

Central Upper Peninsula Comprehensive Economic Development Strategy CEDS



**Central Upper Peninsula Planning & Development
2021-2025**





**RESOLUTION ADOPTING THE 2021- 2025 COMPREHENSIVE
ECONOMIC DEVELOPMENT STRATEGY**

WHEREAS, the Comprehensive Economic Development Strategy (CEDS) Committee has been appointed to prepare an economic roadmap to diversify and strengthen regional economies, and

WHEREAS, the Comprehensive Economic Development Strategy is a document that serves as a guide for regional goals and objectives, implementing a regional plan of action and identifies investment priorities and funding sources, and

NOW THEREFORE BE IT RESOLVED, that the CUPPAD Executive Committee of the Regional Commission hereby adopts the 2021- 2025 Comprehensive Economic Development Strategy to fulfil the requirements of the US Department of Commerce Economic Development Administration.

Adopted on motion by Gerry Corkin, seconded by Alan Kilar

Roll Call Vote:

Gerald Corkin	<u>✓</u>	aye	<u> </u>	nay
Jerry Doucette	<u>✓</u>	aye	<u> </u>	nay
Peter Kleiman	<u> </u>	aye	<u> </u>	nay
Jill Beaudó	<u>✓</u>	aye	<u> </u>	nay
John Malnar	<u>✓</u>	aye	<u> </u>	nay
Alan Kilar	<u>✓</u>	aye	<u> </u>	nay
Eric Buckman	<u>✓</u>	aye	<u> </u>	nay
Ray Anderson	<u>✓</u>	aye	<u> </u>	nay

Adopted on this 23rd day of September 2021.

Gerald Corkin

Gerald Corkin, Chairman
CUPPAD Regional Commission

A Vision for the Future

Through persistent collaborative efforts among the Central U.P.'s institutions, local governments, and private sector industries, we will shape a resilient and prosperous future for our region that is sensitive to issues of equity and sustainability.

Looking forward 20 years, regional leaders envision the Central U.P. as a place that is inviting and attractive to new talented workers, supported by efforts to market the region's vast opportunities for outdoor recreation and serene natural beauty.

Our existing residents will comprise a majority of our workforce and we will draw on their potential through the development of new skills and capacities that will meet the demands of modern jobs, leading to increased incomes and a rising quality of life.

This region of the future will be comprised of an ecosystem of well-trained development professionals working together to build a culture of entrepreneurship and innovation who recognize our greatest potential is in growing our local economy through the support of small businesses, but always ready to respond sensibly as new big opportunities present themselves.

The cities and towns of the Central U.P. will continue to support financially responsible budgeting, maintenance of infrastructure systems that make daily life possible, and actively supporting the redevelopment of key priority areas, while supporting the concept of creating vibrant places where people want to live healthy and active lives.

Although remaining true to their rural character, our communities will be connected to the world with high-speed broadband connections that make possible essential demands of the 21st century, like remote work, telehealth, and distance learning.

As we pursue this vision of the future together, we will develop the fundamentals of resiliency that will improve our ability to adapt to and recover from the shocks that are certain to come.

It's time to act boldly and seize this future together!

The Central Upper Peninsula's 2021-2025 Comprehensive Economic Strategy was made possible by funding from the Department of Commerce- Economic Development Administration.

Prepared by the Central Upper Peninsula Planning and Development Regional Commission.

CUPPAD

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CEDS Committee Members

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Alison Cook	<i>Schoolcraft Tourism & Commerce</i>	Joe Thiel	<i>Innovate Marquette SmartZone</i>
Alex Kofsky	<i>Accelerate UP</i>	Julee Kaurala	<i>Michigan Department of Health and Human Services</i>
Bill Raymond	<i>Michigan Works of the Upper Peninsula</i>	Kathy Reynolds	<i>Greater Munising Bay Partnership of Commerce</i>
Brian Sarvello	<i>Marquette-Alger RESA</i>	Lois Ellis	<i>Dickinson Area Economic Development Alliance</i>
Donna LaCourt	<i>Michigan Department of Agricultural and Rural Development</i>	Marty Fittante	<i>Invest UP</i>
Ed LeGault	<i>Delta County Economic Development Alliance</i>	Nancy Douglas	<i>Menominee Business Development</i>
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Table of Contents

Resolution	2
Vision	3
Introduction	5
Regional Summary Background	7
Population and Demographics	7
Economic Profile.....	14
<i>Income</i>	14
<i>Employment</i>	15
<i>Industry and Occupations</i>	17
<i>Workforce Development</i>	22
<i>Cluster Ranking and Development</i>	23
<i>Commuting and Remote Working</i>	26
<i>Education</i>	28
<i>Innovation and Entrepreneurship</i>	31
Natural Resources.....	36
Infrastructure Assets.....	39
Inclusion, Equity, & Diversity	47
Economic Distress.....	50
Asset Limited, Income Constrained, Employed (ALICE).....	51
Opportunity Zones.....	57
Public Health.....	59
Alignment of Regional Strategies	68
Regional Analysis	74
SWOT.....	74
Pillars of Asset Based Strategy.....	77
Overarching Regional Needs	79
Strategy and Action Plan	81
Goals and Objectives.....	81
Priority Responsive & Steady State Projects.....	97
Evaluation Metrics.....	107
Appendices A-C	109

Introduction

The Central Upper Peninsula Planning and Development Regional Commission (CUPPAD) has facilitated the development of the Comprehensive Economic Strategy (CEDS) for the central region, including the counties of Alger, Delta, Dickinson, Marquette, Menominee, and Schoolcraft. This document is meant to be a blueprint for the future economic development of the region with guiding principles for community growth. Regional partners have collaborated in order to identify strengths and assets, new opportunities, along with needs and risks to develop this plan to move our region forward, increase quality of life, and prepare for growth with measurable goals and objectives.

About CUPPAD

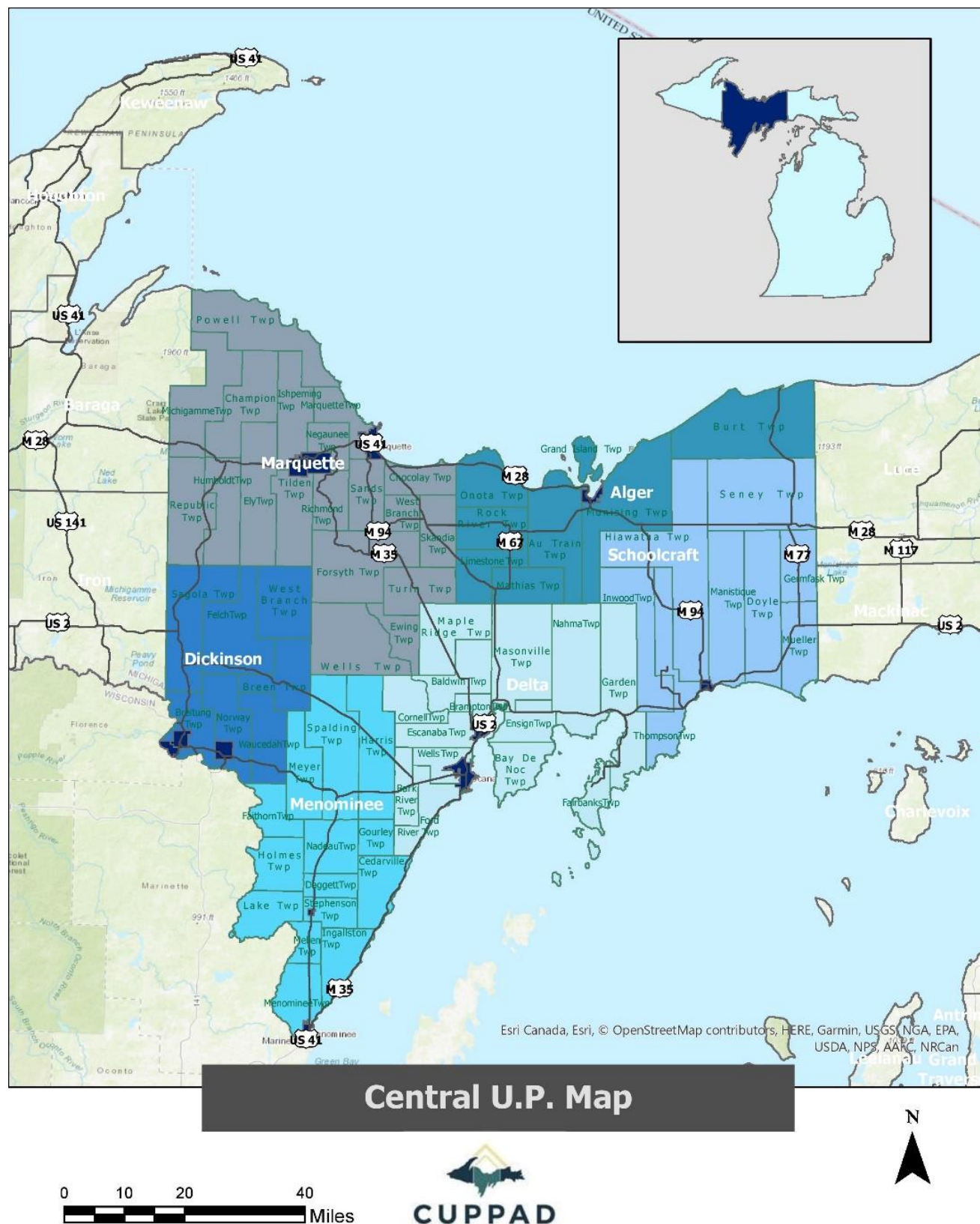
CUPPAD was founded in 1968 under the Public Works and Economic Development Act of 1965 and was established as one of fourteen Economic Development Administration Economic Development Districts in Michigan in 1968. CUPPAD is a non-profit government agency primarily funded by the United States Department of Commerce and the U.S. Economic Development Administration and serves the communities throughout the six-county region. Governed by a 37-member commission with an 8-member Executive Committee, CUPPAD assists communities with planning activities, hazard mitigation plans, Geographic Information Systems work, land use planning, master planning, and recreation planning. These commissioners come from all over the region, with representation from each county, and bring their knowledge, expertise, and leadership to the everyday activities of CUPPAD.

Overview

The CEDS Committee is made up of community leaders and stakeholders from around the region. This diverse group of people helped to guide our CEDS strategies, projects, and priorities. We have split our CEDS into six top-most priority categories:

1. Resilient Regional Economy
2. Talented Workforce
3. Modern Infrastructure and Technology
4. Excellence in Education
5. Safe and Efficient Transportation
6. Vibrant and Healthy Communities

The CEDS Committee was split into subgroups to confront these specific categories based on area of expertise.



Regional Background

The Central Upper Peninsula Economic Development District is comprised of six counties: Alger, Delta, Dickinson, Marquette, Menominee, and Schoolcraft. Although home to several small urban centers, the region is predominantly rural with low population density. The area was originally settled because of its timber and mineral resources, industries which remain important to the region's economy today.

The central region is the most populous within the Upper Peninsula and home to Marquette and Escanaba, the first and third most populous cities. There are 93 units of government within the region, made up of counties, cities, townships, villages, and including the Hannahville Indian Community. The region is located in the north-central part of the United States and is surrounded on three sides by Great Lakes. The state of Wisconsin is on the Upper Peninsula's western border. Many people are drawn to the region because of its natural beauty and quality of life.

The region contains no metropolitan areas, however, Marquette, Escanaba, and Iron Mountain are classified by the census bureau as micropolitan areas, in that they have an urban core and a population of at least 10,000 but under 50,000.

Population and Demographics

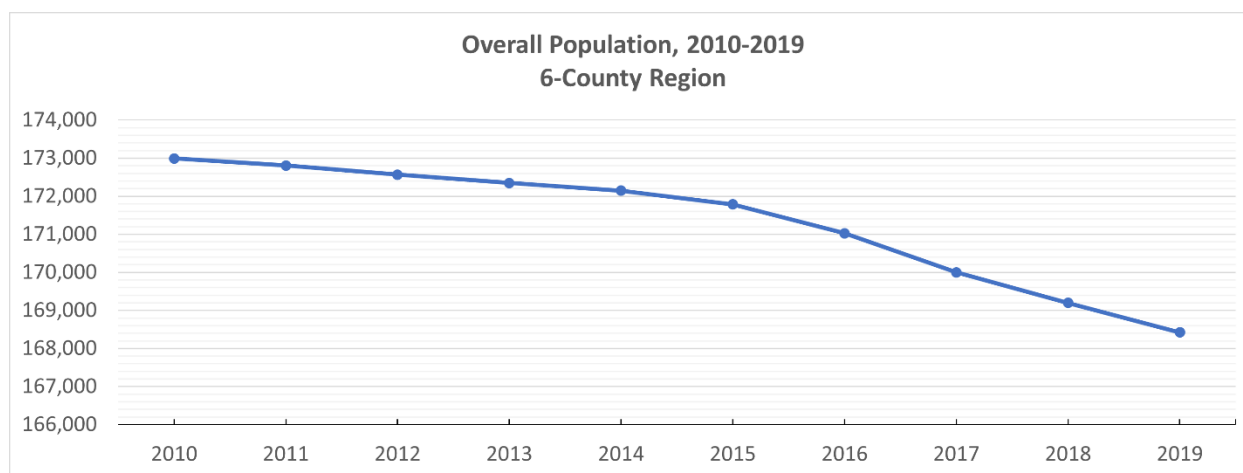


Figure 2: Overall Population, Source: US Census

The overall population of the 6-county region has been declining since 2010, but has sharply declined each year since 2015, resulting in a 2.6% decrease. In each county from 2010-2019, population has remained about the same or has experienced a decrease. The counties of Delta, Menominee, and Dickinson show a steady decline. Marquette County is the only county where population has increased over the past nine years, an increase of about 0.5%.

Age Dynamics and Population Change

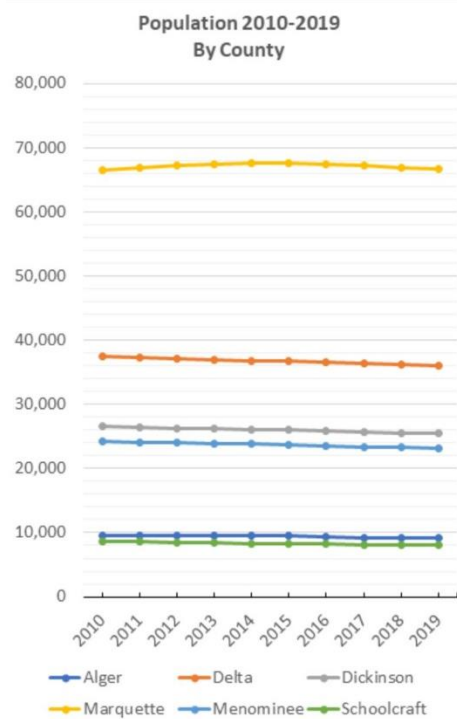
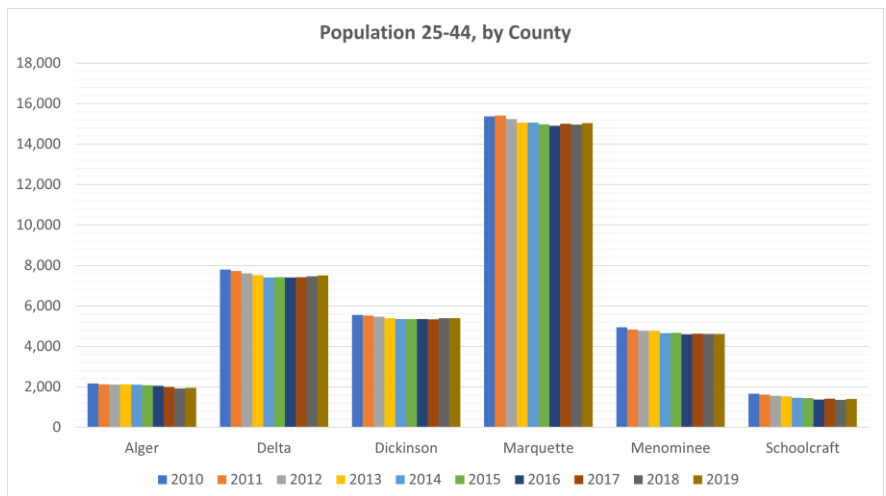


Figure 3: Changes by County, Source: US Census

While it may be too early to make assumptions, this could be good news for the region as it hopes to attract young, working and family-building age individuals. This age cohort is essential to the growth of the region for a variety of reasons.

The bar graphs below show population changes from 2010 to 2019 among groups aged 25 to 44 years old alongside those 65 and older arranged by county. During this period, each of the counties experienced downward trend in the younger age cohort. While the average loss among the six counties was only 263, it has had a significant impact of the region's most rural counties, with Alger and Schoolcraft experiencing the greatest declines in their shares of this demographic: a loss of 9.9% and 15.4%, respectively. For the region overall, a 4.2% loss resulted over this 10-year period. Although in the year 2019 each of the counties experienced a slight increase in this population group.



Conversely, as the bottom graph shows, the population of adults 65 years and older has been growing steadily in all counties, but at a particularly rapid rate in Marquette County with an increase of 2,711 more persons over this period, for a growth of 22.1%. This could be due to the natural factors as the Baby Boomer generation ages into retirement, or the fact that more people of retirement age are locating to the area in recent years. In any case, the region should consider strategies that support an aging population in housing, transportation, and healthcare.

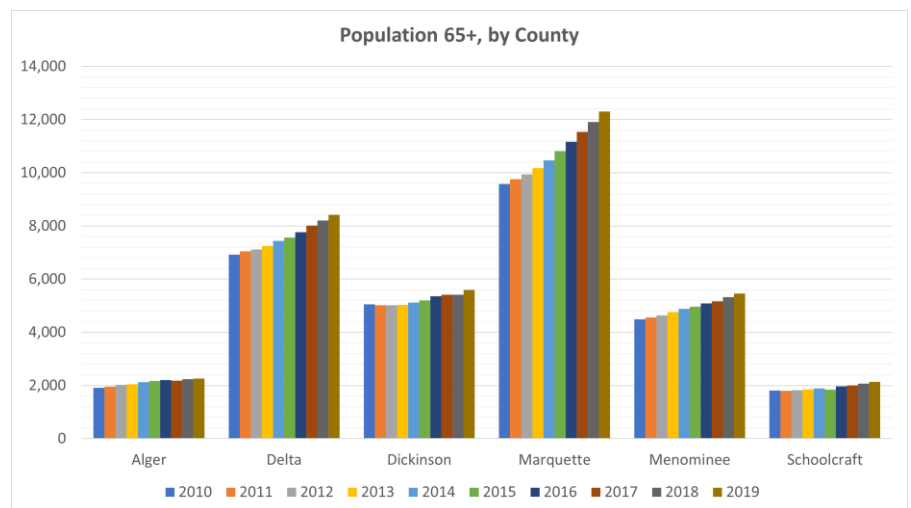


Figure 4: Population over time, Source: US Census

With the slow decline in young, working age population and the rapid rise in senior population, it is observed that for the first time ever recorded, the senior population has surpassed the younger generation. The trend toward an aging population is a nationwide phenomenon, however, it is more pronounced in the Upper Peninsula due to limited in-migration of young people. This trend is anticipated to continue for the next 10-15 years until the Baby Boomer generation completes its journey into senior hood.

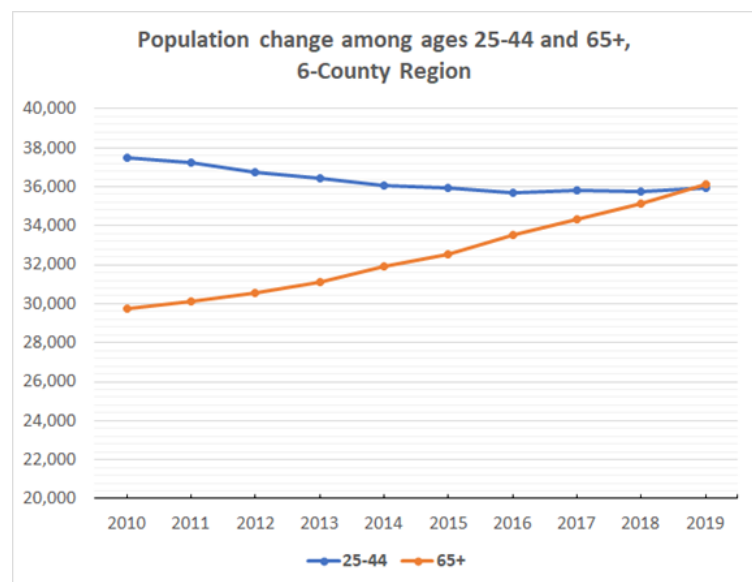


Figure 5: Population Change, Source: US Census

Future Projections

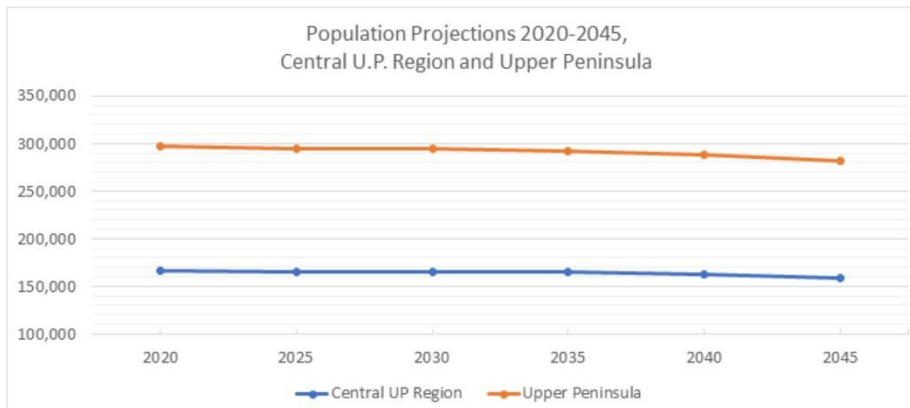


Figure 6: Future Projections, Source: Michigan Labor Market 2020

Future projections of population numbers can serve as a glimpse into the future and can assist regional leaders to properly plan and make accurate predictions. According to Michigan Labor Market Information projections, the decline in population of central

U.P. counties is anticipated to continue throughout 2045.

Only Marquette County is expected to gain population, with a 5.6% increase over the next 25 years. Similar to the central region, the Upper Peninsula as a whole is projected to decline by 5.5% in the next quarter century. Projections are not necessarily the future, and while they give us a good idea of how future conditions might play out if conditions remain the same, but they can be disrupted by national events and phenomena, such as the coronavirus pandemic and the possibility of climate migration.

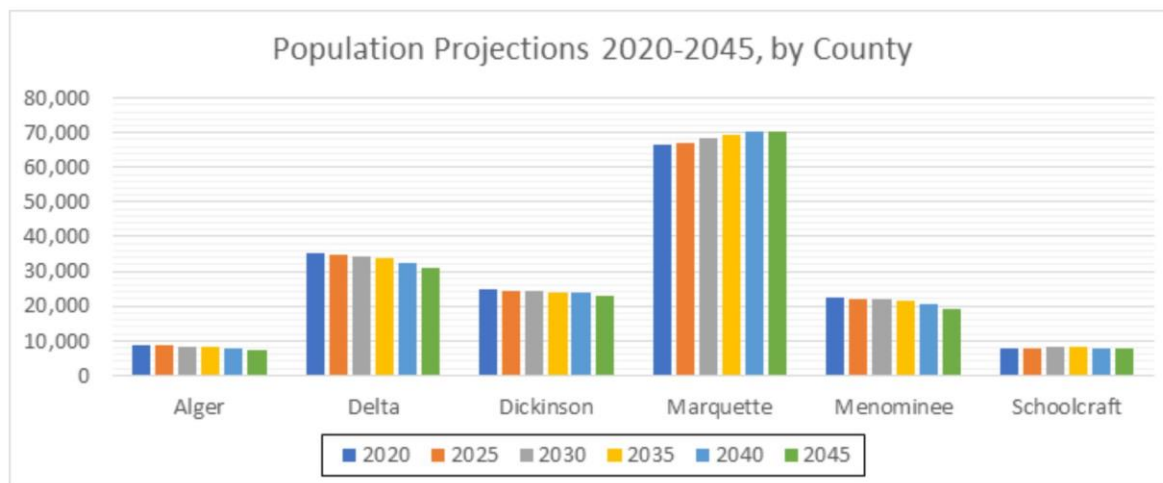


Figure 7: Population projections, Source: Michigan Labor Market 2020

Population Pyramids

Population pyramids are useful tools meant to measure subsets of age groups split by sex. They are a snapshot in time of the structure of our population and how they are changing which helps communities plan for the future needs of its citizens. Population pyramids are useful for studying the future of a region as well as examining historical and current population trends. If part of the population has been affected by sudden changes, such as casualties from armed conflict, high female mortality in childbirth, or

the migration of young workers out of poorer regions, or a global pandemic, the graph will offer a way to visualize how the future population will be affected. They can also help direct government and private industry distribution of services for regions based on population needs. We're also able to see generalizations in the makeup of generational groupings, for example retirement age, baby boomers, and generation Z. The bars on the graphs will shift upward as time passes, allowing communities to predict senior age population, young people of working age, and children.

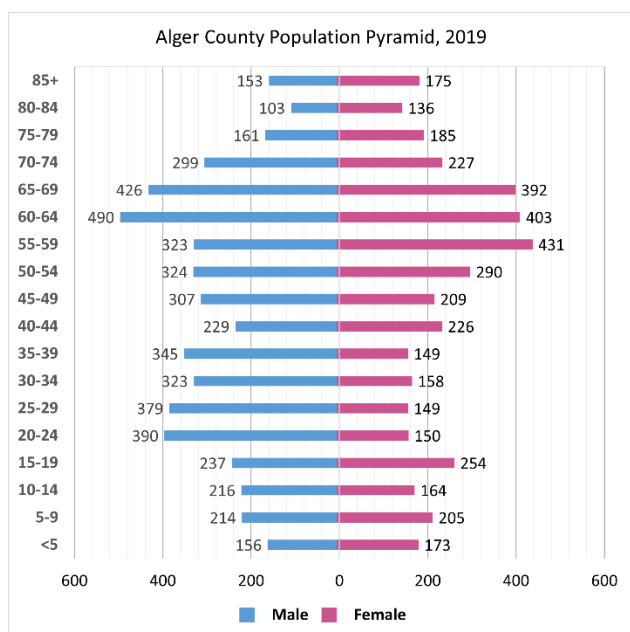
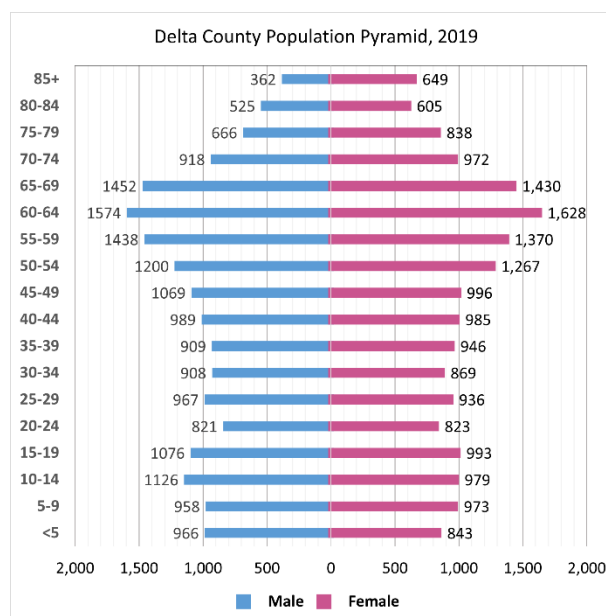


Figure 8: Source: American Community Survey, 2019

In **Delta County** the population pyramid is more balanced in terms of sex, but a large swell is evident in those aged 55-69. From this, predictions can be made; for example, there will be more people of retirement age in the community, possibly more residents needing elder and hospice care in the near future. Aside from the Baby Boomer generation, the age cohorts that follow indicate a relatively sustained population.

In **Alger County**, the largest groups of residents are those from age 55 to 70, making up the Baby Boomer Generation. Then from ages 40-55, the bars shrink steadily. From ages 25-35 the male population is more than double that of the female population. It is hypothesized that this is due to the county having more male-dominated industries and less of a variety of jobs that would attract and retain female residents; as a result, women leave for college and are not returning to the area. Cohorts from ages 19 and under gradually become increasingly smaller, potentially spelling challenge for school enrollment in the County.



Similar trends can be seen in **Dickinson County**, but on a smaller scale in relation to the smaller population of the county. The male population in the 60-64 age range is an outlier with 1,182 persons, significantly more than the age cohorts that come before and after, or the female cohorts of the same age range. It is predicted that a rapid wave of retirements will be occurring in the County very soon, if it has not begun already. It is predicted that the population will decline over the next 20 years as the Baby Boomer generation exits the pyramid and will sustain a smaller population.

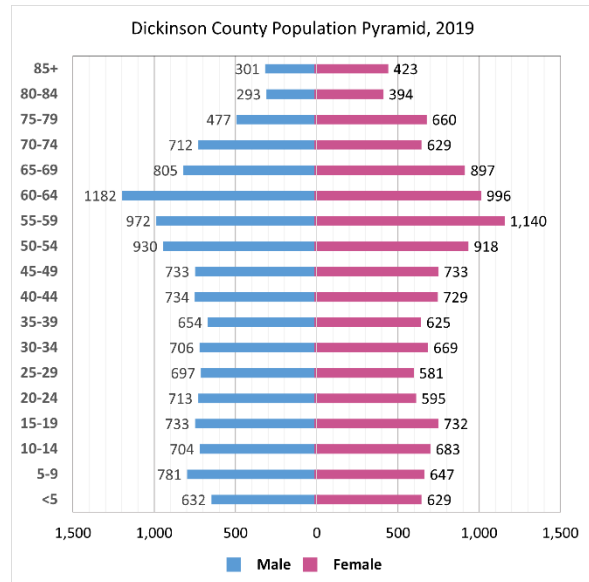


Figure 9: Source: American Community Survey, 2019

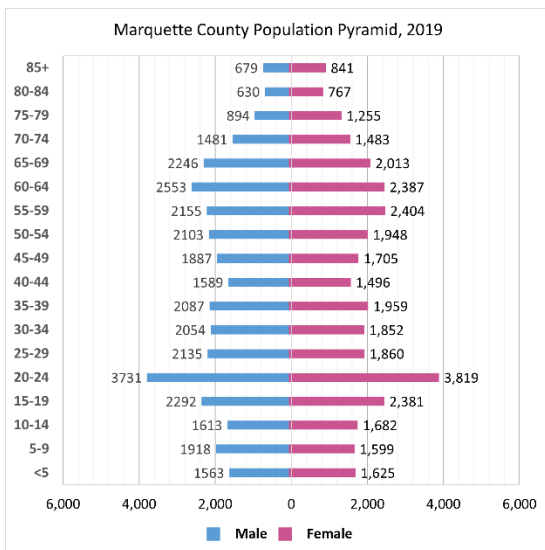


Figure 10: Source: American Community Survey, 2019

In **Marquette County** the largest group is those aged 20-24, which can be attributed to the local university. However, the next age category, 25-29, which could be considered young professionals, are almost half that of the student population. This suggests that young people come to the area for education, but do not stay for careers. Based on this 2019 pyramid, it is estimated 3,217 persons from this age cohort will not be retained in the County over the following five years, or 643 persons per year. The rest of the pyramid is fairly evenly distributed among age groups suggesting a no growth scenario when not accounting for in-migration.

