



Western Upper Peninsula
Planning & Development Regional Commission

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**ANNUAL
COMMUNITY ECONOMIC DEVELOPMENT STRATEGY
and
PROGRAM PROJECTION
December 31, 2007**

I. ORGANIZATION AND STAFFING

During the time period from January 1, 2007 to December 31, 2007, the Western Upper Peninsula Planning and Development Regional Commission's (WUPPDR) membership has remained stable. The present membership includes the counties of Baraga, Gogebic, Houghton, Iron, Keweenaw and Ontonagon; the cities of Hancock and Houghton; the Village of Ontonagon, the Charter Townships of Calumet and Portage; and the Keweenaw Bay Indian Community.

Currently WUPPDR has a staff of nine individuals. Since the last annual report, there have been a number of staff changes including the resignation of the Executive Director and the addition of several new individuals to help fulfill our mission.

EDA has implemented several new rule changes that affect the Region with the primary change being a requirement that at least 50% of the CEDS Strategy Committee (in our case the Executive committee) must represent the private sector. In addition the full commission must comprise in the aggregate a minimum of 35% private sector representatives, and/or Executive Directors of the Chambers of Commerce, institutions of post-secondary education, workforce development or labor groups. WUPPDR meets these new requirements as can be seen in the attachments section of this document. Additionally, the CEDS will now be done on a calendar year from January through December.

The current staff includes:

Kim J. Stoker, Executive Director
Mary A. Taddeucci, Administrative Assistant
Sue K. Harter, Financial Secretary
Lori Hauswirth, Associate Planner
Meghan Pachmayer, Assistant Planner
Jim LaMuth, MSHDA Housing Agent
Ken Marshall, GIS Specialist
Steve Rouser, GIS Technician
Courtney Archambeau, Planning Aide

WUPPDR functions as an information services agency to local units of government in the six county region. These services focus on economic and community development issues and the allocation of resources to resolve them. The Commission's vision for economic and community

development is strategic, comprehensive, and long-range. Its policies regarding programming reflect this perspective.

Through a planning process that involves research, public input, and technical assistance, programs in support of economic development, protection of the environment, and the improvement of the quality-of-life are undertaken. Specific areas of concern include recreation, historic preservation, transportation, housing rehabilitation, solid waste management, and public infrastructure improvements.

The delivery system for WUPPDR programs involves a communication network among the Commission's staff, and local elected and appointed officials throughout the entire region. Experience has demonstrated it requires a considerable amount of personal contact between local officials and WUPPDR staff to assure an efficient transfer of program resources to local units of government.

WUPPDR's program delivery system has evolved over a quarter century and has been shaped by a number of the region's characteristics. These include the region's rural, non-farm character and its natural resource endowments; the distribution of the region's small population; its relative geographic remoteness, and its limited accessibility to transportation systems other than the automobile.

II. THIS PAST YEAR'S ACTIVITIES

This past year's activities have been grouped under topical headings and reflect how WUPPDR's resources and the areas of concern are linked together.

ECONOMIC DEVELOPMENT PLANNING

Received a grant award from USDA Rural Development for a Rural Business Enterprise Grant to study the Keweenaw County multi-use trail system. The study will provide an inventory and analysis of the trail system and offer recommendations to secure long term use of the privately owned portions of the existing trail system.

Prepared and completed the White Pine Power Plant Bio-Fuel Feasibility study. The study was completed in 2006 and the White Pine Power Company has now purchased the idle Warden Power Plant in L'Anse to implement the study's recommendations to retro fit and operate a 500 TPD biofuel power plant. The study showed there is a lack of adequate power distribution system coming out of White Pine and the company therefore changed their plans and purchased the existing plant that was put out of commission several years ago. The project is expected to create ten to fifteen full time jobs.

Continue to provide technical assistance to MEDC in terms of briefing memos on potential job creation projects and other related MEDC prospects, i.e. planning grants, downtown projects. These include the Powerhouse Incubator project in the City of Houghton, Finlandia University's

ECONOMIC DEVELOPMENT PLANNING (continued)

Incubator expansion, FTF Company in Calumet Township and the GS Engineering project in the City of Houghton. This technical assistance also takes the form of providing information on MEDC programs to local economic development representatives from all units of government.

Attended MEDC one day training session in Marquette to discuss the MEDC's programs and delivery system.

Working with the Village of Baraga in expansion of their industrial park. Terex Handlers has requested more space to grow their business so WUPPDR is assisting in the planning and review stages of the industrial park expansion.

Continue to work with Copper Country Trail Advisory Committee and facilitate Copper Country Trail National Byway projects. The National Byway route includes US41 from Houghton to Copper Harbor.

Work with Keweenaw County Road Commission in support of the National Byway grant received for Phase I of the Brockway Mountain Drive Improvement Project.

Assisted MDOT with the preparation and development of the Copper Country Trail logo and website, and attended the National Scenic Byways Conference in Baltimore, MD.

Prepared and submitted 2007 applications to the FHWA National Byway Program for a Master Interpretation Plan and Phase II of the Brockway Mountain Drive Improvement Project.

Continue to support efforts of the "Bridge to the Clouds" Heritage Route Committee in Ontonagon. Corridor management planning techniques and organizational goals and structure are being discussed.

Completed environmental review on behalf of Gogebic-Ontonagon CAA home purchase rehabilitation assistance grant.

Provide assistance to both the Lac Vieux Desert and Keweenaw Bay Indian Communities for economic development projects on Tribal lands including but not limited to their industrial parks, i.e. industrial infrastructure, lease space and land development.

Prepared Geographical Information Systems (GIS) maps for use with economic development projects including Houghton County and Wakefield Township Renaissance Zones for use in local government planning. These projects include area parcel maps for depicting surrounding land use and ownership and rail locations.

Attended a Pavement and Surface Evaluation and Rating (PASER) training in Marquette, Michigan to discuss policy changes and road rating standards.

Received funding to prepare a bicycle plan for the Western 6 counties on behalf of MDOT.



ECONOMIC DEVELOPMENT PLANNING (continued)

The Region is working with the Baraga County business community, local community officials and the Keweenaw Bay Indian Community to develop a new publicly owned airport and business park to improve existing business travel and support economic development. Economic forecasts provided by the Department of Aeronautics and local examples of business growth from similar size communities have been used to encourage the development. An airport layout plan has been completed and an environmental review is currently being done on the proposed site.

