Incentives:</b> Tax Abatements, Economic Development Job Training Grants, Industrial Revenue Bonds, Abatements on all New Person Property Taxes (PA 328), Neighborhood Enterprise Zone, and Renaissance Zone Status, Muskegon 25 (free land for 25 jobs or more)	
<b>Certified Business Park?</b> Yes			
<b>Location and Access</b>			
<b>Nearest Cross Streets:</b> Seaway Drive and Hackley Avenue			
<b>Nearest Freeway:</b> US-31/I-96		<b>Distance:</b> 2 Miles	
<b>Nearest Airport:</b> Muskegon County Airport		<b>Distance:</b> 4 Miles	
<b>Railroad Connection:</b> Yes		<b>Service:</b> Michigan Shore Railroad	
<b>Nearest Port:</b> Muskegon Harbor		<b>Distance:</b> 1 Miles	
<b>Acreage and Jobs</b>			
<b>Total Acres:</b> 55			
<b>Total Developed Acres:</b> 55		<b>Total Developed Occupied Acres:</b> 15	
		<b>Total Developed Unoccupied Acres:</b> 40	
<b>Total Undeveloped Acres:</b> 0			
<b>Pricing Per Acre:</b> \$15,000/acre		<b>Zoning:</b> I-1, Light Industrial	
<b>Tenants:</b> Dan Ho Excavating, Great Lakes Finishing, Schultz Trucking, Surplus Supply, TQ Machine, Wood Trucking			
<b>Number of Jobs:</b> 85		<b>Jobs/Occupied Developed Acre:</b> 5.7	
<b>Utilities and Infrastructure</b>			
<b>Gas:</b> Yes		<b>Provider:</b> DTE Energy	
<b>Electric:</b> Yes		<b>Provider:</b> Consumers Energy	
<b>Sewer:</b> Yes		<b>Provider:</b> Muskegon County Wastewater	
<b>Water:</b> Yes		<b>Provider:</b> City of Muskegon	
<b>Telecommunications:</b> Yes		<b>Provider:</b> Frontier Communications	
<b>Contact Information</b>			
<b>Contact:</b> Mike Franzak, City of Muskegon		<b>Contact:</b> Edward Garner, Muskegon Area First	
<b>Address:</b> 933 Terrace St., P.O. Box 535 Muskegon, MI 49443-0536		<b>Address:</b> 380 W. Western, Suite 202 Muskegon, MI 49440	
<b>Phone:</b> (231) 724-6702	<b>Fax:</b> (231) 724-6790	<b>Phone:</b> (231) 724-3172	<b>Fax:</b> (231) 728-7251
<b>Email:</b> <a href="mailto:mike.franzak@postman.org">mike.franzak@postman.org</a>		<b>Email:</b> <a href="mailto:egarner@muskegonareafirst.org">egarner@muskegonareafirst.org</a>	

<b>EVANSTON AVENUE INDUSTRIAL PARK</b>			
<b>County:</b> Muskegon	<b>Municipality:</b> Egelston Township	<b>Year Open:</b> 1997	<b>Income Tax:</b> No
<b>Millage Rate Per \$1,000 Taxable Value:</b> 49.0867		<b>Incentives:</b> Tax Abatements, Economic Development Job Training Grants, Industrial Revenue Bonds, Community Development Block Grants	
<b>Location and Access</b>			
<b>Nearest Cross Streets:</b> Evanston Avenue and W. Industrial Park Drive			
<b>Nearest Freeway:</b> U.S. 31		<b>Distance:</b> 3 miles	
<b>Nearest Airport:</b> Muskegon County Airport		<b>Distance:</b> 12 miles	
<b>Railroad Connection:</b> None		<b>Service:</b> -	
<b>Nearest Port:</b> Muskegon Harbor		<b>Distance:</b> 7 miles	
<b>Acreage and Jobs</b>			
<b>Total Acres:</b> 44.58			
<b>Total Developed Acres:</b> 44.58		<b>Total Developed Occupied Acres:</b> 10.50	
		<b>Total Developed Unoccupied Acres:</b> 34.08	
<b>Total Undeveloped Acres:</b> 0			
<b>Pricing Per Acre:</b> \$10,000		<b>Zoning:</b> I-2, Heavy Industrial	
<b>Tenants:</b> Pro-Gas, Eagle Precision, Cameron Ind.			
<b>Number of Jobs:</b> 55		<b>Jobs/Occupied Developed Acres:</b> 1.24	
<b>Utilities and Infrastructure</b>			
<b>Gas:</b> Yes		<b>Provider:</b> DTE Energy	
<b>Electric:</b> Yes		<b>Provider:</b> Consumers Energy	
<b>Sewer:</b> Yes		<b>Provider:</b> Egelston Township	
<b>Water:</b> Yes		<b>Provider:</b> Well	
<b>Telecommunications:</b> Yes		<b>Provider:</b> Frontier Communications	
<b>Contact Information</b>			
<b>Contact:</b> John Holter, Egelston Township		<b>Contact:</b> Edward Garner, Muskegon Area First	
<b>Address:</b> 5428 E. Apple Avenue Muskegon, MI 49442		<b>Address:</b> 900 Third Street, Suite 200 Muskegon, MI 49440	
<b>Phone:</b> (231) 788-2308 x 11	<b>Fax:</b> (231) 788-5248	<b>Phone:</b> (231) 724-3172	<b>Fax:</b> (231) 728-7251
<b>Email:</b> <a href="mailto:jholter@egelstontwp.org">jholter@egelstontwp.org</a>		<b>Email:</b> <a href="mailto:egarner@muskegon.org">egarner@muskegon.org</a>	