Menominee County matches the current population structures seen in other counties in the Central UP, except Marquette. The Boomer generation outweighs all other categories, from ages 50-69. The number of men and women are somewhat proportional until 85+ when there are twice as many women as men.

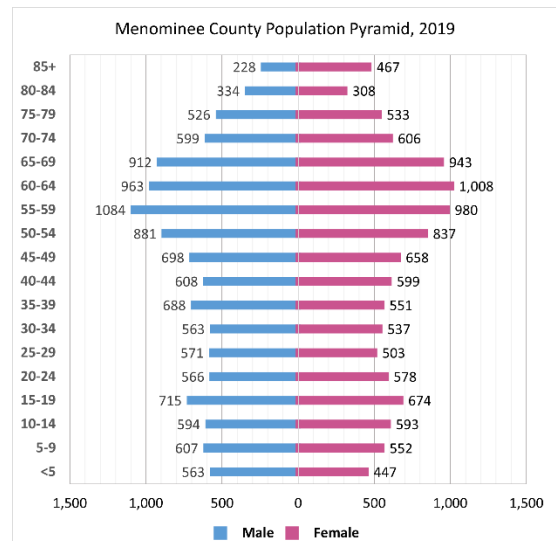


Figure 11: Source: American Community Survey, 2019

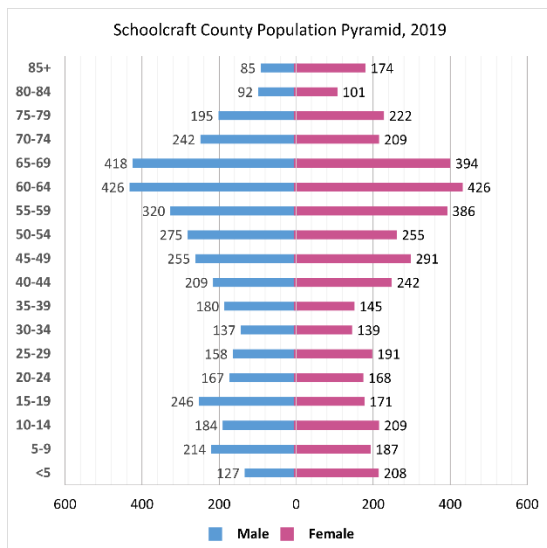


Figure 12: Source: American Community Survey, 2019

Schoolcraft County's population pyramid mirrors that of Delta County, with the largest groups being from ages 50-69. This seems to indicate a rapid decline coming over the next 20 years. We see more males disproportionately at the 15-19 section, but more females at 85 and older.

Overall, the pyramids are indicative of an aging population and a slow decline in youth population, resulting in a smaller workforce than in the past, greater need for senior care, and significant challenges ahead for school district enrollment.

Economic Profile

Regional Income

Comparing income trends helps to determine things like cost of living and provides a measure to compare with other regions. Annual pay figures reflects wages paid to local wage earners and it provide us with a measure to compare our region's competitiveness with other regions.

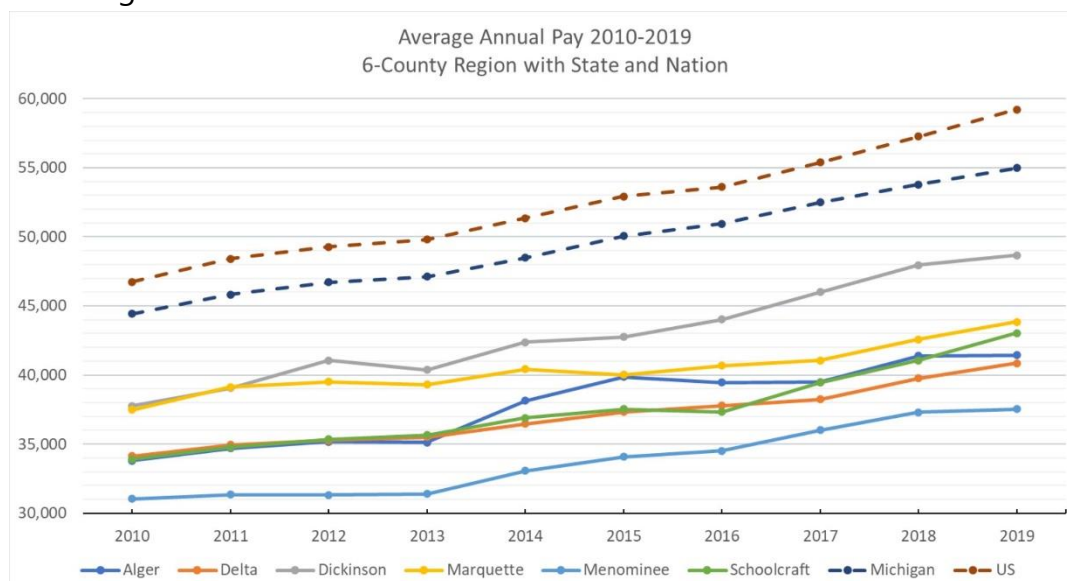


Figure 13: Annual Pay, Source: ACS 2019

The average annual pay rate between 2010 and 2019 is way below that of the entire nation and also the state of Michigan. The averages generally trend upward towards the end of the decade suggesting in reasonable growth over time. However, even Dickinson County, which has the highest average annual pay in the 6-county region, is not keeping pace with the rest of the state. Menominee County has the lowest average annual pay and is slower to climb in more recent years. None of the average wages for these counties have kept pace with inflation.

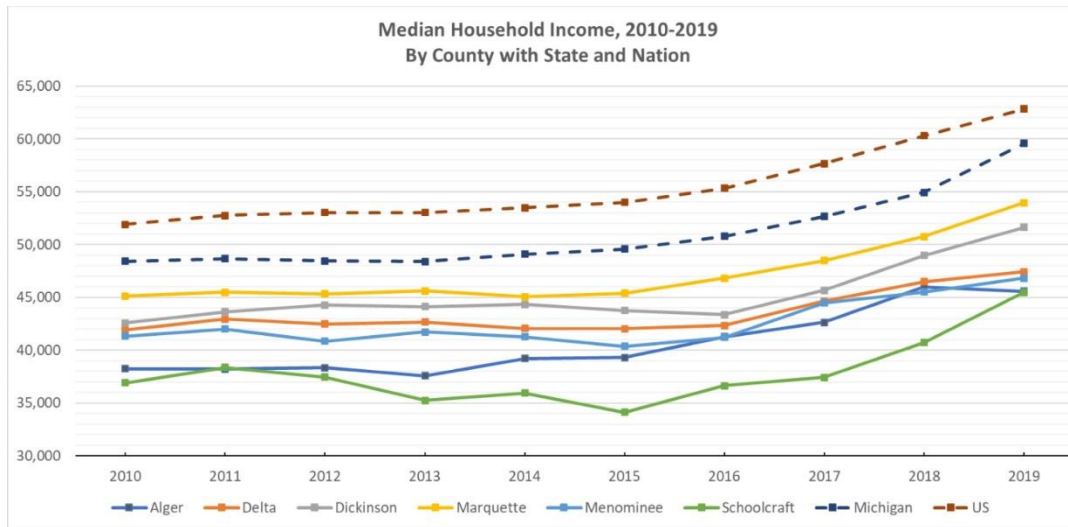


Figure 14: Median income, Source: ACS 2019

Median household income includes all members of a household, being related persons or not. Median incomes have slowly risen in recent years but is still below the state and national average. Schoolcraft County lagged in comparison to the region for the years 2013 through 2018, but experienced a rapid increase in the past two years which brought it up to comparable numbers with Alger, Menominee, and Delta Counties as of 2019.

Employment

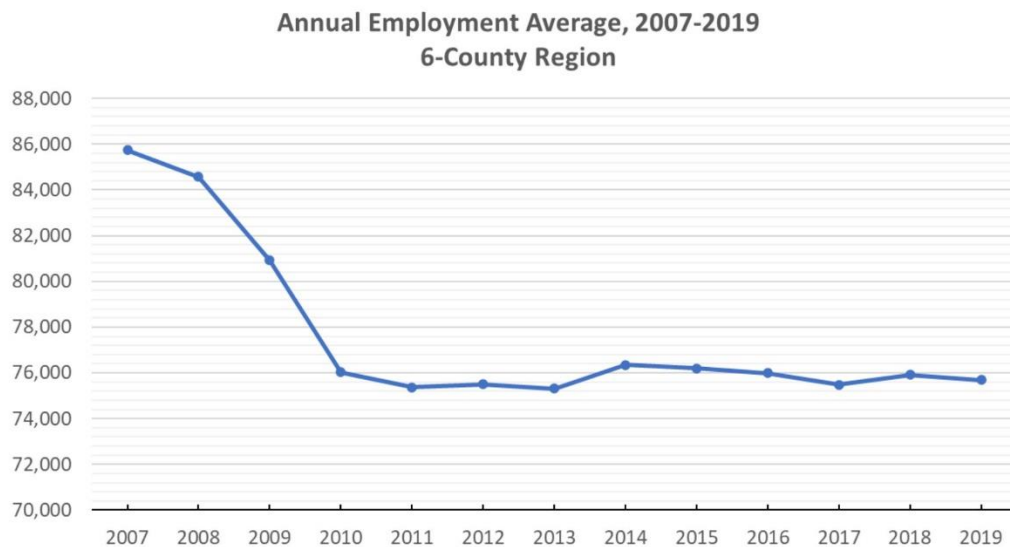


Figure 15: Annual employment average, Source: ACS 2019

Annual employment averages can shed light on the economic vitality of an area and, tracking this average over time, generalizations and predictions for the future can be made. According to the American Community Survey (2019), The annual employment average of the six-county region started high, but fell sharply from 2007 to 2008, and even more so from 2008 to 2009. This trend is consistent with the economic recession of 2008 and the subsequent gradual recovery. From the graph below, it is devastatingly clear that the employment average was not able to recover to pre 2008 levels but has had some small gains during 2014 and 2018.

Annual employment average by county shows in more detail the differences in employment numbers in the region. Generally, all employment averages have experienced little growth or even declined from 2014 onward, but the impact of the coronavirus pandemic has not been included in this dataset. It is predicted that the pandemic has accelerated the pace of retirements among the Baby Boomer generation and this has not yet been observed by the data.

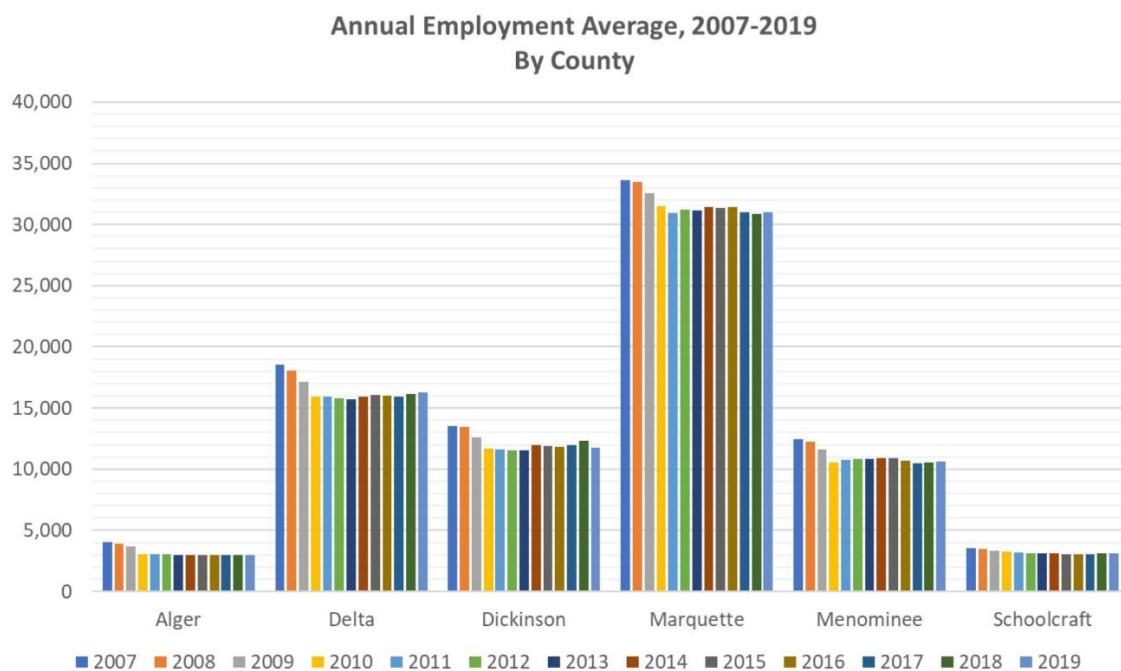


Figure 16: Employment avg by county, Source: ACS 2019

Average annual unemployment rates are shown on the next graph (Figure 18), from the years 2007 through 2019 in the counties of the region, the State of Michigan, and the Nation as a whole. Unemployment hit a peak in 2009 and 2010 and has been slowly declining over the years. As of 2019, all but Menominee County exceeded the State's annual average, with Dickinson coming in only a tenth of a point above. Once again, the impact of the coronavirus pandemic has not been observed by the data; however, when it is available, it is likely to show a sharp increase, and unlike the previous recession, it will show a rapid decrease in unemployment.

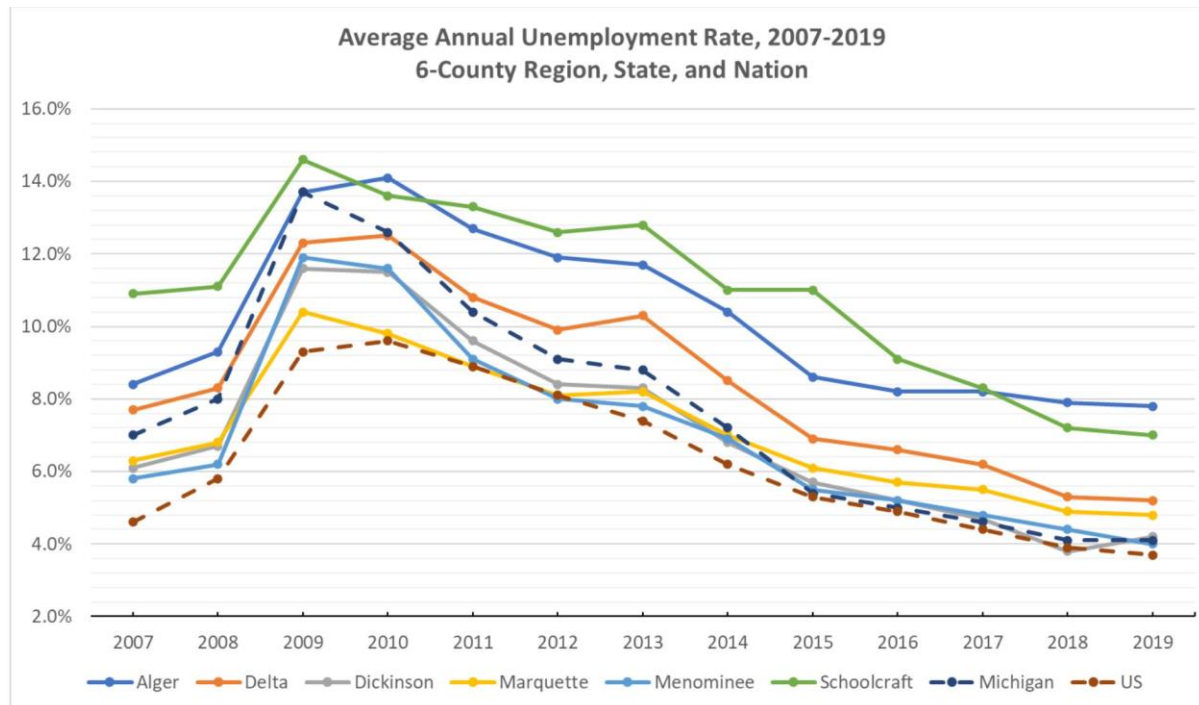


Figure 17: Unemployment Rate, Source: ACS 2019

Industry & Occupations

The top five industries in the region in terms of jobs are government services, health care, manufacturing, retail, and hospitality and food services. These industries account for 63.9% of the overall Gross Domestic Product of the UP, with Marquette County alone making up almost 60% of the Upper Peninsula's GDP.

Largest Industries

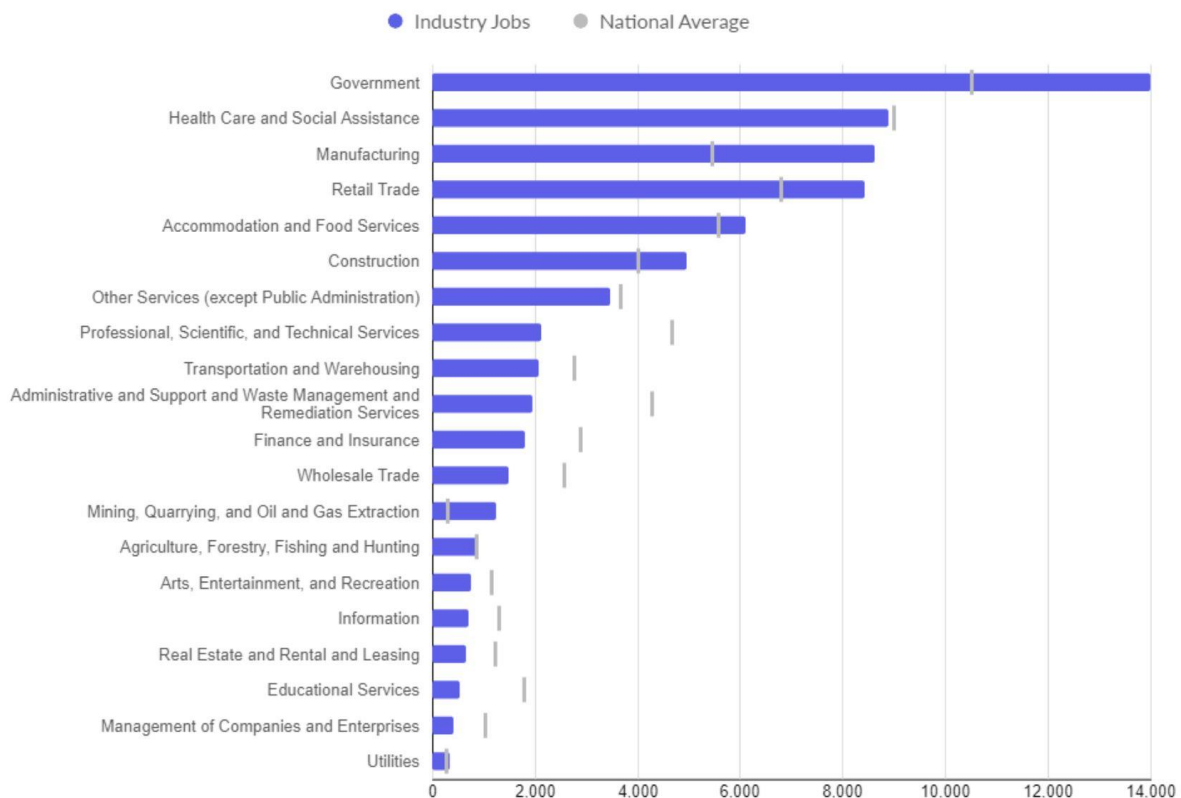


Figure 18: Largest Industries, Source: BEA 2020

The variety of businesses and industries are the building blocks of the regional economy. Examining how the make-up of the economy compares to similar regions and the national averages can provide insights into the competitiveness of the region and highlight potential opportunities. Additionally, investing in the infrastructure and workforce needed to support the industries already present in the region will promote growth and job creation in these industries. The industries in the region can be each be classified as either local or traded. Traded industries are defined as those that are located in a particular area but sell products or services on the global market. Local industries are those that serve the local market, such as hospitals. These industries contribute differently to the regional economy. Traded clusters help drive the economy of the region and they tend to be specialized, innovative, and pay workers higher wages

than local industries. Local clusters are present regardless of their ability to compete globally but tend to employ a greater number of people.

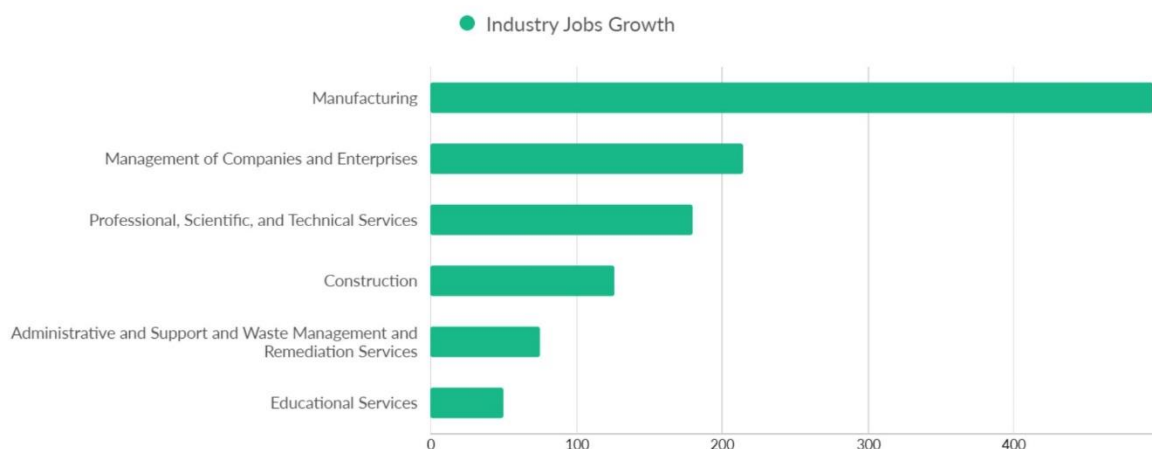
Figure 20 below shows the top industries in terms of job growth from 2015 to 2020. The greatest number of jobs came from the manufacturing industry, adding 496 jobs over the five year period, suggesting this as a true regional strength. The field of management of companies and enterprises experienced the second greatest rise in jobs, with 215 jobs, a 105% increase from 2015.

Industry	2015 Jobs	2020 Jobs	Change in Jobs	% Change in Jobs	2020 LQ	2020 Earnings Per Worker	2020 GRP
Manufacturing	8,124	8,620	496	+6%	1.59	\$71,039	\$1.15B
Management of Companies and Enterprises	209	424	215	+103%	0.42	\$82,831	\$42.62M
Professional, Scientific, and Technical Services	1,951	2,131	180	+9%	0.46	\$55,718	\$174.31M
Construction	4,842	4,968	126	+3%	1.25	\$67,852	\$444.11M
Administrative and Support and Waste Management and Remediation Services	1,888	1,963	75	+4%	0.46	\$31,627	\$86.15M
Educational Services	477	527	50	+10%	0.30	\$27,339	\$17.61M

Figure 19: Change in jobs, Source: BEA 2020

The top growing industries, as indicated by the graph below, are manufacturing, management services, and technical services with construction, administrative services, and educational services at the end of the list. Manufacturing is a staple industry of the central U.P. and one that many still rely on.

Top Growing Industries



Among the fastest growing industries, electrical equipment, along with appliance and component manufacturing stood out significantly with an increase of 1,400 percent since 2001, a majority of which happened between 2013 and 2015. The region is narrowly outperforming the state of Michigan and outperforming the nation in this

sector. This is perhaps becoming a regional strength and the region's economic developers should look to the industry's supply chains for future growth opportunities.

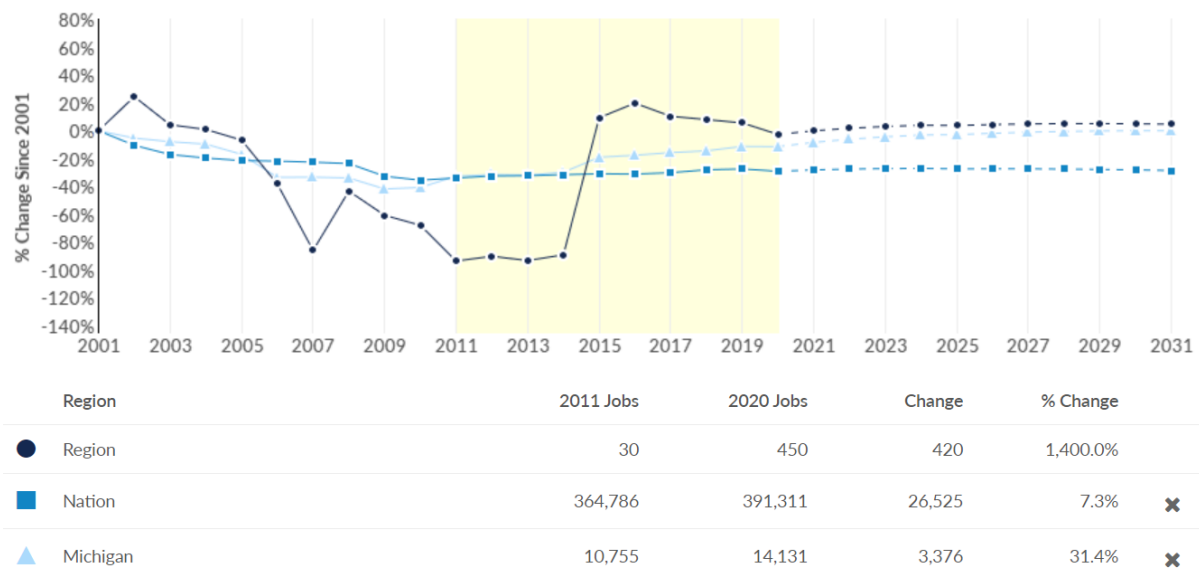


Figure 20: Electrical equipment, Appliance, and component manufacturing 2001-2020, Source: BEA 2020

Certain sectors are declining, due to a variety of circumstances. The paper industry in the U.P. has experienced some retraction. Since 2001, the change in paper industry jobs in the region declined by nearly 50 percent as seen in Figure 22. In the nation this number is just under 40 percent, suggesting that the region has been more significantly impacted than others. Retaining these industries is important to the regional economy and supporting innovation in this sector could bring renewed growth to this industry.

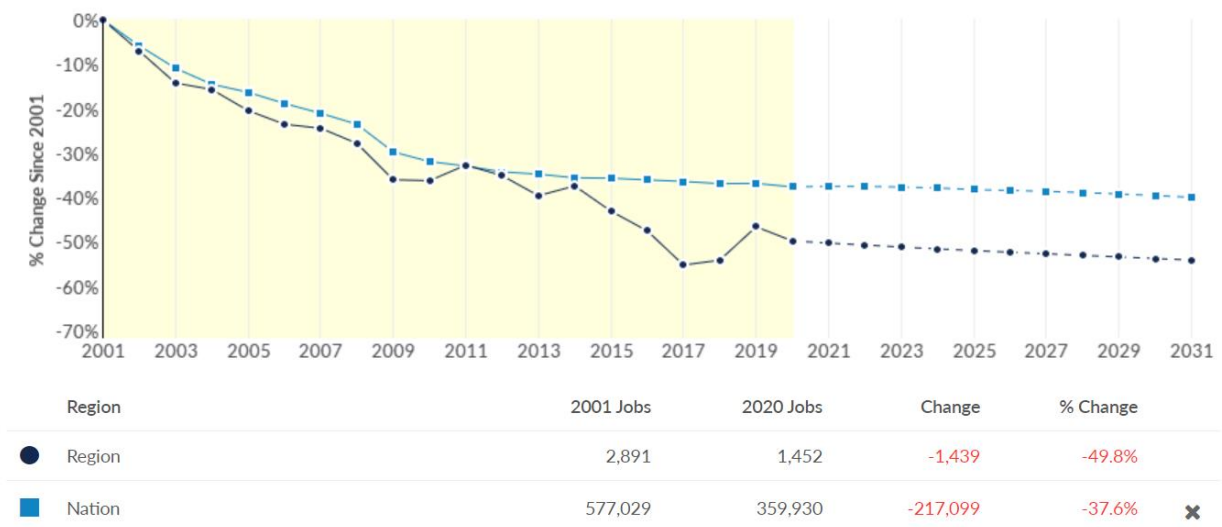


Figure 21: Paper Manufacturing 2001-2020, Source: BEA 2020

The metal ore mining industry has also been in decline and is predicted to continue its downward trend. Since 2001 the percent change in metal ore mining jobs in the region alone was 48.1 percent, with a loss of 893 jobs. Nationally, the industry increased by 27.4 percent. This industry is primarily driven by the location of ore bodies and when they become increasingly difficult to extract from or become depleted, the industry moves on to new locations. As existing mine operations come to their end life, a decline in jobs is inevitable and any decision to start a new ore operation are driven by forces beyond regional control. The region should begin to prepare workers in this industry for new occupations and competencies that their existing skills can translate well to and have relatively similar pay scales, such as construction and manufacturing.

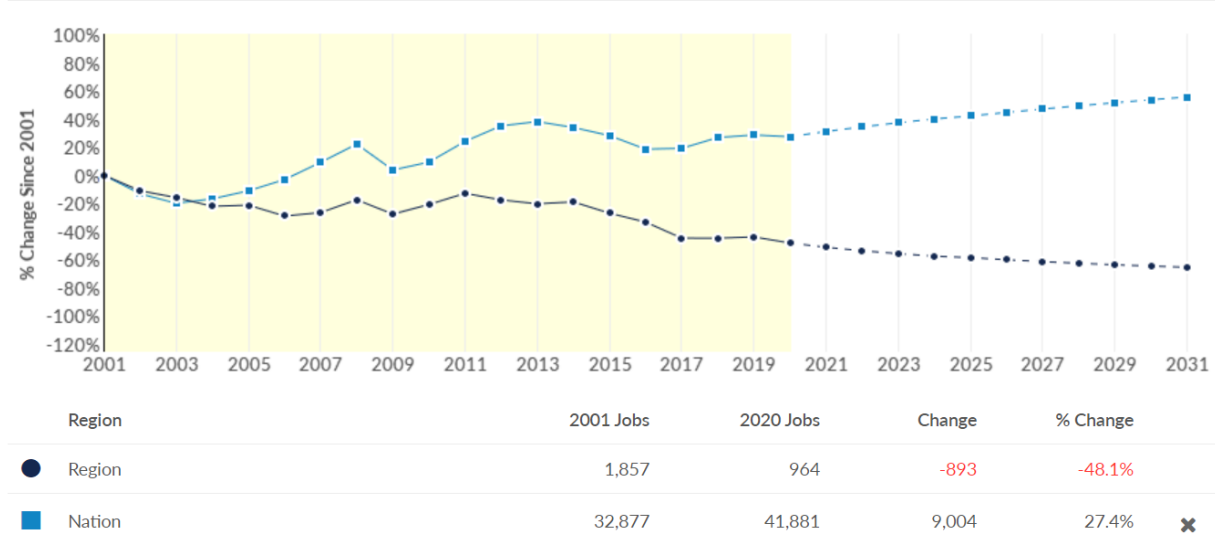


Figure 22: Metal ore mining 2001-2020, Source: BEA 2020

Workforce Development

In the graph below, the top hard skills of the region are set against the national average. Hard skills are part of the skill set that is required for a job. They include the expertise necessary for an individual to successfully do the job. They are job-specific and are typically listed in job postings and job descriptions.

Hard skills are acquired through formal education and training programs, including college, apprenticeships, short-term training classes, online courses, and certification programs, as well as on-the-job training. According to EMSI the top three hard skills for the central U.P. are manufacturing, flatbed truck operation, and nursing. Compared to the national average, the region has more people equipped with these skills in the areas of manufacturing, flatbed truck operations, and nursing. The region's workforce only lags behind the national average in the *selling techniques* skill set, which suggests this may be an area for more specialized training.

