



Target Alpena Economic Development Corporation

Strategic Plan

Plan Adopted:

February 12, 2008

Prepared By:

Lee Shirey

989-354-2666

targetalpena@chartermi.net

Table of Contents

Target Alpena Board of Directors	3
History of Target	4
Mission, Vision & Purpose Statements	5
Strategic Plan Resources & Acronyms	6
<u><i>Action Plan</i></u>	
Business Recruitment	7
Business Expansion & Retention	9
Entrepreneurial Growth	12
Infrastructure	14
Internal Operations	18

Target Alpena Board of Directors

The Target Executive Board (7) members:

Alpena County Chairman:	Cam Habermehl
City of Alpena:	Shawn Sexton
Alpena Township Supervisor:	Marie Twite
Large Business:	Greg Winter
Target Alpena:	Craig Kus
Small Business:	Wayne Kowalski
Alpena Chamber of Commerce:	Lesslee Dort

Ex-Officio Members:

Alpena Community College:	Olin Joynton
Alpena Regional Medical Center:	Karmon Bjella
Alpena Public Schools:	Brent Holcomb
Small Business Training & Development Center:	Carl Bourdelais
Alpena Area Chamber of Commerce:	Lesslee Dort
Downtown Development Authority:	Paul Sabourin
Convention and Visitors Bureau:	Jerry Shankie
Alpena Board of Realtors:	Barb Skaluba
Alpena County Road Commission:	Larry Orcutt
NEMCOG:	Greg Sundin
NEMCSA:	John Briggs
NE MI Consortium:	Dawn Stone
Combat Readiness Training Center	Col. Ewin Sansom

Elected members:

Business & Industry:

Magnaloy Coupling:	Chris McCoy
LaFarge Alpena:	Dave Dziubinski
Alpena Power:	Elaine Orr
Employment Services, Inc.:	Greg Winter

Financial Institutions:

Alpena, Alcona Area Credit Union:	Don Mills
Bank of Alpena:	Craig Kus

Organized Labor:

Alpena Community College:	Tim Kuehnlein
Alpena Public Schools:	Nancy Kreis

Townships:

Wilson Township Supervisor:	William Domke
Maple Ridge Township Supervisor:	Thomas Ritter

Retail Business:

State Street Auto Wash	Wayne Kowalski
------------------------	----------------

Service Business:

Edward Jones:	Chuck Ingle
---------------	-------------

Transportation Business:

MDOT:	Scott Thayer
-------	--------------

Advisory Members:

Senior Citizen:	Vacant
Youth:	Scott Mikkelson
Thunder Bay National Marine Sanctuary:	Jeff Grey

History of Target Alpena

Target Alpena Economic Development Corporation is the title chosen to identify Alpena County's most aggressive effort to move our area ahead for growth in the 21st century.

Established in 1987, formerly the Greater Alpena Industrial Development Corporation, now called Target Alpena Economic Development Corporation has been a driving force to stabilize the economy in Alpena County. The initial surge of Target Alpena can be contributed to economic development study completed by the Midwest Research Institute (MRI). The study was able to identify ten constraints to economic growth in the region. Using strategies from the MRI Study over the last decade, Target has initiated programs and provided assistance to the region with the hope of overcoming the identified constraints. Through Target's initiatives, the economy is steadily growing in Northeast Lower Michigan.

Through continued support from the State of Michigan's Economic Development Corporation, U. S. Department of Agriculture, U.S. Economic Development Administration, and local municipalities. Target has maintained a Revolving Loan Program and a Micro Revolving Loan Program, which have helped to grow small businesses. These programs have resulted in the direct job creation and retention of 300 plus jobs in the Alpena area. The loan programs have also financed 1.75 million in loans to high risk area businesses.