<b>MONTAGUE INDUSTRIAL PARK</b>			
<b>County:</b> Muskegon	<b>Municipality:</b> City of Montague	<b>Year Open:</b> 1978	<b>Income Tax:</b> None
<b>Millage Rate Per \$1,000 Taxable Value:</b> 61.8764		<b>Incentives:</b> Tax Abatements, Economic Development Job Training Grants, Industrial Revenue Bonds, Community Development Block Grants	
<b>Location and Access</b>			
<b>Nearest Cross Streets:</b> Cook, Wilcox, and Whitbeck			
<b>Nearest Freeway:</b> U.S. 31		<b>Distance:</b> 4 Miles	
<b>Nearest Airport:</b> Muskegon County Airport		<b>Distance:</b> 21 Miles	
<b>Railroad Connection:</b> No		<b>Service:</b> -	
<b>Nearest Port:</b> Muskegon Harbor		<b>Distance:</b> 17 Miles	
<b>Acreage and Jobs</b>			
<b>Total Acres:</b> 158			
<b>Total Developed Acres:</b> 158		<b>Total Developed Occupied Acres:</b> 140	
		<b>Total Developed Unoccupied Acres:</b> 18	
<b>Total Undeveloped Acres:</b> 0			
<b>Pricing Per Acre:</b> \$4,000 / Acre		<b>Zoning:</b> M-1, Light Industrial	
<b>Tenants:</b> ISTAR DMI (Chassis), Tower Laboratories, Johncast Inc., Leading Edge, White Lake Machine & Fabrication, Spectrum Illumination			
<b>Number of Jobs:</b> ~ 575		<b>Jobs/Occupied Developed Acre:</b> ~ 3.6	
<b>Utilities and Infrastructure</b>			
<b>Gas:</b> Yes		<b>Provider:</b> DTE Energy	
<b>Electric:</b> Yes		<b>Provider:</b> Consumer' Energy	
<b>Sewer:</b> Yes		<b>Provider:</b> City of Montague/Muskegon County Wastewater	
<b>Water:</b> Yes		<b>Provider:</b> City of Montague	
<b>Telecommunications:</b> Yes		<b>Provider:</b> Frontier Communications	
<b>Contact Information</b>			
<b>Contact:</b> Jeff Auch, City of Montague		<b>Contact:</b> Edward Garner, Muskegon Area First	
<b>Address:</b> 8778 Ferry Street Montague, MI 49437		<b>Address:</b> 380 W. Western, Suite 202 Muskegon, MI 49440	
<b>Phone:</b> (231) 893-1155 x1757	<b>Fax:</b> (231) 894-9955	<b>Phone:</b> (231) 724-3172	<b>Fax:</b> (231) 728-7251
<b>Email:</b> <a href="mailto:zoning@cityofmontague.org">zoning@cityofmontague.org</a>		<b>Email:</b> <a href="mailto:egarner@muskegonareafirst.org">egarner@muskegonareafirst.org</a>	

