



**2011
Monroe County
Comprehensive
Economic
Development
Strategy**

Monroe County, Michigan

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Comprehensive Economic
Development
Strategy

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TABLE OF CONTENTS

| <u>Chapter</u> | <u>Page</u> |
|---------------------------------------------------------------------------------------------------------------------------------------|-------------|
| FOREWORD | 1 |
| 1. OPPORTUNITIES AND PROBLEMS..... | 3 |
| Opportunities | 3 |
| Problems..... | 25 |
| 2. BACKGROUND AND HISTORY | 29 |
| Economic Development in Monroe County | 29 |
| Monroe County’s Economic Development Network | 30 |
| Relevant Websites..... | 31 |
| Economic Development Highlights of 2010/2011 | 32 |
| Environment..... | 37 |
| Emergency Planning..... | 45 |
| Population and Labor Force | 46 |
| 3. COMMUNITY PARTICIPATION | 65 |
| 2011 Monroe County CEDS Committee | 65 |
| 4. GOALS AND OBJECTIVES | 67 |
| Monroe County Industrial Development Corporation..... | 67 |
| Monroe County Board of Commissioners – Monroe County Economic Development Corp. – Mission Statement, Objective, and Goals | 68 |
| Monroe County Planning Commission - Industrial Development Goals and Objectives | 68 |
| Monroe County Chamber of Commerce – Business Plan..... | 70 |
| City of Monroe Department of Community Development - Economic Development and Redevelopment Goals and Objectives | 70 |
| 5. SUGGESTED PROJECTS..... | 73 |
| Bedford Township..... | 73 |
| Village of Dundee..... | 74 |
| Frenchtown Charter Township | 78 |
| City of Monroe | 79 |
| Monroe County Community College | 81 |
| Port of Monroe | 82 |
| Project Evaluation | 84 |
| Ranking Criteria | 85 |
| Overall Project Ranking | 86 |
| 6. PERFORMANCE MEASURES..... | 89 |
| RESOLUTIONS | 91 |
| Monroe County Economic Development Strategy Committee..... | 91 |
| Monroe County Planning Commission | 93 |
| Monroe County Board of Commissioners..... | 95 |

FOREWORD

Since 1976, **The Monroe County Comprehensive Economic Development Strategy (CEDS)** and its predecessor, the *Monroe County Overall Economic Development Plan (OEDP)* have documented economic development activities in Monroe County. The study is updated and published annually in accordance with the Public Works and Economic Development Act of 1965, and the Economic Development Administration's guidelines that require local communities seeking EDA grants and loans to be covered by a pre-approved CEDS for the area. It serves that purpose for communities within the County that wish to so.

As specified in section 303.3, of the regulations, a CEDS must contain the following:

- a. An analysis of economic and community development **Problems and Opportunities** including incorporation of any relevant material or suggestions from other government sponsored or supported plans. A description of the County's transportation, utilities, natural resources, and other amenities that would foster economic activity can be found here, in addition to an assessment of the current economic picture in the County and region.
- b. **Background** and history of the economic development situation of the area covered, with a discussion of the economy, including geography, population, labor force, resources, and the environment This includes a series of tables presenting extensive local demographic information relating to population, labor, and other data.
- c. A discussion of **Community Participation** in the planning efforts includes the Monroe County CEDS Committee, and a description of the Monroe County Economic Development Network.
- d. A section setting forth **Goals and Objectives** for taking advantage of opportunities and solving economic development problems of the area serviced includes:
 - The Monroe County Industrial Development Corporation – Industrial Development Goals and Objectives
 - The Monroe County Board of Commissioners – Community Economic Development Committee – Purpose, Objective, and Goals
 - The Monroe County Planning Commission – Industrial Development Goals and Objectives
 - The Monroe County Chamber of Commerce – Business Plan
 - The City of Monroe Department of Community Development – Economic Development and Redevelopment Goals and Objectives
- e. A plan of action with **Suggested Projects** to implement goals and objectives set forth in the strategy. Potential projects are solicited from local communities and are listed, described, and prioritized in this section.
- f. **Performance Measures** that will be used to evaluate whether and to what extent goals and objectives have been or are being met.
- g. Finally, The CEDS contains **Resolutions of Approval** from the Monroe County CEDS Committee, the Monroe County Planning Commission, and the Monroe County Board of Commissioners.

CHAPTER ONE

OPPORTUNITIES AND PROBLEMS

An essential component of any economic development program is a realistic identification and assessment of a community's opportunities and constraints as they relate to economic development. While these factors are subject to change from year-to-year, many of these opportunities and constraints have remained fairly constant over the years, and therefore, reappear in each year's economic development document. Nevertheless, it is important to reassess these factors each year to determine what changes, if any, have taken place and the impact that these changes may have on county-wide economic development activities.

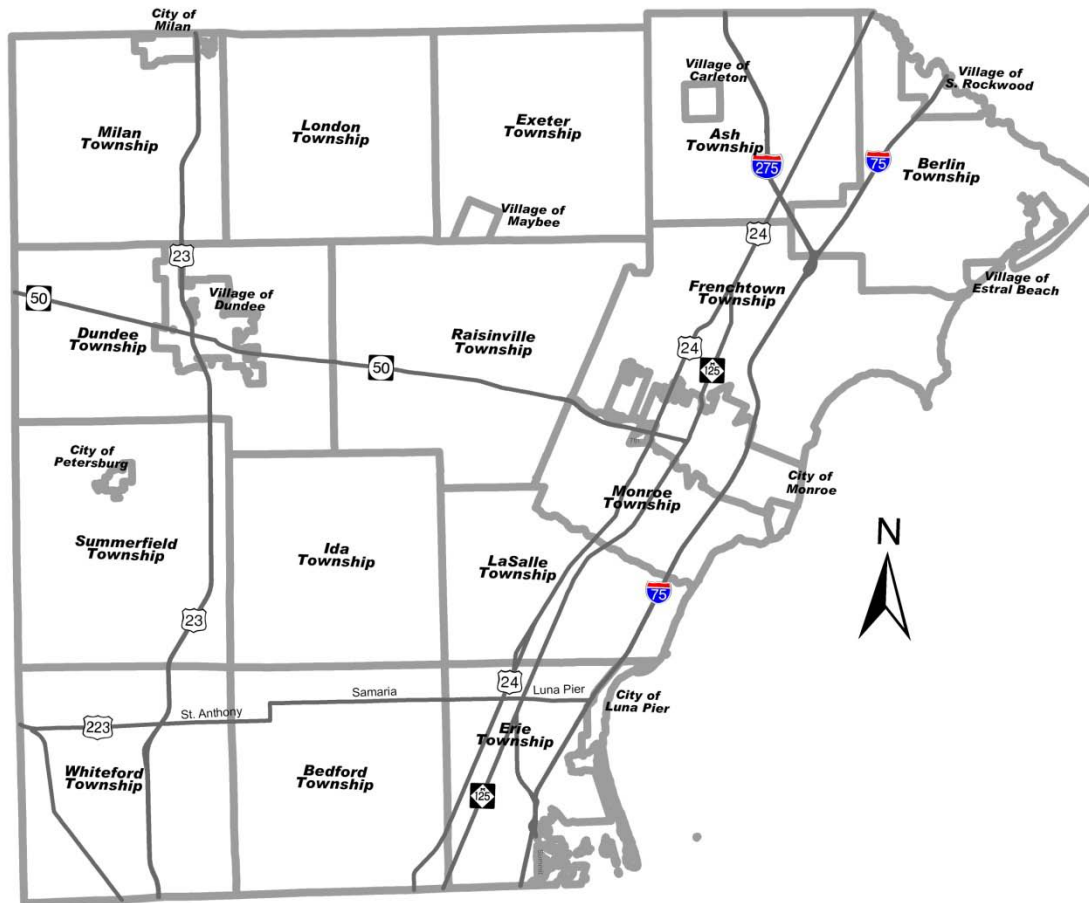
OPPORTUNITIES

Regional Setting Monroe County is characterized by many important physical features that represent significant opportunities for economic development. Perhaps the County's most obvious such advantage is its strategic regional setting. Monroe County is located at the far southeastern corner of the State of Michigan, adjacent to the major metropolitan centers of Detroit and Toledo. Monroe also has easy access to all major Midwestern markets, including the cities of Buffalo, Chicago, Cincinnati, Cleveland, Milwaukee, Pittsburgh and Toronto, all of which are located within 300 miles of Monroe County. Over half (51%) of the nation's population lives within a 600-mile radius of Monroe County, according to the 2010 Census, as well as a majority of Canada's population.

Transportation Network A strategic regional setting is of little advantage unless an adequate transportation system is available to connect the local community to surrounding areas. Monroe County is fortunate to have easy access to all major forms of transportation, including highway, water, rail and air modes of travel. Several important transportation routes are clustered into a major corridor located in the eastern portion of the County, running parallel to the Lake Erie shoreline. This corridor includes several important highways as well as a number of railroad tracks. The major components of this corridor and the County's entire transportation network are discussed below.

Major Highways Three major expressways serve Monroe County and represent the County's most significant transportation asset. The most important expressway is Interstate 75, which runs from Sault Ste. Marie in northern Michigan to Florida in the south. Another major expressway is Interstate 275, which begins in northern Monroe County and runs in a northerly direction through western Wayne County, eventually terminating in Oakland County. Another limited access road traversing the County is U.S. 23. This freeway is located in the western half of the County, providing easy access to Ann Arbor and Flint to the north and Ohio to the south. These expressways connect with other major highway systems, linking Monroe County to the remainder of the midwest.

Major Roads



Source: Monroe County Planning Department

Several other major highways are also available in the eastern portion of the County along the I-75 corridor. These highways include Telegraph Road (U.S. 24) and Dixie Highway (M-125). The major east-west highways located in Monroe County are M-50, which runs through the center of the County and U.S. 223 and the former County Road 151, now called Luna Pier, Lakeside, Samaria, and St. Anthony Roads, which cut across the southern tier of townships.

The Michigan Department of Transportation (MDOT) released an access management study in September 2005, recommending improvements for Telegraph Road between Albain and Labo roads, where it passes through the Monroe urbanized areas. The study made recommendations aimed at reducing congestion and delay, maintaining capacity, reducing crashes, identifying acceleration/deceleration lanes to reduce delay, improving ingress and egress to businesses, coordinating land use decisions, and improving the aesthetic appeal of the corridor. A committee seeking strategies to carry out the study's recommendations met several times. While few existing businesses have carried out the report's recommendations due to

costs, the document presents some excellent ideas for engineering access points in new developments for maximum efficiency.

Freight Railways The abundance of railroad lines serving Monroe County represents another important advantage for economic development. The County's relatively high concentration of mainline railroads is due, in large part, to its proximity to the major urban centers of Detroit and Toledo. Lines fan out from each of those cities in different directions across Monroe County, with the heaviest concentration of lines and traffic along the corridor that runs directly between the two cities.

Mergers in recent decades have reduced the number of Class I railroads operating in the United States to seven, two of which are owned by Canadian interests. Three Class I railroads operate lines through Monroe County. CSX Transportation, CN (Canadian National), and NS (Norfolk Southern) all operate lines through the City of Monroe on the Detroit-Toledo Corridor. The former Conrail line was acquired in 1999 by Norfolk Southern when NS and CSX jointly acquired Conrail. NS also operates a Detroit/St. Louis line that passes through Milan in the extreme northwest corner of the County. Other railroads operating in Monroe County are the Ann Arbor, which operates between Toledo and Ann Arbor via Dundee and Milan, and The Indiana and Ohio, a small regional carrier, runs through Summerfield Township west of Diann Tower where the line crosses the Ann Arbor, with trackage rights to Flat Rock over the CN.

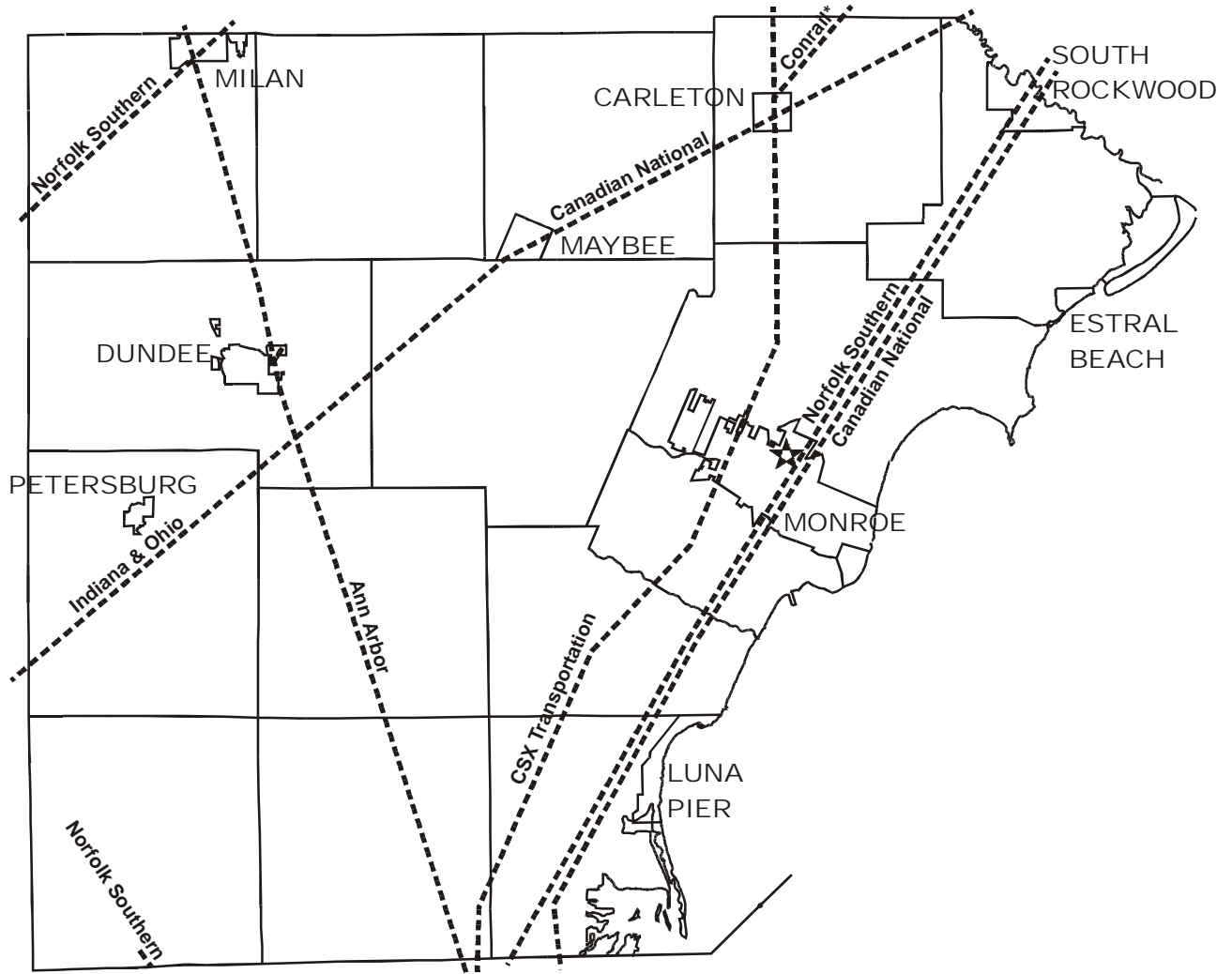
In 1983, a long-term program was undertaken to consolidate rail lines running through the east side of the City of Monroe. Its first phase was completed in 2002 with the opening of the John D. Dingell underpass at North Dixie Highway, but was terminated in 2008 due to lack of funding. The underpass promotes safety and the efficient passage of road traffic, the two key reasons for the consolidation program. Over the years, several studies, each offering a variety of options, had been forwarded. The ultimate goal was to eliminate the westernmost track of the Norfolk Southern line through the City of Monroe that runs directly adjacent to residences on Kentucky Avenue, as well as several grade crossings. A lack of funding opportunities caused the project to terminate in 2005.

Passenger Rail The Federal government's 2009 economic stimulus package set aside \$8 billion to begin building high speed rail systems. While this amount falls far short of the needed funding for a comprehensive nationwide system of high-speed rail lines (design and construction of a proposed California system alone would cost \$50 billion to complete), it is a start, and could foster the early work on systems already proposed but lacking in funding. Several systems are being proposed in our region. Michigan Governor Rick Snyder has expressed support for high speed rail, and the state could potentially benefit from program funds rejected by Governors of other states, notably Florida, Wisconsin and Ohio. Thirty-five other governors—Republicans and Democrats alike—whose states were eligible for federal high-speed rail funding, have accepted U.S. grants for rail projects.

A planned statewide high-speed rail system in Ohio that has been in the works for most of the last decade is in jeopardy following Governor Kasich's expressed intent to reject the federal funding. The Ohio Rail Development Commission (ORDC) released its Ohio and Lake Erie Regional Rail Ohio Hub Study in October 2004, and sought funding for its plan. The "Cleveland Hub" would have lines connecting Cleveland with Buffalo and Toronto, Pittsburgh, Cincinnati, and Detroit. The Cleveland-Toledo-Detroit line would pass through Monroe County on its way to Detroit Metropolitan Airport and the City of Detroit. A Monroe station location has been proposed by the Monroe County Planning Commission for West Seventh Street on the property of the Lake Erie Transit headquarters and bus garage. The Cleveland Hub would be the nexus between the Northeast Corridor on the east coast and the emerging Midwest Regional Rail and Chicago Hub systems. While this plan would have benefited from the \$1.2 billion Federal stimulus for rail funding to be distributed among various states, Ohio's \$385 million share will now be distributed among other states due to the state's new governor declaring his intention to kill the effort. (In early 2011, Michigan received more than \$199 million in Recovery Act funds for high-speed rail projects connecting the state with Chicago, as part of the original funding that was rejected by the state of Florida and redistributed to other states.)

Other potential passenger rail systems now in various stages of development are a Detroit to Ann Arbor commuter line being studied by SEMCOG, and a proposal by the Washtenaw Area Transportation Study (WATS) for a Washtenaw and Livingston Line ("WALLY Rail") from Ann Arbor to Howell that could ultimately be extended south through Monroe County to Toledo. A plan for a light rail line along Detroit's Woodward Corridor faces funding uncertainties.

Rail Lines in Monroe County



★ Warner Yard, Monroe
 *Conrail Shared Asset Area
 Source: Southeast Michigan Council of Governments

Air Transportation Two major airports, Detroit Metropolitan (Wayne County) and Toledo Express Airport, are located within an hour’s driving time from Monroe.

Detroit Metropolitan Airport ranked number one in a February 2010 J. D. Power & Associates customer satisfaction survey of large airports in North America that looked at check-in, security, terminal facilities, baggage claim and other factors. The Airport, located in Romulus, opened its 26-gate North Terminal in 2008. The 820,000-square-foot facility effectively compliments the McNamara Terminal, and replaced both the aging L.C. Smith Terminal and the Michael Berry Terminal. Domestic and international charters are also accommodated in the new complex. At the south end of the Airport is the 97-gate Edward H. McNamara terminal. Opened in 2002, it was formerly a regional hub for Northwest Airlines, and now serves Delta and its Sky-Team partners following the 2008 merger of the two airlines.

Toledo Express Airport is located about 10 miles west of the city of Toledo. It is a secondary airport to Detroit Metropolitan Airport, providing limited flights and connections, and hosts air cargo services. It serves as a regional hub for smaller communities and rural areas in northwest Ohio and south-east Michigan. It is operated by the Toledo-Lucas County Port Authority.

Several smaller airports are also available within the County. The two main facilities within the County are the Monroe Custer Airport in the City of Monroe and Toledo Suburban Airport in Whiteford Township. Small public airports are found in the Erie, Petersburg, and Carleton areas, and several private airstrips are scattered throughout the County.

Monroe Custer Airport The City of Monroe and the Monroe Port Commission own Monroe Custer Airport. While there is presently no fixed-based operator, services listed are available through contracted concession agreement holders. The airport has a 5000' by 100' runway that can handle most airplanes except larger commercial airliners. Pavement maintenance is carried out under FAA standards. An updated Precise Approach Path Indicator (PAPI) runway lighting system was installed in 2002 and a new taxiway was completed in 2004. Airfield electrical upgrade and partial perimeter fencing were installed in 2006. The potential of the airport's value in local economic development is being explored. Traffic averages about 55 aircraft per day, and about 32 aircraft are based at the airport. The airport offers charters, fueling, maintenance, flying lessons, rental cars, and other special services. Long-range plans include an obstruction analysis for a proposed all weather GPS approach and to determine any property acquisition needs. Rehabilitation of the runway was completed in 2010. Upcoming projects include airfield drainage improvements in 2011, taxi lane rehabilitation in 2012, terminal area pavement rehabilitation in 2013, and replacement of the weather station in 2014.

Public Transportation Public transportation in Monroe County is provided by the Lake Erie Transportation Commission (LETC), which is operated with funds made available through the Suburban Mobility Authority for Regional Transit (SMART) and a local, voted, dedicated millage. The system serves more than 400,000 riders a year. It operates eight linehaul/fixed routes serving the residents of the City of Monroe, Frenchtown Charter Township, and Monroe Charter Township. The fixed routes utilize a transfer station on North Telegraph Road at Fredericks Drive. Dial-A-Ride service for residents of Frenchtown and Bedford Townships, Essential Transportation System (ETS) service for handicapped and elderly citizens and ADA (Americans with Disabilities) services for those with certified ADA ID are also provided. In 2009, LET became the first public transportation system in Southeast Michigan to introduce clean diesel hybrid electrical propulsion system buses into its fleet. The three heavy-duty buses boast a 40% increase in fuel efficiency, and up to 50% reduction in CO₂ and NO_x emissions. In 2011 LET added three medium-duty hybrids to its fleet.

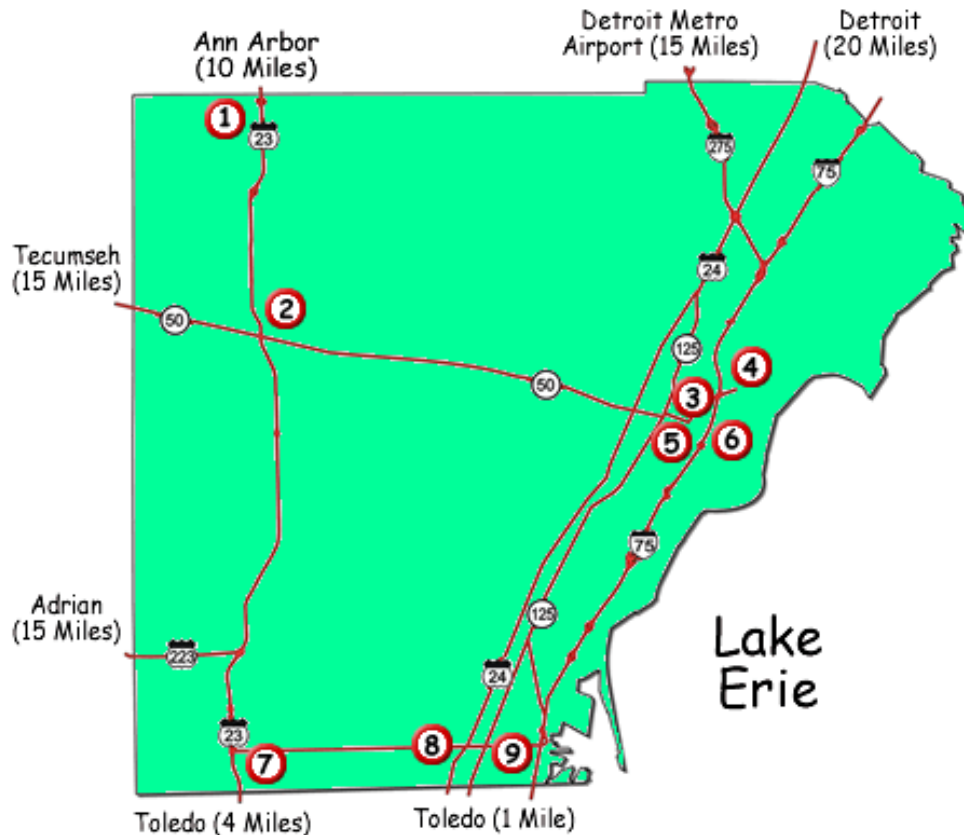
Water Transportation Monroe County is the only Michigan county that is immediately adjacent to Lake Erie which forms part of the St. Lawrence Seaway system. Proximity to Lake Erie is therefore an advantage for economic development purposes. The St. Lawrence Seaway system provides opportunities for transportation costs savings for those industries that use water transportation routes for moving general or bulk material. Easy access to Lake Erie is also an advantage for those industries that need large quantities of water for processing or cooling operations. Access to Lake Erie for industrial and/or shipping purposes is provided via the Port of Monroe, which is located near the mouth of the River Raisin in the City of Monroe. The navigable portion of the Port consists of both an inner and outer channel and a turning basin. The inner channel, which connects the turning basin to the mouth of the river, is 200 feet wide and 15,800 feet in length. Both channels have a depth of 21 feet. The turning basin encompasses roughly 22 acres and is 18 feet deep and 800 feet in diameter. Dock Facilities include 1,043 feet of dock (concrete and steel sheet pile), 460 feet of dock (steel sheet pile) on the turning basin, and 1,500 feet of dock (natural bank) on the River Raisin.

