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MARQUETTE COUNTY ECONOMIC RECOVERY AND RESILIENCE STRATEGY

PREPARED FOR MARQUETTE COUNTY, MICHIGAN



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- Antonio Adan, *Secretary/Cochair, Connect Marquette*
- Amy Berglund, *Director of Business Initiatives, InvestUP*
- Scott Erbis, *County Administrator, Marquette County*
- Marty Fittante, *CEO, InvestUP*
- Nate Heffron, *City Manager, City of Negaunee*
- Sean Hobbins, *Assistant City Manager, City of Marquette*
- Thyra Karlstrom, *Manager of Planning, Marquette County*
- Karen Kovacs, *City Manager, City of Marquette*
- Sarah Lucas, *CEO, Lake Superior Community Partnership*
- Mary Myers, *Director of Business Development, Lake Superior Community Partnership*
- Dave Nyberg, *Executive Director of Business Engagement and Economic Development, Northern Michigan University*
- Ryan Soucy, *Senior Economic Development and Community Planner, Central Upper Peninsula Planning and Development Regional Commission (CUPPAD)*
- Joe Thiel, *CEO, Innovate Marquette SmartZone*
- Jen Tucker, *Senior Community Assistance Team Specialist, Michigan Economic Development Corporation*



TIP Strategies, Inc., is a privately held economic development consulting firm with offices in Austin and Seattle. TIP is committed to providing quality solutions for public sector and private sector clients. Established in 1995, the firm's primary focus is economic development strategic planning.

CONTACT

TIP Strategies, Inc.
 2905 San Gabriel Street, Suite 309, Austin, TX 78705
 PH: 512-343-9113
www.tipstrategies.com

CONSULTING TEAM

Jon Roberts, Managing Partner
 Alex Cooke, Senior Vice President, Consulting Services
 Luke Shuffield, Associate Consultant

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INTRODUCTION



OVERVIEW

The Central Upper Peninsula (central UP) of Michigan boasts remarkable assets. Despite its distance from major urban centers, the region's natural beauty, higher education institutions, and emerging technology assets stand out both within Michigan and the nation. Facilities, such as the Innovate Marquette SmartZone, Sawyer International Airport, and Northern Michigan University's indoor agriculture research system, are among the assets that distinguish the region.



Image courtesy CUPPAD

As forestry and mining decline, the Upper Peninsula is moving rapidly to facilitate a broader economic recovery. This recovery will rely on technology, and also on tourism and an expansion of homegrown businesses. There are, as elsewhere in the nation, significant headwinds. These include the lingering impact of the COVID-19 pandemic, a limited housing supply, and the continued outmigration of talented young people.

Marquette County is an important economic hub for the region. A commitment to greater resilience is crucial to a broad and equitable recovery. This plan seeks to assemble relevant data, provide a set of strategies that are specific and actionable, and set out a robust implementation schedule. The approach taken to the planning process relies heavily on regional collaboration and ongoing community leadership. The resulting collaborative framework sets the stage for positive economic change to happen.

ABOUT THIS WORK

TIP Strategies (TIP) was engaged by the Central Upper Peninsula Planning and Development Regional Commission (CUPPAD) to prepare an economic recovery and resilience strategy for Marquette County (the County). The work was intended to serve as the starting point for a larger effort that will encompass the six counties served by CUPPAD: Alger, Delta, Dickinson, Marquette, Menominee, and Schoolcraft.

In addition to crafting the Marquette County strategy, TIP was engaged to conduct a region-wide kickoff event for the initiative and to provide training, templates, and other tools that will enable the remaining five counties to prepare their own county-level plans for creating more resilient and sustainable economies. Once finalized, the six county-based strategies can be aggregated and incorporated as a component of the region's comprehensive economic development strategy (CEDS).

The planning process was conducted in three phases: discovery, opportunity, and implementation. Due to the travel and in-person meeting limitations caused by COVID-19, all client meetings and stakeholder engagements were conducted by phone and/or virtually.

1. DISCOVERY: Conducted over 12 individual interviews with economic development stakeholders in Marquette County and the central UP. Facilitated six roundtable discussions with important constituencies and attended various events to better understand relevant topics and roles.

ROUNDTABLE DISCUSSIONS FACILITATED

- Community Development, Redevelopment, and Community Image
- Local Government and Planning
- Workforce and Education
- Housing Development
- Tourism Businesses
- Large Employers

MEETINGS ATTENDED

- UP-Wide Broadband Webinar
- Marquette County Economic Resiliency Workshop
- Housing Trends in Marquette County Webinar
- SISU: The Innovation Institute at NMU Webinar

2. OPPORTUNITY: Identified major priorities for the strategic plan. Created a strengths, weaknesses, opportunities, and threats (SWOT) analysis. Vision, mission, and strategies were developed based on input from discovery.

3. IMPLEMENTATION: Developed strategies, action items, tactical recommendations, and suggested performance metrics.

The County should not view this strategic plan as a static document, but rather as one that invites revisions and amendments as conditions change. Now, more than ever, stakeholders should take a dynamic approach to implementation—one that revisits this plan on a regular basis to measure progress and to reprioritize strategies and actions as needed.

THE CHALLENGE

Marquette County and the Central Upper Peninsula region stand at an economic crossroads. It's abundantly clear that the COVID-19 pandemic has impacted economies throughout the country and around the world. In times of great economic distress, communities must focus on both near-term recovery and long-term resilience to weather the storm. The County and the region cannot afford to carry on with business as usual.



Image courtesy CUPPAD

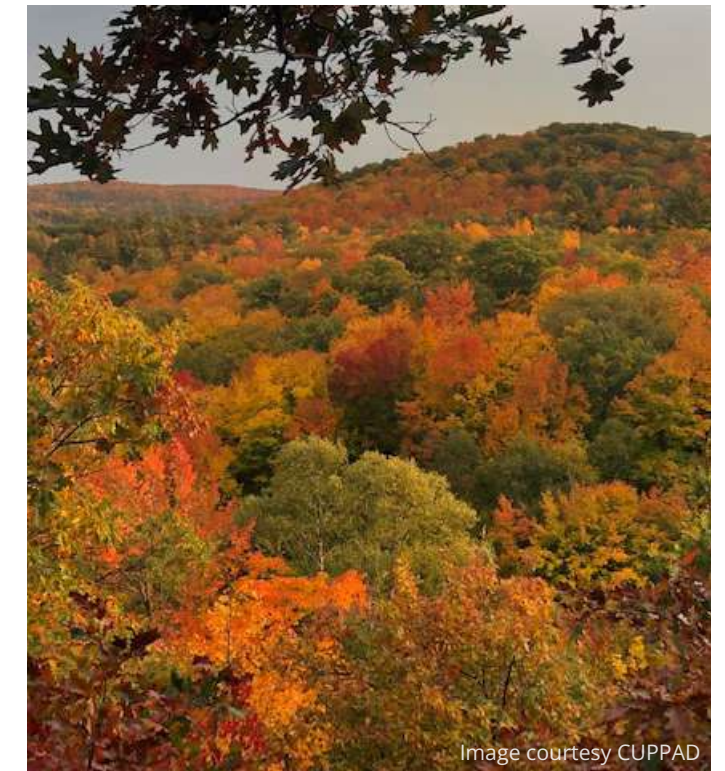


Image courtesy CUPPAD

Even without the crisis, the central UP has significant problems to address, compounding the urgency of the situation. The need for economic diversification has never been greater. The ongoing decline of traditional resource-based industries, like ore mining, has already caused significant closures and accompanying job losses, a downward trend that is projected to continue.

At the same time, the overall population of the region has also been declining, making an increased emphasis on talent development, retention, and attraction critical if the region is to move forward. However, housing availability and affordability are growing challenges for new and existing residents in Marquette County, driven in part by the area's sizable percentage of seasonally occupied homes.