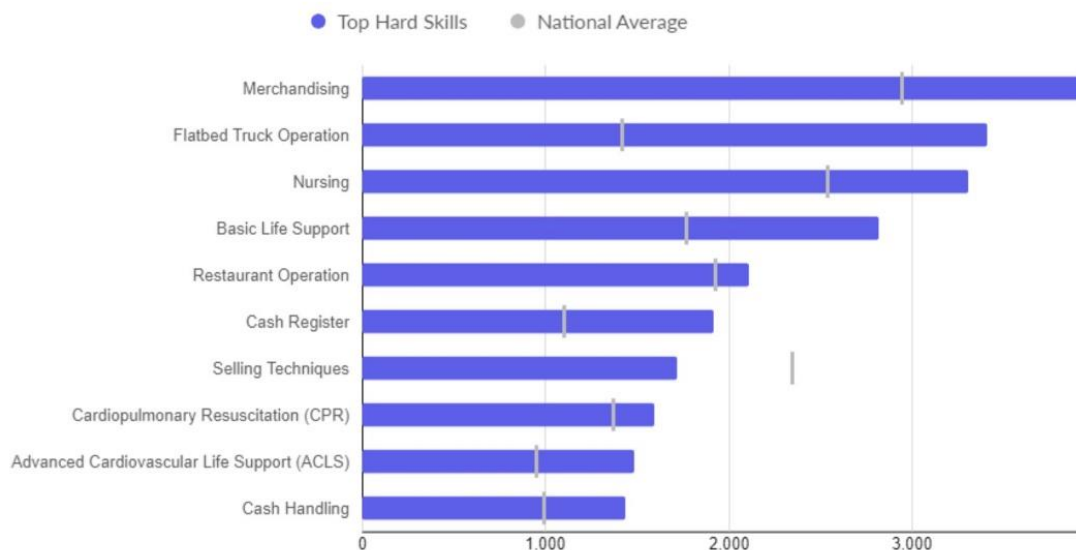


Figure 23: Top Hard Skills, Source: EMSI 2019

According to EMSI in 2020, the employed labor force was 73,178, while those unemployed in the labor force was 5,524, suggesting an annual unemployment rate of 7.5 percent. Approximately 78.5 percent of the total employable population was counted as participating in the labor force. Together, the unemployment rate and labor force participation rate provide a good indicator on the health of the regional workforce.

2020 Labor Force Breakdown



Figure 24: 2020 Labor Force Breakdown, Source: EMSI 2019

Cluster Ranking

Performance Metrics

Numerical weights have been assigned to your importance rankings from the previous step. You may edit them further if desired.

Earnings

How important is it that industries have high earnings per worker?

1x ▾

Growth

How important is it that industries have high overall job growth?

1x ▾

Regional Competitiveness

How important is it that regional job growth exceeds the national average job growth for an industry?

1x ▾

Regional Specialization

How important is it that regional job concentration is higher than the national average job concentration for an industry?

1x ▾

GRP

How important is it that industries make a high contribution to overall gross regional product?

1x ▾

Cluster Rankings

 Metal Mining	86
 Paper and Packaging	55
 Oil and Gas Production and Transportation	49
 Electric Power Generation and Transmission	44
 Education and Knowledge Creation	42
 Local Education and Training	42
 State Government Services	41
 Nonmetal Mining	39

Figure 25: Cluster Rankings, Source: US EDA 2020

Research over the last decade has shown that regional clusters are a prominent feature of successful and growing economies: They drive competitiveness and entrepreneurship, and underlie new business growth. Started by the US EDA and the Harvard Business School, the goal is to help create connections within and between industry clusters to build vibrant regional economic ecosystems. This is a federal economic development initiative that aims to strengthen U.S. competitiveness by helping clusters and regions understand and improve their economic composition and performance.

Clusters are ranked by the following performance metrics: earnings per worker, overall job growth, its ranking in competitiveness, specialization, and the contribution to the overall gross regional product. In the central region, the highest ranking clusters are metal mining with a score of 86, paper and packaging with a score of 55, and oil and gas production and transportation with a score of 49. Following closely behind at 44 is Electric power generation and transmission. These industries have consistently been the most productive, in terms of earnings, growth, and number of employees, in the central U.P. It remains to be seen for the future, however, as metal mining and paper products are a finite and unsustainable resource.

Occupations

Fastest growing occupations between 2005 and 2019 were production, management, and business and financial operations. Each of these occupations grew over 10%, with management occupations gaining 18 per cent. The only occupations with no or negligible gains were military occupations, computer and math occupations and art, design, and media occupations, suggesting that these occupations are not growing regionally.

Fastest Growing Occupations

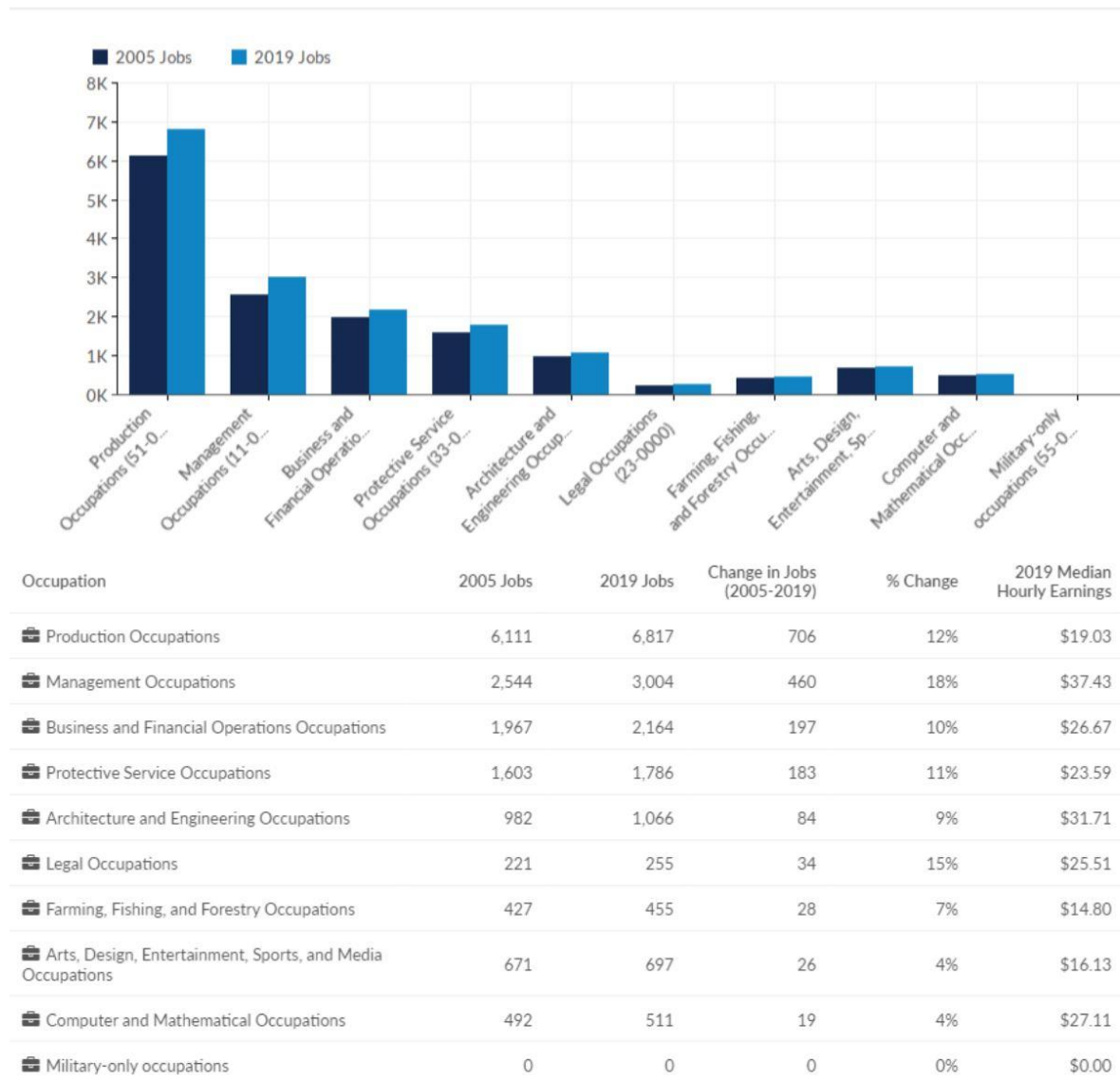


Figure 26: Fastest Growing Occupations, 2005, 2019

SOC	Description	✓ Males	Females	2005 Jobs	2019 Jobs	2005 - 2019 Change	2005 - 2019 % Change
53-3030	Driver/Sales Workers and Truck Drivers	1,717	124	1,921	1,871	-50	-3%
53-7060	Laborers and Material Movers	1,527	678	2,704	2,270	-434	-16%
41-2030	Retail Salespersons	963	1,137	2,466	2,221	-245	-10%
11-1020	General and Operations Managers	746	371	579	1,159	580	100%
35-3020	Fast Food and Counter Workers	679	1,392	1,579	2,175	596	38%
49-9070	Maintenance and Repair Workers, General	678	31	961	741	-220	-23%
37-2010	Building Cleaning Workers	652	854	2,166	1,593	-573	-26%
47-2060	Construction Laborers	649	33	601	709	108	18%
51-9190	Miscellaneous Production Workers	608	124	924	774	-150	-16%
35-2010	Cooks	589	569	1,473	1,293	-180	-12%
49-9040	Industrial Machinery Installation, Repair, and Maintenance Workers	556	12	584	600	16	3%
41-2010	Cashiers	542	1,751	2,601	2,388	-213	-8%
47-2030	Carpenters	505	<10	754	554	-200	-27%
47-2110	Electricians	417	<10	594	438	-156	-26%
41-4010	Sales Representatives, Wholesale and Manufacturing	416	137	649	572	-77	-12%
49-3020	Automotive Technicians and Repairers	410	<10	737	443	-294	-40%
47-1010	First-Line Supervisors of Construction Trades and Extraction Workers	394	16	321	431	110	34%
47-2070	Construction Equipment Operators	382	14	408	409	1	0%
51-4030	Machine Tool Cutting Setters, Operators, and Tenders, Metal and Plastic	369	70	342	490	148	43%
51-1010	First-Line Supervisors of Production and Operating Workers	367	66	411	452	41	10%

Figure 27: Top occupations among men in terms of jobs

In male dominated occupations such as Truck Drivers, Laborers and Material Movers, and General and Operations Managers we can see that these statistics are in line with expectations of the region. From the top three occupations for men, there has been an overall decline, probably due in part to the recent mine and power plant closures.

SOC	Description	Males	▼ Females	2005 Jobs	2019 Jobs	2005 - 2019 Change	2005 - 2019 % Change
41-2010	Cashiers	542	1,751	2,601	2,388	-213	-8%
35-3020	Fast Food and Counter Workers	679	1,392	1,579	2,175	596	38%
43-6010	Secretaries and Administrative Assistants	47	1,316	1,665	1,428	-237	-14%
29-1140	Registered Nurses	110	1,169	1,576	1,313	-263	-17%
41-2030	Retail Salespersons	963	1,137	2,466	2,221	-245	-10%
43-9060	Office Clerks, General	192	1,128	1,912	1,383	-529	-28%
31-1130	Nursing Assistants, Orderlies, and Psychiatric Aides	107	891	1,199	1,039	-160	-13%
35-3030	Walters and Waitresses	271	872	1,323	1,342	19	1%
37-2010	Building Cleaning Workers	652	854	2,166	1,593	-573	-26%
25-2020	Elementary and Middle School Teachers	169	796	1,121	975	-146	-13%
31-9090	Miscellaneous Healthcare Support Occupations	63	683	664	772	108	16%
53-7060	Laborers and Material Movers	1,527	678	2,704	2,270	-434	-16%
31-1120	Home Health and Personal Care Aides	101	676	859	764	-95	-11%
43-3030	Bookkeeping, Accounting, and Auditing Clerks	66	639	1,209	745	-464	-38%
25-9040	Teaching Assistants	60	603	762	673	-89	-12%
35-2010	Cooks	589	569	1,473	1,293	-180	-12%
43-4050	Customer Service Representatives	209	546	685	774	89	13%
43-3070	Tellers	50	491	561	536	-25	-4%
43-4170	Receptionists and Information Clerks	27	475	620	531	-89	-14%
11-1020	General and Operations Managers	746	371	579	1,159	580	100%

Figure 28: Top occupations among women by number of jobs

For women in the region, the top employing occupations are Cashiers, Fast Food Workers, and Secretaries and Administrative Assistants, followed closely by Registered Nurses. The fourteen-year change from 2005 to 2019 indicates that most of these occupations are declining, with the exception of Fast Food Workers, which gained by 38 percent. Each of these occupations are in the service sector, which is one of the most significantly impacted sectors during the coronavirus pandemic, and thus women have disproportionately been affected. The issues of economic resilience and equity are challenged by this lop-sided impact and suggests strategies such as affordable childcare and paid sick leave would be valuable.

Commuting and Remote Work



Figure 29: Commuting numbers in and out of the 6-county region, EMSI 2018

According to 2018 American Community Survey data, the inflow and outflow due to commuting found that of the 52,145 people employed in the area, 12,800 live outside and are employed in the area, while 15,000 live in the 6-county region, but leave to work outside of it. More people commute out of the region to work than commute in.

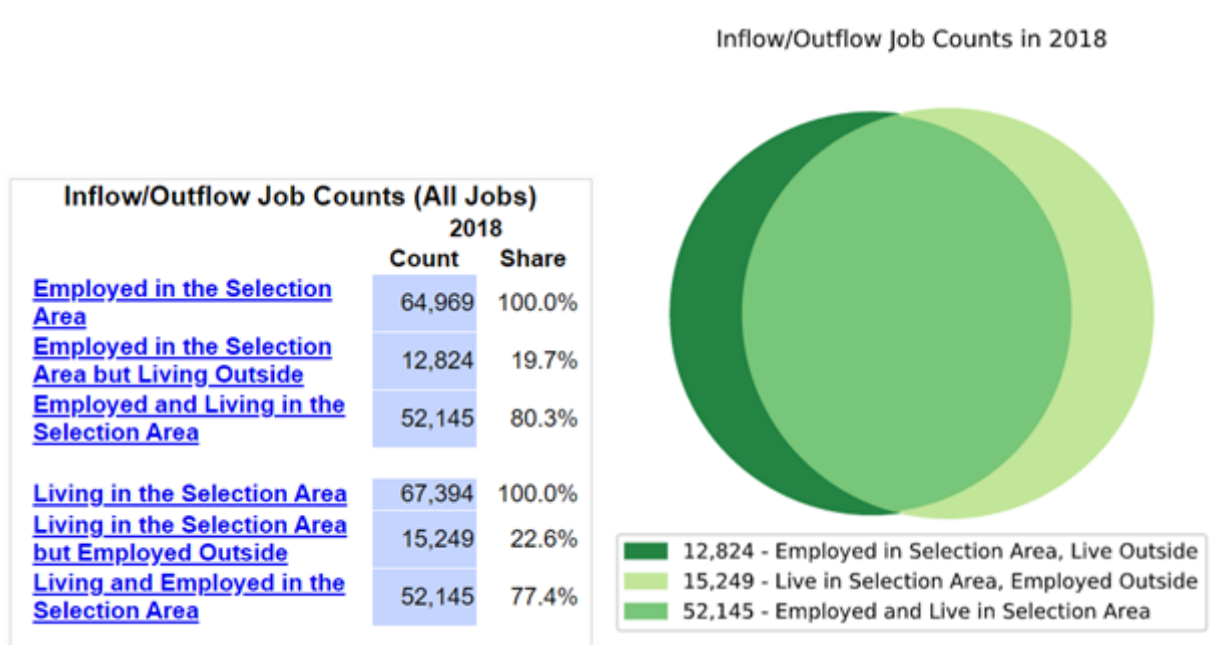


Figure 30: Inflow/ Outflow 2018

Remote work is a catch-all term that includes telecommuters, online freelancers, location-independent entrepreneurs, and others who can work anywhere there is an internet connection. The trend of remote working accelerated rapidly during COVID-19, when offices and other businesses were forced to close or operate on a limited basis. The region is well-positioned to be a place for people to locate in which to work remotely, particularly considering future planned broadband expansion projects that will bring gigabit connections to the area. The scenic views, trails, and outdoor amenities are important attributes for a region offering a high quality of life. The most up to date data at the time of this report was from 2019, when remote workers were under 10% of the working population in our region. Alger county had the most remote workers with 7.9 per cent. Even though Marquette had over 1,000 remote workers, this only accounted for 3.8 per cent of the working population. If broadband speeds and connectivity could be improved, remote workers could be a boon for the local economy, bringing in talent and new businesses. This is a strategy that should be at the forefront when considering ways to attract population and talent.

County Name	Remote Workers	% Remote Workers
Marquette County, MI	1,099	3.8%
Houghton County, MI	794	5.4%
Chippewa County, MI	540	3.6%
Delta County, MI	520	3.4%
Menominee County, MI	413	3.9%
Dickinson County, MI	333	3.0%
Mackinac County, MI	310	6.9%
Iron County, MI	280	6.5%
Alger County, MI	241	7.9%
Gogebic County, MI	187	3.2%
Ontonagon County, MI	148	7.2%
Schoolcraft County, MI	103	3.7%
Luce County, MI	93	4.5%
Baraga County, MI	85	3.1%
Keweenaw County, MI	45	5.4%

Table 1: Remote workers by county, 2020

In 2019 the highest percentage of remote workers was 7.9% in Alger County, and even though Marquette County was the smaller at 3.8%, this accounted for over 1,000 workers. In the coming years, we expect this trend to continue and grow as the U.P. expands its broadband access and markets itself as a remote workers paradise.

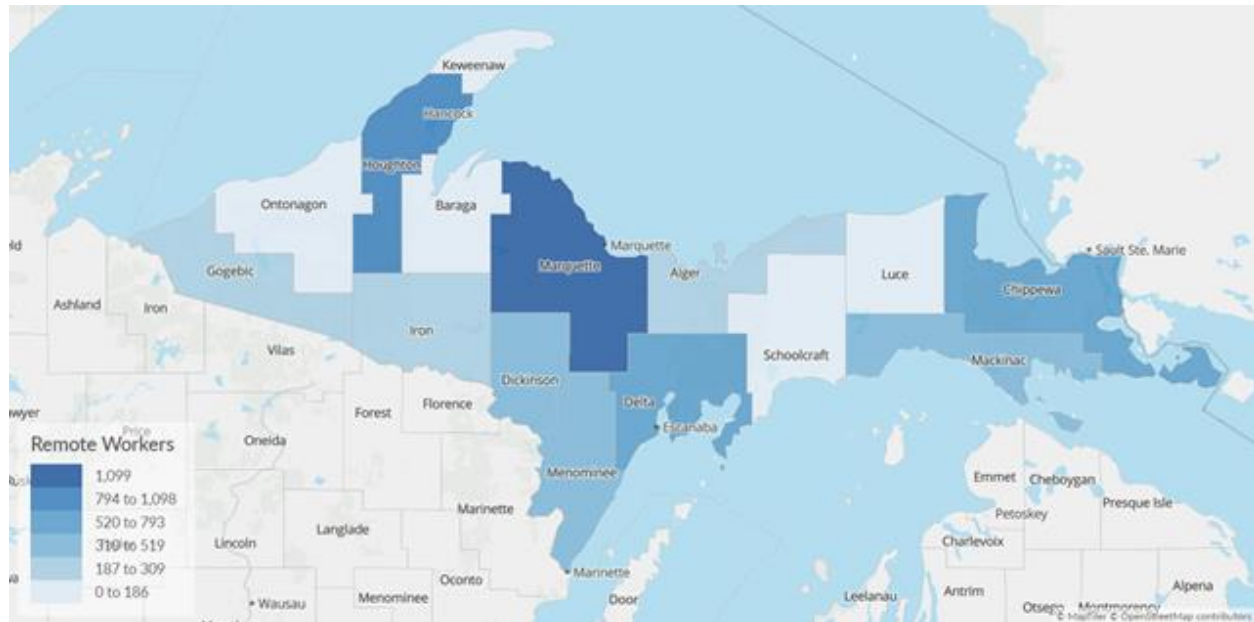


Figure 31: Map of remote workers by location and number, 2020

Education

Educational attainment continues to be one of the topmost indicators of economic success in a community. In the central region we can compare educational attainment from data metrics in 2005 and again from 2019. Among adults 25+ in the region from 2005 to 2019, there has been a decline in number of persons whose highest level of education is high school or lower, while higher education completions and some college has been on the rise. A college degree is now more important to future economic success than it was in the region decades ago and older generational cohorts were not largely encouraged to attend college, instead becoming successful through trades professions and jobs that were important to the local industries at the time. As these older generations exit the population, and more young residents attain degrees, the shift will continue toward higher educational attainment.

Educational Attainment by Level

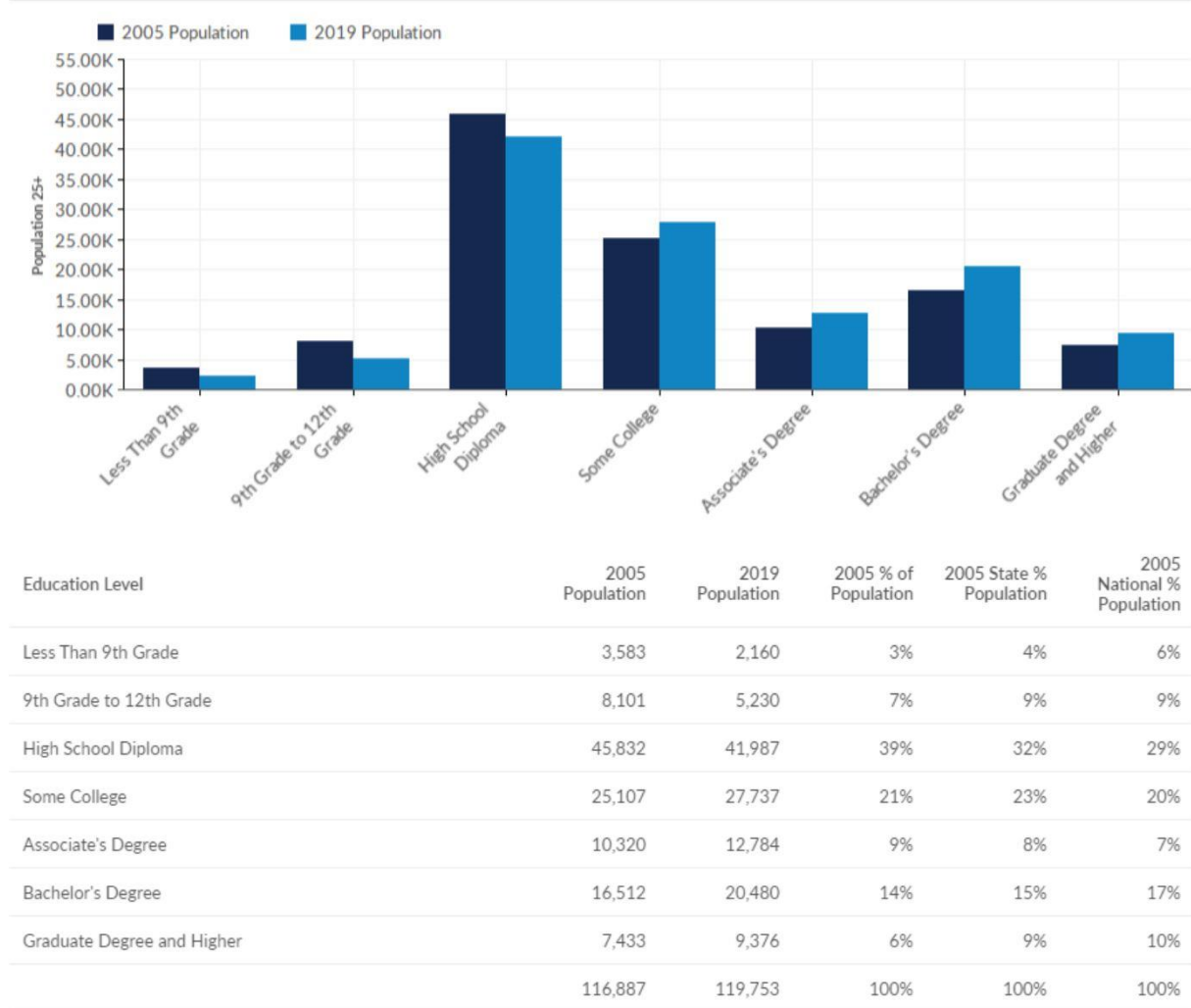


Figure 32: Educational Attainment by level, 2019

The graph below shows the percent of the population age 25 and older with a Bachelor's Degree or higher by county. In the state of Michigan the number of persons with a bachelor's degree increased from 25-30 percent over ten years. In the six county region, all counties except for Marquette with 32.9% fell short of the state average.

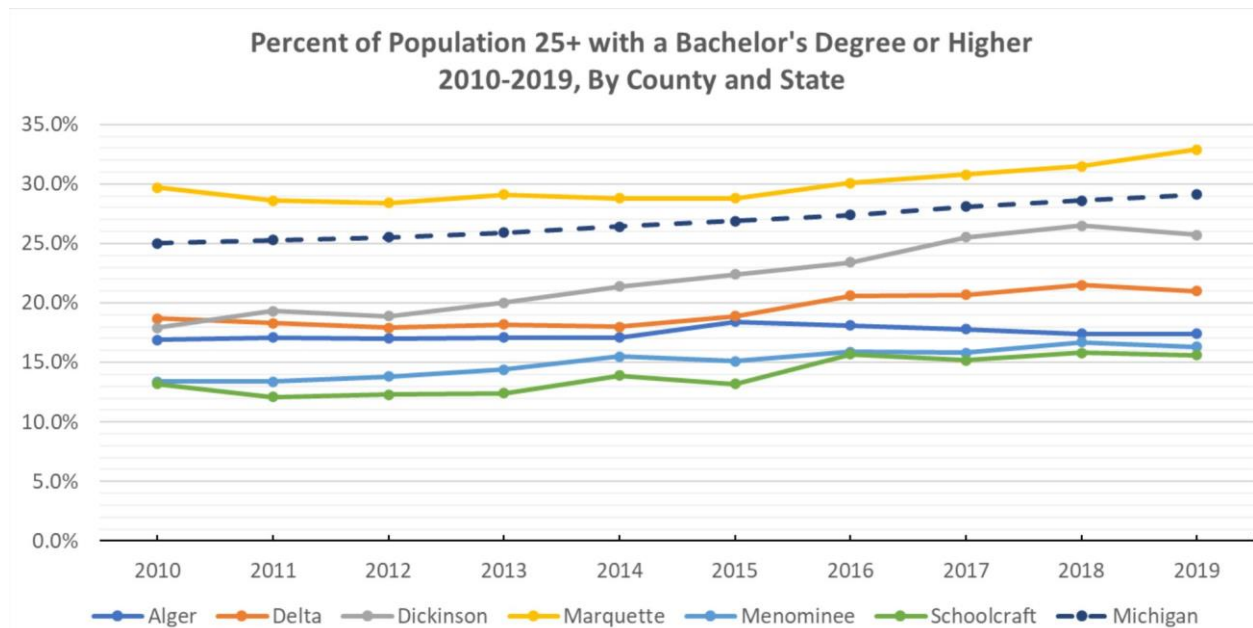


Figure 33: Percent of population 25+ with Bachelor's Degree or Higher, Source: ACS 2019

In 2019, there were a total of 4,749 graduates in the entire Upper Peninsula. The highest share of these graduates come from Mechanical Engineering and Biology (General). The most graduates complete their programs from Michigan Technological University, Northern Michigan University, and Lake Superior State University. Most of these programs resulted in Bachelor's degrees, with a smaller amount earning Associate's and Master's degrees and above.

Description ^	All Programs > All Completions > 2019 Completions	All Programs > All Completions > % Completions Change (2003-2019)
Bay de Noc Community College	371	-6%
Bay Mills Community College	123	92%
Finlandia University	86	56%
Gogebic Community College	206	17%
Keweenaw Bay Ojibwa Community College	7	Insf. Data
Lake Superior State University	516	-19%
Marquette General Hospital	Not Offered	-100%
Michigan Technological University	1,800	44%
Northern Michigan University	1,707	16%

Figure 34: Graduate numbers by regional colleges

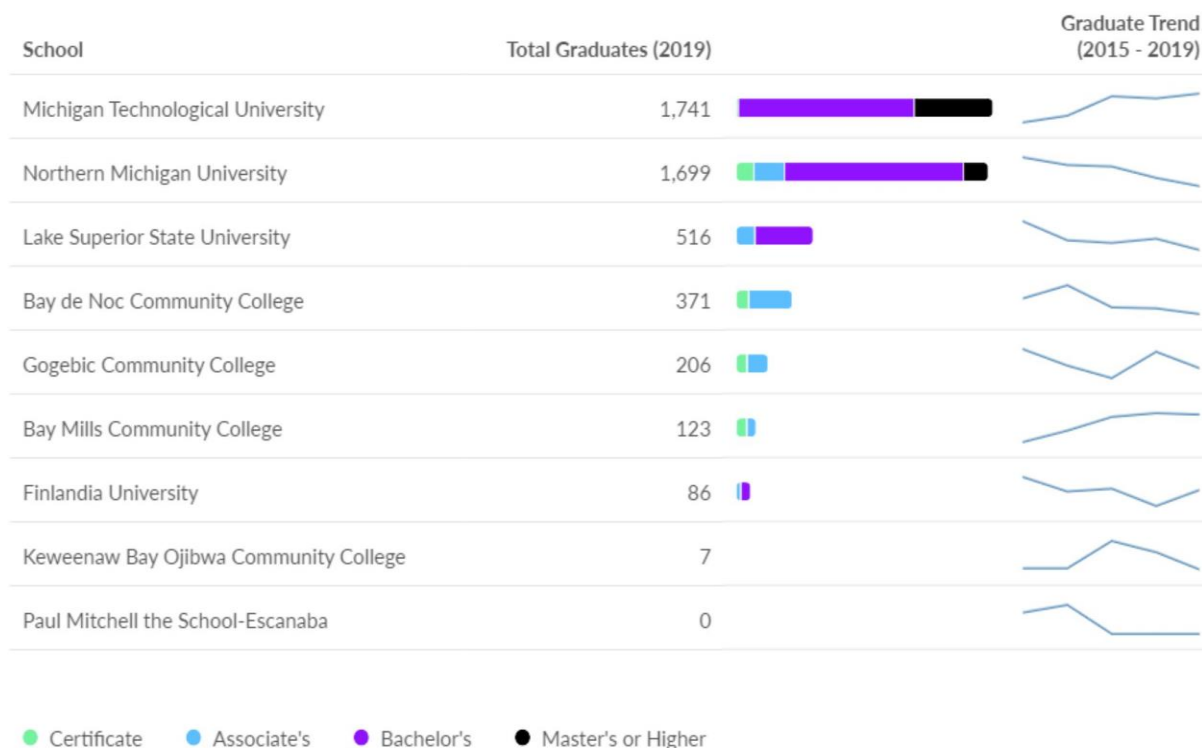


Figure 35: Total graduates by type of degree

Figure 36 gives a visual of degree attainment along with the graduate trends between 2015 and 2019. Most graduates completed their program at Michigan Technological University and Northern Michigan University, the majority of students receiving a Bachelor's Degree. Michigan Tech has an upward trend of graduates towards 2019, while NMU has a declining trend of graduates. Community colleges make up the majority of Associate's Degree attainment.