Target has also been instrumental in the formation of Alpena's industrial parks: North Industrial Park and Commerce Industrial Park, with an additional 40 acres set aside for development of a third park on French Road, as well as 15 acres in Wilson Township at the Alpena County Regional Airport. Commerce Industrial park is a certified Renaissance Zone by the State of Michigan. This property is virtually tax-free for any business or resident presently located in or moving to one of the zones. Due to the popularity of the Renaissance Zones and the growth in the region, many businesses are taking interest in the tax free property. North Industrial Park is filled with successful growing businesses, and Commerce Industrial is half-full, with more inquiries about land made to the Target office every day. In addition to the Target Renaissance zone, the City of Alpena and County of Alpena both have additional Renaissance zone locations.

In 2006, Target underwent a restructuring and partnered with the Alpena Area Chamber of Commerce in order to further economic development in the region. The board of Target consists of representation from the public sector, private sector, city, townships, county, and other regional economic development organizations. Included in this restructuring is the formation of the Future Leaders Committee, which develops young leaders by providing informative dialogues, presentation opportunities, and assisting in projects that help Target achieve its goals. In addition to the Future Leaders, Target Alpena also operates a Loan, Real-estate, Executive and Marketing committees with several more committees being developed. With support from the City of Alpena, Alpena Township, Alpena County, and from the private sector, Target Alpena Development Corporation is able to help all area businesses reach their full potential.

Currently, Target is redeveloping their strategic plan for the future, with special emphasis placed on business retention, business recruitment, entrepreneurial growth, infrastructure, and internal operations. This strategic plan will be highly flexible and will allow Target to assist even more businesses in the growing region. Through continued collaboration with all entities at the federal, state, local and private level, Target is looking forward to a positive economic future and a better life for all residents of Northeast Lower Michigan.

Mission Statement:

Target Alpena Economic Development Corporation mission is to collaboratively work to enhance the economic well-being and improve the quality of life for the citizens of Northeast Lower Michigan.

Our Vision:

To make Northeast Lower Michigan a growing, economically vital sanctuary of success that our children never need to leave for career opportunities and one our world will want to join.

Purpose of The Economic Strategic Plan:

The intent of the economic strategic plan is to be a guide for economic growth within Alpena County. Target Alpena's primary focus will be on economic activities within Alpena County. However, economic growth is not contained within governmental boundaries, it's important for Target Alpena to work with its regional partners to help bring jobs and growth to the North East region of Michigan. The strategic plan will focus on a multiple year strategy that will guide economic activities, and it will be reviewed on a yearly basis to ensure that the community and Target Alpena is focusing on the right projects and goals. The strategic plan will inform Target board members, public officials, and the general public about the future goals and strategies for the Alpena area economy.

2006 Alpena Chamber of Commerce SWOT Analysis
Target Executive Board Blue Ocean Strategy
Midwest Research Institute Study
NEMCOG Strategic Plan
Alpena Private Sector Economic Round Table
October, 2007 Alpena Library Public Forum
Target Alpena Board of Directors

ACRONYMS DEFINED

TEC	Target Executive Committee
FLC	Future Leaders Committee
ACC	Alpena Community College
NEMCOG	NE Michigan Council of Governments
NOAA	National Oceanic Atmospheric Administration
MEDC	MI Economic Development Corporation
MEDA	MI Economic Development Association
DDA	Downtown Development Association
CVB	Convention and Visitor's Bureau
EDC	Economic Development Corporation
NEN	Northern Economic Network
NLA	Northern Lakes Alliance
SBTDC	Small Business Technology & Development Center
USDA	United States Department of Agriculture
US EDA	United State Economic Development Administration
CEDO	Chief Economic Development Officer
GLIMA	Great Lakes Interactive Marketing Association
DEQ	MI Department of Environmental Quality
EPA	US Environmental Protection Agency

ACTION PLAN

Business Recruitment:

Strategic Goal 1: Attract high quality jobs and businesses that will enhance Alpena County's quality of life.