An important part of building up the local workforce is ensuring that those workers' needs can be met. The market for affordable and accessible childcare has supply and demand problems, including a lack of licensed providers, which can lead directly to women disproportionately leaving the labor force. Improving access to economic opportunity is an essential element of a resilient economy. Bolstering workforce diversity helps form a stronger foundation for equitable and inclusive practices, which can make the region more resilient and more appealing to outsiders.

Finally, ongoing and effective collaboration among the region's economic development organizations (EDOs) must be strengthened and maintained. Historically, the regional planning process has been fragmented and duplicative, leading to concerns about overplanning. A more collaborative approach will be required to address Marquette's challenges and leverage its strengths.



Image courtesy CUPPAD

THE RESPONSE

The *Marquette County Economic Recovery and Resilience Strategy* builds on unique assets and opportunities within the region that can be leveraged for long-term prosperity. It lays out strategies and actions that will address the region's economic challenges effectively by leaning on these existing strengths. To foster new investment, jobs, and businesses, the region can use its renowned outdoor recreation assets and natural amenities to bring in tourists and new residents. The creation of the proposed UP Outdoor Recreation Innovation District could play a substantial role in that effort. The attraction and retention of remote workers is another opportunity that would draw on the region's outdoor recreation assets. However, success will require making greater investments in housing and broadband infrastructure, marketing the advantages of the UP to these potential remote workers, and enhancing the Make It Marquette initiative as a vehicle for attraction.

Perhaps less well-known, but equally important, is the entrepreneurial ecosystem in Marquette, which stands ready to grow. The Innovate Marquette SmartZone is a critical facet of entrepreneurial and small business growth, and the new establishment of SISU: at Northern Michigan University (NMU) could be another strong partner for spurring entrepreneurship. There are resources available for new startup creation, but leadership needs to implement strategies to broaden the search for both homegrown and external entrepreneurs.

A challenge mentioned previously is the need for greater regional collaboration. A collective approach will be required to tackle difficult problems, like housing affordability and the preservation of natural assets and resources in the wake of increased tourism. Organizations like CUPPAD and the Lake Superior Community Partnership (LSCP), in conjunction with city and County officials, have the necessary tools available to actualize economic recovery and resilience and the desire to work together more closely, if they can turn that desire into action.

To implement and sustain the strategies outlined in this plan, leadership must make use of all available funding sources. In this regard, the region has several advantages. Via the American Rescue Plan Act of 2021 (ARPA), federal funding is flowing to the UP from agencies like the US Economic Development Administration (EDA). These funds can help support existing and new projects and programs. Pursuing other opportunities, like state grants, could supplement this influx of fiscal support.



Image courtesy CUPPAD

COMPETITIVE POSITION

ECONOMIC CONTEXT

TIP prepared a targeted assessment of factors that define the region's overall competitiveness and are of greatest concern to economic decision-makers. Some of the most significant trends from that analysis, which looked at demographics, employment sectors, workforce characteristics, housing, and regional connectivity, are presented here. The full results were delivered in electronic format (Tableau) and were posted to the [CUPPAD website](#).

Strong Fundamentals in Marquette

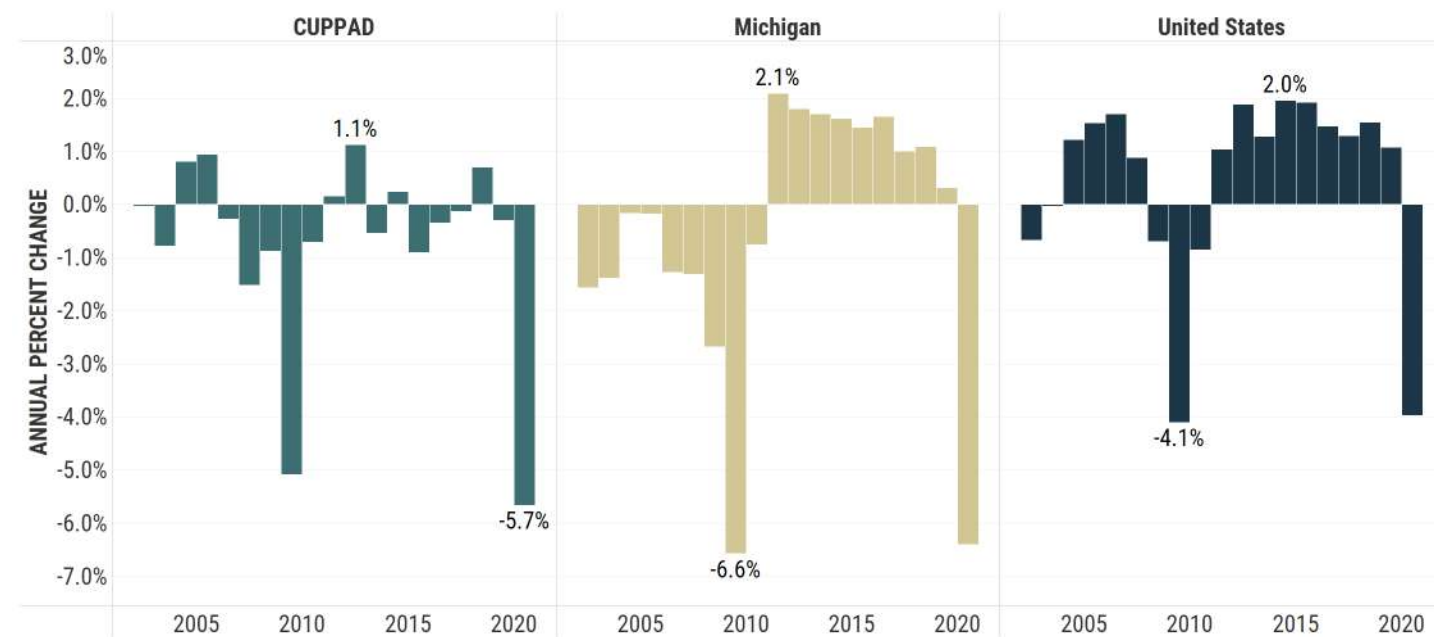
The six-county region served by the CUPPAD Regional Commission has struggled to keep pace with the economic diversification and growth of the state and the nation. Despite these struggles, the central region has several assets that could provide opportunities for revitalization. The city of Marquette (and by extension, Marquette County) is unquestionably the economic center of the region. The County has the largest regional labor force (32,000) by a 2 to 1 ratio and houses more than 40 percent of the region's 68,000 jobs. The County is also more educated than the region as a whole, with one-third of its residents having attained at least

a bachelor's degree (compared with just 25 percent of adults in the six counties combined). The most significant asset is the presence of Northern Michigan University (NMU), a major higher education and research institution that helps draw talent to the region.

The Impact of COVID-19

Even before the pandemic, the region was experiencing a degree of economic decline. The Great Recession hit the region hard in 2009, causing employment in the central UP counties to drop more than 5 percent, and it has not significantly recovered since then. All central UP counties saw a 5 to 6 percent decrease in employment from 2019 to 2020 (over 4,000 jobs in total), on par with state and national trends. It remains to be seen if the pandemic drove an increase in remote work, but the region had low work-from-home rates (3 to 4 percent) in 2019, which trailed the national average of 5 percent. The ability to work from home is closely related to the availability of broadband infrastructure. Although Marquette County is on par with the state and the nation for share of households with computers and internet connectivity, the rest of the region falls behind: more than 15 percent of households do not have a computer, and almost 25 percent do not have internet access.

FIGURE 1. ANNUAL PERCENT CHANGE IN EMPLOYMENT BY REGION



Sources: US Bureau of Labor Statistics (BLS); Economic Modeling Specialists International (Emsi) 2021.2—Quarterly Census of Employment and Wages (QCEW) Employees, Non-QCEW Employees, and Self-Employed; TIP Strategies, Inc.
 Notes: The CUPPAD region includes Alger, Delta, Dickinson, Marquette, Menominee, and Schoolcraft Counties in Michigan. Minimum and maximum percentage change years are labeled.