Innovation and Entrepreneurship

Innovation and entrepreneurship are important factors for economic development. Innovators think outside the box and solve problems in creative ways. Entrepreneurs start new projects and stimulate growth in the local economy. The Innovation Index is a project by StatsAmerica supported by the EDA, meant to examine the inputs and outputs that make economic growth possible. Based on statistical analysis, several factors appear to be especially important for increasing economic growth, or inputs: educational attainment; young-adult population growth; high-tech employment growth; and the number of small establishments. The results, or outputs, are measured in terms of employment, productivity, economic well-being, and a standard of living for residents.

Using the latest information from StatsAmerica, the Innovation Index was calculated for the central region. The Innovation Index examines individual indicators specific to a region, communicates the need for new development using the economic well-being index, has been tested with different county partners for accuracy, and it compares a region's innovation index with that of the state and the country.

Central Upper Peninsula Planning and Development Regional Commission

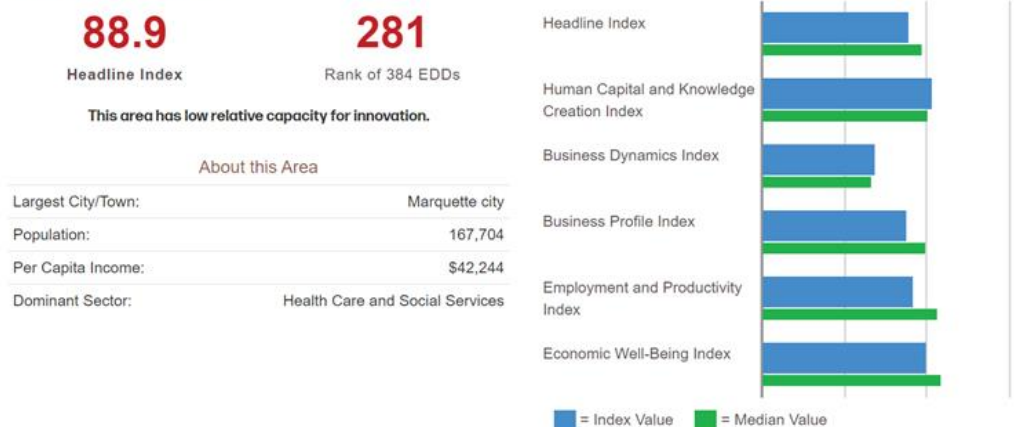


Figure 36: Central U.P. Innovation Index, Source: Stats America, 2020

The central region's overall index, or headline index, is at 88.9, stating that our area has "low relative capacity for innovation", but the region's Innovation Outputs (*Employment and Productivity Index* and *Economic Well-Being Index*) are quite high. The area in which our region could theoretically do better is regarding the *Business Dynamics Index*, which gauges the region's competitiveness by looking at the entry and exit of individual firms. Recently, the region has lost some businesses, particularly in the mining and power sectors and this could be accountable for the low index numbers. To further support this and aid in the transition, more resources should be put into entrepreneurship and innovation activities for emerging sectors that could support high-wage jobs.

CUPPAD has been forging connections and partners in innovation, entrepreneurship, and resiliency facets. Working with Northern Michigan University's SmartZone, plans are being made for an innovation district, or hub, where more can be done outside of an incubator.



Compared to Central Upper Peninsula Planning and Development Regional Commission (88.9)

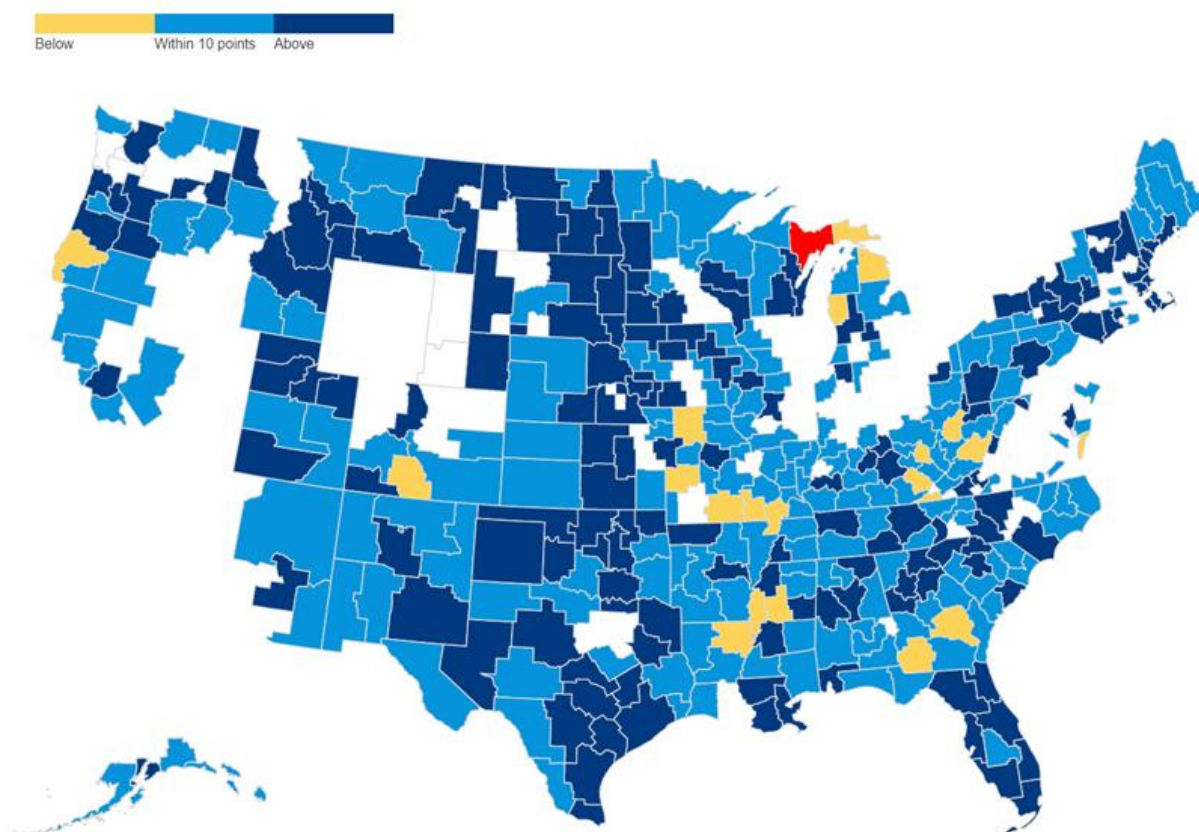


Figure 37: Comparative map of innovation districts, Source: StatsAmerica, 2020

Comparatively, the central Upper Peninsula is within ten points of most of Michigan, the scores are lower in only 3 other regions. Compared to the country, as the picture above shows, that the central region is also within ten points of the majority of the country in terms of innovation. The innovation index has room to grow and could be a viable asset in the near future.

Natural Resources

Natural features, including soils, geology, topography, water features, and other natural resources, have a profound effect on a region's development. These physical features directly and indirectly constrain or encourage growth; for example, soil types and land cover often affect development and the ability of a community to provide high quality water and wastewater services. Furthermore, natural resources, such as timber or minerals, which are found in certain areas are often a primary factor in the establishment and growth of communities. For instance, many areas in the Upper Peninsula were settled as a result of logging or mining operations in the late 1800s. The maps on the following pages provide more information about the central U.P.'s natural resources.

Land

The areas in green are publicly owned land. This includes most of the Hiawatha Forest Preserve and area to the west. Most of the central U.P. is comprised of sparsely populated forest and wetlands, with some agricultural lands in the south and central parts of the region. This land cover structure restricts future physical development in the region. Wetlands are typically protected by State and Federal law from development because of their importance as groundwater recharge areas and natural habitats for threatened and endangered species. Although fewer restrictions surround forested areas, much of the region's forests are located in state and national parks or in commercial forest reserve. Communities in the central U.P. often preserve their agricultural lands through local zoning ordinances that prohibit intensive development in certain areas.

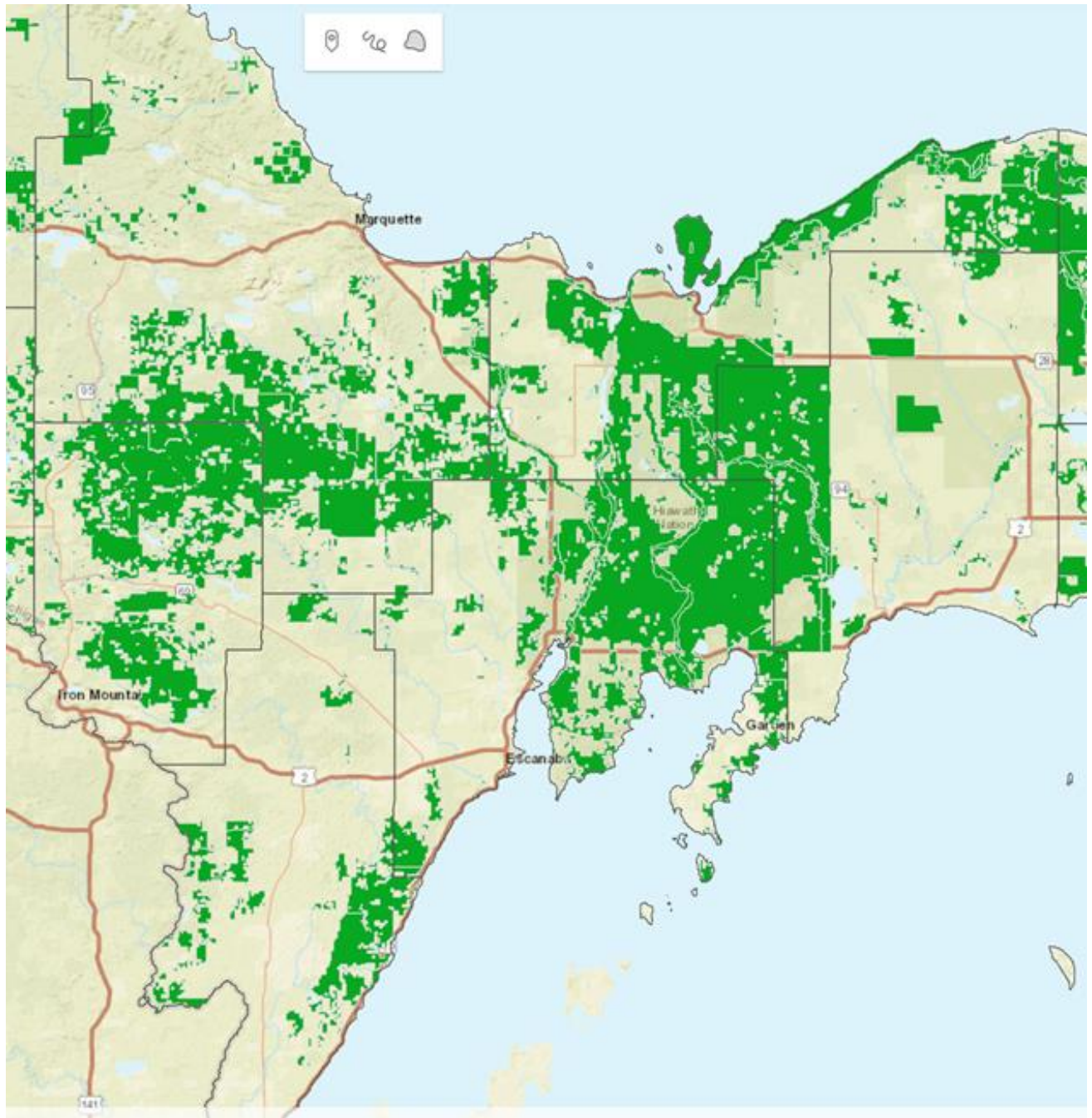


Figure 38: Map of public land, Source: Arc GIS 2020

Watersheds

Being on the shores of both Lake Superior and Lake Michigan, the watersheds in the central U.P. are an important natural feature and asset. A well-functioning watershed provides clean drinking water, irrigation and healthy soil for crop production, protection from flooding, and adequate wildlife habitat in addition to providing enjoyment and outdoor recreation opportunities.



Figure 39: Map of watersheds, Source: Arc GIS 2020

Infrastructure Assets

Roads

The major east-west routes within the central Upper Peninsula region are US-2 (Mackinaw City - St. Ignace/Wisconsin) and M-28 (Houghton/Marquette/Sault Ste. Marie). These routes connect the major urban and secondary population centers. The major north-south routes within the region are US-41, US-141, M-35 and M-95. The principal north-south corridor is the US-41 and M-35/M-553 route connecting major industrial areas of the region (Marquette, Escanaba and Menominee) with the major market areas of Green Bay, Milwaukee and Chicago to the south. US-141 is an important north/south highway corridor in the west-central portion of the Upper Peninsula. It runs from the US- 41/M-28 intersection in Baraga County, through the cities of Crystal Falls and Iron Mountain, then to the City of Niagara, WI and beyond. The quality of the roads and bridges in the region has been cited by RPI participants as a significant concern. The map above illustrates the conditions of roads across the region.



Rail

Three carriers provide rail freight service in the Upper Peninsula:

- Canadian National
- Escanaba and Lake Superior
- Lake Superior and Ishpeming

The Canadian National (CN) rail line which runs from Marquette County to Escanaba primarily transports iron ore pellets from the Marquette iron ore range to the ore docks in Escanaba. CN occasionally transports limestone to the mines. Since 1864, iron ore pellets from the mining operations in Marquette County have been transported to Escanaba by railroad, where they are loaded onto ships and transported to steel plants along the lower Great Lakes. The CN rail line that runs east-west primarily through the southern part of the UP is an important line for transporting raw materials and supplies to paper making operations located in the U.P. and northeastern Wisconsin. From the Menominee-Marquette area, the track runs south through the cities of Peshtigo and Oconto, WI before terminating in the City of Green Bay, WI. Canadian National (CN) has a major operating hub located in the City of Gladstone. Activities occurring at this terminal facility include switching of freight cars, repairs to freight cars, and servicing of locomotives.

Construction of the rail line to the Empire Mine started in 1961. The Lake Superior and Ishpeming Railroad (a division within Cliffs Natural Resource) works with the CN Railroad to deliver pellets from the Empire and Tilden mines to the ore dock in Marquette and Escanaba, respectively. A new line has been reconstructed to serve the Humboldt processing facility. The Escanaba & Lake Superior Railroad (E&LS) is a privately owned short line railroad company operating in Northeastern Wisconsin and the Upper Peninsula of Michigan. The E&LS is headquartered in Wells, MI. The facility in Wells is used for repairing cars and locomotives. The 208 mile mainline of the E&LS stretches from Ontonagon, MI to Green Bay, WI. In addition to the mainline, two key branches are the 6-mile Stiles Junction, WI to Oconto Falls, WI line and the 21-mile Crivitz, WI to Marinette, WI/Menominee, MI line. Other lines owned by the E&LS include Channing, MI to Republic, MI, and Channing to Wells. The E&LS operates on trackage rights over the Canadian National Railroad from North Escanaba, MI to Pembine, WI. The E&LS connects with the Canadian National at Green Bay, North Escanaba, Pembine, and Iron Mountain, MI. There is no passenger rail service within the Upper Peninsula. The closest passenger rail services are in Milwaukee and Chicago.

Airports

The central Upper Peninsula has three airports that offer commercial aviation services, illustrated in the table below. There are also three utility airports within the region which serve private and corporate needs:

- Hanley Field (Munising Township)
- Schoolcraft County Airport (Manistique Township)
- Twin County Airport (City of Menominee)

Water Ports

There are seven ports serving the central Upper Peninsula. Commercial ports are located at Marquette and Munising on Lake Superior and at Menominee, Escanaba, Gladstone, Manistique and Port Inland on Lake Michigan.

Port Inland handles shipments of limestone. Iron ore movements are through the ports of Marquette and Escanaba, from the two active mines on the Marquette Range. These two ports represent the largest volume of waterborne commerce shipped in the U.P.

Railroads carry iron ore from the mines to the ports. The ports of Munising, Gladstone, and Menominee receive various commodities such as coal and salt, rather than shipping products.

EV Charging Stations

As the demand for electric vehicles continues to increase, having infrastructure to support it is more important than ever. The entire U.P. is heavily dependent on tourism during the short summer months and while there are EV charging stations throughout, they are few and far between when compared to the rest of the state. The region could be missing out on valuable tourist dollars because of our lack of electric vehicle charging stations.

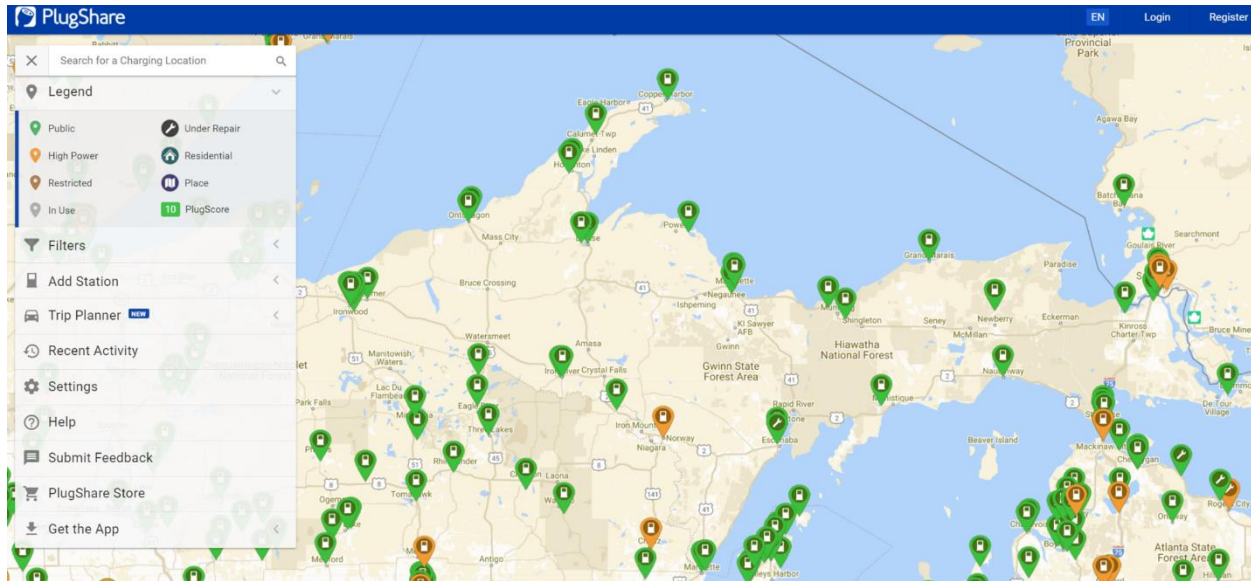


Figure 40: Map of current EV Charging Stations, 2020

High Speed Internet

Access to highspeed internet is essential for today's workforce, schools, and the local economy. As the COVID-19 pandemic has shown us, internet access is not equitable, especially for places like the rural Upper Peninsula. The map above shows in green the areas that have access to broadband (defined as 25 megabits down, 3 megabits up). Outside of the major cities there is very little access. Ensuring access to highspeed internet is not only equitable but is a necessity. Connectivity is essential and a priority for the central region. Residents who lack access to broadband or cannot afford a home broadband connection are unable to participate in telehealth, virtual learning, telework, civic engagement, and many other activities those who are connected are able to use every day. Today, approximately 1,243,339 Michigan households do not have a permanent fixed broadband connection at home resulting in \$1.8 billion to \$2.7 billion in potential economic benefit left unrealized among disconnected households.

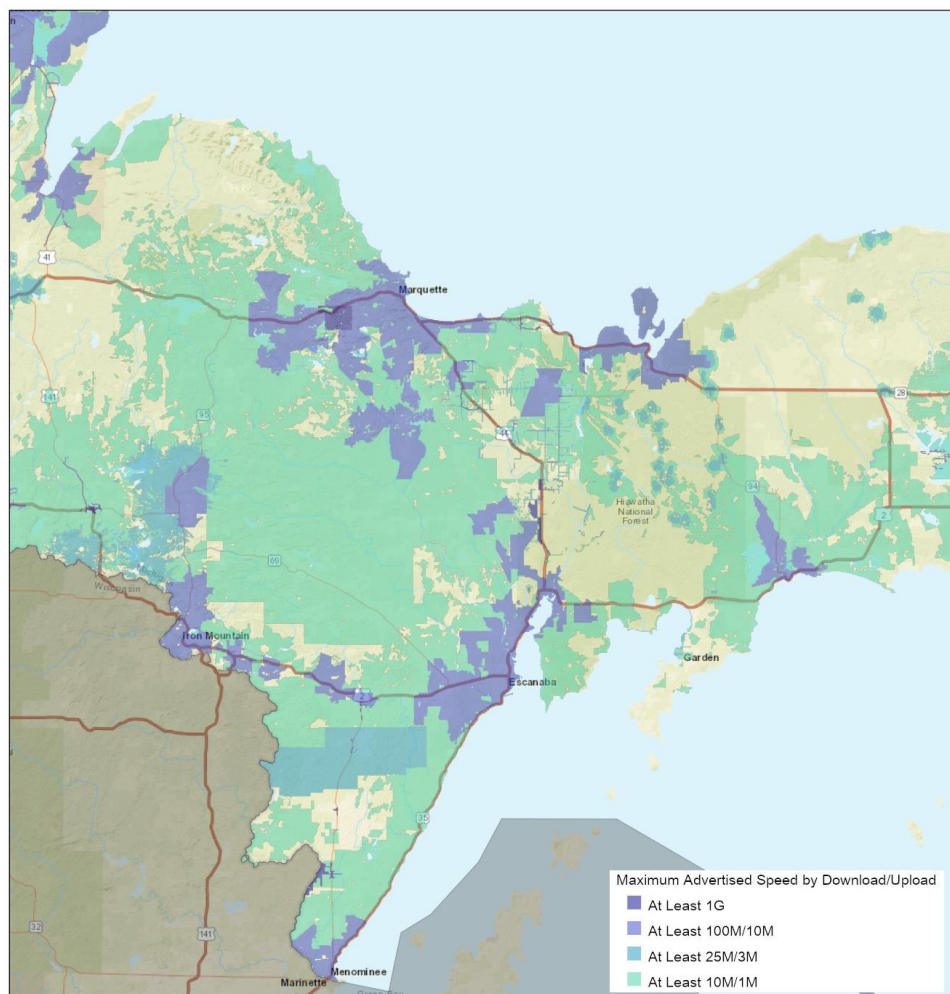
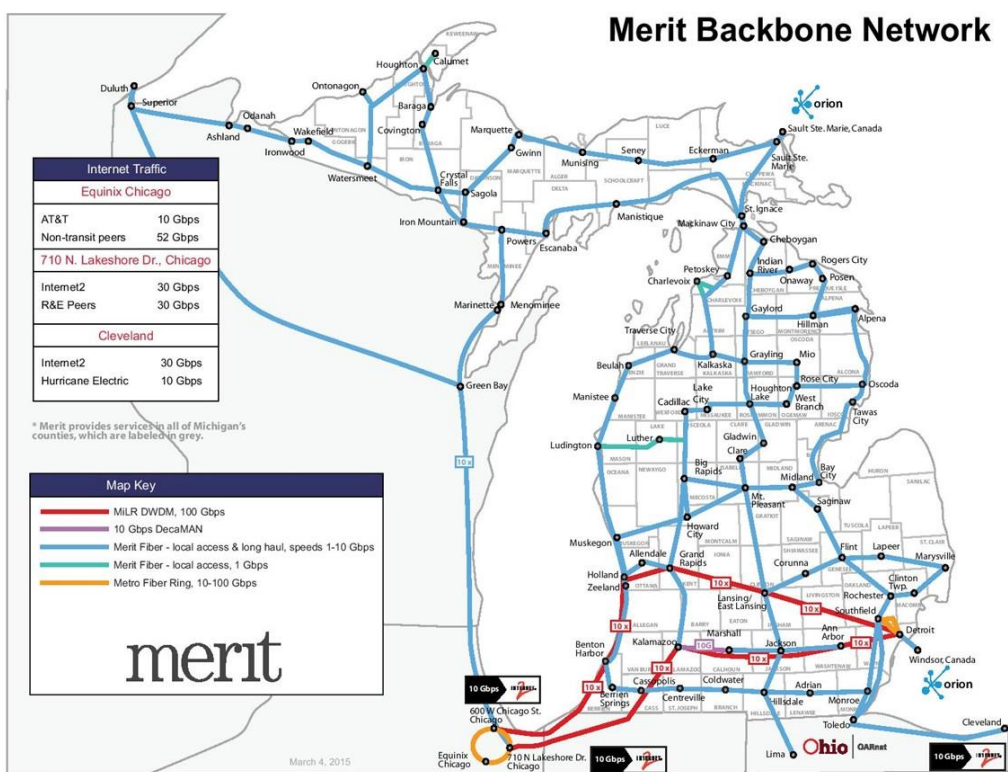


Figure 41: Map of current availability of broadband, Source: Connected Nation, 2021

MERIT – Fiber Backbone Network

Merit Network is a non-profit, Member-owned organization governed by Michigan's public universities. Founded in 1966, Merit owns and operates America's longest-running regional research and education network. After 50 years of innovation, Merit continues to provide high-performance services to the educational communities in Michigan and beyond. The MERIT Backbone Network features nearly 4,000 miles of fiber optic infrastructure in and around Michigan. The network offers high quality connectivity to K-12 and higher education organizations, among others.



NMU Educational Access Network

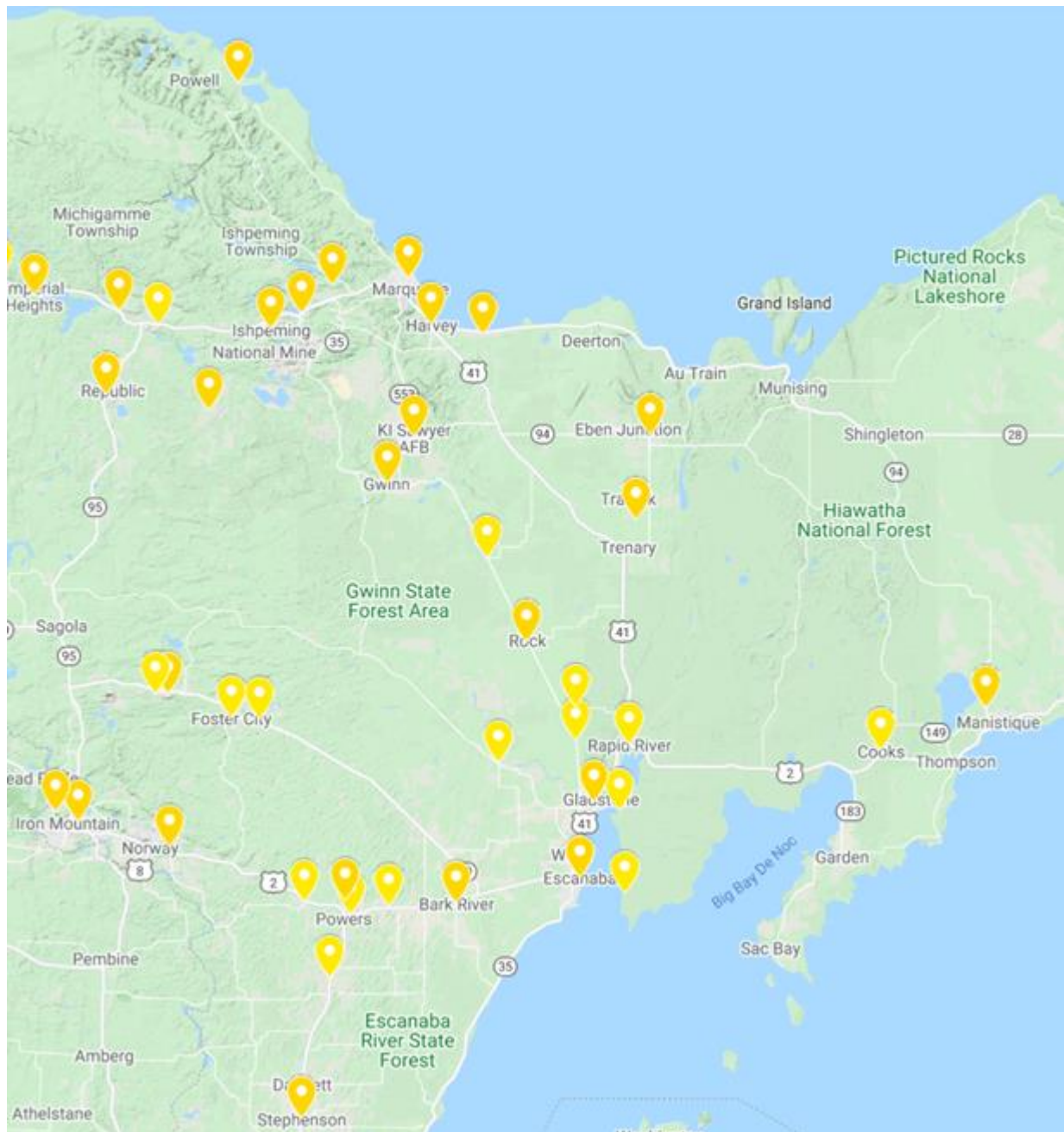


Figure 42: Map of NMU EAN Availability, Source: NMU, 2020

Northern Michigan University is working to bridge the connectivity gap with their Education Access Network. The EAN is a fixed wireless access network, offering discounted service to students. They offer wifi hotspots and fixed wireless to suit schools, students, and others in the area. Their network is expanding, but is currently only available in the larger cities and townships in the central U.P.

Rural Digital Opportunity Fund

The Rural Digital Opportunity Fund (RDOF) was awarded through the Federal Communications Commission (FCC), and aims to bring high speed internet connections to rural areas. The majority of Upper Peninsula areas were won by the Atlantic Engineering Group, who plans to install fiber lines before 2024, increasing internet speeds and connectivity.

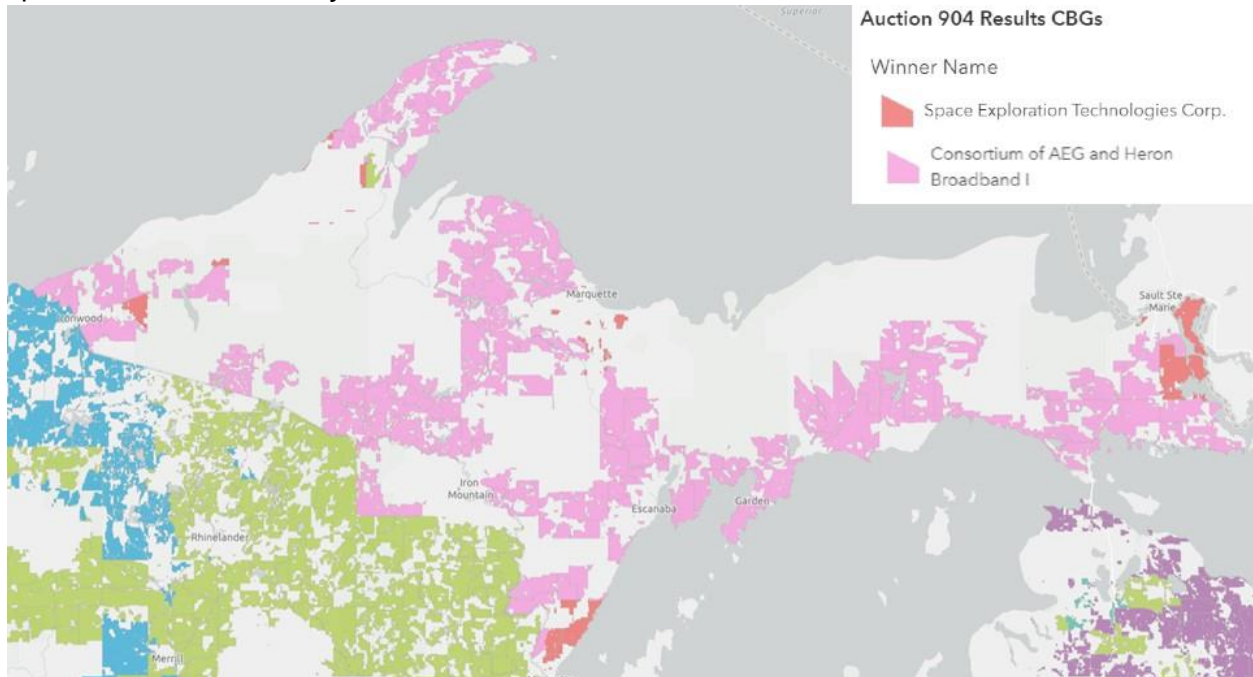


Figure 43: Phase I Winning Bidders for Eligible Service Areas

Residents who lack access to broadband or cannot afford a home internet connection are unable to participate in telehealth, virtual learning, telework, civic engagement and many other activities that those who are connected are able to use every single day. Addressing the broadband divide has never been more important.