Worked with local economic developers on three different renaissance zone sites to research alternative financing possibilities for constructing spec buildings within the zones. Financing alternatives considered are community facility loans, MEDC and the local share of casino gambling.

Discussions are ongoing with the Keweenaw Bay Indian Community (KBIC), Villages of L'Anse and Baraga, L'Anse and Baraga Townships to assist in the development of a land use plan for the KBIC and surrounding area. These activities are specific to the development of industrial and business properties as they relate to economic development.

Completed a Solid Waste Management Plan for the Keweenaw Bay Indian Community, which is a member of WUPPDR. Continuing to assist the KBIC to apply for funding to implement recycling and transfer equipment to serve the Tribal community. WUPPDR has a contract to provide these services and have had an engineering firm design site plans for two transfer facilities for the Community, one in the industrial park and one in the Community of Zeba. WUPPDR has requested proposals from private waste haulers to operate the proposed facilities. Staff will continue to provide assistance for a grant application.

Representatives from the western six counties continue to work together as the Western U.P. Heritage Trail Network with the goal of linking and promoting the historic resources of the area. The WUPHTN has completed an interpretive signage project through a Rural Development - Rural Business Enterprise Grant that compliments the regularly updated travel brochure and website.

Worked with EDA's local representative Mr. Jim McConnell and Mr. Jack Price on several projects. Projects included the Gogebic Community College's proposal to purchase the National Guard Amory to start a Vocational Technical division, the City of Wakefield's community building project and a fourth incubator facility in the City of Houghton including a downtown revitalization project.

In cooperation with the Michigan Economic Development Association (MEDA), continued to be the regional contact for the Michigan Site Network database, including maintenance of existing listings, inputting of additional properties, and educating the municipalities on the value of this network.

ECONOMIC DEVELOPMENT PLANNING (continued)

Pursuing funding through EDA for a fourth high tech business incubator in the City Houghton and an Upper Peninsula wide Smart Zone concept, which will include the Upper Peninsula Economic Development Alliance (UPEDA). The UPEDA is composed of economic developers from across the U.P. and includes private enterprise and public utilities. The concept is to use Region staffing to assist UPEDA to develop a strategic plan for the Upper Peninsula and once completed implement the plan including the Smart Zone concept at all secondary and higher education institutions across the peninsula.

Attended several meetings with the Michigan Economic Development Corporation (MEDC) staff to review and update our Technical Assistance contract for providing services to MEDC staff and local communities.

Attended Safe Routes to School Program Training Workshop in Escanaba. Promoted the program throughout communities in the Western U.P. and materials were distributed to local units of government and school officials.

The Region in conjunction with MDOT hosted and attended the Annual Elected Rural Officials meeting in L'Anse on October 29th.

ECONOMIC DEVELOPMENT IMPLEMENTATION

In August of this year WUPPDR staff revived the quarterly newsletter that has not been published in over fifteen years. The first issue of the "Westerly View" was sent out with an invitation to the WUPPDR annual meeting being held on September 17, 2007 at the newly renovated Keweenaw Mountain Lodge and conference facility. The second issue of the Westerly View was sent out in December.

Applied on behalf of Keweenaw County to USDA Rural Development Rural Business Enterprise grant program and received \$30,000 to implement a countywide marketing effort to promote tourism and create job opportunities. Local match is \$37,000.

Applied for and received a \$300,000 grant from the MEDC to assist the FTF L.L.C. manufacturing company with public infrastructure at the Centennial Mine site in Calumet Township. The company manufactures high tech brake rotors for motorcycles and commercial truck applications. The Township will match the grant monies with \$100,000 and the company will invest up to \$2 million in the project and create up to sixty full time jobs.

Administering a MEDC Community Development Block Grant to fund public infrastructure improvements at the Scott Hotel project in the City of Hancock. The project is expected to create nineteen new full time jobs.

Administering a \$300,000 MEDC grant to fund a water supply system at the Keweenaw Mountain Lodge in Copper Harbor, Keweenaw County. This is part of an approximately \$3.5 million weatherization and community conference facility. The project is expected to create forty new full time positions.



ECONOMIC DEVELOPMENT IMPLEMENTATION (continued)

Applied for and received a MEDC grant for the City of Houghton to renovate the existing Powerhouse Incubator. The project is speculative but is expected to create 50 full time high tech jobs in the City of Houghton. The grant is for \$1 million to renovate the two existing floors and add a third floor to the building providing approximately 13,500 square feet of office space.

Applied for and received a MEDC grant of \$150,000 for the City of Houghton to help GS Engineering with infrastructure improvements. GS will be leasing to buy a new office facility with high bay space being constructed by MJO Contracting at the Pilgrim River Terrace in the City of Houghton. The improvements will be for road and sewer and water work. The project is expected to create 12 new full time positions. GS is presently in the Powerhouse Incubator and is the first high tech company to graduate in to the community. The private match is approximately \$1.5 million.

Captured Global Positioning System (GPS) points and line data to be used for an Access Management corridor study in the Village of Ontonagon, City of Bessemer, and the City of Ironwood.

WUPPDR applied for and received funding to continue Michigan State Housing Development Authority (MSHDA) single-family housing rehabilitation programs in Baraga (\$125,000), Houghton (\$200,000), Keweenaw (\$100,000) and Ontonagon Counties (\$125,000). In addition we are administering a \$500,000 MSHDA Neighborhood Preservation Program Grant directed at the Blue Jacket neighborhood of Calumet Township. The Calumet program includes single-family rehabilitation, demolition, neighborhood cleanup, and downtown façade improvements.

The Region updated and launched a new website for the North Country Renaissance Zone (www.taxfreeupnorth.org). Staff responded to inquires from prospective businesses and coordinated a committee meeting to approve the website. The region will continue to update the website and pursue marketing opportunities as they come available. The Region is also producing a marketing brochure highlighting the website and the 15 year time extensions for new developments in Michigan's Renaissance Zones.

WUPPDR is administering a MSHDA Rental Rehabilitation Program Grant in the amount of \$200,000 for the Village of Ontonagon. The project is targeted at the Village's downtown district.

Continue to administer and coordinate the loan portfolio in the Region's EDA funded Revolving Loan Fund. During this period there have been several requests and the SRLF Board has met several times to discuss the proposals. Burton Industries of Ironwood has made application for \$100,000 and the SRLF Board has agreed to fund the project if EDA agrees to the proposal.

Applied for and received funding from MDOT to prepare an improvement plan for MDOT owned Keweenaw and Houghton County roadside facilities using context sensitive solutions (CSS). The project will expand on a project originally targeted to four Keweenaw Parks.