A Young City Surrounded by an Aging Region

The disparity between an aging region and a relatively young Marquette is pronounced and is likely a reflection of NMU's presence in the city. While neighboring counties all have a median age above 47, Marquette County's median age is 39. Furthermore, within the city of Marquette, almost 40 percent of the population falls within the 20 to 34 age group. The surrounding region's older population also means fewer children. Fewer than 21 percent of central region households have children (this share can be as low as 15 percent in some counties), compared to 26 percent of Michigan households and 28 percent of US households.

Affordability Gaps and Outdated Housing

The significance of the student population in Marquette presents itself clearly in housing data as well. The city of Marquette has a much higher proportion of multifamily housing (42 percent) than the region overall (14 percent). The housing stock in Marquette is also older. Only 27 percent of housing in Marquette County was constructed after 1980, compared to 35 percent of housing in Michigan and 46 percent in the US. In short, Marquette contains significantly more outdated houses and rental units, and the area requires the construction (and/or renovation) of affordable housing for its large student population.

FIGURE 2. AGE PROPORTIONS, 2019
Population by share of broad age groups

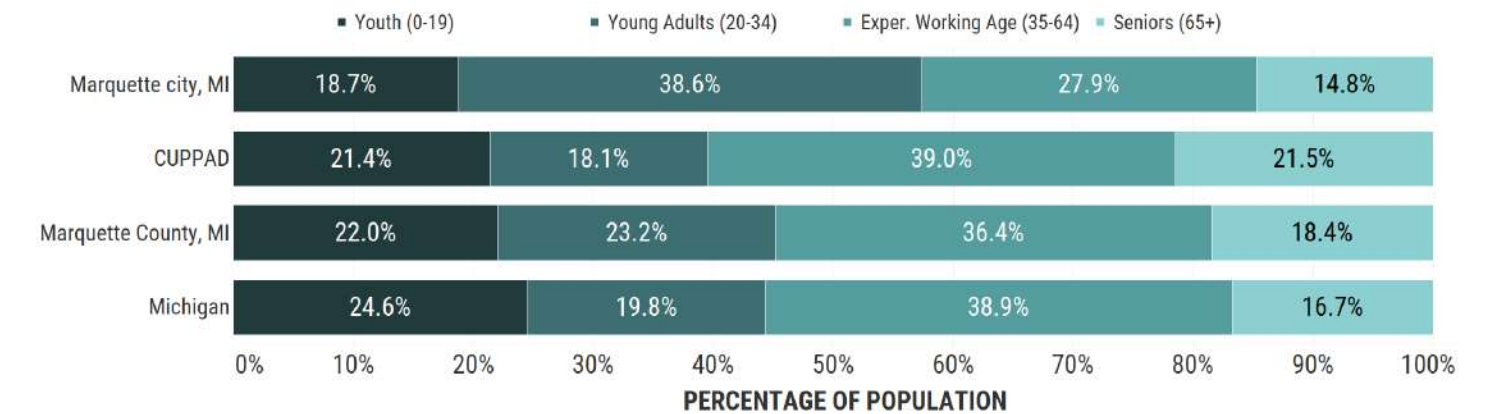
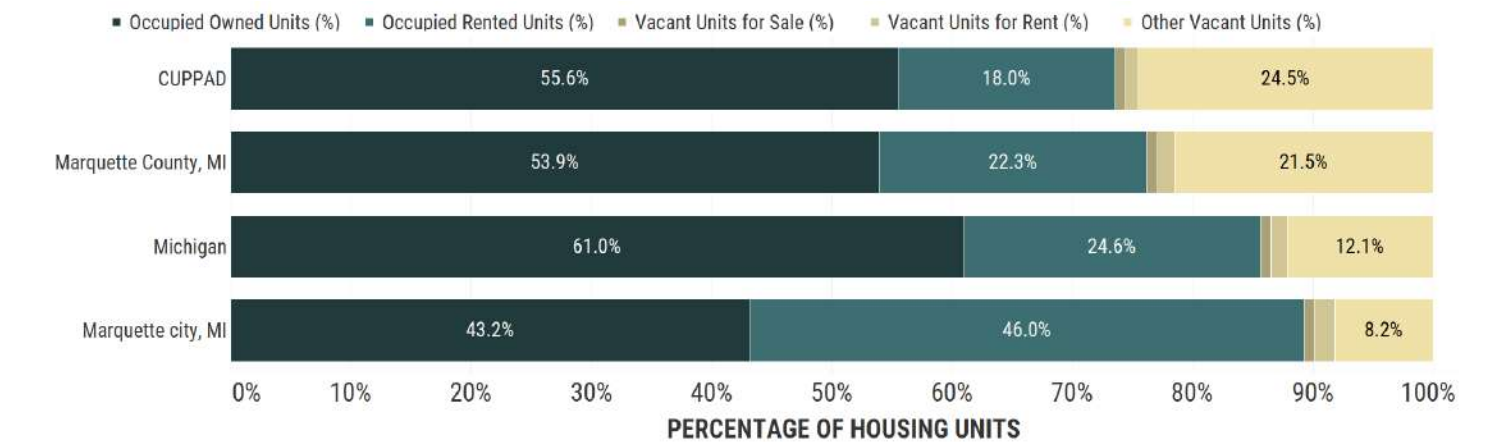


FIGURE 3. HOUSING OCCUPANCY, 2019
Share of housing units by occupancy status and housing type



Sources: (Both) American Community Survey, 2019 5-year sample; TIP Strategies, Inc.
 Notes: Share of units that are vacant and for rent or for sale is estimated using homeowner and rental vacancy rates. The share of other vacant units includes the remaining vacant housing units that cannot be identified as for sale or for rent. A housing unit is considered vacant if it is unoccupied for more than two months (e.g., vacation homes and cabins).

Gone for the Winter

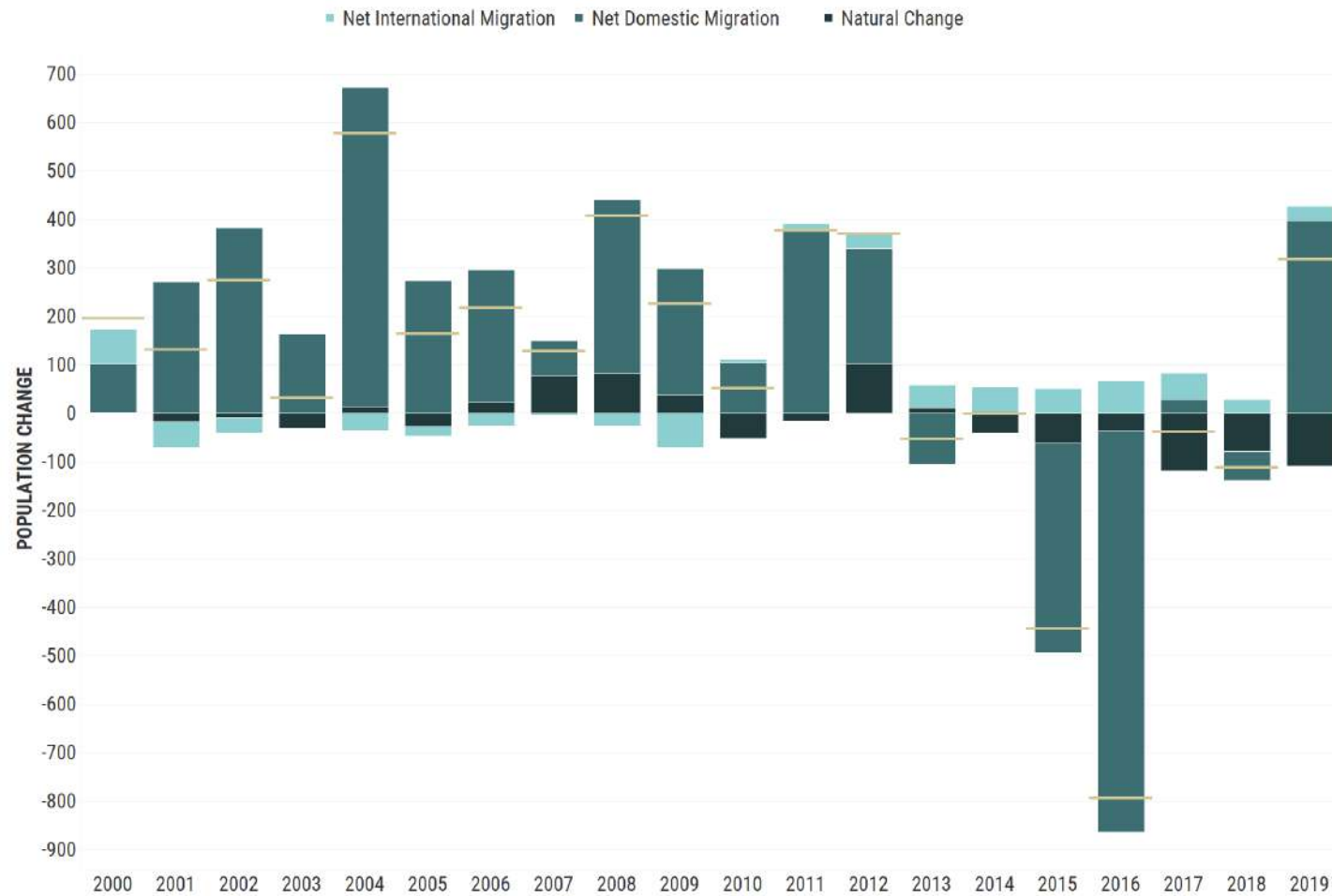
Vacancy rates also show a wide disparity. Only 11 percent of housing units in the city of Marquette and 14 percent in the state were vacant in 2019, contrasting with 27 percent of the stock in the central UP region. The latter reflects a significant portion of homes in the region (particularly the more rural areas) that are seasonally occupied and rented out. The tourism industry is one of the region’s greatest strengths by far, and many visitors often take advantage of these seasonally vacant homes, as opposed to boosting hotel occupancy. Central UP residents do enjoy lower median home values and rent than the state or the nation, but these seasonal vacancies translate to a scarcity of units available to buy. As part of the effort to attract more permanent residents to the region, local EDOs should

