

Alliance for Economic Success

Building a Foundation for Resilient Rural Economic Development

Greater Cadillac Micropolitan Area: Wexford & Missaukee Counties

Project Funded in part by: Comprehensive Economic Recovery Initiative (CERI)

With Support from: Center for Community & Economic Development
Michigan State University

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Contents

Project Introduction Overview..... 2

 Background 2

 Purpose 2

 Funding/Support 2

 Deliverables..... 2

Deliverable 1 (Project Executive Summary)..... 3

 Project Overview..... 3

 Process and Methods..... 3

 Findings 3

 Analysis and Insights 3

 Conclusion..... 7

Deliverable 2 (Slide Deck): Building a Foundation for Resilient Rural Economic Development in the Greater Cadillac Area 8

Deliverable 3 (Article): A Conversation with the CEDS: Data Discovery for a Rural Micropolitan Area 9

Appendix A: Data Table and Sources

Appendix B: Community Slide Deck

Appendix C: Article

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 -Emma Gilbert

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 -Shangrui Zhu

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*for their energy, support, professionalism, and enthusiasm on
this project.*

Project Introduction Overview

Background

Wexford and Missaukee Counties, which share a community economic development organization - the Alliance for Economic Success, comprise the region's smallest micropolitan area and are among the 10 diverse counties in Northwest Lower Michigan. This collaborative region recently developed a Comprehensive Economic Development Strategy produced by Networks Northwest (2021). As the region moves through and recovers from the multi-year COVID-19 Pandemic, it is imperative that the cities and other municipalities within these counties, not only actively engage in regional resilience planning, but also develop a framework to prioritize more local goals and objectives within that larger context. The first step in this process is developing a strong understanding of relevant data. This is essential in a region with high levels of performance variation among key resilience indicators and economic disparities at the county level to achieve a local and regional recovery that is sustainable, inclusive, and equitable.

Purpose

Undertake a CEDS discovery and area data analysis that sets a foundation to further analyze the Northwest Lower Michigan Region #10 Comprehensive Economic Strategy (CEDS) through the lens of community and economic data in Wexford and Missaukee Counties and thus supports informed, collaborative prioritization at the local level.

Funding/Support

AES was awarded a \$5,000 technical assistance grant through the Michigan State University Comprehensive Economic Recovery Initiative (CERI) to support data gathering, analysis and visualization of resiliency indicators in Wexford and Missaukee counties. CERI was established in 2020 in partnership with the U.S. Department of Commerce, Economic Development Administration (EDA), and funded through the CARES ACT to advance Michigan's long-term economic recovery from COVID-19. Additional Support was made available in the form of research assistants to from Center for Community and Economic Development to support data discovery, analysis, and visualization.

Deliverables

Deliverables include:

1. Project Executive Summary
2. insights and analysis report (Slide Deck)
3. Article on the Process and Value

Deliverable 1 (Project Executive Summary)

Project Overview

Building a Foundation for Resilient Rural Economic Development is a collaborative project between the Alliance for Economic Success and Center for Community and Economic Development at Michigan State University, funded in part by the Comprehensive Economic Recovery Initiative (CERI) and is intended to support the Cadillac Micropolitan Area (Greater Cadillac Area) in its pandemic-recovery and community economic development planning efforts.

Process and Methods

Utilizing the 2021 Michigan Northwest Lower Peninsula Comprehensive Economic Development Strategy (CEDS) produced by Networks Northwest as a framework, the research team mined a variety of data sources including Census, BLS, USDA and other research sources (ALICE project, Connected Nation, etc) to compile and analyze micropolitan, county, and census-tract economic, social, and environmental data for the Greater-Cadillac Area. The process was guided by inquisitive approach to the reviewing the CEDS documents with the research team asking questions such as “how does our area compare to the region as a whole” and “what additional data sets are necessary to truly understand our micropolitan area.”

Findings

This inquisitive and iterative approach yielded a large amount of data pertinent to the Cadillac Micropolitan Area. To best make sense of the data, visualizations were developed for key indicators. Over 65 visualizations and tables were created (Appendix A) These findings were then utilized to create other reports and products with refined analysis.

Analysis and Insights

Analysis of the data and visualizations mined and analyzed for this project produced key insights into how the Greater Cadillac Area ‘looks’ in comparison with the Northwest Michigan Region as a whole, this is true for data presented in the CEDS as well data associated with other indicators that affect an area’s economic prosperity.

Select findings Include:

Workforce

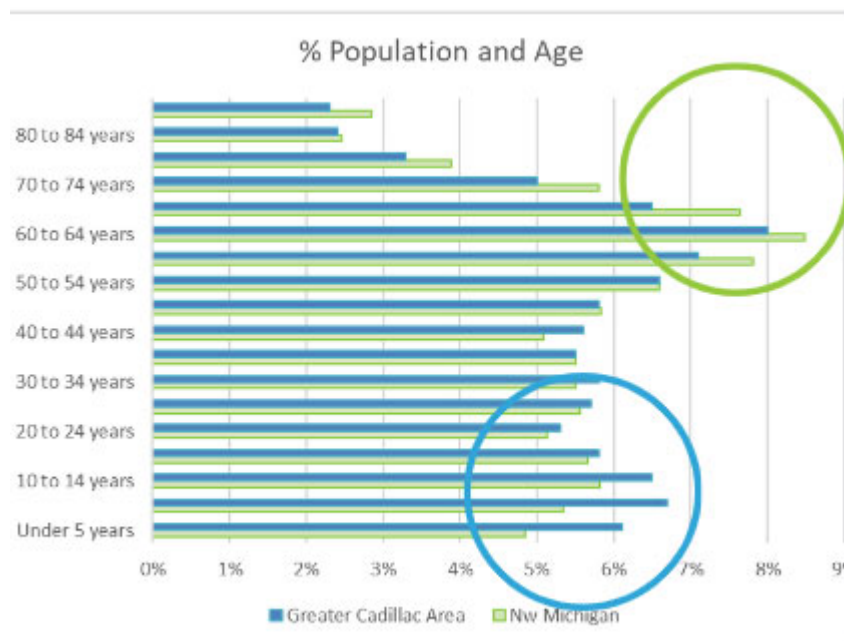
Manufacturing talent runs deep in the Greater Cadillac Area: 39% of the regions’ Agriculture/Forestry workforce 25% of the regions’ manufacturing workforce is in the Cadillac Area (compared to 15% of the region’s total workforce)



in Northwest Michigan live in the Greater Cadillac Area

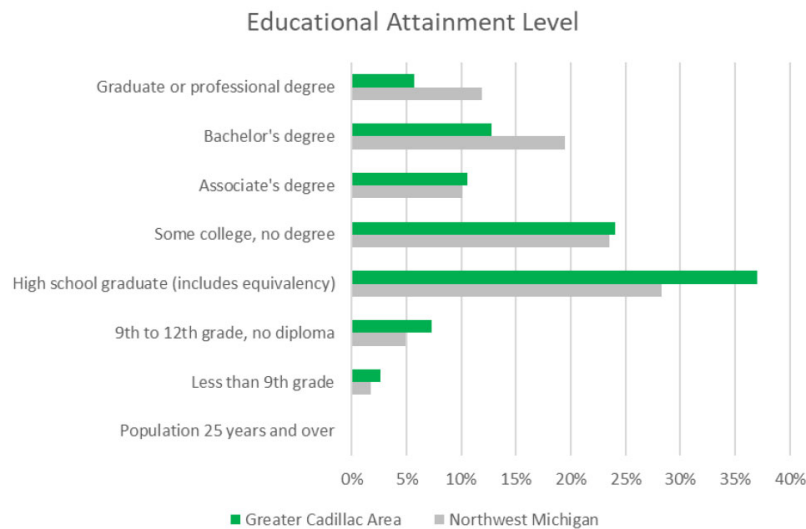
Age

An 'aging population' is referenced repeatedly in the CEDS; however, the Greater Cadillac Area has a significantly younger median age (42) than the region as a whole (47) and has larger percentage of population under 24.



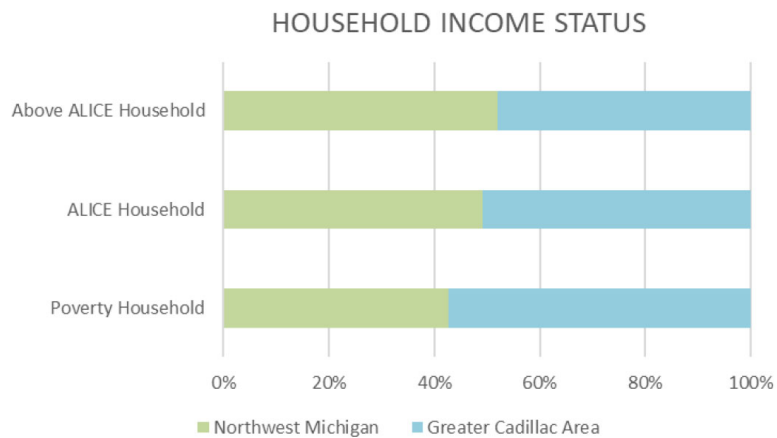
Education

The Cadillac Area has a higher percentage of individuals 24+ who did not complete high school and a lower percentage of individuals 24+ with a bachelor's degree or higher than the region as a whole.



Income

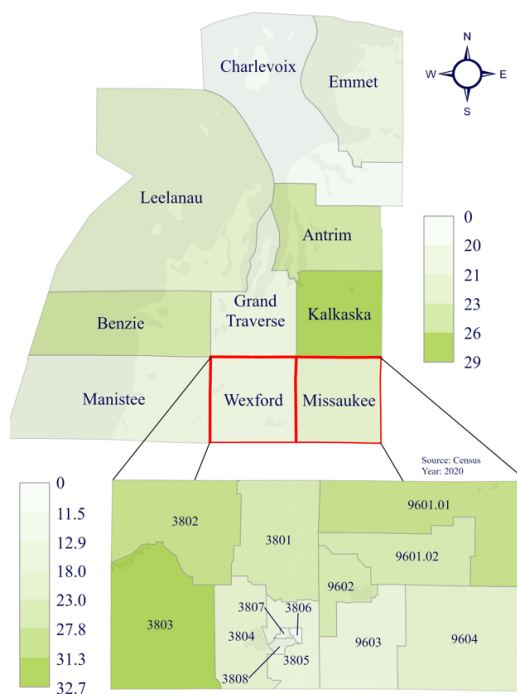
The Cadillac Area has a greater percentage of population in poverty or ‘asset-limited, income-constrained, and employed’ (A.L.I.C.E.) than the region.



Commute

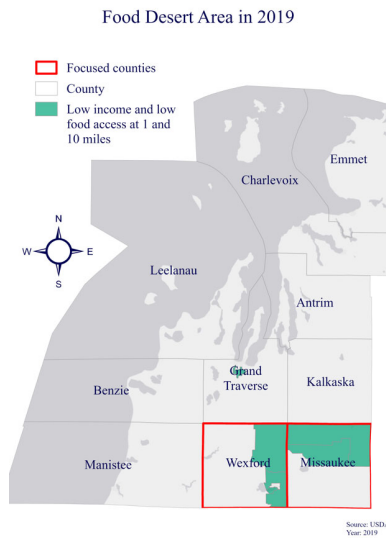
Although residents in the Greater Cadillac area have a relatively short commute compared to other counties in the region, a higher percentage of workers living in the Cadillac Micropolitan area leave the county and region they reside in for work (32%) compared to the region (27%).

Average Travel Time to Work in 2020 (mins)



Food Access

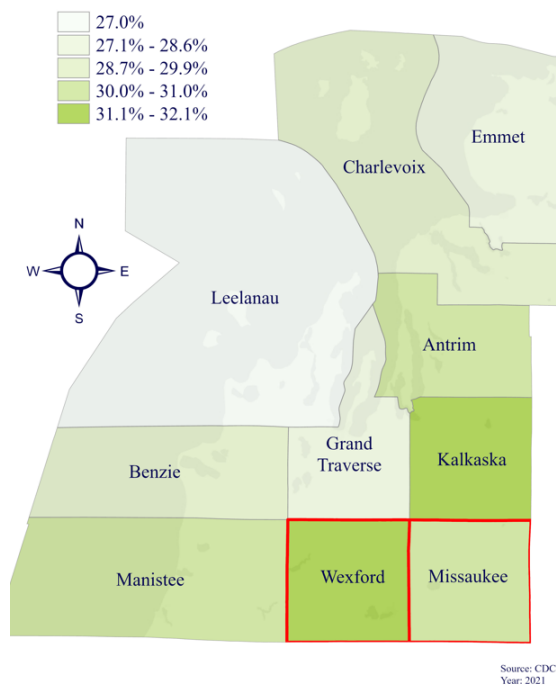
Two of the Region's three food deserts are in the Grater Cadillac Area.



Health

The Greater Cadillac Area has a high percentage of individuals with high blood pressure.

Percentage of High Blood Pressure Population in 2021



Recommendations

Recommendations include data transparency/access, additional research activities, and planning opportunities:

- All data and visualization are compiled and should be made accessible to the public on the newly designed Alliance for Economic Success website in order to promote ease of access and transparency.

- Additional data regarding the health and viability of various industries and the potential for clustering should be undertaken.
- Given the geographical location of the Cadillac Micropolitan Area, a review of the Region 8 CEDS and other micropolitan area plans should be reviewed.
- Community perceptions on economic prosperity should be captured.
- A micropolitan economic development strategy should be collaboratively developed.

Conclusion

This approach is critical within regions like the Northwest Lower Peninsula which, as a largely rural area, has high levels of performance variation among counties in key resilience indicators and economic disparities. It is important that individual communities have access to area-specific data, especially as related to risk/and resiliency so that they can harness opportunities, attend to strengths, address gaps and leverage resources strategically.

Building a Foundation for Resilient Rural Economic Development, when considered along with the Northwest Lower Peninsula CEDS, provides the context necessary to guide collaborative community economic planning and development, supporting a local and regional recovery that is sustainable, inclusive, and equitable

Deliverable 2 (Slide Deck): Building a Foundation for Resilient Rural Economic Development in the Greater Cadillac Area

Deliverable #2 is a [slide deck](#) summarizing our data analysis and findings and highlighting the importance micropolitan planning. The audience for this slide deck is Cadillac Area leaders and decision makers and the function will be to lay the foundation for area prosperity planning. Dissemination plans include partnership events with Cadillac Area Chamber of Commerce and the AES website.

Deliverable can be found in Appendix B



Figure 1 Slide Deck Title Page

Deliverable 3 (Article): A Conversation with the CEDS: Data Discovery for a Rural Micropolitan Area

Deliverable #3 is a brief article-type document that outlines the process and importance of considering micropolitan areas in addition to regions when engaging in economic development. The audience of this document will be planning entities and funders who support rural capacity building. The function of this document will be to demonstrate the value of the work and provide insights into the process so that rural micropolitan communities feel empowered to embark upon this work. Dissemination opportunities include Michigan State University Extension, the AES website, and conference sessions.