1. Selective Recruitment of commercial, industrial, service and other forms of businesses to Alpena County.
 - a. Identify businesses through an Community Business Recruitment & Marketing Analysis.
Current areas of potential growth: Medical, Military, Alternative Energies, Senior citizen related business, Knowledge Based Jobs, Emerging Technologies, Value Added Agriculture, Entrepreneurs, Gazelles (fledgling businesses primed for success), NOAA & Thunder Bay Related Organizations, Recreation and Natural Resource Based.

Partners: Target Alpena, Local Units of Government, Community

Financial Need: \$35,000 - \$50,000 for an Industrial/Commercial Business Analysis

Timeline Needed: Complete Analysis in 2008

Committee: Marketing & Recruitment Committee

2. Develop recruitment materials about the Greater Alpena area for prospective businesses.
 - a. Economic profile
 - b. economic website
 - c. current economic data and labor statistics, local, regional and state data
 - d. Subscribe to nationwide site selection databases and Market Alpena's property to U.S. and to Foreign Countries.

Partners: Target Alpena, Local Units of Government, Area Businesses,

Financial Need: \$5,000

Timeline Needed: Complete Profile and Website in 2008, Develop data gathering system in 2008

Committee: Marketing & Recruitment Committee

3. Build a web based database of available property in Alpena County
 - a. List both public and private properties.
 - b. Assist NEMCOG with the development of a regional property database.

Partners: Target Alpena, NEMCOG, Board of Realtors, and Community

Financial Need: Website Hosting \$100 per year.

Timeline Needed: 2008 & 2009

Committee: Marketing & Recruitment Committee

4. Establish a business recruitment fund.
 - a. Attend trade shows
 - b. Conferences
 - c. Recruit selectively targeted businesses
 - d. Community investment missions.

Partners: Target Alpena, Chamber of Commerce, City of Alpena, ACC, Alpena County

Financial Need: \$10,000 - \$30,000

Timeline Needed: 2009 and ongoing

Committee: Marketing & Recruitment Committee

5. Create endowment funds for economic projects. Encourage community to donate funds towards future economic projects.

Partners: Community

Financial Need: Unlimited

Timeline Needed: 2009+

Committee: Retention & Expansion Committee

Strategic Goal 2: Work with area economic partners to meet with and recruit new base industry to Alpena County

1. Develop a strategic resource/investment team that can meet on short notice to accommodate prospective businesses when they visit Alpena.
Partners: Target Alpena, affected Municipality, developers, MEDC, ACC, Area Businesses
Financial Need: \$0
Timeline Needed: 2008
Committee: Recruitment Committee
2. Market Alpena as a destination.
 - a. Develop a community-wide marketing plan that is supported by the majority of the community.
Partners: Chamber, Local Units of Government, Convention Visitor Bureau, Downtown Development Authority, Media and other business associated with marketing, community.
Financial Need: \$35,000 for community-wide marketing plan, and yearly commitment of \$50,000 - \$100,000 for execution of the plan.
Timeline Needed: 2008
Committee: Marketing & Recruitment Committee
3. Work with NEMCOG, Northern Economic Network, Presque Isle & Alcona EDC, Regional Economic Development Advisory Council and other regional programs to bring new businesses to North East Lower Michigan.
 - a. Foster Regional Partnerships.
 - b. Update regional land and economic data with the State of Michigan.
Partners: Listed Above
Financial Need: None at this time.
Timeline Needed: Ongoing
Committee: Recruitment Committee
4. Maximize use of state and federal business programs, and make local partners aware of the various programs and stay current on the latest economic trends.
Partners: Target Alpena, Local Units of Government, ACC, Community, State and Federal agencies.
Financial Need: \$2,000-\$3,000 per year to attend conferences.
Timeline Needed: Ongoing
Committee: TEC, Marketing & Recruitment Committee

Business Retention & Expansion:

Strategy Goal 1: Build and enhance existing programs that support economic growth and retention in the business sector.

1. Assist with existing and new business training programs. Customize programs based on local business needs.
 - a. Manufacturing training
 - b. Customer service training.
 - c. Marketing training.
 - d. Basic business training.