Inclusion, Equity, & Diversity

Equity and inclusion are principles that advocate for a society in which all can participate and reach their full potential. In regional economic development, we have a duty to plan responsibly with equitable policies in place to mitigate the disproportionate harm faced by certain communities. In economic development planning, it is crucial to strategize for equity in order to build healthy, vibrant, and sustainable communities and local economies.

Diversity

In the 6-county region, diversity is low but rising. From 2005 to 2019 there has been a decrease in White, Non-Hispanic people by five percent. Those same fourteen years saw an over 100 percent increase in those who are Black, Hispanic and Two or More Races, Hispanic. These numbers suggest that the area is attracting a more diverse population and viewing current trends, we can expect these numbers to continue to rise.

Planning for diversity and inclusion means giving transplants to the area the means with which to succeed, to find homes and employment, creating a stronger community.

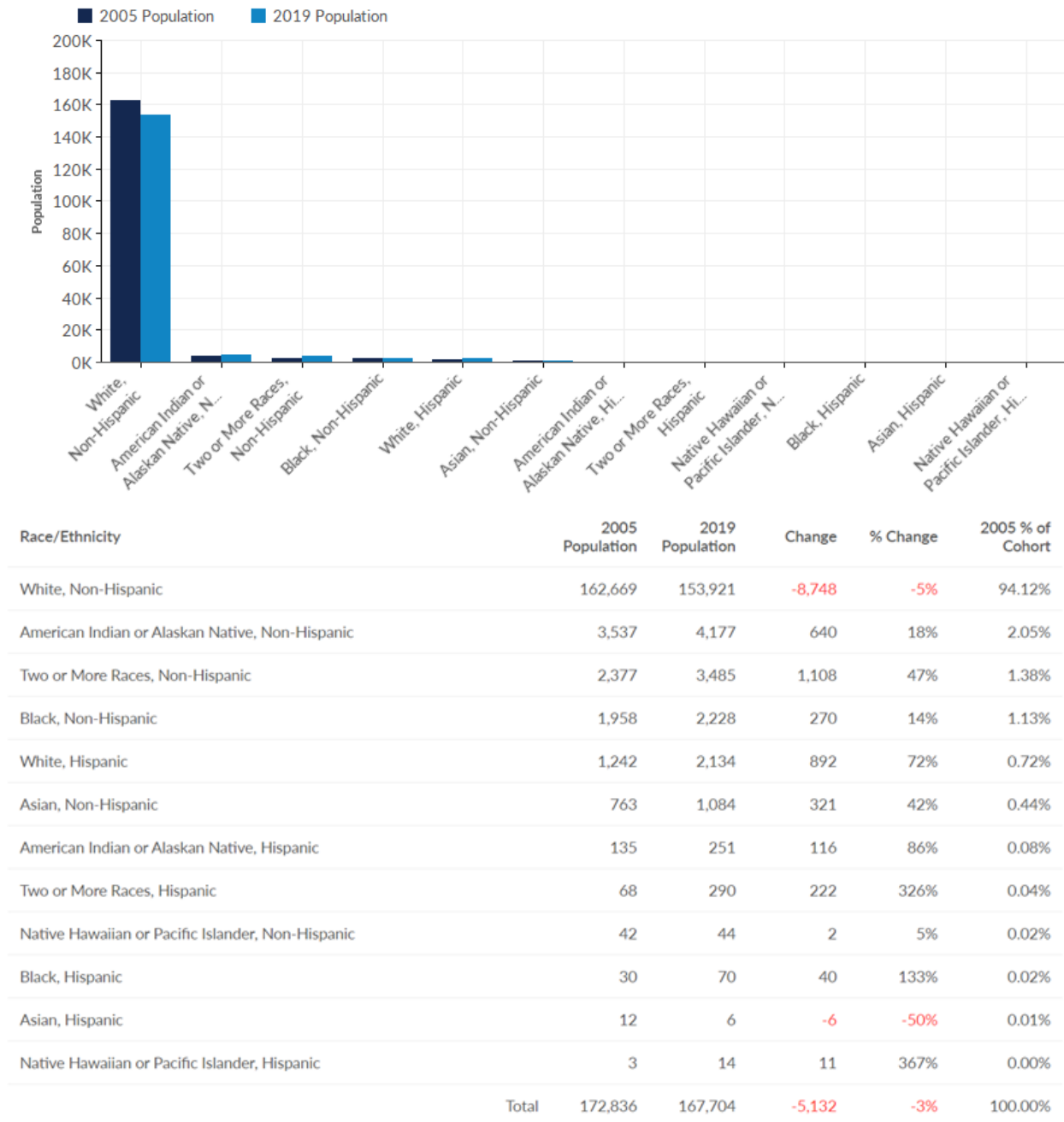


Figure 44: Population by Race/ Ethnicity, Source: ACS 2019

Occupation Table

All Occupations in 6 Michigan Counties

Save

Export

3-Digit

Filter

Keep

Hide

Jump To

+ Create Group

Add/Remove Columns

<input type="checkbox"/>	SOC	Description	<input type="checkbox"/> Total Diversity	2020 Jobs
<input type="checkbox"/>	41-2000	Retail Sales Workers	372	4,583
<input type="checkbox"/>	35-3000	Food and Beverage Serving Workers	363	3,770
<input type="checkbox"/>	37-2000	Building Cleaning and Pest Control Workers	301	1,509
<input type="checkbox"/>	31-1100	Home Health and Personal Care Aides; and Nursing Assistants, Orderlies, and Psychiatric Aides	278	1,775
<input type="checkbox"/>	33-3000	Law Enforcement Workers	250	903
<input type="checkbox"/>	53-7000	Material Moving Workers	249	2,646
<input type="checkbox"/>	29-1000	Healthcare Diagnosing or Treating Practitioners	247	2,826
<input type="checkbox"/>	43-4000	Information and Record Clerks	232	1,980
<input type="checkbox"/>	47-2000	Construction Trades Workers	208	2,682
<input type="checkbox"/>	35-2000	Cooks and Food Preparation Workers	203	1,343
<input type="checkbox"/>	25-2000	Preschool, Elementary, Middle, Secondary, and Special Education Teachers	191	1,784
<input type="checkbox"/>	43-9000	Other Office and Administrative Support Workers	189	1,457
<input type="checkbox"/>	21-1000	Counselors, Social Workers, and Other Community and Social Service Specialists	188	960
<input type="checkbox"/>	43-5000	Material Recording, Scheduling, Dispatching, and Distributing Workers	171	844
<input type="checkbox"/>	53-3000	Motor Vehicle Operators	171	2,156
<input type="checkbox"/>	29-2000	Health Technologists and Technicians	167	1,400
<input type="checkbox"/>	13-1000	Business Operations Specialists	152	1,358
<input type="checkbox"/>	25-1000	Postsecondary Teachers	137	520

Figure 45: Occupations by diversity, Source: ACS 2020

The most diverse occupations in the 6-county region include Retail Sales Workers, Food and Beverage Serving occupations, and Building, Cleaning, and Pet Control Workers. The highest diverse occupations only have about 12 percent non-white workers, while the lowest diverse occupations, Postsecondary Teachers, is only about 4 percent.

Measuring Economic Distress

Understanding and measuring economic distress is an important factor in inclusive development. The discrepancy between the wealthy and the poor has never been greater and with fair policies in place, we can begin to bridge this gap. The Measuring Economic Distress tool from StatsAmerica can tell us valuable information and calculations about whether a county, region, or community may meet grant thresholds for unemployment and income. It can also help to focus economic development planning efforts for those who may benefit the most.

Distress Criteria Statistical Report

Reference Date: 05 / 2021 (All data elements refer to this date or earlier.)

Region Consists of: Alger Co. MI, Delta Co. MI, Dickinson Co. MI, Marquette Co. MI, Menominee Co. MI, Schoolcraft Co. MI

Report Date: 7/9/2021 3:29:18 PM

Economic Distress Criteria—Primary Elements

	Region	U.S.	Threshold Calculations
24-month Average Unemployment Rate (BLS) period ending May 2021	6.52	6.33	0.19
2019 Per Capita Money Income (5-year ACS)	\$27,606	\$34,103	80.95%
2019 Per Capita Personal Income (BEA)	\$42,244	\$56,490	74.78%

Economic Distress Criteria—Geographic Components

	24 Month Unemp	Threshold Calculation	BEA PCPI	Threshold Calculation	Census PCMI (2000)	Threshold Calculation	ACS 5-Year PCMI	Threshold Calculation
Alger County, MI	9.08	2.75	\$34,233	60.6	\$18,210	84.4	\$20,851	61.1
Delta County, MI	7.02	0.69	\$41,210	73	\$18,667	86.5	\$27,632	81
Dickinson County, MI	5.76	-0.57	\$49,179	87.1	\$18,516	85.8	\$29,656	87
Marquette County, MI	6.55	0.22	\$40,772	72.2	\$18,070	83.7	\$27,979	82
Menominee County, MI	5.24	-1.09	\$44,114	78.1	\$16,909	78.3	\$27,942	81.9
Schoolcraft County, MI	8.27	1.94	\$41,073	72.7	\$17,137	79.4	\$24,647	72.3

Sources: U.S. Bureaus of Census, Labor Statistics, and Economic Analysis; Calculations generated by StatsAmerica.

Alger and Schoolcraft Counties qualify as distressed accord to their 24-month unemployment rates. This is less than one point above the national average.

All counties with the exception of Dickinson qualify as distressed under the Bureau of Economic Analysis (BEA) calculation of Per Capita Personal Income. Per Capita Personal Income (PCPI) is a measure of the amount of money earned per person in a nation or geographic region. Per capita income can be used to determine the average per-person income for an area and to evaluate the standard of living and quality of life of the population.

Alger and Schoolcraft Counties qualify as economically distressed under the Census's ACS calculation for Per Capita Money Income.

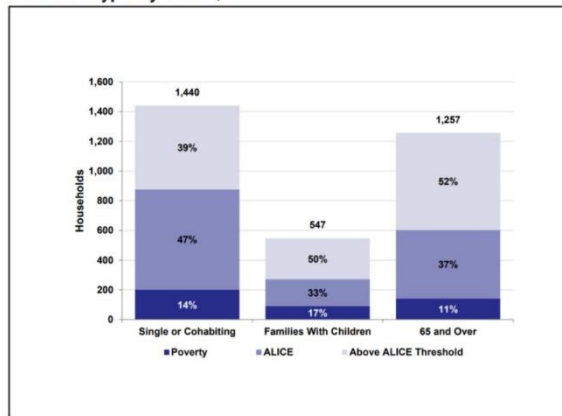
ALICE

ALICE is an acronym for Asset Limited, Income Constrained, Employed – households that earn more than the Federal Poverty Level, but less than the basic cost of living for the county (the ALICE Threshold). Combined, the number of ALICE and poverty-level households equals the total population struggling to afford basic needs. The number of households below the ALICE Threshold changes over time; households move in and out of poverty and ALICE status as their circumstances improve or worsen. The recovery, which started in 2010, has been uneven across the state. While conditions have improved for some families since this time, but with rising costs and the economic fallout of the pandemic, many still find themselves struggling.

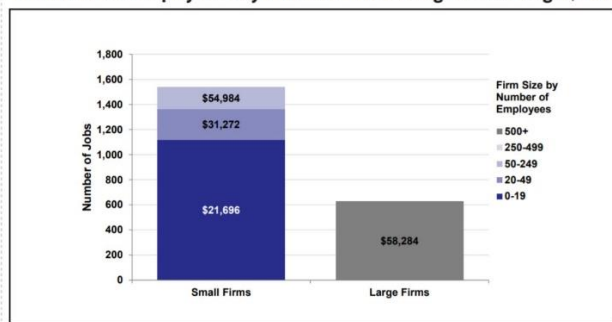
By studying statistics associated with ALICE households, we can begin to see a broader picture, not only those in poverty and those not, but the households that make up the middle, who often fall through the cracks in governmental assistance.

Alger County

Household Types by Income, 2017

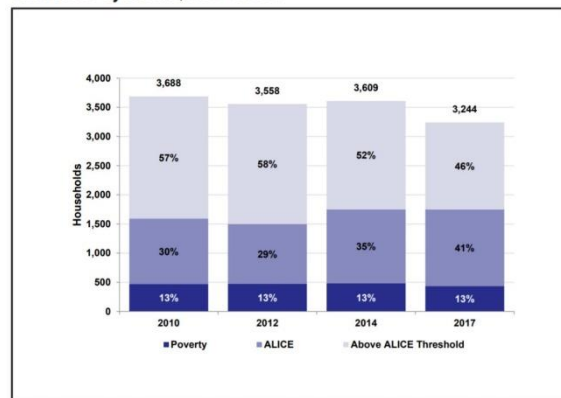


Private-Sector Employment by Firm Size With Average Annual Wages, 2017



Household Survival Budget, Alger County		
	SINGLE ADULT	2 ADULTS, 1 INFANT, 1 PRESCHOOLER
Monthly Costs		
Housing	\$482	\$681
Child Care	\$-	\$1,167
Food	\$199	\$604
Transportation	\$340	\$679
Health Care	\$236	\$888
Technology	\$55	\$75
Miscellaneous	\$155	\$461
Taxes	\$235	\$512
Monthly Total	\$1,702	\$5,067
ANNUAL TOTAL	\$20,424	\$60,804
Hourly Wage	\$10.21	\$30.40

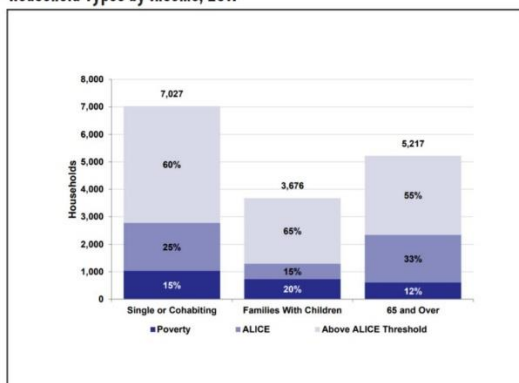
Households by Income, 2010 to 2017



In Alger County, families with children are the most likely to be in poverty, while single or co-habiting people are most likely to be in the ALICE subset with almost 50 percent of households qualifying. Single or co-habiting couples without children are also the least likely to be above the ALICE threshold, with only 39% not in any state of economic distress. 50 percent of families and 52 percent of 65 and over households are above the ALICE threshold, suggesting that about half of those households are economically stable. If we look at income over the time period from 2010 to 2017, we can see that the poverty level has remained the same, at about 13 percent. However, those in the ALICE segment have been growing just about every year, ending with 41 percent in 2017. The Household Survival Budget is but a glimpse into the workings of the average ALICE household. Even though the data is from 2017, the struggle remains the same with low wages and high costs of living.

Delta County

Household Types by Income, 2017

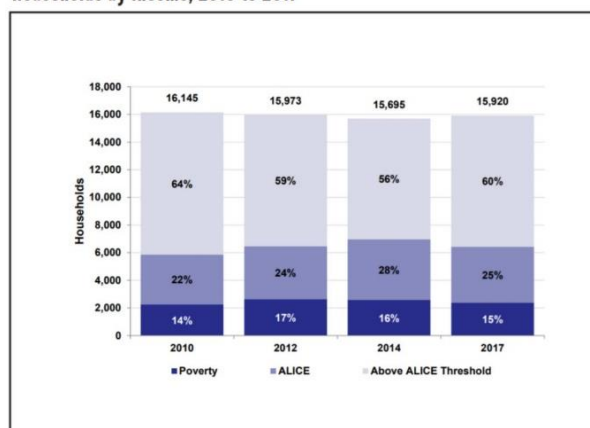


Private-Sector Employment by Firm Size With Average Annual Wages, 2017



Household Survival Budget, Delta County		
	SINGLE ADULT	2 ADULTS, 1 INFANT, 1 PRESCHOOLER
Monthly Costs		
Housing	\$482	\$681
Child Care	\$—	\$1,081
Food	\$199	\$604
Transportation	\$340	\$679
Health Care	\$236	\$888
Technology	\$55	\$75
Miscellaneous	\$155	\$449
Taxes	\$235	\$480
Monthly Total	\$1,702	\$4,937
ANNUAL TOTAL	\$20,424	\$59,244
Hourly Wage	\$10.21	\$29.62

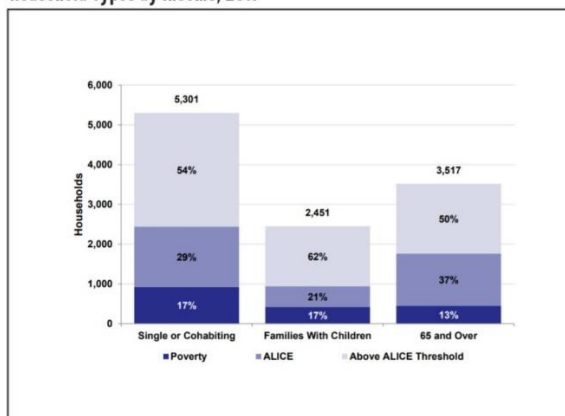
Households by Income, 2010 to 2017



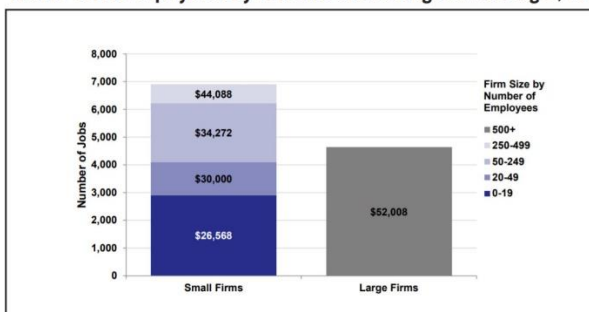
In Delta County the trends are largely the same with 20 percent of families with children in poverty, followed by 15 percent of single or co-habiting households. The larger shares of the ALICE segment are in households 65 and older at 33 percent. More than half of households, however, in Delta County are above the ALICE threshold.

Dickinson County

Household Types by Income, 2017

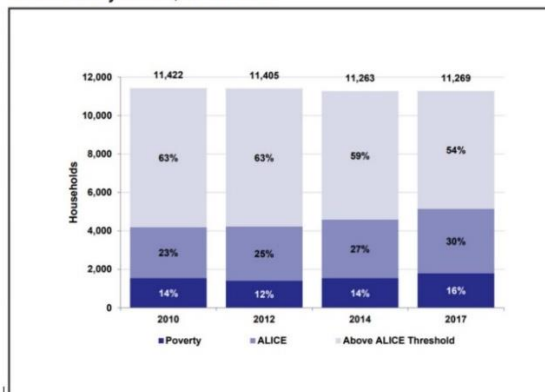


Private-Sector Employment by Firm Size With Average Annual Wages, 2017



Household Survival Budget, Dickinson County		
	SINGLE ADULT	2 ADULTS, 1 INFANT, 1 PRESCHOOLER
Monthly Costs		
Housing	\$526	\$744
Child Care	\$—	\$1,165
Food	\$199	\$604
Transportation	\$340	\$679
Health Care	\$236	\$888
Technology	\$55	\$75
Miscellaneous	\$161	\$469
Taxes	\$251	\$535
Monthly Total	\$1,768	\$5,159
ANNUAL TOTAL	\$21,216	\$61,908
Hourly Wage	\$10.61	\$30.95

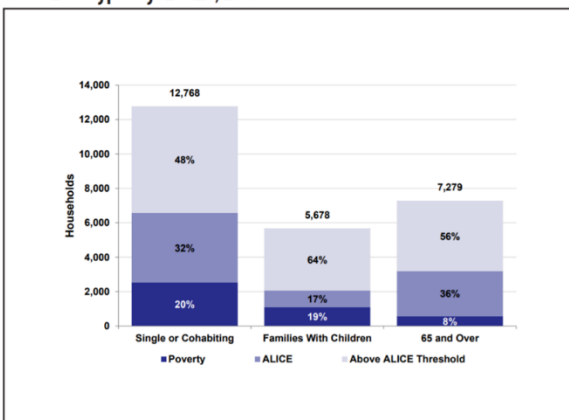
Households by Income, 2010 to 2017



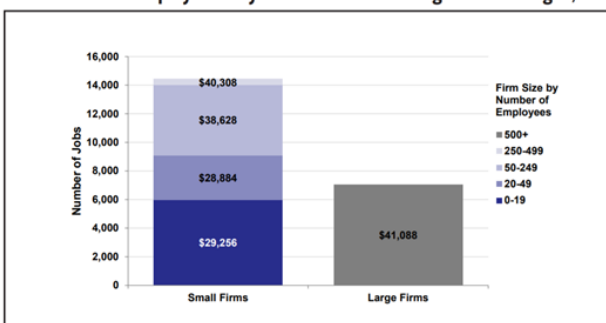
Over 50 percent of Dickinson County households are above the threshold for ALICE, with only 17 percent of single adult households and families with children qualifying. The amount of households in poverty and the ALICE segment have increased in Dickinson County over time, growing by a few percentage points every few years. If these trends continue, it is likely that poverty and ALICE rates will increase, adversely affecting single adult households and those aged 65 and older.

Marquette County

Household Types by Income, 2017

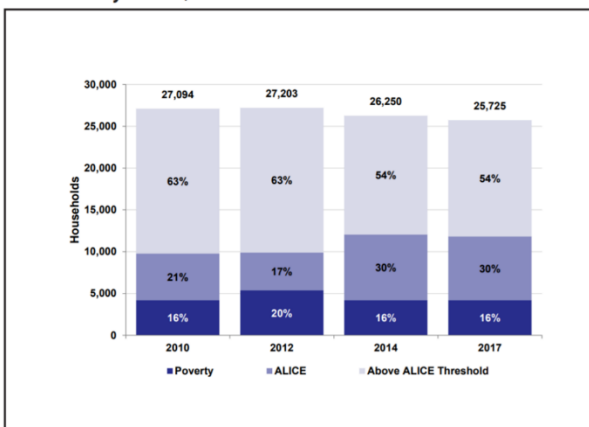


Private-Sector Employment by Firm Size With Average Annual Wages, 2017



Household Survival Budget, Marquette County		
	SINGLE ADULT	2 ADULTS, 1 INFANT, 1 PRESCHOOLER
Monthly Costs		
Housing	\$453	\$714
Child Care	\$—	\$1,360
Food	\$199	\$604
Transportation	\$340	\$679
Health Care	\$236	\$888
Technology	\$55	\$75
Miscellaneous	\$151	\$492
Taxes	\$227	\$597
Monthly Total	\$1,661	\$5,409
ANNUAL TOTAL	\$19,932	\$64,908
Hourly Wage	\$9.97	\$32.45

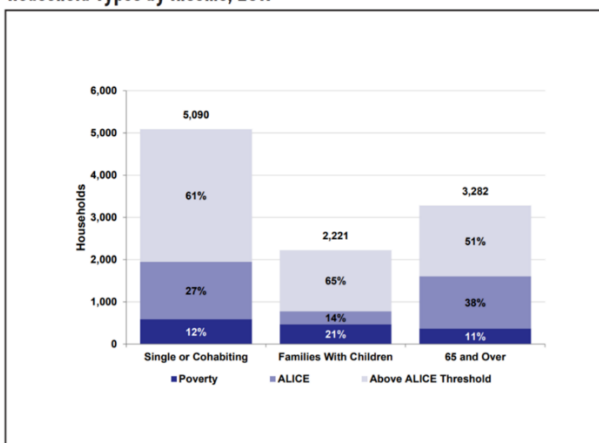
Households by Income, 2010 to 2017



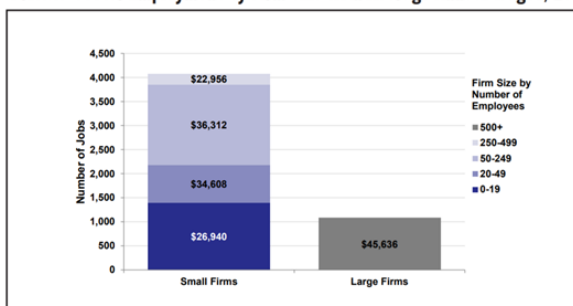
In Marquette County the largest share of those in poverty tend to be single or co-habiting adult households. Those same households have over 30 percent in the ALICE segment. They outweigh the families with children households, and in the 65 and older households, only 8 percent are in poverty, but more qualify for ALICE. These trends can be indicative of the number of young adults attending college, a time of significant financial strain for most. Over time, the number of households considered ALICE have been growing, but poverty has been shrinking until the rates stayed steady from 2014 and beyond.

Menominee County

Household Types by Income, 2017

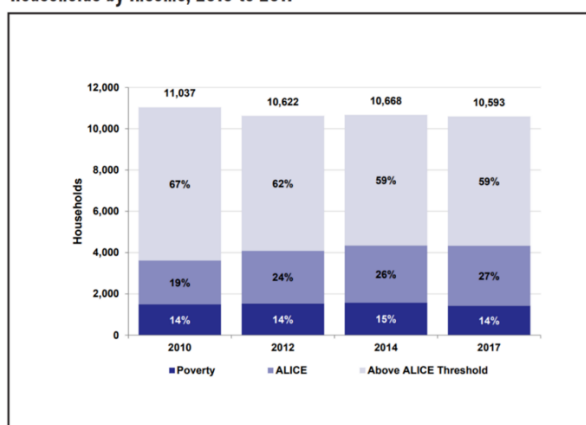


Private-Sector Employment by Firm Size With Average Annual Wages, 2017



Household Survival Budget, Menominee County		
	SINGLE ADULT	2 ADULTS, 1 INFANT, 1 PRESCHOOLER
Monthly Costs		
Housing	\$482	\$681
Child Care	\$—	\$1,004
Food	\$199	\$604
Transportation	\$340	\$679
Health Care	\$236	\$888
Technology	\$55	\$75
Miscellaneous	\$155	\$438
Taxes	\$235	\$451
Monthly Total	\$1,702	\$4,820
ANNUAL TOTAL	\$20,424	\$57,840
Hourly Wage	\$10.21	\$28.92

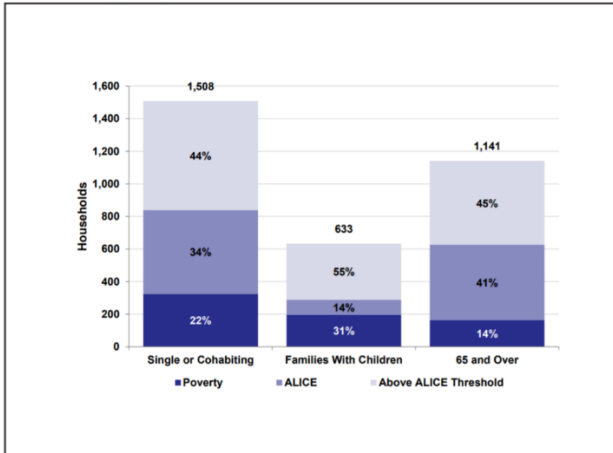
Households by Income, 2010 to 2017



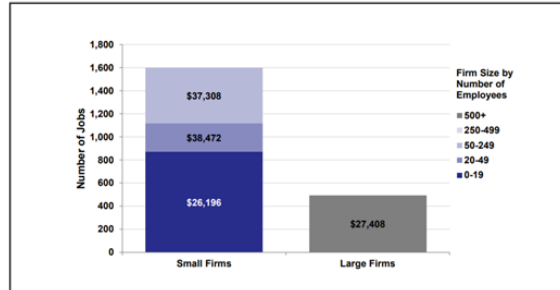
In Menominee County only 11 percent of households of adults aged 65 and older are in poverty with almost 40 percent meeting the ALICE criteria and is also the largest percentage group out of all household types. Families with children are the most likely to be in poverty but are also the least likely to be in the ALICE segment. Over a quarter of single adult households do meet the ALICE criteria. Over time in Menominee County, poverty has stayed relatively steady at around 15 percent, while the ALICE segment has been steadily growing.

Schoolcraft County

Household Types by Income, 2017



Private-Sector Employment by Firm Size With Average Annual Wages, 2017



Household Survival Budget, Schoolcraft County		
	SINGLE ADULT	2 ADULTS, 1 INFANT, 1 PRESCHOOLER
Monthly Costs		
Housing	\$482	\$681
Child Care	\$—	\$1,167
Food	\$199	\$604
Transportation	\$340	\$679
Health Care	\$236	\$888
Technology	\$55	\$75
Miscellaneous	\$155	\$461
Taxes	\$235	\$512
Monthly Total	\$1,702	\$5,067
ANNUAL TOTAL	\$20,424	\$60,804
Hourly Wage	\$10.21	\$30.40

Households by Income, 2010 to 2017

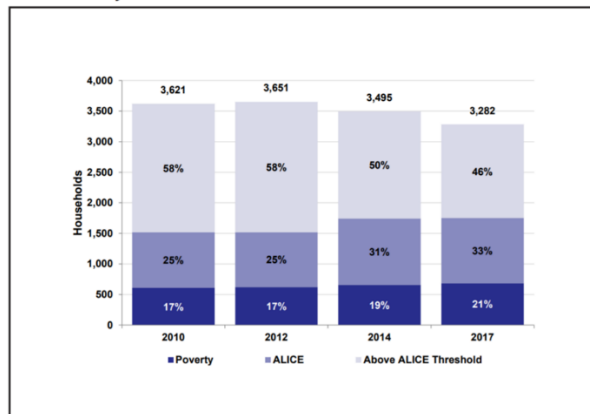


Figure 46: Sources: 2017 Point-in-Time Data: American Community Survey, 2017. ALICE Demographics: American Community Survey and the ALICE Threshold, 2017. Wages: BLS, 2017. Budget: BLS, 2017; Consumer Reports, 2017; HUD, 2017; IRS, 2016, 2017; Michigan Department

In Schoolcraft County out of about 1,500 single or co-habiting adult households, 34 percent meets ALICE criteria, with 22 percent in poverty. Again the largest group in poverty is in families with children, while the largest group in the ALICE segment is households that are 65 and older. Looking at households by income from 2010 to 2017, the same trends are visible. Those in poverty and the ALICE segment steadily grow by a couple of percentage points every couple of years.

Opportunity Zones

Opportunity Zones are an economic development tool that allows people to invest in qualified distressed Census tracts in the United States. Their purpose is to spur economic growth and job creation in low-income communities while providing tax benefits to investors. Opportunity Zones were created under the Tax Cuts and Jobs Act of 2017. Taxpayers can invest in these zones through Qualified Opportunity Funds. There are over 250 Opportunity Zones in Michigan.