Deliverable can be found in Appendix

APPENDIX A

CERI Grant Deliverable 1: Tables and Sourcing

Building a Foundation for Mircopolitan Collaboration: Data Discovery in Wexford and Missaukee Counties (Alliance for Economic Success)

Topic	Chart/Map	Data Table	Additional Data Table	Source Link	Source Link 2
Economics	MedianHouseholdIncome	10County_TableToExcel.xlsx	CountyCT2020 TableToExcel.xls X	https://data.census.gov/cedsci/map?q=Income&g=0400000US26%24050000&layer=VT_2020_050_00_PY_D1&mode=thematic&loc=38.8800,-98.0000,z3.0000	https://data.census.gov/cedsci/map?q=income&g=0500000US26113%241400000,26165%241400000&y=2020&tid=ACST5Y2020.S190
Economics	PovertyPct	10County_TableToExcel.xlsx	CountyCT2020 TableToExcel.xls X	https://data.census.gov/cedsci/map?q=Poverty&g=0400000US26%24050000&y=2020&layer=VT_2020_050_00_PY_D1&mode=thematic&loc=38.8800,-98.0000,z3.0000	https://data.census.gov/cedsci/map?q=Poverty&g=0500000US26113%241400000,26165%241400000&layer=VT_2020_140_00_PY_D1&mode=thematic&loc=45.0966,-98.0000,z3.0000
Economics	ConstructionPct	10County_TableToExcel.xlsx		https://data.census.gov/cedsci/table?q=industry&g=0400000US26%24050000&y=2020&tid=ACST5Y2020.S240	
Economics	EducationalServicePct	10County_TableToExcel.xlsx		https://data.census.gov/cedsci/table?q=industry&g=0400000US26%24050000&y=2020&tid=ACST5Y2020.S240	
Economics	HealthcareSocialAssistancePct	10County_TableToExcel.xlsx		https://data.census.gov/cedsci/table?q=industry&g=0400000US26%24050000&y=2020&tid=ACST5Y2020.S240	
Economics	ManufacturingPct	10County_TableToExcel.xlsx		https://data.census.gov/cedsci/table?q=industry&g=0400000US26%24050000&y=2020&tid=ACST5Y2020.S240	
Economics	RetailTradePct	10County_TableToExcel.xlsx		https://data.census.gov/cedsci/table?q=industry&g=0400000US26%24050000&y=2020&tid=ACST5Y2020.S240	
Economics	ConstructionPop	10County_TableToExcel.xlsx		https://data.census.gov/cedsci/table?q=industry&g=0400000US26%24050000&y=2020&tid=ACST5Y2020.S240	
Economics	EducationalServicePop	10County_TableToExcel.xlsx		https://data.census.gov/cedsci/table?q=industry&g=0400000US26%24050000&y=2020&tid=ACST5Y2020.S240	
Economics	HealthcareSocialAssistancePop	10County_TableToExcel.xlsx		https://data.census.gov/cedsci/table?q=industry&g=0400000US26%24050000&y=2020&tid=ACST5Y2020.S240	
Economics	ManufacturingPop	10County_TableToExcel.xlsx		https://data.census.gov/cedsci/table?q=industry&g=0400000US26%24050000&y=2020&tid=ACST5Y2020.S240	
Economics	RetailTradePop	10County_TableToExcel.xlsx		https://data.census.gov/cedsci/table?q=industry&g=0400000US26%24050000&y=2020&tid=ACST5Y2020.S240	
Economics	TRACT - Income by Industry	OCCUPATION BY SEX AND MEDIAN EARNINGS		https://data.census.gov/cedsci/table?q=0500000US26113%241400000,26165%241400000	

Economics	COUNTIES - Number of People in Labor Force	COUNTY - Selected Economic Characteristics		https://data.census.gov/cedsci/table?q=industries&g=05000000US26113,26165&tid=ACSDP5Y2020.DP03	
Economics	Wexford Class of Worker	COUNTY - Selected Economic Characteristics		https://data.census.gov/cedsci/table?q=industries&g=05000000US26113,26165&tid=ACSDP5Y2020.DP03	
Economics	Missaukee Labor Force Participation	COUNTY - Selected Economic Characteristics		https://data.census.gov/cedsci/table?q=industries&g=05000000US26113,26165&tid=ACSDP5Y2020.DP03	
Economics	Counties - Poverty Line	COUNTY - Selected Economic Characteristics		https://data.census.gov/cedsci/table?q=industries&g=05000000US26113,26165&tid=ACSDP5Y2020.DP03	
Economics	Counties - Top Industries	COUNTY - Selected Economic Characteristics		https://data.census.gov/cedsci/table?q=industries&g=05000000US26113,26165&tid=ACSDP5Y2020.DP03	
Economics	Missaukee Class of Worker	COUNTY - Selected Economic Characteristics		https://data.census.gov/cedsci/table?q=industries&g=05000000US26113,26165&tid=ACSDP5Y2020.DP03	
Economics	Counties - Income Distribution	COUNTY - Selected Economic Characteristics		https://data.census.gov/cedsci/table?q=industries&g=05000000US26113,26165&tid=ACSDP5Y2020.DP03	
Economics	Counties - Industries in Percent	COUNTY - Selected Economic Characteristics		https://data.census.gov/cedsci/table?q=industries&g=05000000US26113,26165&tid=ACSDP5Y2020.DP03	
Economics	Wexford Labor Force Participation	COUNTY - Selected Economic Characteristics		https://data.census.gov/cedsci/table?q=industries&g=05000000US26113,26165&tid=ACSDP5Y2020.DP03	
Economics	Counties - Commuting to Work	COUNTY - Selected Economic Characteristics		https://data.census.gov/cedsci/table?q=industries&g=05000000US26113,26165&tid=ACSDP5Y2020.DP03	
Economics	Tract - LFP by Gender	Employment status		https://data.census.gov/cedsci/table?q=05000000US26113%241400000,26165%241400000&tid=ACSST5Y2020.S2301	
Economics	Tract - Unemployment by Gender	Employment status		https://data.census.gov/cedsci/table?q=05000000US26113%241400000,26165%241400000&tid=ACSST5Y2020.S2301	
Economics	Counties - Commuting to work	COUNTY - Selected Economic Characteristics		https://data.census.gov/cedsci/table?q=industries&g=05000000US26113,26165&tid=ACSDP5Y2020.DP03	

Economics	Tract - Families below Poverty Line	Tract - Selected Economic Characteristics		https://data.census.gov/cedsci/table?q=economic&g=0500000US26113%241400000,26165%241400000&tid=ACSDP5Y2020.DP03	
Economics	Tract - Civillian Employed Population	Employment status		https://data.census.gov/cedsci/table?g=0500000US26113%241400000,26165%241400000&tid=ACSST5Y2020.S2301	
Economics	Tract - occupation	Tract - Selected Economic Characteristics		https://data.census.gov/cedsci/table?q=economic&g=0500000US26113%241400000,26165%241400000&tid=ACSDP5Y2020.DP03	
Economics	Counties - Income Counts	COUNTY - Selected Economic Characteristics		https://data.census.gov/cedsci/table?q=industries&g=0500000US26113,26165&tid=ACSDP5Y2020.DP03	
Economics	Tract - Median income by Source	Tract - Selected Economic Characteristics		https://data.census.gov/cedsci/table?q=economic&g=0500000US26113%241400000,26165%241400000&tid=ACSST5Y2020.S1902	
Economics	Tract - Household Income by Number of Workers	Median Income		https://data.census.gov/cedsci/table?g=0500000US26113%241400000,26165%241400000&tid=ACSST5Y2020.S1902	
Economics	Tract - Income by Occupation	Median Income		https://data.census.gov/cedsci/table?g=0500000US26113%241400000,26165%241400000&tid=ACSST5Y2020.S1902	
Economics	Shift Share.png	COUNTY - Selected Economic Characteristics		https://data.census.gov/cedsci/table?q=industries&g=0500000US26113,26165&tid=ACSDP5Y2020.DP03	
Economics	Counties - Location Quotient	COUNTY - Selected Economic Characteristics		https://data.census.gov/cedsci/table?q=industries&g=0500000US26113,26165&tid=ACSDP5Y2020.DP03	
Environmental	DieselParticulateMatterPcttile	EJSCREEN State 10county TableToExcel.xlsx		https://www.epa.gov/ejscreen/download-ejscreen-data	
Environmental	EnergyOverview			https://www.eia.gov/maps/layer_info_m.php	
Environmental	OzonePcttile	EJSCREEN State 10county TableToExcel.xlsx		https://www.epa.gov/ejscreen/download-ejscreen-data	
Environmental	WastewaterDischargePcttile	EJSCREEN State 10county TableToExcel.xlsx		https://www.epa.gov/ejscreen/download-ejscreen-data	
Environmental	Water Resources	N/A		https://www.epa.gov/national-aquatic-resource-surveys/nrsa	
Environmental	Trails and Traffic	N/A		https://irs.state.mi.us/portal/apps/webappviewer/index.html?id=1a8bf6b2681d483ca9090ebec5d105ff	
Environmental	Pollution	N/A		https://gis-michigan.opendata.arcgis.com/datasets/8b28cef917b04d3fa4e75d650e06f431	

Social	Missaukee Population Pyramid PNG	COUNTY - Age and Sex		https://data.census.gov/cedsci/table?t=Age%20and%20Sex&g=0500000US26113,26165&tid=ACST5Y2020.S0101	
Social	Wexford Population Pyramid PNG	COUNTY - Age and Sex		https://data.census.gov/cedsci/table?t=Age%20and%20Sex&g=0500000US26113,26165&tid=ACST5Y2020.S0101	
Social	AvgTimetoWork	10County_TableToExcel.xlsx	CountyCT2020_TableToExcel.xlsx	https://data.census.gov/cedsci/map?q=travel&g=0400000US26%240500000&tid=ACSDT5Y2020.B08135&mode=thematic	https://data.census.gov/cedsci/map?q=travel&g=0500000US26113%241400000,26165%241400000&y=2020&tid=ACSDT5Y2020.B08135&layer=VT_2020_140_00_PY_D1&mode=thematic&loc=45.0966,-86.6708,z8.0000
Social	FoodDesert			https://www.ers.usda.gov/data-products/food-access-research-atlas/go-to-the-atlas.aspx	
Social	HighBloodPressure	10County_TableToExcel.xlsx		https://chronicdata.cdc.gov/500-Cities-Places/PLACES-County-Data-GIS-Friendly-Format-2021-releas/i46a-9kgh	
Social	K12EnrollmentPct	10County_TableToExcel.xlsx		https://data.census.gov/cedsci/map?q=Enrollment&g=0400000US26%240500000&tid=ACST5Y2020.S1401&layer=VT_2020_050_00_PY_D1&mode=thematic&loc=38.8800,-98.0000,z3.0000	
Social	MedianHousingValue	10County_TableToExcel.xlsx	MedHouse_TableToExcel.xlsx	https://data.census.gov/cedsci/map?q=Housing%20Value%20and%20Purchase%20Price&g=0500000US26113%241400000,26165%241400000&y=2020&tid=ACST5Y2020.S2506&layer=VT_2020_140_00_PY_D1&mode=thematic&loc=38.8800,-98.0000,z3.0000	https://data.census.gov/cedsci/map?q=Housing%20Value%20and%20Purchase%20Price&g=0500000US26113%241400000,26165%241400000&y=2020&tid=ACST5Y2020.S2506&layer=VT_2020_140_00_PY_D1&mode=thematic&loc=45.0966,-86.6708,z8.0000
Social	BroadbandAccessPct	10County_TableToExcel.xlsx		https://www.fcc.gov/reports-research/maps/connect2health/#ll=43.34116,-86.187744&z=7&t=broadband&bbm=fixed_access&dmf=none	
Social	UninsuredPct	10County_TableToExcel.xlsx		https://data.census.gov/cedsci/map?q=Insurance&g=0400000US26%240500000&layer=VT_2020_050_00_PY_D1&mode=thematic&loc=38.8800,-98.0000,z3.0000	

Social	PopChange	10County_TableToExcel.xlsx	POP CT TableToExcel.xlsx	https://data.census.gov/cedsci/map?q=race&g=0400000US26%240500000&layer=VT_2020_050_00_PY_D1&mode=thematic&loc=38.8800,-98.0000,z3.0000	https://data.census.gov/cedsci/map?q=race&g=0400000US26%240500000&y=2010&layer=VT_2010_050_00_PY_D1&mode=thematic&loc=38.8800,-98.0000,z3.0000
Social	PopChangePct	10County_TableToExcel.xlsx		https://data.census.gov/cedsci/map?q=race&g=0400000US26%240500000&layer=VT_2020_050_00_PY_D1&mode=thematic&loc=38.8800,-98.0000,z3.0000	
Social	Wexford Race.png	Race by County		https://data.census.gov/cedsci/table?t=Race%20and%20Ethnicity&g=050000US26113,26165&tid=ACSDT5Y2020	
Social	Missaukee Race.png	Race by County		https://data.census.gov/cedsci/table?t=Race%20and%20Ethnicity&g=050000US26113,26165&tid=ACSDT5Y2020.B02001	
Social	Wexford Insured Population	COUNTY - Selected Economic Characteristics		https://data.census.gov/cedsci/table?q=industries&g=0500000US26113,26165&tid=ACSDP5Y2020.DP03	
Social	Wexford Health Insurance	COUNTY - Selected Economic Characteristics		https://data.census.gov/cedsci/table?q=industries&g=0500000US26113,26165&tid=ACSDP5Y2020.DP03	
Social	Missaukee Insured Population	COUNTY - Selected Economic Characteristics		https://data.census.gov/cedsci/table?q=industries&g=0500000US26113,26165&tid=ACSDP5Y2020.DP03	
Social	Missaukee Health Insurance	COUNTY - Selected Economic Characteristics		https://data.census.gov/cedsci/table?q=industries&g=0500000US26113,26165&tid=ACSDP5Y2020.DP03	

A Conversation with the CEDS: Data Discovery for a Rural Micropolitan Area

An inquisitive, conversational approach to a regional Comprehensive Economic Development Strategy can lay the foundation for micropolitan resiliency planning.

While the CEDS (Comprehensive Economic Development Strategy) is an incredibly useful tool for regional planning, it is essential that local communities -- especially rural communities-- adhere to the adage 'Know Thy Self' when it considers how it contributes to the success of the regional plan and also develops a framework to prioritize more local goals and objectives within that larger context. The first step in this process is developing a strong understanding of relevant data. This is essential in a region with high levels of performance variation among key resilience indicators and economic disparities at the county level in order to achieve local and regional prosperity that is sustainable, inclusive, and equitable.

Case Study: Small, Rural Micropolitan Area

The Northwest Lower Michigan Region #10 Comprehensive Economic Strategy (CEDS) is put forth by the regional economic development organization (EDO)- Networks Northwest - in collaboration with the local economic development organizations from the region. Northwest Lower Michigan consists of 10 counties, and while this region contains two micropolitan areas, they are very different from each other. The Traverse City area, consisting of 4 counties, has over 150,000 people. Although it is known as the Traverse City Area, Traverse City, at approximately 15,000, is not the most populated municipality in the area. The Greater Cadillac Area is a 2 county micropolitan area in the southern half of the 'Region 10' area, with a total of approximately 50,000 people and one population center -- the City of Cadillac, with approximately 11,000 people which is surrounded by several small townships before branching off rural communities.

The EDO for the Greater Cadillac Area -- the Alliance for Economic Success-- participated in and contributed to the CEDS, but as the region emerged from the most devastating aspects of the COVID-19, it became increasingly apparent that there was a need to truly understand the nuances of the Greater Cadillac area in order to maximize the influx of pandemic related recovery funds (such as American Recovery Plan Act) and prepare for future disruptions. To that end, the Alliance for Economic Success, in collaboration with the Center for Community and Economic Development at Michigan State University, with grant support from the Comprehensive Economic Recovery Initiative (CERI), undertook a research project to review, further analyze, and engage with the 2021 Northwest Lower Michigan CEDS through the lens of Wexford and Missaukee counties. This project encouraged the research team to approach the CEDS in a conversational fashion -- with a sense of curiosity leading to questions like "how does our area compare to the region as a whole" and "what additional social data is necessary to truly understand our micropolitan area." The team then sought the data to answer those questions (which often generated more questions). Thinking differently allowed the team to explore beyond the county-level data included in the CEDS' appendices, by encouraging the examination of micropolitan and census-tract data. It also

The Comprehensive Economic Development Strategy (CEDS) contributes to effective economic development in America's communities and regions through a locally based, regionally driven economic development planning process. Economic development planning -- as implemented through the CEDS -- is not only a cornerstone of the U.S. Economic Development Administration's (EDA) programs, but successfully serves as a means to engage community leaders, leverage the involvement of the private sector, and establish a strategic blueprint for regional collaboration. The CEDS provides the capacity-building¹ foundation by which the public sector, working in conjunction with other economic actors (individuals, firms, industries), creates the environment for regional economic prosperity. <https://www.eda.gov/ceds/>

encouraged moving beyond the necessarily broad strokes found in the “Summary of Economic Conditions in Northwest Michigan” and examine the same topics at a micropolitan, county, and census tract level when appropriate.

Considerations for Conversational Approach

This ‘conversational’ approach to engaging with the CEDS document revealed numerous insights that warrant more exploration and consideration when building out a targeted, resilient economic development plan. What follows is a series of sample questions for your consideration when approaching your regional CEDS and briefly examples of the findings they elicited in the project:

Sample Question 1: What is the tone of the CEDS? Does it match how we describe our area?

Case Study Example: While the region as a whole is often referenced for its strong tourism economy, a review of subsectors indicates that, although the greater Cadillac Area has many tourist amenities and attractions, its leading industry subsectors are not tourism related, whereas 7 of the 10 counties top industry subsectors are in a tourism-adjacent industry.

Sample Question 2: How does our area compare with the whole?

Case Study Example: While the region is ‘aging’, the median age in the Greater Cadillac micropolitan area is considerably younger than the region.

Other examples include findings related to share of industry, workforce participation, education level, and age.

Sample Question 3: What additional indicators are missing from the CEDS? What might they reveal about our region and our area?

Case Study Example: The CEDS did not discuss food deserts – a topic of growing concern for many rural communities. Our research team discovered that there were 3 food deserts in our 10-county region – two of which were in our 2-county micropolitan area.

Other examples include social and health indicators (crime, insurance, blood pressure).