The port received a \$495,000 federal grant in 2008 to dredge the main shipping channel for the first time in about 8 years. The dredging increased the width of the area where cargo ships can navigate. Additional to maintenance dredging was performed in the fall of 2007.

Other improvements to the Port are needed to enhance its economic development potential, the most significant of which involves increasing the depth of the channels and turning basin to 27 feet, which is the standard St. Lawrence Seaway depth. The Port contracted N.U.S. Corporation to conduct a health and safety plan, including hydrological investigation and groundwater study. The Port also contributed \$250,000 toward demolition of the old Consolidated Paper Plant, and then purchased the entire site from the City for future development.

The Port of Monroe Industrial Park makes land available for industrial development, and offers a number of incentives and advantages for development.

Industrial Sites Monroe County has several industrial parks and other miscellaneous sites appropriate for industrial development. The Bedford Township Industrial Park and Frenchtown Township Industrial Park are Class A certified parks. Other industrial parks are located in the City of Monroe, the City



Monroe County Industrial Sites

- | | |
|-----------------------------|--------------------------------|
| 1. Milan Industrial Park | 6. Port of Monroe – East |
| 2. Davis Industrial Park | 7. Whiteford Industrial Park |
| 3. Ternes Industrial Park | 8. Bedford Industrial Park |
| 4. Frenchtown Business Park | 9. Cousino Industrial Property |
| 5. Port of Monroe – West | |

Source: Monroe County Industrial Development Corporation

of Milan, Whiteford Township, and the Village of Dundee. Sites in other communities are also set aside for industrial uses. The Monroe County Industrial Development Corporation catalogs numerous industrial sites throughout the County, which can be marketed to companies seeking to locate or expand here.

Utilities/Energy Resources The availability of abundant energy resources is an important factor in attempting to attract new businesses or to provide for the expansion of existing businesses. Monroe County is fortunate to have three major electrical generating power plants located within its boundaries. Much of the developed portion of the County is served by natural gas, and water sewer service.

Electrical Power Monroe County’s Lake Erie shore gives electrical power plants sufficient water for steam generation and cooling functions.

The Monroe Power Plant, located in the City of Monroe and owned by DTE Energy, is the largest generating plant in DTE Energy’s system and the

fourth largest coal-fired plant in the country. The plant began operation in 1971 and has a total electrical generating capacity of 3 million kilowatts. The plant consists of four units, each of which has the capacity to produce 750,000 kilowatts when operating at full load. Total annual production is about 20 million megawatt hours, which places it among the top 3 plants in the nation in output. Approximately nine million tons of fuel is used annually to operate the facility. Air pollution control equipment reduces emission of nitrous oxide pollutants, which accounted in part for the yellow plume that was sometimes seen coming from the plant's stacks before 1996. A major upgrade of the plant's control equipment to improve operating efficiency took place in the late '90s, and the company embarked on a new Emission Reduction Program in response to new EPA regulations. In 1999, Detroit Edison launched a \$1.7 billion program to install state-of-the-art emission controls at the plant. Construction of the new equipment and the necessary support systems has required over 9 million man-hours. Nine hundred construction workers—carpenters, electricians, millwrights, welders, pipefitters and others—were employed at the height of construction. Over 40 permanent, full-time jobs were created to operate and maintain this equipment. The start-up of these emission controls in 2010 marks a milestone in the history of the Monroe Power Plant and signals a new era of improved air quality in the region. DTE plans further upgrades in 2011-2012 to replace components of the boiler systems, complete the new exhaust stacks and demolish the existing stacks. Construction of these new systems will essentially double the size of the power plant but barely increase the footprint of the facility.

Installation of new scrubber was completed in 2010 to reduce nitrogen oxide, sulfur dioxide, and mercury emissions. The first 2 new scrubbers cost about \$700 million, and the second pair cost somewhat less than that due to common engineering parameters. A pair of new, more efficient smoke-



stacks of lesser height have been constructed to replace the original smokestacks. The plant received a Clean Corporate Citizen award from the State of Michigan, and Signature of Sustainability award from the Wildlife Habitat Council in September 2008.

The Enrico Fermi 2 Nuclear Power Plant, located in Frenchtown Township, is also owned by DTE Energy. The plant began official commercial operation in 1988, with a generating capacity of 1,100 megawatts from its single reactor. During an April, 2000 fueling and maintenance shutdown, the plant's high pressure turbine was replaced by a more efficient model that increased output to about 1,600 megawatts. The utility is also investing \$62.5 million to create an outside storage area for used fuel from its reactor.

In September 2008, Detroit Edison filed an application with the Nuclear Regulatory Commission (NRC) for a Combined Construction and Operating License (COL) for a third reactor to be built on the same site. Review of the 17,000-page application could take four years, after which construction could take six years. The cost is estimated at 10 billion dollars. Although it has not yet fully committed to build such a plant, the company envisions a capacity ranging from 1,485 to 1,585 megawatts. By breaking ground by the end of 2014, DTE could take advantage of \$300-\$400 million in tax credits under the federal Energy Policy Act of 2005. The project could create 600 to 700 permanent jobs and temporary employment for 2,000 to 3,000 construction workers. Construction could begin in 2012 or 2013 at the earliest, but due to a faltering economy, the original timeline has been pushed back by a year or two, now projecting that a new plant will not go online by 2017 as originally projected.

DTE has partnered with Monroe County Community College by building a 500-watt solar panel array on the campus that will provide energy for up to 100 homes during ideal daylight conditions. Eventually, a lithium-ion battery system will be able to store energy for use during overcast or nighttime periods. The solar array will help DTE meet a state mandated goal for renewable energy, provide energy to the grid, generate revenues for the college, and it will be used for instructional purposes at the college.

Consumers Energy operates the Whiting Power Plant in southern Monroe County in the City of Luna Pier. This plant was completed in 1953 and has been largely rebuilt through the years. The latest project (2005) was a \$2.5 million computerized control room designed to boost fuel efficiency and cut smokestack emissions. The plant has an electrical generating capacity of 328 megawatts and provides power to customers in portions of Monroe County and Lenawee County as well as other locations through connections at Consumers Energy's headquarters in Jackson. Consumers Power is currently contemplating a permanent shutdown of the Plant, and the City of Luna Pier is considering alternatives in the event of such a shutdown.

Natural Gas Natural gas is provided to Monroe County customers from three sources: Michigan Gas Utilities of Monroe, Michigan Consolidated Gas Company of Detroit, and Consumers Energy of Jackson. Michigan Gas Utilities serves the majority of the County, with Michigan Consolidated picking up the Milan Township and Berlin Township service areas located in the northwest and northeast sections of the County, and Consumers serving portions of western Whiteford Township.

Water and Sewer Public water and sanitary sewer services are provided to the more urbanized portions of the County. All cities and villages in the county are served, as well as the more urbanized portions of some of the townships.

The City of Monroe provides public water to individual customers in the entire city area, large portions of Monroe and Raisinville Townships, as well as

the Village of Maybee, portions of London, Exeter, and Ida Township. The Monroe Plant also sells water in bulk to the Village of Dundee and the City of Petersburg

Public water to the four south Monroe County communities of Bedford Township, Erie Township, LaSalle Township and the City of Luna Pier is provided by the City of Toledo via the South County water distribution system. North County areas served by water and sewer lines include a large portion of Berlin Township, the Village of Carleton, portions of Ash Township. Frenchtown Charter Township has an 8 MGD independent water system, which shares an intake and pumping station with the City of Monroe.

The City of Monroe provides sanitary sewer service to the City and to Frenchtown Charter Township, Monroe Township, and a portion of Raisinville Township. Berlin Township has recently doubled the capacity of its system, which serves Newport/Swan Creek Road corridor and extends to Estral Beach. South Rockwood is served by the Huron Valley Metro Wastewater Treatment System from Wayne County. Carleton has a facility that serves the village and a portion of Ash Township. Bedford's system serves approximately the southern 2/3 of the township and part of Erie Township. Milan, Dundee, Petersburg, Ida, and Maybee each have independent systems serving their residents and businesses. Luna Pier's system serves the city north of the LaPointe Drain, and part of LaSalle Township. Whiteford Township has an agreement with Sylvania, Ohio that serves the Dana Corporation test facility west of US 23 and the Industrial Park east of US 23. Erie Township has an agreement with the Toledo Water and Sewer System, bringing service to that part of the township adjacent to Toledo and south of Lotus Drive.

Agriculture Agriculture is an essential part of Monroe County's economy. According to the 2007 Census of Agriculture, the market value of agricultural goods produced in Monroe County was \$130,069,000, and if greenhouse and nursery products were counted, it would be much higher. There were 1,119 farms in the County in 2007, slightly down from 1183 in 2002, and land in farms comprised 207,812 acres, down from 217,421 acres in 2002, and 222,761 in 1997. Of principal farm operators, 998 were male and 121 were female. The land is utilized for agricultural purposes, such as fruit, vegetables (fresh market and processing), field crops, livestock, dairy, Christmas trees and timber. Soybeans are used for feed and non-food uses such as soy oil for bio-diesel fuel. Greenhouses and nurseries have increased in importance in recent years.

This strong agricultural base is a distinct advantage to Monroe County for economic development purposes, especially considering the fact that the fresh market and food processing industries are among the target industries that the State of Michigan is attempting to attract to the State. Having a strong agricultural base gives Monroe County a better chance of attracting one of these businesses in the future.

The Monroe County Comprehensive Plan, in its 2010 update, places great emphasis on agriculture. Agricultural land is classified on the basis of prime agricultural land, class II soils, high yield soils, parcel size and enrollment in Farmland and Open Space Preservation Program. Farmland preservation is a major goal in the plan and land use policies which support containment of urban development help to discourage unnecessary encroachment of productive farmland. In 2007, Monroe County passed an Agricultural Preservation ordinance, which will make Monroe County eligible to take advantage of State programs such as Purchase of Development Rights. The Monroe County Land Preservation Board began meeting to promote preservation of farmland, and will develop application forms, evaluation procedures and a scoring system for purchase of development rights.

The Monroe County MSU Extension office has cooperated with several businesses regarding alternative fuel manufacturing. One is an ethanol plant near Blissfield. The County has hosted several educational meetings for farmers, providing updates on the progress and changes of the plant and its operation. A number of farmers in Monroe County have invested in this project and many are building grain storage facilities, as this ethanol plant uses about 60,000 bushels of corn per day throughout the year. Extension also worked with a bio-diesel plant in Milan (and the Monroe County part of Milan), and with its investors and managers, on specific details of fuel quality standards for this new fuel. Assistance was provided to farmers in raising and contracting canola or soybeans and bringing in resource people or putting them in contact with persons such as the Michigan Department of Agriculture, which regulates fuels in Michigan, and persons regarding plant construction details. Finally, MSU Extension worked with a group from Detroit that wanted to build a bio-diesel plant that will use restaurant waste oil.

Natural Resources Monroe County is characterized by a unique and attractive natural environment that contributes to the County's high quality of life, provides a wide range of recreational opportunities, and offers several opportunities for increased economic development activities.

Lake Erie is the most obvious and unique natural feature that the County has to offer. Proximity to Lake Erie provides for a wide range of fishing, hunting and boating opportunities in addition to supplying a unique natural habitat for fish, wildlife and vegetation.

The State of Michigan maintains several parks along the Lake Erie shoreline. The Pointe Mouillee State Game Area and the Erie State Game Area each provide natural environments for a variety of wildlife. These parks also provide excellent duck hunting opportunities.

William C. Sterling State Park, located in Frenchtown Township, provides a wide range of both active and passive recreational opportunities. It received a \$17 million renovation in 2002, which included updating handicap accessibility. The 1,300-acre facility increased annual attendance from about 1 million visitors to 3 million visitors, following the renovation. The campground offers 288 sites with

modern facilities, and is open from April 15 to November 1. A swimming beach, boat launch, and shore fishing are the main day use attractions. Over two miles of asphalt surface are offered for those who enjoy tooling the park on bike. Nature lovers will enjoy exploring the many wetlands where bird life and wildlife is in abundance. Visitors enjoy camping, swimming, sunbathing, fishing, hiking, boating, bike riding, and viewing wildlife. A new pedestrian/bike trail now connects Sterling State Park with the River Raisin Battlefield in the City of Monroe.

Wildlife refuges promote wildlife health and diversity, by encouraging a clean environment and offering management and restoration of natural communities and habitats. Monroe County's Lake Erie Coastline is designated as part of two wildlife refuges.

The Detroit River International Wildlife Refuge was established in 2001 by Congress as North America's first International Wildlife Refuge. It includes islands, coastal wetlands, marshes, shoals, and riverfront lands beginning at the Ambassador Bridge, along the Lower Detroit River and the western Lake Erie basin. The refuge has grown over the years, and the County of Monroe donated wetlands property near its East Dunbar Road jail facility to be part of the refuge. The Monroe County portion was again extended in early 2009 to include 358 acres near Carlson High School, on land donated by Waste Management. The new area will be used by teachers at the school as a science teaching resource. The refuge, now more than 5,600 acres, protects and restores habitats for 29 species of waterfowl, 65 kinds of fish, and 300 species of migratory birds along the river in Michigan and Canada. Using grants and partnerships, the refuge carries out many land management, restoration and preservation projects. Monitoring projects and research surveys document the progress of seasonally changing life in the refuge.

The Ottawa National Wildlife Refuge is centered on Lake Erie near Oak Harbor, Ohio. The complex is a major feeding, nesting, and resting area for migrating birds. The refuge preserves portions of the historic Lake Erie marshes and Great Black Swamp habitats. Ottawa NWR Complex is comprised of three refuges: Cedar Point NWR, Ottawa NWR and West Sister Island NWR. West Sister Island NWR, is Ohio's only wilderness area and is located about 9 miles offshore in Lake Erie.

The Petersburg State Game Area is in Summerfield Township southeast of Petersburg. Its 441 acres offer hiking trails, and it is one of the few remaining examples of oak openings prairie in Monroe County.

About sixteen private marinas are also located along Lake Erie, providing both boat launching and docking facilities.

Monroe County's natural resources



have the potential for generating increased economic development opportunities in the area of tourism. Lake Erie annually attracts boaters and fishing enthusiasts who travel to the County to obtain access to the Lake. The Monroe County Tourism Bureau coordinates efforts to promote tourism in Monroe County, particularly as it applies to Lake Erie. (See “Quality of Life” section of this chapter).

These activities, however, represent a single component of a much broader tourism program that needs to be developed in Monroe County. Other attractions that could be capitalized on as part of a County-wide tourism program include downtown Monroe and the Monroe County Historical Museum.

Economy Monroe County’s unemployment rate had bottomed out 1998-2000 at 3.1%, but increased dramatically during the second half of the past decade to 14.8% in 2009. The beginning of a recovery was indicated when it fell slightly in 2010 to 12.4%. The State of Michigan’s unemployment rate has ranked high or highest among the states in recent years.

Housing construction is a strong economic indicator. New single-family housing construction numbers peaked in 2003, when the total number of permits reached an all-time high at 924. Since then, the number declined through 2009, bottoming out at just 72 in that year. In 2010, single-family home permits increased to 101 permits. These new housing starts amounted to around \$15.6 million. The average cost of a new home in 2010 was \$154,333, the lowest figure since 2002, after an already stagnant decade. The total investment for these homes was \$16,347,049, a slight rebound from the \$11,889,410, which represented the lowest total since 1984. And still a small fraction of the highest annual investment of \$144,384,571 in 2003. No permits for either 2-family or multiple family housing units have been issued since 2007. The number of commercial units reached their lowest point since 1983 in 2009 at 8 new structures, and rebounded slightly in 2010 to 20. New industrial units were up slightly to 7 after reaching a low point of 2 in 2009.

Detailed figures, including a comprehensive history of building activities in Monroe County dating to 1970, can be found in the publication *2010 Annual Building Activities Report: Monroe County, Michigan*. It is available from the Monroe County Planning Department.

Quality of Life Monroe County is an attractive place to live, which can be a positive influence upon those who select sites for locating new facilities, because they or their fellow workers must move their families to the community selected. Besides having access to recreational, cultural and educational facilities in Detroit, Toledo and Ann Arbor, Monroe County offers many advantages of its own.



A 2008 study on competitive factors in Michigan by McKinsey & Company for Detroit Renaissance, a private, non-profit leadership organization dedicated to accelerating the region's economic growth, showed that while Michigan has some serious concerns when it comes to economic competitiveness, quality of life is not a major barrier. Its key findings were:

- The cost of doing business in Michigan makes it uncompetitive for attracting and retaining both manufacturing and knowledge industries.
- Michigan has a talent pool with pockets of expertise, yet the overall workforce is relatively less educated than peer regions.
- *Michigan enjoys a quality of life in the region far better than perceptions.*
- Michigan leads its peers in the flow of top-tier University graduates and enjoys a robust research and development base.¹

Cultural and Social Organizations Several local organizations promote cultural activities in the community. The Monroe City/County Fine Arts Council offers programs and scholarships, the Dundee Old Mill Restoration Committee utilizes a historic mill along the River Raisin for many events, and the River Raisin Center for the Arts maintains an old theater in Monroe. Kiwanis, Rotary, Exchange, Optimists, Masons, Knights of Columbus, and Sertoma are some of the many service clubs that have active chapters in Monroe County. More than 150 churches serve the spiritual needs of residents.

Tourism and Recreation Monroe County is a major tourist center in the State of Michigan. Cabela's, an outdoor sportman/fishing and hunting store in Dundee, is a major draw, and lays claim to being the state's largest tourist attraction with about 6 million visitors a year.

Monroe has often been called the walleye capital of the world, and fishing is a year-round activity. William C. Sterling State Park, with its beach, campgrounds, and boat launching facilities, is one of the top 5 Michigan state parks in terms of utilization with an average of about 1 million visitors annually, and many commercial marinas are very popular during the warmer months. There are 21 public golf courses and one public course in the County, and the Golf Foundation of America has noted that Monroe County has more golf holes per capita than any other county in Michigan. Monroe Factory Shops contains manufacturers' outlet stores, and is a springboard for visitors who then seek other area attractions.

¹ Benchmarking Study Reveals New Insights Into Michigan's Competitiveness, News release by Detroit Renaissance, December 8, 2008

The County of Monroe has a park system with five parks located throughout the county, in addition to many local municipal parks.



Monroe County is a fascinating place for history buffs who can learn much at the Monroe County Historical Museum, which has the nation's finest exhibit on General George Armstrong Custer, as well as exhibits on other aspects of the area's history. The Historical Commission also operates an old-fashioned general store and an old French settlement trading post that includes the State's oldest residence dating to 1789.

The River Raisin National Battlefield Park, which preserves the War of 1812 battlefield near Monroe, was officially opened to the public on October 22, 2010. Following a three-year study, President Obama signed a measure in early 2009, that had

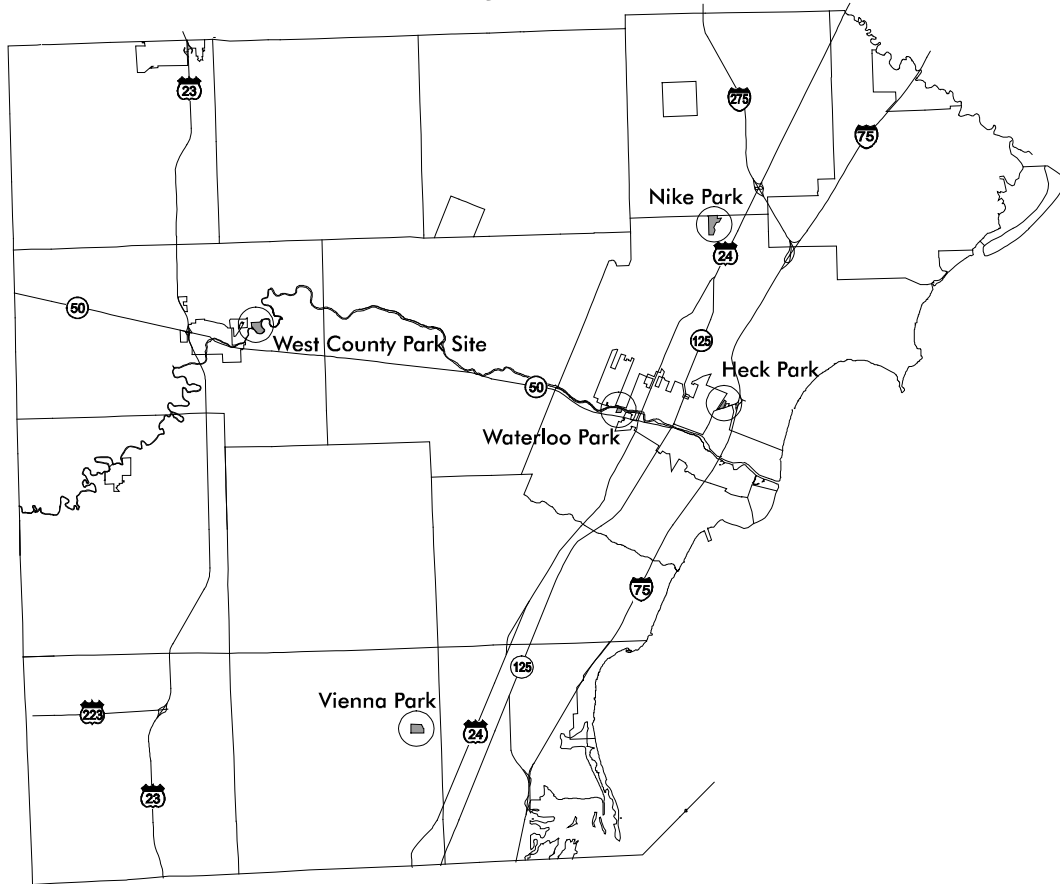
been shepherded through the legislative process by Congressman John Dingell, making the River Raisin Battlefield in Monroe a part of the National Park System. The battle fought here on Jan 22, 1813 was one of the largest engagements of that war. Of 934 Americans who fought here, only 33 escaped death or capture. The massacre of wounded soldiers the following day shocked and enraged Americans throughout the Old Northwest Territory. A new pedestrian/bike trail now connects the Battlefield with Sterling State Park on Lake Erie, and there are plans to expand the trail westward to Monroe County Community College.



The Monroe County Labor History Museum in downtown Monroe contains a permanent exhibit commemorates the 1937 strike at the Newton Steel Company, a firm that was a major employer in Monroe during the first half of the twentieth century, and whose facility has housed a Ford Motor Company plant and other auto suppliers since 1950.

The Monroe County Fair is considered to be one of Michigan's finest county fairs, and dates back to 1948. The fair attracts visitors from a wide region, hosting major national musical performers and an abundant variety of other attractions classic to county fairs, including 4H exhibits and activities, a large midway, grandstand, and merchant booths. The Little Smokey Railroad is a permanently operating downsized steam railroad offering rides to fair visitors. The Glenn Stock Arena is a large indoor show facility with 37,500 square feet that lends itself well to many fair events and other activities. The MB&T Expo Center is a year-round heated and air conditioned exhibit building with 27,000 square feet of floor space hosts merchants' exhibits at the Fair, as well as numerous other events and concerts throughout the year.

County Parks



The Monroe County Convention and Tourism Bureau was formed in November 1989, through Public Act 59 of 1984. The Bureau collects a 2% assessment for use of motel rooms in Monroe County, which it uses for promotion of tourism. The Bureau maintains a staffed public visitor center in downtown Mo-

monroe, and uses a wide variety of media, including social media Facebook and Twitter, appearances at trade shows, local public access television, and it produces events. It maintains an internet website www.monroeinfo.com, and distributes brochures, which are distributed through other welcome centers, and other places where they can be displayed or distributed to the public, and by mail to outsiders who request information.

Among events produced by the Convention and Tourism Bureau are the annual River Raisin Jazz Festival each summer, an annual fireworks show in July, a Labor Day Barbecue, Custer Week in October, Pipers' Holiday musical show in December, and other special events.

K-12 Schools Overall state funding for public schools in Michigan has, in recent years, been subject to a number of severe constraints, including the economic recession, falling property values tax cuts resulting from Proposal A and other measures, and dissipation of funding to charter schools. Many districts across the state face escalating personnel and transportation costs along with flat and decreasing funding. As a result, many districts have been forced to reduce services. Nevertheless, excellent school systems – public, parochial, and charter – are located throughout Monroe County. There are nine public school districts and 15 non-public schools, including 14 that are affiliated with various Christian denominations, and one that is a Montessori school that serves students from infancy through high school. Two parochial high schools – St. Mary Catholic Central High School in Monroe and Lutheran High School South near Newport – serve students in grades 9-12.

The two charter schools – New Bedford Academy in Lambertville (grades K-8) and Triumph Academy in Frenchtown Township (grades K-6) – were established under the Michigan Charter School Act of 1993.



The Monroe County Intermediate School District (M.C.I.S.D.) is a regional educational agency which serves all of these schools, linking local districts and the Michigan Department of Education while providing specialized services including

special education programs, general education programs, and business services to all of its constituent districts.

Higher Education Monroe County Community College is a fully accredited institution offering pre-professional programs designed for students who will eventually finish their education at a four-year college or university, as well as a variety of career training programs. Fall 2010 enrollment was 4,723 students, of which 2,037 were full-time, with about 51% of the students enrolled in college transfer programs and 49% in career programs. Through collaborative efforts with Lakeland Community College in Kirtland, Ohio and DTE Energy, The college offers a nuclear technology education program, which was expanded in 2010 using a special \$200,000 federal appropriation.

