

CITY OF SAULT STE. MARIE

Economic Development Strategy



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i | Executive Summary

Purpose:

The City of Sault Ste. Marie Economic Development Strategy is intended to be a strategic document to guide the Economic Development Corporation and the City. This strategy is not only a declaration of where those affecting economic development across various fields intend to see the City be by 2022, but it is a living document putting forth the first steps we will take towards a prosperous future, which is also interwoven into the recently adopted City Master Plan of 2018.

Process:

Development of Elevating the Eastern Upper Peninsula began in June of 2018 with a meeting of the Economic Development Corporation staff and the Community Development Department. A process was defined for obtaining input and feedback on the plan, utilizing the Sault Ste. Marie Economic Development Corporation (EDC), which serves as the primary city department responsible for economic development activities in the City for the development of this Strategy. Six focus areas were deemed priorities for developing this plan: community and economic development, transportation, housing, nature & environment and food.

Mission:

The mission of the City of Sault Ste. Marie is to provide a sustainable small urban environment in an international setting for the well-being of its citizens by planning and managing its physical development in an environmentally friendly manner, by fostering an economy to support its public and private infrastructure, and by nurturing historical, cultural, and recreational activities that enhance the quality of life within it.

Vision:

By 2030 in Sault Ste. Marie:

- ✓ Lake Superior State University will be a growing and vital university known for a number of high quality and unique education specialties within the state university system.
- ✓ The City, the County, Lake Superior State University, Sault Ste. Marie Area Public Schools, the Sault Tribe, Bay Mills Tribe, and others meet regularly to share information and collaborate on initiatives to strengthen the region's local economy and market the region.
- ✓ War Memorial Hospital will have continued to expand its services and become a regional provider of health care services throughout the Eastern U.P. and Northern Lower Michigan and continue to be downtown Sault Ste. Marie's major anchor.
- ✓ The City will house several new significant tourist attractions to complement existing attractions in Sault Ste. Marie to draw more visitors to the community and enable the City to host more state and national conventions.
- ✓ The local region will be home to a number of small research and industrial entities who are tied to educational programs offered at Lake Superior State University and Bay Mills Community College.

- ✓ Development of the CFRE project in collaboration with Lake Superior State University to attract students and visitors to the area.
- ✓ Continued efforts to implement Brownfield clean-up activities for eligible structures and parcels of land in the City.
- ✓ The St. Marys River lock system will include two locks capable of transporting 1000-foot Great Lakes vessels from Lake Superior to the lower Great Lakes.
- ✓ The City will be known for its welcoming and entrepreneurial spirit, which leads to the expansion of good quality businesses within the community.
- ✓ The City will have evaluated and developed the Reiss Coal Dock as a port facility alleviating the need to off-load materials at the Carbide Dock.
- ✓ The Cannelton Tannery property is delisted as a superfund site and put back into re-use for industrial, park, housing, and other uses.
- ✓ The City has successfully implemented incentives to encourage redevelopment on the I-75 Business Spur that have led to the replacement of obsolete commercial buildings with new businesses meeting the retail and service needs of the region and avoiding the commercial sprawl outside of the City that many other communities have experienced.
- ✓ The City has implemented policies to promote the use of local goods and services in the operation of city government.
- ✓ The City has successfully taken advantage of alternative energy sources to provide reasonably priced energy services to the residents of the region in cooperation with existing utilities and other sources.
- ✓ Residents and businesses within the City of Sault Ste. Marie have full accessibility to all internet communication services and technology that is available throughout the world.
- ✓ Downtown Sault Ste. Marie has successfully reinvented itself as an area of small shops, restaurants, active farmer's market, and entertainment with an increased number of people residing within walking distance of these services and is known as a place where growth and expansion of business opportunities are welcomed. (Amended 02-18-13)
- ✓ The cities of Sault Ste. Marie, Michigan and Sault Ste. Marie, Ontario meet regularly to discuss various cross-border issues to facilitate the free flow of citizens and goods across the U.S.-Canadian border at Sault Ste. Marie.
- ✓ The City, working with Sault Ste. Marie, Ontario is successful in implementing a multi-modal transportation corridor, which places Sault Ste. Marie, Michigan on the transportation route for transport of goods and materials for manufacturing purposes as opposed to being located at the end of the transportation route.
- ✓ A world class tourist destination occupies City property within the City of Sault Ste. Marie. (Amended 02-18-13)
- ✓ Development of research operations with the US Coast Guard Sector Sault.

ii | Foreword

The Eastern Upper Peninsula Regional Planning and Development Commission has produced or contributed to the production of various plans purposed with addressing and guiding the implementation of economic and community development efforts throughout the Michigan counties of Chippewa, Luce and Mackinac.

The year 2018 presented the Eastern Upper Peninsula Regional Planning and Development Commission, and, more importantly, the City of Sault Ste. Marie, with a particularly unique opportunity: the chance to develop an economic development strategy to fulfill a requirement of the MEDC Redevelopment Ready Communities program.

What resulted is the culmination of a large group of stakeholders across a broad spectrum of occupations involving themselves in a planning process which sought, and then found, ways to align city resources with a city direction pointing towards an exciting future.

iii | Acknowledgements

This strategy has been prepared by the EUP Regional Planning & Development Commission with support from the MEDC Redevelopment Ready Communities ® Program. As an engaged participant in the RRC program, the City of Sault Ste. Marie has worked closely with our partners at MEDC, in particular, Christopher Germain to meet the goals of its' baseline report. The strategy authored on the proceeding pages is intended as a tool to accomplish that goal and should be utilized, reviewed and updated regularly in order to achieve the ultimate goal of economic growth in the City.

The following individuals and organizations have contributed mightily of their time, talents and knowledge to assist in the development of this planning process. Thank you.

Jeff Holt, *Executive Director, Sault Ste. Marie Economic Development Corporation (EDC)*

Tracey Laitinen, *Operations Manager, Sault Ste. Marie EDC*

Kelly Bunker, *Sault Machine Works / Sault Ste. Marie EDC Board*

Dan Dasho, *Sault Ste. Marie EDC Board*

Tim Ellis, *Eagle Radio / Sault Ste. Marie EDC Board*

Steve Glezen, *Old Mission Bank / Sault Ste. Marie EDC Board*

Rob Landis, *Central Savings Bank / Sault Ste. Marie EDC Board*

Bob Matson, *Sault Ste. Marie EDC Board*

Rachel McCoy, *Bordertown Chiropractic / Sault Ste. Marie EDC Board*

Shane Miller, *Sault Ste. Marie City Commissioner / EDC Board Liaison*

Thomas Veum, *Airport Board / Sault Ste. Marie EDC Board*

Kelly Freeman, *Sault Ste. Marie Community Development Director / Economic Resource Alliance Member*

Christopher Germain, *Michigan Economic Development Corporation RRC Region 1*

Tony Haller, *Sault Ste. Marie Chamber of Commerce / Economic Resource Alliance Member*

Justin Knepper, *Sault Ste. Marie Downtown Development Authority / Economic Resource Alliance Member*

Lindsey Miller, *Michigan Economic Development Corporation Community Assistance Specialist*

Joel Schultz, *Sault Ste. Marie Tribe of Chippewa Indians / Economic Resource Alliance Member*

Vicki Schwab, *Michigan Economic Development Corporation Business Development Manager*

Jennifer Tucker, *Michigan Economic Development Corporation Community Assistance Specialist*

Oliver Turner, *Sault Ste. Marie City Manager / Economic Resource Alliance Member*

1 | Introduction

This section discusses who oversaw the planning process, the uniqueness of this particular plan, how it was developed, and why a comprehensive plan for economic development is a necessity.

The City of Sault Ste. Marie Economic Development Corporation

The City of Sault Ste. Marie Economic Development Corporation (EDC) has a mission to stimulate growth and community development, to attract new commercial and manufacturing business to the area, and to support entrepreneurs, early and second stage companies by facilitating product development, commercialization activities, and strategic partnerships. The Sault EDC has objectives that range from business attraction, retention, expansion, development, and incubation. Strategic services are offered as an incentive to new and existing businesses to create business growth.

Sault Ste. Marie EDC offers start-up, early stage, existing, and new businesses a multitude of business advantages such as: access to an international market, deep water port, rail, Interstate I-75 (north/south access), state trunkline M-28 and US-2 (east/west access), US Customs Port of Entry, municipal airport located in the Air Industrial Park, Foreign Trade Zone #16, and Industrial Incubator. Other collaborative services include: invaluable business development services, business plan, marketing assistance, office space, website development, product prototyping, engineering, equipment and software support utilizing the Sault Ste. Marie SmartZone, Lake Superior State University, and Product Development Center operated by Lake Superior State University.

Sault Ste. Marie sits on the U.S. and Canada border and is strategically situated as an international gateway for economic growth and a hub for successful entrepreneurialism. Sault Ste. Marie is truly an international city and a great place to grow business, work, live, and play.

Table 1: Sault Ste. Marie Economic Development Corporation Board Composition

Name	Organization
Kelly Bunker, Chair	Sault Machine Works
Daniel Dasho, Secretary	Private Citizen
Jim Devaprasad, Treasurer	LSSU
Tim Ellis	Eagle Radio
Steven Glezen	Old Mission Bank
Rob Landis	Central Savings Bank
Bob Mattson	Private Citizen
Rachael McCoy, Vice-Chair	Bordertown Chiropractic
Thomas Veum	Veum Law
Abby Baker	City Commission Liaison

A Unique Opportunity

In April 2017, Sault Ste. Marie received a formal evaluation by the Redevelopment Ready Communities team outlining recommendations for helping the city reach certification. Below is an excerpt from the report of findings' executive summary:

To become formally engaged in the RRC Program, communities must complete each of the six RRC Self-Evaluations and a community representative must attend all six best practice trainings when offered. The governing body must also pass a resolution of intent, outlining the value the community sees in participating in the program. Representatives from city staff submitted completed self-evaluations and the Sault Ste. Marie City Commission passed a resolution of intent to participate in the program in December 2016. Staff from the city completed the training series in January 2017.