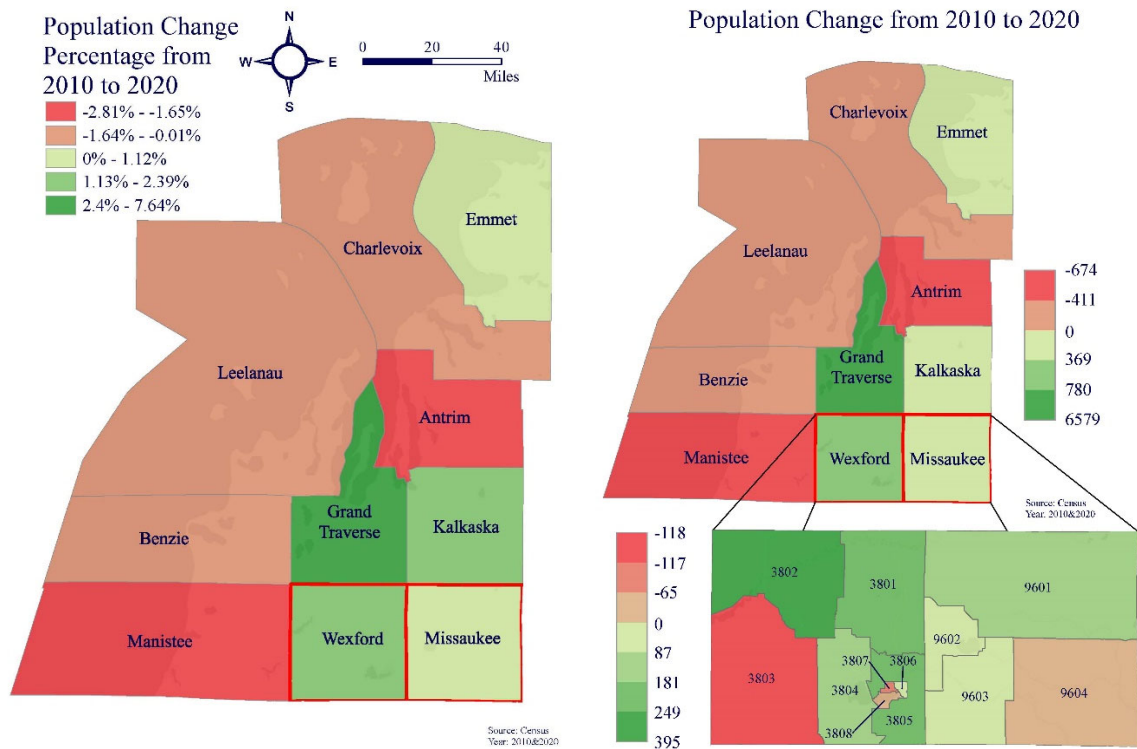
Sample Question 4: What percentage of our micropolitan area’s workforce commutes outside the region?

Case Study Example: While 1 in 5 of our regions’ workforce works outside the 10-county region, 1 in 4 of the Greater Cadillac Area’s workforce works outside of the 10-county region. The answer to this question spurred an entirely new, and meaningful field of inquiry: and examination of our micropolitan area and its relationship with the regions to our south and east.

Additional considerations include commute time, transportation type, and commute time by industry.

Sample Question 5: What does it look like when we drill down into population change data (moving from regional level, to a county level, to a census tract?)

Case Study Example: By visualizing the data, we were able to see where the pockets of growth decline occurred across our region, as well as within our micropolitan area census tracts.



Conclusion

A Comprehensive Economic Development Strategy is vital tool for the economic health and wellbeing of a region; however, when moving towards a framework for inclusive prosperity, it is important to recognize the nuances of the areas within that region. Daniel Paul Davis and Andrew Dumont outlined the “TRIC” framework for fostering shared economic prosperity in rural America. Their approach is approach is “tailored to the specific goals, assets and organizational infrastructure of the community; designed to be resilient to changing circumstances; intentionally inclusive about who is at the decision-making table and who benefits from local development; and created and carried out through a collaborative process¹.” Creating space for rural, micropolitan communities to deliberate engage and ‘converse’ with their CEDS is one way to enter that framework.

¹ Davis, Daniel Paul; and Dumont, Andrew. “The ‘TRIC’ to Fostering Shared Economic Prosperity in Rural America.” Investing in Rural Prosperity, Federal Reserve Bank of St. Louis and the Board of Governors of the Federal Reserve System, 2021, pp. 135-52

Building a Foundation for Resilient Rural Economic Development in the Greater Cadillac Area

Fall 2022



**SERVING WEXFORD &
MISSAUKEE COUNTIES**

*Project funded in part by the
Comprehensive Economic Recovery Initiative (CERI)
in partnership with the
Center for Community and Economic Development at Michigan State University*



Slide Deck Overview

- **Project Overview**
 - **What, Where, How, & Why**
- **The Greater Cadillac Micropolitan Area**
 - **Description**
 - **Regional Context**
 - **Digging Deeper**
- **What's Next**
 - **Developing a plan**



The What & Where

What:

Building a Foundation for Resilient
Rural Economic Development

Where:

The Greater Cadillac Area:
Wexford and Missaukee Counties

The How: Project Overview

Review, further analyze, and engage with the 2021 Northwest Lower Michigan Region #10 Comprehensive Economic Strategy (CEDS) through the lens of community and economic data in Wexford and Missaukee Counties to support informed, collaborative prioritization at the local level within the greater Cadillac micropolitan area

Northwest Lower Michigan



10-county region:

Antrim, Benzie, Charlevoix,
Emmet, Grand Traverse, Kalkaska, Leelanau, Manistee,
Missaukee, Wexford

This project encouraged the research team to approach the CEDS with a sense of curiosity and ask questions like “how does our area compare to the region as a whole” and “what additional social data is necessary to truly understand our micropolitan area” and then seek the data to answer those questions.

The Why: Project Rationale

The Big Picture:

- Economies often function in geographic regions
- Federal and State governments encourage a regional approach through organization and funding mechanisms

Zooming In:

- The NW Mi region is consists of 10 largely rural counties and includes two micropolitan areas
 - Traverse City Micropolitan Area
 - Cadillac Micropolitan Area
- The rural counties and micropolitan areas have unique strengths and challenges

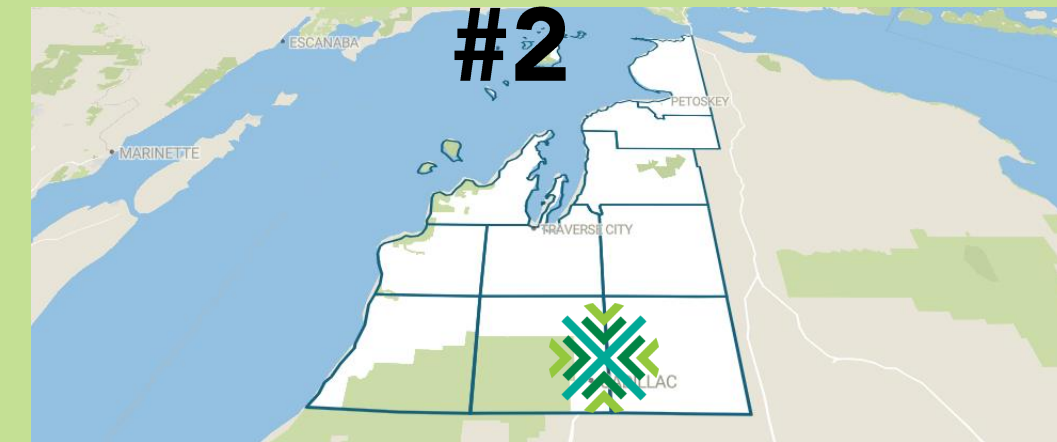
The

Goal: Achieve local & regional prosperity that is sustainable, resilient, inclusive, & equitable.

Northwest Lower Michigan

EDA Region #10

MEDC Region



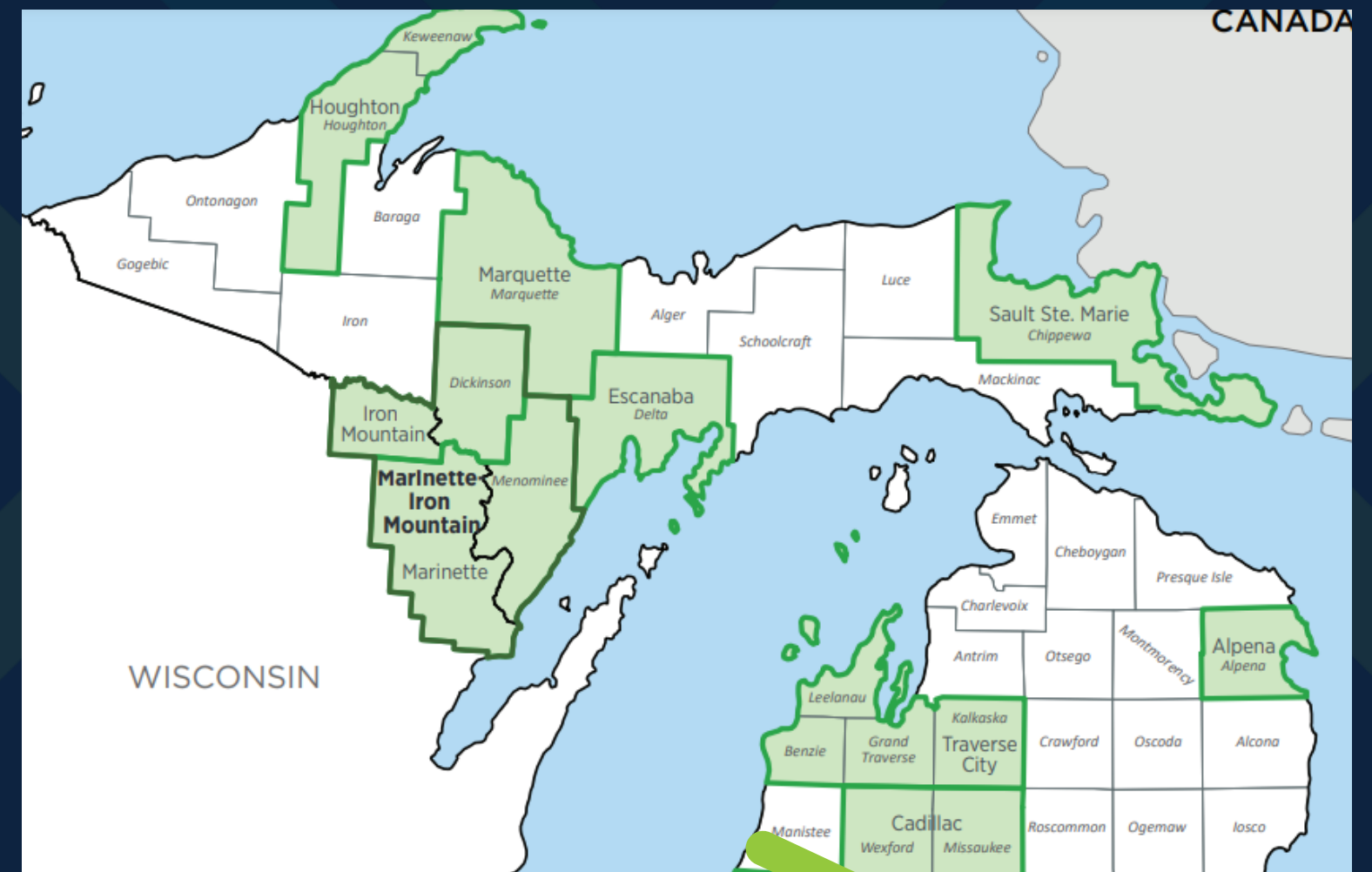
10-county region:

Antrim, Benzie, Charlevoix,
Emmet, Grand Traverse, Kalkaska, Leelanau,
Manistee, Missaukee, Wexford

About the Greater Cadillac Micropolitan Area

Micropolitan:

population area that includes a city with
10,000 to 50,000 residents and its surrounding
communities



City of Cadillac population: 10,462
Cadillac Micropolitan Area: Wexford &
Missaukee Counties

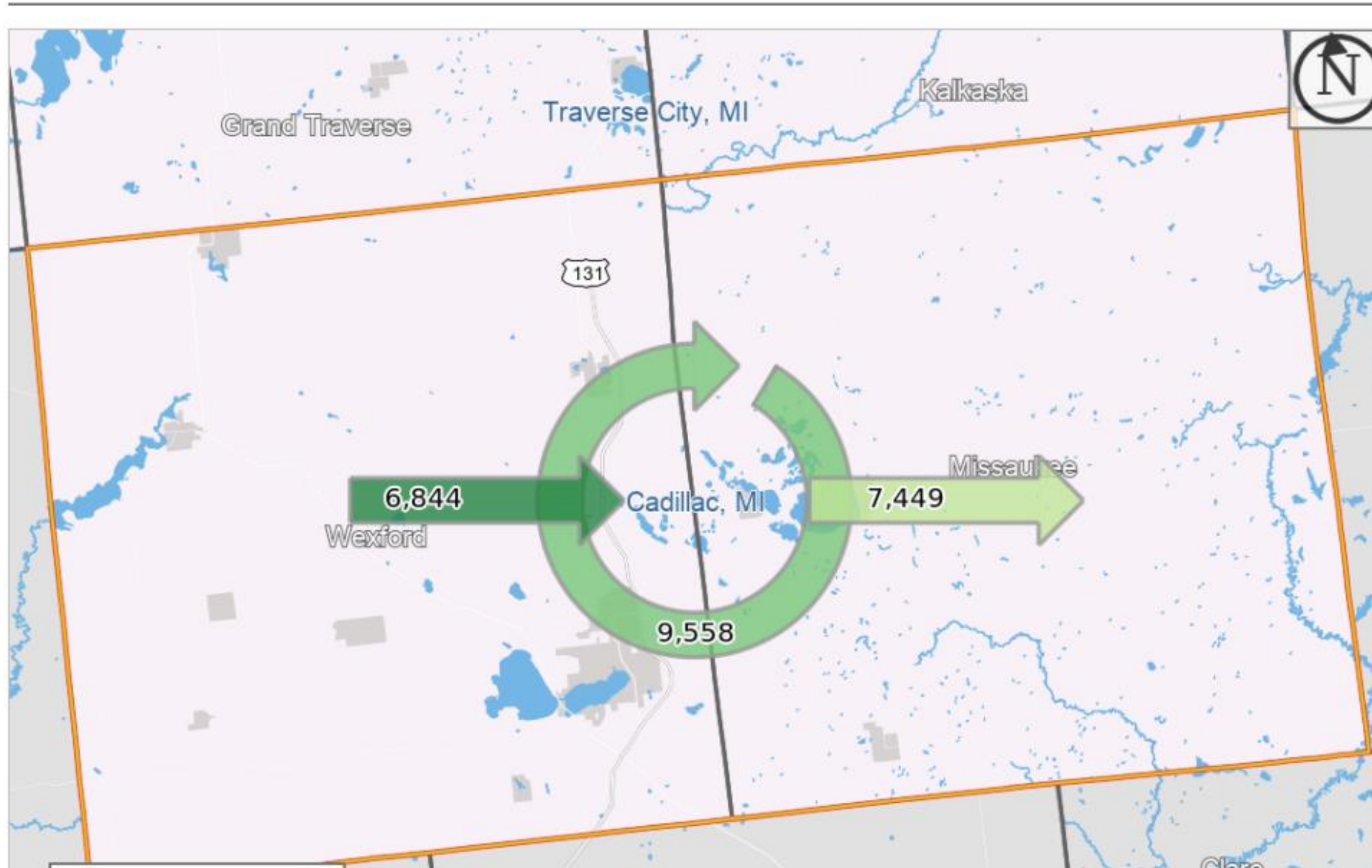
About the Greater Cadillac Area

Population	33,433
Workers / Talent	14,104 individuals in the workforce 16+
Top Industry	<div>Manufacturing (4,037; 29%)</div> <div>Health care and social assistance (1,857; 13%)</div> <div>Retail trade (1,315; 9%)</div> <div>Construction (869; 6%)</div> <div>Educational services (837; 6%)</div>

About the Greater Cadillac Area

Inflow/Outflow Counts of Primary Jobs for Selection Area in 2019

All Workers



Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2019).