Partners: Michigan Works, Chamber of Commerce, Existing Businesses, NEMCOG, ACC, SBTDC, MEDC, Target Alpena and other local training organizations.
Financial Need: \$20,000 per year.
Timeline Needed: 2008
Committee: Retention

2. Develop an economic gardening program for Alpena County.
<http://www.littletongov.org/bia/economicgardening/>
 Gardening is a process of creating a nurturing environment for entrepreneurs it has been very successful in other states. The program plays a vital role in helping existing business expand to new markets and to increase sales. It also plays a significant role in assisting start-up businesses.

Partners: Target Alpena, Chamber of Commerce, ACC, SBTDC, NEMCOG.
Financial Need: \$0 - \$10,000 per year based on database needs.
Timeline Needed: 2008 & 2009
Committee: Retention & Entrepreneurial Committee

3. Develop a financial and technical resource guide for area businesses.
 - a. Develop a document listing local, state and federal business assistance programs.
 - b. Further construct a resource team for area businesses that can assist with networking and financing.

Partners: Wide range of business sectors. Individuals willing to donate time and services to help startup and existing business.
Financial Need: Printing costs and volunteer time.
Timeline Needed: 2008 & 2009
Committee: Marketing & Recruitment & Retention Committee

4. Provide export, sales and technology assistance through training and infrastructure development.
 - a. Foreign trade zones.
 - b. Innovations
 - c. Product acquisition
 - d. Assistance with sales
 - e. E-commerce

Partners: Target Alpena, ACC, SBDTC, MEDC, MEDA other state and federal agencies.
Financial Need: Undetermined
Timeline Needed: 2009+
Committee: Retention Committee

Strategy Goal 2: Retain and expand existing industry and commercial base through communication and financial assistance.

1. Conduct quarterly retention visits with area industrial businesses and with businesses of all sizes and types.
 - a. Develop an interview and retention response team.

- b. Effectively communicate barriers to economic growth to necessary entities.
- c. Enter data into Executive Pulse business retention software.
- d. Determine Alpena County's access and data entry to Executive Pulse software.

Partners: MEDC, Target Alpena, Chamber of Commerce, SBTDC, ACC, Michigan Works.

Financial Need: \$0

Timeline Needed: 2008 & ongoing

Committee: Retention Committee

2. Install Executive Pulse business retention software, which helps to identify struggling businesses and allows for immediate action to correct business issues. Also, utilize the software to identify businesses that are ripe for expansion and to build a database of existing businesses.

Partners: Confidential business data there will be limited access only for local EDC and SBTDC. Necessary information will be shared with appropriate entities.

Financial need: \$0 program financed by NE Michigan Works.

Timeline Needed: 2008

Committee: Retention Committee

3. Develop a rapid response team for area business closure. The team can provide needed assistance to businesses that are getting ready to close or those that have closed their doors.

Partners: Target Alpena, ACC, Michigan Works, Department of Human Services, MEDC, NEMCOG

Financial Need: \$0

Timeline Needed: 2008

Committee: Retention Committee

4. Maintain Target loan programs for business assistance, expansion and business startups.
 - a. Increase loan amounts for gap financing.
 - b. Revise loan criteria to accommodate today's business climate.
 - c. Market loan program.
 - d. Pursue grant funding to rebuild loan programs.

Partners: Target Alpena, Area Banks, Venture Capitalists

Financial Need: Possible Grant funding with local match required

Timeline Needed: Ongoing

Committee: Loan Committee

5. Hold regular economic forums for businesses to provide input on current economic issues, and hold an annual economic forum to discuss economic issues facing Alpena and Northeast Michigan.

- a. Annual economic conference in Alpena.
- b. Bring in expert speakers.
- c. Engage regional governments on regional economic needs.

Partners: Target Alpena, Local Units of Government, NEMCOG, MEDC, Chamber of Commerce.

Financial Need: \$500-\$5,000

Timeline Needed: 2008+

Committee: Retention, TEC, Marketing & Recruitment

6. Develop a quarterly electronic Economic Development newsletter that will keep local businesses and citizens current on major local, state and federal economic initiatives.