Developed by experts in the public and private sector, the RRC best practices are the standard to achieve certification and designed to create a predictable experience for investors, businesses and residents working within a community. Communities must demonstrate that all best practice criteria have been met to receive RRC certification. The city and local stakeholder groups have coordinated to make major strides in recent days, which will be supportive of implementing the fundamental concepts of the RRC best practices; actions like the creation of the Economic Resource Alliance (ERA), acceptance into Michigan Main Street Program at the Select Level, and the drafting of Sault Ste. Marie's new master plan.

With dedicated leadership and qualified staff, the city has positioned itself to strengthen local quality of life. Even with strengths such as a well-developed vision for downtown redevelopment sites and thoroughly coordinated reviews of development projects, our evaluation encourages Sault Ste. Marie to reach further in order to receive RRC certification. In a time when businesses can locate anywhere in the world, a community that is dedicated to a proactive approach for revitalization and straightforward procedures will stand out. Although there is the ability and drive to spur redevelopment, the city needs to adopt an updated master plan and potentially include components that explain the city's economic development strategy, downtown plan, and marketing strategy. It is also important for the city to review and revise its zoning ordinance to reflect the vision that is described in its master plan. The RRC certification is a statement to the private sector that Sault Ste. Marie's development process is streamlined, predictable and user-friendly and these steps will help ensure the city's competitiveness and secure RRC certification.

Through the development of this Strategy, we intend to fulfill Best Practice 6.1 – Economic Development Strategy, as identified in the RRC Report of Findings. This strategy will evaluate goals and actions identified by the Economic Resource Alliance to assist in strengthening the Sault's overall economic health.

Developing the Plan

To develop a plan that adequately addresses the best practices, as identified in the Report on Findings, a unique process was developed and utilized by EUPRPDC staff, the Economic Development Corporation, and the Economic Development Corporation Board (EDC), in concert with multiple one-on-one meetings to develop, screen, and approve what is put forth in this plan.

Redevelopment Ready Community Program (RRC)

Through the development of this Strategy, we intend to fulfill Best Practice 6.1 – Economic Development Strategy, as identified in the RRC Report o Findings. This strategy will evaluate goals and actions identified by the Economic Resource Alliance to assist in strengthening the Sault’s overall economic health. The city’s RRC report from April 2017 addressed the city’s lack (at the time) of a documented economic development strategy.

Best Practice 6.1 evaluates goals and actions identified by the community to assist in strengthening its overall economic health. Strategic economic development planning is critical to attract jobs and new investment in communities.

Sault Ste. Marie does not currently have a published economic development strategy; however, it has a very well-organized Economic Development Corporation, and an ad-hoc Economic Resource Alliance (ERA). The EDC’s mission is to improve economic development conditions and prosperity in the city. The ERA group has a broad membership of organizations related to development including city staff, the DDA, visitor’s bureau, SBDC, Eastern U.P. Regional Planning and Development, LSSU, and the county. Both of these entities, working in tandem, are ideally suited for creating an economic development strategy that incorporates all of the RRC best practices as outlined in 6.1–Economic Development Strategy and demonstrated in the RRC economic development strategy resource guide. Additionally, the newly designated DDA/Main Street organization, which includes many partners from the ERA, is in the process of identifying a transformation strategy to drive economic development within the downtown district. By leveraging the expertise of the EDC and ERA, as well as incorporating components of the Main Street plan, a comprehensive economic development strategy can guide development across the city.

By developing a resource that states goals, actions, and implementation steps; including parties responsible for implementation, timelines, and benchmarks, it will hold the city and its partners accountable for meeting their economic development aspirations. Furthermore, the strategy should attempt to identify the unique opportunities and challenges that are presented in the city; including special attention paid to the impact of being an international gateway between the U.S. and Canada. The update of the city’s master plan offers an opportunity to develop this strategy in coordination with the planning process, as well as engage key partners like the ERA and DDA/Main Street organization in the master plan. Whatever manner is utilized to development this strategy, it is important that the document coordinates with the various regional economic development strategies and initiatives of groups like EUPRPDC, Chippewa County, and the Sault Tribe of Chippewa Indians, as well as the downtown transformation strategy being developed by the DDA/ Main Street organization. It is also critical that the document is made available online in an accessible location and is reported on annually to the Sault Ste. Marie City Commission.

Why Attempt to Grow as a City?

As the United States of America and the State of Michigan continue to rebound from the last recession, the production of this strategy to help guide the City towards economic prosperity is not only appropriate and timely, but essential if Sault Ste. Marie intends to position itself to continue to ride the current economic upswing.

Furthermore, as an Economic Development Corporation, possessing an Economic Development Strategy assists the City in qualifying to apply for MEDC grants, Economic Development Administration assistance under its public works and economic facilities program, technical assistance programs, loan programs, and planning programs, amongst numerous funding program opportunities.

Looking beyond qualifying for funding, a variety reasons exist explaining why for those living and working in the City should feel compelled to embrace a region-wide plan to guide economic development:

- Limited resources demand unique collaborations to propel change and economic development;
- The City's geographic position amongst the Great Lakes, the Upper Peninsula, the Lower Peninsula and Canada differentiates it from any other region in Michigan;
- In 2010, 67 cities in the State of Michigan had populations greater than that of the City of Sault Ste. Marie (14,144 citizens)¹;
- The City has a wealth of talent working, as the Region's largest central city and county sit, and 2nd largest city in the Upper Peninsula (15 counties);
- The City is home to some of Michigan's major tourist attractions that attract thousands of people annually;
- The City has a long-established cultural heritage, which is both an identity and a source of pride;
- In order to be attractive to new businesses, the City must successfully pursue and implement measures to demonstrate vibrancy; and
- The willingness of the City to come together under an umbrella of regionalism has been clearly and successfully demonstrated in the creation of this Strategy, and its' participation in the development of a Regional strategy, *Elevating the Eastern Upper Peninsula*.

2 | Examining Sault Ste. Marie

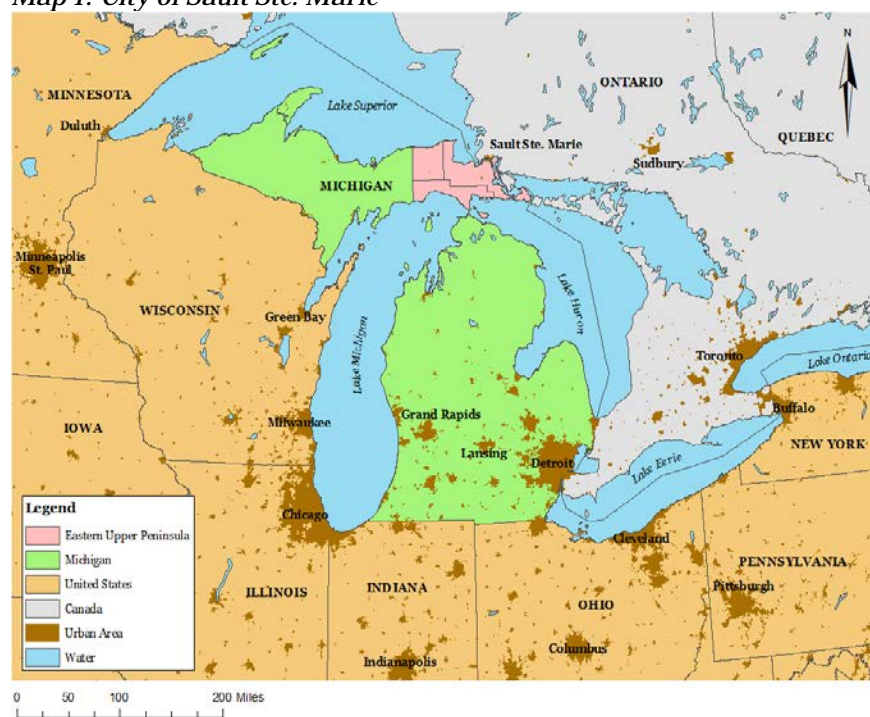
Through the utilization of the most current data available from various federal, state and private resources, this section provides those reading this plan with a clear picture of the state of the City of Sault Ste. Marie. This section covers topics including demographics, economics, and assets.

Location

Sault Ste. Marie, Michigan, is located at the northern tip of the eastern edge of Michigan's Upper Peninsula. The City is strategically situated on the south bank of the St. Marys River. The incorporated limits of the City encompass an area of approximately sixteen square miles, measuring approximately three miles from north to south and six miles from east to west at its widest points. The City's 2010 U.S. Census population was recorded at 14,144, with an estimated 2017 population of 13,798 (ACS 2017-Five Year Estimate). The City's population has remained between 14,000 and 15,000 since 1980.

The St. Marys River is a significant international waterway, connecting Lake Superior to Lakes Huron and Michigan and serving as a hub in the Great Lakes shipping transportation system via the Soo Locks. The river and the rapids have been central to the community's heritage, culture, health, and growth.

Map 1: City of Sault Ste. Marie



Produced by: EUPRPDC

Sault Ste. Marie has a rich and unique history. It is the oldest European settlement in Michigan and one of the very earliest continuously settled communities in the nation. The Sault Ste. Marie Tribe of Chippewa Indians called this place Bahweting, which translated means "the gathering place." French settled in the area in 1668 and gave the city the name "Sault Ste. Marie," which translates to "Saint Mary's Falls." The City's long and rich history can be experienced today via the area's architecture, museums, walkways, and community events and programs.

Directly to the north of the City on the opposite bank of the St. Marys River is the Sault's sister city, Sault Ste. Marie, Ontario, a community of 75,000 people. Its economy is fueled by one of Canada's largest steel mills. The Canadian Sault complements the Michigan Sault's facilities and services and offers a wide array of parks and recreation opportunities, shopping areas, cultural facilities, health care services and other community amenities. The two communities have entered into collaborative economic development agreements and maintain close binational ties.

Map 1 shows where the City is located in the State of Michigan and also where it is located in relation to large markets surrounding the Great Lakes. Furthermore, *Map 1* illuminates urban areas in the states and provinces surrounding the Great Lakes.