6,844 workers in the Cadillac Area come from outside our 2 county zone

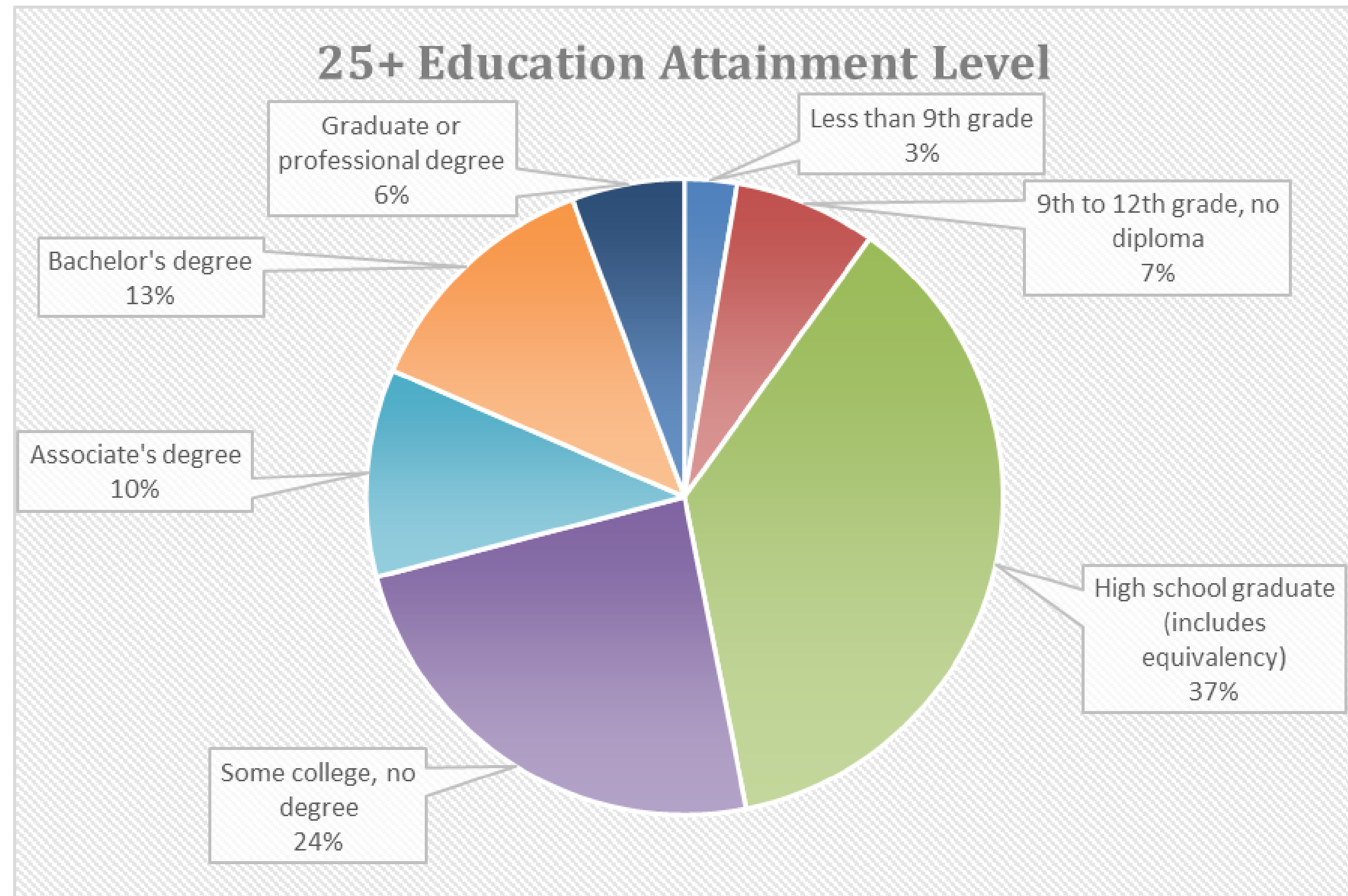
9,558 individuals live and work in the Cadillac Area

7,449 individuals live and work in the Cadillac Area

About the Greater Cadillac Area

18%

Have a Bachelor's
Degree or Higher



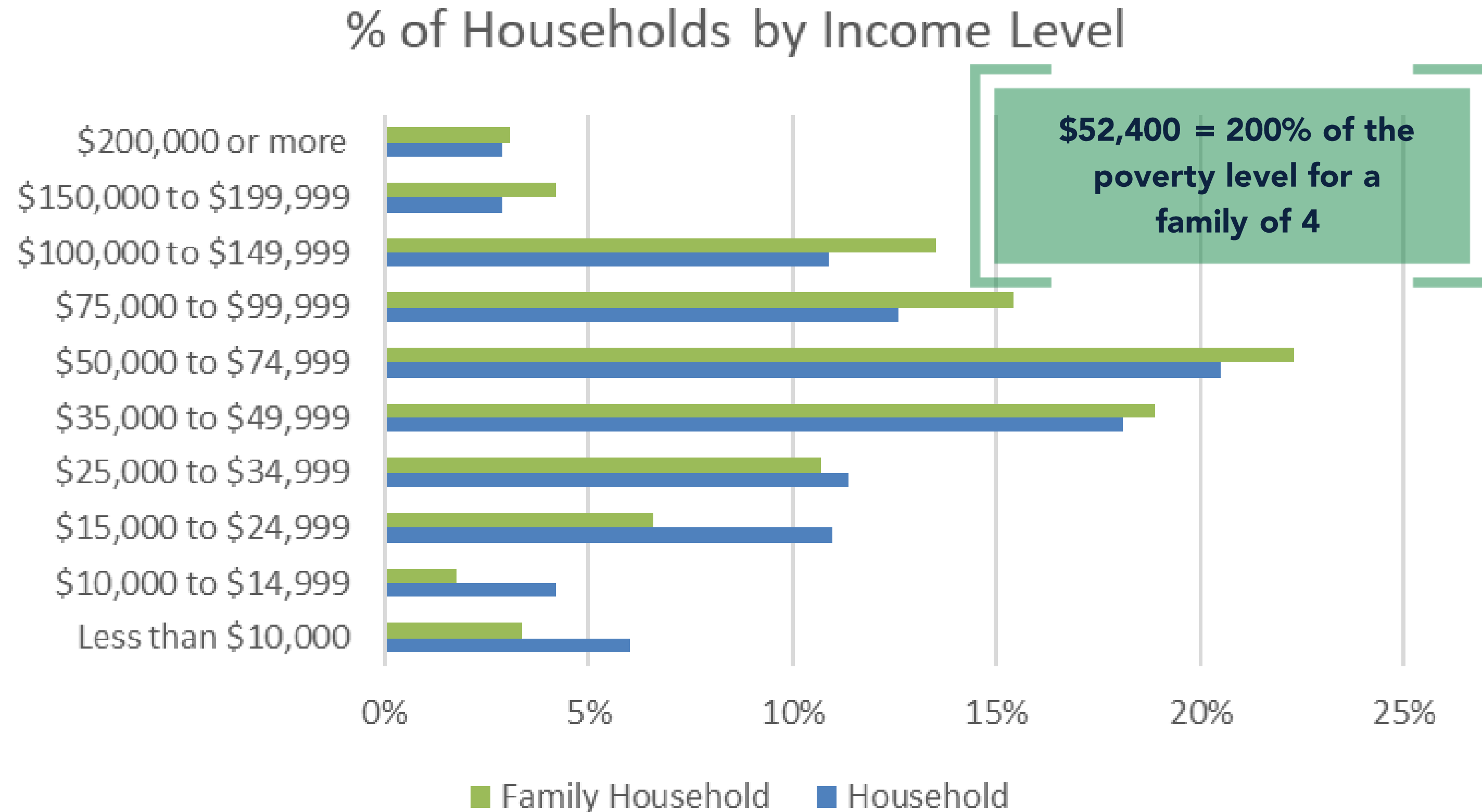
About the Greater Cadillac Area

Household

This includes the income of the householder and all other individuals 15 years old and over in the household, whether they are related to the householder or not.

Family

The sum of the income of all family members 15 years and older living in the household. Families are groups of two or more people (one of whom is the householder) related by birth, marriage, or adoption and residing together;

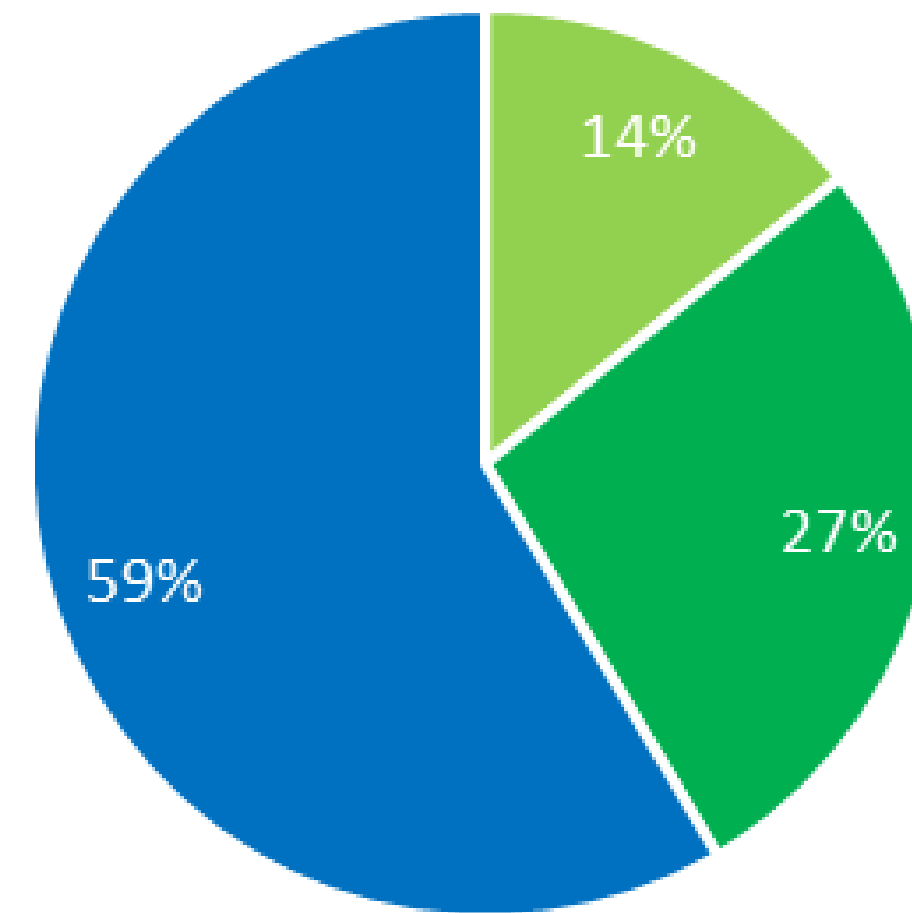


About the Greater Cadillac Area

41%

of households are
either in poverty or
considered 'asset-
limited, income-
constrained and
employed'

Household Income Status - ALICE 2019

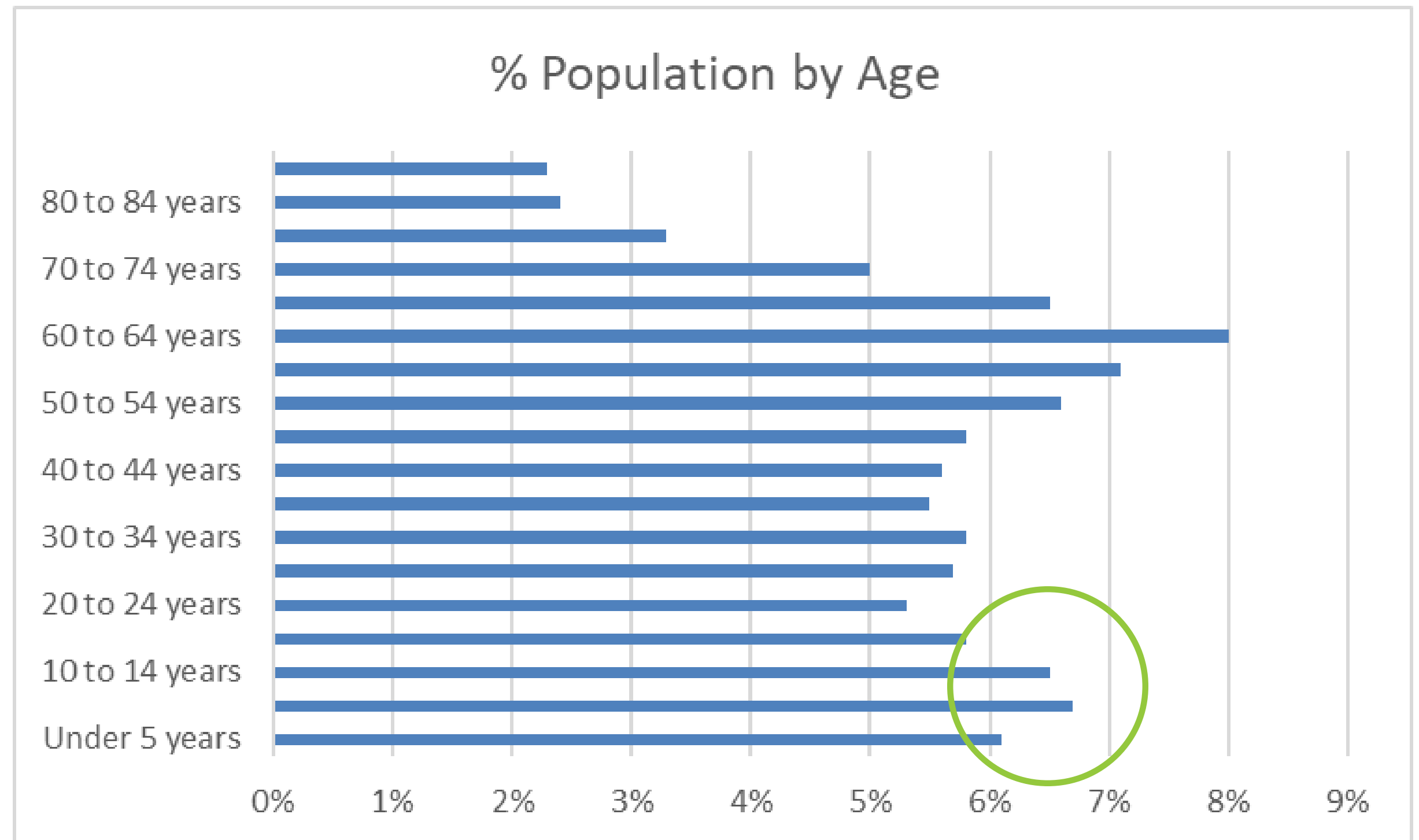


■ Poverty Household ■ ALICE Household ■ Above ALICE Household

About the Greater Cadillac Area

42.4

Median Age



About the Greater Cadillac Area

Ethnicity

97.4%

Non-Hispanic or
Latino

2.6%

Hispanic or Latino

Race

91.7%

White alone

<1%

Black or African
American alone

<1%

American Indian and
Alaska Native alone

<1%

Native Hawaiian and
Other Pacific Islander
alone

<1%

Some Other Race
alone

<1%

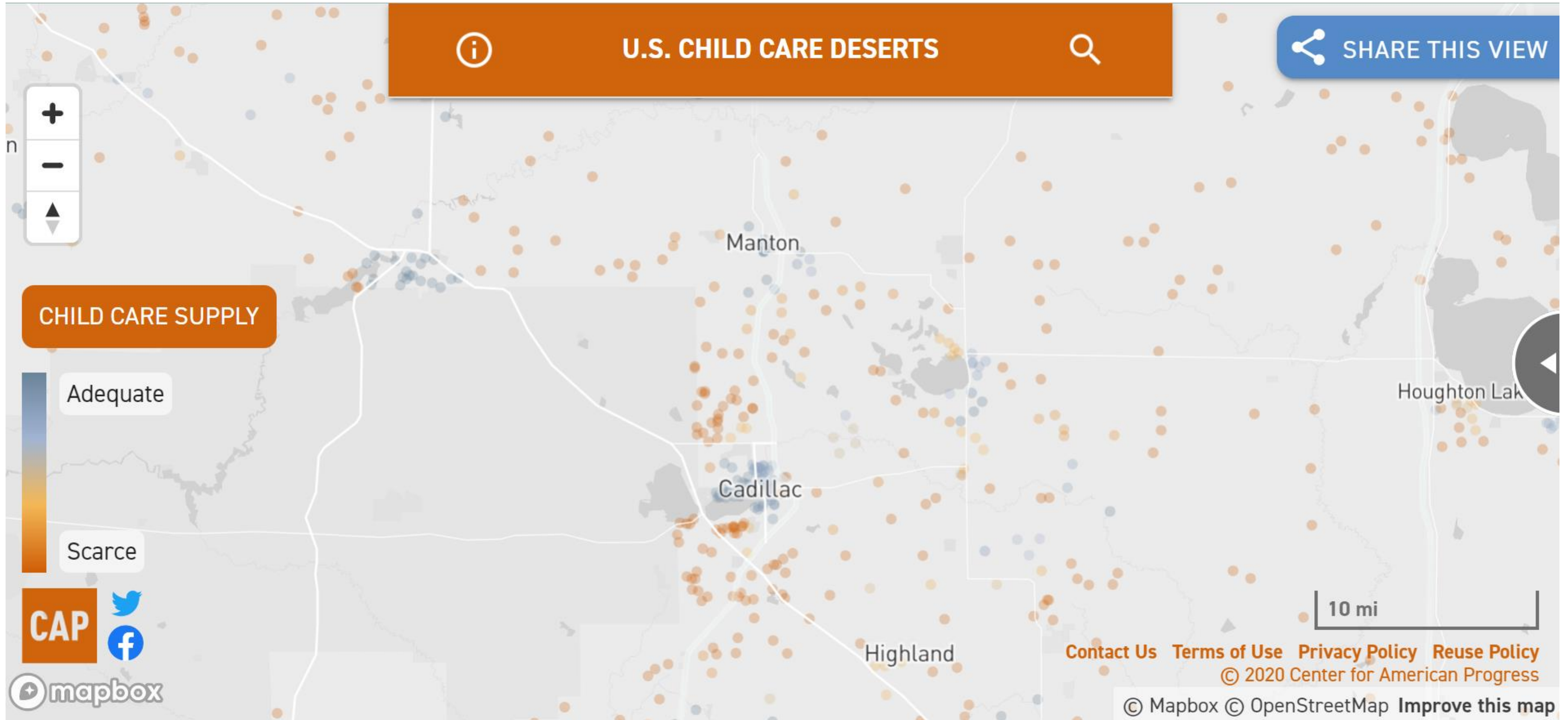
Asian alone

3.9%

Population of two or
more races:

*2020
ACS 5year

About the Greater Cadillac Area



About the Greater Cadillac Area

7.2%

of the population does
NOT have Health
Insurance*

4.4%

of the population
worked from home in
2020*

2

of Food Deserts *

63%

Households with kids
under 6 years old w/
all parents in
workforce*

74%

Households with kids
6-17 old w/ all parents
in workforce*

68%

Worked in the county
of residence

*2020
ACS 5year

Greater Cadillac Micropolitan Area in the Context of Northwest Michigan

*Northwest Lower Michigan
contains 2 micropolitan areas & 4 rural counties*

Traverse City Micropolitan Area:

Leelanau, Benzie, Grand Traverse & Kalkaska

Traverse City Population: 15,525

Total population: 153,448

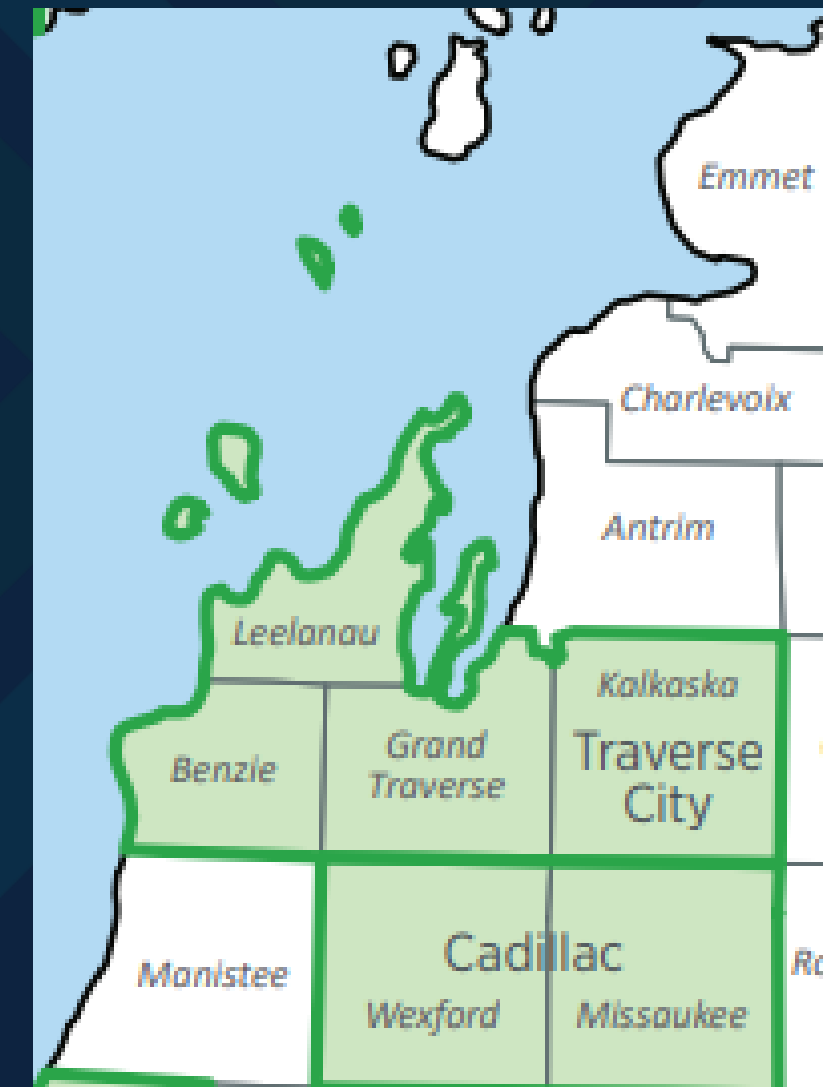
(6th largest in US)

Cadillac Micropolitan Area:

Wexford & Missaukee Counties

City of Cadillac population: 10,462

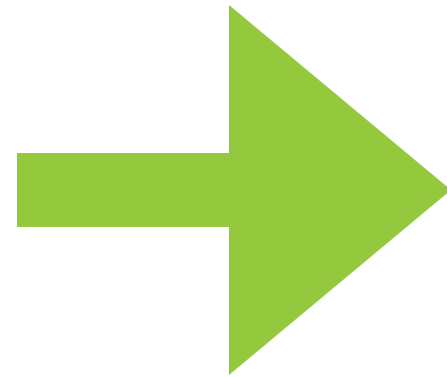
Total population: 48,725



Cadillac Area In Context of our Region

305,437

Population of
Northwest Lower
Michigan

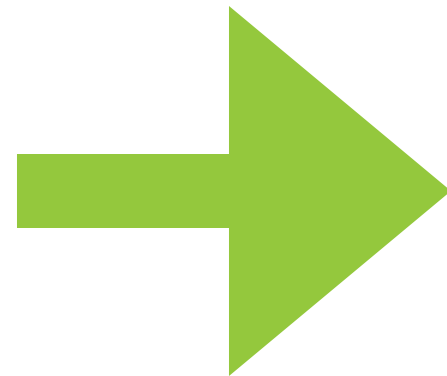


16%

Live in Cadillac
Micropolitan Area

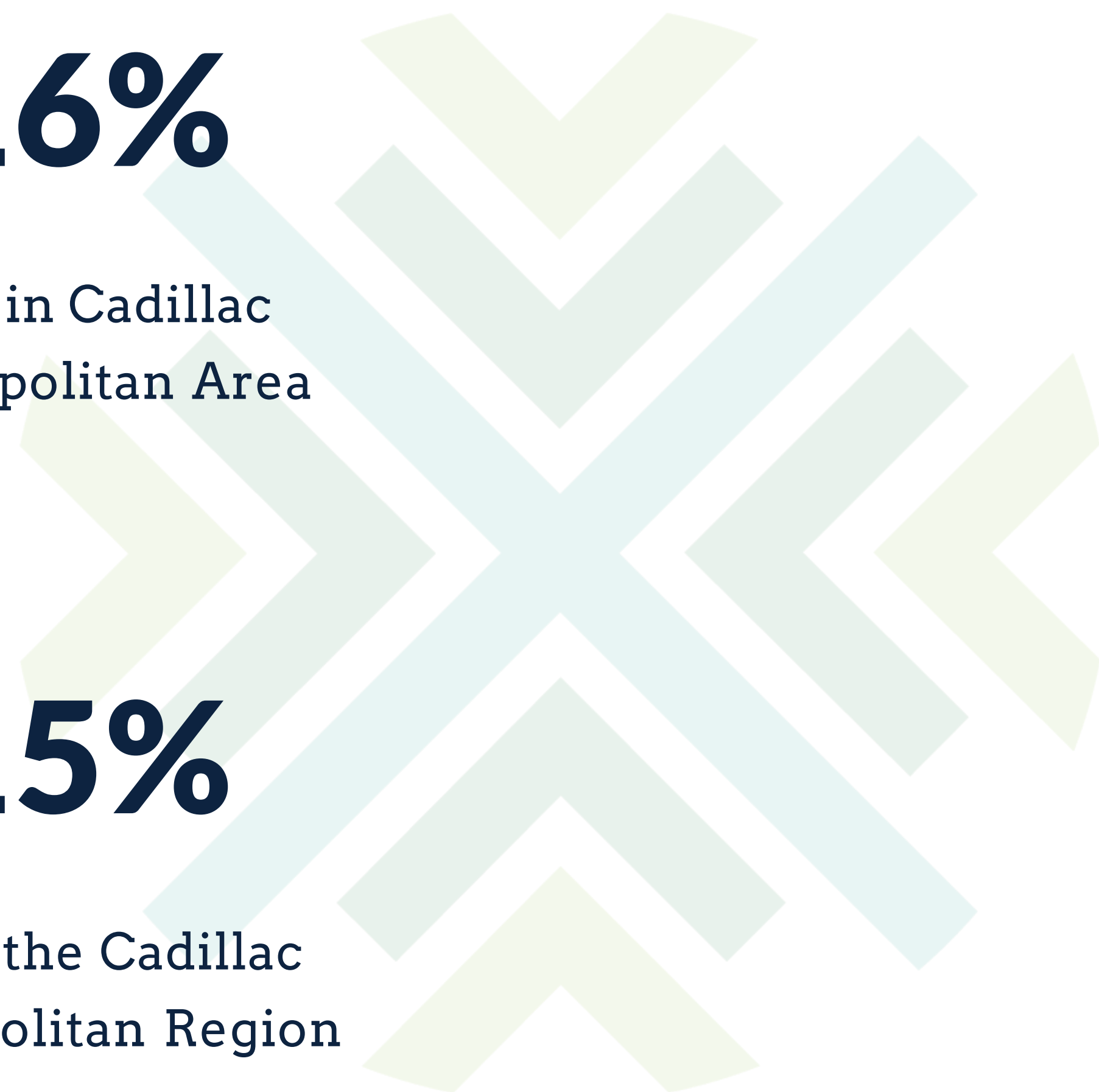
92,749

Workers in
Northwest Lower
Michigan



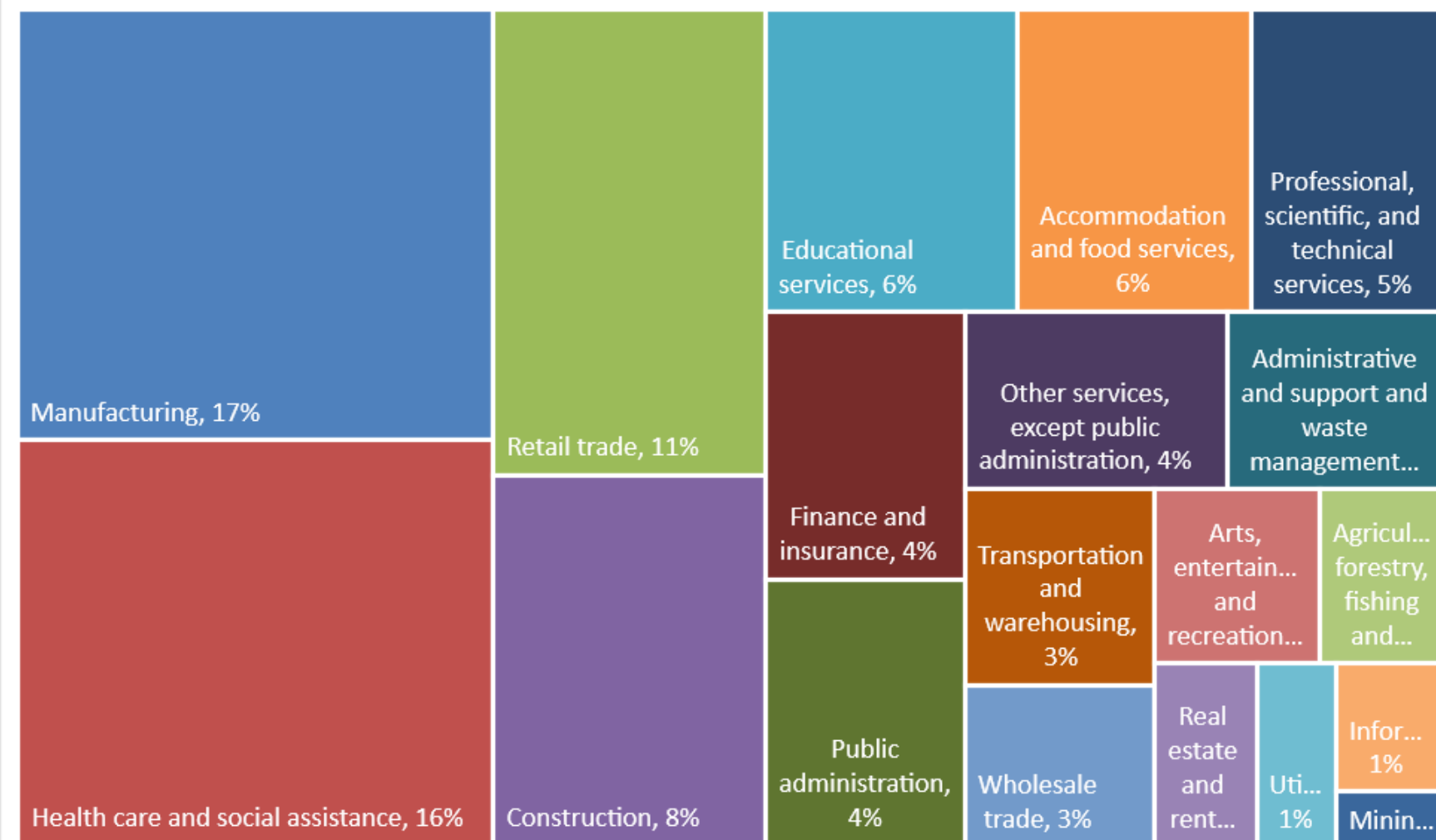
15%

From the Cadillac
Micropolitan Region



Cadillac Area In Context of our Region

Northern Lower Michigan Industries



Greater Cadillac Area



Cadillac Area In Context of our Region

TALENT CLUSTERS:



Cadillac Area In Context of our Region

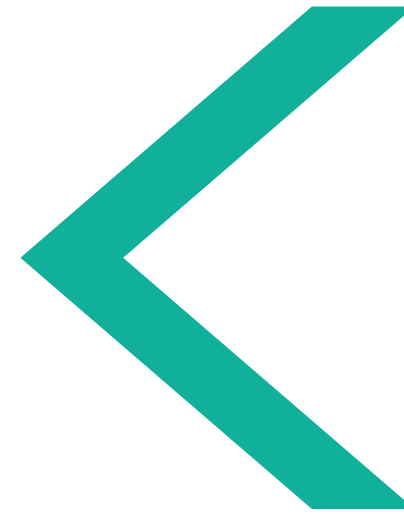
Greater Cadillac Area

4.4%

of the population
worked from home in
2020*

32%

Worked outside the
county of residence



7%

of the population
worked from home in
2020*

27%

Worked outside the
of residence

Northwest Michigan

Cadillac Area In Context of our Region

Bachelor's Degree or Above

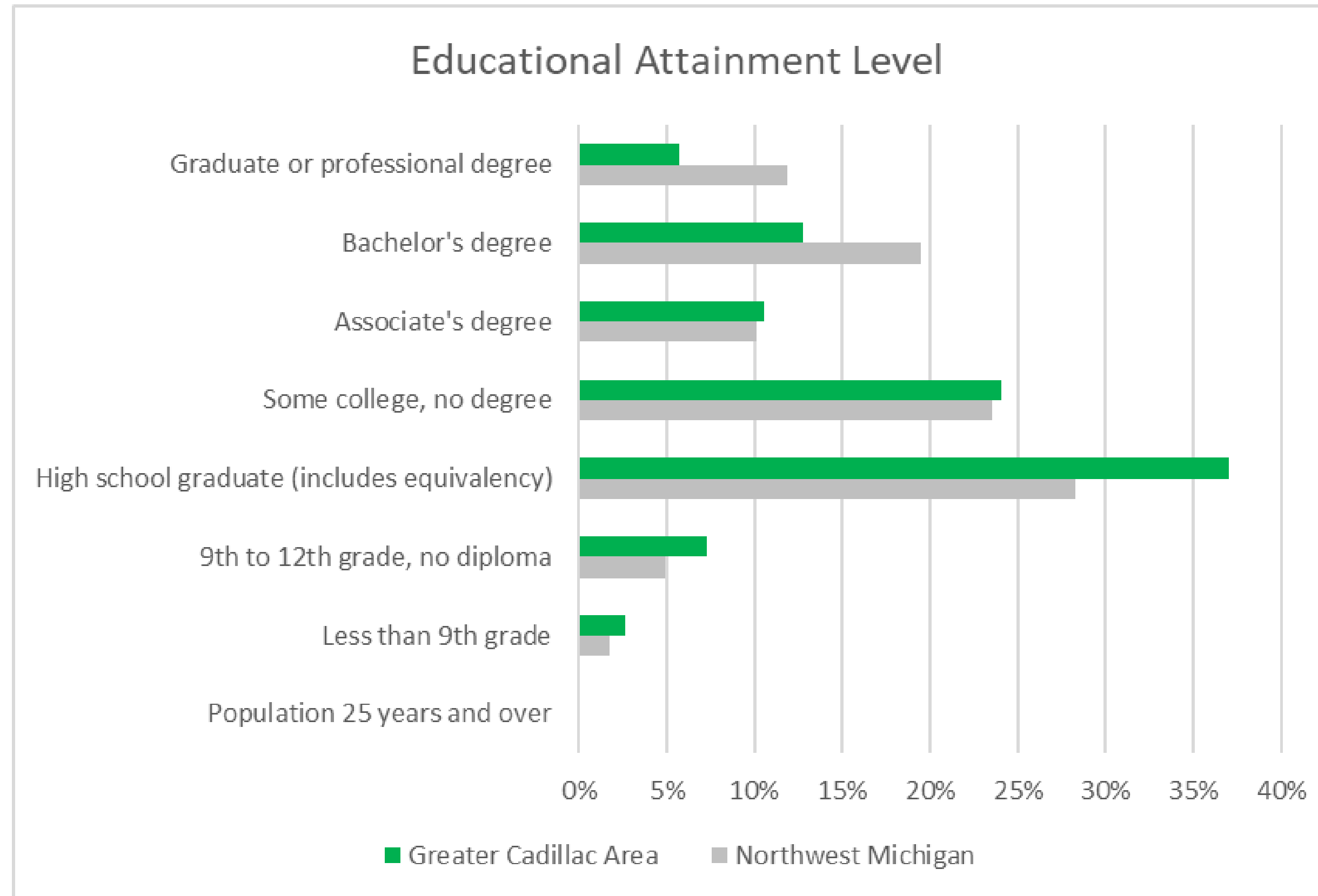
18% **31%**

Cadillac Area Northwest MI

Did not complete high school

10% **7%**

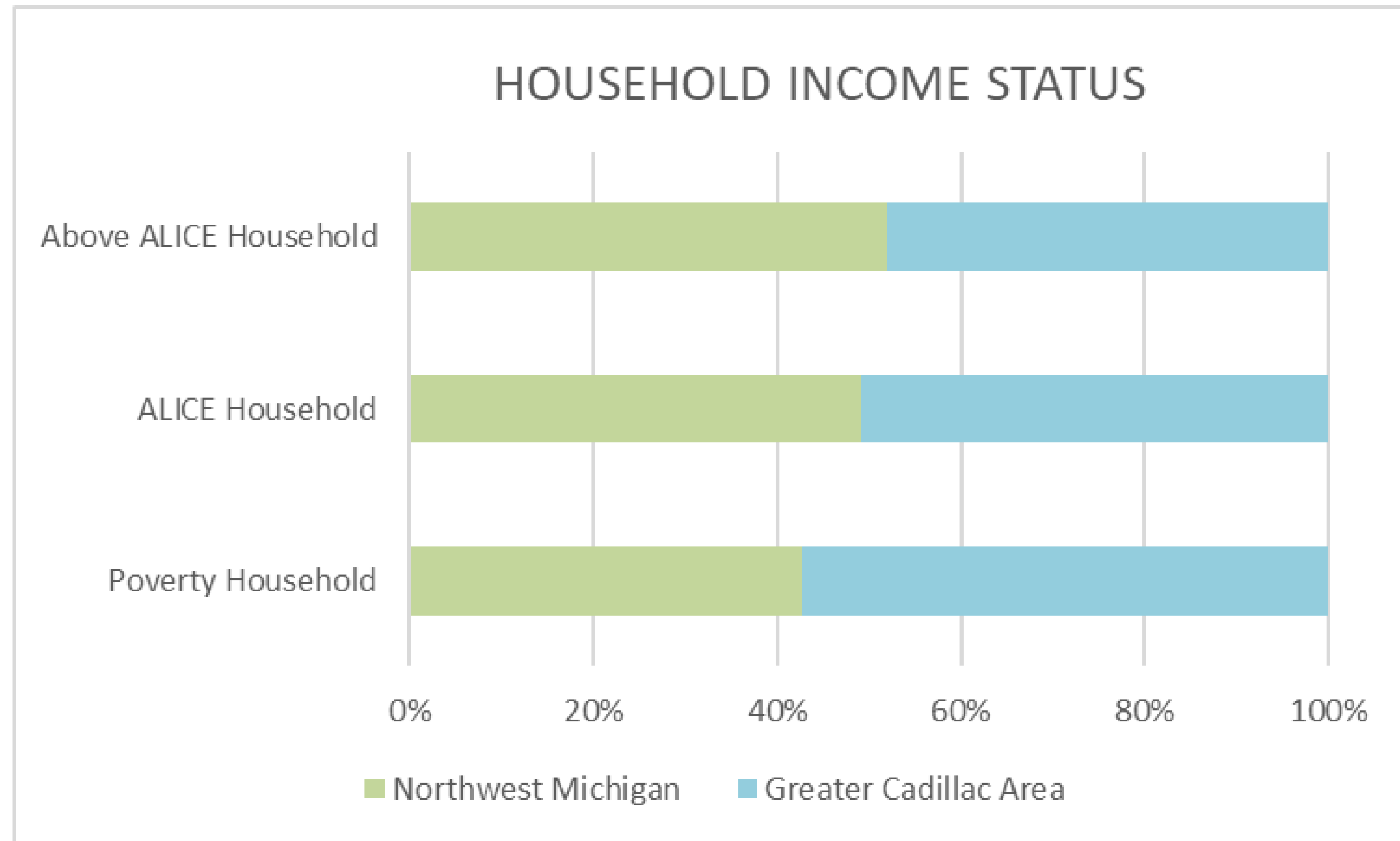
Cadillac Area Northwest MI



Cadillac Area In Context of our Region

The Greater Cadillac Area has a higher percentage of households living in poverty or asset-limited, income-constrained & employed than the region as a whole

An ALICE Household of 2 adults and 2 children needing childcare earns between the poverty level and \$66,000



ALICE data 2019

Cadillac Area In Context of our Region

DEMOGRAPHICS

While Race & Ethnicity percentages are about the same across the region, there is a significant difference in age distribution

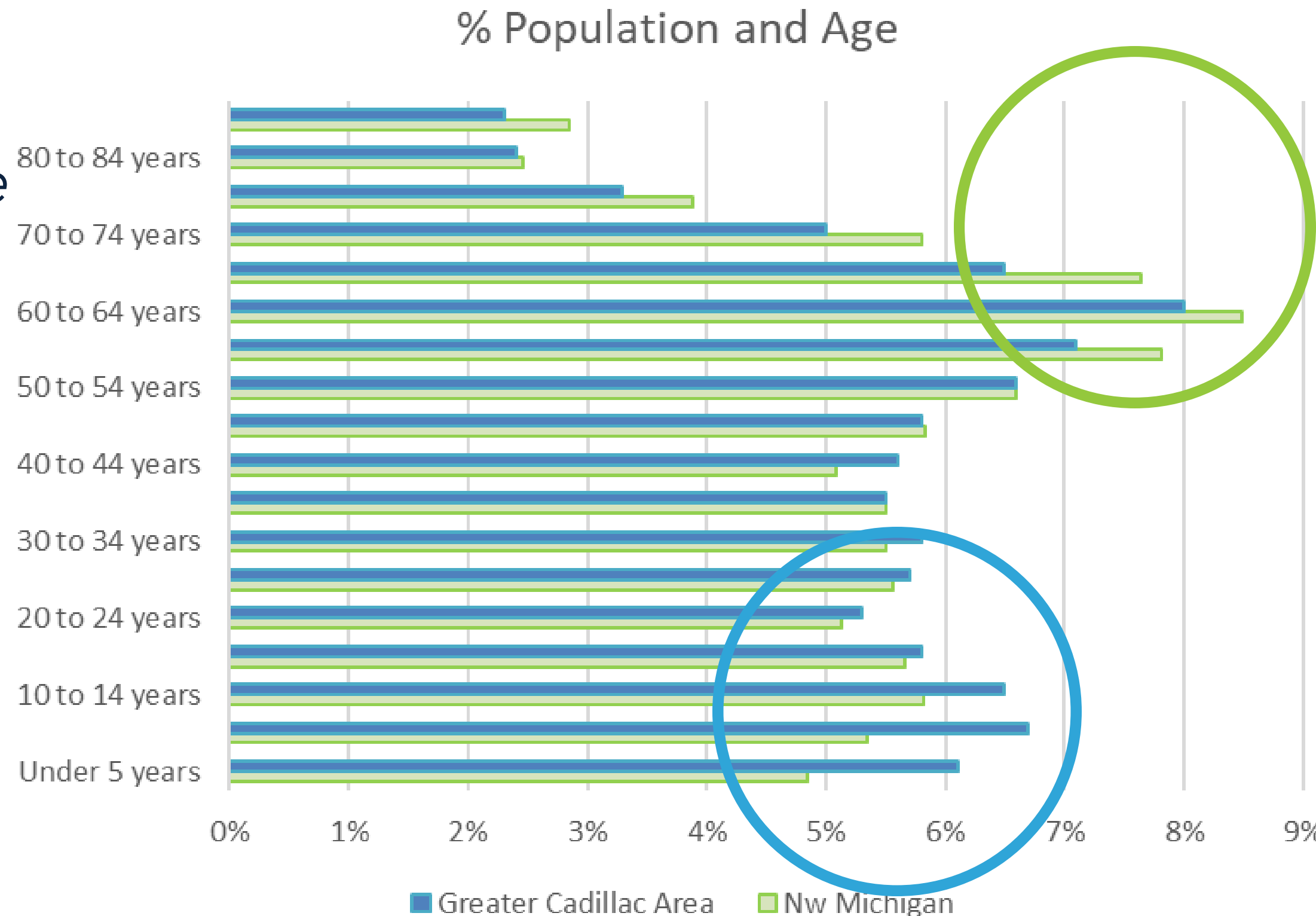
The Greater Cadillac Area is Younger

42

Cadillac Area
Median Age

47

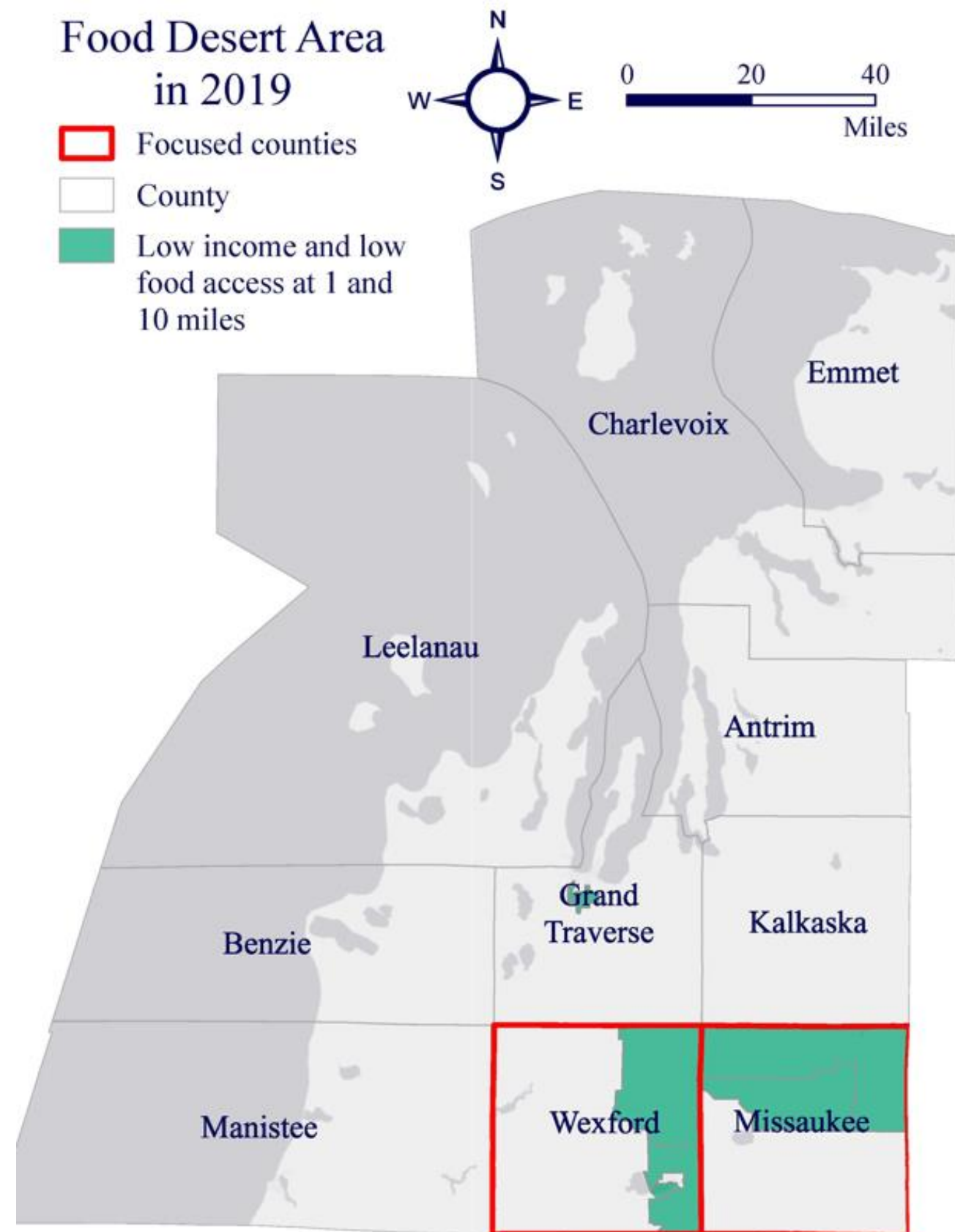
Northwest Michigan
Median Age



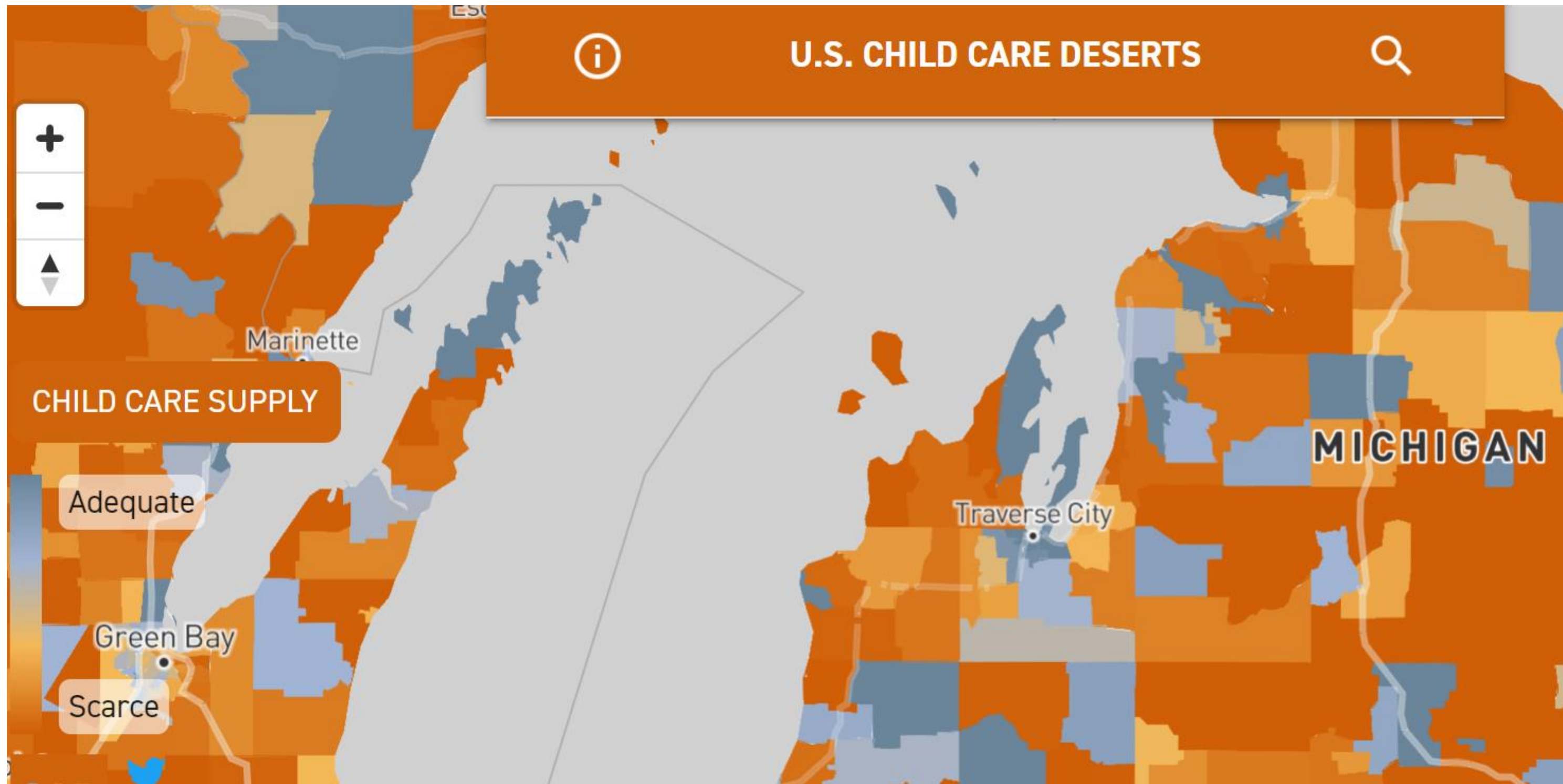
Cadillac Area In Context of our Region

Food Access

*There are three
'Food Deserts' in
Northwest Lower
Michigan
Two are in the greater
Cadillac Area*