In 2010 the college, in collaboration with several Monroe County organizations, opened The Learning Bank in a former bank branch in Monroe. The Learning Bank is a collaborative of partners ranging from educational to social service providers, that offers county residents the resources necessary to achieve post-secondary education and training.

A cooperative agreement with Siena Heights University in Adrian offers Siena Heights classes at the MCCC campus. With transfer credits from MCCC and Siena Heights classes in Monroe, a student can earn a degree from the Lenawee County institution without leaving Monroe County. An agreement with Owens Technical College in Toledo allows Monroe County students to take courses at Owens Tech at resident rates if they are not offered at MCCC. Spring Arbor College near Jackson maintains an extension office in Bedford Township. The college also offers career programs at the semi professional level. Students can receive an Associate of Applied Science or Associate of Commerce degree by completing the prescribed course of study. Students may also upgrade their knowledge and technical skills or prepare for new employment by taking advantage of a wide variety of courses. Special sequences of courses are designed to meet specific objectives.

The College's new Regional Computer Technology Center is an open computer lab that provides free assistance to students, faculty and staff with personal computer and network issues. The lab is equipped with 40 computer systems, and also provides testing services.

MCCC's La-Z-Boy Center and Meyer Theater serves as a cultural center and site for special events and training conferences. The names given to the facility are from major contribu-



tions that came from the Meyer family that co-founded Monroe Auto Equipment Company, and La-Z-Boy, Inc.

The college has partnered with DTE Energy in the construction of a large solar panel array on its campus that will both provide energy to the grid and serve as an educational tool. (See Utilities/Energy Resources section)

Eastern Michigan University of Ypsilanti has offices and offers classes at both Monroe County Community College and at the Monroe County Intermediate School District.

St. Mary Center Campus is the home the Roman Catholic Sisters, Servants of the Immaculate Heart of Mary, or IHM. The group has been a provider and host for numerous educational activities for many years, and in recent years has re-designed and upgraded its historic campus with leading-edge sustainable design, featuring such amenities as geothermal heating, energy-efficient lighting, and state-of-the-art landscaping. A wide-ranging and aggressive program of recycling, energy and resource conservation, and waste management was permanently undertaken, and serves as an innovative example to the community and region of what can be done. The Sustainable Living and Learning Educational Center offers IHM-sponsored seminars and courses to all age groups, addressing a wide range of community interests and needs.

One hundred twenty-eight acres of the IHM property are being offered for sale to the County of Monroe to serve as open space park land. The Monroe County Land Conservancy and the County of Monroe are continuing efforts to seek grant money and matching funding to acquire the land and preserve it for public recreational use.

Libraries The Monroe County Library System, with sixteen locations, is considered to be one of the finest in the State. In addition to a circulating collection of over 570,000 items, the library now has public internet access with computers



and wireless internet available in all branches, and participates in MeLCat, the statewide interlibrary loan service as well as a statewide delivery service. The MeLCat database can be viewed, along with the library's online catalog, from a link at its homepage <http://mymcls.com>. The library also houses a non-circulating collection of materials relating to General George Armstrong Custer, and is a depository for Federal, State, and Local Documents, and is an official depository for U.S. Census information. An in-

depth reference collection is located at the Ellis Library and Reference Center, staffed by a professional staff of reference librarians who are ready to assist individuals with information needs.

The Library System operates a separate administrative services building in Monroe Charter Township, which was opened to increase public space in the Ellis Library & Reference Center, which is the new name of the former Ellis Reference & Information Center. The Ellis facility, built in 1958, has undergone an extensive \$2.5 million upgrade, and was reopened on April 10, 2011.

Among many programs offered free throughout the year to the public by the Library System is the annual award-winning Black History Month Blues Series, which has presented a wide variety of blues performers in concert each February since 1988.

Job Training Michigan Works! Monroe County Employment and Training Department (MCETD) has served Monroe County residents and individuals in the surrounding area since 1974. Governed by the Southeast Michigan Community Alliance Workforce Development Board and the Monroe County Board of Commissioners, the MCETD assists customers who are seeking high demand occupational training and self-sustaining employment. The MCETD also assists the business community in filling available positions. Participants may be enrolled in programs such as Jobs, Education & Training (JET), Workforce Investment Act (WIA), Michigan Prisoner Re-Entry initiative (MPRI), or others depending on qualifying criteria. Funding is provided by state and federal governments. A service provider of the Michigan Works! system, the MCETD provides on-line services through the Michigan Talent Bank (MTB), an electronic labor exchange. The MTB provides employers with access to potential employee resumes and allows employers to submit job orders electronically. Potential employees may submit resumes, job search and access information on job fairs, internships, and links to vital labor market information on the MTB. The MCETD also offers employers access to interview rooms and conference areas free of charge, as well as utilize staff knowledge regarding prevailing wages and applicant referrals. The MCETD collaborates with local service agencies and private sector partners to make appropriate referrals and sponsor job fairs and other community outreach events.

Giving United Way of Monroe County, Inc. raises funds from individuals and businesses through an Annual Campaign. A panel of community volunteers distributes the funds to programs and services that serve the critical needs of local residents throughout Monroe County. The agency has Community Impact programs: County-Wide Health Check in the spring and fall, Monroe County Health Plan, Project Ramp, the Volunteer Action Center and 2-1-1.

Working in coordination with Washtenaw, Wayne, Oakland and Macomb County United Ways, United Way of Monroe County is part of a regional 2-1-1 service that provides useful community information through the non-emergency 3-digit phone number. This service is fast becoming the way to provide information to the citizens of Michigan.

Volunteerism The Monroe County Chamber of Commerce and the First Call For Help each publish community organization directories listing hundreds of groups, clubs, and agencies, most within Monroe County, that encompass a wide spectrum of interests, hobbies, social opportunities, charitable functions, referral, and support. Most of the organizations listed have open memberships.

Downtown Development The Monroe County Chamber of Commerce, the City of Monroe, the Downtown Development Authority/Main Street, and the Downtown Business Network all work together to improve the Monroe downtown area. The DDA can capture property taxes from properties within the defined downtown development district and use the money for downtown enhancement. It also assists property owners with grant programs to fund improvements, does various promotional activities, hired a consultant to conduct a Retail Market Analysis for the downtown, and has an ongoing streetscape project.



The Riverwalk along the River Raisin behind existing Front Street businesses is designed to utilize the aesthetic appeal of the river. The streetscape, and enhancement of the streets, sidewalks, and other street fixtures, originally constructed in the early eighties, extends along West Front Street and East and West First Street, and plans for further extensions are under development.



Health Care Mercy-Memorial Hospital in Monroe is the County's only hospital. It is a 238-bed, full-service non-profit community hospital whose mission is to provide health care services to the people of Monroe County and surrounding areas. Its comprehensive program provides inpatient, outpatient, emergency, and outreach programs at a number of locations in the Monroe area, and it has a medical staff of more than 200 physicians. It operates a 70-bed skilled nursing and rehabilitation center, an 80,000 square foot Ambulatory Surgery Center, a home-care division; a durable medical equipment division, outpatient satellite offices, retail pharmacies, and a hospice. The Mercy Memorial Cancer Connection (MMCC) provides hands-on non-clinical assistance to residents of Monroe County who have been diagnosed with cancer. MMCC has served this community since 2003, relying heavily on support from volunteers, the community and The United Way of Monroe. MMCC joined the Mercy Memorial Hospital System June 21, 2010. It is a valued addition to the organization as it continues to make strides toward building a comprehensive cancer program. As a part of MMHS, the Mercy Memorial Cancer Center will gain increased visibility, allowing more

patients to be served. The Cancer Center is operated in cooperation with ProMedica Health System of Toledo and the Barbara Ann Karmanos Cancer Center of Detroit. Mercy-Memorial also has a 25,000 square foot medical center in Dundee, offering a professional staff and a variety of services, including urgent care, physical and occupational therapy, laboratory services, radiology, nutrition care services, a pharmacy, and cardio-pulmonary services. Other hospitals in the Detroit, Ann Arbor, and Toledo areas offer additional advanced and specialized medical services.

The Monroe County Emergency Medical Authority is responsible for coordinating the delivery of emergency medical services in Monroe County. Monroe Community Ambulance (MCA) provides services to Monroe County. MCA consists of Mercy-Memorial Hospital and three ambulance providers—Promedica, Lifestar and Huron Valley Ambulance—with Huron Valley acting as the managing partner. The City of Monroe Fire Dept. has discontinued independent ambulance service in favor of utilizing the Monroe Community Ambulance (MCA) services.

Air ambulance services are provided on a rotating basis by Survival Flight (University of Michigan), MedFlight (St. Joseph Mercy Hospital in Ann Arbor), Promedica (Toledo Hospital) and LifeFlight (St. Vincent Hospital in Toledo).

PROBLEMS

A number of problems face Monroe County in its attempt to encourage increased economic development activity. Many of these problems are generic in nature and not only affect Monroe County but much of the industrialized midwest as well. Other problems are unique to Monroe County and can be most effectively treated at the local level. These problems are identified and summarized below:

Regional Constraints Monroe County has often suffered from many of the same economic problems facing the State of Michigan and the entire midwest region of the United States, and most especially the State of Michigan. The automobile industry and many of this nation's other basic industries are concentrated in the midwest. When these industries suffer, the entire region suffers. Michigan is subject to a number of limiting factors, which can inhibit its economic success. The domestic automobile industry has suffered a long term decline over several decades with massive loss of jobs, and as this document is written, the domestic automotive industry faces severe financial challenges, with two of the Big Three (GM and Chrysler) taking large government bailout packages to improve the very tenuous chances of survival.

A report published by Comerica Bank in March 2011 pointed to a recovery in Michigan's labor market, indicating that the state's unemployment rate had fallen to 10.4% in February, down 3.1% over the past 12 months. Michigan had fallen from the second highest unemployment rate in the nation (Nevada had the highest) to fifth. While there is some renewed job growth, the "Participation Rate," sometimes called the labor force, is dramatically down over the same period. The number of people either employed or looking for work had dropped

sharply during the period, with more people retiring than entering the workforce, and large numbers of people who were seeking jobs simply giving up, believing that their search had become futile.

Meanwhile, Michigan nonfarm payrolls increase in three out of four categories: Construction +3.8%, Manufacturing +5.9%, and Private Services +2.8%, while Government payrolls were off by 2.8%. The auto and auto parts sector has shrunk dramatically during the last decade. In 2003 it accounted for 36% of manufacturing and 6% of all jobs. Now it accounts for 26% of manufacturing and 3% of all nonfarm payrolls.

The report concludes that while Michigan is currently experiencing a stronger recovery in its labor markets than the nation as a whole, it is mainly due to its disproportionately large manufacturing sector that is highly cyclical sensitive. The report sees the trend as short-lived, with lagging job growth reflecting sluggish population growth beyond 2011.²

Local Constraints Several constraints to economic development also exist at the local level which are unique to Monroe County and which need to be resolved through local initiatives. Among the more obvious problems are the condition of the Port of Monroe and the lack of enough highly marketable industrial buildings and sites.

Monroe County's strategic location along Lake Erie is an obvious advantage for economic development activities. However, a number of improvements to the Port of Monroe are needed before the Port can adequately support increased economic development activity. These improvements include increasing the depth of both Port channels and the turning basin from 21 to 27 feet, which is the common St. Lawrence Seaway standard, and fortifying the wharf. These improvements would clearly improve the Port's capacity, thereby generating additional economic activity at that facility. Some progress has been made towards getting federal funds appropriated for detailed engineering and design of these improvements. Continued progress is necessary to make this project a reality.

Another factor that can inhibit economic development in the County is the lack of enough readily marketable industrial and commercial sites and buildings. While more than enough land throughout the County has been zoned for industrial or commercial purposes, not all of this land is ideally suited for this function. Bedford Township Industrial Park and Frenchtown Town Industrial Park are the only State certified parks in the County that provide an advantage for industrial marketing purposes. Other industrial parks in the County that are not yet certified include: the Village of Dundee, Monroe Charter Township, and the City of Monroe. (Gateway Center in Wayne County, south of the Mazda plant and just north of Monroe, has received State certification.) Industrial parks provide a conducive atmosphere for the industrial development and generally avoid those land use conflicts that are often associated with random economic growth.

² Michigan Economic Brief, Comerica Bank, March 25, 2011.

As a result of the contraction of the automobile industry and declines in manufacturing, several industrial sites in Monroe County have been left vacant or become obsolete due to lack of reinvestment over time. These “Brownfields” are abandoned, idle, or under-used industrial and commercial properties, often in urban areas, where expansion or redevelopment is hindered or complicated by real or perceived environmental conditions. Brownfields present challenges to development, but Michigan has created many options to overcome the obstacles, including cost-effective cleanup options, causation-based liability, liability protection for new owners, tax increment financing (TIF) for cleanups, tax credits, and grants and loan programs.

Under Michigan Brownfield Redevelopment Finance Act (Public Act 381 of 1996), the State has established incentives for redevelopment of these properties. The City of Milan, City of Monroe, Village of Dundee, Bedford Township and Monroe Township have all formed a Brownfield Redevelopment Authorities (BRA’s) under the Act to provide incentives for redevelopment of contaminated and obsolete properties. Major Brownfield redevelopment projects include the Ventower, LLC project in the City of Monroe, which developed a manufacturing facility on property formerly utilized as a landfill. Innovative use of available federal, state, and local resources can be incorporated into redevelopment incentives to support expansion and to encourage new businesses to locate in Monroe County.

Many areas in the County that are otherwise well-suited for industrial development lack proper infrastructure such as water, sewer, and roads. This is particularly true at intersections along major highways, which have good access to transportation, but lack these other amenities.

CHAPTER TWO

BACKGROUND AND HISTORY

Economic Development in Monroe County

Monroe County has long engaged in activities to encourage and promote business and commerce, with the hope of bringing greater prosperity to the area, increasing the tax base, and creating a better way of life for its citizens.

The Monroe County Chamber of Commerce was first organized in the late fifties for the purpose of stimulating economic growth and enhancing the quality of life in Monroe County.

The Monroe County Industrial Development Corporation was organized in 1982, primarily by local businesses and municipalities, as a public-private partnership and non-profit corporation with the purpose of attracting and diversifying job opportunities in Monroe County in manufacturing, research, and service. The agency offers a wide range of information services and assistance to companies seeking to initiate business or expand existing operations in Monroe County. It is financed through corporate donations, municipal donations, and grants, and utilizes an extensive network of partners and resources to carry out its work. It provides support services needed by longtime area companies as well as newcomers to the County, with site reviews, marketing profiles, transportation surveys, and information on suppliers and government requirements. The MCIDC is located on the second floor of Monroe Bank and Trust's downtown Monroe branch.

The MCIDC has been successful in bringing new industry to Monroe County, and helping existing companies to remain in the area and to expand their operations here. The MCIDC is a member of "Automation Alley," a regional consortium whose mission is to bring high-tech businesses to southeast Michigan.

The MCIDC has expanded from strictly industrial development to include commercial development. Its "Business First" program was established in 2005 as a one-stop resource for commercial developers seeking to expand or locate within Monroe County. It has made significant progress in promoting our advantages and attracting commercial businesses.

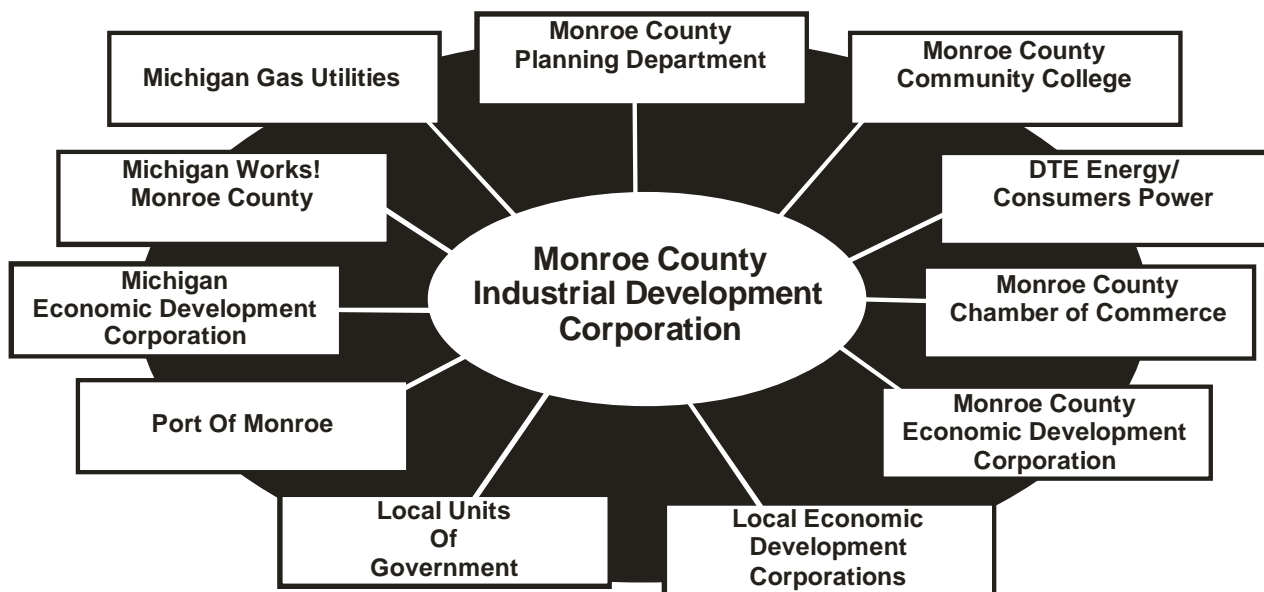
The Monroe County Comprehensive Economic Development Strategy Committee was formed in 1976 as the Monroe County Overall Economic Development Taskforce, in response to the U. S. Economic Development Administration's mandate to prepare an *Overall Economic Development Plan* as a prerequisite to any applications for EDA grants and loans. This process continues today with the annual preparation of this document, the *Comprehensive Economic Development Strategy*, as required by revised regulations set forth in 1999.

In 2003, the Monroe County Board of Commissioners re-established the **Monroe County Economic Development Corporation** to promote economic growth in an effort to strengthen the economy, help create new jobs, recruit new business and employment opportunities, and encourage planned residential development. The 13-member group has formed two work groups, the first of which includes EDC directors as well as volunteer citizens who are developing a Developer’s Guide for Monroe County that will help streamline and facilitate a faster building and development process. A second work group is researching the merits of establishing a revolving loan fund to assist small to medium size businesses.

Several local communities actively engage in economic development activities, and some have set aside land in industrial parks, encouraging new and expanded industries to locate in them.

In Monroe County, economic development activities are coordinated by the Monroe County Industrial Development Corporation. Under their umbrella, other organizations make significant contributions to the economic development process. The functional relationship between these agencies is depicted in the accompanying illustration.

Monroe County’s Economic Development Network



Relevant Websites

| | |
|----------------------------------------------------------------|-----------------------------------------------------------------------------|
| Bedford Business Association..... | www.bba.org |
| City of Monroe..... | www.ci.monroe.mi.us |
| Consumers Energy | www.consumersenergy.com |
| DTE Energy (Detroit Edison)..... | www.dteenergy.com |
| Michigan Economic Development Corporation | www.medc.michigan.org |
| Michigan Gas Utilities, Inc..... | www.michigangasutilities.com |
| Michigan Site Network | www.MiSiteNet.org |
| Michigan Works! Monroe County Employment & Training Dept. | |
| | www.co.monroe.mi.us/government/departments_offices/employment_and_training/ |
| Milan Area Chamber of Commerce..... | milanchamber.org |
| Monroe County Chamber of Commerce | www.monroecountychamber.com |
| Monroe County Community College | www.monroecc.edu/ |
| Monroe County Convention and Tourism Bureau | www.monroefinfo.com |
| Monroe County Government..... | www.co.monroe.mi.us |
| Monroe County Industrial Development Corporation | www.monroecountyidc.com |
| Monroe County Intermediate School District..... | www.misd.k12.mi.us/ |
| Monroe County Library System..... | www.monroe.lib.mi.us |
| Monroe County MSU Extension..... | www.msue.msu.edu/monroe |
| Monroe Evening News..... | www.monroenews.com |
| Monroe Main Street | www.monroemainstreet.com |
| Southeast Michigan Community Alliance..... | www.semca.org |
| Southeast Michigan Council of Governments | www.semco.org |
| Toledo Area Metropolitan Council of Governments | www.tmacog.org |

Economic Development Highlights for 2010/2011

EMPLOYMENT

Monroe County's unemployment rate peaked during 2009 at 14.8%, but decreased to 12.4% in 2010. The State of Michigan had a rate of 12.5%, and the national rate was 9.6%, all increasing significantly. (See Labor Force section for more detailed figures.) Monroe County's overall unemployment rate in 2010 was 12.4 percent, slightly better than the 2009 average rate of 14.1 percent. A sharp national economic downturn in 2008 was even worse in Michigan, and resulted in high, stagnant unemployment during all of 2009. A slow but steady improvement has been seen during 2010. Michigan's unemployment rate has consistently remained higher than that of the rest of the nation since 2001. The unemployment rate for January and February 2011 remained in double digits at 11.8 and 10.5 respectively

BUILDING ACTIVITIES

New construction activities for Monroe County are highlighted in Chapter One, and can be studied in detail in the publication *2010 Monroe County Building Activities Report*. It is available from the Monroe County Planning Department or online at monroe.co.mi.us/planning.

Local governments administer building permits. The Monroe County Planning Department, using building permit data, continuously compiles countywide records of building activities. These figures can be viewed as an indicator of economic health. For 2010, residential development totaled 93 living units.

The value of new commercial units in 2010 was \$3,245,590 for 20 building permits. The number of new industrial units has fallen in recent years, averaging nearly 7 permits annually from 2000 to 2009. This is quite different from the 90's where the County averaged 16 permits annually, with highs of 28 and 24 permits in 1995 and 1997, respectively. In 2010, industrial development showed 7 permits issued for a value of \$36,859,325.

INDUSTRIAL DEVELOPMENT HIGHLIGHTS

- **DTE Energy's Detroit Edison** subsidiary continues to explore construction of another nuclear power plant at the site of its Fermi 2 plant and its decommissioned Fermi 1 plant in Frenchtown Township. The company held public hearings in 2009 regarding its application with the Nuclear Regulatory Commission for a combined construction and operation license. It is awaiting formal approval. The proposed plant would be a simplified boiling water reactor built to the southwest of Fermi 2, which is a boiling water reactor. If the project is approved and implemented, it would provide a significant economic boost to southeast Michigan. The company's coal burning Monroe Power Plant has undergone improvements to its emission reduction capabilities throughout the life of the plant, and is now in the midst of a major upgrade in which new scrubbers and new, more efficient smokestacks are being installed. (See Chapter One.)

- **Gerdau-Macsteel**, a leading North American special bar quality steel producer, announced a \$67 million capital investment program for its production mill in the City of Monroe. The capital investment program will allow the plant to improve reliability and quality, as well as increase its installed capacity by 225,000 short tons through 2013. The plan includes installation of a new caster, upgrades to the plant's melt shop and new infrastructure construction. A possible additional \$60 million investment over the next three years was announced in May, with unspecified improvements to the production line.
- **La-Z-Boy, Inc.** is consolidating five far-flung customer-service call centers into a single operation at its Monroe headquarters, adding 30 positions this year.
- Two Whiteford Township investors have purchased the former **Dana Corporation Technical Research Center** in Ottawa Lake and hope to turn the sprawling complex into a multipurpose incubator for high-tech firms engaging in businesses like wind-power generation and research. The 332-acre facility includes a 1³/₄-miles three-lane test track, a 400-seat auditorium with front- and rear-projection capabilities, a 200-seat cafeteria and various classrooms and labs, and various outbuildings.
- **General Motors** has announced plans to invest \$2 billion in 17 facilities in eight states, including Michigan, with \$109 million going to facilities in Flint and Bay City. However, \$260 million will go to a nearby Toledo, Ohio factory in response to demand for more fuel efficient transmissions. The number of new jobs, some of which could potentially accrue to Monroe County residents, has not yet been announced.
- **Ventower Industries, LLC**, which broke ground in 2010 on Port of Monroe property for its new \$22 million, 115,000 square foot plant, is on track to begin production this year. Capitalizing on the trend toward alternative energy production by manufacturing towers for industrial-sized wind generators, the company will initially employ about 50 workers, with eventual plans to hire about 150. State legislation passed in 2008 requires that 10% of Michigan's electricity be derived from alternative energy sources, such as wind or solar power, by 2015. The company received \$2.6 million in federal energy manufacturing tax credits through the ARRA, and \$4.4 million in state tax credits.
- **Ford Motor Company/Automotive** Components Holdings has sold the fuel tank business at the Milan ACH plant to Inergy Automotive System. Many of the 490 employees will move over a three year period to a plant elsewhere in southeast Michigan.

**MONROE COUNTY INDUSTRIAL DEVELOPMENT CORPORATION
2010 INDUSTRIAL INVESTMENTS
TOTAL INVESTMENT: \$200,000,000+**

| Company | Community | New Jobs |
|------------------|------------------|-----------------|
| Axis Engineering | Dundee | 12 |
| Pinnacle | Whiteford Twp. | 5 |
| Fedco | Monroe | 7 |
| Fischer Tool | Bedford | 6 |
| La-Z-Boy | Monroe | 30 |
| Gerdau Macsteel | Monroe | 32 |
| GEMA | Dundee | 155 |
| Total | | 247 |

Source: Monroe County Industrial Development Corporation

In addition, TWB of Monroe and J-Tech of Milan made significant investments in new equipment.