ECONOMIC DEVELOPMENT IMPLEMENTATION (continued)

Assisted over 200 low-income households by providing rental assistance subsidies through MSHDA's Housing Choice Voucher Program. WUPPDR facilitates this program in Houghton, Keweenaw, Baraga, Ontonagon and Gogebic counties providing more than \$750,000 annually in assistance to eligible households.

The Region's staff attended a number of trainings for MSHDA's Housing Choice Voucher program: Enterprise Income Verification (EIV) and security clearance August 24th in Manistique, Housing Choice Voucher Agent training October 24th and 25th in Lansing, and Housing Quality Standards Training November 1st and 2nd in Grayling.

The Region is working with a number of local agencies in conjunction with the Baraga, Houghton and Keweenaw Counties Continuum of Care and MSHDA to implement MSHDA Housing Assistance Recovery Program (HARP). This program is specifically offers rental assistance to local homeless populations.

Completed a contract with MDOT to provide an Access Management Plan for the US-41 and M-26 corridor in the cities of Houghton/Hancock, Portage and Franklin Townships. Upper Peninsula Engineers and Architects (UPEA) was been hired to complete the Plan with assistance from WUPPDR and the communities.

TECHNICAL ASSISTANCE

Completed update of the Village of Ontonagon and Gogebic County Recreation Plans.

Responded to information on requests from both local government and private business for demographics and available industrial space, MEDC guidelines, environmental reviews, brownfield regulations, planning and zoning regulations, etc.

Met with Baraga County Recreation Committee and DNR to discuss plan of action for improvements at Point Abbaye.

Submitted and awarded a US Geological Survey CAP Grant to support the national spatial data infrastructure (NSDI) program. This program will allow WUPPDR to host The National Map for the USGS; will provide over 30 outreach sessions to county boards, township association, city and village commission meetings by April 2008, and establish a regional geospatial framework organization.

Continue to prepare a Multi-Hazard Mitigation Plan for Michigan Technological University under FEMA's Disaster Resistant University Initiative. The Plan will be completed in 2008 and addresses all aspects of natural and manmade hazards.

Completed the final draft of the Wakefield Flood Mitigation Plan and submitted it to the Michigan State Police for Approval. Completed GIS parcel and structure geo-coding within the City of Wakefield.

TECHNICAL ASSISTANCE (continued)

Coordinating MDOT Asset Management data collection effort with County Road Commissions and municipalities in the region. Training and collection of surface types and surface ratings for all Act 51 roads in the Western U.P. is done on an annual basis.

Responded to numerous requests for site-specific mapping which includes but is not limited to base maps, trails maps, watershed maps and ownership maps.

WUPPDR is implementing, training, and creating a GIS system within the City of Wakefield's public works department.

Creating a street map of the Keweenaw Peninsula for the Houghton-Keweenaw chamber of commerce for tourism.

Preparing trails maps for Keweenaw, Houghton, and Gogebic Counties to aid in countywide trails planning.

Completed parcel mapping and traffic signs data collection within MDOT's US41 and M26 Access Management corridor study through the City of Houghton and Hancock.

Prepared a bicycle plan on behalf of the City of Houghton that will focus on improving non-motorized access to key areas of the city.

Preparing a bicycle route feasibility study exploring the possibility of connecting sites along the Iron County Heritage Route between Iron River and Crystal Falls. Project is being funded through the National Byways Program and is administered through MDOT

Responded to requests from local organizations for grant program resources, funding sources, census, and other socio-economic information. Updated regional mailing list of local officials, businesses and other agencies in Western U.P.

Completed annual road counts for the Michigan Department of Transportation HPMS program for the western six counties. Provided road counts to the City of Hancock to study high traffic road.

Completed creation of digital Emergency Resource Manual database containing an inventory of local emergency resources in Houghton and Keweenaw Counties for the Office of Emergency Measures.

Negotiated contract to complete U.P. Regional Homeland Security Planning Critical Asset Resource Typing Project for the six western U.P. Counties to meet state and FEMA requirements. WUPPDR inventoried critical assets throughout the region in both the public and private sector for addition to the statewide emergency management resource database. The project benefits the area in allowing Emergency Managers to know what resources are available elsewhere during an emergency, promotes mutual aid, and will help plan for purchasing of bigger ticket items in the region.



TECHNICAL ASSISTANCE (continued)

Preparing a Rapid Watershed Assessment for the Keweenaw Bay Indian Community in Baraga County. This assessment will provide initial estimates of where conservation investments would best address the concerns of landowners, conservation districts, and other community organizations and stakeholders within the watershed.

INTERGOVERNMENTAL RELATIONS

Participated in an EDA peer review of the Central U.P. Planning & Development Region as required by EDA Program guidelines.

Continue to assist the Small Business Center in developing an outreach program to provide business-counseling services in the Western Upper Peninsula. Participate as a member of the First Step Board of Directors to guide and direct counseling programs, workshops and business services, including the new Business Resource Center located at Finlandia University.

Continue as a Community Partner with Finlandia University as it relates to the community and Region in terms of economic development. The networking with other partners at these meetings help us keep in touch with business and community leaders. Finlandia has an EDA construction grant award for renovation of a business incubator as part of the SmartZone.

Maintained liaison with Michigan Economic Development Corporation representative to improve delivery of development programs. The Region also acts as the State liaison for marketing of the Renaissance Zone program.

Serving as a member on the Air Carrier Task Force and Michigan Aviation Plan Steering Committee as a representative for regional planning organizations in Michigan.

Maintained liaison with national park effort and Keweenaw National Historical Park Advisory Commission.

Maintained liaison between WUPPDR Commission and the many local development groups in the region. Some of these include economic development commissions, planning commissions, tourism councils and industrial development authorities.

Participated in a strategic planning session to review and recommend changes to the Federal Rural Development programs and delivery system in Michigan.

Maintain liaison with U.S. Forest Service Ottawa National Forest Staff and Michigan Department of Natural Resources forestry staff on issues and development of the State and National Forest lands.

Participate with the Michigan Association of Regions to share ideas and strategies on economic development and planning in communities.



INTERGOVERNMENTAL RELATIONS (continued)

Attended monthly Continuum of Care Meetings for Houghton, Keweenaw and Baraga Counties to share ideas, give program reports, learn about opportunities and resources available for low-income families and the area's homeless.