Table 1 shows linear distance, shortest distance by road, shortest drive time, and the metropolitan populations of the cities depicted in Map 1. All of the cities are within a 500-mile radius. Of these cities, only Sault Ste. Marie, Ontario—which happens to be the smallest market in terms of metropolitan population—is within 100 miles of Sault Ste. Marie.

Table 1: Proximity to Selected Markets – Measured from Sault Ste. Marie, MI

Market	Linear Distance	Shortest Distance by Road	Shortest Drive Time	Metropolitan Population
Sault Ste. Marie, ON	1 mile	4 miles	0 h 12 min	79,800
Sudbury, ON	163 miles	195 miles	3 h 56 min	160,274
Green Bay, WI	227 miles	282 miles	5 h 03 min	312,049
Grand Rapids, MI	255 miles	286 miles	4 h 34 min	1,016,603
Lansing, MI	260 miles	287 miles	4 h 15 min	464,063
Detroit, MI	298 miles	346 miles	5 h 05 min	4,292,060
Milwaukee, WI	299 miles	399 miles	6 h 49 min	1,569,659
Toronto, ON	309 miles	431 miles	7 h 56 min	5,583,064
Chicago, IL	360 miles	463 miles	7 h 20 min	9,522,434
Buffalo, NY	365 miles	553 miles	8 h 19 min	1,134,210
Cleveland, OH	370 miles	501 miles	7 h 28 min	2,064,725
Duluth, MN	374 miles	416 miles	7 h 30 min	279,889
Minneapolis, MN	445 miles	542 miles	9 h 06 min	3,459,146
Columbus, OH	455 miles	520 miles	7 h 53 min	1,967,066
Indianapolis, IN	470 miles	535 miles	8 h 02 min	1,887,877
Pittsburgh, PA	475 miles	617 miles	9 h 08 min	2,360,867

Sources: Linear distance measured with ArcMap; driving distance and drive time measured with Google Maps; U.S. metropolitan data from 2010 Census; Canadian metropolitan data from 2011 Census.

Municipal Composition

The City of Sault Ste. Marie is comprised of a relatively high population density, as compared to the surrounding EUP region. Occupying 14.77 square miles of land; and 5.39 square miles of water.

The City is governed through a City Commission/Manager form of Government. The commission-manager form is the system of local government that combines the strong political leadership of elected officials as a governing and policy-setting body, with the managerial experience of an appointed local government manager.

The governing body in Sault Ste. Marie is the City Commission made up of seven members. The Mayor, Mayor Pro Tem, and Council Members are represented through equal voting powers and dictate policy to management through resolution.

City Commission – 2019	City Administration - 2019
Tony Bosbous, Mayor	Oliver Turner, Manager
Donald Gerrie, Mayor Pro-Tem	Robin Troyer, Deputy City Manager/City Clerk
Abby Baker	Linda Basista, City Engineer
Gregory Collins	Kristin Collins, Finance Director/Treasurer
Shane Miller	Jeff Holt, EDC Executive Director
Tim Talentino	Kelly Freeman, Community Development Director
Kathy Twardy	Justin Knepper, Downtown Development Authority Director
	Jim Moreau, Director of Public Works
	Dan Wyers, Director of Parks & Recreation

Economic Indicators

Population

The population of Sault Ste. Marie was 14,144 as reported in the 2010 U.S. Census. The total population decreased by 1.3% from the 2000 Census. As shown in Figure 4 below, the population of Sault Ste. Marie declined slightly from 2010-2013, and has decreased minimally between 2014 and 2017, according to the US Census Bureau, American Community Survey Five-Year Estimates of 2017.

Figure 2 on the next page include a 30-year trend line. This trend line was derived from a mathematical formula and does not account for all possible population factors, such as birth/death rate, migration, economics, environment, etc.

The trend line is based on historical trends and is an estimate of the future population's potential growth.

Table 2: Total Population – 2010 to 2019

	2010 Census	2014 Estimate	2016 Estimate	2017 Estimate
Sault Ste. Marie	14,144	13,939	13,941	13,798
Chippewa County	38,520	38,321	38,330	37,976

Figure 1 displays annual data for the total populations of each of the major cities in northern Michigan and the Upper Peninsula. One can see that none of the cities, have experienced increases or decreases in population that varied more than several thousand from the initial measurement in 1990. Furthermore, over the duration studied in this figure, the City's population peaked in 1990; as was the case with the comparable Cities identified below.

Figure 1: Total Population Trend – 1990-2017

Area	1990	2000	2010	2013	2017
Sault Ste. Marie	14,839	14,302	14,153	14,098	13,798
Marquette	22,022	20,678	21,361	21,491	21,081
Escanaba	13,705	13,125	12,613	12,562	12,364
Petoskey	6,057	6,083	5,664	5,756	5,696
Traverse City	15,209	14,516	14,677	15,018	15,113
Alpena	11,408	11,285	10,464	10,295	10,123
Cheboygan	5,019	5,300	4,854	4,788	4,732
Michigan		9,938,444	9,952,687	9,886,095	9,925,568

Source: U.S. Census Bureau, American Community Survey 2017 5-year data

Figure 2 shows the percent change in total population year-to-year from 1940-2010. On the plane, annual percent changes in population in the Sault are compared to those of Michigan and the United States. Over the duration depicted, the United States saw its population had grown at every interval, with growth never exceeding 1.7% nor less than 0.6%. Changes in the populations of both the EUP and Michigan resembled one another, as described in Figure 3—though in the mid-1990's, the EUP's population experienced stronger growth; in the early 2000's, it alternated between growth and decline; and in 2010, it saw the most exacerbated loss of the two. Conversely, Michigan's population grew from 1990-1991 and continued to do so until 2004; from 2005 to 2011, it experienced decreases; and the State increased in both 2012 and 2013.

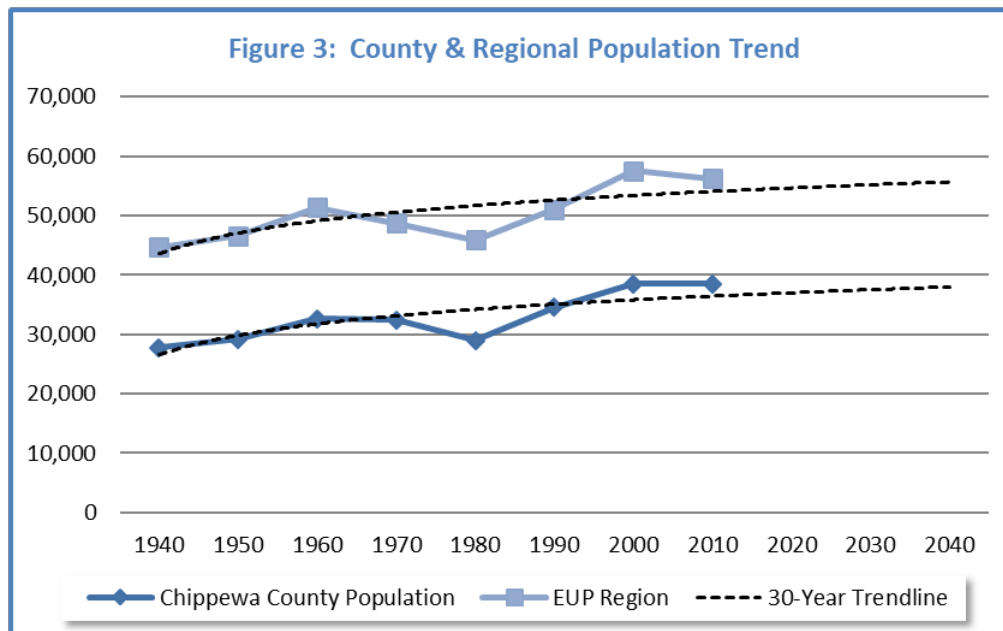
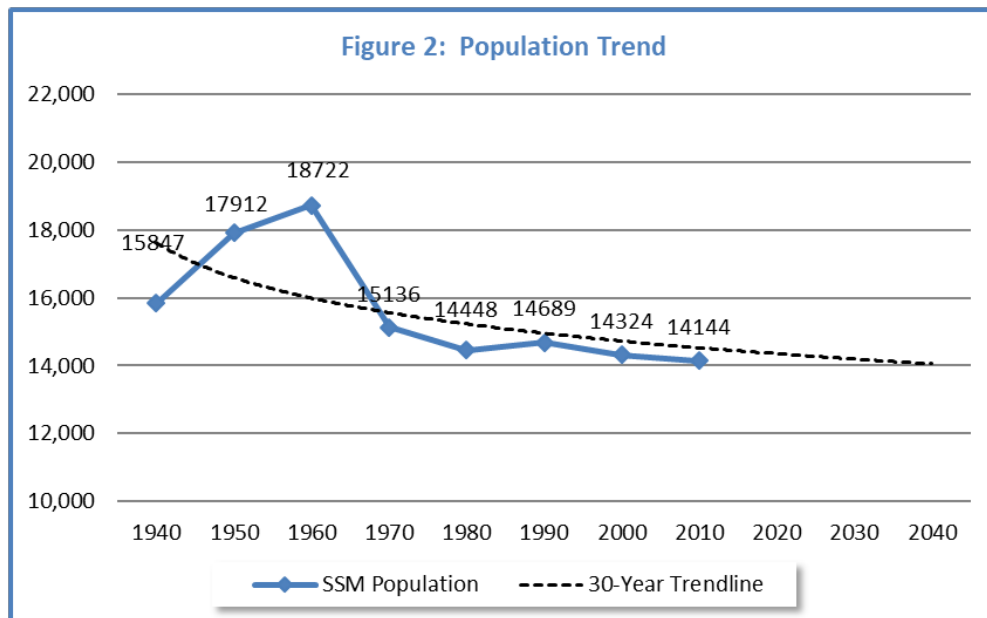
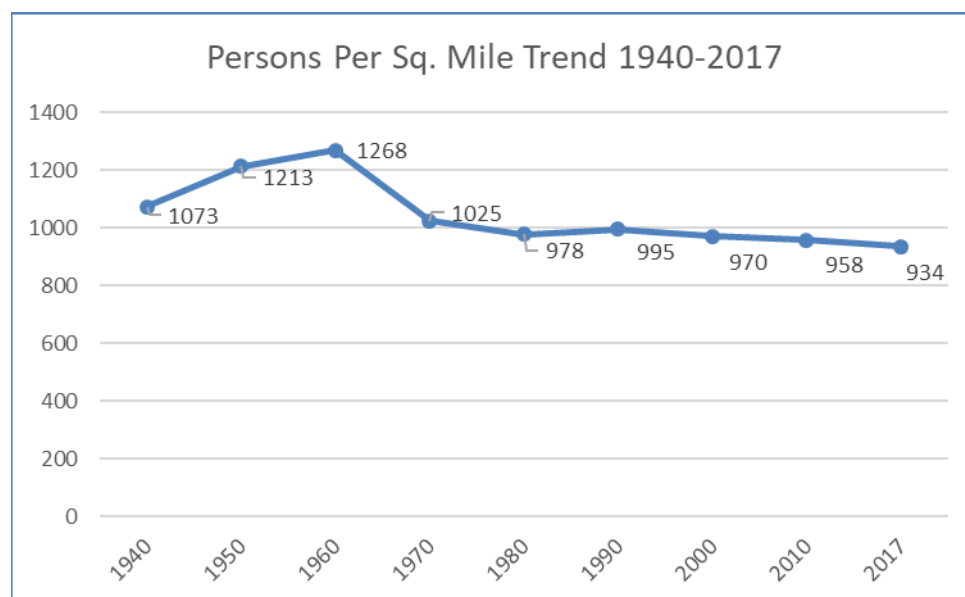