Partners: Target Alpena, NEMCOG, MEDC, U.S. EDA

Financial Need: No Cost
Timeline Needed: 2009
Committee: Marketing & Recruitment

Strategy Goal 3: Work with area organizations to expand services to promote economic Development.

1. Develop additional business recognition awards to be given at the Annual Chamber Dinner.
Partners: Target Alpena and Chamber of Commerce
Financial Need: \$200
Timeline Needed: Possible 2008 or 09 implementation
Committee: Entrepreneurial & Marketing & Recruitment Committee
2. Be a community partner on community development needs, be a vocal representative of development needs in the Alpena area. Build an informal communication network and cooperative spirit within the business community.
Partners: The entire Alpena Community, Business Sector
Financial Need: Undetermined at this time
Timeline Needed: Ongoing
Committee: TEC, Retention, Marketing & Recruitment
3. Continue to write grants for economic projects, support local organizations through grant writing, letters of support and by being a fiduciary pass through agency.
Partners: Local Units of Government, Non-profit organizations and other community organizations
Financial Need: \$0
Timeline Needed: Ongoing
Committee: TEC & CEDO

Entrepreneurial Growth:

Strategy Goal 1: Develop and assist existing business startup/entrepreneurial programs.

1. Participate with the Huron Shores Creating Entrepreneurial Communities team in developing youth entrepreneurial programs. A 3-County Program to expose youth to the possibilities of starting their own business.

Partners: Target Alpena, Presque Isle EDC, Alcona EDC, NEMCOG, MI Seaway, Junior Achievement, Local School System, ACC.

Financial Need: Initial Cost \$500, future need undetermined

Timeline Needed: 2008

Committee: Entrepreneurial Committee

2. Assist the SBTDC with business startup programs.

- a. Business speakers.
- b. ACC training classes.
- c. Patents.
- d. Apprenticeships
- e. And, other business related start up programs and training.

Partners: ACC, Target Alpena, Chamber of Commerce, SBTDC, Junior Achievement

Financial Need: \$5,000 - \$15,000 per year.

Timeline Needed: 2008 and ongoing

Committee: Entrepreneurial Committee

3. Develop a local group of business leaders that would be willing to assist startup businesses with business consulting services. The group would function similar to S.C.O.R.E.

Partners: Target Alpena, SBDTC, ACC, Area Business Leaders

Financial Need: \$0

Timeline Needed: 2008

Committee: Entrepreneurial Committee

4. Develop a local entrepreneurial/inventor's club by partnering with other existing Michigan groups Mid-Michigan Inventor's Council and GLIMA.

Partners: GLIMA, Mid-Michigan Inventor's Council, Target Alpena, ACC

Financial Need: Undetermined

Timeline Needed: 2009

Committee: Entrepreneurial Committee

Strategy Goal 2: Pursue financial and infrastructure development that will assist start up businesses.

1. Assist with the development of a mixed-use incubator feasibility study, and based on the results of the study consider developing a mixed-use incubator.

Partners: Target Alpena, Local Units of Government, ACC, SBTDC, NEMCOG, MEDC

Financial Need: Study \$35,000, Incubator Construction \$200,000+

Timeline Needed: 2008

Committee: TEC & Entrepreneurial

2. Assist ACC in the development of an entrepreneurial center business class curriculum and non-curriculum.

Partners: Target Alpena, ACC, SBTDC, Local business leaders, NEMCOG, MEDC, MEDA

Financial Need: Undetermined

Timeline Needed: 2008 & 2009

Committee: Entrepreneurial Committee

3. Develop and/or partner with a venture capital fund and/or group to finance progressive businesses.

Partners: Target Alpena, Area Banks, Private Individuals, Angel Investors, Existing MI Venture Capital Organizations.

