

DECEMBER 16, 2021

CENTRAL UPPER PENINSULA RECOVERY AND RESILIENCY STRATEGY

REGIONAL TRAINING SESSION

- ▶ JON ROBERTS
- ▶ ALEX COOKE
- ▶ LUKE SHUFFIELD



AGENDA

- ▶ Welcome and Introductions
- ▶ Strategic Planning Process
- ▶ Economic Explorer Overview
- ▶ Plan Overview
- ▶ Discussion/Q&A





WELCOME AND INTRODUCTIONS

THEORY INTO PRACTICE

Committed to **holistic thinking** and **sustainable development**.

We design strategies that will support your community's
vision for the future.



1995

YEAR FOUNDED

500+

ENGAGEMENTS

350+

CLIENTS

44

STATES

5

COUNTRIES





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STRATEGIC PLANNING PROCESS

OUR PROCESS



DISCOVERY

site visits
assessment
benchmarking
focus groups
cluster analysis



OPPORTUNITY

visioning
goal setting
consensus building
strategies
projects



IMPLEMENTATION

specific actions
resources
leadership
milestones
metrics



OUR FRAMEWORK

We design strategies that will support your community's **vision for the future.**



TALENT



INNOVATION



PLACE

PROJECT GOAL

(1)...a package of services to assist to in the development of a region-wide economic recovery and resiliency strategy...and (2) to support the creation of six individual county-based strategies, starting with our largest and most economically diverse: **Marquette County.**

OUR SCOPE OF WORK



DISCOVERY

- 1.1 Project launch
- 1.2 Planning context
- 1.3 Economic context
- 1.4 Stakeholder roundtables
- 1.5 Competitive position



OPPORTUNITY

- 2.1 Strategic direction
- 2.2 Strategic growth area analysis
- 2.3 Best practices
- 2.4 Opportunity workshop



IMPLEMENTATION

- 3.1 Economic recovery plan
- 3.2 Implementation matrix
- 3.3 Final presentation & workshop
- 4.1 Training session
- 4.2 Templates

MARQUETTE COUNTY STEERING COMMITTEE MEMBERS

- ▶ Ryan Soucy, Senior Community and Economic Development Planner, CUPPAD
- ▶ Dave Nyberg, Executive Director of Business Engagement and Economic Development, NMU
- ▶ Marty Fittante, Chief Executive Officer, InvestUP
- ▶ Amy Berglund, Director of Business Initiatives, InvestUP
- ▶ Sarah Lucas, Chief Executive Officer, Lake Superior Community Partnership
- ▶ Mary Myers, Director of Business Development, Lake Superior Community Partnership
- ▶ Scott Erbisch, Administrator, Marquette County
- ▶ Karen Kovacs, City Manager, City of Marquette
- ▶ Thyra Karlstrom, Planning Director, Marquette County
- ▶ Sean Hobbins, Assistant City Manager, City of Marquette
- ▶ Joe Thiel, Chief Executive Officer, Innovate Marquette SmartZone
- ▶ Nate Heffron, City Manager, City of Negaunee
- ▶ Jen Tucker, Senior CAT Team Specialist, Michigan Economic Development Corporation
- ▶ Antonio Adan, Secretary/Co-Chair, Connect Marquette

STAKEHOLDER ENGAGEMENT

- ▶ Conducted over 12 individual interviews with economic development stakeholders in Marquette County and the central Upper Peninsula region. TIP also facilitated six roundtable discussions with important constituencies, including the following:
 - ▶ Community Development, Redevelopment, and Community Image
 - ▶ Local Government and Planning
 - ▶ Workforce and Education
 - ▶ Housing Development
 - ▶ Tourism Businesses
 - ▶ Large Employers
- ▶ Attended various events to better understand key topics and roles:
 - ▶ U.P. Wide Broadband Webinar
 - ▶ Marquette County Economic Resiliency Workshop
 - ▶ Marquette County Housing Trends Webinar
 - ▶ SISU (NMU) Webinar
- ▶ Conducted regular meetings with the Steering Committee to provide findings and gather input

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ECONOMIC EXPLORER OVERVIEW

<https://cuppad.org/navigateup-data-hub/>

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PLAN OVERVIEW

STRENGTHS

- ▶ Thriving tourism industry
- ▶ Natural outdoor recreation assets
- ▶ Quality of life/place
- ▶ Northern Michigan University as an economic driver and talent pool
- ▶ Growing entrepreneurship and innovation ecosystem
- ▶ Great Lakes water supply
- ▶ Strong work ethic among Yoopers

WEAKNESSES

- ▶ Lack of economic diversification (historically dependent on resource-based industries)
- ▶ Housing availability/affordability
- ▶ Lower average wages compared to other Midwest metros
- ▶ Aging population outside of the city of Marquette
- ▶ Lack of childcare services (for working mothers)
- ▶ Presence of underperforming and blighted commercial space
- ▶ Lack of racial/ethnic diversity

OPPORTUNITIES

- ▶ Attracting new residents and remote workers
- ▶ Mine and brownfield remediation/redevelopment
- ▶ Expansion of Sawyer International Airport
- ▶ Industry diversification and innovation
- ▶ Building value-added agricultural processing
- ▶ Leveraging the potential Michigan Launch Initiative
- ▶ Expanding broadband infrastructure
- ▶ Establishing a brand and speaking with one voice as a region

THREATS

- ▶ Prolonged impact of COVID-19, especially on local small businesses
- ▶ Continued downward employment trends
- ▶ Increasing scarcity of affordable housing
- ▶ Labor/talent shortage, especially in the service and trades sectors
- ▶ Absence of regional collaboration on shared challenges and opportunities
- ▶ Shrinking middle class
- ▶ Unsustainable growth of the tourism sector

GUIDING PRINCIPLES

A set of core guiding principles is essential for evaluating bold ideas & potential strategies that could improve the economic future of Marquette County.