facilitate residential construction at price points that could accommodate young families.

Population Decline and Recent Rebound

While Michigan has seen a modest population increase over the past 30 years, the central region has struggled to retain population. From 1981 to 2019, the total regional population declined from 184,500 to 167,700, with every county losing residents. Marquette County saw a significant decrease in the mid-1990s, largely due to the closure of K.I. Sawyer Air Force Base in 1995, and it hasn’t fully recovered. However, after 5 consecutive years of net population loss between 2013 and 2018, Marquette County did experience a slight rebound in population growth (about 400 people) in 2019, driven by a surge in net domestic migration.

FIGURE 4. COMPONENTS OF POPULATION CHANGE: MARQUETTE COUNTY



Sources: US Census Bureau, Population Estimates Program; Moody’s Analytics; TIP Strategies, Inc.
 Notes: Natural change is the difference between annual births and deaths. The 2010 components are estimated based on a 12-month projection of the second quarter (the period between the Census and the mid-year estimate) that is not seasonally adjusted. Total population change includes a residual (a change in population that cannot be attributed to any specific demographic component), which is not shown here but is included in the net population change shown by the tan bars (==).

Industry Strengths and Weaknesses

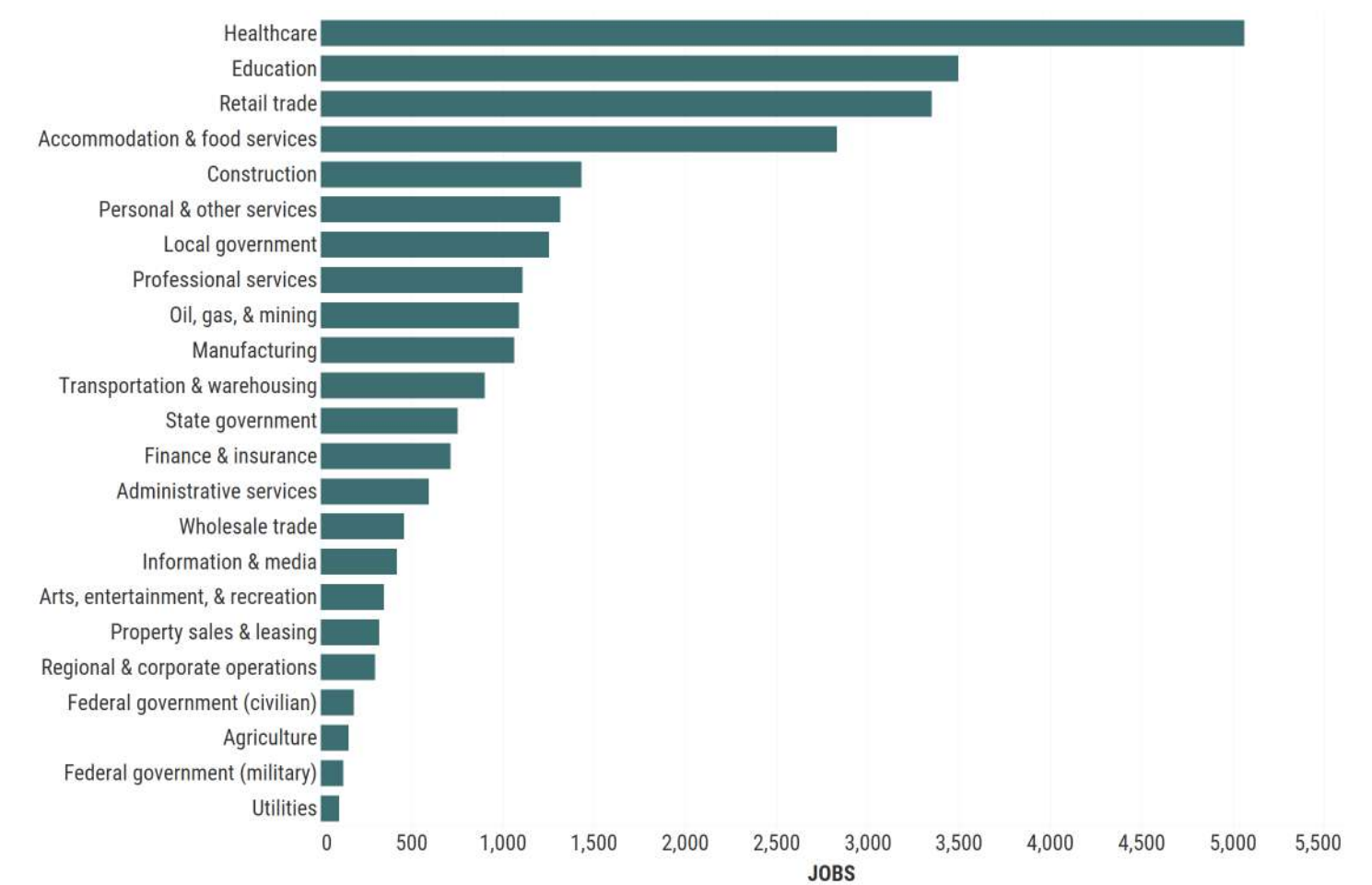
Though overall regional employment is on a slow downward trend, some sectors have shown modest gains in recent years, such as transportation, warehousing, professional services, and corporate operations.

Despite significant setbacks—such as mine closures that resulted in the loss of nearly 800 jobs in Marquette County since 2001 (with over 400 positions shed in 2015 alone)—there are some strong sectors present in the region. Healthcare is by far the most dominant sector in Marquette County, employing over 5,000 workers. The sector also employs nearly 4,000 more workers in Dickinson and Delta Counties combined. In total, healthcare accounts for 14 percent of jobs in the central region, but the sector did experience a net loss in 2020. While not as prominent in Marquette County, manufacturing employs nearly 7,000 people in Dickinson, Delta, and Menominee Counties. This

sector rebounded well in the central UP counties after 2008 and saw employment gains through 2019. Unsurprisingly, education is a leading industry in Marquette County (roughly 3,500 employees) due to the presence of NMU.