Continue to maintain WUPPDR website to distribute information about the region and keep people informed on regional activities. The website address is www.wuppdr.org

Attended Finlandia University's Community Partnership meeting held to discuss University's community out reach program including the new Business Resource Center and how it relates to business development and MEDC's role. Also discussions begin on MEDC funding for infrastructure at the University's new incubator.

WUPPDR continues to participate with RC&D and follow local natural resource issues and projects. Projects initiated by RC&D interest groups include natural resource inventories, watershed protection, recreational trail development and facility improvements, informational, etc.

Reviewed State Long Range Transportation Plan and held public meetings to receive input on it. No comments were generated at public hearings or by staff.

Met with the U.S. Forest Service to establish a line of communication for sharing GIS data within the region.

III. GOALS & OBJECTIVES

WUPPDR has defined its goals and framed its objectives to respond to the challenges growing up around a new, information-age economy, whose fundamental sources of wealth in this information-age economy are knowledge and communication rather than natural resources and physical labor.

The goals touch a wide range of economic and social issues, and represent WUPPDR's vision for the future of the region. The objectives, meanwhile, represent opportunities to measure the degrees of progress toward the attainment of the goals.

GOAL I. Create a proactive business environment within the region in which enterprise development activity can create and expand opportunities for local entrepreneurs and business establishments.

Objective 1. Support a small business support system, which provide a variety of services which includes the development of business plans, market feasibility studies, marketing plans, cash flow analysis, loan packaging and export assistance.

Objective 2. Develop a network of business incubators, which assist entrepreneurs, and nurtures small businesses, create goods and generate services that can be sold outside the region.

Objective 3. Establish and maintain a revolving loan fund to close the credit gap, and to assist small business enterprises by providing capital for small business development and expansion.

Objective 4. Establish and maintain a financial information system to provide regional capital seekers and lenders reliable information on the availability of capital resources and potential investment opportunities.

Objective 5. Support business educational programs, which are geared to the region and designed to enhance entrepreneurial skills and management capacity to meet the needs for expansion.

Objective 6. Support the establishment of an industrial modernization program for small and medium size manufacturing enterprises (SMEs).

GOAL II. Build upon the uniqueness of the region's existing rural resources to uncover new enterprise opportunities with a focus that supports sustain ability and diversity.

Objective 1. Support the application of forest resource management and forest product utilization systems on private non-industrial forest (PNIF) ownerships through easy access to technical assistance for PNIF owners.

GOAL II. (continued)

Objective 2. Enhance the opportunity for value-added investments through technology transfer into the forest products industry.

Objective 3. Promote the revitalization of agriculture as a diverse sophisticated industry through a focus on value-added production and diversification into alternative agricultural products.

Objective 4. Support the integration of aquaculture into the agricultural sector as an economic development activity.

Objective 5. Support the development of the tourism industry through forest recreation, fish and wildlife, and heritage based strategies.

GOAL III. Improve the region's transportation systems to insure the safety and mobility of people and commerce while protecting the environment and improving the quality of life.

Objective 1. Support the improvement of the local road networks for residents and maintain accessibility to natural resource areas.

Objective 2. Provide input into the planning process along with support for the continuation of upgrading the state trunk line system.

Objective 3. Support the upgrading of airport facilities to fullest potential to attract the best commercial air service and general aviation activity.

Objective 4. Support a railroad modernization program and a harbor improvement program to maintain bulk transportation services for the region.

Objective 5. Support the creation and maintenance of public transit systems to reduce energy consumption, congestion and which provides alternatives for persons without automobiles.

Objective 6. Promote the development of pathways for pedestrians, bicycles and other non-motorized means of transportation.

GOAL IV. Promote a framework for community development to improve community design and infrastructure which makes communities, small towns and cities within the region quality places to live, work and conduct business.

Objective 1. Support the establishment of a community design process that encourages the application of design standards, which incorporate aesthetics, public art, the urban forest, and the application of technology at a human scale.

GOAL IV (continued)

Objective 2. Foster locally administered development regulations including building codes, subdivision regulations, historic preservation ordinances and scenic landscape ordinances that protect the character and cultural resources of our small towns and rural communities.

Objective 3. Foster the development, modernization or renovation of public facilities (i.e. government administrative facilities, libraries, fire halls, schools, cultural facilities, police and correction facilities, etc.).

Objective 4. Support the modernization and extension of water, wastewater and solid waste systems to meet health, safety and pollution requirements while limiting rural sprawl.

Objective 5. Encourage the development of affordable housing and the rehabilitation of the existing housing inventory.

Objective 6. Improve the access to medical facilities and health programs throughout the region.

Objective 7. Foster the development and enhancement of community recreational and cultural facilities and programs for entertainment, recreation, wellness and cultural enrichment.

Objective 8. Upgrade the physical infrastructure that includes roads, bridges, water, wastewater, and telecommunications systems which are essential to economic growth.

Objective 9. Support programs to undertake environmental clean up activities which encourage the reuse and redevelopment of contaminated rural and urban sites.

GOAL V. Support natural resources policies that foster sustainable development through ecosystem management while protecting the biodiversity of the aquatic and forest environments of the region.

Objective 1. Foster programs that maintain the integrity of forest ecosystems and the production of goods and services within these restraints.

Objective 2. Pursue the application of land use planning principles through local governments that can assure more compact settlement patterns, better safeguards for unique and fragile environments and preserves open space through cooperative landscape scale management systems.

Objective 3. Support programs which pursue incentive-based approaches that enlist market forces to deter pollution and reduce the waste of natural resources.

GOAL V (continued)

Objective 4. Participate in drainage basin and other landscape level planning and problem solving projects.

Objective 5. Support and collaborate in sustainable development projects.

Objective 6. Support programs that foster the protection of groundwater resources.

GOAL VI. Build and enhance the community social infrastructure of the region which provide the opportunity for individuals to improve their capability to help themselves and increases communities' long-term capacity to surmount social problems .

Objective 1. Support the establishment of a consortium of Upper Peninsula vocational education programs committed to meeting the workforce training and development needs of low to moderate income residents and the value-adding industries.

Objective 2. Support the incorporation of innovative methods of training into Upper Peninsula vocational education curriculums that have demonstrated high levels of success.

Objective 3. Support programs to retrain older workers and people outside the economic mainstream.

Objective 4. Support the establishment of a network of centers, which motivates individuals and institutions to boost the degree of volunteer commitment in combating social problems, and which recruits volunteers to assist community agencies in addressing local needs.