Table 3: Annual Percent Change in Population – 2000-2017

Area	2000-2010	2010-2013	2013-2017
Michigan	0.1%	-0.7%	0.4%
Sault Ste. Marie	-1.0%	-0.4%	-2.1%
Marquette	3.3%	0.6%	-1.9%
Escanaba	-3.9%	-0.4%	-1.6%
Petoskey	-6.9%	1.6%	-1.0%
Traverse City	1.1%	2.3%	0.6%
Alpena	-7.3%	-1.6%	-1.7%
Cheboygan	-8.4%	-1.4%	-1.2%
Source: U.S. Census Bureau, ACS 2017 5-Year estimates.			

Figure 4 and Map 3, on the following page, examine the population density in the EUP, as well as illustrate where population is more or less dense throughout the three counties, respectively.

Since 1940, the City has experienced a gradual decline in population density, which reflects the number of persons per square mile. During the 2010 decennial Census the City had 957 persons per square mile, which was down from 969 persons per square mile in the 2000 Census. It should be noted that the City is the most densely populated place in the Region, whereas Chippewa County has roughly 25 citizens per square mile. Conversely, the United States registers approximately 90 citizens per square mile, and Michigan displays a population density of around 165 citizens per square mile.



Income, Education, and Employment

Table 4, below, depicts the level of income and benefits experienced in the City during 2017, according to the 2013-2017 ACS 5-Year Estimates. 19.6 percent of the total households recorded an income level between \$50,000 and \$74,999. The median household income in the City was \$38,540, which was lower than the county overall, which is estimated at \$44,030. Conversely, the City's recorded a per capita income in 2017 of \$22,550, which was slightly higher than the County per capita of \$21,958. The largest income cluster for the Sault is from \$35,000 to \$74,999, which according to PEW Research Center, is statistically the middle-class of the United State. Of the total households within the City, almost 33% fall into this income range. The next highest cluster within the City is from \$15,000 to \$34,999 which comprises 29% of the total households.

Table 4: Income and Benefits, 2017

INCOME AND BENEFITS (IN 2017 INFLATION-ADJUSTED DOLLARS)	City of Sault Ste. Marie	%
Total households	5,581	5,581
Less than \$10,000	631	11.30%
\$10,000 to \$14,999	358	6.40%
\$15,000 to \$24,999	1,023	18.30%
\$25,000 to \$34,999	607	10.90%
\$35,000 to \$49,999	729	13.10%
\$50,000 to \$74,999	1,096	19.60%
\$75,000 to \$99,999	572	10.20%
\$100,000 to \$149,999	368	6.60%
\$150,000 to \$199,999	107	1.90%
\$200,000 or more	90	1.60%
Median household income (dollars)	38,540	(X)
Mean household income (dollars)	52,602	(X)
With earnings	4,047	72.50%
Mean earnings (dollars)	55,171	(X)
With Social Security	1,781	31.90%
Mean Social Security income (dollars)	17,046	(X)
With retirement income	901	16.10%
Mean retirement income (dollars)	19,686	(X)
With Supplemental Security Income	310	5.60%
Mean Supplemental Security Income (dollars)	7,360	(X)
With cash public assistance income	264	4.70%
Mean cash public assistance income (dollars)	3,309	(X)
With Food Stamp/SNAP benefits in the past 12 months	1,150	20.60%

Source: U.S. Bureau of the Census, American Community Survey 2013-2017 5-Year Estimates.

Education

Table 5 below displays the educational attainment of citizens of the City, organized in several age ranges. Note that the age ranges are uneven. The total population 25 years and over in the City was estimated at 8,377 during 2017, according to the US Census Bureau American Community Survey (ACS) 2013-2017 5-Year estimates. Of this population 2 percent attained less than a 9th grade education, 7.5 attended but did not finish high school, 31.6 percent obtained a high school diploma or the equivalent, 25.1 attended some college, while 8.4 obtained an associates degree, 18 percent obtained a bachelor's degree and 7.4 percent possessed a graduate or professional

degree (or higher). The level of attainment for bachelor's degrees within the city, was significantly higher than the 13 percent Region-wide.

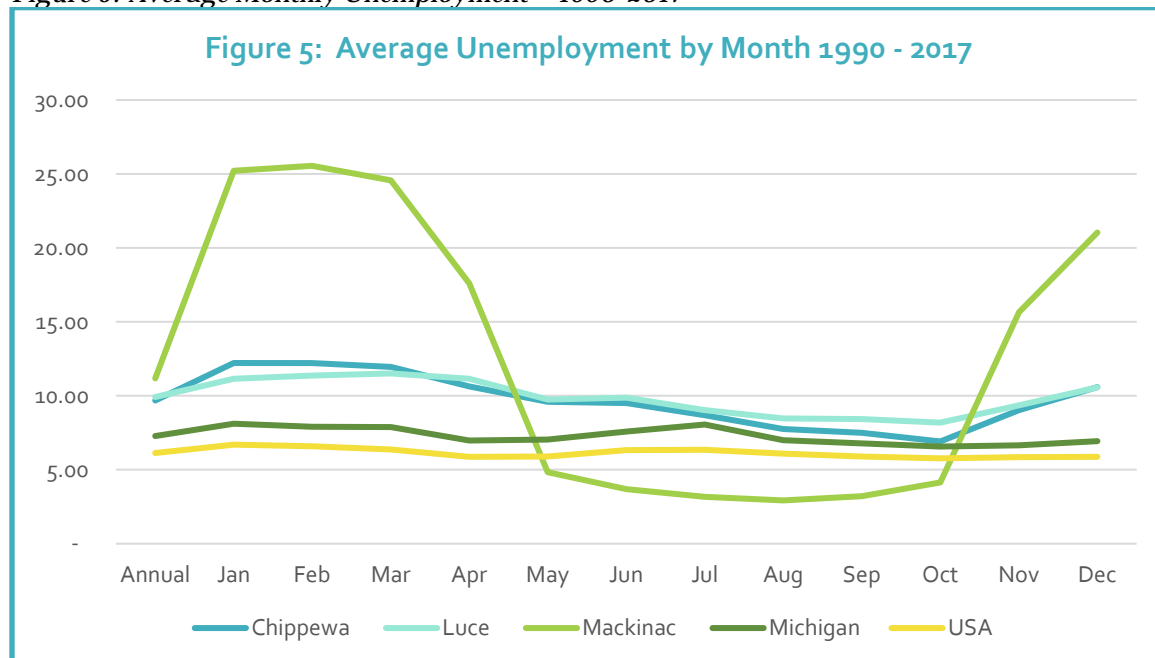
Table 5: Educational Attainment, 2017

EDUCATIONAL ATTAINMENT 2017 (US CENSUS ACS Estimate)		
	City of Sault Ste. Marie	%
Population 25 years and over	8,377	100.0
Less than 9th grade	169	2.0
9th to 12th grade, no diploma	631	7.5
High school graduate or equivalent	2,651	31.6
Some college, no degree	2,100	25.1
Associate's Degree	700	8.4
Bachelor's Degree	1,504	18.0
Graduate or professional degree	622	7.4

Employment

The 2017 ACS data indicates an unemployment rate of 6.4 within the City, compared to 9.0 at the County level. The EUP counties of Chippewa and Luce share similar monthly averages, reaching a crest around the summer months and a trough around the winter months. Mackinac County has the most pronounced fluctuations in unemployment of any area represented here: in the winter months, average unemployment surpasses 25.0%; in the summer months, it drops below all other areas to under 5.0%. Of the employed population 16 years and over, 73 percent drive alone (car, truck or van) to work. Of this same population, 10 percent walked, which is double the county rate for walking to work, but not surprising, given the City's dense population and relative ease of walkability, as opposed to the out-county areas.

Figure 5: Average Monthly Unemployment – 1990-2017



Source: Michigan Department of Technology, Management & Budget

Figure 6 below, breaks down the relative amounts of those sixteen years and older in or not in the labor force, otherwise known as the labor participation rate. This table also provides insight as to how those in the civilian labor force fared in 2010 and 2017. Labor participation rates between the City, County and State have remained relatively flat over the past seven years, with the City hovering in the 60% range, nearly mirroring the state of Michigan, and Chippewa County solidly in the 50% range.

During 2017, the City was comprised of 62 percent in the labor force, and 38, of the total population aged 16 years and over.