COMMERCIAL DEVELOPMENT HIGHLIGHTS

Martin's Shoe House in downtown Monroe took advantage of the Brownfield Michigan Business Tax Credits and a Rental Rehabilitation grant through the Michigan State Housing Development Authority to completely restore the façade of the building and add three affordable housing units on the upper floors of the building.

eScapes Network in May began transmitting its video signal via Buckeye Cable, with relaxing, high-definition scenic programming from around the world, supplemented by music and narration. The network, whose headquarters is in downtown Monroe, seeks to add many new outlets for its programming.

Several buildings on West Front Street in downtown Monroe are being improved to house new commercial and residential developments. **JDK LLC, Jim Reilly, and West Front Street Development** will benefit from various incentive programs including façade grants through the Downtown Development Authority, brownfield tax credits, and Obsolete Property Rehabilitation Area tax benefits.

2010-2011 NEW COMMERCIAL BUSINESSES

June 2010

- Chinese Sizzling, 119 Waterstradt-Commerce Dr., Suite 4

July 2010

- Cakes by Stephanie, 118 N. Monroe St., Monroe, MI
- Insurance Benefit Group of Toledo, 408 E. Front St., Monroe

August 2010

- D&D Sports, Mall of Monroe, Frenchtown Township

- Ark Animal Clinic, 7640 North Telegraph, Frenchtown Township
- Harbor Light Health, 49 S. Monroe St., Monroe

September 2010

- Aaron's Rent-To-Own, Monroe Mall, 1557 N. Telegraph, Frenchtown Township
- Metro PCS Wireless, 317 South Monroe Street, Monroe
- Erie Bread Company, 311 S. Monroe St., Monroe
- Bailey's Pizza, 8955 Lewis Ave., Temperance.

October 2010

- Toys R Us Express, 2121 North Monroe Street, Frenchtown Twp.
- Shirley's Gourmet Popcorn Co., 49 S. Monroe St., Monroe

November 2010

- Go Dollar, 3366 Sterns Rd., Bedford Township
- Gameday Sports and Collectibles, 476 N. Monroe St., Monroe

December 2010

- Gameday Sports & Collectables, 476 North Monroe Street, Monroe
- Kim's Bridal and Gifts, 8 East Front Street, Monroe
- Wise Guy Men's Salon, 6 E. Front Street, Monroe
- Donna Spa Salon, 1220 S. Telegraph Rd., in Monroe Township
- Brexton's Appliance, 1420 Custer Dr., Monroe

January 2011

- ASA Publishing Company, Suite 203 at 105 E. Front St.
- E-scapes Network, 25 S. Monroe St., Monroe

February 2011

- Weight Watchers, 2129 Mall Road, Frenchtown Township
- Wise Guy, 6 E. Front St., Monroe
- SMB Construction Co., 820 S. Monroe St., Monroe
- Proactive Network Solutions, 131 E. Front St., Monroe
- I Do Wedding Rentals, 15 W. Front St., Monroe

March 2011

- Pool Town, Monroe Mall, North Telegraph Road, Frenchtown Township
- ProActive Computer Solutions, 131 East Front Street, Monroe
- No Limit Wireless, 606 N. Telegraph Rd., Monroe
- Precious Hearing, 17 Washington St., Monroe

April 2010

- Kyl's Creations, 304 N. Telegraph, Monroe

May 2011

- Stop & Go convenience store and gas station, 802 S. Monroe St., Monroe.

June 2011

- Parts Galore (auto parts retailer), 14533 Telegraph Rd., Berlin Township
- Amazing Space (family entertainment center), Mall of Monroe, Frenchtown Township

MISCELLANEOUS

- **Meijer Inc.** has completed a 243,439-square-foot addition to its warehouse in Newport. The addition brings the size of the complex to 1,092,943 square feet, and Meijer estimates that The project will create 366 total jobs: 190 directly by Meijer and up to 176 indirect jobs generated by economic activity created by the project.
- The newly completed renovation of the Ellis Reference & Information Center of the **Monroe County Library System** will house a **Business Resource Center** under the auspices of the Michigan Small Business & Technology Development Center (MI SBTDC). Tools available in the Business Resource Centers include the latest computer technology, hardware and software addressing diverse business needs and a small business reference library of books and publications.
- **Pure Monroe** is now part of the statewide tourism advertising campaign known as **Pure Michigan**. TV, radio, print, and outdoor advertising promote the state, and now our own county, as choice tourist destinations. A group of local sponsors has helped finance the ads, which run in Michigan and other states. Voicing the TV and radio spots are comedian and Michigander Tim Allen, and Monroe County Community College President and veteran professional broadcaster, Dr. David Nixon.
- Monroe County Community College has partnered with DTE by building a 500-watt solar panel array on the campus that will provide energy for up to 100 homes during ideal daylight conditions. Eventually, a lithium-ion battery system will be able to store energy for use during overcast or nighttime periods. The solar array will help DTE meet a state mandated goal for renewable energy, provide energy to the grid, generate revenues for the college, and it will be used for instructional purposes at the college.



Environment

The relationship between environmental planning and economic development is a complicated and evolving story. In truly sustainable communities, environmental planning and economic development go hand in hand. A pollution-free environment contributes to a community's overall quality of life. Quality of life is an important factor in attracting new businesses to a community and encouraging existing businesses to expand.

Air Quality Those very same environmental concerns that attract new businesses to a community may act as a disincentive to other businesses. The cost of minimizing pollution problems is expensive and a community normally pays a price to maintain a reasonably clean environment. Costs associated with cleaning up the environment may be passed along to the consumer at some point, who ultimately shares this burden.

The Clean Air Act of 1970 (CAA) was the first time the American public was introduced to a nationally directed air quality management program. The Clean Air Act has been amended twice (1977 and 1990) and is among the most complex and ambitious federal legislation dealing with an environmental issue. Cleaning up the air in urban areas, regulating toxics more stringently and tackling the problem of acid rain are the primary focuses of the Clean Air Act, as amended. To accomplish these goals the Clean Air Act sets National Ambient Air Quality Standards (NAAQS). These are scientifically determined maximum amounts of pollutants that can be in the air prior to causing individual clinical symptoms and health problems in most healthy adults. Monroe County as a whole is in compliance with the MDEQ's ambient air quality standards. Throughout the state, the Michigan Department of Environmental Quality's Air Quality Division monitors the six criteria pollutants listed below.

Carbon Monoxide (CO) Carbon monoxide is a colorless, odorless, and tasteless gas formed primarily by the incomplete combustion of carbonaceous fuels. Carbon monoxide comes primarily from motor vehicles with the EPA estimating that motor vehicle exhaust contributes about 60% of all carbon monoxide emissions. Other sources of carbon monoxide include industrial processes and wildfires. Carbon monoxide enters the bloodstream through the lungs where it displaces oxygen delivered to the body's organs and tissues. Exposure to high levels of carbon monoxide has significant effects on human and animal health including visual impairment, impaired work capacity, decreased manual dexterity and learning ability.

Lead (Pb) Historically, automobiles were the major source of lead emission to the atmosphere. Because of the phase-out of leaded gasoline there has been a sharp decrease in lead emissions. The average air quality for lead currently is 94% lower than in 1983. Industrial and combustion sources are now the dominant lead emission sources including smelting/refining of lead, copper and zinc, and the production of iron, steel, gray iron, brass and bronze. Exposure to lead occurs through inhalation or ingestion of lead in food, water, soil or

dust particles. Lead affects human health at the sub-cellular, cellular, and organ system levels. Children are considered the most susceptible population to lead exposure. Large enough lead exposures in children can result in irreversible behavioral and learning disorders. High blood levels of lead in adult populations can result in anemia, cognitive deficits, peripheral neuropathies, and encephalitis like symptoms.

Nitrogen Oxides (NO_x, most commonly NO & NO₂) Nitrogen dioxide is a reddish-brown, highly reactive gas that is formed in the ambient air through the oxidation of nitric oxide. Natural sources of nitrogen oxide are lightning, and ammonia. Heavy industrial plants and power plants are man-made sources of nitrogen oxide emissions. Exposure to nitrogen oxide is through inhalation and depending on concentration, time of exposure, and the age of the individual, can cause respiratory disorders. Nitrogen oxides can react with other substances in the atmosphere to form acid rain.

Acidification of soils, lakes and streams and the accelerated corrosion of buildings and monuments have been attributed to acid rain. The cost of federally mandated reduction in the emission levels for the six criteria pollutants at Detroit Edison's Monroe Power Plant and the Consumer's Energy Whiting Plant are examples of economic trade-offs that are necessary to clean up the environment. The cost of reducing emission levels at the Monroe Power Plant is expensive and is borne by all the companies and other customers in Edison's service area.

Sulfur Oxides (SO_x) Sulfur dioxide (SO₂) is a colorless gas formed by the burning of sulfur-containing material. At ambient concentrations sulfur oxide is odorless. The largest source of sulfur dioxide comes from coal burning power plants. State regulations require that most of the coal burned in Michigan contain low amounts of sulfur. According to the Michigan Department of Environmental Quality (MDEQ) Air Quality Division, the two 800-foot smokestacks at the Detroit Edison Monroe Power Plant, had contributed a third of Michigan's total sulfur dioxide emissions. Two new 580' stacks have recently been built to replace them, along with installation of additional anti pollution devices which are expected to substantially reduce emissions of mercury, nitrogen oxide, and sulfur dioxide.

Other sources of sulfur dioxide are petroleum refineries, pulp and paper mills and steel mills. The health impacts of exposure to sulfur oxide gases include aggravation of existing cardiovascular and pulmonary disease with asthmatics, children, and the elderly being especially sensitive to the effects of sulfur dioxide exposure. Sulfur dioxide and nitrogen oxides together are the major precursors to acid rain.

Ozone (O₃) Ozone is a colorless gas that is formed from reactions between nitrogen oxides, volatile organic compounds, and hydrocarbons to oxygen and sunlight that produce a complicated mixture called photochemical smog. Major sources of nitrogen oxides and volatile organic compounds are engine exhaust, emissions from industrial facilities, combustion from electric utilities,

gasoline vapors, chemical solvents, and biogenic emissions from natural sources. Ozone irritates the respiratory system, particularly deep in the lungs. Human health and vegetation are all subject to adverse reaction as a result of ozone concentration over time.

In April 2005, SEMCOG, the Southeast Michigan Council of Governments, released a draft plan outlining an emission reduction strategy designed to bring the seven-county Southeast Michigan region into attainment for the new eight-hour ozone standard. The strategy for achieving the new ozone standard is developed jointly by SEMCOG and the Michigan Department of Environmental Quality (MDEQ).

Particulate matter (PM) Particulate matter is a general term used for a mixture of solid particles and liquid droplets found in the air. Some particles are large enough to be seen as dust or dirt and others are so small they can only be detected with a microscope. Pollen, dust, soot, smoke, acid condensates, sulfate and nitrate particles all are classified as particulate matter. Particulates range in size from pieces of fly ash as large as a thumbnail to tiny aerosols less than one micrometer in diameter. Fuel combustion, road traffic, agricultural activities, certain industrial processes, natural abrasion, volcanic activity, forest fires, and sea salt spray all contribute to particulate air pollution. The most visible damage caused by particulate matter is loss of visibility and the layers of grime deposited on building, streets and clothing. Particulate matter less than 10 microns in diameter, (PM₁₀) and less than 2.5 microns in diameter, (PM_{2.5}) create the greatest public health concern because the PM₁₀ and PM_{2.5} particles are small enough to penetrate the highly sensitive alveolar region of the lungs.

Water Quality Water is an indispensable resource for any community, and a plentiful supply of water for a variety of uses is a must in attracting people and business.

Lake Erie is the main source of drinking water for several communities along Lake Erie, and is also a vital resource for tourism in our area.

River Raisin Remedial Action Plan Public Advisory Council (RAP PAC) The Canadian and United States governments first officially recognized severely polluted bays and river systems as “Areas of Concern” (AOC) in a 1987 revision to the International Joint Commission’s Great Lakes Quality Agreement. The River Raisin has been designated as one of 14 such sites in Michigan.

The two governments made a commitment to clean up and thereby restore the beneficial uses to these areas by developing Remedial Action Plans (RAPs). The RAPs seek to define the problem, identify how the pollution will be remediated, and establish an ongoing monitoring system. The River Raisin RAP is updated biennially.

The River Raisin PAC is comprised of representatives of business, industry, government, environmental concerns, and interested citizens. The PAC, in conjunction with the State Public Advisory Council (SPAC), identifies environmental problems (impaired beneficial uses) related to the river, and assists the Michigan State Department of Environmental Quality in developing cost effective corrective action programs.

In 2006, the MDEQ released their final delisting document applicable to AOCs within the Michigan portion of the Great Lakes (MDEQ 2006). The MDEQ guidance is very specific regarding targets for non-habitat related BUIs (beneficial use impairments) and in general can be applied to AOCs throughout Michigan with minimal variation.

The primary goal of developing delisting targets is to create an endpoint for measuring progress in the remediation of the area, and restoration of the fish and wildlife BUIs that were considered to be impaired within the AOC and documented in the River Raisin Remedial Action Plans (RAP). In addition to removing the fish and wildlife BUIs associated with the AOC, restoration of the AOC will also provide numerous ancillary benefits that relate well to economic development, including:

- A potential increase in property values within the AOC following restoration;
- Increased desirability of the AOC for investment and development following elimination of the AOC designation;
- Increased public use and enjoyment of the River Raisin associated with increased active recreational uses such as fishing and swimming; and
- Increased public use and enjoyment of the River Raisin associated with increased non-active recreational uses such as wildlife viewing and the general ability to “connect with nature” as aesthetics improve in the AOC.

Groundwater According to the MDEQ, Michigan has more private households utilizing a well for a water supply than any other state and 45% of Michigan citizens are served by groundwater. In Monroe County, for a well to be classified as approved for human consumption, it must meet State construction standards and based on water testing results be free of bacteria.

Karst Because of the geologic condition known as Karst, unpredictable groundwater quality is a concern for certain areas of Monroe County. The Monroe County Planning Department in cooperation with Monroe County MSU Extension, the Monroe County Health Department, Environmental Health Division has developed a groundwater quality vulnerability map of Monroe County based on Karst geology.

Underground Storage Tanks According to the Michigan Department of Environmental Quality, 2007 listing, there are approximately 300 sites in Monroe County where underground storage tanks have leaked. Sites where a release from an underground storage tank has occurred, and corrective actions have been completed to meet the appropriate land use criteria are classified as

closed leaking underground storage sites (LUST). In some instances, it becomes extremely complicated and expensive to have the MDEQ reclassify a facility from an open LUST to a closed LUST site. A current listing of facilities in Monroe County with Underground Storage Tanks and the site status is available through the Michigan Department of Environmental Quality website.

PCB In the past Monroe County has suffered from Polychlorinated biphenyl (PCB) contamination. The River Raisin Area of Concern for PCB contamination has been defined as the lower River Raisin (downstream from dam No. 6 at the Winchester Street Bridge) extending one half mile out into Lake Erie following the Federal Navigation Channel and along the near shore zone of Lake Erie, both north and south, for one mile.

In October 1987 a Remedial Action Plan (RAP) was completed and submitted to the International Joint Commission (IJC), to address the PCB contamination problem. In 1991-92 as part of the RAP process, a PCB hotspot with PCB levels of approximately 40,000 ppm near the Ford Motor Company wastewater discharge pipe was identified and determined to be approximately 600 feet long and 200 feet wide.

In the summer of 1997, Ford Motor Company completed an extensive cleanup of the PCB hotspot by conducting a “closed-bucket clamshell” dredge of the area to remove contaminated sediment. A silt curtain was used to prevent sediment dispersion. The material was then placed in an entombment inside of the surface impoundments on Ford Motor Company property. In 1997 the United States Environmental Protection Agency issued a supplementary fish consumption advisory for coho, salmon, rainbow trout, small-mouth bass, white perch, walleye, drum, lake trout, lake whitefish, and white bass due to PCB contamination in Lake Erie

Harmful Algal Blooms: Microcystis The blue-green algal bloom has started to show up in the western basin of Lake Erie. Microcystis Algal like the shallow waters of Lake Erie and the nutrient source from the Maumee Bay area. This type of bloom can pose a potential health risk. NOAA Center of Excellence for Great Lake and Human Health are researching factors that influence the growth. Monroe County Health Department, Environmental Health Division is working with NOAA to determine the extent of this Algal Bloom over the Bathing Beach months and will work with local municipalities to issue public health notices.

Non-Indigenous Species Non-indigenous species are plants and animals found beyond their natural range. At least 139 non-indigenous species have been identified in the Great Lakes ecosystem. The aquatic non-indigenous, nuisance species, such as zebra mussel, ruffe, goby, spiny water flea, Eurasian watermifoil, and others have arrived here unexpectedly. One of the best ways to control non-indigenous species is to control water ballast. Federal and State statutes and regulations are not keeping pace with the new and spreading non-indigenous

pests. Once introduced, they must be managed and controlled, as they are virtually impossible to eradicate.

Solid Waste Management

The Monroe County Solid Waste Coordinator carries out the solid waste management activities. These activities and programs are done under the direction of the Planning Department and the County Health Department. These activities include initiating waste reduction and recycling programs, creating public awareness, and providing information regarding changes in legislation. The Solid Waste Coordinator has been instrumental in developing programs that reduce the amount of waste entering landfills as well as creating awareness and choice's for residents of Monroe County.

Household Hazardous Waste According to the United States Environmental Protection Agency, the average U.S. household generates more than 20 pounds of household hazardous waste (HHW) per year. HHW includes a variety of common household items such as paints, cleaners, pesticides, and solvents that exhibit the characteristics of regulated hazardous wastes such as ignitability, corrosively, reactivity or toxicity. HHW can pose risks to the health of the public and damage the environment if it is not handled and disposed of properly. Inappropriate handling and disposal can lead to contamination of sanitary and storm sewers, lakes, rivers and groundwater. To prevent contaminating the environment and to protect the health of the public, the Monroe County Solid Waste Program provides Household Hazardous Waste Collection Events and individual appointments as necessary, free of charge to Monroe County residents. In addition to the collections, the Solid Waste Program also offers a Mercury Thermometer Exchange at three locations in the County. At the designated sites, residents receive a free digital thermometer if they recycle a mercury one. The Solid Waste Program assisted school districts in decreasing possible chemical contamination by providing disposal of any mercury and unneeded chemicals in their possession.

The Clean Sweep Pesticide Disposal Program has collected over 150,000 pounds of pesticides since 1997, using grant monies exclusively, and Monroe County is one of their permanent locations.

An ongoing collection program for Compact Fluorescent Bulbs was established at several local hardware stores. Residents are able to recycle expired CFL bulbs free of charge during normal store hours.

Medication Waste Disposal Beginning in 2009, the Solid Waste Program partnered with the Monroe County Substance Abuse Coalition, the Monroe County Prosecuting Attorney's Office, and the Michigan State Police to offer free medication waste disposal events to the community. Proper disposal of medications is necessary to prevent them from being flushed into the water supply which leads to contamination of ground and drinking water and has a detrimental effect on fish and wildlife. Reducing access to prescription medications is a strategy to

prevent prescription drug abuse among youth. The two collections offered were successful in gathering thousands of unwanted pills.

Tire Collections The Monroe County Solid Waste Program provides one tire collection per year for passenger vehicle tires. Participants can register on-line or via telephone to participate in the event. The program is free of charge for residents.

Electronic Waste Monroe County Solid Waste Program partnered with the Habitat for Humanity of Monroe County to provide an ongoing drop-off program for Monroe County residents at the Habitat's Restore, located in Monroe. An ongoing program makes participation much more convenient for residents compared to a one-day event as was conducted in the past. Acceptable items included central processing units, monitors, printers, all other computer components, cellular phones and televisions.

Solid Waste Planning The County of Monroe prepares and maintains a Solid Waste Management Plan as directed by the State of Michigan. The County's last Plan was approved by the Michigan Department of Environmental Quality (MDEQ) in 2001 and has had two amendments. The Plan was re-opened by the Monroe County Board of Commissioners for amendment in 2009.

Community Outreach The Monroe County Solid Waste Program utilizes various tools to educate the community on solid waste issues. Publications produced this year include three issues of the RecycleNOW newsletter, mailed announcements and a revised edition of the Resource Guide. The Monroe County Solid Waste Program also participated either directly or indirectly in the following community events:

- Michigan Green Schools Program
- Earth Fair – 400+ participants, 42 organizations
- Ecoville
- Monroe County Environmental Fund Grant Program
- Monroe County Green Team
- Energy Efficiency and Conservation Block Grant

Highlight The Monroe County Health Department partnered with other County departments to implement an Energy and Efficiency Block Grant funded through the State of Michigan by the American Recovery and Reinvestment Act of 2009. The County received over \$612,000 to implement energy efficient equipment upgrades, undertake a Community Energy Assessment and calculate a county-wide carbon footprint, create an Energy Efficiency Conservation Strategy for the County and implement a single-stream recycling program at local schools.

— Monroe County Health Department

Hazardous Materials Contamination The Michigan Department of Environmental Quality (MDEQ) developed the Michigan Sites of Environmental Contamination Priority List under the Michigan Environmental Response Act (MERA). This list compiles environmental contamination sites that pose, or could poten-

tially pose, a threat to public health or the environment. The Michigan Legislature utilizes the list to recommend funding for site evaluation, interim response, and final response activities.

The Michigan Environmental Response Act has undergone several revisions including removal of liability from persons who did not cause or contribute to contamination, public funding for the orphan share fund and examination of other funding sources such as tax credits, protection from liability for non-culpable new purchasers, dedicated funding for cleanups of contaminated sites that put the public at risk, creative local financing for cleanups, a clarification of the DEQ's authority to develop standards that consider the future use of sites, streamlining of the remediation approval process, use of sound science in establishing cleanup standards, and remediation decision making, and changes to cleanup standards. Regulations pertaining to underground storage tanks were not changed. Amendments were to Act 245 so that remediations that satisfy the requirements of the Michigan Environmental Response Act are not subject to challenge under Act 245.

The Monroe County Industrial Development Corporation holds an account that can be used for environmental assessment of properties with economic development potential. The fund resulted from the bankruptcy of a company that was liable for cleanup of a site where they planned to locate.

Above ground fuel storage tanks are also an Environmental issue with agriculture. Tanks must be modified so that they are a minimum distance from buildings and wells, and must have some containment built around them.

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Monroe Evening News, May 09. 2009

Southeast Michigan Council of Governments

Dan Stefanski, Monroe County Drain Commissioner

Emergency Planning

The Monroe County Emergency Management Division is responsible to prepare for, mitigate for, respond to, and recover from large-scale emergencies and disasters within Monroe County. They prepare and update the Monroe County Emergency Response Plan using the all-hazard planning concept to include natural; technological; national security; nuclear; and Chemical, Biological, Radiological, and Explosive (CBRNE). The plan also describes how Monroe County collaborates with State and Federal Government during times of disaster. One section of the plan details the county's response to a Nuclear Power Plant Accident. It describes actions local government would take to protect the public in the event of an incident at the Fermi II Nuclear Power Plant. The plan is reviewed and updated annually to include current population figures, new hazards, and policy and procedural changes.

The Emergency Management Division is housed in a modern facility on Raisinville Road, along with the County's Central Dispatch Center, that opened in early 2008. It is sited outside of the Fermi II Emergency Planning Zone.

Legal authority and basis for this plan and emergency operations is Act 390, P.A. 1976, as amended and by resolution of the Monroe County Board of Commissioners to establish an emergency preparedness policy dated January 13, 1974, amended June 14 1977, and by new resolution dated January 3, 1996. Each municipality within the county falls under the County Emergency Management umbrella by written resolution.

Monroe County Comprehensive Plan The Monroe County Planning Commission offers a comprehensive set of recommendations for the physical development of the County, specifying appropriate locations for different categories of land uses. The Comprehensive Plan is used as an official basis for the Commission's official recommendations when zoning changes are sought in the townships. The current update of the Comprehensive Plan received final approval by the Monroe County Board of Commissioners in 2009.

Population and Labor Force

The economy of a community is obviously very closely related to the size and characteristics of the community's population and labor force. These two factors provide some valuable insight on future economic development potential. The following section provides a summary of the County's population and labor force with an emphasis on those characteristics that are most closely related to economic development.

Population Growth and Distribution

The growth and distribution of Monroe County's population is tied closely to population growth trends in the metropolitan areas of both Detroit and Toledo. This is understandable given the close relationship of the County's economy to both of these major cities. The growth of the County's population during this century is presented in Table 1.

TABLE 1
MONROE COUNTY POPULATION TRENDS 1900-2010

| Year | Population | Percent Change |
|-------------|-------------------|-----------------------|
| 1900 | 32,754 | --- |
| 1910 | 32,917 | + 0.5% |
| 1920 | 37,115 | +12.8% |
| 1930 | 52,405 | +41.4% |
| 1940 | 58,620 | +11.7% |
| 1950 | 75,666 | +29.1% |
| 1960 | 101,120 | +33.6% |
| 1970 | 119,215 | +15.2% |
| 1980 | 134,659 | +13.0% |
| 1990 | 133,600 | -0.8% |
| 2000 | 145,945 | +9.2% |
| 2010 | 152,021 | +4.2% |

Source: U.S. Census Bureau, Census of Population

During the twenty-year period between 1900 and 1920, the County's population grew at only modest rates. Population growth increased significantly during the 1920s, however, due largely to a growing industrial economy which was centered mainly in the Midwest. The depression of the 1930s had a dampening effect on the County's population, which grew at only modest rates during this period.