IV THE ECONOMIC DEVELOPMENT PROGRAM: STRATEGIES AND IMPLEMENTATION

PLANNING FOR IMPLEMENTATION

In a region as big as WUPPDR, no single strategy can address all the critical economic development issues. Rather there are a number of strategies that need to be employed. These strategies are the means to accomplish the goals and objectives. They involve programs, projects and activities that focus on actions which spell out the tasks, decide on time frames, identify the required resources and assign responsibilities for getting tasks completed by individuals and organizations. This is part of the strategic planning process.

Strategic planning focuses on the process of planning as much as on the plan itself. The process is one of self-examination, the confrontation of difficult choices and the establishment of priorities. It is action oriented and as such connects the allocation of resources to critical issues.

STRATEGIES - THE PROGRAMS AND ACTIVITIES

The programs and activities described here illustrate how resources are brought together to address certain economic development issues that have been identified within the region. This process includes both the direct and indirect allocation of resources, financial as well as non-financial, and it involves all the organizations in the planning and economic development network.

Technical Assistance to Local Governments

A technical assistance program has been established to respond to requests for help in solving specific economic and community development problems. This assistance takes the form of consultancies which fall into three categories: information transfer, document preparation and project administration. Ancillary to solving specific economic and community development problems, this program also helps improve the institutional capacity of local governments by building sources of expertise, and by broadening the vision of local officials and citizens.

To be able to respond to technical assistance requests, WUPPDR has developed and maintains an extensive information system for planning and development purposes. The foundation of this system is an internal database along with an intergovernmental liaison network. Complementing these components are several electronic databases from different sources. These include the Michigan Information System (census information), the Michigan Resource Information System (a geographic information system for land use data), and the

Center for Redevelopment of Industrialized States (social and economic databases for Michigan).

This strategy represents activities, which seek out opportunities for public-private partnership investments within the sectors of the regional and local economies. Through the application of technology and new associations of resources, value added processes are sought out, particularly in the manufacturing and services sectors. Traditionally these were found in natural resource industries. Now they emphasize industries in the new information economy, whose fundamental sources of wealth are knowledge and communication. Some of these are epitomized by the research being carried on at Michigan Technological University.

The activities of the strategy primarily focus on business prospecting, business development and business financing. A major partner in this strategy is the Michigan Economic Development Corporation (formerly the Michigan Jobs Commission) created to strengthen the state's business climate through convenient access to a wide array of economic development assistance. Other partners include industrial councils and economic development commissions (Ecosystem) operating at the local level. The objective of these efforts is the creation of jobs in a sustainable economy.



Tourism and Historic Preservation

Tourism represents a special form of economic development endeavor. While tourism has played a role in the regional economy for years, it has only been taken seriously in the last two decades as an industry. The greatest increase in demand during this period has been in forest recreation and water based activities. The most encouraging trend is in heritage tourism which WUPPDR is cooperating with the Michigan State University Extension offices located throughout the U.P.

The significant role that the region's natural resources played in the industrialization of the nation has left remnants of a rich heritage. Due to the region's rural environment, combining historic preservation with natural resource protection through meaningful cultural landscapes is very important in an economic development perspective. Rather than focus solely on protection, this approach recognizes the need for local residents to earn a livelihood and the pursuit of economic opportunity in a sustainable manner with these resources.

To address this approach, WUPPDR has initiated the Heritage Reserve Program as a major regional economic development initiative. Its activities include identifying historic resources, evaluating them in a thematic context and developing a marketing strategy to link them to the tourism industry. The impetus for this strategy has been the establishment of the Keweenaw

National Historical Park. Resources to support this effort have come from the Michigan Bureau of History, the Michigan's Small Cities Program, the U.S.D.A. Forest Service and the U.S.D.I. National Park Service.

Physical Infrastructure Development

The modernization of the region's infrastructure is an important strategy because it helps create an environment which can support a modern market economy. And, it contributes to the quality of life of the residents in that environment. This strategy not only focuses on the traditional public works categories such as highways, airports, water supply systems, wastewater, solid waste and hazardous waste facilities, but it also considers the urban forest (park and street trees), telecommunications, community cultural and recreation facilities. All of them make up the fabric of the community and contribute to its well-being.

Operationally, the strategy functions by first defining projects in relation to the regional goals and objectives and then it seeks partners to participate financially in their implementation. The Economic Development Administration, the Environmental Protection Agency, the Rural Development Administration along with Michigan Departments' of Transportation, Natural Resources and the Michigan Economic Development Corporation all have programs which make public investments in the physical infrastructure of communities.

Small Business Assistance

Technical assistance to small businesses focuses heavily on providing "how to" information to owners and operators. Information for starting a business, marketing, business plan development, financing, management, franchising and entrepreneurship is delivered through small business development centers sponsored by the Small Business Administration. There are two such centers serving the region, the first is now administered by the Central U.P. Planning and Development Region (CUPADD) in cooperation with WUPPDR and the other is part of Northern Economic Initiatives Corporation in Marquette, Michigan. The services of these centers are complemented by the Michigan State University Extension Service business development training outreach programs.

WUPPDR has established a revolving loan fund to assist small businesses with gap financing. It is also pursuing the establishment of a small business incubator program to serve as a source of support for newly established value-added businesses. Other than these elements, WUPPDR does not currently provide any direct services to small businesses but it does serve as a referral agency for the centers along with co-sponsoring training programs.

Workforce Development

The challenge of building a sustainable economy in the Upper Peninsula that provides employment opportunities for its residents rests on converging institutional commitments of capital, technical assistance and human resource skills development. To meet this challenge WUPPDR is participating in a consortium of the Upper Peninsula's two and four year institutions of higher education along with other organizations that deliver workforce training programs such as the intermediate school districts and the private industry council. The objective is to construct a work force system for the 21st century.

The desired long-term results of the Consortium for Workforce Development is to improve the skills of entry level workers and to meet the training needs of the value-adding industries of the Upper Peninsula. A major partner in this effort is the Michigan Economic Development Corporation with its wide array of workforce development resources. Partners from the Region include Gogebic Community College, Michigan Technological University and Finlandia University.

Transportation Systems Planning

The transportation program encompasses a wide range of planning activities, which address many transportation issues. The program reflects how the Michigan Department of Transportation (MDOT) has developed a relationship with WUPPDR, which has blended technology and the social sciences within a highly political environment to meet local transportation needs in a global environment. While the state trunk line (highways) and off-trunk (county roads and city streets) systems receive major attention in this region, the other modes which include marine, aeronautics, rail as well as the non-motorized such as bicycle and



Transportation Systems Planning (continued)

pedestrian facilities are not ignored. They are all assessed for ways they can help meet local transportation needs.