Figure 6: Labor Participation – 2010-2017

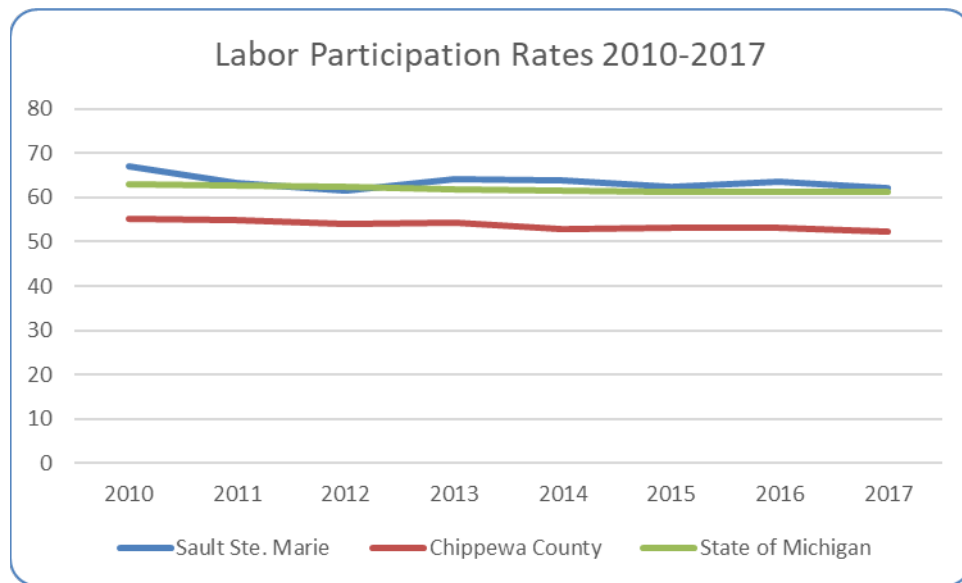
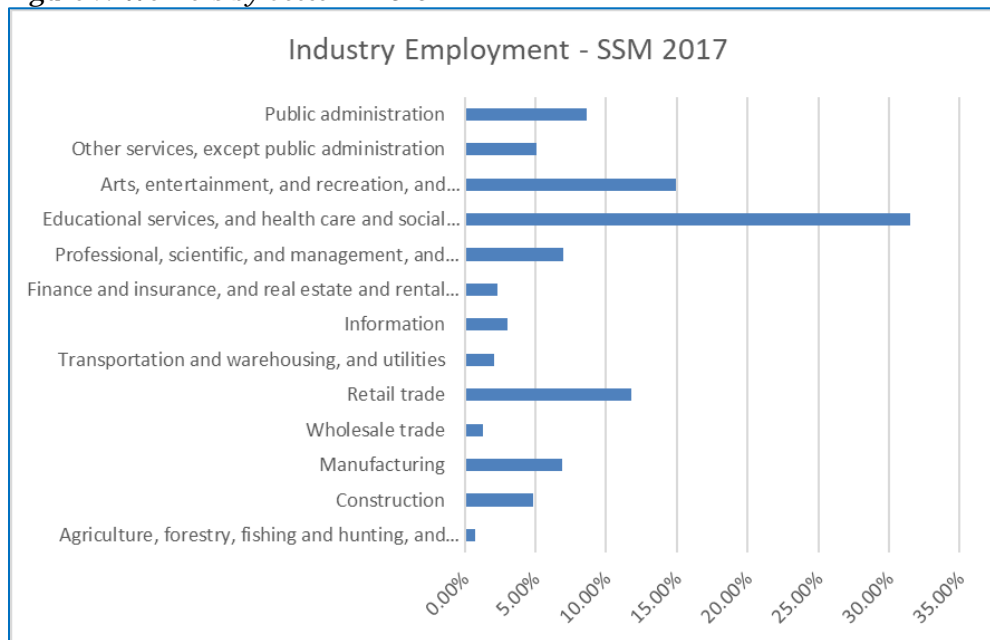


Figure 7, below, depicts workers-by-industry data for workers aged sixteen years or older. What doesn't readily stand out when examining the types of jobs supporting the City's economy, is the class of workers, while Public Administration, as an Industry accounts for 8.6% of the total civilian labor force, aged 16 years and older, Government employment represents 23.3% of all employment within the City. In 2017, the United States recorded 4.7%, and Michigan registered 3.5%, respectively, of their labor force working within the "public administration" industry sector. The City had 23% working in the same sector. With regard to Government employment, the National average was 13.8%, while the State of Michigan averages 10.5%, significantly less than what is found in Sault Ste. Marie. The disparity should not be surprising with the presence of the Soo Locks, County government seat, city government, the International Border crossing, along with state and federal agencies presence or headquarters within Sault Ste. Marie. Educational services (31.5%), Tourism (14.9%) and Retail Trade (11.8%) round out the other top industry sectors. In 2017, private wage and salary workers accounted for 70% of the employed population aged 16 years and over, while government and self-employment accounted for 30%.

Figure 7: Workers by Sector – 2013



Source: U.S. Census Bureau

Table 6, in a similar fashion as *Figure 12* on the previous page, illuminates the Eastern Upper Peninsula's reliance upon public-sector contributions to the economy. This data from 2017 shows the annual averages for establishments, employment, total annual payroll and average weekly wages. The EUP, as well as its three counties individually, have at least 9 percent more of their establishments in the public sector than does Michigan. Furthermore, 86.9% of those working throughout Michigan do so in the private sector; whereas only Mackinac County has more than 75% of its employed persons laboring in the private sector. In Chippewa County and Luce County, over 55% of the total annual payroll was contributed by the public sector. One can see that in each area, public sector employment paid a higher average weekly wage. In general, private sector wages lag significantly when compared to private sector weekly wages at the State level.

Table 6: NAICS Public v. Private Contributions - 2017

Public v. Private Sector Employment, Establishments, Payroll, and Average Wages - 2017									
Area	Sector	Industry	AQEst.		AQEmp.		Annual Payroll		AWW
			n	%	n	%	n	%	n
Michigan	Private	All	237,408	96.9%	3,734,392	86.9%	\$ 195,421,995,008	85.4%	\$1,007
	Public	Local, State, & Federal	7,519	3.1%	560,279	13.1%	\$ 29,996,858,496	14.6%	\$1,179
EUP	Private	All	1,249	87.1%	10,890	57.9%	\$ 319,697,038	47.2%	\$ 562
	Public	Local, State, & Federal	185	12.9%	7,933	42.1%	\$ 357,905,594	52.8%	\$ 971
Chippewa	Private	All	698	87.3%	6,324	50.8%	\$ 184,183,984	39.5%	\$ 561
	Public	Local, State, & Federal	102	12.7%	6,117	49.2%	\$ 282,234,163	60.5%	\$1,129
Luce	Private	All	154	83.2%	1,076	56.4%	\$ 29,180,596	42.4%	\$ 521
	Public	Local, State, & Federal	31	16.8%	831	43.6%	\$ 39,601,070	57.6%	\$ 912
Mackinac	Private	All	397	88.4%	3,490	78.0%	\$ 106,332,458	74.7%	\$ 603
	Public	Local, State, & Federal	52	11.6%	985	22.0%	\$ 36,070,361	25.3%	\$ 872

Note: "AQEst." = Average Quarterly Establishments; "AQEmp." = Average Quarterly Employees; "AWW" = Average Weekly Wage.

Source: Department of Technology, Management & Budget--Labor Market Information

Tables 7 and 8 on the following pages utilize the North American Industry Classification System (NAICS) data on private industry to further the understanding of the economic situation that exists in the County. The four tables, although incomplete due to lack of information being provided, compare and contrast the county of Chippewa to the State of Michigan. These tables present the total sums of all sectors and then break down each sector using percentages so that they can be compared across tables. Note that not all areas have every sector contributing in their economies'. For each sector, these tables examine data from all non-profit and for-profit firms on the number of paid employees (PE) that were on the payroll for the pay period including March 12th, 2012; annual payroll (AP); average weekly wage (AWW)— the quotient of annual payroll by paid employees; and the number of establishments (EST)—which is defined as a single physical structure. Each table is ordered by the contribution each sector makes to the total annual payroll of the area in question.

Table 7 examines NAICS data for all of Michigan. One can see that the five sectors putting the largest sums of money into the pockets of their employees are manufacturing; health care and social assistance; professional and technical services; retail trade and wholesale trade. These five sectors employed 46% of the paid employees and contributed to 63% of total payroll in Michigan in 2017.

Table 7: Private Industry NAICS Data for Michigan – 2017

Code	Description	Establ.	Employment	Avg Weekly Wage	Total Wages
Total	All sectors	237,408	3,734,597	\$1,135	\$195,421,996,752
11	Agriculture, Forestry, Fishing & Hunting	2,803	31,559	\$614	\$992,630,800
21	Mining	400	5,441	\$1,454	\$411,662,136
22	Utilities	423	20,196	\$2,255	\$2,363,061,728
23	Construction	19,545	161,903	\$1,182	\$9,958,843,264
31	Manufacturing	15,721	615,108	\$1,277	\$40,839,051,776
42	Wholesale Trade	13,421	172,437	\$1,423	\$12,754,910,208
44	Retail Trade	31,925	472,600	\$579	\$14,232,800,320
48	Transportation and Warehousing	6,397	119,144	\$1,040	\$6,442,857,344
51	Information	5,934	56,524	\$1,363	\$4,006,621,376
52	Finance and Insurance	11,722	148,179	\$1,501	\$11,561,519,104
53	Real Estate and Rental and Leasing	7,220	54,180	\$873	\$2,456,773,824
54	Professional and Technical Services	27,168	292,424	\$1,663	\$25,283,910,144
55	Management of Companies and Enterprises	1,233	66,034	\$2,547	\$8,729,043,968
56	Administrative and Waste Services	13,871	286,797	\$690	\$10,296,486,912
61	Educational Services	2,985	65,280	\$725	\$2,459,484,608
62	Health Care and Social Assistance	21,972	590,732	\$954	\$29,300,236,288
71	Arts, Entertainment, and Recreation	3,565	52,982	\$653	\$1,796,625,632
72	Accommodation and Food Services	18,217	378,335	\$343	\$6,758,067,584
81	Other Services (except Public Administration)	29,930	137,568	\$618	\$4,423,749,888
99	Unclassified	2,956	7,174	\$950	\$353,659,848
Source: Michigan Labor Market Information, QCEW 2017					

Table 8 presents NAICS data for Chippewa County. The top five contributors to total annual payroll—Retail Trade, Manufacturing, Health Care and Social Assistance; Accommodation and Food Service; and Construction—account for 67% of total annual payroll and employ 71% of people working in the Chippewa County. Chippewa County’s economy is dependent upon three sectors: health care and social assistance; accommodation and food services; and retail trade. This is reflected in the number of establishments within the County, the top five being Retail Trade, Accommodation and Food Services, Construction and Health Care and Social Assistance.