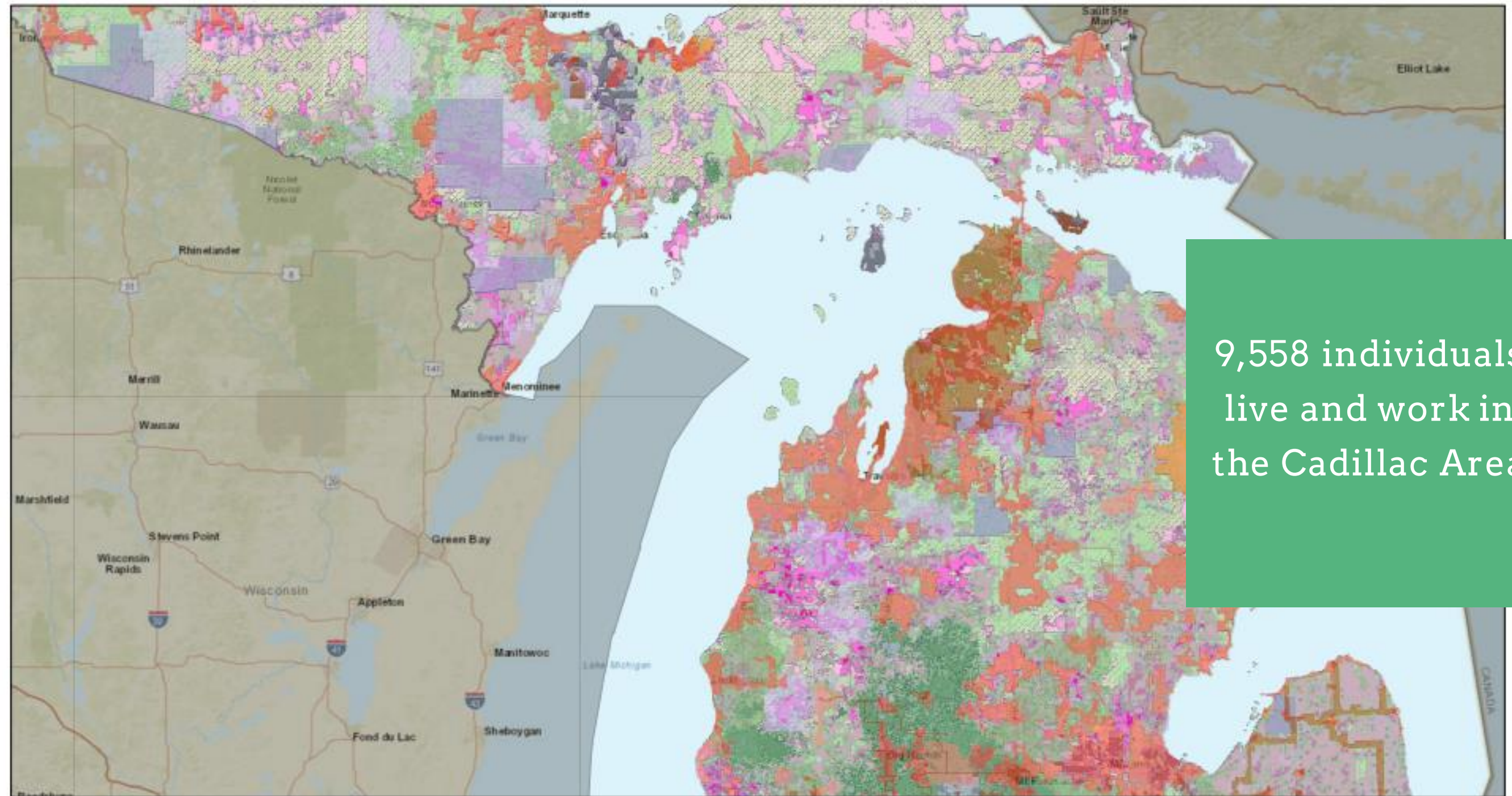
Cadillac Area In Context of our Region



Cadillac Area In Context of our Region

Note: This image portrays the most recent compilation of data, but given the pace of advancement connectivity and the pace of data collection, is likely does not represent current coverage.

MI Broadband Map (Print)



9,558 individuals
live and work in
the Cadillac Area

10/21/2022, 10:06:57 AM



What Else?

Consider Additional Indicators
& Influences

Review Census Tract Data

Neighboring CEDS reports

Economic Review and Forecast

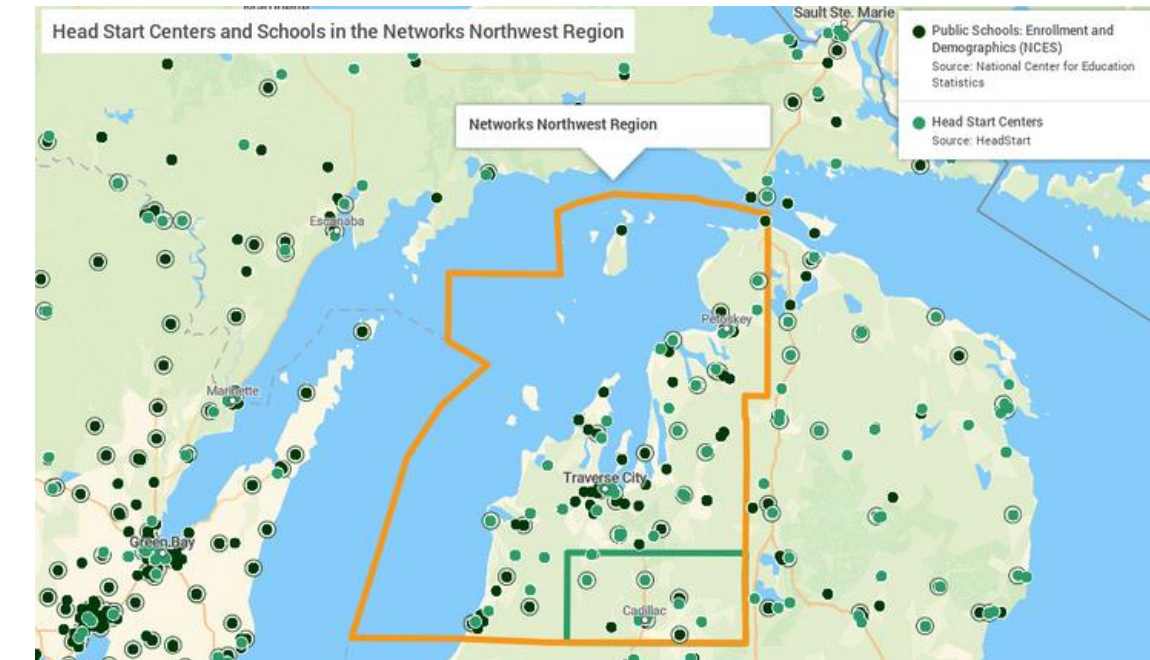
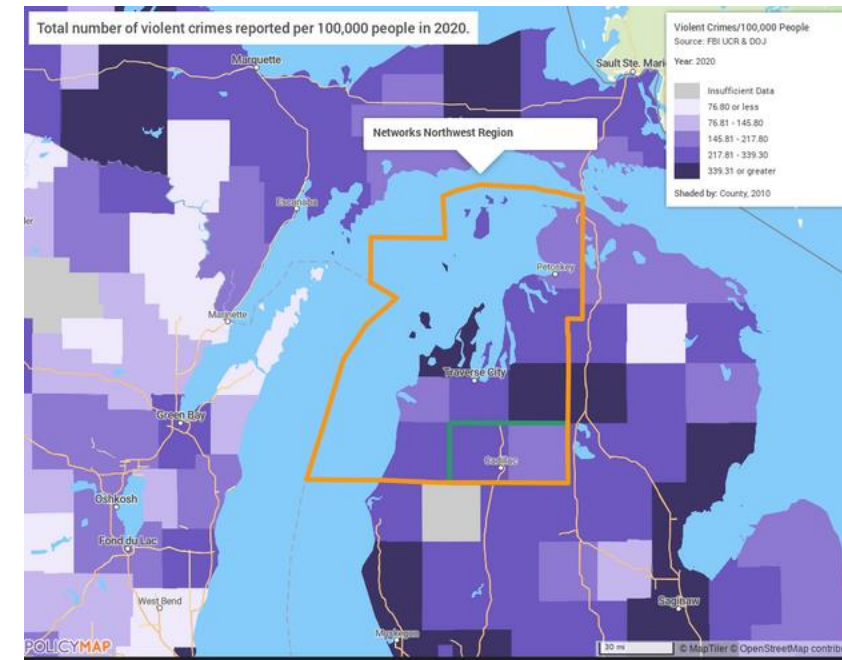
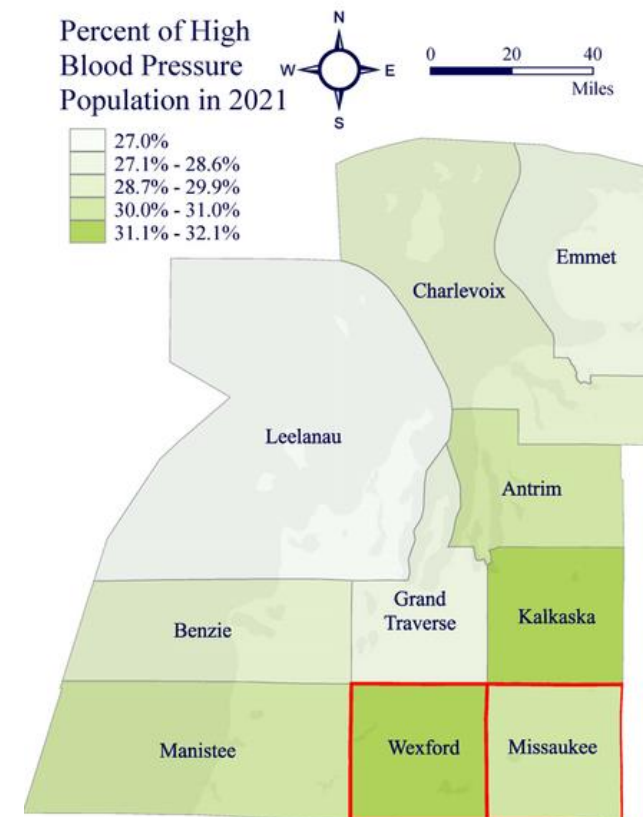
Community Perception Data



Digging Deeper: Additional Economic Indicators & Influences

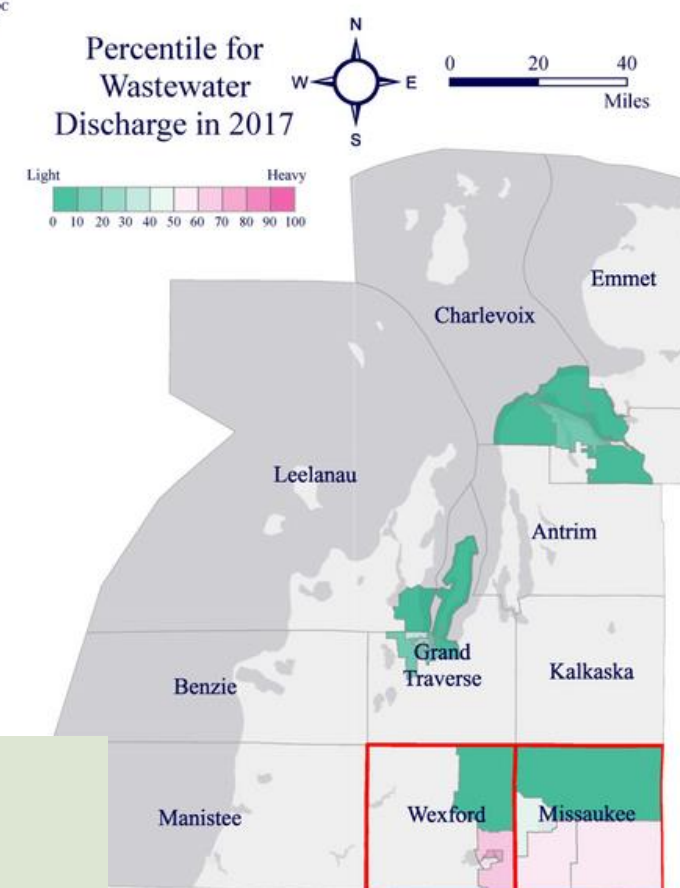
Social Indicators:

- Health,
- Crime
- Schools



Environmental Indicators:

- Pollution
- Access to Wilderness



Pollution

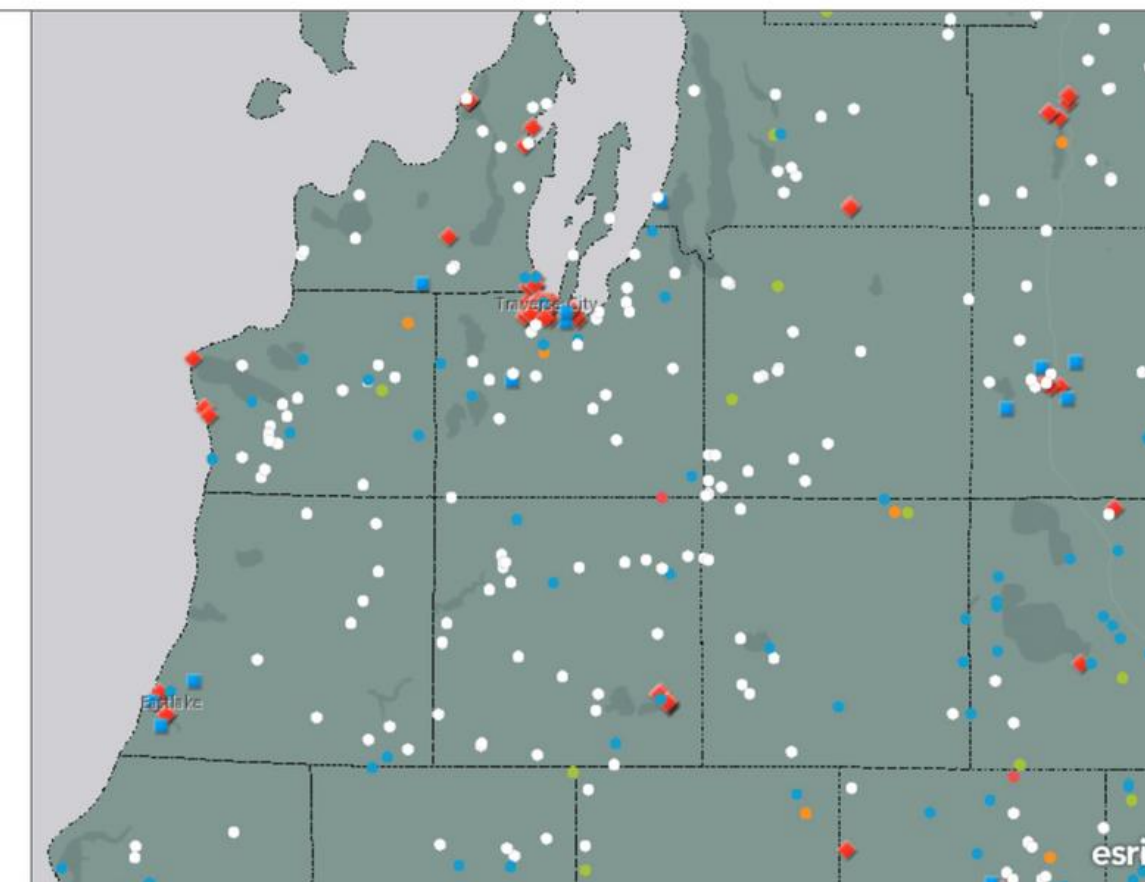
Michigan Dam Inventory

- Not Rated
- Satisfactory
- Fair
- Poor
- Unsatisfactory

Sites of PFAS Pollution

Brownfields

Counties



92

MILES OF MULT-USE 4 SEASON TRAILS

5

COUNTIES CONNECTED BY TRAIL

1,320

TRAIL ELEVATION IN WEXFORD COUNTY

Digging Deeper: Additional Economic Indicators & Influences

183,554

Estimated Housing Units in
Northwest Lower Michigan

.6%

increase
from 2020

25,150

Estimated Housing Units in
Greater Cadillac Area

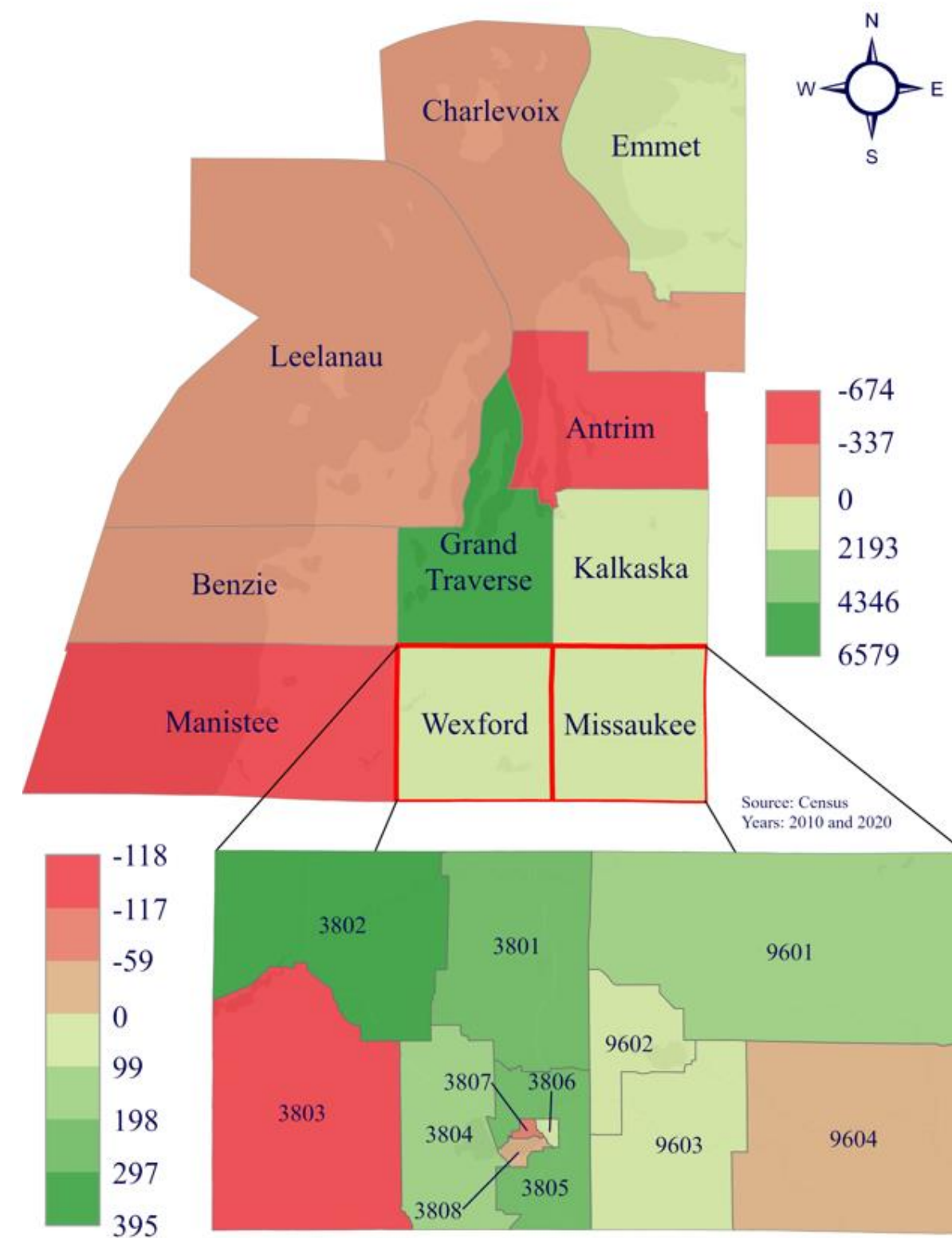
.3%

increase from
2020

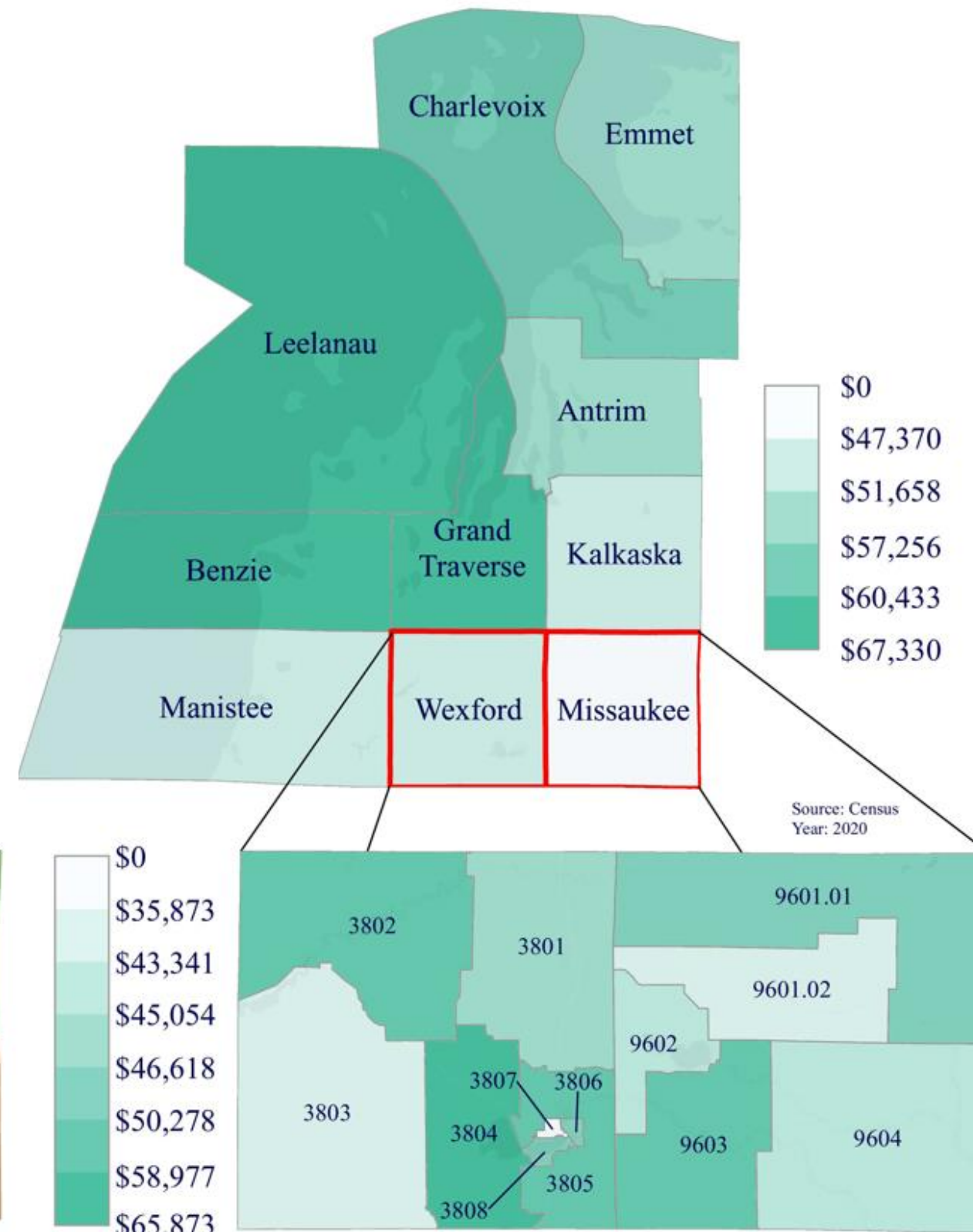
Digging Deeper: Census Tract Data

Census Tract Data helps us plan within the Micropolitan Area

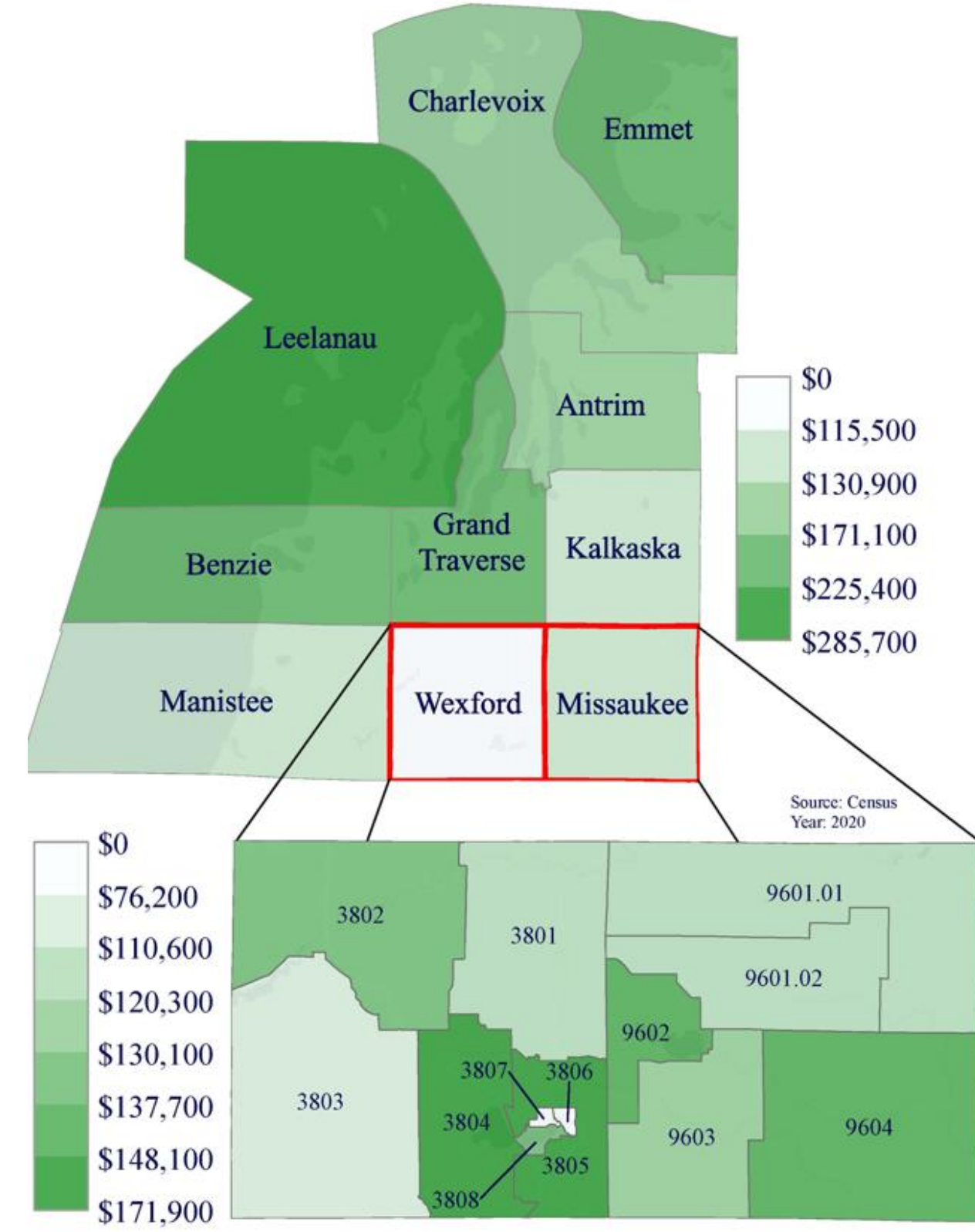
Population Change from 2010 to 2020



Median Annual Household Income in 2020

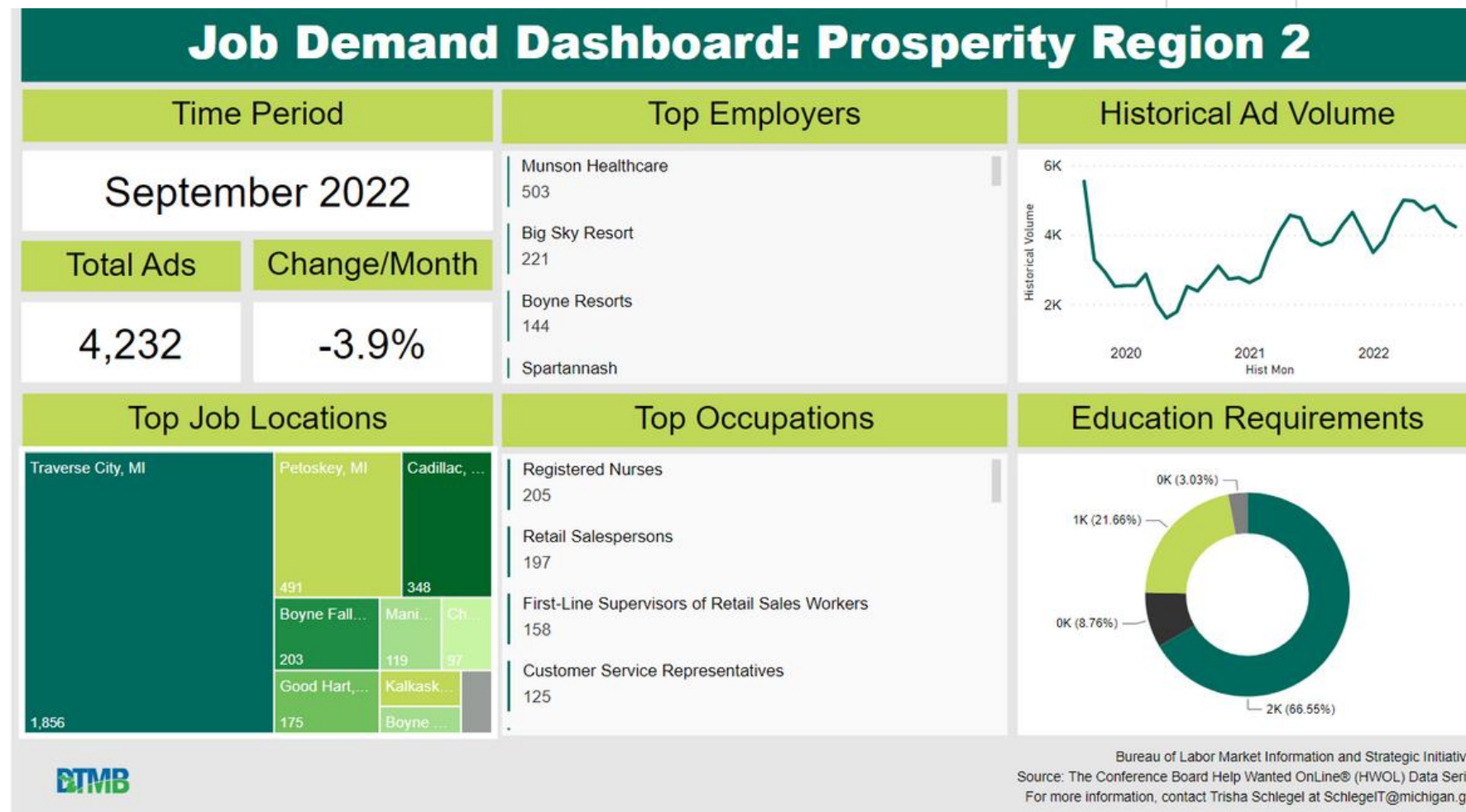


Median Housing Value in 2020



Digging Deeper: Economic Review & Forecast

Area	Year	Period	Industry Code & Title	Ownership	# of Establishments	Average Employment	Month 1 Employment	Month 2 Employment	Month 3 Employment	Average Weekly Wages	Total Wages
Cadillac, MI Micropolitan Statistical Area	2021	4th Quarter	00 -Total, All Industries	Federal Government	16	138	135	138	141	\$1,416	\$2,541,032
			00 -Total, All Industries	State Government	15	292	307	287	281	\$1,222	\$4,631,634
			00 -Total, All Industries	Local Government	57	2,183	2,165	2,176	2,207	\$950	\$26,944,730
			00 -Total, All Industries	Private	1,156	14,784	14,692	14,782	14,877	\$921	\$177,071,722
			11 -Agriculture, Forestry, Fishing & Hunting	Private	71	942	878	986	961	\$780	\$9,545,217
			21 -Mining	Private	11	26	24	26	27	\$1,035	\$345,334
			22 -Utilities	Private	5	125	125	125	126	\$2,187	\$3,563,180
			23 -Construction	Private	114	478	482	482	470	\$1,002	\$6,227,267
			31 -Manufacturing	Private	82	4,025	4,013	4,002	4,060	\$1,044	\$54,605,709
			42 -Wholesale Trade	Private	29	274	278	271	273	\$1,416	\$5,045,144
			44 -Retail Trade	Private	165	2,311	2,303	2,299	2,331	\$669	\$20,087,806
			48 -Transportation and Warehousing	Private	61	840	761	851	909	\$978	\$10,687,582
			51 -Information	Private	16	214	216	214	213	\$1,163	\$3,240,116
			52 -Finance and Insurance	Private	57	327	332	332	317	\$1,583	\$6,727,230
			53 -Real Estate and Rental and Leasing	Private	29	80	82	78	81	\$846	\$883,314
			54 -Professional and Technical Services	Private	61	301	304	298	300	\$1,397	\$5,459,227
			55 -Management of Companies and Enterprises	Private	5	206	210	204	203	\$1,597	\$4,268,744
			56 -Administrative and Waste Services	Private	47	671	672	671	669	\$653	\$5,695,381
			61 -Educational Services	Private	10	183	186	179	183	\$528	\$1,253,949
			62 -Health Care and Social Assistance	Private	152	1,826	1,806	1,835	1,838	\$1,094	\$25,967,931
			71 -Arts, Entertainment, and Recreation	Private	21	156	195	140	134	\$382	\$775,661
			72 -Accommodation and Food Services	Private	104	1,261	1,277	1,258	1,248	\$353	\$5,782,179
			81 -Other Services (except Public Administration)	Private	106	513	520	510	509	\$991	\$6,607,730
			99 -Unclassified	Private	10	25	28	21	25	\$945	\$303,021



Digging Deeper: Neighboring CEDS

As a 'border' area with in a designated planning region, it is important that we understand the development plans of our neighboring regions

2019 INTERIM REPORT

TO THE

2017 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

For

**Allegan, Barry, Ionia, Kent, Mecosta,
Montcalm, Osceola, and Ottawa Counties**

Prepared by the

WEST MICHIGAN REGIONAL PLANNING COMMISSION

Submitted as an Interim Report to Region 8's

Comprehensive Economic Development Strategy (CEDS)

Our Next Big Project

*Collaboratively
develop our
community's vision
for the future of the
greater Cadillac area.*

THE GREATER
CADILLAC AREA

PROSPERITY
PLAN