The specific activities undertaken involve data collection, which includes traffic counts. They provide technical assistance to local jurisdictions in developing and evaluating proposals to improve transportation infrastructure. They update and maintain networks for transferring information to people and organizations that are interested or exert influence on transportation issues. They also include assisting MDOT in the coordination and gathering of local public comment for input into documents such as the State Transportation Improvement Plan.

Implied in these activities are the new approaches to transportation planning. These include increasing system efficiency, seeking nontraditional supply approaches (i.e. the Rideshare Program), increasing the role of the private sector, implementing new financial strategies, and streamlining analytical procedures. The objective of these efforts is to develop and maintain transportation systems that facilitate access to employment, goods and services which are crucial to the economic and social well-being of the communities in the region.

Environmental Protection

This strategy traditionally has focused on areas of concern in wastewater and solid waste management that impact individual or small consortia of local governments within the counties of the region. It included planning and implementation projects for reducing or eliminating point and non-point source water pollution. This also included establishing solid waste, recycling and composting systems. With the demonstrated national commitment to environmental protection supported by powerful environmental legislation, this strategy is now more pervasive and cross-cutting in its wide reach and foreseeable impacts.

Issues involving air quality, hazardous waste, wetlands, groundwater, wildlife habitat and scenic views illustrate only some of the resource areas that have joined the traditional topics as areas of concern. In addressing them, WUPPDR is shifting from a position of treating them as separate issues to one of planning for the resources and their processes as part of a single system. To accomplish this, it is incorporating an ecosystem approach in its decision-making based on a landscape scale of that of a watershed or drainage basin. The principles of land use planning and growth management are all part of the foundation in this evolving strategy.

WUPPDR is being assisted in this new approach by resource management agencies such as the Forest Service, Soil Conservation Service, National Park Service, and the Michigan Department of Natural Resources and Michigan Technological University's Ground Water Education Center.

Environmental Protection (continued)

As the environment moves to the center of decision-making, less damaging ways of producing, consuming and disposing of goods are being demanded. Preventing ecological decline is of particular importance to this region because its natural resource base underpins its economy.

WUPPDR is participating in a dialogue with Michigan Technological University, the Environmental Protection Agency and other environmentally oriented organizations as they examine and consider sustainable development and incentive-based environmental models which will introduce a new era of environmental policy.

Cultural Resource Development

This strategy involves activities, which help strengthen community arts organizations in the region by providing technical assistance and financial resources to carry out arts projects. These projects represent the arts in the broadest sense. They address quality of life needs which are so important in all economic development efforts.

Cultural resource development is also linked to issues concerning the creative process, innovation and excellence as they impact on the arts, technology and the business community. WUPPDR is supporting efforts to integrate the arts and technology for both community growth and economic development. The activities of this strategy are supported through resources from the Michigan Council for Arts and Cultural Affairs along with the Michigan Council for the Humanities.

Affordable Housing Development

The housing strategy consists of a number of programs which focus on upgrading the existing housing stock and the adding of new housing units to the current inventory. The programs are targeted at low to moderate income families and senior citizens with the objective of getting these families and individuals out of overcrowded or substandard housing or from paying an excessive amount of their income for standard housing. The major sponsors of these programs are the Michigan State Housing Development Authority (MSHDA) and the U.S.D.A. Rural Development.

WUPPDR directly administers a number of MSHDA programs for local units of government in the region. These programs complement one another in the fact that they help facilitate the critical financing needed to carry out the required rehabilitation of housing units to standard condition. The administration includes specific duties such as client outreach, housing inspections, preparation of bid specifications, and contractor management along with financial management on behalf of the local units of governments.

Affordable Housing Development (continued)

WUPPDR also supports efforts to add new units to the region's housing inventory. This is accomplished by providing technical assistance to local communities that are working with developers and non-profit organizations utilizing the FmHA housing programs. This technical assistance, generally in the form of information, is also provided on request to organizations dealing with persons with special needs but capable of relatively independent living, i.e. Department of Mental Health and to those self-help groups pursuing the building of single family dwellings, i.e. Habitat for Humanity.

Social Infrastructure Support

Changes that result from adjustments to the economy and physical development appear inevitably to benefit some groups while causing harm to others. These changes manifest themselves negatively through economic dislocation, economic decline and unemployment. These forces tend to impact on those who are dependent to some extent on others and those who have been systematically discriminated against - children and the poor, unemployed, handicapped, women, minorities, and the elderly members of the community.

Social services to reduce the impacts placed on these vulnerable groups are administered by separate service-providing bureaucracies at the federal, state, and local levels. Many of the services are actually provided by contract with local, voluntary, non-profit agencies. This combination of social services and their delivery through a variety of service providers represents the social infrastructure. It is the result of social policy developed to provide assistance when it is needed by those actually dependent, disadvantaged persons at risk.

Planning for social services is carried out by a number of independent organizations, such as health planning agencies, area agencies on aging, developmental disabilities councils, community action agencies and local departments of social services and mental health. This strategy recognizes the need for WUPPDR's participation in a coordinated process of sharing information through interagency liaison. The objective is not only to understand how physical and economic development efforts can negatively affect various groups but also to prevent or relieve social problems that will be created. There is also the need to comprehend the effects of social trends for inclusion in the physical and economic development planning process.