In the central U.P., opportunity zones are limited to Alger County, Menominee County, with small portions in Marquette, Schoolcraft, and Dickinson Counties as shown in green on the map, Figure 45, below.

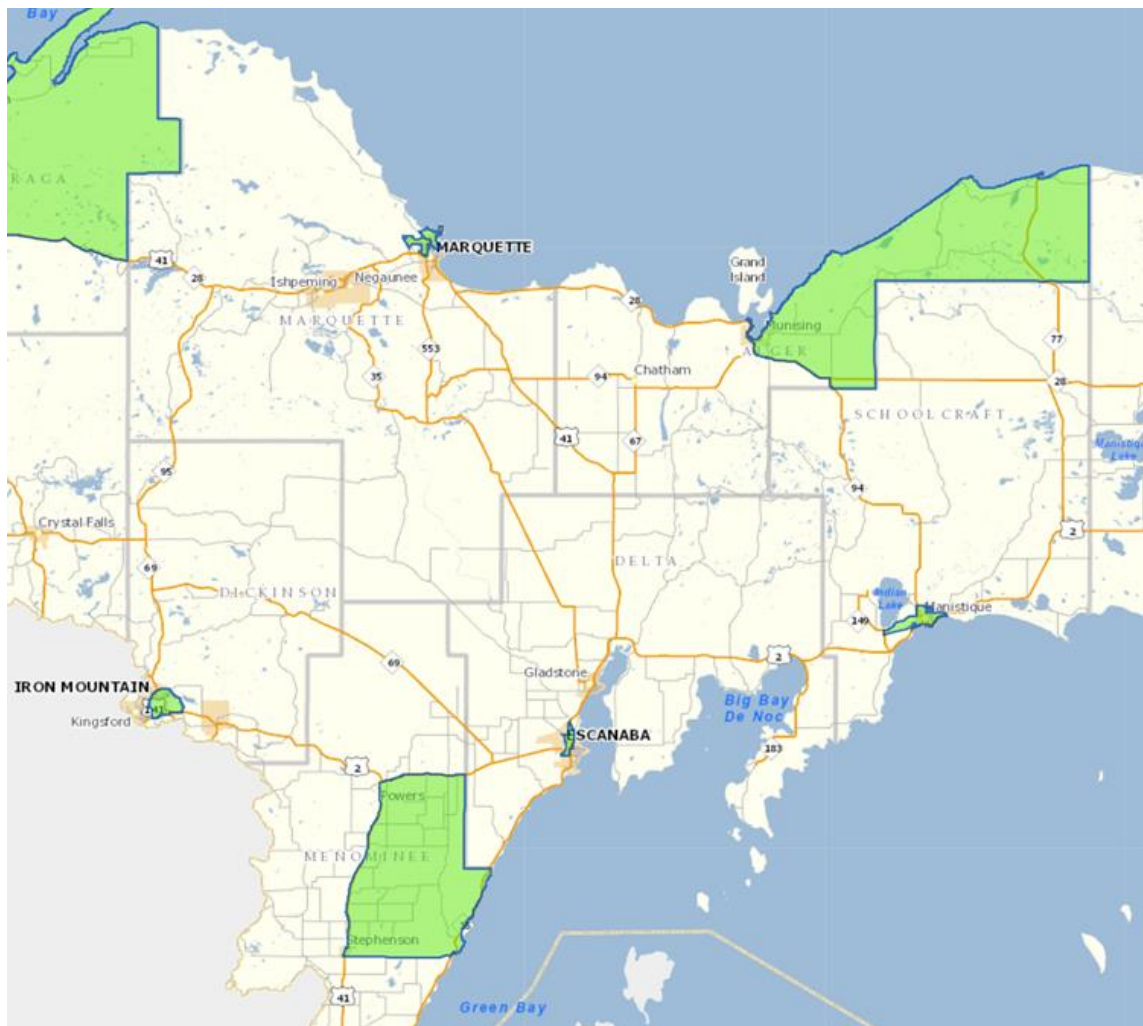


Figure 47: Opportunity Zones, Source: US EDA, 2020

Child Care Availability

The regional economy hinges on parents being able to work. As schools shut down for COVID-19, the availability of quality childcare became paramount for working parents as they were forced to bridge the care gap with their own means. Figure 45 features a map of the central U.P. indicating where licensed childcare providers are located. There are many options around the bigger cities of Marquette, Escanaba, and Iron Mountain, but very few rural options in between, making travel necessary for some.

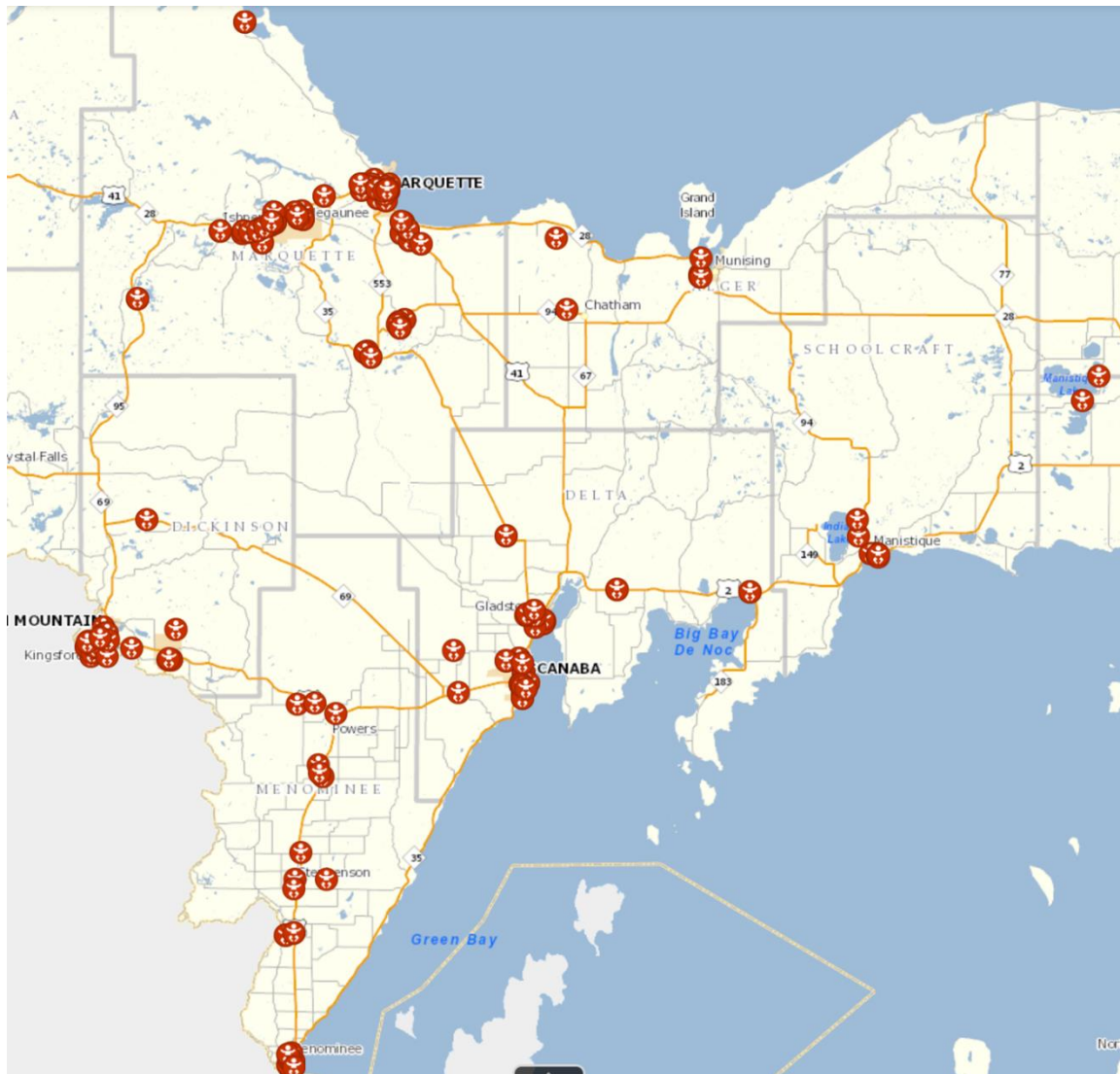


Figure 48: Licensed Childcare Centers in central U.P., Michigan Dept of Licensing and Regulatory Affairs, 2020

County	Number of Licensed Facilities	Combined Capacity
<i>Alger</i>	7	161
<i>Delta</i>	29	1,072
<i>Dickinson</i>	28	930
<i>Marquette</i>	58	1,838
<i>Menominee</i>	22	479
<i>Schoolcraft</i>	9	214

Public Health

Public health is the science of protecting and improving the health of families and communities through promotion of healthy lifestyles, disease and injury prevention, and the detection, research and control of infectious diseases. Public health focuses on the health of populations, ranging from small scale (like a neighborhood) to large scale (like a state, region, or country).

Measuring the health of adults in an area can reveal disparities between a family's income/ economic standing and the accessibility of health care. The Regional Adult Health Survey Data of 2017 explored this link and categorizes the findings by income levels. The poor health indicators are higher for those making less than \$25,000 and the same indicators are a little less for those making between \$25,000 and \$49,999, and are even lower for those who make over \$50,000 a year. For instance, when looking at a lack of dental care in the past 12 months, of those in the first income bracket over 50 percent have not had dental care in the past year. For those in the second income bracket, the rate drops to 33 percent. Finally, in the third income bracket, this percentage drops to 18 percent. Generally, those who make over \$50,000 have less of a chance to have poor or fair health, lower rates of disability, depression, and mental disorders, and have much less of a chance to develop drug or alcohol dependencies.

Health Disparities By Income

2017 Regional Adult Health Survey Data – Health Disparities by Household Income

For many national, state and local health statistics, differences in health status, access to care and health behaviors correlate with household income. In the table below, U.P. wide weighted rates are shown by household income for various indicators from the survey. For more information on survey methodology, indicator definitions, and complete findings, please see pages 195-283.

Indicator	Less than \$25,000	\$25,000 to \$49,999	\$50,000 or greater
Health Status Fair or Poor	29.9%	22.1%	5.1%
Poor Physical Health 14+ Days in Past 30 Days	32.9%	19.9%	7.1%
Poor Mental Health 14+ Days in Past 30 Days	29.0%	15.0%	6.5%
Activity Limitation 14+ Days in Past 30 Days	26.9%	14.6%	5.0%
Any Disability	47.0%	34.4%	15.1%
No Health Insurance Age 18-64	10.6%	7.7%	4.9%
Unable to Access Healthcare Due to Cost	19.2%	20.4%	11.3%
Unable to Access Care Due to Transportation	13.0%	2.1%	1.6%
No Dental Care Past 12 Months	55.1%	33.2%	18.1%
Current Smoker	31.9%	17.3%	10.5%
5+ Daily Fruit and Vegetable Servings	8.6%	9.1%	12.8%
No Leisure-Time Physical Activity	22.7%	13.3%	10.4%
Diabetes Diagnosis Lifetime Prevalence	15.6%	13.7%	6.5%
Ever Had Heart Attack	8.2%	7.1%	3.4%
Ever Told Heart Disease	12.0%	11.7%	6.4%
Ever Had Stroke	6.8%	3.2%	1.3%
Chronic Lower Respiratory Disease	14.0%	9.0%	3.0%
Activity Limited By Arthritis	44.4%	39.0%	21.4%
Ever Diagnosed With Depression	37.6%	25.1%	19.7%
Ever Diagnosed With Anxiety	28.4%	20.8%	18.1%
Medication for Mood Past 12 Months	32.1%	28.6%	17.3%
Mental Health Counseling Past 12 Months	11.2%	9.7%	4.6%
Marijuana Use Past 30 Days	15.2%	6.7%	4.5%
Has Medical Marijuana Card	7.1%	4.5%	1.4%
Alcohol or Drug Treatment Past 12 Months	4.0%	1.2%	0.2%
Ever had PSA Test, Men Age 50+	53.0%	64.0%	79.5%
Appropriately Timed Colorectal Cancer Screening, Age 50+	64.6%	72.8%	81.0%

Figure 49: Adult Health Survey, Source: WUPDHD, 2019

From this data we can generalize and see which category needs the most attention. It is also helpful to draw conclusions based on county specific data from the Adult Health Survey. In the following section, data from each county is laid out along with survey results regarding Community Issues and Priorities, in which community members rated health issues from “not very important” to “very important”. This information can be a conversation starter or a jumping off point to start to tackle these complex and often individualized issues. It can also inform as to where the largest problem areas are and give us some context as to why and how.

Alger County

Adult Health Survey Results⁵

In the table below are weighted estimates for selected health indicators, from randomly sampled residents of Alger County (definitions at wupdhd.org/upchna):

Health Indicator	Local	State
General Health Status Only Fair or Poor	16.3%	18.0%
Unable to Access Healthcare Due to Cost	7.3%	12.8%
No Routine Checkup in Past 12 Months	29.2%	26.9%
No Dental Care Past 12 Months	35.5%	29.9%
Obese (Body Mass Index 30.0 or Greater)	41.5%	32.5%
Current Cigarette Smoker	14.6%	20.4%
Former Smoker	39.4%	25.8%
5+ Daily Servings of Fruits and Vegetables	7.7%	14.4%
Ever Diagnosed With Diabetes	13.0%	11.2%
Ever Diagnosed With Heart Disease	10.9%	5.1%
Ever Diagnosed With Cancer	13.0%	12.8%
Ever Diagnosed With Depressive Disorder	27.7 %	22.0%
Took Medication for Mood Past 12 Months	25.0%	NA
Heavy Alcohol Drinker	14.8%	6.9%
Binge Alcohol Drinker	15.6%	19.0%
Used Marijuana Past 30 days	8.5%	NA
Ever Used Prescription Drugs to Get High	1.7%	4.7%
Had Flu Shot in Past 12 Months, Age 65+	67.5%	56.1%
Colorectal Cancer Screening ⁶ , Age 50+	68.2%	69.7%

Community Issues and Priorities⁷

The table below lists the community health issues most frequently rated as “very important” by survey respondents from Alger County. Respondents chose from a list of 16 possible issues presented for ranking in the 2017 Regional Adult Health Survey.

Community Health Issue	Very Important
Health Insurance is expensive or has high costs for co-pays and deductibles	68.7%
Drug abuse	55.2%
Lack of health insurance	52.0%
Unemployment, wages and economic conditions	49.9%
Lack of housing and programs for people with Alzheimer’s Disease and dementia	42.1%
Alcohol abuse	39.4%
Shortage of long-term care (nursing home beds) or lack of affordable long-term care services	37.9%
Shortage of mental health programs and services, or lack of affordable mental health care	37.7%
Lack of programs and services to help seniors maintain their health and independence	36.2%
Lack of affordable healthy foods, including year-round fresh fruits and vegetables	35.0%

Figure 50: Alger County Health Survey Results, Source: WUPDHD, 2019

In the Health Survey for Alger County almost every health indicator in the general survey along with the rate of each indicator in the state of Michigan. Comparing the rates of local versus the state, the indicators with the highest discrepancies in Alger County are those aged 65 plus who have had a flu shot in the past 12 months were 12 percent higher than the state. Other high indicators were obesity and heavy drinking.

In the Community Issues survey, the top concerns residents of Alger County had were that Health insurance is too expensive, drug abuse, and lack of health insurance. Unemployment, wages, and economic conditions was a close fourth. These concerns further illustrate the correlation between income and health accessibility.

Delta County

Adult Health Survey Results⁵

In the table below are weighted estimates for selected health indicators, from randomly sampled residents of Delta County (definitions at wupdhd.org/upchna):

Health Indicator	Local	State
General Health Status Only Fair or Poor	13.5%	18.0%
Unable to Access Healthcare Due to Cost	13.9%	12.8%
No Routine Checkup in Past 12 Months	19.8%	26.9%
No Dental Care Past 12 Months	38.4%	29.9%
Obese (Body Mass Index 30.0 or Greater)	41.7%	32.5%
Current Cigarette Smoker	10.0%	20.4%
Former Smoker	32.8%	25.8%
5+ Daily Servings of Fruits and Vegetables	5.2%	14.4%
Ever Diagnosed With Diabetes	15.7%	11.2%
Ever Diagnosed With Heart Disease	12.4%	5.1%
Ever Diagnosed With Cancer	14.8%	12.8%
Ever Diagnosed With Depressive Disorder	24.6%	22.0%
Took Medication for Mood Past 12 Months	31.5%	NA
Heavy Alcohol Drinker	10.4%	6.9%
Binge Alcohol Drinker	10.6%	19.0%
Used Marijuana Past 30 days	6.1%	NA
Ever Used Prescription Drugs to Get High	0.5%	4.7%
Had Flu Shot in Past 12 Months, Age 65+	69.2%	56.1%
Colorectal Cancer Screening ⁶ , Age 50+	69.9%	69.7%

Community Issues and Priorities⁷

The table below lists the community health issues most frequently rated as “very important” by survey respondents from Delta County. Respondents chose from a list of 16 possible issues presented for ranking in the 2017 Regional Adult Health Survey.

Community Health Issue	Very Important
Health Insurance is expensive or has high costs for co-pays and deductibles	74.1%
Drug abuse	64.2%
Unemployment, wages and economic conditions	63.1%
Lack of health insurance	60.6%
Shortage of substance abuse treatment programs and services, or lack of affordable care	43.6%
Alcohol abuse	42.5%
Shortage of mental health programs and services, or lack of affordable mental health care	40.2%
Childhood obesity and overweight	39.1%
Lack of programs and services to help seniors maintain their health and independence	38.6%
Shortage of long-term care (nursing home beds) or lack of affordable long-term care services	34.6%

Figure 51: Delta County Adult Health Survey, Source: WUPDHD, 2019

In Delta County, the health indicators with the largest discrepancies than that of the state were those that were Current Smokers and qualified as Obese. Five daily servings of fruits and vegetables is part of the dietary recommendations for adults in the United States. Only 14 percent of adults in the state eat five daily servings and in Delta County, that number is even lower at only 5 percent.

The top community issues and priorities chosen by the community were health insurance is too expensive, drug abuse, and unemployment, wages, and economic conditions. Over half of the people sampled in Delta County counted these among their top concerns. This suggests that health care is unaffordable or unattainable for some because of their working conditions and wages.

Dickinson County

Adult Health Survey Results⁵

In the table below are weighted estimates for selected health indicators, from randomly sampled residents of Dickinson County (definitions at wupdhd.org/upchna):

Health Indicator	Local	State
General Health Status Only Fair or Poor	16.3%	18.0%
Unable to Access Healthcare Due to Cost	13.3%	12.8%
No Routine Checkup in Past 12 Months	17.0%	26.9%
No Dental Care Past 12 Months	31.2%	29.9%
Obese (Body Mass Index 30.0 or Greater)	31.8%	32.5%
Current Cigarette Smoker	12.8%	20.4%
Former Smoker	32.6%	25.8%
5+ Daily Servings of Fruits and Vegetables	5.1%	14.4%
Ever Diagnosed With Diabetes	8.8%	11.2%
Ever Diagnosed With Heart Disease	9.0%	5.1%
Ever Diagnosed With Cancer	13.2%	12.8%
Ever Diagnosed With Depressive Disorder	26.6%	22.0%
Took Medication for Mood Past 12 Months	21.9%	NA
Heavy Alcohol Drinker	9.1%	6.9%
Binge Alcohol Drinker	11.4%	19.0%
Used Marijuana Past 30 days	6.0%	NA
Ever Used Prescription Drugs to Get High	0.2%	4.7%
Had Flu Shot in Past 12 Months, Age 65+	82.5%	56.1%
Colorectal Cancer Screening ⁶ , Age 50+	72.2%	69.7%

Community Issues and Priorities⁷

The table below lists the community health issues most frequently rated as “very important” by survey respondents from Dickinson County. Respondents chose from a list of 16 possible issues presented for ranking in the 2017 Regional Adult Health Survey.

Community Health Issue	Very Important
Health Insurance is expensive or has high costs for co-pays and deductibles	75.5%
Lack of health insurance	55.8%
Drug Abuse	54.6%
Unemployment, wages and economic conditions	52.2%
Childhood obesity and overweight	43.3%
Shortage of substance abuse treatment programs and services, or lack of affordable care	37.4%
Shortage of mental health programs and services, or lack of affordable mental health care	36.8%
Shortage of long-term care (nursing home beds) or lack of affordable long-term care services	36.7%
Lack of housing and programs for people with Alzheimer’s Disease and dementia	36.2%
Lack of programs and services to help seniors maintain their health and independence	35.7%

Figure 52: Dickinson County Adult Health Survey Results, Source: WUPDHD, 2019

Dickinson County’s health indicators were fairly similar to the other counties. Less people in Dickinson County have had No Routine Checkup in the Past 12 Months, so most people in the County are able to receive preventative care. Again, only 5 percent of adults get five servings of fruits and vegetables. Of those 65 and older, over 80 percent had gotten the flu shot in the past 12 months, further suggesting the availability and affordability of health care in Dickinson County is reasonable.

The top community health issues were around insurance; that it was too expensive or not available. Drug abuse was the first most important issue. This trend could be due to the high levels of opioid abuse plaguing the Upper Peninsula.

Marquette County

Adult Health Survey Results⁵

In the table below are weighted estimates for selected health indicators, from randomly sampled residents of Marquette County (definitions at wuphd.org/upchna):

Health Indicator	Local	State
General Health Status Only Fair or Poor	15.5%	18.0%
Unable to Access Healthcare Due to Cost	19.9%	12.8%
No Routine Checkup in Past 12 Months	28.5%	26.9%
No Dental Care Past 12 Months	28.2%	29.9%
Obese (Body Mass Index 30.0 or Greater)	32.6%	32.5%
Current Cigarette Smoker	19.7%	20.4%
Former Smoker	31.3%	25.8%
5+ Daily Servings of Fruits and Vegetables	14.5%	14.4%
Ever Diagnosed With Diabetes	8.4%	11.2%
Ever Diagnosed With Heart Disease	7.3%	5.1%
Ever Diagnosed With Cancer	10.8%	12.8%
Ever Diagnosed With Depressive Disorder	27.2%	22.0%
Took Medication for Mood Past 12 Months	25.2%	NA
Heavy Alcohol Drinker	14.5%	6.9%
Binge Alcohol Drinker	11.9%	19.0%
Used Marijuana Past 30 days	9.3%	NA
Ever Used Prescription Drugs to Get High	5.8%	4.7%
Had Flu Shot in Past 12 Months, Age 65+	82.2%	56.1%
Colorectal Cancer Screening ⁶ , Age 50+	79.2%	69.7%

Community Issues and Priorities⁷

The table below lists the community health issues most frequently rated as “very important” by survey respondents from Marquette County. Respondents chose from a list of 16 possible issues presented for ranking in the 2017 Regional Adult Health Survey.

Community Health Issue	Very Important
Health Insurance is expensive or has high costs for co-pays and deductibles	66.4%
Drug abuse	56.9%
Lack of health insurance	55.0%
Unemployment, wages and economic conditions	45.6%
Shortage of mental health programs and services, or lack of affordable mental health care	38.8%
Shortage of long-term care (nursing beds) or lack of affordable long-term care and services	37.9%
Shortage of substance abuse treatment programs and services, or lack of affordable care	37.5%
Childhood obesity and overweight	34.4%
Lack of housing and programs for people with Alzheimer’s Disease and dementia	34.4% (tie 8 th -9 th)
Lack of programs and services to help seniors maintain their health and independence	32.9%

Figure 53: Marquette County Adult Health Survey, Source: WUPDHD, 2019

Marquette County also has high levels of people 65 and older getting their flu shot at over 80 percent. That’s 26 percentage points over the state average. Also in Marquette County, the levels of Heavy Alcohol drinking is 7 percentage points over the state average. However, the Binge drinking rate is 7 percentage points under the state average.

The top community issues were health insurance is too expensive, drug abuse, and lack of health insurance. These match the trends in the other counties.

Menominee County

Adult Health Survey Results⁵

In the table below are weighted estimates for selected health indicators, from randomly sampled residents of Menominee County (definitions at wupdhd.org/upchna):

Health Indicator	Local	State
General Health Status Only Fair or Poor	12.7%	18.0%
Unable to Access Healthcare Due to Cost	19.0%	12.8%
No Routine Checkup in Past 12 Months	27.5%	26.9%
No Dental Care Past 12 Months	28.0%	29.9%
Obese (Body Mass Index 30.0 or Greater)	35.8%	32.5%
Current Cigarette Smoker	27.0%	20.4%
Former Smoker	30.6%	25.8%
5+ Daily Servings of Fruits and Vegetables	6.5%	14.4%
Ever Diagnosed With Diabetes	10.1%	11.2%
Ever Diagnosed With Heart Disease	7.8%	5.1%
Ever Diagnosed With Cancer	15.2%	12.8%
Ever Diagnosed With Depressive Disorder	17.2%	22.0%
Took Medication for Mood Past 12 Months	16.8%	NA
Heavy Alcohol Drinker	18.3%	6.9%
Binge Alcohol Drinker	16.0%	19.0%
Used Marijuana Past 30 days	6.7%	NA
Ever Used Prescription Drugs to Get High	2.5%	4.7%
Had Flu Shot in Past 12 Months, Age 65+	78.5%	56.1%
Colorectal Cancer Screening ⁶ , Age 50+	77.6%	69.7%

Community Issues and Priorities⁷

The table below lists the community health issues most frequently rated as “very important” by survey respondents from Menominee County. Respondents chose from a list of 16 possible issues presented for ranking in the 2017 Regional Adult Health Survey.

Community Health Issue	Very Important
Health Insurance is expensive or has high costs for co-pays and deductibles	74.7%
Drug abuse	60.0%
Lack of health insurance	55.9%
Unemployment, wages and economic conditions	53.4%
Lack of housing and programs for people with Alzheimer’s Disease and dementia	41.2%
Lack of affordable healthy foods, including year-round fresh fruits and vegetables	39.3%
Shortage of substance abuse treatment programs and services, or lack of affordable care	36.1%
Alcohol abuse	35.6%
Lack of programs and services to help seniors maintain their health and independence	34.1%
Shortage of dentists, or lack of affordable dental care	32.7%

Figure 54: Menominee County Adult Health Survey Results, Source: WUPDHD, 2019

In Menominee County the trend of people aged 65 and over have had a flu shot in the past 12 months, 22 percentage points over the state average. Again we can see that adults in Menominee are not getting enough fruits and vegetables. Lastly, the Heavy Alcohol Drinker indicator is 12 percentage points above the state average. Heavy drinking has been trending throughout the Upper Peninsula.

The cost of health insurance, lack of health insurance, and drug abuse were the top Community Issues for Menominee County.

Schoolcraft County

Adult Health Survey Results⁵

In the table below are weighted estimates for selected health indicators, from randomly sampled residents of Schoolcraft County (definitions at wupdhd.org/upchna):

Health Indicator	Local	State
General Health Status Only Fair or Poor	25.0%	18.0%
Unable to Access Healthcare Due to Cost	9.4%	12.8%
No Routine Checkup in Past 12 Months	18.3%	26.9%
No Dental Care Past 12 Months	44.1%	29.9%
Obese (Body Mass Index 30.0 or Greater)	42.0%	32.5%
Current Cigarette Smoker	20.4%	20.4%
Former Smoker	37.2%	25.8%
5+ Daily Servings of Fruits and Vegetables	9.1%	14.4%
Ever Diagnosed With Diabetes	11.4%	11.2%
Ever Diagnosed With Heart Disease	7.8%	5.1%
Ever Diagnosed With Cancer	20.5%	12.8%
Ever Diagnosed With Depressive Disorder	23.2%	22.0%
Took Medication for Mood Past 12 Months	18.0%	NA
Heavy Alcohol Drinker	8.0%	6.9%
Binge Alcohol Drinker	12.7%	19.0%
Used Marijuana Past 30 days	9.2%	NA
Ever Used Prescription Drugs to Get High	1.8%	4.7%
Had Flu Shot in Past 12 Months, Age 65+	66.9%	56.1%
Colorectal Cancer Screening ⁶ , Age 50+	68.9%	69.7%

Community Issues and Priorities⁷

The table below lists the community health issues most frequently rated as “very important” by survey respondents from Schoolcraft County. Respondents chose from a list of 16 possible issues presented for ranking in the 2017 Regional Adult Health Survey.

Community Health Issue	Very Important
Health Insurance is expensive or has high costs for co-pays and deductibles	78.8%
Unemployment, wages and economic conditions	68.5%
Lack of health insurance	66.0%
Drug abuse	64.0%
Lack of affordable healthy foods, including year-round fresh fruits and vegetables	47.1%
Shortage of mental health programs and services, or lack of affordable mental health care	45.7%
Shortage of substance abuse treatment programs and services, or lack of affordable care	45.2%
Lack of affordable facilities or programs for year-round physical activity or recreation	41.0%
Alcohol abuse	40.0%
Lack of housing and programs for people with Alzheimer’s Disease and dementia	39.4%

Figure 55: Schoolcraft County Adult Health Survey Results, Source: WUPDHD, 2019

Schoolcraft County also follows the trend of more of those aged 65 and older are getting flu shots at a higher rate than that of the state. Interestingly enough, the rate of those that are former smokers is the highest out of all six counties in the central region at 12 percentage points over the state average. However, in Schoolcraft, 44 percent of residents have had No Dental Care in the past 12 months, suggesting that almost half of residents neglect preventative dental care.

The health issues that were the most important to residents were the price of health insurance, lack of insurance, and unemployment, wages, and economic conditions. Drug abuse was again an important issue at 64 percent.

Overall, the highest concerns for residents in the 6-county region is the price of health insurance, the lack of health insurance, unemployment, and drug abuse.

Alignment of Partner Strategies

The alignment of strategies from State and region, down to local priorities is an important consideration in rural economic development planning. When priorities and strategies come into alignment, the all-important mix of capacity and project investment funding becomes possible, which allows for greater more impactful projects to take place. There exist many partners in the Central U.P. economic development ecosystem, most of whom have contributed to this CEDS, but are too numerous to list; however, it bears worth mentioning the overarching organizations which are foundational in nearly every project having a region-wide impact.

Michigan Economic Development Corporation (MEDC)

The MEDC is the primary source of economic development funding in the State and as a state economic development organization, it operates a variety of funding, technical assistance, and training programs to foster economic growth for businesses and communities.

The MEDC is guided by a five-year strategic plan which contain focus areas that direct the activities and funding among the organizations various divisions. Among these divisions, Business Development and Community Development employ U.P. regional staff to explore development opportunities, provide local and regional support, and guide the incentive process.

The CEDS aligns with the MEDC Strategic Plan on issues such as cultivating entrepreneurship, and developing vibrant communities where talent wants to locate, and marketing the assets of the region. Key industries in the region such as advanced manufacturing, medical device technology, technology, agribusiness, and tourism are found as focuses in both the CEDS and the Strategic Plan.



FIVE YEAR STRATEGIC PLAN

MEDC is Committed to Enabling Long-Term Economic Opportunity for all Michiganders

Strategic Focus

MEDC is evolving its mission, vision, guiding principles, and Strategic Focus Areas, as well as its focus and regional impact industries to create long-term economic opportunities in all corners of Michigan. These changes will position MEDC at the forefront of best practices for high-impact economic development organizations. Presented below is our updated strategic plan, which aims to position Michigan at the leading edge of economic development in the nation.

Mission

Achieve long-term economic prosperity for Michiganders by **investing in communities, enabling the growth of good jobs and promoting Michigan's strong image worldwide.**

Vision

Make Michigan's economy the nation's **fastest growing, most equitable and most resilient** by:



Achieving "Top 10" status for:

- Job growth in targeted sectors
- Equitable job growth
- Real median household income growth



Attaining the largest net gain of talent in the Midwest

Guiding Principles



Sustainable, long term growth

Catalyze long-term job growth. Ensure resilience of Michigan's economy against downturns and automation potential.