Monroe County's most significant population growth period occurred after World War II and during the "baby boom" years of the 1950s and early 1960s. After the post-war period, population growth leveled off to 15.2 percent and 13.0 percent for 1970 and 1980, respectively, then decreased by 1990 by 0.8%, but increased again in 2000 by 9.2%. Growth continued at a more moderate pace during the first decade of the new century.

TABLE 2
POPULATION CHANGES 2000-2010 BY UNIT OF GOVERNMENT

| Unit of Government | 2000 Census population | 2010 Census population | Change 2000 - 2010 | Percent Change |
|-------------------------|---------------------------|---------------------------|-----------------------|-------------------|
| Monroe | 145,945 | 152,021 | 6,076 | 4.2% |
| Ash Township | 5,048 | 5,438 | 390 | 7.7% |
| Bedford Township | 28,846 | 31,085 | 2,239 | 7.8% |
| Berlin Charter Township | 5,154 | 7,206 | 2,052 | 39.8% |
| Carleton Village | 2,562 | 2,345 | -217 | -8.5% |
| Dundee Township | 2,728 | 2,802 | 74 | 2.7% |
| Dundee Village | 3,613 | 3,957 | 344 | 9.5% |
| Erie Township | 4,549 | 4,517 | -32 | -0.7% |
| Estral Beach Village | 486 | 418 | -68 | -14.0% |
| Exeter Township | 3,212 | 3,406 | 194 | 6.0% |
| Frenchtown Township | 20,777 | 20,428 | -349 | -1.7% |
| Ida Township | 4,944 | 4,964 | 20 | 0.4% |
| La Salle Township | 5,001 | 4,894 | -107 | -2.1% |
| London Township | 3,024 | 3,048 | 24 | 0.8% |
| Luna Pier City | 1,483 | 1,436 | -47 | -3.2% |
| Maybee village | 505 | 562 | 57 | 11.3% |
| Milan City | 1,720 | 2,066 | 346 | 20.1% |
| Milan Township | 1,660 | 1,601 | -59 | -3.6% |
| Monroe Charter Twp. | 13,491 | 14,568 | 1,077 | 8.0% |
| Monroe City | 22,076 | 20,733 | -1,343 | -6.1% |
| Petersburg City | 1,157 | 1,146 | -11 | -1.0% |
| Raisinville Township | 4,911 | 5,816 | 905 | 18.4% |
| South Rockwood Village | 1,284 | 1,675 | 391 | 30.5% |
| Summerfield Township | 3,233 | 3,308 | 75 | 2.3% |
| Whiteford Township | 4,481 | 4,602 | 121 | 2.7% |

Monroe County portion of City of Milan only

Source: U.S. Bureau of Census, Census of Population

Three major population areas influence population distribution in Monroe County: the City of Monroe, the City of Toledo and the suburban area south of the City of Detroit. Monroe County's population has historically been centered in the City of Monroe, which is the County seat. During the last four decades, however, this traditional population center has expanded into the adjacent communities of Frenchtown Township and Monroe Township. Migration of suburban Detroit and Toledo residents into the north and south portions of the County has also been seen in recent years. This influence is most evident in Bedford Township, which experienced a population increase of 2,239, or 7.8% between 2000 and 2010. The increase was, however, smaller than the increase of 4,858 persons, or 20.5 percent, that took place in Bedford between 1990 and 2000.

New residential developments in Berlin and Raisinville Townships spurred growth there. The cities of Monroe, Luna Pier, and Petersburg all showed losses, while the City of Milan (Monroe County portion) gained. Monroe Township showed an increase, while Frenchtown showed a loss. That portion of the City of Milan in Monroe County showed a 20.1% percentage change since 2000.

Population Projections and Estimates

Projecting future population, household and employment levels is a critical component in long-range economic development planning activities. These projections provide some idea of the number of new jobs and corresponding economic development activity that will be required to sustain an increased population base.

The Southeast Michigan Council of Governments (SEMCOG) projects population, households, and employment for all municipalities in the seven-county area. Their current projections are through 2035, and are shown in Table 3. (Also see employment section of this chapter for employment projections.)

The largest percentage increases in population between 2005 and 2035 are projected to occur in communities located in the northeast portion of the County (Berlin Township, Estral Beach and South Rockwood) and in the area around Dundee. Large numerical gains are shown for existing urbanized areas along the I-75 corridor, such as Frenchtown and Monroe Townships, and for Bedford Township adjacent to Toledo. The greatest percentage increases in employment are found in the northeast sector of the County, Carleton Village and South Rockwood.

**TABLE 3
PROJECTED POPULATION AND HOUSEHOLD GROWTH 2005-2035**

| | Population | | Change 05-35 | | Households | | Change 05-35 | |
|---------------------|----------------|----------------|---------------|--------------|---------------|---------------|---------------|--------------|
| | 2005 | 2035 | No. | Percent | 2005 | 2035 | No. | Percent |
| Ash Twp. | 5,734 | 6,616 | 882 | 15.4% | 2,148 | 2,695 | 547 | 25.5% |
| Bedford Twp. | 30,582 | 34,347 | 3,765 | 12.3% | 11,548 | 13,477 | 1,929 | 16.7% |
| Berlin Twp. | 6,781 | 8,745 | 1,964 | 29.0% | 2,593 | 3,572 | 979 | 37.8% |
| Carleton | 2,696 | 2,832 | 136 | 5.0% | 1,082 | 1,229 | 147 | 13.6% |
| Dundee | 3,785 | 5,039 | 1,254 | 33.1% | 1,551 | 2,185 | 634 | 40.9% |
| Dundee Twp. | 2,939 | 3,666 | 727 | 24.7% | 1,076 | 1,507 | 431 | 40.0% |
| Erie Twp. | 4,803 | 5,002 | 199 | 4.1% | 1,851 | 2,036 | 185 | 10.0% |
| Estral Beach | 482 | 625 | 143 | 29.7% | 191 | 253 | 62 | 32.5% |
| Exeter Twp. | 3,452 | 3,561 | 109 | 3.2% | 1,246 | 1,384 | 138 | 11.1% |
| Frenchtown Twp. | 21,175 | 23,430 | 2,255 | 10.6% | 8,199 | 9,901 | 1,702 | 20.8% |
| Ida Twp. | 5,040 | 5,165 | 125 | 2.5% | 1,734 | 1,915 | 181 | 10.5% |
| La Salle Twp. | 5,103 | 5,148 | 45 | 0.9% | 1,889 | 2,007 | 118 | 6.3% |
| London Twp. | 3,225 | 3,315 | 90 | 2.8% | 1,149 | 1,281 | 132 | 11.5% |
| Luna Pier | 1,529 | 1,575 | 46 | 3.0% | 641 | 664 | 23 | 3.5% |
| Maybee | 596 | 687 | 91 | 15.3% | 206 | 258 | 52 | 25.5% |
| Milan (Part)* | 1,939 | 2,170 | 231 | 11.9% | 812 | 923 | 111 | 13.7% |
| Milan Twp. | 1,743 | 2,064 | 321 | 18.4% | 666 | 869 | 203 | 30.5% |
| Monroe | 22,152 | 22,064 | -88 | -0.4% | 8,925 | 9,331 | 406 | 4.5% |
| Monroe Twp. | 14,013 | 16,090 | 2,077 | 14.8% | 5,719 | 6,840 | 1,121 | 19.6% |
| Petersburg | 1,169 | 1,138 | -31 | -2.7% | 442 | 449 | 7 | 1.7% |
| Raisinville Twp. | 5,343 | 5,861 | 518 | 9.7% | 1,918 | 2,206 | 288 | 15.0% |
| South Rockwood | 1,593 | 2,175 | 582 | 36.5% | 601 | 972 | 371 | 61.7% |
| Summerfield Twp. | 3,357 | 3,757 | 400 | 11.9% | 1,207 | 1,444 | 237 | 19.6% |
| Whiteford Twp. | 4,554 | 5,141 | 587 | 12.9% | 1,714 | 1,989 | 275 | 16.0% |
| Total County | 153,785 | 170,213 | 16,428 | 10.7% | 59,108 | 69,388 | 10,280 | 17.4% |

*Monroe County portion of Milan only

Source: Southeast Michigan Council of Governments, 2035 Forecast for Southeast Michigan

The following table shows U.S. Census population and household figures, and SEMCOG forecasts for 2035. (Table 4)

**TABLE 4
MONROE COUNTY POPULATION
AND HOUSING CHANGES SINCE 2000
AND FORECASTS FOR 2035**

| | Census 2000 | Census 2010 | Change 2000-2010 | % Change 2000-2010 | SEMCOG 2035 |
|------------------------------------|----------------|----------------|---------------------|-----------------------|----------------|
| Population & Households | | | | | |
| Total Population | 145,945 | 152,021 | 6,076 | 4.2% | 170,213 |
| Group Quarters Population | 1,543 | - | - | - | 3,083 |
| Household Population | 144,402 | - | - | - | 167,130 |
| Housing Units | 56,471 | 62,971 | 6,500 | 11.5% | - |
| Households (Occupied Units) | 53,772 | 58,230 | 4,458 | 8.3% | 69,387 |
| Residential Vacancy Rate | 4.8% | 7.5% | 2.7% | - | - |
| Average Household Size | 2.69 | - | - | - | 2.41 |

Source: Southeast Michigan Council of Governments

Age, Sex and Racial Characteristics

Age Median age figures since 1950 have reflected the high birthrates of the postwar baby boom, more recent lower fertility rates among women, and longer life spans. They were at their lowest in the 1960 and 1970 Censuses. Since that time, they have increased steadily, showing their biggest jump between 1980 and 1990, when the median ages for County, State, and Nation all topped 32 years. (Table 5).

**TABLE 5
MEDIAN AGE**

| AREA | 1950 | 1960 | 1970 | 1980 | 1990 | 2000 | 2005- 2009* |
|---------------|------|------|------|------|------|------|----------------|
| Monroe County | 27.6 | 25.7 | 24.5 | 27.9 | 32.2 | 36.0 | 38.9 |
| Michigan | 29.8 | 28.3 | 26.3 | 28.8 | 32.6 | 35.5 | 37.7 |
| United States | 30.2 | 29.5 | 28.3 | 30.0 | 32.9 | 35.3 | 36.5 |

Source: U.S. Bureau of Census, Census of Population and *American Community Survey

A more significant and revealing method of analyzing the age characteristics of a community's population is to organize individual age groups into categories, which more closely resemble identifiable stages of a normal life cycle. These categories and the corresponding year intervals that they represent are illustrated in Table 6. This table also shows changes that have occurred in these categories over time.

**TABLE 6
POPULATION CHANGE BY AGE GROUP**

| Age Group | Census 2000 | SEMCOG 2035 | Change 2000-2035 |
|------------------|--------------------|--------------------|-------------------------|
| 65+ | 16,222 | 40,229 | 24,007 |
| 35-64 | 59,166 | 64,760 | 5,594 |
| 18-34 | 30,564 | 29,677 | -887 |
| 5-17 | 30,310 | 26,632 | -3,678 |
| Under 5 | 9,683 | 8,915 | -768 |

Source: Southeast Michigan Council of Governments

**TABLE 7
AGE DISTRIBUTION PERCENTAGES BY LIFE CYCLE CATEGORY FOR MONROE COUNTY 1940-2000**

| AGE GROUP | 1940 | 1950 | 1960 | 1970 | 1980 | 1990 | 2000 |
|--------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Preschool (0-4) | 9.5 | 12.2 | 13.2 | 9.9 | 8.2 | 7.7 | 6.6 |
| School (5-19) | 28.4 | 26.0 | 30.2 | 33.4 | 28.8 | 24.1 | 23.4 |
| Family Formation (20-44) | 36.4 | 36.1 | 31.4 | 30.6 | 36.5 | 38.5 | 35.3 |
| Middle Age (45-64) | 18.9 | 18.5 | 17.9 | 18.6 | 18.1 | 19.3 | 23.5 |
| Senior Citizens (65+) | 6.8 | 7.2 | 7.3 | 7.3 | 8.4 | 10.4 | 11.1 |
| Total | 100% | 100% | 100% | 100% | 100% | 100% | 100% |

Sources: Census of Population, U.S. Bureau of Census (1940-2000)

The percentage of preschool age children continued to decline with the 2000 Census, after peaking in 1960, following the postwar baby boom.

These “baby boom” years also influenced other age categories in subsequent census enumerations conducted over the years. As these preschool aged children grew up, they began to increase the percentage of the population in the school age category. The size of this category increased steadily from 1950 until 1970 when it reached a peak of 33.4 percent. This percentage declined to 28.8 percent in 1980, and then the percentages in the family formation category began to rise, peaking 38.5% in 1990. (Table 9)

Table 8 below carries the above concept into the future, with projections of these age groups to 2035. It illustrates shifts in the age mix of the population relating to the aging of the baby boom generation and longer life spans generally. The table shows declining numbers of younger people as time progresses, and growing numbers of persons over 65. According to these projections from the Southeast Michigan Council of Governments, nearly a quarter of Monroe County’s population will be over the age of 65 by 2035.

**TABLE 8
MONROE COUNTY POPULATION BY AGE GROUPS CHANGE: 2005-2035**

| | 2005 | 2010 | 2015 | 2020 | 2025 | 2030 | 2035 | Change: | |
|----------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | | | | | | | | Number | % |
| Total Population | 153,785 | 156,264 | 156,652 | 159,461 | 163,709 | 167,588 | 170,213 | 16,428 | 10.70% |
| Ages 0-4 | 8,847 | 9,008 | 9,411 | 9,565 | 9,395 | 9,084 | 8,915 | 68 | 0.80% |
| Ages 5-17 | 29,453 | 26,609 | 24,565 | 24,820 | 26,229 | 26,960 | 26,632 | -2,821 | -9.60% |
| Ages 18-34 | 33,125 | 34,668 | 34,791 | 31,905 | 30,107 | 29,294 | 29,677 | -3,448 | -10.40% |
| Ages 35-64 | 64,893 | 65,920 | 64,338 | 65,103 | 64,739 | 64,512 | 64,760 | -133 | -0.20% |
| Ages 65 and over | 17,467 | 20,059 | 23,547 | 28,068 | 33,239 | 37,738 | 40,229 | 22,762 | 130.30% |
| Household Population | 152,054 | 154,362 | 154,516 | 157,050 | 160,996 | 164,630 | 167,130 | 15,076 | 9.90% |
| Group Quarters Pop. | 1,731 | 1,902 | 2,136 | 2,411 | 2,713 | 2,958 | 3,083 | 1,352 | 78.10% |

Source – Southeast Michigan Council of Governments 2035 Forecast

**TABLE 9
MONROE COUNTY POPULATION BY SEX, 1940-2000**

| YEAR | % MALES | % FEMALES |
|------|---------|-----------|
| 1940 | 51.8 | 48.2 |
| 1950 | 50.5 | 49.5 |
| 1960 | 50.1 | 49.9 |
| 1970 | 49.3 | 50.7 |
| 1980 | 49.5 | 50.5 |
| 1990 | 49.3 | 50.7 |
| 2000 | 49.6 | 50.4 |

Source: Census of Population, U.S. Bureau of Census

Sex Males outnumbered females in census counts from 1940 to 1960, and then females tipped the balance to outnumber males 1970-2000.

The American Community Survey documents a selected range of social characteristics, some of which are shown in Table 10.

**TABLE 10
MONROE COUNTY SELECTED SOCIAL CHARACTERISTICS: 2009**

| | Estimate | Margin of Error | Percent | Margin of Error |
|---------------------------------------------------|---------------|-----------------|---------------|-----------------|
| HOUSEHOLDS | | | | |
| Total households | 60,786 | +/-1,249 | 60,786 | (X) |
| Family households (families) | 42,787 | +/-1,597 | 70.4% | +/-2.5 |
| With own children under 18 years | 18,566 | +/-1,507 | 30.5% | +/-2.4 |
| Married-couple family | 33,748 | +/-1,812 | 55.5% | +/-2.9 |
| With own children under 18 years | 13,728 | +/-1,438 | 22.6% | +/-2.3 |
| Male householder, no wife present, family | 2,596 | +/-825 | 4.3% | +/-1.4 |
| With own children under 18 years | 1,368 | +/-595 | 2.3% | +/-1.0 |
| Female householder, no husband present, family | 6,443 | +/-1,111 | 10.6% | +/-1.8 |
| With own children under 18 years | 3,470 | +/-847 | 5.7% | +/-1.4 |
| Nonfamily households | 17,999 | +/-1,624 | 29.6% | +/-2.5 |
| Householder living alone | 14,807 | +/-1,546 | 24.4% | +/-2.4 |
| 65 years and over | 5,441 | +/-984 | 9.0% | +/-1.5 |
| Households with one or more people under 18 years | 20,631 | +/-1,500 | 33.9% | +/-2.4 |

| | Estimate | Margin of Error | Percent | Margin of Error |
|---------------------------------------------------------------------------------|----------------|-----------------|----------------|-----------------|
| Households with one or more people 65 years and over | 14,404 | +/-1,089 | 23.7% | +/-1.6 |
| Average household size | 2.48 | +/-0.04 | (X) | (X) |
| Average family size | 2.96 | +/-0.07 | (X) | (X) |
| <u>RELATIONSHIP</u> | | | | |
| Population in households | 150,915 | +/-1,555 | 150,915 | (X) |
| Householder | 60,786 | +/-1,249 | 40.3% | +/-0.7 |
| Spouse | 33,620 | +/-1,825 | 22.3% | +/-1.1 |
| Child | 44,138 | +/-1,861 | 29.2% | +/-1.3 |
| Other relatives | 6,058 | +/-1,608 | 4.0% | +/-1.1 |
| Nonrelatives | 6,313 | +/-1,551 | 4.2% | +/-1.0 |
| Unmarried partner | 4,271 | +/-1,187 | 2.8% | +/-0.8 |
| <u>MARITAL STATUS</u> | | | | |
| Males 15 years and over | 61,317 | +/-415 | 61,317 | (X) |
| Never married | 17,794 | +/-1,398 | 29.0% | +/-2.2 |
| Now married, except separated | 35,685 | +/-1,863 | 58.2% | +/-3.1 |
| Separated | 229 | +/-186 | 0.4% | +/-0.3 |
| Widowed | 1,524 | +/-489 | 2.5% | +/-0.8 |
| Divorced | 6,085 | +/-1,341 | 9.9% | +/-2.2 |
| Females 15 years and over | 62,540 | +/-394 | 62,540 | (X) |
| Never married | 14,281 | +/-1,278 | 22.8% | +/-2.0 |
| Now married, except separated | 34,512 | +/-1,905 | 55.2% | +/-3.0 |
| Separated | 854 | +/-470 | 1.4% | +/-0.8 |
| Widowed | 6,309 | +/-987 | 10.1% | +/-1.6 |
| Divorced | 6,584 | +/-1,358 | 10.5% | +/-2.2 |
| <u>FERTILITY</u> | | | | |
| Number of women 15 to 50 years old who had a birth in the past 12 months | 2,579 | +/-901 | 2,579 | (X) |
| <u>GRANDPARENTS</u> | | | | |
| Number of grandparents living with own grandchildren under 18 years | 3,503 | +/-1,047 | 3,503 | (X) |
| Number of grandparents responsible for own grandchildren under 18 years | 1,767 | +/-762 | 1,767 | (X) |
| Who are female | 1,294 | +/-631 | 73.2% | +/-12.6 |
| Who are married | 1,150 | +/-562 | 65.1% | +/-22.2 |
| <u>SCHOOL ENROLLMENT</u> | | | | |
| Population 3 years and over enrolled in school | 37,094 | +/-1,772 | 37,094 | (X) |
| Nursery school, preschool | 1,900 | +/-607 | 5.1% | +/-1.5 |
| Kindergarten | 1,632 | +/-545 | 4.4% | +/-1.5 |
| Elementary school (grades 1-8) | 16,574 | +/-1,146 | 44.7% | +/-3.3 |
| High school (grades 9-12) | 8,999 | +/-754 | 24.3% | +/-2.2 |
| College or graduate school | 7,989 | +/-1,440 | 21.5% | +/-3.1 |
| <u>EDUCATIONAL ATTAINMENT</u> | | | | |
| Population 25 years and over | 104,053 | +/-497 | 104,053 | (X) |
| Less than 9th grade | 3,215 | +/-983 | 3.1% | +/-0.9 |
| 9th to 12th grade, no diploma | 9,407 | +/-1,415 | 9.0% | +/-1.4 |
| High school graduate (includes equivalency) | 39,238 | +/-2,715 | 37.7% | +/-2.6 |
| Some college, no degree | 25,122 | +/-2,347 | 24.1% | +/-2.3 |

| | Estimate | Margin of Error | Percent | Margin of Error |
|---------------------------------------------------------------------------------|----------------|-----------------|----------------|-----------------|
| Associate's degree | 10,423 | +/-1,667 | 10.0% | +/-1.6 |
| Bachelor's degree | 10,413 | +/-1,516 | 10.0% | +/-1.5 |
| Graduate or professional degree | 6,235 | +/-1,186 | 6.0% | +/-1.1 |
| Percent high school graduate or higher | 87.9% | +/-1.7 | (X) | (X) |
| Percent bachelor's degree or higher | 16.0% | +/-1.9 | (X) | (X) |
| <u>VETERAN STATUS</u> | | | | |
| Civilian population 18 years and over | 116,719 | +/-238 | 116,719 | (X) |
| Civilian veterans | 12,792 | +/-1,409 | 11.0% | +/-1.2 |
| <u>DISABILITY STATUS OF THE CIVILIAN NONINSTITUTIONALIZED POPULATION</u> | | | | |
| Total Civilian Noninstitutionalized Population | 151,142 | +/-1,493 | 151,142 | (X) |
| With a disability | 18,032 | +/-1,901 | 11.9% | +/-1.2 |
| Under 18 years | 35,953 | +/-224 | 35,953 | (X) |
| With a disability | 1,595 | +/-595 | 4.4% | +/-1.7 |
| 18 to 64 years | 96,771 | +/-623 | 96,771 | (X) |
| With a disability | 9,492 | +/-1,405 | 9.8% | +/-1.5 |
| 65 years and over | 18,418 | +/-1,345 | 18,418 | (X) |
| With a disability | 6,945 | +/-1,082 | 37.7% | +/-4.4 |
| <u>RESIDENCE 1 YEAR AGO</u> | | | | |
| Population 1 year and over | 150,693 | +/-700 | 150,693 | (X) |
| Same house | 133,042 | +/-3,385 | 88.3% | +/-2.1 |
| Different house in the U.S. | 17,469 | +/-3,146 | 11.6% | +/-2.1 |
| Same county | 11,210 | +/-2,663 | 7.4% | +/-1.8 |
| Different county | 6,259 | +/-1,926 | 4.2% | +/-1.3 |
| Same state | 4,316 | +/-1,911 | 2.9% | +/-1.3 |
| Different state | 1,943 | +/-894 | 1.3% | +/-0.6 |
| Abroad | 182 | +/-218 | 0.1% | +/-0.1 |
| <u>PLACE OF BIRTH</u> | | | | |
| Total population | 152,721 | ***** | 152,721 | (X) |
| Native | 150,003 | +/-820 | 98.2% | +/-0.5 |
| Born in United States | 148,822 | +/-883 | 97.4% | +/-0.6 |
| State of residence | 92,592 | +/-2,858 | 60.6% | +/-1.9 |
| Different state | 56,230 | +/-2,730 | 36.8% | +/-1.8 |
| Born in Puerto Rico, U.S. Island areas, or born abroad to American parent(s) | 1,181 | +/-513 | 0.8% | +/-0.3 |
| Foreign born | 2,718 | +/-820 | 1.8% | +/-0.5 |
| <u>U.S. CITIZENSHIP STATUS</u> | | | | |
| Foreign-born population | 2,718 | +/-820 | 2,718 | (X) |
| Naturalized U.S. citizen | 1,108 | +/-400 | 40.8% | +/-10.3 |
| Not a U.S. citizen | 1,610 | +/-596 | 59.2% | +/-10.3 |
| <u>YEAR OF ENTRY</u> | | | | |
| Population born outside the United States | 3,899 | +/-883 | 3,899 | (X) |
| Native | 1,181 | +/-513 | 1,181 | (X) |
| Entered 2000 or later | 158 | +/-154 | 13.4% | +/-13.1 |
| Entered before 2000 | 1,023 | +/-499 | 86.6% | +/-13.1 |

| | Estimate | Margin of Error | Percent | Margin of Error |
|-----------------------|--------------|-----------------|--------------|-----------------|
| Foreign born | 2,718 | +/-820 | 2,718 | (X) |
| Entered 2000 or later | 842 | +/-490 | 31.0% | +/-15.7 |
| Entered before 2000 | 1,876 | +/-695 | 69.0% | +/-15.7 |

LANGUAGE SPOKEN AT HOME

| | | | | |
|--------------------------------------|----------------|---------------|----------------|------------|
| Population 5 years and over | 144,084 | +/-363 | 144,084 | (X) |
| English only | 137,743 | +/-1,341 | 95.6% | +/-0.9 |
| Language other than English | 6,341 | +/-1,368 | 4.4% | +/-0.9 |
| Speak English less than "very well" | 1,536 | +/-523 | 1.1% | +/-0.4 |
| Spanish | 2,432 | +/-977 | 1.7% | +/-0.7 |
| Speak English less than "very well" | 607 | +/-272 | 0.4% | +/-0.2 |
| Other Indo-European languages | 2,288 | +/-847 | 1.6% | +/-0.6 |
| Speak English less than "very well" | 538 | +/-349 | 0.4% | +/-0.2 |
| Asian and Pacific Islander languages | 977 | +/-400 | 0.7% | +/-0.3 |
| Speak English less than "very well" | 222 | +/-207 | 0.2% | +/-0.1 |
| Other languages | 644 | +/-640 | 0.4% | +/-0.4 |
| Speak English less than "very well" | 169 | +/-225 | 0.1% | +/-0.2 |

ANCESTRY

| | | | | |
|------------------------------------------------|----------------|--------------|----------------|------------|
| Total population | 152,721 | ***** | 152,721 | (X) |
| American | 7,647 | +/-2,019 | 5.0% | +/-1.3 |
| Arab | 1,099 | +/-760 | 0.7% | +/-0.5 |
| Czech | 590 | +/-430 | 0.4% | +/-0.3 |
| Danish | 15 | +/-25 | 0.0% | +/-0.1 |
| Dutch | 4,095 | +/-1,073 | 2.7% | +/-0.7 |
| English | 14,877 | +/-2,208 | 9.7% | +/-1.4 |
| French (except Basque) | 18,281 | +/-2,590 | 12.0% | +/-1.7 |
| French Canadian | 3,251 | +/-1,023 | 2.1% | +/-0.7 |
| German | 54,149 | +/-3,566 | 35.5% | +/-2.3 |
| Greek | 702 | +/-708 | 0.5% | +/-0.5 |
| Hungarian | 3,771 | +/-1,656 | 2.5% | +/-1.1 |
| Irish | 20,724 | +/-2,358 | 13.6% | +/-1.5 |
| Italian | 8,657 | +/-2,027 | 5.7% | +/-1.3 |
| Lithuanian | 274 | +/-222 | 0.2% | +/-0.1 |
| Norwegian | 743 | +/-300 | 0.5% | +/-0.2 |
| Polish | 18,624 | +/-2,357 | 12.2% | +/-1.5 |
| Portuguese | 57 | +/-96 | 0.0% | +/-0.1 |
| Russian | 1,496 | +/-945 | 1.0% | +/-0.6 |
| Scotch-Irish | 1,844 | +/-728 | 1.2% | +/-0.5 |
| Scottish | 5,332 | +/-1,751 | 3.5% | +/-1.1 |
| Slovak | 391 | +/-242 | 0.3% | +/-0.2 |
| Subsaharan African | 187 | +/-275 | 0.1% | +/-0.2 |
| Swedish | 1,451 | +/-783 | 1.0% | +/-0.5 |
| Swiss | 500 | +/-404 | 0.3% | +/-0.3 |
| Ukrainian | 266 | +/-206 | 0.2% | +/-0.1 |
| Welsh | 242 | +/-177 | 0.2% | +/-0.1 |
| West Indian (excluding Hispanic origin groups) | 240 | +/-288 | 0.2% | +/-0.2 |

Source: U.S. Census Bureau, 2009 American Community Survey

NOTE. Although the American Community Survey (ACS) produces population, demographic and housing unit estimates, it is the Census Bureau's Population Estimates Program that produces and disseminates the official estimates of the population for the nation, states, counties, cities and towns and estimates of housing units for states and counties.