2007 PROJECT INVENTORY

BARAGA COUNTY

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<u>Municipality</u>	<u>Project</u>	<u>Cost</u>
Baraga County Board of Commissioners	Point Abbaye Property	\$ 600,000
Baraga County Road Commission	Various Bridge & Road Projects in Baraga	\$2,500,000
Village of Baraga	US-41 Corridor Improvements	\$ 300,000
	M-38 Industrial Park Expansion	\$ 400,000
	US-41 North Utility Extensions	\$1,000,000
	Russell Carriere Industrial Park Expansion	\$2,100,000
	Downtown Streetscape	\$ 600,000
	Waterfront Park/Greenspace/Development	\$ 500,000
	Water Plant Intake	\$ 500,000
Village of L'Anse	Industrial Road Bypass	\$1,500,000
	Bridge Replacement with New Approaches	\$1,200,000
	US 41 Industrial Park Improvements	\$ 700,000
	Waterfront Improvements	\$ 500,000
	Wastewater System Improvements	\$1,000,000

2007 PROJECT INVENTORY

BARAGA COUNTY

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<u>Municipality</u>	<u>Project</u>	<u>Cost</u>
Covington Township	Covington Township Emergency Services Building	\$ 300,000
Keweenaw Bay Indian Community	Business Incubator	\$ 800,000
	US-41 North Utility Extensions	\$ 900,000
	Sand Point Brownfield Redevelopment	Unknown At this time

2007 PROJECT INVENTORY

GOGEBIC COUNTY

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<u>Municipality</u>	<u>Project</u>	<u>Cost</u>
Gogebic County Economic Development Corporation	Armory Acquisition and Development Project	\$ 2,000,000
	Wakefield Memorial Building Renovation	\$10,000,000
	Gogebic-Iron County Airport Improvements	\$ 3,000,000
Bessemer Township	Town Hall Furnace Replacement	Unknown at this time

2007 PROJECT INVENTORY

HOUGHTON COUNTY

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<u>Municipality</u>	<u>Project</u>	<u>Cost</u>
Houghton County Board of Commissioners	Houghton County Arena Renovation	\$ 300,000
	Marina Expansion	\$1,000,000
Houghton County Road Commission	Baltic-Onkala Road	\$ 580,000
	Mayflower Road (Calumet/Schoolcraft Townships)	\$ 78,000
	Red Brick Road (Stanton Township)	\$ 84,000
	North Superior Road (Liminga Rd. to Wall St.)	\$ 168,000
	Alston Avenue (Alston to North Laird)	\$ 250,000
	Askel Road (Tapiola Road E to Portage Twp.)	\$ 267,000
	Pike Lake Road (from Ovist Rd. to Harju Rd.)	\$ 210,000
	Houghton Canal Road (from Old Mill Road to Markham's Marina, Adams/Stanton Townships)	\$ 450,000
	Houghton Canal Road (from Markham's Marina to Liminga Road, Stanton Township)	\$ 300,000
	Houghton Canal Road (from Liminga Road to Oscar, Stanton Township)	\$ 250,000
	Jacobsville Road (Torch Lake Township)	\$ 485,000
	Houghton Canal Road Safety Project	\$ 165,000
Bootjack Road (Valley Rd. to Rice Lake Rd.)	\$ 450,000	

2007 PROJECT INVENTORY

HOUGHTON COUNTY

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<u>Municipality</u>	<u>Project</u>	<u>Cost</u>
Houghton County Road Road Commission (con't)	Township Park Road Bridge over the Traprock River (Calumet/ Schoolcraft Townships)	\$ 429,000
	Lincoln School Road Bridge over the Traprock River (Calumet Township)	\$ 410,000
City of Hancock	Small Urban Design	\$ 157,000
	Downtown Façade Improvement Project	\$ 300,000
	Development of the Lindrus Building into a Vocational/Education Center	\$ 500,000
	Industrial Park Business Incubator Building Development/Infrastructure	\$ 800,000
	Industrial Park Development/Infrastructure	\$1,000,000
	Campus Drive West Construction	\$ 450,000
	Waterfront Boardwalk, Phase IV	\$ 250,000
	DNR All-Season Trail Rehabilitation Project, Phase III	\$ 90,000
	West Quincy Streetscape	\$ 350,000
	Hancock Street Streetscape Project	\$ 400,000
	City Hall Renovation	\$ 700,000
	South Lincoln Streetscape Project	\$ 300,000
Pewabic House Restoration	\$ 100,000	

2007 PROJECT INVENTORY

HOUGHTON COUNTY

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<u>Municipality</u>	<u>Project</u>	<u>Cost</u>
Hancock City (continued)	Water Transmission Main, Hancock to Baltic	\$2,400,000
	Water Distribution Improvements	\$4,000,000
	Navy Street Extension along Waterfront	\$ 200,000
	Sewer Main Improvements	\$2,000,000
Houghton City	Park Improvements	\$ 280,000
	Parking Deck (over Franklin Square Inn Parking Lot)	\$1,000,000
	Housing - Senior Citizens and Low and Moderate Income Persons	\$2,000,000
	South and West End Infrastructure	\$1,000,000
	Mattila Square	\$ 400,000
	West Houghton Sanitary Sewer Rehabilitation/Replacement	\$1,000,000
	M-26/Dodgeville Connector Road	\$1,000,000
	Sanitary Sewer Rehab/Replacement	\$2,000,000
	MTU Bike Path Connector	\$ 270,000
	Smart Zone Incubator (UPPCO Building)	\$1,600,000
	Shelden Avenue/Downtown Reconstruction & Historic Streetscape	\$5,700,000
Parking Deck Repairs	\$ 250,000	

2007 PROJECT INVENTORY

HOUGHTON COUNTY

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<u>Municipality</u>	<u>Project</u>	<u>Cost</u>
Village of Calumet	Downtown Historic Street Renovation	\$1,000,000
	Street Lighting Improvements	\$ 200,000
	Theatre/Town Hall Renovation	\$1,000,000
	Housing (Senior Citizen & Low & Moderate Income Persons)	\$2,000,000
	Surface Parking Lots (downtown)	\$ 120,000
	U.P. Fire Fighters Museum	\$ 500,000
	Public Works Garage	\$ 400,000
	History Museum	\$3,500,000
	Historic Brick Restoration at 300 Block-Fifth Street	\$ 450,000
	Street Car Track Renovation/Replacement at Sixth Street	\$1,000,000
New Fire Hall	\$ 700,000	
Village of Laurium	Downtown Improvements	\$ 500,000
	North End Curb, Gutter, Drainage and Streets	\$ 600,000
	Water System Improvements	\$ 500,000
	George Gipp Memorial Recreation Area Improvements	\$ 740,000

2007 PROJECT INVENTORY

HOUGHTON COUNTY

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<u>Municipality</u>	<u>Project</u>	<u>Cost</u>
Adams Township	Trimountain Sewer Project	\$2,500,000
	Baltic Sewer Project	\$2,500,000
	Playgrounds for Atlantic Mine/Painesdale	\$ 50,000
Calumet Township	Calumet Community Center (former Armory)	\$ 600,000
	Calumet Township Mining Industrial Park	\$ 500,000
	Coppertown Museum & Historic District Interpretive Center	\$5,000,000
	Centennial/Wolverine Infrastructure Project	\$ 300,000
	Centennial Mining Park	\$ 300,000
	Calumet Township M-203 Industrial Park Spec Building	\$ 500,000
	Heritage Center	\$1,200,000
	Infrastructure Improvements at Mine Street Station	\$ 400,000
	Calumet Dam Park	\$ 450,000
	Centennial No. 6 Industrial Site	Unknown
	Recreation Improvements at Water Works Park	\$ 50,000
	Douglass Houghton Falls Acquisition/ Improvements	\$1,500,000