<b>P. DON ALEY INDUSTRIAL PARK</b>			
<b>County:</b> Muskegon	<b>Municipality:</b> Muskegon Township	<b>Year Open:</b>	<b>Income Tax:</b> No
<b>Millage Rate Per \$1,000 Taxable Value:</b> 45.6500		<b>Incentives:</b> N/A	
<b>Location and Access</b>			
<b>Nearest Cross Streets:</b> Laketon Avenue and Mill Iron Road			
<b>Nearest Freeway:</b> U.S. 31		<b>Distance:</b> 3 miles	
<b>Nearest Airport:</b> Muskegon County Airport		<b>Distance:</b> 9 miles	
<b>Railroad Connection:</b> None		<b>Service:</b> -	
<b>Nearest Port:</b> Muskegon Harbor		<b>Distance:</b> 7 miles	
<b>Acreage and Jobs</b>			
<b>Total Acres:</b> 31			
<b>Total Developed Acres:</b> 31		<b>Total Developed Occupied Acres:</b> 18.57	
		<b>Total Developed Unoccupied Acres:</b> 12.43	
<b>Total Undeveloped Acres:</b> 0			
<b>Pricing Per Acre:</b> Negotiable		<b>Zoning:</b> Light Industrial	
<b>Tenants:</b> Scherdel Sales & Technology			
<b>Number of Jobs:</b>		<b>Jobs/Occupied Developed Acres:</b>	
<b>Utilities and Infrastructure</b>			
<b>Gas:</b> Yes		<b>Provider:</b> DTE Energy	
<b>Electric:</b> Yes		<b>Provider:</b> Consumers Energy	
<b>Sewer:</b> Yes		<b>Provider:</b> Muskegon Township	
<b>Water:</b> Yes		<b>Provider:</b> Muskegon Township	
<b>Telecommunications:</b> Yes		<b>Provider:</b> Frontier Communications	
<b>Contact Information</b>			
<b>Contact:</b> Lorraine Grabinski, Planning/Zoning Administrator Muskegon Charter Township		<b>Address:</b> 1990 Apple Avenue Muskegon, MI 49442	
<b>Phone:</b> (231) 777-1666 x 1132		<b>Fax:</b> (231) 777-3703	<b>Email:</b> <a href="mailto:lgrabinski@muskegontwp.org">lgrabinski@muskegontwp.org</a>

<b>JOHN WIERENGO INDUSTRIAL PARK</b>			
<b>County:</b> Muskegon	<b>Municipality:</b> Muskegon Township	<b>Year Open:</b> 1996	<b>Income Tax:</b> No
<b>Millage Rate Per \$1,000 Taxable Value:</b> 39.4940		<b>Incentives:</b> N/A	
<b>Location and Access</b>			
<b>Nearest Cross Streets:</b> Evanston Avenue and Laketon Avenue			
<b>Nearest Freeway:</b> U.S. 31		<b>Distance:</b> <1 mile	
<b>Nearest Airport:</b> Muskegon County Airport		<b>Distance:</b> 7 miles	
<b>Railroad Connection:</b> None		<b>Service:</b> -	
<b>Nearest Port:</b> Muskegon Harbor		<b>Distance:</b> 5 miles	
<b>Acreeage and Jobs</b>			
<b>Total Acres:</b> 18			
<b>Total Developed Acres:</b> 18		<b>Total Developed Occupied Acres:</b> 15.36	
		<b>Total Developed Unoccupied Acres:</b> 2.64	
<b>Total Undeveloped Acres:</b> 0			
<b>Pricing Per Acre:</b> \$20,000		<b>Zoning:</b> Industrial Park	
<b>Tenants:</b> Bishop Heating, United Wholesale Groceries, Scent-Lok, East River Machine and Tool, MHK Equipment, Midwest Products			
<b>Number of Jobs:</b>		<b>Jobs/Occupied Developed Acres:</b>	
<b>Utilities and Infrastructure</b>			
<b>Gas:</b> Yes		<b>Provider:</b> DTE Energy	
<b>Electric:</b> Yes		<b>Provider:</b> Consumers Energy	
<b>Sewer:</b> Yes		<b>Provider:</b> Muskegon Township	
<b>Water:</b> Yes		<b>Provider:</b> Muskegon Township	
<b>Telecommunications:</b> Yes		<b>Provider:</b> Frontier Communications	
<b>Contact Information</b>			
<b>Contact:</b> Lorraine Grabinski, Planning/Zoning Administrator, Muskegon Charter Township		<b>Address:</b> 1990 Apple Avenue Muskegon, MI 49442	
<b>Phone:</b> (231) 777-1666 x 1132		<b>Fax:</b> (231) 777-3703	<b>Email:</b> <a href="mailto:lgrabinski@muskegontwp.org">lgrabinski@muskegontwp.org</a>