Income

A number of factors influence income levels in a community including the number of people employed in professional and technical jobs versus agriculture or semi-skilled and unskilled jobs; unemployment rates; or the number of student

households. Monroe County’s ranking among Michigan counties has fallen in recent years, and now stands at number 23 (Table 11).

TABLE 11
MICHIGAN'S TOP 25 COUNTIES IN
PER CAPITA PERSONAL INCOME 2009

| | | | |
|---------------------|--------|---------------------------|---------------|
| 1. | | | |
| 2. Oakland | 50,334 | 9. Charlevoix | 35,947 |
| 3. Midland | 41,853 | 10. Clinton | 35,783 |
| 4. Leelanau | 39,815 | 11. Kalamazoo | 34,502 |
| 5. Livingston | 37,987 | 12. Dickinson | 34,454 |
| 6. Washtenaw | 37,859 | 13. Huron | 34,242 |
| 7. Emmet | 37,644 | 14. Ingham | 34,083 |
| 8. Grand Traverse . | 36,128 | 15. Kent..... | 33,635 |
| 9. Macomb..... | 36,004 | 16. Mackinac..... | 33,608 |
| | | 17. Berrien | 33,507 |
| | | 18. Eaton | 33,429 |
| | | 19. Alpena | 32,456 |
| | | 20. Ottawa | 32,334 |
| | | 21. Barry | 32,286 |
| | | 22. Calhoun | 32,227 |
| | | 23. Monroe..... | 31,961 |
| | | 24. Wayne..... | 31,888 |
| | | Michigan state total..... | 34,315 |

Source: US Dept. of Commerce, Bureau of Economic Analysis

Labor Force

Labor force is generally defined as the total number of employed and unemployed persons who are actively seeking work. The characteristics of a community’s labor force are a critical component of economic development planning. The following discussion focuses on four specific aspects of the County’s labor force: 1) place of work; 2) the employment and occupational characteristics of the County’s economy; 3) unemployment rates; and 4) the future employment outlook.

Place of Work

Monroe County’s close proximity to Detroit and Toledo and the availability of several major highways linking the County to these two metropolitan areas provides a wide range of employment opportunities in addition to those within the County. This phenomenon can be documented through 2000 Census data.

In 2000, Slightly more than half (51.1%) of the County’s workers were employed at establishments located within the County. The remaining 48.9% traveled outside of the County to their place of work. An overwhelming majority of these commuters traveled to either the Detroit-Ann Arbor metropolitan area or to the Toledo area (Table 12).

**TABLE 12
MONROE COUNTY RESIDENTS' PLACE OF WORK 2000**

| | Number | Percent |
|----------------------------------------|---------------|--------------|
| Monroe County Total Labor Force | 68,835 | 100.0 |
| Live and Work in Monroe County | 35,202 | 51.1 |
| Lucas Co. OH | 12,654 | 18.4 |
| Wayne Co, MI | 12,161 | 17.7 |
| Washtenaw Co. MI | 4,587 | 6.7 |
| Oakland Co. MI | 1,256 | 1.8 |
| Lenawee Co. MI | 817 | 1.2 |
| Wood Co. OH | 778 | 1.1 |
| Macomb Co. MI | 369 | 0.5 |
| Livingston Co. MI | 132 | 0.2 |
| Fulton Co. OH | 87 | 0.1 |
| Ottawa Co. OH | 68 | 0.1 |
| Other | 744 | 1.1 |

Source: Census of Population, U. S. Bureau of Census

Of persons who work in Monroe County, nearly three quarters (72.5%) also reside in the County. The remaining workers commute in primarily from adjacent counties of Lucas, Wayne, Washtenaw, and Lenawee (Table 13).

**TABLE 13
MONROE COUNTY WORKERS' COUNTY OF RESIDENCE 2000**

| | Number | Percent |
|---------------------------------------|---------------|--------------|
| Total Working in Monroe County | 48,526 | 100.0 |
| Live and Work in Monroe County | 35,202 | 72.5 |
| Lucas Co. OH | 4,456 | 9.2 |
| Wayne Co. MI | 4,111 | 8.5 |
| Washtenaw Co. MI | 1,085 | 2.2 |
| Lenawee Co. MI | 1,074 | 2.2 |
| Oakland Co. MI | 565 | 1.2 |
| Wood Co. OH | 384 | 0.8 |
| Macomb Co. MI | 235 | 0.5 |
| Fulton Co. OH | 122 | 0.3 |
| Jackson Co. MI | 115 | 0.2 |
| Ottawa Co. OH | 90 | 0.2 |
| Other | 1,087 | 2.2 |

Source: Census of Population, U.S. Bureau of the Census

Occupation/Industry/Class of Worker

Table 14 shows occupational, industrial, and class of worker categories for employed persons 16 years and older for 2005-2009.

**TABLE 14
EMPLOYED PERSONS 16 YEARS AND OVER
MONROE COUNTY 2005-2009**

OCCUPATION

| | |
|---------------------------------------------------------------------|---------------|
| Total civilian employed population 16 years and over | 72,106 |
| Management, professional, and related occupations | 19,457 |
| Service occupations | 11,944 |
| Sales and office occupations..... | 18,098 |
| Farming, fishing, and forestry occupations..... | 303 |
| Construction, extraction, maintenance, and repair occupations | 7,826 |
| Production, transportation, and material moving occupations..... | 14,478 |

INDUSTRY

| | |
|----------------------------------------------------------------------------------------------------|---------------|
| Total civilian employed population 16 years and over | 72,106 |
| Agriculture, forestry, fishing and hunting, and mining..... | 740 |
| Construction | 4,975 |
| Manufacturing | 14,917 |
| Wholesale trade | 2,455 |
| Retail trade..... | 8,378 |
| Transportation and warehousing, and utilities..... | 5,020 |
| Information | 865 |
| F.I.R.E. *..... | 3,393 |
| Professional, scientific, and management, and administrative and waste management services..... | 5,224 |
| Educational services, and health care and social assistance | 15,069 |
| Arts, entertainment, and recreation, and accommodation and food services | 5,522 |
| Other services, except public administration | 3,432 |
| Public administration | 2,116 |

CLASS OF WORKER

| | |
|-------------------------------------------------------------------|---------------|
| Total civilian employed population 16 years and over | 72,106 |
| Private wage and salary workers | 60,872 |
| Government workers | 7,482 |
| Self-employed in own not incorporated business workers..... | 3,625 |
| Unpaid family workers | 127 |

* Finance and insurance, and real estate and rental and leasing

Source: US Bureau of the Census, American Community Survey

Employment by Industry

Monroe County has a mix of industries. Understanding the types of work employees are engaged in is an important part of any economic development planning effort. Table 15 shows a breakdown of employment in different industrial categories.

**TABLE 15
MONROE MSA EMPLOYMENT BY INDUSTRY – JANUARY 2011**

| INDUSTRY | JANUARY 2011 | PREVIOUS MONTH | YEAR AGO | CHANGE FROM PREVIOUS MONTH | | CHANGE FROM A YEAR AGO | |
|----------------------------|--------------|----------------|----------|----------------------------|--------|------------------------|---------|
| Total Nonfarm | 36,300 | 37,400 | 36,200 | -1,100 | -2.94% | 100 | 0.28% |
| Total Private | 31,100 | 32,100 | 30,200 | -1,000 | -3.12% | 900 | 2.98% |
| Goods Producing | 6,000 | 6,400 | 5,600 | -400 | -6.25% | 400 | 7.14% |
| Service-Providing | 30,300 | 31,000 | 30,600 | -700 | -2.26% | -300 | -0.98% |
| Private Service-Providing | 25,100 | 25,700 | 24,600 | -600 | -2.33% | 500 | 2.03% |
| Nat. Res., Mining, Constr. | 1,500 | 1,600 | 1,400 | -100 | -6.25% | 100 | 7.14% |
| Manufacturing | 4,500 | 4,800 | 4,200 | -300 | -6.25% | 300 | 7.14% |
| Trade Transp & Utilities | 9,500 | 9,800 | 9,400 | -300 | -3.06% | 100 | 1.06% |
| Wholesale Trade | 1,200 | 1,200 | 1,100 | 0 | 0.00% | 100 | 9.09% |
| Retail Trade | 5,000 | 5,200 | 4,900 | -200 | -3.85% | 100 | 2.04% |
| Transp Warehous & Utili | 3,300 | 3,400 | 3,400 | -100 | -2.94% | -100 | -2.94% |
| Financial Activities | 1,100 | 1,100 | 1,200 | 0 | 0.00% | -100 | -8.33% |
| Prof Business Services | 3,000 | 3,100 | 2,900 | -100 | -3.23% | 100 | 3.45% |
| Educ & Health Services | 5,200 | 5,200 | 5,100 | 0 | 0.00% | 100 | 1.96% |
| Leisure & Hospitality | 4,200 | 4,400 | 4,000 | -200 | -4.55% | 200 | 5.00% |
| Other Services | 1,800 | 1,800 | 1,800 | 0 | 0.00% | 0 | 0.00% |
| Government | 5,200 | 5,300 | 6,000 | -100 | -1.89% | -800 | -13.33% |

Notes:

Employment Figures Rounded to the Nearest Hundred (example - 58,872 is printed 58,900)

Industry details and subtotals may not sum to totals due to rounding.

Data are not seasonally adjusted.

Benchmark: CES-2010/2

Source: DELEG / Bureau of Labor Market Information & Strategic Initiatives,
Current Employment Statistics Section

Manufacturing businesses once represented the major segment of Monroe County's economy, and have eroded in recent years. However, a slight recovery is shown here during the previous year, with a 7.14% increase from 2009 to 2010. The largest percentage decrease was in government employment.

Selected economic statistics from the 2007 Economic Census are shown in Table 16. The largest economic sectors are manufacturing, retail trade, health care, and food services.

**TABLE 16
SELECTED STATISTICS BY ECONOMIC SECTOR
MONROE COUNTY, 2007**

| 007 NAICS code | Industry description | Number of employer establishments | Employer sales, shipments, receipts, revenue, or business done (\$1,000) | Annual payroll (\$1,000) | Number of paid employees for pay period including March 12 | Number of non-employer establishments | Non-employer sales, shipments, receipts, revenue, or business done (\$1,000) |
|----------------|---------------------------------------------------------------|-----------------------------------|--------------------------------------------------------------------------|--------------------------|------------------------------------------------------------|---------------------------------------|------------------------------------------------------------------------------|
| 31-33 | Manufacturing | 143 | 3,502,955 | 440,553 | 8,555 | 154 | 6,092 |
| 44-45 | Retail trade | 427 | 1,465,317 | 120,262 | 5,637 | 1,026 | 40,258 |
| 51 | Information | 32 | N | 14,272 | 398 | 96 | 1,738 |
| 53 | Real estate and rental and leasing | 95 | 48,804 | 7,502 | 373 | 705 | 32,505 |
| 54 | Professional, scientific, and technical services | 150 | 85,541 | 40,346 | 965 | 952 | 26,901 |
| 56 | Administrative and Support and Waste Mgt and Remediation Svcs | 141 | 178,459 | 48,069 | 2,003 | 722 | 17,878 |
| 61 | Educational services | 19 | D | D | c | 173 | 1,956 |
| 62 | Health care and social assistance | 284 | 381,286 | 158,652 | 4,733 | 645 | 14,927 |
| 71 | Arts, entertainment, and recreation | 61 | D | D | f | 367 | 6,902 |
| 72 | Accommodation and food services | 274 | 171,549 | 47,752 | 4,682 | 105 | 3,269 |
| 81 | Other services (except public administration) | 195 | 93,725 | 30,257 | 1,172 | 1,356 | 33,999 |

Source: U.S. Bureau of the Census, 2007 Economic Census

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

N: Not available or not comparable.

Q: Revenue not collected at this level.

r: Revised.

S: Withheld because estimate did not meet publication standards.

s: Sampling error exceeds 40 percent.

X: Not applicable.

Z: Less than half the unit shown.

Employment / Unemployment Characteristics

Unemployment in Monroe County had reached peak levels at 17% during the summer of 2009, and began to gradually moderate through 2010. The State of Michigan also showed moderating double-digit levels during 2010, while the U.S. rates lingered slightly below 10%. (Tables 17 and 18).

TABLE 17
UNEMPLOYMENT RATES, 1976-2010

| YEAR | MONROE COUNTY | MONROE COUNTY | MICHIGAN | U. S. |
|------|------------------------------|----------------------|----------------------|----------------------|
| | AVERAGE NUMBER UNEMPLOYED | UNEMPLOYMENT RATE | UNEMPLOYMENT RATE | UNEMPLOYMENT RATE |
| 1976 | 3,100 | 6.2% | 9.3% | 7.7% |
| 1977 | 3,625 | 7.1% | 8.2% | 7.1% |
| 1978 | 3,175 | 7.2% | 6.9% | 6.1% |
| 1979 | 6,050 | 9.6% | 7.8% | 5.8% |
| 1980 | 7,250 | 11.6% | 12.4% | 7.1% |
| 1981 | 7,025 | 11.2% | 12.3% | 7.6% |
| 1982 | 9,300 | 14.6% | 15.5% | 9.7% |
| 1983 | 9,450 | 15.2% | 14.2% | 9.6% |
| 1984 | 8,200 | 12.7% | 11.2% | 7.5% |
| 1985 | 6,350 | 10.4% | 9.9% | 7.2% |
| 1986 | 5,500 | 8.9% | 8.8% | 7.0% |
| 1987 | 5,100 | 8.0% | 8.2% | 6.2% |
| 1988 | 4,250 | 6.6% | 7.6% | 5.5% |
| 1989 | 4,375 | 6.8% | 7.1% | 5.3% |
| 1990 | 5,275 | 7.8% | 7.6% | 5.6% |
| 1991 | 7,250 | 10.8% | 9.3% | 6.8% |
| 1992 | 6,375 | 9.4% | 8.9% | 7.5% |
| 1993 | 5,050 | 7.5% | 7.1% | 6.9% |
| 1994 | 3,750 | 5.5% | 5.9% | 6.1% |
| 1995 | 3,575 | 5.2% | 5.3% | 5.6% |
| 1996 | 2,825 | 4.0% | 4.9% | 5.4% |
| 1997 | 2,675 | 3.8% | 4.2% | 4.9% |
| 1998 | 2,275 | 3.1% | 3.9% | 4.5% |
| 1999 | 2,375 | 3.1% | 3.8% | 4.2% |
| 2000 | 2,400 | 3.1% | 3.5% | 4.0% |
| 2001 | 3,425 | 4.4% | 5.3% | 4.7% |
| 2002 | 4,150 | 5.6% | 6.2% | 5.8% |
| 2003 | 5,350 | 7.0% | 7.0% | 6.0% |
| 2004 | 4,600 | 6.2% | 6.8% | 5.5% |
| 2005 | 4,778 | 6.1% | 6.8% | 5.1% |
| 2006 | 5,080 | 6.4% | 6.9% | 4.6% |
| 2007 | 5,248 | 6.8% | 7.2% | 4.6% |
| 2008 | 6,819 | 8.9% | 8.4% | 5.8% |
| 2009 | 11,207 | 14.8% | 13.6% | 9.3% |
| 2010 | 8,859 | 12.4% | 12.5% | 9.6% |

Sources: Michigan Dept. of Labor & Economic Growth, Employment Service Agency
Office of Labor Market Information - LAUS Data , US Dept. of Labor, Bureau of Labor Statistics

TABLE 18
MONROE COUNTY LABOR FORCE STATUS & UNEMPLOYMENT,
MICHIGAN AND U. S. UNEMPLOYMENT RATES, 2010

| MONTH | LABOR FORCE | NUMBER EMPLOYED | NUMBER UNEMPLOYED | COUNTY UNEMPL. RATE % | STATE UNEMPL. RATE % | U. S. UNEMPL. RATE % |
|-----------------|------------------|------------------|-------------------|-----------------------|----------------------|----------------------|
| January | 71,463(E) | 60,932(E) | 10,531(E) | 14.7(E) | 14.4(D) | 9.7% |
| February | 70,998(E) | 60,831(E) | 10,167(E) | 14.3(E) | 14.2(D) | 9.7% |
| March | 72,098(E) | 61,416(E) | 10,682(E) | 14.8(E) | 14.2(D) | 9.7% |
| April | 71,215(E) | 62,292(E) | 8,923(E) | 12.5(E) | 12.9(D) | 9.8% |
| May | 71,634(E) | 62,906(E) | 8,728(E) | 12.2(E) | 12.4(D) | 9.6% |
| June | 72,236(E) | 63,250(E) | 8,986(E) | 12.4(E) | 12.6(D) | 9.5% |
| July | 71,779(E) | 61,994(E) | 9,785(E) | 13.6(E) | 13.2(D) | 9.5% |
| August | 70,565(E) | 62,066(E) | 8,499(E) | 12.0(E) | 12.0(D) | 9.6% |
| September | 70,704(E) | 62,696(E) | 8,008(E) | 11.3(E) | 11.4(D) | 9.6% |
| October | 70,389(E) | 63,113(E) | 7,276(E) | 10.3(E) | 10.9(D) | 9.7% |
| November | 70,644(E) | 63,370(E) | 7,274(E) | 10.3(E) | 10.8(D) | 9.8% |
| December | 70,250(E) | 62,801(E) | 7,449(E) | 10.6(E) | 10.6(D) | 9.4% |
| Annual | 71,165(E) | 62,306(E) | 8,859(E) | 12.4(E) | 12.5(D) | 9.6% |

Source: U.S. Bureau of Labor Statistics

D : Reflects revised population controls and model reestimation.

E : Reflects revised inputs, reestimation, and new statewide controls.

Monroe County and Michigan figures not seasonally adjusted; U.S. figures seasonally adjusted.

Employment Estimates

SEMCOG's employment forecasts, developed as part of their 2035 Forecast for Southeast Michigan, show Monroe County employment growth between 2005 and 2035. (Table 19)

**TABLE 19
SEMCOG PROJECTED EMPLOYMENT GROWTH 2005-2035**

| Community | 2005 | 2035 | Change 2005-2035 | |
|---------------------|---------------|---------------|------------------|--------------|
| | | | No. | Percent |
| Ash Twp. | 2,019 | 2,183 | 164 | 8.1% |
| Bedford Twp. | 6,459 | 7,574 | 1,115 | 17.3% |
| Berlin Twp. | 560 | 1,018 | 458 | 81.8% |
| Carleton | 521 | 865 | 344 | 66.0% |
| Dundee | 2,774 | 3,412 | 638 | 23.0% |
| Dundee Twp. | 697 | 626 | -71 | -10.2% |
| Erie Twp. | 1,025 | 1,165 | 140 | 13.7% |
| Estral Beach | n/a | | | |
| Exeter Twp. | 155 | 210 | 55 | 35.5% |
| Frenchtown Twp. | 10,509 | 11,409 | 900 | 8.6% |
| Ida Twp. | 628 | 779 | 151 | 24.0% |
| La Salle Twp. | 319 | 457 | 138 | 43.3% |
| London Twp. | n/a | | | |
| Luna Pier | 276 | 215 | -61 | -22.1% |
| Maybee | 104 | 128 | 24 | 23.1% |
| Milan (Part)* | 1,700 | 1,537 | -163 | -9.6% |
| Milan Twp. | 128 | 189 | 61 | 47.7% |
| Monroe | 15,455 | 16,220 | 765 | 4.9% |
| Monroe Twp. | 6,867 | 7,754 | 887 | 12.9% |
| Petersburg | 264 | 270 | 6 | 2.3% |
| Raisinville Twp. | 392 | 503 | 111 | 28.3% |
| South Rockwood | 182 | 364 | 182 | 100.0% |
| Summerfield Twp. | 454 | 527 | 73 | 16.1% |
| Whiteford Twp. | 1,231 | 1,373 | 142 | 11.5% |
| Total County | 52,850 | 58,975 | 6,125 | 11.6% |

*Monroe County portion of Milan only

Source: Southeast Michigan Council of Governments, 2035 Forecast for Southeast Michigan

Note: SEMCOG combines this data with population and household growth in one table. Pop and HH portion is on page 43 of this document

CHAPTER THREE

COMMUNITY PARTICIPATION

The Monroe County Economic Development Committee was initially appointed by the Monroe County Board of Commissioners in February, 1976. The Committee was charged with the responsibility of coordinating and initiating economic development activities in the County, and especially the preparation of an Overall Economic Development Plan (1976-1999).

The Committee is now called the Economic Development Committee. The list below identifies each current committee member and includes mailing address, occupation, and the particular professional or demographic sector(s) that they represent. The committee's composition provides broad community-wide representation necessary for a program of this type.

2011 MONROE COUNTY CEDS COMMITTEE MEMBERS

| Name | Address | Occupation | Representation |
|----------------------------------|------------------------------------------------------------|--------------------------------------------------------------------------------|-----------------------|
| William P. Morris, (Chairman) | 102 East Front Street Monroe, MI 48161 | President, Monroe County Industrial Development Corporation (IDC) | Economic Development |
| Ned Birkey | 963 South Raisinville Rd. Monroe, MI 48161 | Agricultural Agent, Monroe County MSU Extension | Agriculture |
| Peggy Black | One Energy Plaza, 1283 WCB Detroit, MI 48226 | Principal Account Manager DTE Energy | Utilities |
| Mark Brant | 4929 Bluebush Road Monroe, MI 48162 | Developer, Farmer | Citizen-At-Large |
| Ken Calender | 862 Will Carleton Road Carleton, MI 48117 | CEO, KC Integrated Services | Industry |
| Michelle Dugan | 1645 N. Dixie Highway Monroe, MI 48162 | President, Monroe County Chamber of Commerce | Business/Industry |
| Denise A. Gray | P.O. Box 2345 Monroe, MI 48161 | Community Representative | Minority |
| Michael Jackson | 802 Roeder Street Monroe, MI 48161 | Business Representative/Organizer, Mich. Regional Council of Carpenters | Labor |
| Patrick Lewis | 120 East First Street Monroe, MI 48161 | Director of Engineering and Planning City of Monroe | Government |
| Julie Montri | 1531 N. Telegraph Rd. Ste. D Monroe, MI 48162 | Director, Monroe County Employment and Training Dept. | Human Services |
| Tracy Oberleiter | 102 East Front Street Monroe, MI 48161 | Senior Vice President and Commercial Loan Manager, Monroe Bank and Trust | Economic Development |
| Charles Roelant* | 9501 U. S. Turnpike Newport, MI 48166 | Farmer | Agriculture |
| Jason Sheppard | 4848 S. Huron River Drive Flat Rock, MI 48134 | Member, Monroe County Board of Commissioners | Government |
| Donald Spencer | 1101 South Raisinville Rd. Monroe, MI 48161 | Superintendent, Monroe County In- termediate School District | Education |
| Jane Terwilliger | 1001 South Raisinville Rd. Monroe, MI 48161 | Director, Monroe Community Mental Health Authority | Human Services |
| Scott Viciania | 111 Borchert Park Drive PO Box 589, Monroe, MI 48161 | Vice President, Ventower | Business |

*Charter Member (1976)

CHAPTER FOUR

GOALS AND OBJECTIVES

An important component of any comprehensive planning process is the establishment of goals and objectives. Goals and objectives are important as they provide the framework within which plans are developed and future courses of action implemented. Establishing goals and objectives is especially important in economic development planning activities where several organizations within a community may be pursuing similar activities concurrently.