Regional impact

Empower and support every region - from rural areas to urban cores - in improving economic outcomes.



Equitable, high wage growth

Drive equitable pathways toward high-wage growth by enabling industries, communities and businesses that provide opportunities for all.



Customer focus

Ensure a customer (businesses, communities, entrepreneurs) and partner orientation in all we do.

Strategic Focus Areas



Attract, retain and support businesses

Aggressively work to attract and retain companies in target industries that support growth in jobs, wages and investment



Foster high-wage skills growth

Collaborate on efforts to produce, attract and retain the skills needed for in-demand and high growth occupations in focus industries



Develop attractive places

Attract talent through innovative placemaking and streamlining development processes at the community level to transform underutilized properties into vibrant areas



Catalyze entrepreneurship

Strengthen the ecosystem that enables more entrepreneurship, commercialization and new business creation



Market the state

Promote Michigan's image as a world-class business location and travel destination

Figure 56: MEDC Strategic Plan, Source: MEDC 2020

STRATEGIC INDUSTRY DEVELOPMENT

MEDC will actively work with its partners to attract, grow and retain strategic industries that will have the greatest potential economic benefit on all communities throughout Michigan.

Focus Industries

MEDC resources including tailored economic development tools, proactive marketing and sustainment programs focus on those sectors where Michigan has a distinct competitive advantage.



Mobility and automotive manufacturing: Building upon our uncontested automotive leadership to stay at the forefront of the mobility revolution.



Engineering, Design and Development: Harnessing our talent base to become the research & development and industrial design capital of the world.



Professional and corporate services: Using the purchasing power of Michigan companies to attract corporate and professional service providers to the state.



Advanced manufacturing: Positioning Michigan as a leader in Industry 4.0, and leveraging our talent to capture a larger share of growth in the defense and advanced materials industries.



Medical device technology: Leveraging our existing medical device anchor companies and research assets to enable growth of the medical device industry.



Tech: Capitalizing on our existing mobility, software, manufacturing, engineering and design capabilities to grow Michigan's tech footprint.

Regional Impact Industries

MEDC will support state and local efforts to attract, grow and retain regionally important industries that play a vital role in energizing communities throughout the state.



Agribusiness



Tourism



Logistics



Financial Services



Other Manufacturing

Figure 57: MEDC Strategic Plan, Source: MEDC 2020


InvestUP


InvestUP is the U.P.'s regional economic development organization, advocating for the attraction and growth of business, talent retention and attraction, and generally growing the prosperity of the U.P. Since 2018, the organization has grown into the role of facilitating collaboration among local economic development organizations and has become a megaphone for the region's collective voices to State leaders. The CEDS aligns with the overall strategy of InvestUP through its focus on talent





INVESTUP™

attraction, broadband growth, increasing the stock of workforce housing and support of the businesses and industries that are key to the U.P.

 Promote the U.P.

 Attract business

 Grow business

 Develop, retain & attract talent

Vision

To be recognized across the state and nation as the leader to advance Upper Peninsula prosperity.

Mission

A private-sector led catalyst to drive prosperity across the Upper Peninsula.

About

InvestUP is the lead regional economic organization for the Upper Peninsula.

Core Values

Proactive, collaboration, leveraging relationships, thought leadership and results

TRENDING OPPORTUNITIES

Targeted supply chains re-shoring to U.S.
Opportunities to expand and attract industries with high IP sensitivities & talent infrastructure; defense, medical device, electronics, pharma

Businesses & talent attracted to remote locations from urban clusters.
Priorities to ensure we have a unique competitive advantage are high speed internet access, medical care, lifestyle amenities, affordable professional housing, increase and retain talent pool from K-4 yr universities, increase air travel

Private sector leadership to drive economic growth.
Limit dependability on state and federal resources, support local EDOs and communities, attract off shore companies, support trade schools, support public education with decreasing enrollment and population

STRATEGIC GROWTH INDUSTRIES

Technology Research, Development & Testing
Cybersecurity, HealthTech, 3D Printing, Fin Tech, Software development, telemedicine, automotive

Advanced Precision Manufacturing
Defense, aerospace, medical device, pharma, robotics

Large Equipment Manufacturing
Construction, mining, lumber

Outdoor Research & Testing
Cold-weather, open water, ground vehicle, air, space

Upper Peninsula Michigan Works

Michigan Works is the workforce development organization serving the entire U.P. region. The organization's primary mission is to grow and maintain the workforce, and does this through assisting employers in attracting and retaining employees, training workers, and supporting job-seekers as they search for new and better jobs. UP Michigan Works has adopted a strategic plan and a number of focuses in this CEDS align with it, such as collaborating through strategic partnerships, a strong focus on talent attraction and retention, increasing the knowledge of businesses in the region so they can be competitive.



Upper Peninsula Michigan Works Strategic Plan

1. Goal: A healthy, resilient, and globally competitive regional economy.
Strategy: Build regional and economic competitiveness through strategic partnerships.

Strategy: Lead or support all talent attraction, development, and retention activities.

2. Goal: A U.P. workforce that has the knowledge and skills to strengthen businesses' success.

Strategy: Establish service category priorities and allocate resources accordingly.

Strategy: Increase knowledge about what businesses need.

Strategy: Meet all mandated performance measures.

3. Goal: A sustainable, reputable, highly effective, and efficient organization.

Strategy: Improve internal and external communication systems.

Strategy: Improve operational policies, processes, and practices.

EDA Investment Priorities

The EDA maintains a set of investment priorities which help to guide the use of EDA investment funds, such as Public Works and Economic Adjustment Assistance.

Alignment on one or more of these investment priorities is necessary for specific projects in order to ensure competitiveness. The *Strategy and Action Plan* portion of this document strongly corresponds to these priorities and the Priority Responsive and Steady State initiatives that follow each directly relate to at least one of these investment priorities.

The CEDS aligns with current EDA Investment Priorities:

1. **Equity:** Economic development planning or implementation projects that advance equity across America through investments that directly benefit 1) one or more traditionally underserved populations (PDF), including but not limited to women, Black, Latino, and Indigenous and Native American persons, Asian Americans, and Pacific Islanders or 2) underserved communities within geographies that have been systemically and/or systematically denied a full opportunity to participate in aspects of economic prosperity such as Tribal Lands, Persistent Poverty Counties (XLSX), and rural areas with demonstrated, historical underservice. For more information on these populations and geographies see: <https://www.whitehouse.gov/briefing-room/presidential-actions/2021/01/20/executive-order-advancing-racial-equity-and-support-for-underserved-communities-through-the-federal-government/>.
2. **Recovery & Resilience:** Economic development planning or implementation projects that build economic resilience to and long-term recovery from economic shocks, like those experienced by coal and power plant communities, or other



communities impacted by the decline of an important industry or a natural disaster, that may benefit from economic diversification-focused resilience.

3. **Workforce Development:** Economic development planning or implementation projects that support workforce education and skills training activities directly connected to the hiring and skills needs of the business community and that result in well-paying, quality jobs (PDF).
4. **Manufacturing:** Economic development planning or implementation projects that encourage job creation, business expansion, technology and capital upgrades, and productivity growth in manufacturing, including efforts that contribute to the competitiveness and growth of domestic suppliers or to the domestic production of innovative, high-value products and production technologies.
5. **Technology-Based Economic Development:** Economic development planning or implementation projects that foster regional knowledge ecosystems that support entrepreneurs and startups, including the commercialization of new technologies, that are creating technology-driven businesses and high-skilled, well-paying jobs of the future.
6. **Environmentally Sustainable Development:** Economic development planning or implementation projects that help address the climate crisis including through the development and implementation of green products (PDF), green processes (PDF) (including green infrastructure), green places (PDF), and green buildings (PDF).
7. **Exports & FDI:** Economic development planning or implementation projects that enhance or build community assets to support growth in US exports or increased foreign direct investment.

Regional Analysis

A timeline of regional economic development planning efforts

2014-2019	2019-2020	19??-Present	2020-2022
Regional Prosperity Initiative (RPI)	Triple Threat Resiliency Strategy	Central UP CEDS	EDA CARES Act Recovery
<ul style="list-style-type: none"> State-funded initiative to build coordination among regional partners in various sectors Created a 10-year plan for growing prosperity in the 6-county region Funded a number of other initiatives over the years, including match funds for Triple Threat RPI plan & committee merged with the CEDS 	<ul style="list-style-type: none"> MDARD grant-funded initiative to address economic resiliency issues facing Marquette County re: three major employer losses Mapped out the ED ecosystem assets & partners Looked at five big issues facing economic resiliency: Infrastructure, Talent, Economic diversification, Support for small business, Blight & redevelopment 	<ul style="list-style-type: none"> EDA-funded 3-year plan for collab. ED planning for 6-county region Currently working on new 3-year CEDS, due Jan 31, 2021 Purpose: to understand assets (SWOT) and build a strategy around these with robust stakeholder involvement Intended to guide EDA investments to most impactful projects How to develop resiliency is a central theme 	<ul style="list-style-type: none"> EDA supplemental funding for COVID-19 response Included possibilities for ED response & recovery strategies tied to the CEDS, new staff & technology; & TA to local government, businesses, and partners CUPPAD created RFP for ED planning services to support County-based strategies which will feed into CEDS

Strengths, Weaknesses, Opportunities, and Threats

Completing a SWOT analysis (addressing strengths, weaknesses, opportunities, and threats) allows the CEDS Committee to clearly identify the factors affecting the region and strategically identify an action plan that will move the region forward. The CEDS Strategy Committee meets regularly to discuss regional issues and strategies to promote economic development and quality of life through collaboration. Even through the COVID-19 pandemic, the CEDS Committee was dedicated to regular virtual meetings.

The CEDS Strategy Committee consists of representatives from the adult education, higher education, workforce development, transportation, community development and economic development sectors. Due to limitations resulting from the pandemic, council members were invited to an interactive online SWOT activity using a platform called Mural.co. Participants were able to write sticky notes and place them in the appropriate places in real time. Results were then discussed and prioritized at a regular meeting. This information is also included in the following charts. Stakeholders were asked to consider the top priorities as voted and answer follow-up questions about how to capitalize on or overcome conditions and become transformational as a region in pursuit of its vision. A

selection of their responses can be seen in Appendix A.

SWOT Analysis

1 Brainstorm strengths, weaknesses, opportunities and threats

Types of assets to consider: Human, Natural, Built, Financial, Political, Social, and Cultural



Figure 58: Interactive SWOT analysis on mural.co

Strengths (Internal)	Weaknesses (Internal)
<ul style="list-style-type: none"> • Access to outdoor recreation opportunities • Local, regional, state, and economic development collaboration • Connectivity with four universities and three smartzones • Great downtowns with historic buildings • Great place for remote work • Michigan launch site designation • Strong manufacturing base and skill sets • Deep water port in Marquette • Sawyer Airport • NMU EAN network • Educational Partnerships • Affordable housing options • Outdoor enthusiasm 	<ul style="list-style-type: none"> • Lack of market rate rentals and missing middle home ownership • Gaps in broadband coverage • Lack of sufficient labor pool to meet needs • High number of workers approaching retirement • Lack of available quality childcare • Lack of walkability and four-season gathering spaces • Lack of and little acceptance for diversity • Lower wages than other urban regions • Rural counties are more challenged and have the least resources • Lack of funding for creating vibrant communities • Housing gaps of all levels • Remoteness of the region relative to supply chain efficiency • Lack rapid COVID testing
Opportunities (External)	Threats (External)
<ul style="list-style-type: none"> • Support micro-unit housing, eco communities, and the rehab/ redevelopment of existing housing • Capitalize on safe rural living trend to capture remote workers and use as a youth retention technique • Increase access to high-speed broadband • Establish our region as a small town/ rural leader in emerging technologies • Small town tourism development • Create modern, diverse economies • Deep water port, Sawyer Airport for future industry development • Renewable energy generation • Develop downtown buildings for residential uses • More placemaking and art installations 	<ul style="list-style-type: none"> • Aging workforce, declining population • Youth retention • Ability to manage COVID and future pandemics • Declining enrollment and school funding • Lack of funding to build a resilient regional economy • Inefficient collaboration and/or misaligned goals across stakeholders • Aging infrastructure • Lack of staff to accomplish projects • Drug abuse • Blight • Shoreline erosion and impacts on infrastructure • Rising cost of building materials • Disadvantaged youth

The Six Pillars of an Asset-Based Strategy

Building on and leveraging the existing local and regional assets is a bottom-up approach to fostering regional prosperity. The regional assets were identified in the SWOT analysis and can be utilized to create sustained economic growth and stronger relationships in the region. Assets have been organized under the six pillars of this strategy.

Resilient Regional Economy

Regional assets that support economic development include the many natural resources in the area. Natural resources have been defined by the council participants both as raw materials for the mining and forestry industries as well as the recreational opportunities provided by the environment. Other assets that contribute to economic development include the presence of higher education institutions, the many outdoor recreation amenities, the strong tourism industry, the character and work ethic of the residents, and quality transportation infrastructure.

Regional industry clusters, such as manufacturing, forestry, and health care, are an important asset. These clusters foster investment, innovation, and growth that are vital to the economy of the region.

Vibrant Communities

The region is full of vibrant communities, each with its own unique attractions, natural features, and history. Vibrant communities are places in which people want to live, work, and visit. Local leaders have been engaging in placemaking efforts and have bolstered a sense of community pride across the region.

Talented Workforce

The aspects of the region that strengthen workforce development are the availability of CTE training opportunities, early childhood and K-20 education, the availability of skilled positions, recreational opportunities that attract and retain workers, the strong work ethic of residents, focused curriculum for employer needs, and access to Michigan Works at many locations in the area.

Modern Infrastructure and Technology

The central region's infrastructure is constantly being modernized and upgraded. With more access to broadband and fiber optic infrastructure, more people in the region can be connected than ever before.

Excellence in Education

The most significant educational resources in the region include the variety of skilled trade and community college programs, the presence of Northern Michigan University, and quality K-12 educational programs. The region benefits from collaborative relationships between providers of higher education that enable students at community colleges to more easily obtain 4-year degrees.

Quality Attainable Housing

Housing in the 6-county region is relatively affordable when compared to the rest of the state and the county. Housing stock in the central U.P. is generally older, especially near the historic downtown areas. Outside of the City of Marquette housing prices are often lower, making neighboring Ishpeming or Negaunee an ideal place to buy a home.

Safe & Efficient Transportation

Transportation and infrastructure assets in the region include the presence of deep-water ports, rail networks, mutual-aid relationships between communities, video-conferencing capabilities, airports, and scenic roads. Many participants also noted the skills and experience of county road workers as a valuable asset.

Inter-county transit services provided by ALTRAN, Marq-Tran, and Schoolcraft County Transit are vital means of access to employment, education, and medical care for many in the counties they serve. In addition to traditional 'hard' infrastructure networks such as roads and utilities, participants also noted the presence of many organizations and institutions that support the economic vitality, cultural and social values, and financial well-being of the region that are considered 'soft' infrastructure. This includes community health providers, arts organizations, foundations, and organizations such as Northern Initiatives and PTAC that support small business development.

Overarching Regional Needs

Stakeholders identified the following as top regional needs through surveys and through discussion at meetings. The needs are rooted to the data and trends described in the background section.

Population Growth

Population in the 6-county region has been in decline due to a variety reasons, the most prevalent of these being young people moving away for more opportunities, and the natural aging progression of the residents. The region needs to grow in population in order to sustain our local economy.

Housing Stock Options

While housing is affordable in the region, housing stock options are limited. Missing middle is a term often applied to a “range of multi-unit or clustered housing types, compatible in scale with single-family homes, that help meet the growing demand for walkable urban living.” The missing middle is anything between apartment buildings and single family homes, often involving duplexes, fourplexes, accessory dwelling units (ADUs), and more. Having more stock options would help residents and future residents find and keep affordable, attainable housing.

Broadband Access/ Connectivity

Though great strides have been made towards all inclusive connectivity, more can still be done to connect the more rural areas of our region. After the COVID-19 pandemic it became even more apparent that broadband connections are essential for schools and learning, as well as for businesses and remote working.

Well Maintained and Efficient Transportation Methods

While there are some services available, they tend to rely on specific needs rather than set and steady routes. This makes reliable transportation difficult to come by and makes transportation inaccessible for those with special needs or the elderly.

Internships and Vocational Training

Creating a talent pipeline for vocations and internships would assist the future workforce in acquiring desirable positions.

Improving Health & Well-being

The assets within the region that contribute to a good quality of life in the region are the natural resources, water resources, small towns and downtown areas, the strong family bonds, and the unique culture of the area. Non-profit organizations such as UPCAP, health service providers, transit providers, and the presence of many parks and trail networks are also important assets that contribute to the quality of life enjoyed by residents.

Investment in Public Spaces

It is crucial that local governments continue to invest and maintain public spaces. These spaces such as parks, recreation centers, and libraries serve as an anchor for the community.

Sustainable Funding

In addition to the other needs of the region, one of the forefront issues among our partners and stakeholders is lack of sustainable funding. Many organizations have limited budgets and restricted capacity for new projects.



**Resilient
Regional
Economy**

**Vibrant and
Healthy
Communities**



**STRATEGY
&
ACTION PLAN**

**Talented
Workforce**

**Safe and
Efficient
Transportation**

**Modern
Infrastructure
and
Technology**

**Excellence
in Education**

Primary Goals:

Resilient Regional Economy

Goal # 1: Develop a strong and sustainable travel, tourism and outdoor recreation economy

- Objective 1.1** Identify opportunities to expand tourism related businesses and amenities.
- Objective 1.2** Support and nurture the growth of recreation businesses, particularly manufacturers of outdoor recreation goods.
- Objective 1.3** Work regionally to develop a plan for sustainable tourism which ensures the long-term preservation of our natural resources.
- Objective 1.4** Create a tourism environment that is inviting to people of all ages and abilities by enhancing the accessibility.
- Objective 1.5** Work with Pure Michigan to bring opportunities to the Upper Peninsula and develop a consistent and cohesive regional marketing campaign.
- Objective 1.6** Support the efforts of the Great Lakes Sports Commission in growing sports tourism in the Upper Peninsula.

Goal # 2: Support entrepreneurial development and innovation through an ecosystem approach

- Objective 2.1** Co-locate the facilities of regional economic development partners to ensure coordination, communication, and efficient use of resources.
- Objective 2.2** Support the efforts of the Superior Trade Zone and the Innovate Marquette Smart Zone to encourage the creation of entrepreneurial communities and the scaling up businesses - increase the region's Gross Regional Product (GRP).

- Objective 2.3** Pursue State and Federal funding for technical assistance trainings tailored to the Central Upper Peninsula from industry leaders throughout the nation or world.
- Objective 2.4** Micro Grant Opportunities for the High School and College aged kids to dip their toes into the entrepreneurial experience.
- Objective 2.5** Micro Grant Opportunities for Underserved Populations in the Central Upper Peninsula.
- Objective 2.6** Support creation of an entrepreneurial mentorship program in the Central Upper Peninsula.

Goal # 3: Promote and support value-added processing and economic activity by leveraging regional economic advantages

- Objective 3.1** Work with Food Start U.P., U.P. Food Exchange, MSU Product Center, and other Food System partners to develop a food processing, storage hub, and incubator.
- Objective 3.2** Bring support resources to bear for the agribusiness, food processing, and forestry industries, particularly training and mentorship in entrepreneurial development.
- Objective 3.3** Support Development of a Platform/System that catalogs and connects available commercial kitchen and equipment for rent.
- Objective 3.4** Work with local Health Departments and Agencies to develop a user-friendly navigation tool or infographic that guides food-based entrepreneurs through the required process.

Goal # 4: Support the growth of jobs in the regional energy industry, including renewable energy and waste reduction

Objective 4.1 Work with communities to increase demand for renewable energy and improve waste reduction practices through the support of Federal and State grants.

Objective 4.2 Provide an opportunity of local energy industry leaders to collaborate and share news related to development and changes with regard to industry.

Goal # 5: Assist the manufacturing industry in staying current with technology, such as adapting to automation, Industry 4.0, and Cybersecurity

Objective 5.1 Coordinate with academic leaders, workforce development professionals, economic developers, and business leaders to understand challenges and opportunities with the changing landscape of technology and provide appropriate resources to learn to adapt.

Objective 5.2 Explore opportunities for collaboration and further partnerships with Northern Michigan's Cybersecurity institute, as a potential resource for assisting businesses and communities.

Goal # 6: Market the region's Opportunity Zones

Objective 6.1 Consult with local government leaders on land use planning and development plans for their County's Opportunity Zones.

Objective 6.2 Develop Opportunity Zone prospectus documents for OZs in the region.

Goal # 7: Encourage the concept of "Site Readiness"

Objective 7.1 Coordinate between communities and economic developers to have a list of shovel-ready projects available as opportunities arise, meaning properties and their zoning, as

well as other development hurdles, are appropriately managed.

Action plan for Resilient Regional Economy:

Step 1: Collaborate and participate in key meetings with the region's entire economic development ecosystem, which includes EDOs; State, county, and local governments; higher education institutions; financial institution; workforce organizations; industry leaders; and entrepreneurial development organizations to be aware of their goals, aspirations, and high impact projects.

Step 2: Keep communication open on important projects with ecosystem partners and actively look for connections between their projects and broader regional economic development goals.

Step 3: Assist in identifying projects that have a regional impact and relate to the goals and objectives described above. This should include determining implementation steps, responsible parties, estimates of project costs, and timelines for key project milestones with prioritized activities.

Step 4: CUPPAD will offer and provide technical assistance on projects that meet these regional goals and objectives.

Step 5: The CUPPAD economic development planner, supported by the CEDS committee will determine where proposed projects fall among prioritized regional projects in the region.

Step 6: Engage the CEDS committee to determine what, if any other roles regional partners may be able to play in supporting the project or objectives related to goals.

Step 7: If a project that meets these standards and requires significant project funding, work with the entity to understand the opportunities with EDA funding programs and assist in the application process, if needed.

Talented Workforce

Goal # 1: Promote the UP as an attractive place for young professionals

- Objective 1.1** Create collaborative strategies for talent attraction and retention.
- Objective 1.2** Job training and leadership development opportunities to help retain youth.
- Objective 1.3** Better understand and support the childcare needs of the workforce.
- Objective 1.4** Coordinate with employers and the economic and workforce development community to prioritize trailing spouses.

Goal # 2: Foster collaboration between schools, CTE groups, Michigan Works, and industries to develop and improve training opportunities and better align with educational skills

- Objective 2.1** Increase career exploration opportunities in partnership with employers.
- Objective 2.2** Support the efforts of the U.P. Manufacturing Talent Consortium.
- Objective 2.3** Promote and support the expansion of CTE careers and skilled trades.
- Objective 2.4** Increase participation among all counties in Manufacturing Day to encourage youth exploration of careers in manufacturing.

Goal # 3: Reskilling our workforce as industries and jobs change over time

Objective 3.1 Increase foundational skills training and occupational training across the region.

Objective 3.2 Develop training and educational content that could be supportive of an outdoor recreations economy, particularly the outdoor recreation manufacturing industry.

Goal # 4: Growing the possibility of remote working by promoting the U.P. as a remote work destination

Objective 4.1 Market the region as a high-quality place for remote working.

Objective 4.2 Better understand the community of remote workers in the region.

Objective 4.3 Provide support and services for remote workers looking to relocate to the area.

Goal # 5: Workforce succession awareness and planning

Objective 5.1 Work with area employers and schools to understand to understand the dynamics of our aging workforce and how to plan for succession.

Goal # 6: Grow the overall number of employed persons in the region

Objective 6.1 Coordinate with communities, the University, and employers to discuss strategies for increasing migration to the region, considering opportunities like internships and immigration.

Objective 6.2 Support Michigan Works in activities to bring unemployed individuals back to work and increase the region's labor force participation rate.

Goal # 7: Retain the existing workforce of the region

Objective 7.1 Work with the region's economic development ecosystem to promote incentives like childcare, tuition reimbursement,

continuing education, and other strategies that could make the region a competitive employment destination.

Objective 7.2 Create more opportunities for mentorship, internship, and apprenticeship to assist young talented workers in gaining a foothold in the area economy.

Action plan for Talented Workforce:

Step 1: Collaborate and participate in key meetings with the region's workforce, business, and education leaders be aware of their goals, aspirations, and high impact projects.

Step 2: Keep communication open on important projects and actively look for connections between workforce development and regional economic development.

Step 3: Assist in identifying projects that have a regional impact and relate to the goals and objectives described above. This should include determining implementation steps, responsible parties, estimates of project costs, and timelines for key project milestones with prioritized activities.

Step 4: CUPPAD will offer and provide technical assistance on projects that meet these regional goals and objectives.

Step 5: The CUPPAD economic development planner, supported by the CEDS committee will determine where proposed projects fall among prioritized regional projects in the region.

Step 6: Engage the CEDS committee to determine what, if any other roles regional partners may be able to play in supporting the project or objectives related to goals.

Step 7: If a project that meets these standards and requires significant project funding, work with the entity to understand the opportunities with EDA funding programs and assist in the application process, if needed.

Modern Infrastructure and Technology

Goal # 1: Pursue opportunities to improve affordability and reliability of the region's energy supply

- Objective 1.1** Grow the region's renewable energy portfolio.
- Objective 1.2** Consideration of the recommendations from the U.P. Energy Task Force.
- Objective 1.3** Improve the affordability of the region's energy supply
- Objective 1.4** Grow the region's energy production from renewable sources to 10% by 2025.

Goal # 2: Support the continuous improvement of technology infrastructure to meet the region's needs

- Objective 2.1** Work with ConnectMI, service providers, and local leaders to expand and improve internet coverage all populated areas in the region.
- Objective 2.2** Improve the redundancy of the region's fiber networks.
- Objective 2.3** Connecting facilities that will support telemedicine and distance learning.
- Objective 2.4** Market our communities' access to high-speed internet as part of a talent attraction strategy.

Goal # 3: Plan for and provide needed utility infrastructure to communities

- Objective 3.1** Provide service to developed areas needing service and areas for which development is planned.
- Objective 3.2** Provide for backup facilities to existing water systems to ensure reliable supply of water.

Objective 3.3 Build a culture of capital improvement planning and asset management which will enable communities to properly plan and budget for the replacement of infrastructure.

Action plan for Infrastructure and Technology:

Step 1: Collaborate and participate in key meetings with the region's energy providers, the U.P. Energy Task Force, internet service providers (ISPs), communities engaged in Capital Improvement Planning (CIP), as well as health care and educational institutions; be aware of their goals, aspirations, and high impact projects.

Step 2: Keep communication open on important projects and actively look for connections between infrastructure and technology projects and regional economic development.

Step 3: Assist in identifying projects that have a regional impact and relate to the goals and objectives described above. This should include determining implementation steps, responsible parties, estimates of project costs, and timelines for key project milestones with prioritized activities.

Step 4: CUPPAD will offer and provide technical assistance on projects that meet these regional goals and objectives.

Step 5: The CUPPAD economic development planner, supported by the CEDS committee will determine where proposed projects fall among prioritized regional projects in the region.

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Excellence in Education

Goal # 1: Expand opportunities for nontraditional students to complete their education

Objective 1.1 Work with community colleges, universities, and adult education providers to identify and address barriers.

Goal # 2: Support and expand online learning opportunities

Objective 2.1 Work with schools to identify learning opportunities that could be brought to more students via the web.

Goal # 3: Enhance programs that increase experiential learning and entrepreneurial training for P-20 students

Objective 3.1 Work with school leaders, area businesses, and nonprofit organizations to develop hands-on learning opportunities, including talent tours and internships, and apprenticeships.

Objective 3.2 Support the creation of connections between employers and student learning opportunities with events like Manufacturing Day.

Objective 3.3 Develop valuable internship opportunities that put a student on a tract for specialization in careers that are relevant in the U.P. and promote these types of jobs.

Objective 3.4 Begin tracking internships on a regional level by working with universities and ISDs.

Goal # 4: Support the ability of area universities and community colleges to expand research and development programs

Objective 4.1 Identify public and private research funding to support research initiatives.

Goal # 5: Expand and enhance early childhood education opportunities

Objective 5.1 Identify needs and opportunities for improving early childhood education resources.

Goal # 6: Support the growth of CTE programs and their connections to practical applications across the region

Objective 6.1 Coordinate with ISDs and the UP Manufacturing Talent Council expand grow internship opportunities and connections with area employers.

Goal # 7: Grow participation in dual enrollment and middle college to bring more educational opportunities to students

Goal # 8: Promote programs that support the mental health of students on and off campus

Objective 8.1 Include a question in future Adult Health Assessments on mental well-being of college students.

Action plan for Excellence in Education:

Step 1: Collaborate and participate in key meetings with the region's colleges, universities, and ISDs; be aware of their goals, aspirations, and high impact projects.

Step 2: Keep communication open on important projects and actively look for connections between education and regional economic development.

Step 3: Assist in identifying projects that have a regional impact and relate to the goals and objectives described above. This should include determining implementation steps, responsible parties, estimates of project costs, and timelines for key project milestones with prioritized activities.

Step 4: CUPPAD will offer and provide technical assistance on projects that meet these regional goals and objectives.

Step 5: The CUPPAD economic development planner, supported by the CEDS committee will determine where proposed projects fall among prioritized regional projects in the region.

Step 6: Engage the CEDS committee to determine what, if any other roles regional partners may be able to play in supporting the project or objectives related to goals.

Step 7: If a project that meets these standards and requires significant project funding, work with the entity to understand the opportunities with EDA funding programs and assist in the application process, if needed.

Safe and Efficient Transportation

Goal # 1: Improve the region's transportation networks to support the needs of residents (particularly vulnerable populations) and industries.

Objective 1.1 Explore opportunities for improving supply chain logistics.

Objective 1.2 Identify and address barriers to international travel and shipping - create a customs position for the Central U.P.

Objective 1.3 Plan for multi-modal transportation locally and regionally, including deep water ports, rail, air service, and non-motorized.

Objective 1.4 Plan for and develop the network of electric vehicle charging stations in the region to meet the growing demand.

Goal # 2: Encourage and support safe, efficient and affordable transit options.

Objective 2.1 Collaborate with transit providers and 211 to improve marketing and education about regional transit.

- Objective 2.2** Work with MDOT and transit providers to improve efficiency and availability of networks.
- Objective 2.3** Coordinate with large regional employers to create stronger, more reliable workforce transportation services.
- Objective 2.4** Consider the connection between transit and outdoor recreation and tourism.

Action plan for Safe and Efficient Transportation:

Step 1: Collaborate and participate in key meetings with the region's MDOT representatives, road commissions, local government leaders, and non-motorized transportation advocates to be aware of their goals, aspirations, and high impact projects.

Step 2: Keep communication open on important projects and actively look for connections between transportation and regional economic development.

Step 3: Assist in identifying projects that have a regional impact and relate to the goals and objectives described above. This should include determining implementation steps, responsible parties, estimates of project costs, and timelines for key project milestones with prioritized activities.

Step 4: CUPPAD will offer and provide technical assistance on projects that meet these regional goals and objectives.

Step 5: The CUPPAD economic development planner, supported by the CEDS committee will determine where proposed projects fall among prioritized regional projects in the region.

Step 6: Engage the CEDS committee to determine what, if any other roles regional partners may be able to play in supporting the project or objectives related to goals.

Step 7: If a project that meets these standards and requires significant project funding, work with the entity to understand the opportunities with EDA funding programs and assist in the application process, if needed.