<b>WHITEHALL INDUSTRIAL PARK</b>			
<b>County:</b> Muskegon	<b>Municipality:</b> City of Whitehall	<b>Year Open:</b> 1971	<b>Income Tax:</b> No
<b>Millage Rate Per \$1,000 Taxable Value:</b> 59.3619		<b>Incentives:</b> Tax Abatements, Economic Development Job Training Grants, Industrial Revenue Bonds, Community Development Block Grants	
<b>Location and Access</b>			
<b>Nearest Cross Streets:</b> White Lake Drive and Warner			
<b>Nearest Freeway:</b> U.S. 31		<b>Distance:</b> 2 Miles	
<b>Nearest Airport:</b> Muskegon County Airport		<b>Distance:</b> 20 Miles	
<b>Railroad Connection:</b> No		<b>Service:</b> N/A	
<b>Nearest Port:</b> Muskegon Harbor		<b>Distance:</b> 16 Miles	
<b>Acreage and Jobs</b>			
<b>Total Acres:</b> 345			
<b>Total Developed Acres:</b> 345		<b>Total Developed Occupied Acres:</b> 280	
		<b>Total Developed Unoccupied Acres:</b> 65	
<b>Total Undeveloped Acres:</b> 0			
<b>Pricing Per Acre:</b> \$1/acre		<b>Zoning:</b> M-2, Light Industrial	
<b>Tenants:</b> Alcoa Howmet, Whitehall Products, HiLite International			
<b>Number of Jobs:</b> 1,556		<b>Jobs/Occupied Developed Acre:</b> 5.56	
<b>Utilities and Infrastructure</b>			
<b>Gas:</b> Yes		<b>Provider:</b> DTE Energy	
<b>Electric:</b> Yes		<b>Provider:</b> Consumers Energy	
<b>Sewer:</b> Yes		<b>Provider:</b> City of Whitehall	
<b>Water:</b> Yes		<b>Provider:</b> City of Whitehall	
<b>Telecommunications:</b> No		<b>Provider:</b> Frontier Communications	
<b>Contact Information</b>			
<b>Contact:</b> Scott Huebler, City of Whitehall		<b>Contact:</b> Edward Garner, Muskegon Area First	
<b>Address:</b> 405 East Colby Street Whitehall, MI 49461		<b>Address:</b> 380 W. Western, Suite 202 Muskegon, MI 49440	
<b>Phone:</b> (231) 894-4048	<b>Fax:</b> (231) 893-4708	<b>Phone:</b> (231) 724-3172	<b>Fax:</b> (231) 728-7251
<b>Email:</b> <a href="mailto:huebler@cityofwhitehall.org">huebler@cityofwhitehall.org</a>		<b>Email:</b> <a href="mailto:egarner@muskegonareafirst.org">egarner@muskegonareafirst.org</a>	

<b>WHITEHALL TOWNSHIP BUSINESS PARK</b>			
<b>County:</b> Muskegon	<b>Municipality:</b> Whitehall Township	<b>Year Open:</b> 1960	<b>Income Tax:</b> No
<b>Millage Rate Per \$1,000 Taxable Value:</b> 46.7050		<b>Incentives:</b> Tax Abatements, Economic Development Job Training Grants, Industrial Revenue Bonds, Community Development Block Grants	
<b>Location and Access</b>			
<b>Nearest Cross Streets:</b> Whitehall Road and Silver Creek Road			
<b>Nearest Freeway:</b> U.S. 31		<b>Distance:</b> 1 Mile	
<b>Nearest Airport:</b> Muskegon County Airport		<b>Distance:</b>	
<b>Railroad Connection:</b> None		<b>Service:</b> N/A	
<b>Nearest Port:</b> Muskegon Harbor		<b>Distance:</b>	
<b>Acreage and Jobs</b>			
<b>Total Acres:</b> 40			
<b>Total Developed Acres:</b> 40		<b>Total Developed Occupied Acres:</b> 26.5	
		<b>Total Developed Unoccupied Acres:</b> 13.5	
<b>Total Undeveloped Acres:</b> 0			
<b>Pricing Per Acre:</b> Negotiable		<b>Zoning:</b> Light Industrial or Commercial	
<b>Tenants:</b> Erdman Machine, Viking Tool, Michigan Adhesive			
<b>Number of Jobs:</b> 60		<b>Jobs/Occupied Developed Acre:</b> 2.26	
<b>Utilities and Infrastructure</b>			
<b>Gas:</b> Yes		<b>Provider:</b> DTE Energy	
<b>Electric:</b> Yes		<b>Provider:</b> Consumers Energy	
<b>Sewer:</b> Yes		<b>Provider:</b> Whitehall Township	
<b>Water:</b> Yes		<b>Provider:</b> City of Whitehall	
<b>Telecommunications:</b> No		<b>Provider:</b> Frontier Communications	
<b>Contact Information</b>			
<b>Contact:</b> Chuck Schmitigal		<b>Contact:</b> Edward Garner, Muskegon Area First	
<b>Address:</b> 7644 Durham Road Whitehall, MI 49461		<b>Address:</b> 380 W. Western, Suite 202 Muskegon, MI 49440	
<b>Phone:</b> (231) 893-2095	<b>Fax:</b> (231) 894-6660	<b>Phone:</b> (231) 724-3172	<b>Fax:</b> (231) 728-7251
<b>Email:</b> <a href="mailto:cschmitigal@whitehalltwp.org">cschmitigal@whitehalltwp.org</a>		<b>Email:</b> <a href="mailto:egarner@muskegonareafirst.org">egarner@muskegonareafirst.org</a>	