However, there is cause for concern in other industries. While office support, sales, and food preparation occupations are among the largest across the region, these positions have also seen consistent declines before and after the COVID-19 pandemic began. Between 2015 and 2020, Marquette County lost over 1,400 jobs in these three occupational groups. Modest job gains in healthcare support, management, and transportation occupations in the same period (and in production occupations in the central region counties outside of Marquette) have been outweighed by those losses, contributing to the overall downward employment trend.

FIGURE 5. 2020 EMPLOYMENT BY INDUSTRY SECTOR, MARQUETTE COUNTY



Sources: US Bureau of Labor Statistics (BLS); Emsi 2021.2—QCEW Employees, Non-QCEW Employees, and Self-Employed; TIP Strategies, Inc.

Occupational Migration Flows Vary by Sector

Marquette County tends to import its workers in arts and entertainment, healthcare, and food preparation, while exporting sales, transportation, construction, extraction, and production workers. These worker flows have a small net magnitude with the net worker flow staying in the +/-100 range, meaning the flow could be easily reversed. The demand for housing construction and renovation cited previously suggests construction occupations will play a key role in the economic future of Marquette County and the region. The current demand for workers in the skilled construction trades exceeds available supply. This imbalance, coupled with soaring prices for building materials, causes new home construction to be slow and expensive. Notably,

only Delta and Dickinson Counties have a net positive flow of construction workers, so the rest of the region, particularly Marquette, should look to them as examples of strengths.

SWOT ANALYSIS

The following figure provides a summary of Marquette County's strengths, weaknesses, opportunities, and threats (SWOT analysis). The SWOT analysis was developed based on direct input from internal and external stakeholders and the economic context analysis.

FIGURE 6. MARQUETTE COUNTY SWOT

 <p>STRENGTHS</p>	 <p>WEAKNESSES</p>
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 • Presence of underperforming and blighted commercial space • Lack of racial/ethnic diversity
 <p>OPPORTUNITIES</p>	 <p>THREATS</p>
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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

RECOVERY AND RESILIENCE PLAN

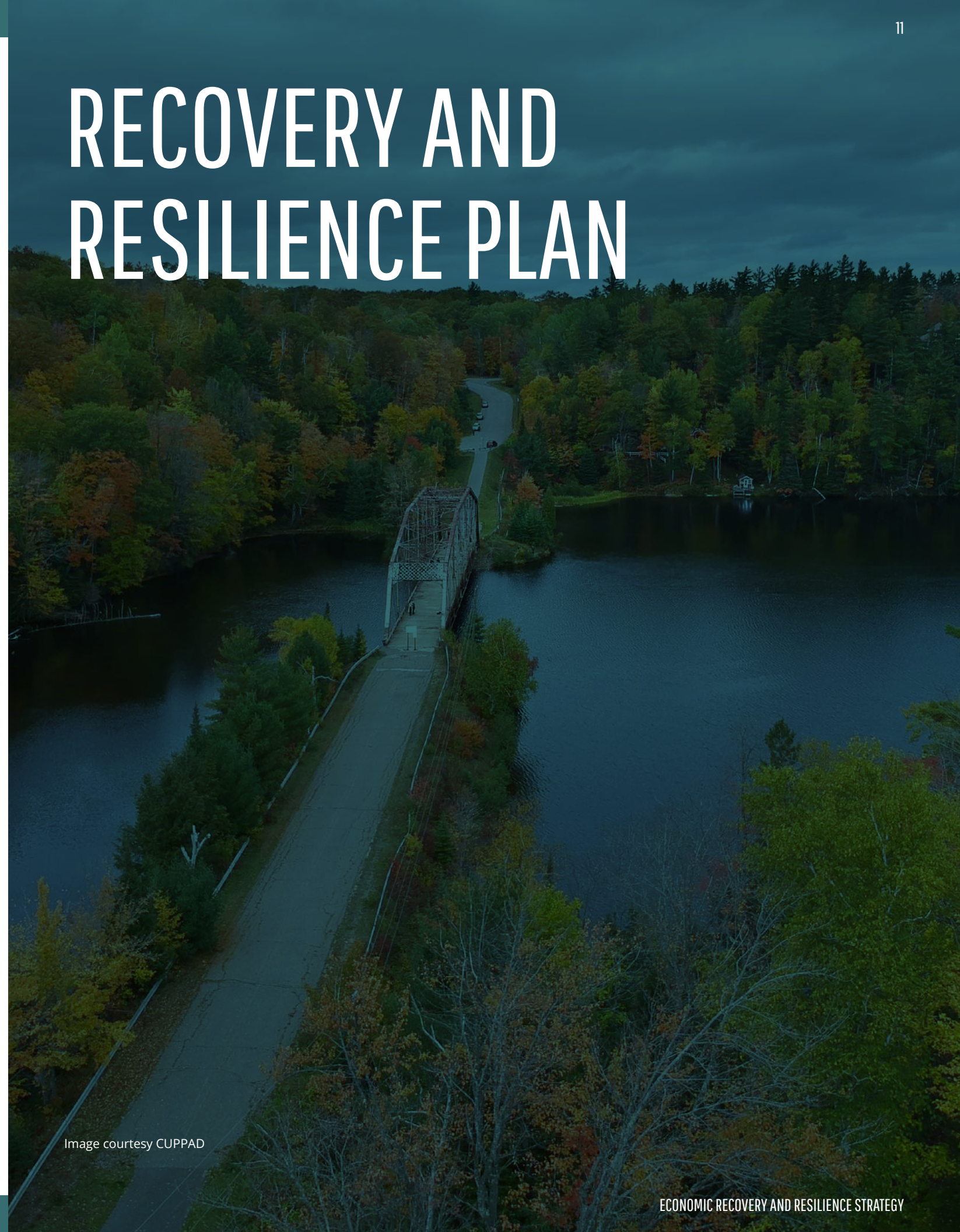


Image courtesy CUPPAD

STRATEGIC FRAMEWORK

GUIDING PRINCIPLES. Guiding principles reflect the values of a community. In the context of an economic development strategy, they are a set of statements expressing how a community defines economic development. These principles guide every action to achieve the excellence that is being sought. This

strategic plan's guiding principles are designed as crosscutting themes and reference points for the goals and strategies. Each principle is forward-looking and helps point the community toward growth and improvement. A set of core guiding principles is essential for evaluating bold ideas and potential strategies that could improve the economic future of Marquette County.

FIGURE 7. GUIDING PRINCIPLES



GOALS. The *Marquette County Economic Recovery and Resilience Strategy* is built around five major goals. The set of strategies and tactics assembled under each goal is meant to provide an actionable plan for strengthening, broadening, and expanding the County's economic base over the long term.

The TIP team is confident these goals and the associated strategies represent the right recommendations for local leadership to implement at scale and enhance economic prosperity in Marquette County. Although distinct economic facets, these five goals will work in tandem, producing synergies that lead directly to a more prosperous and sustainable economy for the County.

FIGURE 8. GOALS

1. **INNOVATION AND ENTREPRENEURSHIP**— Drive the County and the region into the future.
2. **TALENT ATTRACTION AND WORKFORCE DEVELOPMENT**—Align the needs of employers with the supply of skilled workers.
3. **INFRASTRUCTURE AND SITES**—Ensure the sustained capacity of the region's economy with critical developments.
4. **QUALITY OF PLACE**—Enhance the brand perception of the region for residents and visitors.
5. **REGIONAL POSITIONING AND MARKETING**— Extend the Midwestern and national reach of the community's assets.

GOAL 1. INNOVATION AND ENTREPRENEURSHIP

Drive the County and the region into the future.