The following goals and objectives have been developed by four County-wide organizations and one local unit of government that are involved in economic development activities: the Monroe County Industrial Development Corporation (MCIDC), the Monroe County Board of Commissioners, the Monroe County Planning Commission, the Monroe County Chamber of Commerce, and the City of Monroe. Including these four sets of goals and objectives helps to maintain consistency among the different organizations that are involved in these activities.

Monroe County Industrial Development Corporation - Goals and Objectives

Goals:

To promote new and diversified business development in Monroe County communities.

To retain existing businesses and promote expansion of those businesses.

To coordinate an effective marketing effort between the MCIDC and all other agencies interested in job development.

To promote more activity by local companies in federal procurement contracts.

To ensure the availability of industrial sites for new industry.

Objectives:

Develop and maintain a data file consisting of all industrial sites within Monroe County; community profiles; manufacturing companies; and other data pertinent to industrial development.

Develop a list of target industries which would have specific advantages in a Monroe County location.

Develop a marketing plan to efficiently and effectively contact identified target industries to attract them to Monroe County.

Develop a retention program to work with existing companies to help them stay in the area.

Develop an ongoing federal procurement program to increase and diversify the markets of local companies.

Design an industrial development strategy to plan phased development of industrial projects.

Monroe County Board of Commissioners – Monroe County Economic Development Corporation – Mission Statement, Objective, and Goals

Mission Statement:

To promote county-wide economic growth and employment stability by attracting and retaining business development through partnering with government, business, industry and labor, which will better the quality of life for all people living and working In Monroe County

Objective:

To better the quality of life in Monroe County by achieving a county economic base that will promote business and employment opportunities that will remain stable.

Goals:

- Strengthen existing economic conditions
- Strengthen existing employment opportunities
- Recruitment of new business and employment opportunities
- Encourage planned residential development

Monroe County Planning Commission - Industrial Development Goals and Objectives

The following goals, objectives and management policies have been prepared for inclusion in the County's comprehensive plan. These policy statements are not meant to duplicate those of other local economic development organizations, but rather to provide an objective basis for making land use decisions involving commercial or industrial land uses.

Industrial Development Goal:

Provide a strong, balanced economic base for the entire community through compatible industrial development.

Objectives:

Encourage the development of a range of industries and employment opportunities by actively seeking potential new businesses and the expansion of existing businesses.

Encourage the development of a diversified industrial base to provide the population with a range of employment opportunities and to help protect the economy against the dependence on one or two basic industries.

Support the continuation of successful industrial development activities at the local level utilizing professional expertise and innovation strategies for attracting new industries.

Encourage the availability of an adequate number of industrial sites at appropriate locations throughout the County without overzoning for industrial purposes.

Designated industrial sites should be located with easy access to major transportation routes and have natural features that lend themselves to industrial development including favorable topography and soil characteristics.

When possible and feasible, consideration should be given to locating new industries in industrial parks and away from residential areas or other areas where there is a potential for adverse land use impacts.

Commercial Development Goal:

Provide a competitive variety of commercial goods and services in an aesthetically pleasing environment.

Commercial establishments providing convenience, comparison and specialty merchandise should be encouraged to locate in areas that are easily accessible to residents but which do not conflict with other land uses, notably residential uses.

More attention should be directed towards improving the mix of commercial and service businesses.

Appropriate market support and location requirements should be considered with respect to neighborhood convenience shopping centers, community shopping centers and regional shopping centers. Other factors that should be considered include accessibility to major highways, aesthetics and adequate parking.

Strip commercial development should be discouraged with access limited to service roads.

Existing commercial areas should be revitalized and rehabilitated whenever possible.

A greater emphasis should be placed on the development of tourism in the County and those commercial ventures associated with tourism.

Management Policies:

Continually monitor employment trends through the Michigan Employment Security Commission, Census Bureau statistics, and other employment and labor force reports.

Review local zoning ordinances to determine if the development of industrial parks is included. Individual communities should be encouraged to incorporate industrial development sections in both zoning ordinances and land use plans.

Monroe County Chamber of Commerce – Business Plan

MISSION: Our Mission is to stimulate economic growth and enhance the quality of life in Monroe County.

Strategic Direction One

Play a leadership role in developing key economic development partnerships within the county to achieve the mission of the Chamber in an efficient and effective fashion

Strategic Direction Two

Strengthen our efforts to build a quality workforce in Monroe County to meet the challenges facing business in the twenty-first century

Strategic Direction Three

Strengthen our efforts to build name recognition for the Monroe County Chamber of Commerce

Strategic Direction Four

Articulate as explicitly as possible the value of belonging to the Chamber and communicate that information in a variety of ways to members, prospective members, and the larger community

City of Monroe Department of Community Development - Economic Development and Redevelopment Goals and Objectives

In work sessions with business leaders, property owners, and community representatives, goals for the future economic development of the city were discussed. These economic development goals form the basis for the comprehensive plan land use policies related to economic development.

Policy Statement

Build an awareness of the City of Monroe as an outstanding place to live, work, and visit through promoting a positive business environment; encourage new develop-

ment in industrial parks, support redevelopment of brownfield sites, broaden and strengthen the tourism sector, and facilitate economic diversification and business growth.

Goal #1

Encourage economic diversity and job creation that are compatible with Monroe’s physical character.

- a. Rezone vacant or underutilized property in and near neighborhoods to encourage redevelopment that is compatible in use and intensity with the existing neighborhood.
- b. Support and encourage efforts to diversify the economic base of Monroe
- c. Facilitate economic development activities that will strengthen neighborhoods, provide educational training and employment opportunities and provide necessary support systems.
- d. Diversify the City’s transportation network to support multiple methods to transport commerce.
- e. Additional policies regarding redevelopment of various downtown sites are included in Chapter 7 (of the City of Monroe’s Master Plan).

Goal #2

Promote a business-labor-government relationship that addresses the needs of businesses to operate in a positive and mutually beneficial environment.

- a. Develop and enhance existing partnership programs that promote cooperation among public agencies, industry, labor and community to enhance economic growth throughout the city.
- b. Facilitate communication between businesses, neighborhoods, development interests, neighborhood associations, community-based groups and other interested parties with respect to economic development and redevelopment.
- c. Provide information and briefings on economic development tools, incentives, and grants to business groups, community groups, neighborhood groups, and other interested parties.

Goal #3

Provide economic opportunities in certain development and redevelopment areas.

- a. Place a priority on infrastructure and transportation improvements and pursue alternative methods of funding.
- b. Develop specific policies for certain development and redevelopment areas as part of the City’s economic development program
- c. Develop public and private initiatives to support and finance small business and economic growth.

Note: Other local units of government may also have economic development related goals and objectives. For more information, contact the unit of government in question.

CHAPTER FIVE

SUGGESTED PROJECTS

PROJECT DESCRIPTIONS

A total of **fifty five (55)** individual projects have been submitted for inclusion in Monroe County's 2010 CEDS. Projects were solicited from each of the County's 24 units of government. Many projects listed in this year's Strategy are carried over from the previous Overall Economic Development Plan, and these are labeled as "update." Others are labeled as "new". General comments about the projects, cost estimates, and job estimates are those of the local entities, and not the Monroe County Planning Department or the Monroe County CEDS Committee.

Bedford Township

- a. Sterns Road Research/Industrial Park (update)** – An Industrial/Office/Research Park, including low impact manufacturing, is proposed for Sterns Road west of the Ann Arbor Railroad tracks (north side). It is estimated that more than 200 jobs would be created, along with 20-40 short-term construction jobs, and it is proposed that the approximate \$3,000,000 cost be financed through the EDA's CDBG program.
- b. Bike Lanes and routes (update)** – The development of bike lanes and routes throughout Bedford Township would allow residents to use non-motorized transportation to and from work, school, shopping, and recreation. Following the design guidelines for Active Michigan Communities, the lanes would. It is proposed that the cost (unknown) might be financed through Road Commission funding (one percent is earmarked for non-motorized transportation), possible grants and levies. This could decrease car/bike accidents, decrease pollution, and create a closer and friendlier community, result in development of new local business, and create more traffic in existing businesses.
- c. Downtown Streetscape and Sidewalk Improvements (update)** – This project will benefit Temperance, Lambertville, and Samaria. It includes replacement and installation of approximately 10,000 lineal feet of ADA compliant public sidewalk and installation of streetscape material in the public right-of-way for Temperance. The extent of improvements for Lambertville and Samaria are yet to be determined. This will provide enhanced pedestrian access to local businesses, helping to revitalize these commercial areas. The cost for the Temperance portion of the project is approximately \$250,000. Funding sources include MEDC and MDOT grants.
- d. Telegraph Road Industrial Park (update)** – Public sewer, water, and roads would be installed in a proposed 93-acre industrial park, to be located between Telegraph Road and the CSX Railroad north of the Telegraph Road overpass. An estimated 100-200 permanent jobs would be created, in addition to 100 short-

term jobs. Cost would be approximately \$2,000,000, which could be provided by an MEDC grant.

- e. Extension of Bedford Sewer (update)** – Bedford Township and Erie Township are working toward an extension of the Bedford Township Sanitary Sewer System further into Erie Township north along Dixie Highway to provide service to a proposed industrial park on land at the southwest corner of Sterns and Dixie Highway. The land is located in both Bedford and Erie Township. A preliminary design of the industrial park has been completed. The industrial park could provide up to 100 new jobs depending on the industries which might locate in the park. The park will be zoned for light industry – low impact processes, warehousing and fabrication.

Village of Dundee

- a. Upgrade Street Lighting to LED/Solid State Lighting (new)** – Replace the existing street light fixtures with more energy efficient LED fixtures. This upgrade would allow for considerable energy savings in the operation of the existing Village Street lighting. The project would cost approximately \$200,000 and an estimated 3-5 jobs would be created. Possible funding would come from DLEG, EECBG, DCBG, DDA (TIF).
- b. Renovate the existing Ford Hydroelectric generator at the Old Mill Building (new)** – the existing hydroelectric generator, designed and constructed by Henry Ford in the 1930's would be renovated to an operable condition as a small-scale hydroelectric power generation facility. The renovated hydroelectric generator would be operated on a demonstration basis to promote the consideration on non-carbon based electric generation facilities. The renovation project could be completed for an estimated \$250,000. Possible funding sources would be grants from Ford Motor Company, SHPO, MHPN, and other historic preservation organizations. This project could create up to 10 new jobs.
- c. Conduct a feasibility study for a Village-scale hydroelectric power generation facility (new)** – in conjunction with the Ford hydroelectric generator renovation project, a feasibility study would be conducted to explore the potential of constructing a village, or small community-scale hydroelectric power generating facility. The feasibility study would cost approximately \$100,000 with possible funding sources being DLEG, EECBG, DOE, USDA, Ford Motor Company. The feasibility study could create 3 new jobs.
- d. Community Outdoor Swimming Facility (new)** – this project would provide a public outdoor swimming facility for the Village of Dundee and other neighboring communities in central and Western Monroe County, Eastern Lenawee County and Southern Washtenaw County. This project would cost an estimated \$1,250,000. Funding for this project may be provided by various County and Local Government and possible grants from CDBG, NPS, and other federal sources. Up to 100 jobs could be created by this project.

- e. **Street Tree Planting and Replacement (update)** – Installation of additional 6,000 street and row trees and replacement of dead ash trees, throughout the Village at a cost of \$800,000. Property values would be enhanced, and the Village’s carbon footprint would be reduced. An estimated 30 jobs would be created. Funding sources could include DBDG, EECBG, DNRE, DOA, and TIF.
- f. **New River Crossing Pump Station (update)** – A high-capacity pump station and force main transporting raw wastewater along from the area of the Village south of the River Raisin to the Wastewater Treatment Plant on the north side of the River would be installed. The estimated cost is \$1,100,000, with possible funding from DLEB, DNRE, CDBG, DCPA, and revenue bonds. An estimated 50 jobs would be created. The project would mitigate stormwater infiltration into the sanitary system, thus alleviating and or reducing combined sewer discharges to the River Raisin.
- g. **Solar Panels for Village Municipal Building (update)** – Installation of solar field on the roof of the Dundee Village Hall at 350 South Monroe Street to provide electrical power for municipal building operations. The estimated cost is \$400,000, and an estimated 20 short-term construction and design jobs would be created. Possible funding would come from DLEG, EECBG, DCBG, DDA (TIF) and municipal bonds. The project would increase the sustainability of the Village Municipal Building by further reducing the carbon footprint of government operations.
- h. **Wastewater Treatment Plant Expansion (update)** – Expansion of the Village Wastewater Plant to include additional membrane capacity of 500,000-750,000 gallons per day and replacement of membranes. The approximate cost would be \$2,000,000 with possible DNRE, DLEG, LFDA, CDBG, and EECBG funding. There would be immediate cost savings for efficiency and long-term sustainability of the treatment process, and it is estimated that about 500 jobs would be retained in industries that are or will be required to pre-treat industrial wastewater in the future.
- i. **Wilcox Rd Widening, Repaving and Utility extension (update)** – Wilcox road would be widened and curb will be installed to bring the road to the Village of Dundee standard. Water, storm and sanitary will be extended to serve future development. An estimated of 700 new jobs will be created, with over \$100 million in investments and 200 million over the next 15 years. The cost is estimated at \$4 million dollars with CBDG, MDOT, TIF, EDA, EDC and Special Assessment Bonds as possible funding sources.
- j. **Additional Off Ramp for US 23 north of M50 for south bound traffic (update)** - This new ramp would open up about 500 acre for direct access to US 23 and help with traffic flows on M50. An Estimated 1000 jobs would be created at a cost of \$4 million dollars with possible funding sources of MDOT, MEDC, EDC, and TIF.
- k. **Hatter Road Widening, Storm Sewer, Sanitary Sewer, and Water (update)** – This project would convert Hatter Road between Dundee Azalia Road to Ann Arbor Road from a gravel road to a class A industrial road, opening up about 250 acres

for industrial development. The cost would be \$3.5 million, and about 300 to 800 jobs would be created. Possible funding includes CDBG, LDFA, MDOT, and EDA.

- l. Railroad Park (update)** – The Village is converting Brownfield property into a park. Proposed amenities will include a walking trail, outdoor lighting, landscaping, benches, playground equipment, basketball courts, and a decorative fence. It would clean up a contaminated spot in the downtown, provide recreation with connection to walkable community, and the estimated \$1,000,000 cost could come from DCBG, EDA, DDA, or Brownfield funding.
- m. Walkable Community Pathway Connections (update)** – Install 10’ and 8’ paths throughout the community’s street and greenbelt areas, leading from residential areas to the historic downtown area. All neighborhoods would be connected to the downtown and to each other, creating a close-knit community. The estimated cost is \$2.1 million, which could be funded by DDA and MDOT grants.
- n. South End Water Main Loop (update)** – Water main would be extended in a 12” trunkline on Dixon Road from M-50 to Toledo Street (Lloyd Road). It would open up 600 acres for development. Estimated cost is \$650,000. This could help expand the Village limits to the south, opening new commercial and subdivision sites. DEQ grants have been identified as a possible funding source.
- o. Reforestation of Public Open Space and Private Donated Lands (update)** – The reforestation would take place in the public and private lands to encourage recreation, wildlife, and greater green space areas. It would create more wooded and recreation areas, and could raise adjacent property values. This could encourage forest regrowth of species native to Michigan, and provide habitat for Michigan wildlife. The cost is estimated at \$800,000, and could be funded with CDBG, MDOT, LDFA, EDA, or DNE/DNRE funds.
- p. Sanitary Forced Main and Pumping Station (update)** – This sewer system would provide three 35’+ pumping stations to serve Dundee west of Wilcox Road. This system would continue through the wastewater treatment plant through force mains that parallel the river interceptor sewer for 1.9 miles. It would provide adequate sanitary sewer to potential commercial sites near Cabela’s without overloading existing sewers. The cost is estimated at \$1.8 million, with possible EDC and MDEC funding. Up to 100 construction jobs and as many as 200-300 full time permanent jobs could be provided.
- q. Storm Sewer Trunk Main (update)** – A new 96” storm sewer trunk main from Wilcox Drive and M-50 to the west branch of the Macon River. This could open over 500 acres for development. The estimated cost would be \$1.3 million.
- r. Hatter Road Industrial Park (update)** – This proposed industrial park could accommodate suppliers of the new Global Engine facility. An increased tax base could enable the Village to lower its tax rates even more. Between 300 and 600 new jobs could be created. The cost is estimated at \$4,000,000, and funding could be sought from EDC, MEDC, MTF, CDBG, MDOT, LDFA, and special assessments.

- s. Additional Land for Downtown Development Parking (update)** – Existing homes and vacant land would be purchased to extend the historical downtown and provide adequate parking for patrons. Expanding the downtown would create up to 100 new jobs, and new retail space. DDA, MDEC, MDOT, EDC, or EDA funding could help provide the estimated \$1 million cost.
- t. Rogers, Lafler, and Covell Road Upgrades (update)** – These existing roads would be upgraded from existing stone to village standard paving with curb and gutter, stormwater, and sewer lines. An estimated 300 jobs would be created as 300 acres would be opened for industrial and residential development.
- u. M-50 and Tecumseh Street Walking Trail and Lighting (update)** – Approximately 2 miles of 8’ wide concrete walkway and related pedestrian lighting and handicap ADA wheelchair ramps. The estimated cost is \$1,300,000.
- v. Wilcox Road Paving and Upgrading (update)** – Repaving and curbing of Wilcox Road from M-50 north to Pherdon, only within Village limits. The estimated cost of \$2,500,000 could be borne by EDC, EDA, MDEC, CDBG, MDOT and special assessments. This would provide better access for residents, and permit new development in the area. An estimated 200 new jobs would be created.
- w. Stowell Road Widening, Resurfacing, Storm Sewer, Sanitary Sewer, and Water Main (update)** - This project would convert Stowell Road from a county type asphalt road to a class An industrial road with adequate access to encourage future development. The estimated \$1,000,000 cost would be financed through EDA, CDBG, tax increment financing, MDOT, or the DNR funds. Increased truck traffic would be accommodated and access would be improved, encouraging new development. Potential jobs could number around 350.
- x. Sewer Extension, Kroger to Dixon Road (update)** - Could open area to housing and commercial development along M-50. CDBG, EDA, and special assessment bonds are possible funding sources. Cost would be about \$525,000.
- y. Helle (former Waterstradt) Property Development (update)** - 150 acres at U.S. 23, M-50 and Brewer Road would be developed for commercial and industrial uses by constructing additional water mains, sanitary sewers, and 54” storm sewer from the site to the River Raisin. Project would also include new access roads to facilitate access. The cost is estimated at \$800,000. Possible funding sources including EDA, CDBG, IRBS, ISTEPA, MDOT, TIF Special Assessment, Revenue Bonds, and Arts and Cultural Affairs funds. The short-term impact could involve \$10,000,000 in investment and the creation of 400 jobs; long-term impacts could be as high as \$40,000,000 invested and creation of 500 jobs.
- z. Additional Industrial Land Purchase (update)** - Estimated costs would be \$3,000,000 for industrial park expansion on Ann Arbor Road and west of U.S. 23. Funding from MDOT, CDBG, LOANS, and MDNR.

- aa. Storm Intercepting Sewers (update)** - New regulations will require that storm sewers be discharged into a storm intercepting sewer with settling lagoons. Stormwater would be given primary treatment and discharged into the River Raisin. The cost would be about \$5 million, to be funded through EDA, CBDG, special assessments, or EPA funding.
- bb. River Raisin River Walk Pedestrian Bridge (update)** – A river walk would connect to the existing one on the east side of the M-50 bridge and proceed to the west for 900’ to 1500’ on both sides of the river. The new pedestrian bridge would connect the north and south sides of the river. It would provide immediate access to downtown from a larger parking area. This could create 30-40 jobs. The estimated \$1,200,000 cost could be borne by EDA, TIF, MDOT, TEA2, Recreation Bonds, or CDBG revenues.
- cc. Water Main Loop North End of Village (update)** – This would extend the 16-inch water main from M-50 at Kroger around the north end of the Village to Cabela’s Boulevard West. The cost would be approximately \$2,000,000 and the Village estimates that approximately 2,000 jobs will be created.
- dd. Sewer Main West on M-50 West of Wilcox Road (update)** – Sanitary sewer would be extended one mile with ten-inch main and related pump station. An estimated 500 new jobs would be created, with \$30 million in investments, and \$130 million over the next ten years. The cost is estimated at \$1.8 million, with CDBG, ISTEAs, MDOT, LFDA, and Special Assessment Bonds as possible funding sources.

Frenchtown Charter Township

- a. Nadeau Road Project from M-125 east to NS Railroad Crossing (new)** – Mill with overlay. Construction and project engineering, with approximate cost of \$772,570, will be funded through Federal Aid Stimulus (ARRA). Frenchtown Charter Township: \$302,700, ARRA: \$395,000, and Monroe County Road Commission: \$74,870.
- b. Stewart Road from Bates Lane to Raisinville Township (new)** – Trenching, crush, and shape with paving, shoulders, and driveways. The cost would be approximately \$323,895 with possible funding from Frenchtown Charter Township, Raisinville Township, and the Monroe County Road Commission for equipment and labor.
- c. Rehabilitation of North Custer Road (new)** – Rehabilitation of North Custer Road from Pinnacle Drive to City of Monroe limit. Construction of cold milling with overlay, joint repair, installation of new paved shoulders, construction, pavement markings, and signing upgrade. Estimated cost to be borne by Frenchtown Charter Township (\$240,000) and Federal Aid (HPSL) (\$500,000).
- d. Frenchtown Park #3 (update)** – Improvements for the park at 2144 Stewart Road: 1) Softball field preparation, seeding, backstop, and benches. 2) Tennis

court including nets and fencing. 3) Picnic shelter and concrete slab for shelter. 4) Non-motorized trail from park to library. The estimated cost would be \$150,000, with possible funding from Frenchtown Charter Township (\$75,000) and Department of Natural Resources LWCF Grants (\$75,000).

City of Monroe

- a. Water Distribution Improvements (update)** – Critical upgrades to the water distribution system are planned for the Fiscal Years (FY) 2012-13 and 2013-14 to improve the reliability, pressure, capacity, water quality and fire flow in potential development and redevelopment areas in the City of Monroe and surrounding communities served by the system (See Chapter One, Opportunities and Problems, 3. Utilities/Energy Resources). The projects listed below will provide direct benefit to potential industrial or commercial development areas:
- 1) Detroit Ave. Water Main** – This project services the Ternes Industrial Park and will be coordinated with the Detroit Ave. reconstruction. The project entails abandonment of a 6” cast iron main which is approximately 80 years old and rerouting all service leads to a newer 12” AC water main. The estimated cost for this project is \$100,000 and is scheduled for FY 2012-13.
 - 2) Roessler Street Water Main and River Crossing** – With a limited number of crossings under the River Raisin, replacement of this water main will help ensure reliability of the entire water distribution system, including the tie-in to the adjacent water tower. This project entails replacement of an existing 12” water main installed in 1935 with a new 12” diameter lined water main. The estimated cost for this project is \$112,500 and is planned for FY 2012-13.
 - 3) Maybee Tank Improvements** – This facility provides reliability of water supply in the Village of Maybee and the surrounding developed areas of Raisinville and Exeter Townships. The proposed project will re-coat the tank with a polyurethane coating to extend the service life. The estimated cost of this project is \$83,000 and is planned for FY 2013-14.
- b. Wastewater Facility Improvements (update)** – The Wastewater Treatment Plant, which services the City of Monroe, Frenchtown Charter Township, Monroe Township and a portion of Raisinville Township; will be upgraded to handle greater wet weather flows. This project is Phase II of a planned program to increase the ability of the plant to hold and/or treat short-term increases in flow due to infiltration, inflow and remaining combined sanitary/storm sewers. This project is currently planned as a wet weather detention facility, but could also include high rate treatment options. The estimated cost of this project is \$12,000,000 and is planned for FY 2012-13.
- c. Water and Wastewater Geographic Information System (new)**- Only the water and wastewater systems within the City of Monroe corporate boundaries are currently mapped in the Geographic Information System (GIS). Where the systems extend beyond the City limits, the water and wastewater systems are only contained on paper maps or in separate Computer Aided Design (CAD) systems. The GIS system will facilitate sharing of utility information with potential developers and modeling water and wastewater system demands throughout the City operated

(regional) systems in eastern Monroe County. The project will create GIS layers and associated databases to complete the water and wastewater systems outside the City of Monroe limits. The estimated combined cost of this project is \$229,000 [(\$146,000 (Water) + \$83,000 (Wastewater))] and is planned for FY 2012-13.