<b>FREMONT INDUSTRIAL PARK</b>			
<b>County:</b> Newaygo	<b>Municipality:</b> City of Fremont	<b>Year Open:</b> 1997	<b>Income Tax:</b> No
<b>Millage Rate Per \$1,000 Taxable Value:</b> 61.1498		<b>Incentives:</b> N/A	
<b>Certified Business Park?</b> Yes			
<b>Location and Access</b>			
<b>Nearest Cross Streets:</b> M-82 and Industrial Drive			
<b>Nearest Freeway:</b> U.S. 31 & U.S. 131		<b>Distance:</b> 20 Miles & 30 Miles	
<b>Nearest Airport:</b> Fremont Municipal Airport		<b>Distance:</b> 1.5 Miles	
<b>Railroad Connection:</b> Yes		<b>Service:</b> Michigan Shore Railroad	
<b>Nearest Port:</b> Muskegon Harbor		<b>Distance:</b> 25 Miles	
<b>Acreage and Jobs</b>			
<b>Total Acres:</b> 98.57			
<b>Total Developed Acres:</b> 47.98		<b>Total Developed Occupied Acres:</b> 47.98	
		<b>Total Developed Unoccupied Acres:</b> 0	
<b>Total Undeveloped Acres:</b> 50.95			
<b>Pricing Per Acre:</b> \$12,500		<b>Zoning:</b> Industrial	
<b>Tenants:</b> Drum Drying Manufacturing, Flor-Dri Supply Co. Inc., Fremont Community Digester, Fremont Mini-Storage Inc., Hi-Lites Graphics Inc., Lakeshore Signs Inc., Michigan Axle LLC, Michigan Produce Haulers Trucking & Logistics, Restaurant Recycling Services LLC, Schwans Sales Enterprises Inc.			
<b>Number of Jobs:</b> 731		<b>Jobs/Occupied Developed Acre:</b> 15.24	
<b>Utilities and Infrastructure</b>			
<b>Gas:</b> Yes		<b>Provider:</b> DTE Energy	
<b>Electric:</b> Yes		<b>Provider:</b> Consumers Energy	
<b>Sewer:</b> Yes		<b>Provider:</b> City of Fremont	
<b>Water:</b> Yes		<b>Provider:</b> City of Fremont	
<b>Telecommunications:</b> No		<b>Provider:</b> AT&T (formerly SBC)	
<b>Contact Information</b>			
<b>Contact:</b> Todd Blake, City of Fremont		<b>Address:</b> 101 E. Main Street Fremont, MI 49412	
<b>Phone:</b> (231) 924-2101		<b>Fax:</b> (231) 924-2888	<b>Email:</b> tblake@cityoffremont.net

<b>NEWAYGO TIMBER TRAILS INDUSTRIAL PARK</b>			
<b>County:</b> Newaygo	<b>Municipality:</b> City of Newaygo	<b>Year Open:</b> 1976	<b>Income Tax:</b> No
<b>Millage Rate Per \$1,000 Taxable Value:</b> 63.8		<b>Incentives:</b> Tax Abatements	
<b>Location and Access</b>			
<b>Nearest Cross Streets:</b> M-82 and M-37			
<b>Nearest Freeway:</b> U.S. 131		<b>Distance:</b> 15 Miles	
<b>Nearest Airport:</b> Fremont Municipal Airport		<b>Distance:</b> 12 Miles	
<b>Railroad Connection:</b> No		<b>Service:</b> N/A	
<b>Nearest Port:</b> Muskegon Harbor		<b>Distance:</b> 50 Miles	
<b>Acreeage and Jobs</b>			
<b>Total Acres:</b> 92			
<b>Total Developed Acres:</b> 92		<b>Total Developed Occupied Acres:</b> 84	
		<b>Total Developed Unoccupied Acres:</b> 8	
<b>Total Undeveloped Acres:</b> 0			
<b>Pricing Per Acre:</b> Negotiable		<b>Zoning:</b> Industrial	
<b>Tenants:</b> Magna Mirrors, GM Wood, Graphicus, Armstrong Displays, Newaygo Business Ctr. Karr Unlmtd			
<b>Number of Jobs:</b> 1020		<b>Jobs/Occupied Developed Acres:</b> 19.6	
<b>Utilities and Infrastructure</b>			
<b>Gas:</b> Yes		<b>Provider:</b> DTE Energy	
<b>Electric:</b> Yes		<b>Provider:</b> Consumers Energy, Great Lakes Energy	
<b>Sewer:</b> Yes		<b>Provider:</b> City of Newaygo	
<b>Water:</b> Yes		<b>Provider:</b> City of Newaygo	
<b>Telecommunications:</b> Yes		<b>Provider:</b> AT&T, NCATS, Charter Communications	
<b>Contact Information</b>			
<b>Contact:</b> Jon Schneider, City of Newaygo		<b>Address:</b> 28 State Road, P.O. Box 308 Newaygo, MI 49337	
<b>Phone:</b> (231) 652-1657		<b>Fax:</b> (231) 652-1650	<b>Email:</b> <a href="mailto:jons@newaygocity.org">jons@newaygocity.org</a>