Financial Need: Unlimited\

Timeline Needed: 2009

Committee: TEC, Entrepreneurial, Retention, Recruitment

4. Work with Alpena Schools K-12 to develop entrepreneurial programs.

Partners: Alpena County Public Schools, Private Schools, Junior Achievement, MSU Extension, and other education based business curriculum initiatives.

Financial Need: Unlimited\

Timeline Needed: 2009

Committee: Entrepreneurial

Infrastructure:

Strategy Goal 1: Build and Improve Infrastructure to support Alpena County's Industrial and commercial base.

1. Improve Alpena Regional Airport services, work with airlines, legislature, and local community to provide adequate and reliable air service.

Partners: County Airport Board, Chamber, Target Alpena, Frequent Users of the Airport, State & Federal Legislature, Northwest, Mesaba, other Airlines, Local Units of Government.

Financial Need: Finances needed for possible travel.

Timeline Needed: Ongoing

Committee: CEDO Target, FLC, Infrastructure

2. Work with appropriate entities to ensure that Alpena County Local Units of Governments can adequately handle future development such as capacity.
 - a. Housing.
 - b. Water & Sewer.
 - c. Waste Management
 - d. Power
 - e. Roads
 - f. Technology
 - g. Build a working database to address areas lacking utility service and work with new and existing business and local, state and federal programs to fund capacity increases.

Partners: Local Units of Government, Utility Companies, Fiber Consortium, State and Federal Agencies

Financial Need: Undetermined.

Timeline Needed: 2008 & 2009

Committee: Infrastructure

3. Work with MDOT and other transportation agencies to increase and maintain transportation access to Alpena County
 - a. Improve Highway access.
 - b. Improve the quality of local roads.
 - c. Assist with the development of rural transit programs.
 - d. Pursue the possibility of adding Target Alpena to local transportation boards.

Partners: Target Alpena, County Road Commission, City of Alpena DPW, M-DOT, Local Units of Government, Alpena Transportation Services, cab service and other bussing related companies.

Financial Need: Undetermined

Timeline Needed: Ongoing

Committee: Infrastructure

4. Promote utilization of deepwater port as a means of shipping freight.
 - a. Encourage further dredging of area docks and other area waterways.
 - b. Pursue the possibility of constructing a public owned deep water port such as a Port Authority to encourage more water based commerce.

Partners: Target, Local Units of Government, State and Federal Legislatures/Agencies

Financial Need: Undetermined, Significant Investment, Possible Grant funding

Timeline Needed: Ongoing

Committee: Infrastructure

5. Work to fix and expand rail access to Alpena County and the regional area.

Partners: Target, Local Units of Government, State and Federal Officials, Large Industrial User, Rail road commission.

Financial Need: Undetermined, Significant expense to upgrade.

Timeline Needed: Undetermined

Committee: Infrastructure

6. Work with the Fiber Consortium to provide high speed internet access to Alpena County
 - a. Consider supporting the consortium through Target's non-profit status.

b. Promote increased competition of the private sector for High Speed Internet development.

c. Participate in a Regional Broadband Cooperative.

Partners: Local Units of Government, Target, Fiber Consortium, State & Federal Agencies, Internet Providers.

Financial Need: Undetermined, Grant Eligible

Timeline Needed: Ongoing

Committee: Infrastructure

7. Work to clean up contaminated parcels within Alpena County, and encourage more environmentally friendly development and preserve fragile landscapes.

a. Establish a countywide brownfield program to assist with redevelopment of vacant and polluted properties throughout Alpena County.

Partners: Target Alpena, Local Units of Government, DEQ, EPA, Environmental Organizations.

Financial Need: \$0, pursue grants

Timeline Needed: 2009

Committee: Real Estate Committee

Strategy Goal 2: Support the infrastructure growth of area services that will educate the area workforce and promote a higher quality of life.

1. Assist Alpena Community College with growth and expansion of educational services.

a. Assist with the development of skilled educated workforce.

b. Increase degree offerings.

c. Increase vocational training.

d. Encourage more entrepreneurial education opportunities.