Economic development efforts in 2021 and beyond cannot rely solely on established industries and ways of doing business as usual. Promoting and supporting disruptive innovation is a vital part of future economic growth, and the accompanying culture of entrepreneurship is its driving engine. Traditionally reliant on sectors like tourism and mining, the local business environment is in dire need of vibrant growth in new areas.

New initiatives like the establishment of an UP Outdoor Recreation Innovation District have the potential to accelerate the County's economic progression by building on existing assets to foster a more diverse, resilient, and sustainable economy. An innovation district is a specified geographic area where established companies cluster with startups, incubators, and accelerators to foster business creation and commercialization that leverage the district's economic assets. In Marquette and the central UP, the outdoor recreation industry is exactly the kind of existing asset that could drive innovation and entrepreneurship in this sort of ecosystem, with abundant natural resources (like proximity to Lake Superior and expanses of scenic, undeveloped land), and available activities for all four seasons.

Regional partners sought an ARPA Build Back Better Regional Challenge grant to fund a strategic plan for creating the district and its component projects. By developing this innovation district concept with critical partners like the Innovate Marquette SmartZone (IMQT), Northern Michigan University (NMU), Keweenaw Bay Indian Community (KBIC), Upper Peninsula Michigan Works! (UPMW), and the Lake Superior Community Partnership (LSCP), local leadership stands to gain tremendously from the opportunity. While the grant application was ultimately not selected for Phase 2 funding, it is imperative for Marquette County to explore other funding options and implement the core ideas of the initiative, such as smart/connected trail systems and harbors, future mobility, transit-oriented development, and maximizing the use of water assets. Specific projects like the multiuse development of Shophouse Park will play a pivotal role in the future success of these efforts.

The actions recommended under this goal are designed to build on existing entrepreneurial infrastructure in the County, while aggressively moving forward new initiatives. Marquette County already possesses valuable assets that can push the community toward a more innovative and entrepreneurial economy, but there is work to be done to enhance and actualize these assets more fully. NMU and local entrepreneurial support organizations (ESOs) like IMQT and InvestUP can form the backbone of these efforts. If leadership can more effectively capitalize on these strengths, the central UP is poised to become a formidable force for innovation and entrepreneurship in the upper Midwest.

STRATEGIES AND ACTIONS

- 1.1. Establish an UP Outdoor Recreation Innovation District to provide a long-term foundation for the region's emerging outdoor recreation industry.
 - 1.1.1. Implement all proposed projects included as components in the region's application for an American Rescue Plan Act Build Back Better Regional Challenge grant. These component projects of the district are included and described throughout this plan.
 - 1.1.2. Utilize this new designation with regard to unique tax incentives targeted at small businesses in the outdoor recreation space.
 - 1.1.3. Pursue state and federal grants to drive development throughout the new district.
 - 1.1.4. Identify and collaborate with local entrepreneurs who could take advantage of the new district designation.
 - 1.1.5. Colocate relevant ESOs and accelerators in one space within the district.
 - 1.1.6. Map all available public and private sites within the district that are ready for development or redevelopment and display them in a one-stop-shop web portal.

- 1.1.7. Create a revolving loan fund to help outdoor recreation businesses access capital, particularly new and emerging concepts that traditional lenders are less likely to finance.
 - 1.1.8. Emphasize and pursue innovation opportunities specifically related to outdoor mobility throughout the product and service supply chain.
 - 1.1.9. Use the Superior Watershed Partnership (SWP) technical and practical experience to fund and implement sustainable nature tourism and outdoor recreation projects with local, state, federal, and tribal partners.
- 1.2. Leverage Innovate Marquette SmartZone (IMQT) to foster the growth of the region's entrepreneurship and innovation ecosystem. Focus on cultivating innovations in sustainability, accessibility, and creativity, with secure connected platforms intertwined in all innovation bandwidths.
- 1.2.1. Support IMQT and others in establishing three world-class innovation hubs designed for small businesses and startups to develop and test innovative products in the following industries.

DETAILS

- Outdoor recreation. Develop the Michigan Outdoor Venture Innovation Center at Shophouse Park, including an entrepreneurial incubator and accelerator.
- Sustainability. Assist in the development of the Sustainability Hub for Innovation & Environment (SHINE) institute at NMU, including an entrepreneurial incubator and accelerator.
- Tech-art and creative. Establish the ground zero development at the Masonic Arts, Theatre, & Innovation (MÄTI) Company, including an entrepreneurial incubator and accelerator.

- 1.2.2. Create a multifaceted venture fund focused on product innovations and technologies developed at the three innovation hubs by small businesses and startup ventures in the community.
 - 1.2.3. Facilitate ongoing communication and resource sharing with the other 20 SmartZones in Michigan to further inform best practices.
 - 1.2.4. Advocate for the continued and increased financial capacity and resources of IMQT by collaborating with the Michigan Economic Development Corporation and the city of Marquette.
 - 1.2.5. Expand, through the Vanbassador program, SmartZone, and Invent@NMU outreach efforts to the K-12 school system, to build the next generation of young entrepreneurs.
 - 1.2.6. Collaborate with local business leaders to create a venture capital network map.
- 1.3. Create a soft landing space and support program within Marquette County for young emerging businesses located inside and outside of the community. See the Ann Arbor SPARK text box on page 15 for a description of a similar program in development in Michigan.
- 1.4. Collaborate with NMU Center for Rural Health, Partridge Creek Farm, Food Start UP, UP Food Exchange, and the Michigan State University (MSU) Product Center to drive local innovation in the value-added processing industry.
- 1.4.1. Support the agribusiness and food processing industries with new and maintained support resources, particularly training and mentorship in entrepreneurial development.
 - 1.4.2. Develop a platform that catalogs and connects commercial kitchen and equipment available for rent.
 - 1.4.3. Construct or redevelop a facility that houses and incubates local food-based businesses.

- 1.5. Facilitate collaboration between InvestUP and local EDOs to foster a regional voice in innovation.
- 1.5.1. Assess the area's specific competitive advantages and business climate to establish the communities' position in the region.

ANN ARBOR SPARK

For more than 15 years, Ann Arbor SPARK has served the greater Ann Arbor, Michigan, region, which includes Washtenaw and Livingston Counties. SPARK is a nonprofit economic development organization that fosters regional growth through business attraction, retention, and creation. The bi-county area has a long history of tech development, due in large part to the presence of the University of Michigan. Capitalizing on this, SPARK has created a robust entrepreneurial ecosystem within the region.

In 2020, SPARK's entrepreneurial services team assisted more than 267 innovation startups through their programs and facilities, which include fully equipped coworking spaces across two innovation centers (SPARK Central and SPARK East), mentorships with regional business leaders, a2Tech360 (an annual tech and entrepreneurial conference), entrepreneur bootcamp, student internship programs, and funding programs specifically for nascent companies. In addition to federal and state funding, SPARK manages SPARK Capital, the statewide coinvestment fund that provides up to \$250,000 for qualifying companies.

SPARK has also created a soft landing program for young emerging companies located outside of the Ann Arbor region. The program includes providing companies with market-entry work, meeting areas, and conference spaces.

A full case study on Ann Arbor Spark is featured in Appendix B.

Source: <https://annarborusa.org>.

- 1.5.2. Advance national awareness of the identified strategic growth areas in the region, including technology research, development & testing, advanced precision manufacturing, large equipment manufacturing, and outdoor research & testing. (See Appendix A for more information on strategic growth areas.)
- 1.6. Support KBIC's efforts to establish an advanced materials industrial park dedicated to researching, developing, and inventing the future materials and products of the outdoor recreation and mobility economy.

DETAILS

The park will provide a collaborative location where local teams of students will partner with industry leaders to re-engineer existing vehicle components, building materials, and other product lines with carbon-negative renewable alternative materials. This is one of the component projects of the Build Back Better grant application.

- 1.7. Partner with local and regional organizations to design reverse-pitch competitions to engage central UP businesses and organizations with needs for innovation.

DETAILS

In a reverse-pitch competition, established businesses pitch a challenge to entrepreneurs and solicit solutions. Businesses and communities have their challenges addressed while entrepreneurs benefit from establishing connections and increased awareness about their startups.