<b>WHITE CLOUD INDUSTRIAL PARK</b>			
<b>County:</b> Newaygo	<b>Municipality:</b> City of White Cloud	<b>Year Open:</b> 2001	<b>Income Tax:</b> No
<b>Millage Rate Per \$1,000 Taxable Value:</b> 18.261		<b>Incentives:</b> PA 198 Industrial Tax Exemptions, PA 338 Distressed Communities Personal Property Tax Exemptions	
<b>Certified Business Park?</b> Yes			
<b>Location and Access</b>			
<b>Nearest Cross Streets:</b> Charles (M-37) and Washington St.			
<b>Nearest Freeway:</b> U.S. 131/U.S. 31		<b>Distance:</b> 15 Miles/30 Miles	
<b>Nearest Airport:</b> Muskegon County Airport Gerald R. Ford International White Cloud Airport		<b>Distance:</b> 50 Miles 40 Miles Adjacent	
<b>Railroad Connection:</b> Yes		<b>Service:</b> Marquette Rail	
<b>Nearest Port:</b> Muskegon Harbor		<b>Distance:</b> 50 Miles	
<b>Acreage and Jobs</b>			
<b>Total Acres:</b> 45			
<b>Total Developed Acres:</b> 45		<b>Total Developed Occupied Acres:</b> 2.7	
		<b>Total Developed Unoccupied Acres:</b> 42.3	
<b>Total Undeveloped Acres:</b> 0			
<b>Pricing Per Acre:</b> Negotiable		<b>Zoning:</b> Industrial	
<b>Tenants:</b> White Cloud Area Fire-Rescue			
<b>Number of Jobs:</b> 30 (part-time)		<b>Jobs/Occupied Developed Acres:</b> <1	
<b>Utilities and Infrastructure</b>			
<b>Gas:</b> Yes		<b>Provider:</b> DTE Energy	
<b>Electric:</b> Yes		<b>Provider:</b> Great Lakes Energy	
<b>Sewer:</b> Yes		<b>Provider:</b> Sherman Utility	
<b>Water:</b> Yes		<b>Provider:</b> City of White Cloud	
<b>Telecommunications:</b> N/A		<b>Provider:</b> N/A	
<b>Contact Information</b>			
<b>Contact:</b> Lora Kalkofen, City of White Cloud		<b>Address:</b> 12 North Charles, P.O. Box 607 White Cloud, MI 49349	
<b>Phone:</b> (231) 689-1194		<b>Fax:</b> (231) 689-2001	<b>Email:</b> <a href="mailto:lora@cityofwhitecloud.org">lora@cityofwhitecloud.org</a>

<b>HART INDUSTRIAL PARK</b>			
<b>County:</b> Oceana	<b>Municipality:</b> City of Hart	<b>Year Open:</b> 1990	<b>Income Tax:</b> No
<b>Millage Rate Per \$1,000 Taxable Value:</b> 55		<b>Incentives:</b> None	
<b>Location and Access</b>			
<b>Nearest Cross Streets:</b> Oceana Drive and Polk Road			
<b>Nearest Freeway:</b> U.S. 31		<b>Distance:</b> 1 Mile	
<b>Nearest Airport:</b> Muskegon County Airport		<b>Distance:</b> 40 Miles	
<b>Railroad Connection:</b> None		<b>Service:</b> N/A	
<b>Nearest Port:</b> Muskegon Harbor		<b>Distance:</b> 40 Miles	
<b>Acres and Jobs</b>			
<b>Total Acres:</b> 40			
<b>Total Developed Acres:</b> 20		<b>Total Developed Occupied Acres:</b> 15	
		<b>Total Developed Unoccupied Acres:</b> 5	
<b>Total Undeveloped Acres:</b> 20 (2 lots purchased but undeveloped)			
<b>Pricing Per Acre:</b> \$5,000		<b>Zoning:</b> Industrial	
<b>Tenants:</b> GHSP, The Starting Block, Silver Lake Management			
<b>Number of Jobs:</b> 220		<b>Jobs/Occupied Developed Acres:</b> 7.8	
<b>Utilities and Infrastructure</b>			
<b>Gas:</b> Yes		<b>Provider:</b> DTE Energy	
<b>Electric:</b> Yes		<b>Provider:</b> Hart Hydro Electric	
<b>Sewer:</b> Yes		<b>Provider:</b> City of Hart	
<b>Water:</b> Yes		<b>Provider:</b> City of Hart	
<b>Telecommunications:</b> Yes		<b>Provider:</b> Frontier, Charter Communications	
<b>Contact Information</b>			
<b>Contact:</b> Anne Hardy, Oceana County EDC		<b>Address:</b> 314 State Street P.O. Box 168 Hart, MI 49420	
<b>Phone:</b> (231) 873-7141	<b>Fax:</b> (231) 873-5056	<b>Email:</b> <a href="mailto:edcoceana2@chartermi.net">edcoceana2@chartermi.net</a>	

