

City of Alpena 2018 Economic Development Strategy

The City of Alpena is committed to enhancing and promoting its business-friendly climate. Through our partnerships with Target Alpena Development Corporation (Target), the Alpena Area Chamber of Commerce, the Alpena Downtown Development Authority, and the Alpena Area Convention and Visitors Bureau, we offer dynamic opportunities for business growth, expansion, and success.

Target Alpena Development Corporation is the primary conduit for economic development in the region and is funded in part by the City to provide these services. Target's board of directors consists of members of the business community at large and representatives of the governmental entities which support them. Target's BOD and staff work very closely with the City to make certain that the economic development strategies align with the needs of the City.

Suggesting the groups that can best implement action items is an important tool to accomplishing an action item. Some of these groups may include the Planning Commission (PC), City Council (CC), City staff (staff), and the Downtown Development Authority (DDA). There are many other groups that assist in implementing the goals of the community as well. Just because a group is noted, does not mean it is the only group working to meet that goal. In addition, an estimated timeline for completion of an action item allows responsible groups and the public to know when an action item may be accomplished. Suggested groups and time lines are shown in [blue text](#).

Target maintains and annually updates the economic development strategy which consists of the following initiatives and the natural extensions of each:

- Grow and support the community's industrial presence.
 - a. Provide existing companies with expansion assistance. ([Target Alpena, Ongoing](#))
 - b. Workforce development and educational attainment programming throughout the school system. ([Chamber of Commerce, Target Alpena, Ongoing](#))
 - c. Focus market business attraction strategy to provide companies with a comprehensive view of vacant properties, infrastructure, supply chains, current and future workforce forecasts, etc. ([Target Alpena, ongoing](#))
 - d. Utilize MEDC and Brownfield tools to support expansion of existing industrial businesses and the location of new businesses within the City. ([City of Alpena, ongoing](#))
- Grow and support the community's commercial presence.
 - a. Provide partnerships that have been formed with out-of-region commercial developers. Target acts as an "extension" of their development offices and helps in assembling the business cases and a list of potential sites based on their specific corporate guidelines and requirements. ([Target Alpena, ongoing](#))
 - b. Utilize MEDC and Brownfield tools to support expansion of existing commercial businesses and the location of new businesses within the City. ([City of Alpena, ongoing](#))

- Grow and support the community’s entrepreneurial activities.
 - a. Continue the EDC’s 20-year relationship with the Small Business Development Center and supported by two federal funded small business loan portfolios managed by Target. [\(Target Alpena, ongoing\)](#)
 - b. Continue to educate and support entrepreneurs through education and supportive events. [\(Chamber of Commerce, ongoing\)](#)
- Grow and support the community’s educational attainment and workforce development programs.
 - a. A portion of this is achieved through Target’s partnership with the Alpena Area Chamber of Commerce and Alpena Public Schools and includes the development of soft skills, job shadowing, career counseling, and CTE programming, over a 17-week period for juniors and seniors. [\(Chamber of Commerce, ongoing\)](#)
- Prepare potential development sites for future development.
 - a. Market the former Alpena Power office site at 310 N Second Ave for a mixed use downtown development. [\(Target Alpena, 2018\)](#)
 - b. Extend utilities past wetland areas on City owned US 23 North land to allow for development. [\(City of Alpena, 2018\)](#)
 - c. Work with successful developers to find appropriate sites within the City of Alpena. [\(Target Alpena, City of Alpena, Ongoing\)](#)
- Placemaking
 - a. Add additional public infrastructure to Mich-e-ke-wis Park. [\(City of Alpena, 2020\)](#)
 - b. Add additional public art within the City. [\(City of Alpena, Thunder Bay Arts Council, 2018\)](#)
 - c. Add Dog Park within the downtown. [\(City of Alpena, DDA 2018\)](#)
 - d. Enhance walkability of the downtown area through beautification and enhanced wayfinding signage. [\(DDA, City of Alpena, 2019\)](#)