Partners: Target Alpena, Community, ACC, Chamber, SBTDC, State Board of Education, Local Units of Governments

Financial Need: Undetermined

Timeline Needed: Ongoing

Committee: FLC, CEDO

2. Assist Alpena Regional Medical Center's growth and expansion of health services.

Partners: A.R.M.C., Local Units of Government, Target Alpena, Chamber,

Financial Need: Undetermined

Timeline Needed: Ongoing

Committee: FLC, CEDO

Strategy Goal 3: Work with existing organizations to promote job growth and future development within Alpena County

1. Assist CRTC with growth and expansion of services. Work with CRTC and Federal Legislature to increase funding and use of CRTC as primary training facility for Military Branches, Home Land Security and other local and state agencies.

Partners: Target Alpena, Local Units of Government, State and Federal Agencies and Legislatures, Enforcement Agencies.

Financial Need: Undetermined

Timeline Needed: Ongoing

Committee: FLC, CEDO

2. Promote and assist with the development of land and water based trail systems and recreational opportunities.
 - a. Heritage Route US-23
 - b. ORV Trail Systems
 - c. Non-motorized trail systems

Partners: Local Units of Government, Target Alpena, Community, State and Federal Agencies
 Financial Need: Undetermined
Timeline Needed: Ongoing
Committee: Infrastructure

3. Assist the Thunder Bay Marine Sanctuary and NOAA facilities with growth and expansion. Recruit similar organizations that have synergies with TBMS and NOAA.
Partners: NOAA, TBMS, Convention and Visitor's Bureau, Target Alpena, Great Lakes Businesses, Tourism related organizations.
Financial Need: Undetermined.
Timeline Needed: Ongoing
Committee: Recruitment

Strategy Goal 4: Expand and maintain existing Industrial sites throughout Alpena County

1. Maintain and market existing industrial property.
 - a. Commerce Park.
 - b. North Industrial.
 - c. French Road property.
 - d. Airport property.

Partners: Target Alpena
Financial Need: \$1,000 - \$5,000 per year
Timeline Needed: Ongoing
Committee: Real estate Committee

2. Develop Target owned French Rd. Property and Airport Property with the necessary infrastructure to make the property marketable.
Partners: Target, Local Units of Government, MEDC
Financial Need: Undetermined, State funding available
Timeline Needed: Ongoing
Committee: Real estate Committee

3. Explore additional industrial park locations. Work with Local Units of Government to secure and increase additional properties for Industrial growth.
Partners: Target Alpena, Local Units of Government
Financial Need: Property Acquisition
Timeline Needed: Ongoing
Committee: Real Estate Committee

4. Construct industrial buildings on Target Alpena and governmentally owned property to increase potential sales of the land and to assist with business recruitment.
Partners: Target Alpena, Local Units of Government, Industrial Zoned Property Owners.
Financial Need: \$50,000 - \$100,000 per building.
Timeline Needed: 2009
Committee: Real Estate & Recruitment

5. Consider establishing a local wetland banking system to assist commercial and industrial developments with wetland restrictions.
Partners: DEQ, Local Units of Government, Target
Financial Need: Undetermined
Timeline Needed: 2008
Committee: Real Estate

Internal Operations:

Strategy Goal 1: Ensure that internal and external communication regarding Target Alpena's activities is maintained and expanded.

1. Improve internal Target Alpena board communications. Ensure that the full Target Board is kept up to speed on the action and activities of the executive board.
Partners: Target Alpena Board of Directors
Financial Need: None
Timeline Needed: 2008 & ongoing
Committee: TEC & Marketing & Recruitment
2. Establish more Target Alpena committees to engage the entire Target Board members in economic activities.