DIVERSIFIED

Foster a broad base of industries and jobs that are less prone to cyclical swings and economic shocks.

SUSTAINABLE

Drive economic growth in a manner that preserves the region's unique attributes and resources.

INNOVATIVE

Emerge as a leading hub for innovation built on technology-driven companies and entrepreneurial talent.

INCLUSIVE

Provide greater opportunities for all residents and communities in Marquette County and the Central UP.

GOALS



Innovation & Entrepreneurship



Talent Attraction & Workforce Development



Infrastructure & Sites



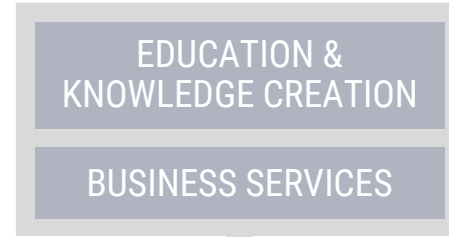
Quality of Place



Regional Positioning & Marketing

TARGETING FRAMEWORK

TRADED and **LOCAL**
clusters and subclusters
emerge from the
analysis...



...to provide a
foundation for
TARGET SECTORS



OVERVIEW OF STRATEGIES

THINGS TO CONSIDER

? Why are these goals a fit for the Central UP?

? How do these connect to economic recovery and resiliency?

? How do these extend to the broader region?

? Which of your county's assets support these goals?

? What makes them a priority?

GOAL 1

Innovation & Entrepreneurship

Promotes economic diversification to establish long-term resiliency



SAMPLE INITIATIVES

- ▶ Establish an Outdoor Recreation Innovation District to provide a long-term foundation for the region's emerging outdoor recreation industry.
- ▶ Facilitate collaboration between InvestUP and local economic development organizations to foster a regional voice in innovation.
- ▶ Increase business attraction, retention, and expansion efforts on emerging innovative sectors such as outdoor recreation, industrialized hemp, water quality, food and beverage manufacturing, green energy, and medicinal foods.

GOAL 2

Talent Attraction & Workforce Development

Protects against population stagnation and redundancy



SAMPLE INITIATIVES

- ▶ Address the insufficiency of the retention of existing residents.
- ▶ Utilize Upper Peninsula Michigan Works! to develop the talent infrastructure and career pathways for the outdoor recreation cluster and other sectors critical to the region's economy.
- ▶ Partner with Michigan Works! and mitalent.org to increase awareness of their Business Resource Network (BRN) and the Jobs for Michigan's Graduates (JMG) youth initiative to provide greater financial support and wraparound services to enable low-income adults and students to meet personal needs and manage life challenges so they can reliably participate in workforce training, hands-on work experiences, and internships.

GOAL 3

Infrastructure & Sites

Enhances the value of existing assets via strategic development and redevelopment



SAMPLE INITIATIVES

- ▶ Maintain and expand broadband infrastructure across the Central UP, using federal and state funding.
- ▶ Support the Lake Superior Community Partnership's proposed initiative to establish a Regional Site Development Readiness program.
- ▶ Improve the generation, affordability, and reliability of renewable energy resources.

GOAL 4

Quality of Place

Creates long-term growth by building a thriving and sustainable local community



SAMPLE INITIATIVES

- ▶ Foster greater regional collaboration to expand the availability of diverse housing options across all price points and geographies.
- ▶ Invest in other quality of place assets and amenities (e.g., parks, cultural, sports venues).
- ▶ Expand capacity of local childcare services by lobbying for revised licensing regulations to alleviate the burden on working parents.

GOAL 5

Regional Positioning & Marketing

Generates a brand that attracts a steady stream of national interest



SAMPLE INITIATIVES

- ▶ Develop a regional marketing campaign targeted at national tourists (specifically repeat visitors) and entrepreneurs looking for outdoor recreational opportunities.
- ▶ Align and coordinate regional marketing efforts to develop and implement consistent messaging.
- ▶ Actively manage your county's Wikipedia description to ensure that it accurately reflects the community's economic strengths and opportunities.

APPROACHING YOUR OWN PLANS

1. Evaluate your county's capacity and resources and align local leadership around developing a plan.
2. Use CUPPAD and Marquette County steering committee members as resources.
3. Form a steering committee of local stakeholders to guide the process.
4. Use the Economic Explorer to identify data trends.
5. Conduct outreach to local stakeholders in the form of roundtables.
6. Develop a SWOT table based on quantitative and stakeholder input.
7. Facilitate an opportunity workshop to create the plan framework and identify key strategies.
8. Identify individual or organization responsible for writing the document.
9. Use the InDesign template from CUPPAD.
10. Form an implementation task force once the plan is complete.
11. Hold regular implementation workshop meetings to measure process.

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DISCUSSION



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QUESTIONS?

THANK YOU



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