- 1.7.1. Connect such competitions to the development and growth of the proposed innovation district, including the application of technologies to make the districts more accessible, sustainable, and attractive to residents, businesses, and visitors.

- 1.7.2. Focus competitions on finding solutions to regional issues, such as sustainability, housing, and other community challenges, through social entrepreneurship.
- 1.8. Work with NMU leadership to establish and promote the new interdisciplinary SISU program, SHINE, and Invent@NMU to current and prospective students.
- 1.9. Support youth entrepreneurship programs at the local level to foster a culture of innovation and an entrepreneurial spirit. Entrepreneurship education is especially important for helping the County's low-income and Black, Indigenous, and people of color (BIPOC) youth to develop skills and knowledge that will support their future success and benefit their communities.

DETAILS

The National Consortium for Entrepreneurship Education provides resources and technical assistance for entrepreneurial education (<https://www.entre-ed.org/>).

- 1.10. 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.
- 1.11. Tell entrepreneurial success stories. An important component of building an entrepreneurial culture is making residents aware of how entrepreneurship can help to drive the economy. This message is best communicated by raising awareness of business success stories, both internally and in target markets.
 - 1.11.1. Utilize social media aggressively to publicize successes.
 - 1.11.2. Market success stories through existing entrepreneurship networks and partner organizations, such as IMQT, InvestUP, LSCP, Invent@NMU, SHINE, and SISU.



GOAL 2. TALENT ATTRACTION AND WORKFORCE DEVELOPMENT

Align the needs of employers with the supply of skilled workers.

To create a growing economy, organizational leadership must both expand the local labor force and train its existing workers for the economic drivers of the future. Marquette County runs the risk of continuing its trend of population stagnation if it does not successfully recruit and retain residents. Similarly, it runs the risk of relying too heavily on increasingly outdated occupations and sectors. The purpose of the following talent attraction and workforce development strategies is to counteract these risks.

Certain local initiatives and institutions (such as Make It Marquette, Travel Marquette, and NMU) are already making valuable contributions to the County's talent and workforce development efforts. The recommended strategies emphasize the need for their capacity and services to develop and expand. Making workers and employers aware of existing statewide programs managed by Michigan Works! and others should also be a priority. Initiatives like the Business Resource Network (BRN) and Jobs for Michigan's Graduates (JMG) provide greater financial support and wraparound services that 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. For many low-income and disadvantaged youth, the ability to complete job training programs depends on overcoming financial and life barriers. Greater access to services, such as mentoring, academic tutoring, or housing and transportation assistance, is vital to overcoming these barriers for students looking to participate in work-based learning programs. Increasing participation in these services can help employers by reducing turnover and helping to create a more stable workforce.

Other strategies would be new for Marquette County, such as incentives targeted at attracting remote workers, which is a necessary tactic in the post-COVID climate of pervasive work-from-home opportunities. If the County wants to be the home for these (often high-wage) workers, actions like this would have a major impact. The development of a pipeline of talent is critical to the growth and vitality of emerging industries in the region, including the outdoor recreation cluster.

As such, workforce-related component projects of the Build Back Better grant application are included in this strategy. The K-12 school system will also play a pivotal role in workforce development if properly utilized by collaborating closely with industry, particularly in trades. Talent attraction and retention also depend significantly on quality of place improvements, as outlined in Goal 4, Quality of Place.

STRATEGIES AND ACTIONS

- 2.1. Continue expanding the Make It Marquette talent attraction initiatives.
 - 2.1.1. Work with NMU leadership to create and maintain a location, employment, and contact information database of alumni.
 - 2.1.2. Initiate a Make It Marquette social media campaign targeted at former UP residents, using relevant hashtags.
 - 2.1.3. Continue phased progress of the initiative, first expanding outreach to people with affinity/connections to the area (e.g., serving as a sponsor for NMU homecoming) and then nationally (e.g., participating in Michigan House at the annual South by Southwest festival—SXSW—in Austin, Texas).
- 2.2. Develop an incentives program focused on attracting remote workers.
 - 2.2.1. Research and analyze similar incentives strategies in communities nationwide that have resulted in significant in-migration of remote workers, such as the Tulsa Remote cash grant program in Oklahoma.
 - 2.2.2. Create a rebate initiative that pays for new remote workers' broadband internet service for the first six months of established residency in Marquette County.
 - 2.2.3. Expand local coworking spaces and market them at discounted rates to potentially migrating remote workers.

- 2.3.** Address the insufficiency of the retention of existing residents.
- 2.3.1.** Collaborate with local employers to identify wage/cost-of-living gaps that drive employees to higher-wage jobs outside of the region.
- 2.3.2.** Support the talent recruitment efforts of local employers by providing them with marketing resources that effectively promote Marquette County to potential employees. Marketing materials should cover topics of interest, including housing, education, entertainment, and recreation.
- 2.4.** Establish an outdoor recreation sustainability, product research and development (R&D), and human capital program to accelerate interdisciplinary and industry-relevant credentials and programs in collaboration with the National Outdoor Recreation Workforce Development Consortium and the Michigan Office of Outdoor Recreation Industry.

DETAILS

NMU is proposing this program as a component project of the Build Back Better grant application. NMU is already adding value to the outdoor recreation cluster through programs and organizations, such as the Outdoor Recreation Leadership and Management bachelor's degree, the Outdoor Recreation Center (ORC), the Sustainability Hub for Innovation & Environment (SHINE), the newly created Sustainable Business and Enterprise Creation bachelor's degree, an in-development certificate program focused on outdoor product innovation and outdoor industry leadership, and SISU: The Innovation Institute.

- 2.5.** 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. The development of a talent pipeline for outdoor recreation cluster is a component project of the Build Back Better grant application.

- 2.5.1.** Provide localized and regionwide data and company connections.
- 2.5.2.** Support upskilling for current or new talent in electrification occupations via workforce development funding.
- 2.5.3.** Leverage current and focused collaborations to help existing UP businesses find ways to diversify their current customers and products.
- 2.5.4.** Build and support a talent pipeline utilizing existing tools, partnerships, strategies, and the Talent Pipeline Management process from the US Chamber of Commerce Foundation.
- 2.5.5.** Work with education providers to identify and fund development of programs that provide the skills needed in a new industry.
- 2.5.6.** Develop career pathways to increase opportunities in jobs that will increase income levels for prosperous employment.

- 2.6.** Create a digital ambassadors program that utilizes a network of connectors who share positive stories about the region online and through social media. Local young professionals should be a primary source for ambassadors.
- 2.6.1.** Coordinate with Make It Marquette and other local business development organizations to drive this program forward.
- 2.6.2.** Provide information and marketing resources to educate ambassadors about the opportunities in the region.
- 2.6.3.** Use a digital talent share application tool to engage these ambassadors and push content to their networks.
- 2.7.** Leverage the resources, networks, and skills offered by Travel Marquette to support talent and industry attraction.
- 2.7.1.** Work with Travel Marquette to create a conference and meeting strategy to targeted occupations and professional member organizations, especially those connected with outdoor recreation.

- 2.7.2.** Leverage existing major events that are featured on the Travel Marquette website (such as the Fresh Coast Film Festival, the Polar Roll, the Festival of the Angry Bear, and the Marquette Trails Fest) to market the region to visitors as a relocation destination.
- 2.7.3.** Utilize Travel Marquette and other local travel and tourism organizations in the region to develop marketing content and materials for talent attraction.

- 2.8.** Promote the formation and expansion of industry sector councils to ensure the critical workforce and business competitiveness needs of each sector are addressed.

- 2.8.1.** Work with the Upper Peninsula Michigan Works!, LSCP, and regional educational institutions to organize/expand sector councils in critical industries, such as manufacturing, healthcare, information technology, and outdoor recreation.

- 2.8.2.** Pursue state and federal funding for technical assistance trainings tailored to the region from industry leaders in the identified sectors.