<b>SHELBY INDUSTRIAL PARK</b>			
<b>County:</b> Oceana	<b>Municipality:</b> Village of Shelby	<b>Year Open:</b> 1977	<b>Income Tax:</b> No
<b>Millage Rate Per \$1,000 Taxable Value:</b> 18		<b>Incentives:</b> PA 198 Tax Abatements	
<b>Location and Access</b>			
<b>Nearest Cross Streets:</b> 72 <sup>nd</sup> Street and 6 <sup>th</sup> Street			
<b>Nearest Freeway:</b> U.S. 31		<b>Distance:</b> 3 Mile	
<b>Nearest Airport:</b> Muskegon County Airport		<b>Distance:</b> 36 Miles	
<b>Railroad Connection:</b> None		<b>Service:</b> N/A	
<b>Nearest Port:</b> Muskegon Harbor		<b>Distance:</b> 36 Miles	
<b>Acreeage and Jobs</b>			
<b>Total Acres:</b> 45			
<b>Total Developed Acres:</b> 35		<b>Total Developed Occupied Acres:</b> 32	
		<b>Total Developed Unoccupied Acres:</b> 3	
<b>Total Undeveloped Acres:</b> 10			
<b>Pricing Per Acre:</b>		<b>Zoning:</b> Industrial	
<b>Tenants:</b> Kelley Electric Motor and Equipment, Shelby Gem Factory, Kelley Machining Inc., West Michigan Horseshoe, Valley City Metal Finishing Inc., Shelby Optimist, Silver Street Inc., Jershon Inc., Windridge Textile Printing, Hawking Energy, USDA Service Center			
<b>Number of Jobs:</b> 137		<b>Jobs/Occupied Developed Acres:</b> 4.3	
<b>Utilities and Infrastructure</b>			
<b>Gas:</b> Yes		<b>Provider:</b> DTE Energy	
<b>Electric:</b> Yes		<b>Provider:</b> Consumers Energy	
<b>Sewer:</b> Yes		<b>Provider:</b> Shelby Department of Public Works	
<b>Water:</b> Yes		<b>Provider:</b> Shelby Department of Public Works	
<b>Telecommunications:</b> Yes		<b>Provider:</b> Frontier, Charter Communications	
<b>Contact Information</b>			
<b>Contact:</b> Anne Hardy, Oceana County EDC		<b>Address:</b> 314 State Street P.O. Box 168 Hart, MI 49420	
<b>Phone:</b> (231) 873-7141		<b>Fax:</b> (231) 873-5056	<b>Email:</b> <a href="mailto:edcoceana2@chartermi.net">edcoceana2@chartermi.net</a>

# EDA INVESTMENT PRIORITIES

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

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

EDA's investment priorities are designed to provide an overarching framework to guide the agency's investment portfolio to ensure its investments contribute the strongest positive impact on sustainable regional economic growth and diversification. Competitive applications will be responsive to the evaluation criteria listed under each individual funding announcement, including at least one of the following investment priorities:

## 1. Collaborative Regional Innovation

Projects that increase the development and growth of innovation clusters which, based on objective economic data, are existing regional competitive strengths. Such initiatives must engage relevant 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.

## 2. Public/Private Partnerships

Projects that use both public and private sector assets and complementary investments by other government/public entities and/or nonprofits.

## 3. National Strategic Priorities

Projects that:

- encourage job growth and business expansion in manufacturing, including advanced manufacturing, sustainable manufacturing, and manufacturing supply chains;
- assist communities severely impacted by the declining use of coal;
- increase economic resiliency, including resilience to the effects of natural disasters and climate change;
- assist with natural disaster mitigation and recovery;
- are aimed at restoring or improving urban waters and the communities that surround them; and
- assist and/or support:
  - information technology infrastructure (for example, broadband or smart grid);
  - communities severely impacted by industry restructuring;
  - job-driven skills development;
  - access to capital for small- and medium-sized and ethnically diverse enterprises;
  - innovations in science and health care; and advancement of science and research parks, other technology transfer, or technology commercialization efforts.

## 4. Global Competitiveness

Projects that support high-growth businesses and innovation-based entrepreneurs to expand and compete in global markets, especially investments that expand U.S. exports, encourage foreign direct investment, promote the repatriation of jobs back to the U.S., and position U.S. firms to become leaders in global industries.

## 5. Environmentally-Sustainable Development

Projects that promote job creation and economic prosperity through enhancing environmental quality and developing and implementing green products, processes, places, and buildings as part of the green economy. This includes projects that encourage job growth, business expansion, and innovations in energy-efficient technologies and clean energy, including alternative fuel technologies. Additional information is available on EDA's website at <https://www.eda.gov/pdf/GreenGrowthOverview.pdf>.

## 6. Underserved Communities

Investments that strengthen diverse communities that have suffered disproportionate economic distress and job losses and/or are rebuilding to become more competitive in the global economy, including economic development initiatives that help unemployed and underemployed young adults obtain the skills and knowledge necessary to succeed.