Table 8: Private Industry 2017

Code	Description	Establ.	Empl.	Avg Weekly Wage	Total Wages
Total	All Sectors	690	6,191	\$9,939	\$173,052,582
11	Agriculture, Forestry, Fishing & Hunting	16	36	\$705	\$1,303,622
23	Construction	86	342	\$750	\$13,399,777
31	Manufacturing	25	533	\$818	\$22,655,711
42	Wholesale Trade	24	228	\$831	\$9,812,967
44	Retail Trade	126	1,707	\$465	\$41,110,200
48	Transportation and Warehousing	30	254	\$674	\$8,862,669
51	Information	10	126	\$609	\$3,998,011
52	Finance and Insurance	34	280	\$710	\$10,313,547
53	Real Estate and Rental and Leasing	19	42	\$491	\$1,074,180
54	Professional and Technical Services	43	200	\$676	\$6,971,517
55	Administrative and Waste Services	24	122	\$460	\$2,850,240
61	Educational Services	7	105	\$706	\$3,847,468
62	Health Care and Social Assistance	57	722	\$583	\$21,926,644
71	Arts, Entertainment, and Recreation	15	109	\$528	\$2,957,693
72	Accommodation and Food Services	99	1,098	\$288	\$16,495,917
81	Other Services (except Public Administration)	71	275	\$371	\$5,300,700
99	Unclassified	4	12	\$274	\$171,719

Source: Michigan Labor Market Information, QCEW Data 2017.

3 | Elements & Goals

Below are summarized several goals, also adopted in the City's Master Plan, relating directly to the community's growth and development. These goals and strategies transcend individual geographic areas and districts. These planning element goals are intended to guide and inform the way that future City policies, regulations, projects, programs and initiatives are pursued, evaluated, adopted, and implemented.

Goal #	Goal	Priority (ST, MT, LT)	Lead Entity
1	<i>The City will enhance its role in supporting the regional economy.</i>		
1.1	City staff will continue to build and maintain relationships with other groups and with business leaders who are working to enhance the community's economic health and prosperity, including but not limited to employers, job training and economic development organizations, downtown development organizations, regional planning and development organizations, educational institutions, state and federal agencies, tribal governments, and other public and private stakeholders--e.g., the City's participation in Redevelopment Ready Communities.		
1.2	The City will establish a priority list, annually or as needed, of economic development projects that City staff will focus on. These priorities will be established with a short-term, mid-term and long-term focus and will be coordinated with stakeholders as listed above. Appropriate resources (human and financial capital) will be identified for these priorities so potential funding and incentive programs can be identified at the local, state, and federal levels.		
1.3	The City will work with the federal government and will meet annually, or more frequently, with the leaders and managers of the Soo Locks facility to ensure that plans for the future of the Locks support, and are supported by, the City's Master Plan goals, community economic needs and the health and well-being of City residents.		
1.4	City staff and elected officials will meet annually, or more frequently, with leaders from Sault Ste. Marie, Ontario to discuss goals, needs, and opportunities for alignment or mutually beneficial community and economic development investment. This may include joint meetings of the full governing bodies.		
1.5	City staff and elected officials will meet annually, or more frequently, with leaders from the Sault Tribe of Chippewa Indians to discuss goals, needs, and		

	opportunities for alignment or mutually beneficial community and economic development investment.		
1.6	The City will meet annually, or more frequently, with agencies and entities responsible for multi-modal transportation infrastructure (Soo Locks, I-75 highway, railroad, airport, International Bridge) to discuss goals, needs, and opportunities for alignment or mutually beneficial community and economic development investment.		
1.7	The City will continue to support the Economic Resource Alliance by providing staffing and technical assistance. The ERA incorporates downtown development, the chamber of commerce, the convention and visitor's bureau, the economic development corporation, LSSU, the SmartZone, EUPISD, Chippewa County Health Department, local realtors, EUP Regional Planning, SBDC, City Administration, Michigan Works!, private sector businesses, Sault Area Schools and Bay Mills Community College, to discuss goals, needs, and opportunities for alignment or mutually beneficial community and economic development investment.		
1.8	The City will pursue the development of form-based codes to support economic and community health.		
2	<i>The City will facilitate a decision-making framework that ensures processes that safeguard community economic stability and success.</i>		
2.1	The City will prioritize investments related to the goals of the Plan and through the Capital Improvement Planning process.		
2.2	The City will design and implement an efficient, effective and fair permit review and approval process. The City will continue to promote and support the initiatives of the Economic Resource Alliance (ERA), which is a model in collaboration with other permit and approval entities and government agencies in order to streamline administrative processes and improve economic competitiveness.		
2.3	The EDC will continue to promote and enhance its' concierge program, which includes marketing and background information on the City to potential clients.		

3	<p><i>After financial and economic analysis, the City will prioritize capital improvements and private development projects that require public funding. The Capital Improvement Plan (CIP) will encompass those projects that meet specific criteria regarding their priority in meeting the City's financial and economic needs. When considering the projects within the Capital Improvement Plan for approval and recommendation for funding, the Economic Development Corporation (EDC) will make its judgment as to the project's conformance with the Economic Development Strategy in keeping with the immediate and long-term interests of the entire community.</i></p>		
3.1	<p>To aid in this, projects will be the result of analysis by staff, or consultants directed by staff. Analysis may include but not be limited to:</p> <ul style="list-style-type: none"> a. Costs and financial impacts of projects. b. Forecasts covering the useful life of the project detailing economic considerations such as revenue forecasts, jobs added, investments, etc. c. Forecasts covering the useful life of the project detailing operational and maintenance considerations such as anticipated new operating savings/costs, changes in staffing levels, changes in depreciation funding, etc., along with resulting forecasts for changes in operating budgets, utilizing asset management best practices. 		
3.2	<p>Projects recommended by staff for inclusion in the Capital Improvement Plan shall be focused in three primary areas for consideration, noted below. Each of the primary areas shall have identified or dedicated funding sources with all current year funding allocated. These primary areas will be shared:</p> <ul style="list-style-type: none"> a. Projects required to maintain a current standard of infrastructure service, such as annual street maintenance, utility maintenance projects, etc. b. Projects that are operational in nature such as vehicles and equipment, computer systems, telephone systems, etc. For projects in this area, only a listing will be provided. c. New projects and/or upgrades in current service. 		
3.3	<p>All projects submitted as new/upgrade projects will be categorized by type and evaluated as to their priority within their respective type. This will require the development of categories of projects</p>		

	<p>and a weighted system for prioritizing projects within type. Type categories are:</p> <ul style="list-style-type: none"> a. Projects stemming from unforeseen emergencies or opportunities usually requiring an amendment to the existing Capital Improvement Plan; b. Projects that contain some element of a public/private partnership that aids in the accomplishment of the City's financial plans; c. Specific Improvements that leverage needed investment in the City or region; and d. Service upgrades to City infrastructure. 		
4	<i>The Twin Sault's will pursue the creation of a federally-recognized bi-national investment zone that extends into both Canada and the U.S.</i>		
4.1	Creation of a governing Binational Coordinating/Advisory Board structure for the Investment District.	ST	
4.2	Development of a single economic development plan specifically for the District, instead of having a series of regional, disjointed efforts, where the different cities/counties are acting in independent disjointed silos.	I	
4.3	Explore and pursue implementation of an integrated International Metropolitan Statistical Area.	I	
4.4	Establish a corridor along the Michigan Ontario border in which products and manufactured goods within the corridor meet the certification requirements of both nations, as though they had been made in both the U.S. and Canada for trade purposes.	LT	
4.5	Create a defined, secure area extending across the Michigan-Ontario border in a zone designated free of border entry procedures and payments of duties within the zone, allowing for free movement of raw materials, components, semi-finished goods and finished goods, as well as personnel, as long as such goods and persons remain within the zone.	LT	
4.6	<p>Create state and federal financial incentives for in-district investment in key infrastructure and targeted sectors.</p> <ul style="list-style-type: none"> a. Focus on strategic property/infrastructure investment in the Sault International Investment District. b. To attract risk capital to support purpose-planned/built industrial assets, a special focus should be made to identify investment opportunities on both sides of the border. 	I	

	c. Create a range of sites/infrastructure that can offer the market a diverse set of products that can cater to the targeted areas.		
4.7	<p>Expansion of the existing Sault Ste. Marie Foreign Trade Zone</p> <ul style="list-style-type: none"> a. Application to the U.S. Department of Commerce to request expansion of the existing zone to include Chippewa County. b. Provide uniform benefit to stakeholders across the County with regard to business attraction and marketing efforts, and in the retention of existing industries that desire to expand. 	ST	
5	<i>Economic Vitality Priorities – Main Street</i>		
5.1	<p>Downtown Properties</p> <p>Objective: Increase tax base, connect retail corridors, and offer new housing and commercial space.</p> <ul style="list-style-type: none"> a. Assemble list of properties from Mainstreet application and prioritize b. Create specific list of City-owned properties in the DDA district with detailed information. c. Identify five (5) properties in DDA that are most redevelopment ready, including both vacant land and buildings. (Lynn Auto, American Café?, Bookworld, Ashmun and Maple vacant building, Curves building) d. Develop a pitch that matches a property to demand for outside investors. e. Create a branded for lease sign or lease design template for realtors to use. f. Create three (3) commercial open house showcases (packaged properties), coinciding with major downtown events. g. Create a survey to assess square footage rates for commercial/retail and office space. h. Create a pitch deck targeted to four (4) large developers and make onsite presentations. 	<p>LT</p> <p>ST</p> <p>ST</p> <p>ST</p> <p>IT</p> <p>IT</p> <p>IT</p> <p>ST</p> <p>OG</p>	
5.2	<p>Property Improvement/Grant Programs</p> <p>Objective: Offer Incentives to businesses from other businesses downtown to improve properties.</p>	IT	