Partners: Target Alpena Board of Directors
Financial Need: Dependent on Committee actions
Timeline Needed: 2008
Committee: TEC

3. Improve Target Alpena's external communications. Ensure an open line of communication with, the community, area municipalities and the local media.
Partners: Target Alpena
Financial Need: None
Timeline Needed: 2008 Ongoing
Committee: TEC & Marketing & Recruitment
4. Provide an annual economic report on the economic condition of Alpena County and Target Alpena's activities.
Partners: Target Alpena, MEDC, Local Units of Government
Financial Need: Cost to print report
Timeline Needed: 2008 & ongoing
Committee: CEDO, Marketing & Recruitment, TEC
5. Promote Target's successes! Inform the community about Target Alpena's local economic successes!
Partners: Target Alpena and Media
Financial Need: Press Release and Local sources, No cost
Timeline Needed: Ongoing
Committee: Marketing & Recruitment

Strategy Goal 2: Ensure that Target Alpena's focus is based on community need and vision.

1. Review Target's strategic plan on a yearly basis and update it based on needed changes.
Partners: Target Alpena Board of Directors
Financial Need: No Financial Need
Timeline Needed: Conducted Yearly
Committee: TEC
2. Engage citizenry and intergovernmental agencies in EDC efforts through the use of town hall meetings and/or community forums.
Partners: Target Alpena and the Community
Financial Need: \$200 per year
Timeline Needed: Yearly
Committee: TEC & Marketing & Recruitment
3. Conduct a yearly review of Target Alpena's operations.
 - a. Review Vision & Mission statements.
 - b. Review of Target Alpena By-laws.
 - c. Review Strategic Plan
 - d. Ensure Scope of Work is not competing against alliance partners.*Partners:* Target Alpena Board of Directors
Financial Need: None
Timeline Needed: Complete annually.
Committee: TEC

Strategy Goal 3: Obtain long term funding for Target Alpena and future economic development needs within Alpena County.

1. Secure Private and Public Funding for long term operation of Target Alpena.
 - a. Consider the use of service contracts for grant writing.
 - b. Pursue land sales and acquisition
 - c. Fundraising.
 - d. Develop a financing plan
 - e. Consider a County-Wide Milage .25%

Partners: Target Alpena, Local Units of Government,

Financial Needs: For general office operations a yearly budget of \$100,000 is needed.

Timeline Needed: Needs to happen immediately

Committee: TEC

2. Expand community development building.
 - a. Develop a facility plan.
 - b. Combine services.
 - c. Partner to reduce overhead costs.

Partners: Target Alpena, Chamber of Commerce, Downtown Development Authority, Convention and Visitor's Bureau.

Financial Need: Undetermined

Timeline Needed: 2008 and/or 2009

Committee: CEDO

Strategy Goal 4: Work with area organizations to promote economic growth through partnerships.

1. Be a clearinghouse for regional difficulties. Direct development issues to the appropriate individuals or organizations for quick resolution. Work with Local Units of Government and Regional Partners to solve issues that are restraining local economic development.

Partners: Target Alpena, Area Chambers, Regional Local Units of Government, NEMCOG, Regional EDC's, MEDC

Financial Need: Undetermined at this time.

Timeline Needed: Ongoing

Committee: FLC, TEC

2. Review area municipal policies and offer suggestions towards the possibility of creating a more business friendly environment and by providing suggestion to remove any barriers to growth.

Partners: Target Alpena, Local Units of Government

Financial Need: None

Timeline Needed: 2009

Committee: Retention

3. Expand Target Alpena's service area to more regional focus.
 - a. Partner with Alcona, Montmorency, and Presque Isle counties.
 - b. Consider developing a regional EDC organization to provide EDC.
 - c. Function similar to the Northern Lakes Alliance.

Partners: Target Alpena, Regional Local Units of Government and Economic Development Corporations.

Financial Need: To be determined

Timeline Needed: 2008 & 2009

Committee: Recruitment

4. Attend training programs to stay up to date on current economic initiatives. Provide the Target Board of Director's and Local Units of Government with information on the latest financial assistance and economic development programs available from non-profit organizations and local, state and federal governmental agencies
Partners: Target Alpena, Local Units of Government, State and Federal Agencies and Non-Profit Organizations
Financial Need: None
Timeline Needed: Ongoing
Committee: CEDO, TEC