2007 PROJECT INVENTORY

HOUGHTON COUNTY

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<u>Municipality</u>	<u>Project</u>	<u>Cost</u>
Calumet Township	Calumet Train Depot Restoration	\$ 800,000
	Calumet Dam Improvements	\$ 50,000
Chassell Township	Park Improvements	\$ 40,000
Franklin Township	Wastewater System Improvements for Paavola	\$ 1,000,000
	Wastewater Improvements/Quincy Hill Locations	\$ 3,400,000
	Shaft House & Hoist House Preservation	\$ 1,000,000
	Round House Preservation	\$ 1,300,000
	Quincy Smelter Historic Renovation	\$ 6,000,000
	Seamen Mineralogical Museum Relocation & Historic Renovation of Blacksmith Shop & Machine Shop	\$10,000,000
	Quincy Mine Adit Transportation System	\$ 500,000
Osceola Township	Wastewater Facilities	\$ 5,000,000
	Storm Water System	\$ 1,000,000
	Dollar Bay Road Improvements	\$ 1,000,000
	Tamarack City "Stamp" Preservation	\$ 300,000
	Quincy Dredge Preservation	\$ 800,000
	Industrial Site Improvements at M-26	\$ 600,000

2007 PROJECT INVENTORY

HOUGHTON COUNTY

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<u>Municipality</u>	<u>Project</u>	<u>Cost</u>
Osceola Township	LOST System Replacement/Hydrant & Potable Water (Tamarack City)	\$8,000,000
	Dollar Bay/Tamarack City Recreation Improvements	\$ 200,000 each
	Tamarack City Water Improvements	\$4,300,000
Portage Township	Water Improvements – Phase 2	\$ 700,000
Schoolcraft Township	Water System Improvements	\$ 750,000
Stanton Township	Freda Sewer Project	\$ 471,000
Torch Lake Township	Tamarack City Water Improvements (Hubbell)	\$5,300,000
Michigan Tech Enterprise Corporation Smartzone	MTEC Powerhouse Incubator	\$1,000,000
Portage Lake Water & Sewage Authority	Wastewater System Improvements (Cities of Hancock and Houghton & Franklin Township)	\$1,100,000
Torch Lake Water & Sewage Authority	Wastewater System Improvements	\$2,800,000

2007 PROJECT INVENTORY

IRON COUNTY

Page 1 of 1

<u>Municipality</u>	<u>Project</u>	<u>Cost</u>
Iron County Economic Development Corporation	Iron River Incubator Project/Business Development	Up to \$1,000,000
	Call Center	\$3,500,000
Iron County Road Commission	Federal Forest Highway 16 (South) (Stambaugh Township)	\$1,800,000
	County Road 643 – Phase I (Bates Township)	\$ 190,000
	County Road 651 – Phase I (Iron River Township)	\$ 70,000
	Tamarack Bridge (Stambaugh Township)	\$ 550,000
	West Brule Lake Road (Stambaugh Township)	\$ 100,000
Crystal Falls Downtown Development Authority/ Iron County Economic Development Corporation	Crystal View Apartments; Iron River - Central School	Unknown at This Time
City of Caspian	Fishing Quarry Park Development	\$ 68,000
	Phase II - MEDC Sewer Line Rehabilitation	\$ 210,000
	Buck Mine Dredging Project	\$1,000,000
	Extension of Walking Trail to Gaastra	\$ 150,000
City of Crystal Falls	Lincoln Park/Runkle Lake Park Improvements	\$ 250,000

2007 PROJECT INVENTORY

KEWEENAW COUNTY

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<u>Municipality</u>	<u>Project</u>	<u>Cost</u>
Keweenaw County Board of Commissioners	Renovate/Rehab Former Calumet Air Force Radar Station	\$1,000,000
	Lac LaBelle Fire Hall	\$1,500,000
	Courthouse Improvements	\$ 300,000
	Non-Motorized and Motorized Trails	\$1,000,000 each
Keweenaw County Road Commission	Gay-LacLaBelle Road Paving	\$ 470,000
	Gratiot River Road Improvements	\$ 400,000
	Five Mile Point Road Paving	\$ 490,000
Allouez Township	Allouez Township Industrial Park	\$1,000,000
	Allouez Township Water Main & Storage	\$1,500,000
	Sewer System Improvements	\$ 500,000
	Seneca Lake Park	\$ 300,000
	Water Transmission Improvements	\$3,500,000
Eagle Harbor Township	Water System Improvements	\$2,500,000
Grant Township	Hunter's Pointe Improvements	\$ 200,000
	Water System Improvements	\$ 600,000

2007 PROJECT INVENTORY

ONTONAGON COUNTY

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<u>Municipality</u>	<u>Project</u>	<u>Cost</u>
Village of Ontonagon	Planning/Zoning Activities	\$ 40,000
	Land (Beach) Acquisition	\$ 1,700,000
	M-64 Bridge Relocation	\$25,000,000
	Marina Land Acquisition	\$ 117,600
	Marina Improvements	\$ 2,759,000
	Seventh Street Right of Way Acquisition & Improvement	\$ 75,000
	M-64 & M-38 Enhancement Project	\$ 120,000
	Water/Sewer System Security Fencing	Unknown at this time
	Downtown & Waterfront Improvements	\$ 600,000
	Fire Hall Roof Replacement	\$ 33,000
Bergland Township	Phase I of the Lake Gogebic Sewer Project	\$ 2,582,200
	New Fire Hall Construction	\$ 600,000
	Walking Path – Nature Trail	\$ 7,000
	Bergland & Merriweather Walking & Bike Path	\$ 45,000
Carp Lake Township	Silver City Water Distribution System	\$ 300,000
	White Pine I/I Removal	\$ 800,000

2007 PROJECT INVENTORY

ONTONAGON COUNTY

Page 2 of 2

<u>Municipality</u>	<u>Project</u>	<u>Cost</u>
Interior Township	Milltown Road Sewer Extension	\$ 200,000
Rockland Township	Renovation of Community Building	\$ 200,000