	<ul style="list-style-type: none"> a. Utilize City bid process to secure vendors in a fair manner. b. Market in DDA newsletter or promo programs available. Get testimonials from users and promote. Tracking? c. Vendor ideas - WM/Smith Sanitation, interior decorators, window displays, paint, banks. 	<p>OG</p> <p>OG</p> <p>IT</p>	
5.3	<p>Business Recruitment</p> <p>Objective: Recruit business to the downtown.</p> <ul style="list-style-type: none"> a. Update parking map and distribute to downtown businesses. b. Study market demand through Retail TMA. Review all available study materials completed to date (Hyatt Palma, main street, etc.). c. Obtain credit card data including Canadian spending. d. Review business recruitment package e. Create value proposition for business recruitment f. West Portage study for year-round business. Discuss with business owners for financial viability for winter operations. g. Create a database in conjunction with ERA/Concierge program for potential business interests. <p>Review DDA website and analytics per page-monitor.</p>	<p>OG</p> <p>IT</p> <p>IT</p> <p>LT</p> <p>ST</p> <p>IT</p> <p>LT</p> <p>IT</p> <p>OG</p>	
5.4	<p>Economic Gardening</p> <p>Objective: Identify needs for relocation, expansion, staffing or other business goals, facilitate same.</p> <ul style="list-style-type: none"> a. Develop a business-to-business referral program. b. Define existing businesses into 4-stage categories to help identify their needs. c. Create framework and tools to assist businesses in their needs. d. Review infographic and resource tools to let businesses know there are resources available. e. Work with the Chamber to create a page of resources in the directory. f. Identify three (3) businesses and incentivize them to in-kind or cash incentives. 	<p>OG</p> <p>IT</p> <p>IT</p> <p>IT</p> <p>ST</p> <p>ST</p> <p>ST</p>	

4 | Redevelopment Priority Sites

The City has identified the following top sites proposed for redevelopment.

1. Cannleton Superfund/Reiss Coal Dock (ASHMUN BAY INVESTMENT AREA)

Sault Ste. Marie's west dock, informally known as the Reiss Dock, has an 800-foot slip and 780 feet of St. Marys River frontage. The dock is located at the convergence of deep water, a major rail yard and an interstate freeway. The port has been inactive since the late 1970s/early 1980s and the city is exploring options to off-load materials at the Reiss Dock, should the Carbide Dock ever become completely non-functioning in the future.

Within this same area is the Cannelton Superfund site, adjacent to the Reiss Dock, this Superfund site is owned by Freeport-McMoran and is in the final phases of being delisted and would be available for redevelopment once this occurs.



2. Carbide Dock/Alford Park

Located directly on the waterfront of the St. Marys river, east of the Cloverland Hydro-electric plant. Alford Park includes a lighted waterfront walkway with benches and railings as well as open space. The park encompasses 2.9 acres.



3. Kmart Property (former)



This recently closed retail location is ideally situated on the I-75 Business Spur which leads directly into downtown Sault Ste. Marie, approximately 1.5 miles to the north. This large “big box” store is currently vacant and seeking a tenant or redevelopment of the property.

4. Old Ramada Inn (by Airport)

This former hotel property has been identified by the EDC as a priority property for redevelopment, it currently sits as a very blighted structure on one of the busiest stretches of road in the entire EUP Region. Numerous opportunities abound for the possible redevelopment of this property.



5. Cascade Crossings



This retail strip mall development is located off of the 3 Mile Road exist at I-75. It is one of the largest clustered retail developments within City limits. Anchor tenants such as Family Fare grocery store and JC Penney have recently departed, leaving the development in a state of flux. Large expanses of space for retail development are currently available and on the market.

6. Air Industrial Park

The Air Industrial Park (AIP) is located off the I-75 Business Spur and adjacent to the municipal airport. There are 13 lots in total with five (5) having runway access. AIP covenants and map have been included in this packet. All 13 lots have been surveyed and have title work. The attached map is only conceptual; lots can be split or combined.

Lots are zoned I-1 which is largely industrial in nature, however, this designation also allows for anything in the B-3 district. Please review allowable uses in the attached Industrial Park Covenants.

Incentives may be available through the Michigan Economic Development Corporation for infrastructure and or financing based on number of new hires. Additional information may be found at <https://www.michiganbusiness.org/factsheets/>.

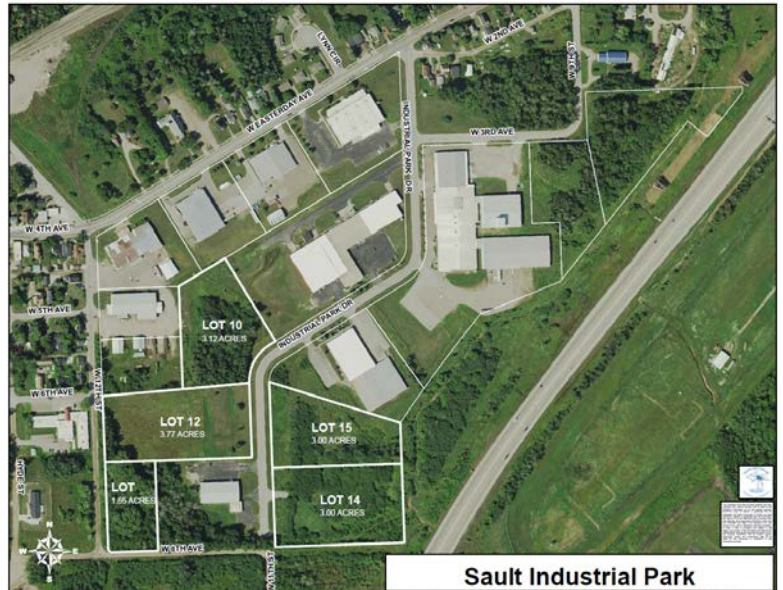


7. Industrial Park (Incubator area)

The Industrial Park (IP) is located off the I-75 Business Spur and adjacent to the municipal airport. There are 4 lots in total. IP covenants and map have been included in this packet. Our Industrial Park is the only Certified Park in the Upper Peninsula. All 4 lots have been surveyed by and have title work. The attached map is only conceptual; lots can be split or combined.

Lots are zoned I-1 which is largely industrial in nature, however, this designation also allows for anything in the B-3 district. Please review allowable uses in the Industrial Park Covenants, which can be found here:

[https://library.municode.com/mi/sault ste. marie/codes/code of ordinances.](https://library.municode.com/mi/sault%20ste.%20marie/codes/code%20of%20ordinances)



Incentives may be available through the Michigan Economic Development Corporation for infrastructure and or financing based on number of new hires. Additional information may be found at <https://www.michiganbusiness.org/fact-sheets/>

8. Historic Water Treatment Plant

This 1902 building is a masonry structure designed to house a water treatment plan. It is the equivalent of a two-story building with a pump house (main structure) constructed as an amphitheater. A boiler room wing is provided as a West extension to the main building. The pump-house has a suspended ceiling. The basement walls are laid stone to an elevation about 5 feet above grade.



9. Templeton Site – Downtown SSM

This private parcel of land is located at 150 Portage Ave., is in the middle of the block bounded by Ashmun and Osborn and is within the city's tourist service district. It was the former home to the Mariner Motel, this large track of land (0.52-acres) has vast potential for mixed-use and tourism-oriented development.



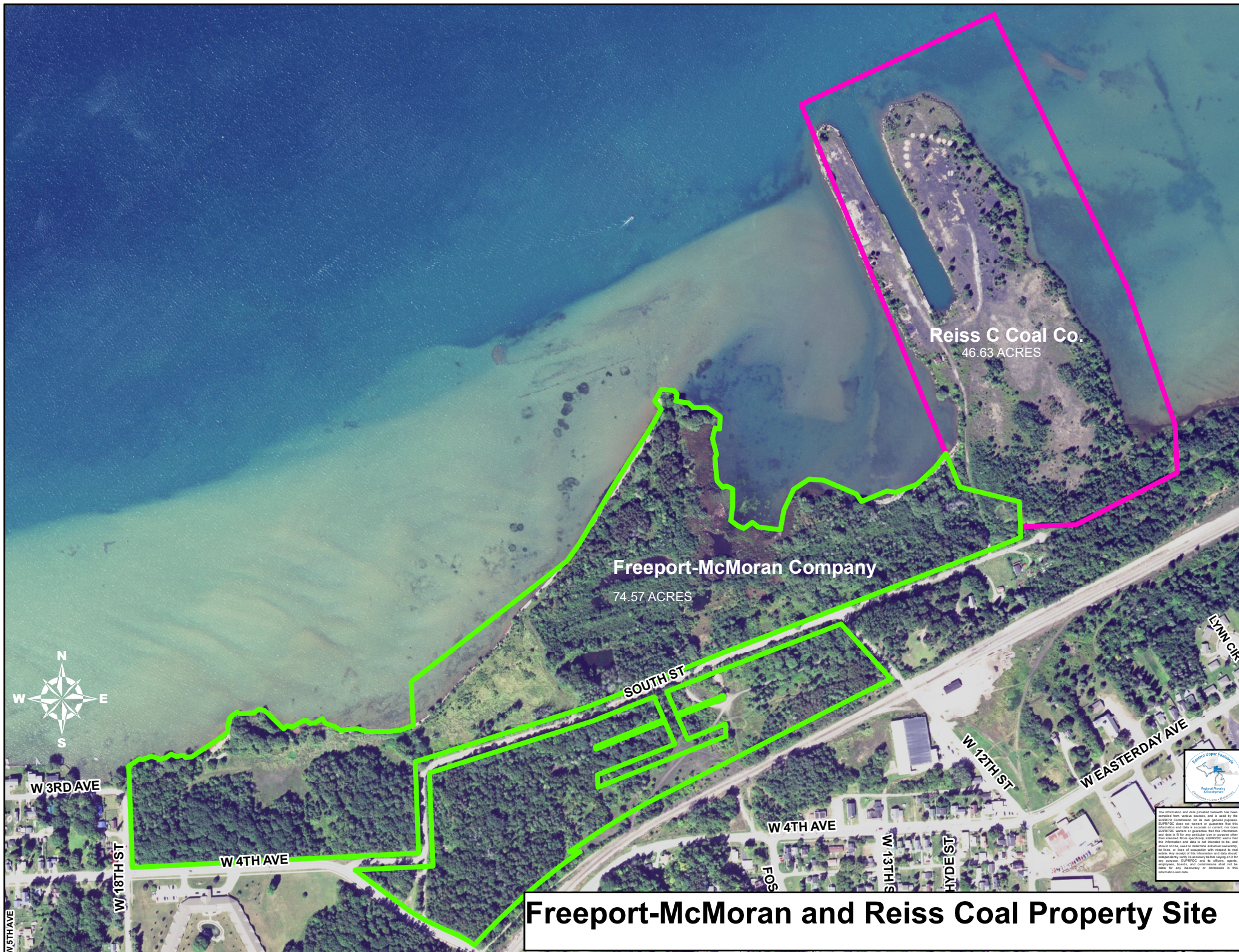
10. Cleary Lot – 120 Ridge St. – adjacent to Woda Development