## PRINCIPLES OF SMART GROWTH

**Smart growth is an approach to development that encourages a mix of building types and uses, diverse housing and transportation options, development within existing neighborhoods, and community engagement. The 10 principles below are considered the foundation of a smart growth approach.**

### **1. Mix land uses**

Mixing land uses means building homes, offices, schools, parks, shops, restaurants, and other types of development near one another—on the same block or even within the same building.

Mixed land uses bring more people to a neighborhood at a variety of times of day, which can support businesses, improve safety, and enhance the vitality of an area. Mixing land uses also makes it possible for people to live closer to where they work or run errands, and means they don't need to drive a car to get there. Mixed-use neighborhoods are in-demand, meaning this approach can boost property values and keep them stable, protecting the investment of homeowners as well as tax revenues for municipalities.

### **2. Take advantage of compact design**

Compact design means making more efficient use of land that has already been developed. Encouraging development to grow up, rather than out, is one way to do this. Infill development—building on empty or underutilized lots—is another. Building within an existing neighborhood can attract more people to the jobs, homes, and businesses already there while also making the most of public investments in things like water and sewer lines, roads, and emergency services.

### **3. Create a range of housing opportunities and choices**

Building quality housing for families of all life stages and income levels is an integral part of a smart growth approach. Housing constitutes a significant share of new construction and development in any city, but its economic importance is sometimes overlooked. Adding housing in commercial districts can breathe new life into these neighborhoods in evenings and on weekends. And more importantly, the housing options available in a community will influence families' economic opportunities, costs of living, and how much time they spend commuting each day. Diversifying housing options within existing neighborhoods can give everyone more choices about where to live.

### **4. Create walkable neighborhoods**

Walkable neighborhoods are in high demand across the country and it's hardly a mystery why. Walking is a convenient, affordable, and healthy way to get around that never goes out of style—so long as people can do it safely and conveniently. Walkable places are created in part by mixing land uses and taking advantage of compact design, but are activated by smart street design that makes walking not only practical but safe and convenient to enjoy.

### **5. Foster distinctive, attractive communities with a strong sense of place**

Unique, interesting places that reflect the diverse values, culture, and heritage of the people who live there have the greatest staying power. Projects and neighborhoods that incorporate natural features, historic structures, public art, and placemaking can help distinguish a place from its neighbors to attract new residents and visitors, and support a vibrant community for the people who already live there.

## **6. Preserve open space, farmland, natural beauty, and critical environmental areas**

Preserving open spaces like prairie, wetlands, parks, and farms is both an environmental issue and economic issue. People across the country want access to natural recreation areas, which translates into demand for housing and tourism. Meeting that demand improves a city's ability to attract employers, while also supporting agricultural industries. Preserving open spaces can also make communities more resilient, protecting them from natural disasters, combating air pollution, controlling wind, providing erosion control, moderating temperatures, protecting water quality, and protecting animal and plant habitats.

## **7. Direct development towards existing communities**

Developing within existing communities—rather than building on previously undeveloped land—makes the most of the investments we've already made in roads, bridges, water pipes, and other infrastructure, while strengthening local tax bases and protecting open space. Regulations, zoning, and other public policies sometimes make this approach unnecessarily difficult for developers, however. Local leaders can and should change policy to encourage development within existing neighborhoods.

## **8. Provide a variety of transportation choices**

Providing a variety of transportation choices—high-quality public transportation, safe and convenient biking and walking infrastructure, and well-maintained roads and bridges— helps communities to attract talent, to compete on a global scale, and to improve the day-to-day lives of their residents. To make this happen, elected leaders and transportation agencies must change how they prioritize, select, invest in, build, and measure transportation projects at the local, regional, and nationwide level.

## **9. Make development decisions predictable, fair, and cost effective**

Developers play a crucial role in how towns and cities are built. Many developers want to build walkable, urban places but are thwarted by restrictive regulations or complicated approval processes. Municipalities interested in encouraging smart growth development can and should examine their regulations and streamline the project permitting and approval process so that development decisions are more timely, cost-effective, and predictable for developers. By creating a supportive environment for development of innovative, pedestrian-oriented, mixed-use projects, government can provide smart growth leadership for the private sector.

## **10. Encourage community and stakeholder collaboration in development decisions**

Every community has different needs, and meeting those needs requires a different approach from place to place. Communities suffering from disinvestment may need to focus on encouraging development downtown; communities with robust economic growth may need to focus on addressing social equity. The common thread is that the needs of every community and the strategies to address them are best defined by the people who live and work there.

Smart growth is not possible without the perspective of everyone with a vested interest in a town, city, or neighborhood. Smart growth is about building a future for a community that everyone can participate in, and gathering the ideas, feedback, and support of everyone in a community is the only way to do that. This process is not only inclusive and equitable, it also will give projects built-in support and staying power.