- d. Detroit Avenue Reconstruction: from Mill Street to N. Dixie Highway (new) -** Detroit Avenue is the primary road servicing the Ternes Industrial Park and Samuel Mignano Industrial Area in the northeast section of the City of Monroe (See Chapter 1, Sec. A. Opportunities, Industrial Sites). The current road surface is approximately 20-years old and is in need of full reconstruction. The poor condition of the surface and underlying concrete base makes mill and overlay of the roadway non-cost effective. Additionally, there have been repeated problems with flooding in this area and improvements to the drainage system are needed. The proposed reconstruction would greatly improve the function of the roadway, reduce annual maintenance costs and significantly upgrade the appearance and desirability of industrial land in this area. The construction design work, estimated at \$50,000, is planned for FY 2011-12. The total estimated project cost of \$1,350,000 with construction occurring in FY 2012-13. An application for Category "F" funding from the Michigan Department of Transportation has been submitted for this project.
- e. North Dixie Highway Corridor Plan and Resurfacing (new)-** North Dixie Highway provides the primary connection from Interstate 75 to the northern portions of the City of Monroe. This route not only provides access for the industrial land in the area (See Detroit Ave. Reconstruction), but also serves as the principal route to the newly designated River Raisin National Battlefield Park. Consideration will be given in the design for possible lane reconfiguration to improve aesthetics and provide non-motorized transportation options. This roadway is critical for both industrial development and tourism in the City and the resurfacing will provide needed functional and aesthetic improvements to the area. The design work is planned for FY 2012-13 at an estimated cost of \$30,000, with resurfacing to follow in FY 2013-14 at a minimum cost of \$370,000. This cost estimate assumes the current lane configuration would be maintained.
- f. Downtown Parking and Riverfront Improvements (new) -** The City of Monroe Downtown Development Authority (DDA) funded the design and engineering for redevelopment of the vacant city-owned land along the River Raisin at the intersection of S. Monroe Street and W. Front Street. The project will take former building demolition sites and underutilized city-owned land, and construct a new parking lot to service downtown businesses. The total cost of the proposed improvements is approximately \$1,700,000 and construction is planned for FY 2011-12. The DDA Board recognized that they could enhance this project by providing significant greenspace and recreational amenities along the River. The pro-

posed fishing pier, recreational paths and connection to the existing Riverwalk will transform this riverfront property from the current eyesore to a valued public space and help revitalize downtown Monroe. The estimated value of the riverfront components is \$412,604.

- g. Greenways System: Soldiers and Sailors Park Connection (new)** - The City of Monroe Greenways Plan proposes a continuous Greenway Bikeway along the south side of the River Raisin from the River Raisin National Battlefield Park (East Elm Avenue and N. Dixie Highway), west to Mill Race Park (S. Custer Road and S. Telegraph Road). This plan would connect the National Park with local parks, Downtown Monroe and high-density residential and commercial centers west of Downtown. A portion of this route has been constructed with the installation of the Riverwalk through the central business district. However, several gaps currently exist and will need to be closed over time with multiple successive projects. The development of additional links and closing gaps in the existing Riverwalk and River Raisin Heritage Trail systems is intended to contribute to increased tourism, and the attraction and retention of residents. Development of the link between Winchester Street and Soldiers & Sailors Park is planned for FY 2012-13, dependent on funding and private property easements. The estimated cost of constructing this link is \$350,000.

Monroe County Community College

- a. Monroe County Community College Career Technology Center (new)** - The CTC is a planned 71,300-square foot facility designed to provide infrastructure to support state-of-the-art classrooms and lab space required to deliver instruction and teach skills necessary to secure high-growth, high-demand, and high-paying jobs. The construction of the building is strategically aligned with the College's mission of providing postsecondary learning opportunities for the community it serves. Given the rapid changes in technology that have occurred over the last 15 years, there is an urgent need to address the issue of inadequate industrial and engineering technology facilities at the college. As such, the new building will allow for an update and expansion of existing programs that align with emerging business and industry workforce needs. The CTC is designed to provide the utmost flexibility in terms of space and curricula. The facility will offer the ability to "move out" obsolete programs and equipment and "move in" new programs and related equipment - providing market driven adaptable training capacity for Monroe County's workforce into the foreseeable future. The building will cost \$17 million, with \$8.5 million funded through the Michigan State Building Authority and the remainder to be raised through additional public and private sources. Construction will commence by spring of 2012, and classes are anticipated to officially begin in the CTC by the fall semester of 2014.

Port of Monroe

- a. Dock, Turning Basin and Wharf Improvements (update)** – The Port of Monroe originally submitted a bulkhead improvements project for consolidation in the 1988 OEDP. The construction of new wharf facilities is another project closely related to the dock improvement project. The bulkhead improvement project consists of repairing or replacing the existing wharf facility, to include the mooring and fendering systems along the River Raisin Turning Basin. The estimated cost of this project is \$10,000,000. The second related project involves constructing a dock and wharf facility along the River Raisin Federal Navigational Channel. The estimated cost of this project is \$6,000,000. All of these projects would involve rehabilitation or construction of service rail to dock facilities with an estimated project cost of \$2,000,000. It is estimated that 500 jobs could be created by this project and 100 construction jobs.
- b. Port of Monroe Industrial Park -- West (update)** – This project involves the development of an industrial park located near the Port of Monroe and the I-75/Front Street interchange. The site includes a parcel previously owned by Consolidated Packaging Corporation. This project site lies: west of I-75; to the south and to the east of the Orchard East residential area; and, south of Front Street. The proposed layout for the 165-acre site consists of 49 parcels ranging in size from 1.7 acres to 9.8 acres. The interior traffic circulation system consists of a loop road and a connector road, both of which would have 80-foot rights-of-way. The industrial park would be connected to the Port waterfront area via a road that would go underneath I-75. Direct access will also be provided to the park from Front Street. Some parcels will have access to the Norfolk Southern Railroad, and Canadian National Railroad tracks. The estimated cost of this project is \$21,200,000. It is estimated that 1275 jobs could be created by this project and 21 construction jobs.
- c. Port of Monroe Industrial Park -- East (update)** – This industrial area is located east of I-75 and south of Front Street. Approximately 37 acres are available for development. The project involves extending the existing roadway, rail, existing service utilities, etc. The estimated cost of this project is \$5,800,000. It is estimated that 350 jobs would be created and 46 construction jobs.
- d. Gerdau Access Road (update)** – Since 1978, when North Star Steel (now Gerdau) began operation in Monroe, Michigan, a vehicular access problem has existed at the site. A primary railroad route serving the Detroit Edison Monroe Power Plant passing in front of Gerdau's only entrance to the facility causes this access problem. Frequently, trains block the entrance, leaving the facility in the position of not having emergency access in or out of the plant site. This same rail line currently poses an identical access problem to the Port of Monroe's Industrial Park -- East. The project identified to provide access to Gerdau and to the Port of Monroe Industrial Park -- West is a bridge over the rail lines. The bridge would be located west of I-75 and connect the proposed road under I-75 with Front Street. The roadway approach to the bridge begins at Front Street, passes through the site previously owned by Consolidated Packaging Corporation, continues through the

area between I-75 and the Orchard East Subdivision, and crosses over the railroad and into the Port of Monroe Industrial Park -- West. The total project cost is estimated at \$10,400,000. It is estimated that 510 jobs could be created by this project, 460 jobs retained and 36 construction jobs.

- e. Turning Basin Industrial Site – Site 1 (update)** - Two warehouses would provide modern facilities to assist in the shipping and receiving of waterborne commerce. They would be built on the southeast shore of the River Raisin Turning Basin near the intersection of Port Avenue and East Front Street. The project would include construction of two warehouses, area paving, the installation of servicing utilities, replacement of the existing steel sheet pile dock, and turning basin dredging in front of the replaced steel sheet pile. The estimated cost of the project is \$4,500,000 would include area paving and the installation of servicing utilities. Private funding and grants would be sought. It is estimated that 20 jobs could be created by this project and 33 construction jobs.
- f. Turning Basin Industrial Site – Site 2 (update)** – An intermodal transportation warehouse would be built on the west shore of the River Raisin Turning Basin near the existing Port office building. The warehouse would provide additional port facilities to assist in the shipping and receiving of waterborne commerce. The estimated cost of \$10,200,000 would include area paving and service utilities, as well as, shore protection along the River Raisin edge of the property and a dock and associated dredging along the Turning Basin edge of the property. Private funding and grants would be sought. It is estimated that 30 jobs could be created by this project and 40 construction jobs.
- g. Port Security Features (update)** – This project would provide perimeter fencing, access controlled gates, area lighting, and closed circuit TV surveillance for the River Raisin Dock area. The Department of Homeland Security and United States Army Corps of Engineers have imposed security requirements on the Port of Monroe; the features of this project would address these requirements. The estimated cost of this project is \$400,000. It is estimated 13 construction jobs would be created by this project.
- h. Port Office Building Parking Lot Expansion (update)** – The activity generated by the Port of Monroe, as well as the increasing use of the building’s meeting facilities by area industry, frequently exceed the capacity of the existing parking lot. This project would increase the size of the existing parking lot to accommodate increased usage. The estimated cost of the project is \$95,000. It is estimated 6 construction jobs would be created.
- i. Port Dockside Utility Building (update)** – The project would provide for a new Dockside Utility Building to service the needs of marine customers. Vessels that berth at the Port of Monroe Turning Basin dock look to the Port for utility support while at the dock. Most often the support requested is potable water supply. Electrical service is requested if the vessel will be at the dock for several days. There is an existing structure on the dock that was originally constructed in the 1930’s as the distribution point for water and electricity. The existing structure

and its supporting utilities are poorly located and beyond their service life. The facility must be replaced to enable continued service to the marine customers. The estimated cost of the project is \$150,000. It is estimated 8 construction jobs would be created.

PROJECT EVALUATION

The CEDS Committee (formerly the OEDP Committee) has adopted the policy of including all projects submitted by local communities or agencies in the annual update, unless they are clearly outside of the realm of municipal improvements. Not all of these projects are equal, however, in terms of their potential impact on the local economy. Some projects would obviously have a much greater impact than others. For this reason, there is a need to establish some measurable criteria that can be used to compare projects to each other and to assess their relative importance to the local economy. The following ranking system has been utilized in previous reports for this purpose.

RANKING CRITERIA

| | |
|-----------------------------------------------------------------------------------------|----|
| 1. Long Term Jobs Created or Saved 25 points total | |
| 150 - over | 25 |
| 100 - 149 | 15 |
| 50 - 99 | 10 |
| 0 - 49 | 5 |
| 2. Dollar Cost Per Long Term Job25 points total | |
| \$0 - \$2000 | 25 |
| \$2001 - \$3000 | 20 |
| \$3001 - \$4000 | 15 |
| \$4001 - \$5000 | 10 |
| \$5001 - over | 5 |
| 3. Relationship to CEDS Goals30 points total | |
| a) Maintain and improve existing commercial & industrial enterprises | 10 |
| b) Increase job availability to local residents | 10 |
| c) Promote diversity in the local economy so as to increase and stabilize tax base..... | 10 |
| 4. Effect on Environment -5 to +5 points total | |
| Beneficial | +5 |
| No impact/not applicable..... | 0 |
| Disruptive | -5 |
| 5. Community Support20 points total | |
| (combination can earn up to 20 points) | |
| a) Multiple local funding techniques | 5 |
| b) Business community backing..... | 5 |
| c) Citizens input received..... | 5 |
| d) Partial funding presently committed | 5 |
| 6. Geographic Situation20 points total | |
| Urban area..... | 20 |
| Transitional area..... | 10 |
| Rural area..... | 5 |
| 7. Area Unemployment Rate 15 points total | |
| 10% or more | 15 |
| 5 - 9.9% | 10 |
| 0 - 4.9% | 5 |
| 8. Complies with County Land Use Plans -5 to 5 points total | |
| Yes | 5 |
| Not applicable..... | 0 |
| No..... | -5 |
| 9. EDA Internal Priority20 points total | |
| Industrial..... | 20 |
| Commercial | 15 |
| Community Services..... | 5 |
| Other | 0 |

OVERALL PROJECT RANKING

| PROJECT | APPLICANT | SCORE |
|-------------------------------------------------------------------|-----------------------------------|-------|
| 1. Telegraph Road Industrial Park | Bedford Township | 140 |
| 2. Helle Property Development | Village of Dundee | 135 |
| 3. Port of Monroe Industrial Park - East..... | Port of Monroe | 135 |
| 4. Port of Monroe Industrial Park - West..... | Port of Monroe | 135 |
| 5. Hatter Road Industrial Park | Village of Dundee..... | 125 |
| 6. Sterns Road Research/Industrial Park | Bedford Township | 120 |
| 7. Additional Off Ramp US 23 north of M50 southbound | Village of Dundee..... | 120 |
| 8. Wilcox Road Widening, Repaving, & Utility | Village of Dundee..... | 120 |
| 9. Hatter Road Widening, Storm Sewer, & Water | Village of Dundee..... | 120 |
| 10. Gerdau Access Road | Port of Monroe | 120 |
| 11. Extension of Bedford Sewer (to Erie Twp.) | Bedford Township | 120 |
| 12. Water Main Loop North End of Village | Village of Dundee..... | 110 |
| 13. New River Crossing Pump Station | Village of Dundee..... | 105 |
| 14. Dock, Turning Basin & Wharf Improvements | Port of Monroe | 105 |
| 15. Stowell Road Improvements..... | Village of Dundee | 100 |
| 16. Street Tree Planting and Replacement | Village of Dundee..... | 95 |
| 17. Solar Panels for Village Municipal Building | Village of Dundee..... | 95 |
| 18. Additional Land for Downtown Parking | Village of Dundee..... | 95 |
| 19. Rogers, Lafler, and Covell Road Upgrades | Village of Dundee..... | 95 |
| 20. Wastewater Treatment Plant Expansion | Village of Dundee..... | 95 |
| 21. Sewer Main West on M-50 West of Wilcox Road..... | Village of Dundee..... | 90 |
| 22. Detroit Avenue: Mill Street to N. Dixie Highway (new) | City of Monroe (new)..... | 90 |
| 23. North Dixie Highway Corridor Plan & Resurfacing (new) | City of Monroe (new)..... | 90 |
| 24. Downtown Parking and Riverfront Improvements (new) | City of Monroe (new)..... | 90 |
| 25. Port Dockside Utility Building..... | Port of Monroe | 85 |
| 26. Downtown Streetscape/Sidewalk Improvements | Bedford Township | 85 |
| 27. Wilcox Road Paving and Upgrading | Village of Dundee..... | 85 |
| 28. Sewer Extension, Kroger to Dixon Road | Village of Dundee..... | 85 |
| 29. Additional Industrial Land Purchase | Village of Dundee..... | 85 |
| 30. Turning Basin Industrial Site I..... | Port of Monroe | 80 |
| 31. Turning Basin Industrial Site II..... | Port of Monroe | 80 |
| 32. South End Water Main Loop | Village of Dundee..... | 80 |
| 33. Greenways System: Soldiers & Sailors Park (new) | City of Monroe (new)..... | 75 |
| 34. Port Security Features | Port of Monroe | 75 |
| 35. Career Technology Center..... | Monroe County Comm. College | 75 |
| 36. River Raisin Walk Pedestrian Bridge..... | Village of Dundee..... | 70 |
| 37. Reforestation of Public and Private Lands | Village of Dundee..... | 70 |
| 38. Port Office Building Parking Lot Expansion..... | Port of Monroe | 70 |
| 39. Frenchtown Park #3..... | Frenchtown Township..... | 65 |
| 40. Water Distribution Improvements | City of Monroe..... | 65 |
| 41. Wastewater Facility Improvements..... | City of Monroe..... | 65 |
| 42. Water/Wastewater Geographic Information System (new) | City of Monroe (new)..... | 65 |
| 43. Bike Lanes and Bike Routes..... | Bedford Township | 60 |
| 44. Renovate Generator at the Old Mill Building (new) | Village of Dundee (new)..... | 60 |
| 45. Feasibility Study for Hydroelectric Power Facility (new)..... | Village of Dundee (new)..... | 60 |
| 46. Railroad Park | Village of Dundee..... | 60 |
| 47. Community Outdoor Swimming Facility (new)..... | Village of Dundee (new)..... | 55 |
| 48. Nadeau Road from M-125 east to NS Rail Crossing (new) | Frenchtown Township (new)..... | 55 |
| 49. M-50 & Tecumseh St. Trail and Lighting | Village of Dundee..... | 50 |
| 50. Stewart Road from Bates Lane to Raisinville Twp. (new) | Frenchtown Township..... | 50 |
| 51. Upgrade Street Lighting to LED/Solid State | Village of Dundee (new)..... | 50 |
| 52. Rehabilitation of North Custer Road (new)..... | Frenchtown Township..... | 50 |
| 53. Storm Intercepting Sewers..... | Village of Dundee..... | 50 |
| 54. Walkable Community Pathway Connections | Village of Dundee..... | 50 |
| 55. Sanitary Forced Main and Pumping Station | Village of Dundee..... | 50 |
| 56. Storm Sewer Trunk Main | Village of Dundee..... | 50 |

Some precautions should be observed in utilizing this ranking system. While the system has been designed to be as objective as possible, it is impossible to completely eliminate subjectivity when ranking individual projects.

A more common problem concerns the lack of detailed information concerning each project. For example, the estimated costs of the projects and the numbers of jobs that will be created are often difficult to determine precisely. Inaccurate estimates by local communities for each of these items may result in a lower project ranking that may not accurately reflect the importance of a particular project to the community. Conversely, inflated estimates on the number of jobs that would be created as a result of the project may over-estimate the relative importance of a particular project.

CHAPTER SIX

PERFORMANCE MEASURES

Evaluate whether goals and objectives are being met.

Chapter Four set forth goals and objectives of four Monroe County agencies whose activities are fully or partially involved in economic development activities. Goals and objectives are written in order to better define what ends an organization wishes to achieve, and what it will do to achieve those ends. While economic development efforts in any community can be a complex process involving many aspects and activities, the goals and objectives that relate to economic development can be boiled down to a few main points:

1. Goals (What we hope to achieve through economic development activities):
 - A strong, well-balanced economy
 - A diversity of employment opportunities for local citizens
2. Objectives (What we will try to do to achieve those goals):
 - Attract new industry to Monroe County
 - Retain existing industry in Monroe County

Goal: A Strong, Well Balanced Economy

While progress is affected by a myriad of external factors, it is often evaluated by comparing present conditions to past performance. During the late 1990s, new investments and jobs created in the County as measured by the MCIDC showed strong numbers, and the unemployment rate reached lows unachieved in recent years. An economic downturn that began in 2001 was prolonged by 9/11 and the Iraq war, and continued throughout the decade. Accordingly, the unemployment rate steadily increased, culminating in a sharp economic downturn in 2009 with double-digit unemployment figures not seen in many years. While some early signs of a recovery began to emerge in 2010, the goal of a solid, well-balanced economy for Michigan and our region may be several years away. (See Chapter 2.)

Goal: a diversity of employment opportunities for local Citizens

While some attempts have been made to create a standard test for employment diversity, there really is no objective way to measure this. An equal number of employees in each of the major industrial classifications is not necessarily or likely to be an ideal mix. An exact profile of the U.S. economy ignores the fact that individual geographic areas have unique competitive advantages in certain industries.

It is essential that Michigan, with its struggling economy, diversify its industrial mix in directions other than the declining automotive industry. The University of Michigan Center for Economic Diversification was established to help the Michigan economy become more broadly based. A primary goal is to help communities and companies become more innovative, flexible, efficient, and globally competitive. The Center helps firms develop new markets, products, processes, and technologies to expand their revenue base. Community and economic development assistance is provided in the form of feasibility analyses, market analyses, strategic implementation and opera-

tions planning, and impact and performance analyses. The Center is funded in part by the U.S. Department of Commerce, Economic Development Administration (EDA). The Center performs research including market and feasibility analyses to help local economic development initiatives achieve goals of job creation, new business formation and the creation of wealth. The Center may fund a day or two of consultation by university specialists. Elements from a wide gamut of resources and disciplines throughout the University can be tapped and brought together to provide technical assistance to address specific problems or opportunities faced by private sector companies or public sector organizations.³

Objective: Attract new industry to Monroe County

Objective: Retain existing industry in Monroe County

The Monroe County Economic Development Network, coordinated by the Monroe County Industrial Development Corporation (MCIDC), is briefly described in Chapter Three. Since its inception in the early 1980s, the MCIDC has kept careful records of its achievements. Jobs created and dollars invested in the community have been recorded, and the agency has been successful over many years in capturing and retaining business and industry in Monroe County. Recessionary trends both nationwide and especially in the state of Michigan have challenged the MCIDC, lowering the numbers of new investments and new jobs, but the agency continues to see some success in bringing in new industry, and seeks to play an important role in a coming recovery. (See Chapter 2.)

³ University of Michigan Community Assistance Directory (online)
<http://www.state.outreach.umich.edu/cgi-bin/urel/viewitem?3+>

MONROE COUNTY ECONOMIC DEVELOPMENT COMMITTEE
Resolution
Supporting the 2011 Monroe County
Comprehensive Economic Development Strategy

WHEREAS, the County of Monroe, Michigan, has long been actively involved in the economic development process through its economic development network; and

WHEREAS, federal aid through the Economic Development Administration (EDA) requires applicant communities to submit a Comprehensive Economic Development Strategy, acceptable to the EDA; and

WHEREAS, said Comprehensive Economic Development Strategy must be the result of a continuing economic development planning process, and describe the area's economic development program and economic conditions in the area according to a proscribed set of guidelines; and

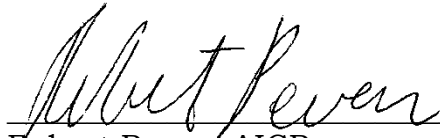
WHEREAS, Monroe County has experienced varying levels of unemployment; and

WHEREAS, the 2011 Comprehensive Economic Development Strategy report includes **56** projects with potential eligibility for funding through the U.S. Economic Development Administration;

NOW THEREFORE BE IT RESOLVED that the Monroe County Economic Development Committee adopts this annual report for the purpose of qualifying Monroe County and local units of government within the County to participate in funding programs available through the U.S. Economic Development Administration.



William P. Morris, Chairman
Monroe County Economic
Development Committee



Robert Peven, AICP
Director, Monroe County
Planning Department

Date: June 29, 2011

Date: June 29, 2011

MONROE COUNTY PLANNING COMMISSION
Resolution
Supporting the 2011 Monroe County
Comprehensive Economic Development Strategy

WHEREAS, the County of Monroe, Michigan, has long been actively involved in the economic development process through its economic development network; and


WHEREAS, federal aid through the Economic Development Administration (EDA) requires applicant communities to submit a Comprehensive Economic Development Strategy, acceptable to the EDA; and

WHEREAS, said Comprehensive Economic Development Strategy must be the result of a continuing economic development planning process, and describe the area's economic development program and economic conditions in the area according to a proscribed set of guidelines; and

WHEREAS, Monroe County has experienced varying levels of unemployment; and

WHEREAS, the 2011 Comprehensive Economic Development Strategy report includes **56** projects with potential eligibility for funding through the U.S. Economic Development Administration;

NOW THEREFORE BE IT RESOLVED that the Monroe County Planning Commission adopts this annual report for the purpose of qualifying Monroe County and local units of government within the County to participate in funding programs available through the U.S. Economic Development Administration.



Mary K. Webb, Chairman
Monroe County Planning Commission



Robert Peven, AICP
Director, Monroe County Planning Dept.

Date: July 13, 2011

Date: July 13, 2011

MONROE COUNTY BOARD OF COMMISSIONERS
Resolution
Supporting the 2011 Monroe County
Comprehensive Economic Development Strategy

WHEREAS, the County of Monroe, Michigan, has long been actively involved in the economic development process through its economic development network; and

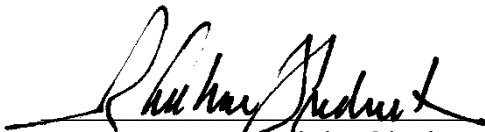
WHEREAS, federal aid through the Economic Development Administration (EDA) requires applicant communities to submit a Comprehensive Economic Development Strategy, acceptable to the EDA; and


WHEREAS, said Comprehensive Economic Development Strategy must be the result of a continuing economic development planning process, and describe the area's economic development program and economic conditions in the area according to a proscribed set of guidelines; and

WHEREAS, Monroe County has experienced varying levels of unemployment; and

WHEREAS, the 2011 Comprehensive Economic Development Strategy report includes **56** projects with potential eligibility for funding through the U.S. Economic Development Administration;

NOW THEREFORE BE IT RESOLVED that the Monroe County Board of Commissioners adopts this annual report for the purpose of qualifying Monroe County and local units of government within the County to participate in funding programs available through the U.S. Economic Development Administration.


R. LaMar Frederick, Chairman
Monroe County Board of
Commissioners


Sharon LeMasters
Monroe County Clerk/
Register of Deeds

Date: August 9, 2011

Date: August 9, 2011