The City of Sault Ste. Marie is working to facilitate development of this privately-owned, vacant 0.65-acre site in the City's downtown. The owner of the site, the City, and the Community have invested significant time and resources into developing a broad vision for the site and surrounding area, which has potential for mixed-use and tourism-oriented development. The site is zoned B-2 Central Business District and features 149 feet of frontage along Ridge Street in downtown Sault Ste. Marie.

5 | Appendices

In this section, one will find additional material relevant both to this plan and to the process used in its development.



Reiss C Coal Co.
46.63 ACRES

Freeport-McMoran Company
74.57 ACRES

Freeport-McMoran and Reiss Coal Property Site



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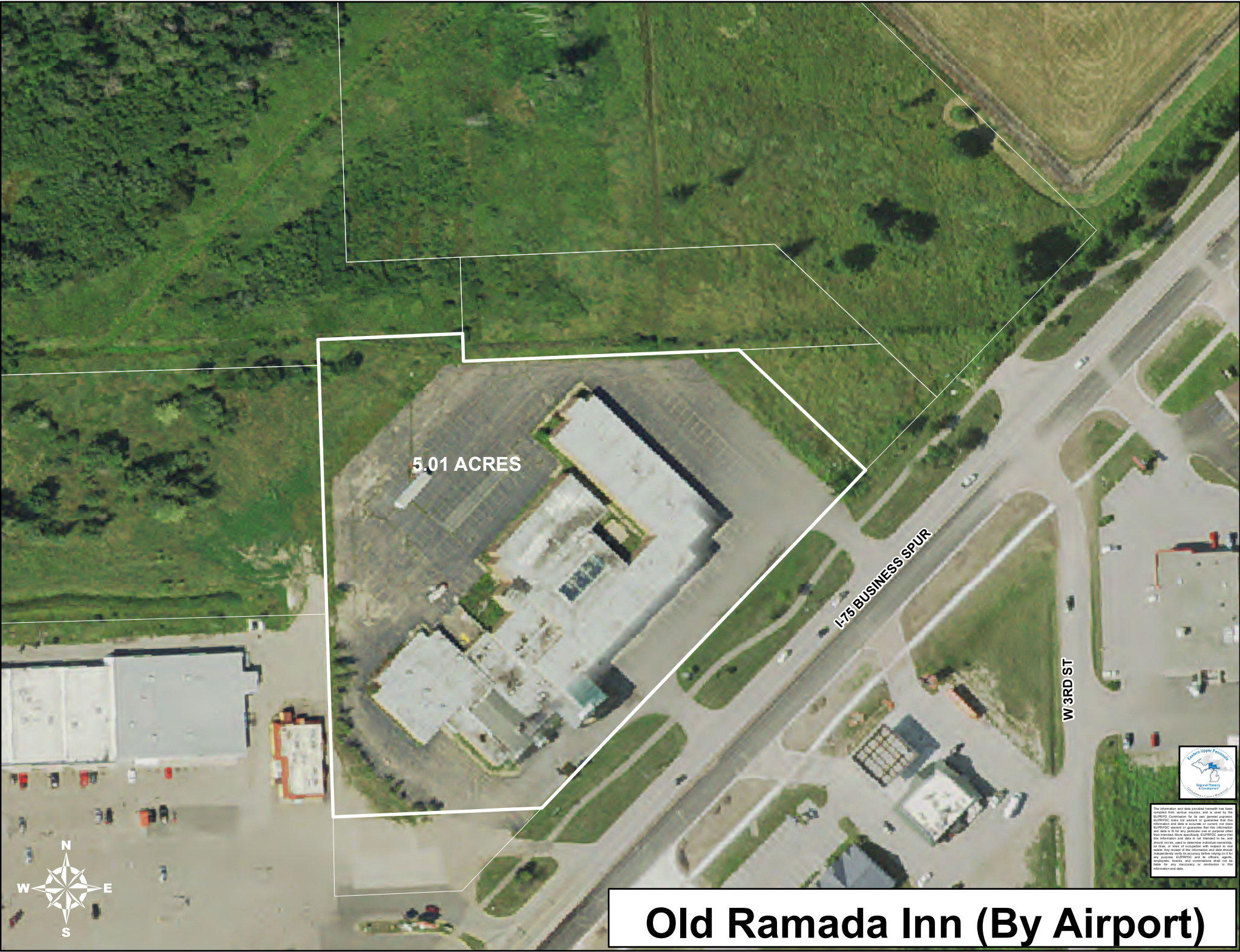
Carbide Dock and Alford Park Properties



Kmart Property



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5.01 ACRES

I-75 BUSINESS SPUR

W 3RD ST



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Old Ramada Inn (By Airport)



W 3 MILE RD

S SMART RD

W 28TH AVE

W 27TH AVE

W 8TH ST

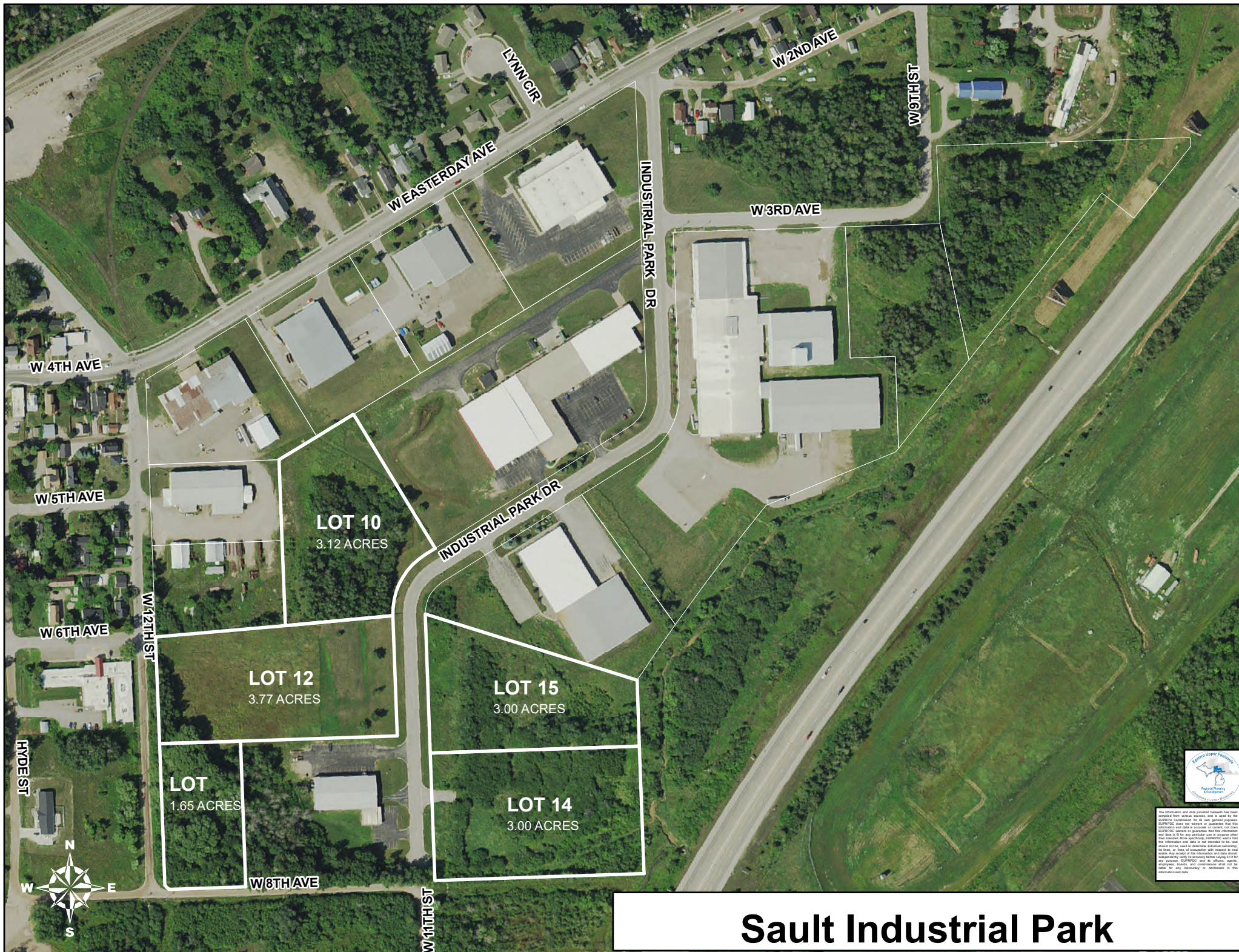


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Cascade Crossings



Air Industrial Park



Sault Industrial Park



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Historic Water Treatment Plant



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Cleary Property Site