Vibrant and Healthy Communities

Goal # 1: Ensure local communities are prepared for redevelopment opportunities.

- Objective 1.1** Assist cities with downtowns in progressing through the Redevelopment Ready Communities Program, and encouraging participation in Michigan Main Street.
- Objective 1.2** Encourage the design of vibrant, walkable, and healthy Central U.P. communities - Work with CUP communities to integrate the Smart Growth Tenets as principles in their own plans - Help plan and acquire funding for regional non-motorized trail initiatives.
- Objective 1.3** Support collaborative planning among local units of government to plan for regional recreation facilities.
- Objective 1.4** Invest in placemaking in traditional downtown districts.
- Objective 1.5** Support the adaptive reuse of historic structures and infill development.
- Objective 1.6** Develop local incentives policies for the use of tax abatements that target tools to meet the development goals of a community.
- Objective 1.7** Encourage communities to participate in MEDC's Site Readiness training to prepare and be better equipped to respond to economic development opportunities.

Goal # 2: Support the development of quality affordable workforce housing that will meet the needs of the region's changing demographics.

- Objective 2.1** Conduct Housing Needs Assessments in Alger, Delta, Menominee, and Schoolcraft, building off what has been completed for Marquette and Dickinson Counties in 2020.
- Objective 2.2** Develop more *Middle Housing* to meet the needs of the workforce and develop a greater variety of housing formats -

Work with CUP communities to update plans and codes that support more housing types, sizes, and prices.

Objective 2.3 Encourage the strategy of public private partnerships with large employers to develop new housing.

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Goal # 3: Develop cultural capital and build upon the unique and authentic heritage of the region.

Objective 3.1 Prioritize placemaking and public art installations in communities.

Objective 3.2 Highlight local culture and heritage through methods like interpretive signage, walking tours of communities, and supporting places in which to learn about local history.

Goal # 4: Protect natural resources which are a defining factor of the region.

Objective 4.1 Protect natural resources which are a defining factor of the region.

Objective 4.2 Support natural resource-based industries in their transition to sustainable practices.

Goal # 5: Ensure food security, access, and affordability within the region.

Objective 5.1 Encourage collaboration between local businesses and food pantries to develop a regional food bank.

Objective 5.2 Study the feasibility of opening publicly owned grocery stores that can provide basic essentials to local residents at affordable prices, additional food cooperatives, or other grocer options.

Objective 5.3 Improve public transportation in isolated rural areas to increase access to existing grocery stores.

Goal # 6: Foster greater equity by enabling broadband for telemedicine and distance learning.

Objective 6.1 Work with schools and hospitals to identify gap and work with existing programs to fill them.

Objective 6.2 Market broadband as an attraction tool for new residents where it is locally available

Action plan for Vibrant and Healthy Communities:

Step 1: Collaborate and participate in key meetings with the region's local units of government, Federal and State agencies, health care leaders, and non-profit organizations be aware of their goals, aspirations, and high impact projects.

Step 2: Keep communication open on important projects and actively look for connections between vibrant communities and regional economic development.

Step 3: Assist in identifying projects that have a regional impact and relate to the goals and objectives described above. This should include determining implementation steps, responsible parties, estimates of project costs, and timelines for key project milestones with prioritized activities.

Step 4: CUPPAD will offer and provide technical assistance on projects that meet these regional goals and objectives. This includes CUPPAD's traditional role in local government assistance with planning and zoning.

Step 5: The CUPPAD economic development planner, supported by the CEDS committee will determine where proposed projects fall among prioritized regional projects in the region.

Step 6: Engage the CEDS committee to determine what, if any other roles regional partners may be able to play in supporting the project or objectives related to goals.

Step 7: If a project that meets these standards and requires significant project funding, work with the entity to understand the opportunities with EDA funding programs and assist in the application process, if needed.

Priority Responsive and Steady State Projects

Regional Priority Responsive Projects

Over the years, several projects have been proposed and conceptualized that could bring about a substantial regional impact. Those projects, which directly relate to the goals and objectives described above, are among the highest priority for the Central U.P. region and should be considered for EDA investment funding if they were to apply for it. The list below contains known projects which could be potentially eligible for Public Works (PW), Economic Adjustment Assistance (EAA), or Local Technical Assistance (LTA) funding. As more projects become proposed which meet these standards, they may be added to this list.

- **Food business incubator, processing facility, and food storage hub - All Central UP counties**

Stakeholders and communities across U.P. have engaged the study and planning of regional food systems for many years. There are currently organized and sophisticated efforts underway to address issues such as food insecurity, local food production and purchasing, land use policy, and education among many others. One issue that emerged as a key need which could be fundamental to these efforts was determined to be a regional facility which could incubate food-based businesses, commercial-scale food processing, and serve as an aggregation hub for locally produced products. A collection of feasibility studies of varying scopes have been conducted in recent years and suggest that the community's food needs and evolving food business industry could support this type of development. Pre-development assistance, studies, job training, internships, program building, land acquisition, construction, and infrastructure are potential needs that could support this effort.

- **Construction of energy infrastructure and related assets to meet the region's growing demand. - All Central UP counties**

An Upper Peninsula-wide task force was assembled by Governor Gretchen Whitmer in 2019 to study and create recommendations related to energy supply and distribution to address the U.P.'s energy needs. The U.P. Energy Task Force has since created two reports; Part I on the region's propane supply and Part II on the Region's energy supply. Contained within these reports are a number of recommendations which could translate

to development projects that would fit well within the U.S. EDA's investment priorities. Most urgently, the U.P. faces the potential of a shortage in propane distribution if Enbridge's Line 5 pipeline under the Straits of Mackinac is shut down. Facilities receiving their propane via pipeline would be impacted and the region would be entirely reliant of rail and truck distribution. In this circumstance, upgrades to rail facilities and area infrastructure may be needed.

- **Development of a comprehensive regional outdoor recreation innovation district that combines recreation facilities, economic development opportunities, outdoor recreation manufacturing, academic research and development, and job training. - Marquette County**

The Iron Ore Heritage Trail is a 47-mile multi-modal trail that traverses three cities and seven townships. It is a major recreational asset for the residents of Marquette County and visitors alike and it serves as a sort of anchor among the variety of recreational opportunities in the region. Most importantly, it is an example of our region's common will to support the outdoor recreation economy. Local leaders have recognized this as a unique regional strength and presents significant economic development potential where collaborative effort is needed to fully realize this opportunity. Drawing on the region's outdoor recreation assets and activities, academic connections through the region's universities, the productivity of area manufacturers, and the economic development opportunities presented by municipal units of government, the region will form an innovation district with the Heritage Trail as it's the backbone. An emerging outdoor recreation industry will grow from these elements with a more focused approach and will help transition the area economy as land-based industries decline. This effort will require a Strategic Action Plan to guide equitable growth across the multi-jurisdictional district. In order to grow this industry, key ecosystem features, like workforce development and entrepreneurial supports, will need to be bolstered and augmented to support the outdoor recreation economy, and infrastructure to support this emerging industry to create the physical environment that is conducive to growth.

- **Shophouse Park - City of Marquette, Marquette County**

This mixed-use development concept is an innovative approach to growing the region's outdoor manufacturing capacity amidst an unmatched testing ground for the outdoor recreation economy; the Upper Peninsula. Targeting Marquette's Opportunity Zone, this concept includes elements such as an incubator facility, long-term space for locally-based manufacturers, a fully-furnished short-term rental space for established

manufacturers, *third space*- type amenities to support the workers of the zone, and live-work units that can help sustain the overall concept. Beyond this, the concept also includes a network of nodes throughout the Upper Peninsula which will reduce the sense of remoteness that often challenges travel to the region. This project may require assistance with construction, infrastructure, and equipment, and it will be the initial focus of the Outdoor Recreation Manufacturing Innovation District, once it is created.

- **Creating a regional economic development ecosystem and business accelerator - City of Marquette, Marquette County**

The Marquette County economic development ecosystem has evolved significantly over the past decade and has built a foundation of trust and cooperation among partners working for the prosperity of the region. Led by Innovate Marquette SmartZone, they propose the create a hub for these efforts within downtown Marquette by redeveloping a former bank building into a shared space for partner organizations and creating a one-stop shop for all things economic development. In addition, the space will include valuable entrepreneurial support assets to gride a seamless transition through all stages of business growth.

- **Broadband expansion projects to unserved and underserved locations - All Central UP counties**

Broadband has consistently been a high-need for U.P. communities, and particularly more so since the arrival of the COVID-19 pandemic. It is both an economic development issue and an equity issue for rural residents. While the few urban areas are relatively well-served by high-speed internet, the rural areas have struggled to achieve modern broadband speeds, or any type of connection at all in some cases. As the needs and uses for broadband grows, so too do the needs for fast, reliable data transfer speeds. The region will prioritize the development of broadband technologies that achieve minimum speeds of 100/25 mb/s and fiber to the doorstep connections where this type of technology is not currently present.

- **Non-motorized trail sustainability – All central U.P. counties**

The central U.P. has been seeing record numbers of visitors in the area, many of which are attracted to the non-motorized trails all over the region. Most of these trails are maintained by non-profit and volunteer organizations which are feeling the strain of the additional upkeep. These trails are a true recreational asset to the region and it is vital

that we implement some sort of sustainability program. With the added use every year, we won't have the quality of assets that we and our visitors currently enjoy.

- **Co-Mediate bioremediation and Brownfield redevelopment – City of Marquette, Marquette County**

With the growing threat of climate change and the diminished capacity of mining and forestry resources, Co-Mediate and partners propose a new intervention. Growing hemp on brownfields and clear-cut lands could remediate toxins from the land and water while creating a local manufacturing industry. Products made from hemp can be carbon-negative and more sustainably produced than others.

- **Developing a robust regional air service in the Central region – Marquette County**

High quality, efficient air service is a critical feature for regions engaged in significant tourism and many other professional occupations which require frequent travel. In order to support these occupations and industries, KI Sawyer International is determined to develop a robust regional air service to meet these needs. Such improvements will include a redesign of airport facilities, expanded infrastructure, and area-wide improvements that focus on economic development potential and aesthetics.

- **Supporting the Development of Spaceport North in Marquette County**

The Michigan Aerospace Manufacturer's Association has proposed the development of a vertical rocket launch facility which would be used to launch low-earth orbit satellites into the atmosphere, and could serve modern technologies such as driverless cars, 5G telecommunications, and remote sensing. applications. It is a project that would undoubtable bring with it high-skill, high-wage jobs in the aerospace industry and would fundamentally change the economy of the region. The State of Michigan has provided initial support in this endeavor, but the project still requires significant study before permitting and construction phases may begin. The proposed vertical launch site is one of three proposed facilities to be located in Michigan, in addition to the command center in Chippewa County and horizontal launch facility in Oscoda County. At this time, there is a need for assistance for environmental studies to further gauge the feasibility of this project. If this project is successful in its pre-development phases, it is certain that construction funding would be needed to support the launch site and the industry of satellite manufacturing that would follow.

- **County Road 510 Extension – Negaunee Township, Marquette County**

The project scope is to extend CR 510 south from where it intersects CR 502 to intersect US-41. In doing this the eastern access point for CR 502 would be closed resulting in a cul-de-sac. This project has the potential to completely alter the residential neighborhood and provide safe access to US-41 for residents as well as the logging/hauling industry while at the same time revitalizing an underserved business district. This project is in the very early design stage and is slated to coincide with the Department of Transportation's 2023 US-41 Project. The costs are unknown at this time but the Township is using a rough estimate of \$1,000,000 for budget projecting.

- **Big Bay Harbor of Refuge – Powell Township, Marquette County**

Marquette County intends to expand the number of slips at the Big Bay Harbor of Refuge through the development of a floating dock system, improving access to Lake Superior. Boating popularity has expanded greatly in the area in recent years and the need for additional slips has been documented through an increasing waiting list. Proposed improvements will add 10-12 slips to the BB Harbor, doubling its capacity while also leaving room for future pier expansion.

- **Gladstone North Shore development - City of Gladstone, Delta County**

Within the City of Gladstone there are 34 acres of undeveloped land along the Lake Michigan picturesque shoreline. The City has created a vision for this area utilizing Michigan State University and citizen input to develop a plan for needed housing options for our community. The developmental vision includes a mixed-use approach with cottages, town homes, duplexes, apartment buildings as well as commercial space/lofts and retail and walking trails and public spaces. All of these activities would enjoy a breathtaking view of Little Bay de Noc on Lake Michigan. Existing utilities lie directly South of the area but would have to be run throughout the vacant land to accommodate a housing development. Streets, curbs, sidewalks and walking paths would also have to be established in this area in order for development to be completed.

- **North Bluff Industrial Park - City of Gladstone, Delta County**

The City owns nearly 60 acres of vacant land North of the existing North Bluff Industrial Park. Land that is platted and has utilities in this industrial park is at its capacity. The City has received requests for expansion in this area for manufacturing, industrial and commercial activities. The City would like to complete a loop from Clark Drive and connect to Sjoquist Drive with a road (just over a half mile) and install utilities along this new loop opening up opportunities for expansion in our North Bluff Industrial Park. The vision for the area would be to create an incubator building on one or two of the vacant

lots along the new loop to stimulate economic development and to encourage start up industrial/manufacturing businesses to locate in the Gladstone.

- **Redevelopment of Old County Jail/Waterfront - City of Escanaba, Delta County**

Future development phases of the former jail redevelopment and construction of hotel/condos/commercial onsite. Possible poor soil condition along the waterfront is not conducive to construction without expense (former bottomlands). The project will make a huge advancement for Escanaba into the year-round tourism industry as well as the conference segment of the economy. This begins a much-needed diversification of the local economy and will help Escanaba to ride out dips in the economy when the manufacturing segment slows.

- **Delta County Airport “Delta Landing” Industrial Park Infrastructure – City of Escanaba, Delta County**

Delta County Airport “Delta Landing” Industrial Park Infrastructure (Delta County Economic Development Alliance) The Delta Landing industrial park has a road, with water and sewer lines serving a only a portion of the available sites. Roadway, water and sewer and electrical service need to be developed to serve the remaining sites. CUPPAD will continue to assist Delta County EDA and the Airport with pursuing funding for infrastructure to other sites. The Airport has continued to add infrastructure improvements since the construction of the park in 2002. A new road and water and sewer have been added, but continued upgrades for all the parcels are needed to make the entire acreage marketable. These upgrades would allow an opportunity for retention, as well as decrease the financial burden on a prospective buyer allowing for savings to new businesses. These savings would then increase the financial investment made to this region.

- **Menominee Industrial Park Upgrades - City of Menominee, Menominee County**

A recent engineering study on property the city owns indicates that there are significant wetlands which would be too costly to develop. The existing park is largely full, and the city’s need is mainly on identifying potential sites for proper zoning and shovel ready industrial development. Menominee County and many townships do not have zoning

authority. The county has created a brownfield authority and is exploring land banking so assistance in this area would be most helpful.

- **Kingsford Water/Wastewater Expansion – City of Kingsford, Dickinson County**

The City of Kingsford has water and wastewater expansion needs which could serve businesses and residents of the City. The project would provide sanitary sewer, fire protection, and potable water supply to 7 acres of industrially zoned property for potential industrial expansion. The property has a railroad and state trunkline frontage, and the project would provide the necessary utilities to develop the property. The property adjacent to the existing American Axle Foundry (former Grede Foundry), a paint manufacturing plant (Nelson Paint) and Midwest Concrete. The project will provide the necessary utilities to enhance the property for industrial growth in the City and provide an opportunity for the foundry and the paint manufacturer to entice support in user industries.

- **Burt Township Sanitary Sewer and Wastewater Treatment Facility - Burt Township, Alger County**

Proposal is install sewer lines and a water treatment facility in the Township. Although the Township provides municipal water to residents and businesses in the Grand Marais area, residents do not have sanitary sewer service. The Township relies on septic systems to manage waste. This is a limitation on development as well as a threat to local water quality. Since the Township economy relies heavily on recreation and tourism, protecting water quality is important to protecting the economic base as well as public health.

- **City of Escanaba Ludington Street Reconstruction - City of Escanaba, Delta County**

Reconstruction of Ludington Street with designed streetscape and upgrade of utilities of the east Ludington Street Corridor from Stephenson Avenue to 2nd Street, including side streets to 1st Avenues, North and South. Focus to be paid to replacement of curb to door with upgrades at utilities, separation of storm water from wastewater collection, which will help greatly in alleviating early discharges from the wastewater treatment plant. The rebuilding of sidewalks will be friendly to both pedestrians and non-motorized traffic. Streetscape to include and replace trees, install electric underground utilities and possibly re-engineering of existing road design.

- **Port of Escanaba Cruise the Great Lakes - City of Escanaba, Delta County**

Make necessary changes to accommodate boutique cruises sailing the Great Lakes; improvements include docking, gangways, header for blackwater, and potable water.

- **Marquette Street Extension – City of Manistique, Schoolcraft County**

The surveying, engineering, permitting, and construction of the proposed extension of Marquette Avenue to accommodate new light industry businesses in Manistique. While a block-long extension of Marquette Avenue had been platted for several years, these plans had not moved forward.

- **Aquaponics sustainable local plant and fish production – Hannahville Indian Community**

The Hannahville Indian Community is proposing a series of improvements and expansions to support long term sustainability of their facilities. Expansion on educational services, increasing the variety of products produced, and increasing distribution range of products. To increase the product variety and allow for consistent production to support expanded distribution, upgrades to the facility's heating/cooling system are needed to allow for consistent climate control during all seasons. These upgrades may include utilizing geothermal and solar as a source to support long term sustainability.

Training and educational opportunities will include topics related to facility design, construction, and maintenance, as well as operations related to planting, harvesting, and processing, and will be made available as high school and college courses, facility tours, internships, and workshops for novice or entrepreneurial adults. Facility modifications to support this expansion will include security upgrades as well as set up of an educational/classroom area.

- **Sustainable Tourism at Sugarloaf Natural Area**

Sugarloaf Natural Area on the CR 550 "Recreation Corridor," owned and operated by Marquette County, has seen a drastic increase in visitation and with needed improvements could be an educational opportunity to preserve regional recreational assets. Wear on the wooden stairs, platforms and trail requires immediate attention to prevent injury. Amenities such as vault toilets should be added to accommodate the basic needs of visitors in this remote location miles away from a downtown area. Costs for the upkeep of Sugarloaf Mountain largely falls on the tax-payers of Marquette County, while the majority of visitors are tourists from out of the area.

Steady State Priorities and Projects

Steady state priorities and projects are not currently conceptualized projects and are not specific to any location. They directly relate to the goals and objectives of this CEDS and could have an important regional impact, and for that reason, the region generally identifies these types of projects as placeholders to guide and respond to projects as they emerge.

- Development of workforce and middle housing that is currently lacking in high-demand areas
- Large-scale downtown and waterfront redevelopment projects
- Infrastructure development projects serving the travel, tourism, and outdoor recreation industries
- Creating and maintaining sustainable tourism practices and activities
- Water and sewer infrastructure serving communities and industry, with a high priority on replacement of aging and outdated infrastructure
- Supporting the region's ability to export through the development of infrastructure, facilities, and studies
- Technology and facilities to support telehealth, distance learning, and remote worker development
- Projects that support the growth and expansion of manufacturing facilities
- Development of critical transportation facilities and infrastructure
- Projects that improve the security and efficiency of the region's supply chain
- Facilities and programs that support the adoption of the concept of *Industry 4.0* and workforce development to meet the region's industry needs
- Training for digital economy jobs and the attraction of remote workers
- Investments in workforce development and infrastructure that could support the childcare industry, as a way to support working parents

General Action Plan for All Projects

1. A project is identified as potentially having a regional economic impact. An economic development entity, government organization, higher education institution, or authority makes the connection between the project and CUPPAD to hold an initial meeting.
2. Initial meeting. CUPPAD and partners discuss the project scope and needs, then determine if it aligns with the Central U.P. CEDS and generally with the parameters of the EDA's funding programs. If the alignment is determined to be a potential match, the team proposing the project will be asked to draft a whitepaper that further describes the program for record keeping and socializing with other entities along the project timeline.
3. A meeting is held between CUPPAD and the EDA's Chicago Office Regional Representative to verify project eligibility and to gauge a sense of competitiveness.
4. An application is made to EDA through one of its currently open funding programs, following the requirements described in the NOFO.
5. If awarded, CUPPAD and all partners involved follow the conditions of the award including administration, construction/con-construction activities, and reporting.

Annual Evaluation Metrics

Name:	Organization:	Email:	Date:
In your opinion, how are we as a region making progress on our CEDS goals? <ul style="list-style-type: none"> • Excellent • Very good • Fair • Below average • Poor 		What can we do better?	
Do you have any suggestions for changes to the CEDS Committee or its meeting format?		Do you have a particular interest area as it relates to the CEDS? Please specify:	
Do you have any progress to report for the CEDS this year regarding the CEDS goals or objectives? Please describe in the spaces below.			
Excellence in Education		Modern Infrastructure and Technology	
Resilient Regional Economy		Safe & Efficient Transportation	
Talented Workforce		Vibrant & Healthy Communities	
Do you have any updates of project listings or new projects for inclusion in the CEDS? Please attach additional project descriptions and include as much explanatory text as is available.			

Regional Dashboard Metrics

	2019	2020	2019	2020	2019	2020
Excellence in Education	Internships		Degree Completion		Enrollment	
	TBD	TBD	2,078	2,043	TBD	TBD
Modern Infrastructure & Technology	Household Internet Access		Metric 2		EV Charging Stations	
	71,119	TBD	TBD	TBD	15	20
Resilient Regional Economy	Median Household Income		Metric 2		Metric 3	
	42,244		TBD	TBD	TBD	TBD
Safe & Efficient Transportation	PASER Road Miles "Good"		Metric 2		Metric 3	
	14.46%	6.12%	TBD	TBD	TBD	TBD
Talented Workforce	Labor Force Participation Rate		Remote Workers		Metric 3	
	55.7%	TBD	2,709	2,699		
Vibrant & Healthy Communities	Population		Occupied Housing Units		Downtown Redevelopment Projects	
	169,242	TBD	71,119	TBD	TBD	TBD

Appendices

Appendix A: SWOT Analysis, Comments

1. How can the Central U.P. region use one of its top strengths to make an impact on a possible opportunity?

- **Access to outdoor recreation opportunities, trails, water, etc.** We as a region need to stress both internally and externally our assets. Then we need to be always looking on ways to enhance, maintain, and meets the demands of our users of these assets. Regional cooperation.
- establish regional outdoor rec related events, trails, etc – which would include our top 2 identified strengths!
- Expand connectivity, perhaps through partnering with and improving NMU's EAN, to increase opportunities for capturing a remote workforce, which is drawn here by the outdoor recreational opportunities.
- One of the Top 5 Strengths is "Great place for remote work", especially in light of the current pandemic and individuals and families seeking a more rural lifestyle. At the same time, companies have embraced remote work as a means to retain talent making for an opportunity. In identifying Opportunities I believe the group pointed this out in two Top vote getting options: Capitalizing on the safe rural living trend and Increasing access to Broadband. These can all be matched up as an Opportunity the group can work towards. EX: can we survey Broadband status across the region and engage providers with the economic development community to arrive at some solutions?

2. How can the region overcome a significant weakness which might be preventing us from overcoming an opportunity?

- **Lack of market rate rentals and alternate format/missing middle home ownership options (three combined)** – We need to find ways to provide publicly owned land within communities to offer development agreements that will help decrease project costs overall and bring up profit margins for developers. We need to partner with developers, financiers (banks), and those that want to buy homes or build in the area. I believe with specialized districts such as an NIA, coupled with benefits or tax abatements for developments and homeowners; while taking advantage of specialize and eligibility-based home

loans, we can begin to see change. Perhaps an expert like a housing czar would be in order, someone who can bring all the pieces together? I think there are pieces of the puzzle out there, but people don't know. What they don't know.

- Establish a regional equity / patient capital fund for assisting developers in funding attainable and market rate housing throughout the region/UP. Collaborate with InvestUP. Create a developer forum specific to housing developers and share resources, network, etc.
- The lack of licensed, quality childcare and preschools is a huge barrier for working parents, often causing one parent to drop out of the workforce or reduce their hours in the workforce. This issue has only been amplified by the pandemic, which will further decrease availability of childcare long-term. It would make a significant impact if grants and other resources, including subsidies, would be available to potential childcare providers for licensing and the operation of a facility in their home or at a center. Childcare providers would need to feel appropriately compensated to be interested in offering the service while parents would need it to be affordable. The State only has the ability to offer subsidies to low-income parents, but affordability is a struggle for most working families. It would be worth exploring if there is anything that can be done to alleviate that burden.
- Our weakness of the Lack of market rate rentals/missing middle homeownership units matches up with the Top Opportunity of Support new investment in housing options. The group can move to replicate the Housing Market Assessment that was completed in Dickinson County (I think Marquette County is in the works) for all the counties creating a road map of opportunities for private developers to engage and contribute to the housing problem.

3. How can we leverage one of our biggest strengths to prevent the probability of a threat?

- **Great collaboration amongst local, regional, state economic/business development entities** – We need to continue to find ways to work together in every way possible. We cannot just rely on the old ways of what can “I” get for my community. A job Marquette could mean a home in Negaunee. We can spread the wealth for the greater good.
- Encourage or attract talent from outside the UP to fill talent pool or to address ageing population and declining school enrolment. Perhaps there is an

opportunity to sort of incent that as well? Leverage out outdoor assets and entice young people with downtowns and great living opportunities as an attraction for folks who can fill talent needs or who can work from anywhere.

- We can use our positioning for embracing a remote workforce to contribute to the alleviation of our declining population and school enrollment threats.
- Using our Strength of Outdoor Recreation Options, we can promote and engage more youth in these types of activities as a means to keep them in the community. This helps limit the threat of our Aging Population and Youth leaving the area.

4. What can we do about an identified weakness to make a threat less likely?

- **Lack of sufficient labor pool to match company needs**-I think we need to begin to find ways to attract people to our area. We have attraction for the outdoors and amenities people want. But I think we do a poor job of promoting as a whole, especially in sufficient labor. I think we need to identify what talent we are looking for. Afterwards, we need to develop a "gold standard", something that says the undersigned companies agree to these principles. These principles should be centered around what people of today are looking for. (1) Access to good healthcare (include vision and dental), (2) access to (3) affordable housing, (4) access to paying off school loans, (5) access to good pay, (6) access to good retirement benefits, (7) access to continued education. Maybe others? Once this is done, it can be marketed properly to attract the talent we need and want. We have the connections; we just need to get the commitment. Businesses need to change with the times, or will fail to gain market share, or worse fail!
- We need to continue to support efforts with CTE to ensure we have a skilled workforce to meet the needs of manufacturers and to retain a younger population.
- I believe if we work on the Broadband coverage issue, we will decrease the impact of the Threat of future pandemic instances. At the same time, we will be able to attract more remote workers to our safe, rural lifestyle which includes the outdoor space and recreation opportunities.

Appendix B: Site Selector Insights

In August of 2021, the Central Upper Peninsula was visited by nine site selectors (3 from Texas, 3 from Illinois and one each from Georgia, South Carolina, and Kansas) endorsed by the MEDC. These site selectors offered feedback about the strengths, weaknesses, opportunities, and challenges they noticed when touring the region and speaking with stakeholders across the entire U.P. What follows are their comments and feedback.

- The community/region has to build its product.
- The community/region needs to have a digital footprint (web presence).
- The community/region needs to have a robust retention program. 80% of new jobs come from existing companies.
- The community/region should have a robust training programs and resources especially for HS
- Remote workforce attraction is a good thing.
- Labor force availability is king. If the community/region's population numbers are going down, then you will automatically be excluded from a search.
- Our partnership in building out the talent pipeline with our higher education partners was a definite strategic advantage, and one that definitely sets us apart from most any other regions.
- To counter the declining population data, the region should conduct a labor market study using real data from key business sectors in order to document labor force availability.
- Leadership programs are very important.
- Manufacturing CEO roundtables are good.
- Be able to address a wide range of business issues including increasing sales and training
- The community/region needs to address transportation issues to get people to work
- Don't attach the UP's effort to the statewide attraction effort. Work from your unique geographic and asset base.
- The community/region needs to map out its assets
- 25-40 employee companies would likely fit the easiest
- Pursue Foreign Direct Investment
- Pursue forest products companies
- Identify and pursue local companies' supply chain companies

- If the UP is truly operating from a cohesive, unified UP-wide approach, it will be seen as an advantage, but if the members of this coalition are only paying lip service to a unified approach, it will be seen and will count as a negative.
- True collaboration is even more important for us as a region as the baseline to open the door to consideration for a project generally a population of 300,000. The UP's population can work towards that threshold, but it will require active collaboration.
- Remember, that domestically we are competing with communities and regions in the south and they have been at business attraction for a long time.
- Success stories can be powerful, such as with Invent@NMU, InnovateMQT and start-ups (SwimSmart). Towards that end, the CEO Roundtable was excellent.
- Physical prospective sights are also important for selectors to see, so don't overlook showing sites and not merely talking about them.
- Focusing on the Outdoor Recreation Industry is a game changer for the region. No other state is discussing that.
- How do communities work with and welcome the special needs population, i.e. Special Ed, Special Olympics, LakeState Industries, Pathways?

Appendix C: CUPPAD Staff

Dotty LaJoye -Executive Director

As Executive Director for the Central Upper Peninsula Planning and Development Regional Commission, Dotty oversees day-to-day operations of the Commission staff and projects. Dotty holds a master's degree in Public Administration from NMU.

Ryan Soucy, AICP -Senior Community and Economic Development Planner

Ryan graduated from MSU with a bachelor's in Urban and Regional Planning in 2011. His past work experience includes the MSU Land Policy Institute, Southwest Michigan Planning Commission and served as director of the Bath Township Planning Department and DDA. Most recently, Ryan worked as the U.P.'s Redevelopment Ready Communities planner at the MEDC. He has been a member of the American Institute of Certified Planners (AICP) since 2017 and has earned a Zoning Administrator Certificate from MSU Extension.

Julia Cogger, PLA - Community Innovation Specialist

Julia brings a diverse background in design, planning, and construction to the CUPPAD team. She has an undergraduate degree in Architecture and is a licensed Professional Landscape Architect. She has worked for several public park agencies including the Vancouver Board of Parks and Recreation and the Oregon Department of Parks and Recreation. Julia started at CUPPAD in January 2021.

Rawan Hinzman -GIS Specialist

Rawan is a graduate of the University of Damascus with a Bachelor of Science in Geology with an emphasis in hydrogeology. She continued education at Bay de Noc Community College and received an associate degree in Geographic Information Systems.

Michael Tripp - GIS Technician

Mike has a wide-ranging background in the geographic information sciences. He worked for almost a decade in Geographic Information Systems (GIS) for the federal government as well as teaching community college GIS classes before joining the CUPPAD team. His passion for the outdoors, natural resource conservation, and map making pairs well with CUPPAD's mission. Mike Joined the CUPPAD team in April 2021.

Ryan Carrig – Planning Assistant

Ryan Carrig brings a broad background in research and analysis, and holds a dual Bachelor's in History and Geography and a Master of Library and Information Science. He enjoys the outdoors and doing woodworking, metalwork, and 3D printing in his free time. Ryan's experience in assisting communities with their information needs will blend well as CUPPAD works with local entities on new projects.

Emily Bosch Soucy – Communications and Writing Consultant

Emily graduated Michigan State University with a Bachelor of Arts in Professional Writing with a focus on communities and cultures. She has worked with various nonprofit organizations including MSU's Center for Community and Economic Development and has recently received a Citizen Planner certification. Emily handles communications, marketing, and manages CUPPAD's website and social media channels