- 2.9.** Expand work-based learning experiences for youth, especially in critical occupations.

- 2.9.1.** Work with the K-12 school system to develop new experiential education initiatives at all levels.

- 2.9.2.** Coordinate with career/college counseling departments in high schools to promote apprenticeship models that can be completed before graduation.

- 2.9.3.** Collaborate with major area employers to host annual internship fairs in local high schools to expand student awareness of specific occupational opportunities.

- 2.10.** Expand the reach of the NMU-led Manufacturing Talent Consortium and events like Manufacturing Day to better inform young adults about opportunities in the industry.

- 2.11.** Leverage the economic value of Northern Michigan University by raising awareness of new degree programs for in-demand skills (e.g., SISU, cybersecurity).

- 2.11.1.** Market these mission-critical programs aggressively in NMU mail literature to prospective students.

- 2.11.2.** Assess the capacity and resources of these specific programs and evaluate the need for additional faculty and support staff.

- 2.12.** Partner with Michigan Works! and Pure Michigan Talent Connect (mitalent.org) to increase awareness of their Business Resource Network (BRN) and the Jobs for Michigan's Graduates (JMG) youth initiative (<https://www.mitalent.org/business-resource-network>).

- 2.12.1.** Provide more information to companies on benefits of participating in a BRN and support services through Success Coaches.

- 2.12.2.** Provide more information to incoming and graduating students on Jobs for Michigan's Graduates (JMG) program through Michigan Works! organizations (<https://gstmiworks.org/jmg/>).

- 2.13.** Work with SWP to transition 30 seasonal Great Lakes Climate Corps (GLCC) employees into full-time year-round environmental career positions in the region.

GOAL 3. INFRASTRUCTURE AND SITES

Ensure the sustained capacity of the region's economy with critical developments.

Economic growth and prosperity in the central UP is significantly impacted by the quality of the region's infrastructure and sites. First-class infrastructure is essential for retaining existing employers and residents and for competing for new investment. Workplaces, destinations, and cultural amenities mean little if a community does not have the ability to access them effectively. Likewise, geographic location and other competitive advantages are eroded if not accompanied by sustainable and intentional redevelopment of sites to accommodate new economic needs. To attract and retain both talent (as outlined in Goal 1, Innovation and Entrepreneurship) and businesses, efficient and reliable infrastructure must be a priority for local decision-makers. In this regard, Marquette County needs work.

Whether it's broadband connectivity, commercial air travel, railway development, or the public bus system, significant adjustments need to take place to carry the County forward. However, the County does possess the wherewithal to make these adjustments if leadership can coalesce around shared needs and opportunities. This expanded collaboration will more effectively influence the various local and state political decisions that affect the development and funding of new and improved infrastructure. Although partially out of the County's control, federal grants (e.g., ARPA) also present an exciting opportunity to make these strides, and EDOs in the area should pursue these aggressively via well-structured and comprehensive applications wherever possible. The recommendations under this goal will form the catalyst of a brighter economic future for Marquette County by improving its local transportation, digital accessibility, and the flow of goods and dollars.

STRATEGIES AND ACTIONS

- 3.1.** Maintain and expand broadband infrastructure across the central UP, using federal and state funding.
 - 3.1.1.** Produce a comprehensive review of potential outside funding sources, such as ARPA and the pending federal infrastructure stimulus.

- 3.1.2.** Work with local broadband installation providers and state entities, like Connected Nation Michigan, to facilitate first/last mile service to rural areas in the region.

- 3.1.3.** Evaluate and consider alternative delivery mechanisms, such as aerial or Starlink services, to address the challenges of digging trenches in rocky terrain.

- 3.2.** Support the proposed Lake Superior Community Partnership initiative to establish a regional site development readiness program.

DETAILS

This initiative will engage local governments, property owners, and other partners to identify and resolve site-specific needs relative to zoning, infrastructure, tax abatements, or incentives that impact economic development opportunities in the Upper Peninsula. This is a component project of the Build Back Better grant application for the creation of an Outdoor Recreation Innovation District.

- 3.3.** Accelerate brownfield redevelopment and recover lands for reuse by utilizing the resources and expertise of other national land revitalization and brownfield initiatives (e.g., the US Environmental Protection Agency Partnership for Sustainable Communities, Groundwork USA, RE-Powering America's Land).

- 3.4.** Collaborate with the Michigan Economic Development Corporation Build Ready Sites Program to expand and enhance the available stock and pipeline of shovel-ready industrial developments.

- 3.4.1.** Increase competitive applications for the program's Build Ready Sites Grant initiative, which awards up to \$75,000 per project with a required local match.

- 3.5.** Continue efforts to apply and receive certification from the Michigan Redevelopment Ready Communities program.

- 3.6.** Double the capacity of Big Bay Harbor by adding new slips through the development of a floating dock system, improving access to Lake Superior.

- 3.7.** Collaborate with SWP, which secures \$5M-\$10M in grant funding annually for regional green infrastructure projects, to expand assistance and opportunities for local partners.

- 3.8.** Better leverage Marquette County's two Opportunity Zones for new investment.

- 3.8.1.** Create a new website dedicated to highlighted advantages and opportunities associated with investing in the County's Opportunity Zones.

DETAILS

The website could include the following.

- A map showing where the Opportunity Zones are located.
- A prospectus describing each Opportunity Zone.
- A list of potential benefits of investing in the Opportunity Zones, such as the easing of zoning rules, population demographics, and various other business incentives.
- A catalog giving details of Opportunity Zone-ready projects.

- 3.8.2.** Dedicate specific personnel at the city of Marquette to work on Opportunity Zones.

- 3.8.3.** Develop marketing materials for each Opportunity Zone.

- 3.8.4.** Host tours of each Opportunity Zone for potential investors.

- 3.8.5.** Consider additional incentives for each Opportunity Zone to make them more attractive to potential investors.

DETAILS

Examples of potential tools including the following.

- Tax increment financing (TIF) local districts
- Low-Income Housing Tax Credit (LIHTC) federal program
- Historic tax credit (HTC) local and federal programs
- New Markets Tax Credit (NMTC) federal program
- Community development financial institution (CDFI) local loans
- Community Development Block Grant (CDBG) federal loan program
- Section 108 Loan Guarantee Program (Section 108) federal loan

- 3.9.** Increase the number of commercial flights into and out of Sawyer International Airport (SIA).

- 3.9.1.** Renovate existing terminals as necessary.

- 3.9.2.** Promote the airport to existing airlines as a prime destination in the Midwest.

- 3.9.3.** Explore the use of financial incentives for airlines to add flights through SIA.

- 3.10.** Redevelop inactive freight rail lines for new uses.

- 3.10.1.** Evaluate the potential of 650 miles of publicly owned rail lines for innovative purposes.

- 3.10.2.** Generate a comprehensive map of the 3,000 miles of privately owned rail lines and develop relationships with the key decision-makers.

- 3.10.3.** Work with major local distribution employers to assess the costs and benefits of transitioning from trucking to rail shipping.

3.11. Improve the generation, affordability, and reliability of renewable energy resources.

3.11.1. Generate a comprehensive study of the region's existing renewable energy assets and future opportunities, following guidance from the UP Energy Task Force.

3.11.2. Set a goal of growing the region's renewable energy production to 10 percent of all energy sources by 2025.

3.11.3. Support the development of electric vehicle charging stations throughout the County to meet growing demand.

3.12. Create a connected network along the Iron Ore Heritage Trail.

3.12.1. Evaluate potential funding streams (grants) to support the initiative.

3.12.2. Install wireless infrastructure at key access points along the trail.

3.12.3. Install electric charging stations at the same key access points.

3.12.4. Utilize the new network for data collection regarding usage.

3.13. Develop a comprehensive strategy around public transportation in the region.

3.13.1. Evaluate the funding and capacity of the public bus system with a particular focus on the expansion of the driver workforce.

3.13.2. Collaborate with the Michigan Department of Transportation (MDOT), tribal leaders, local EDOs, and Marq-Tran to generate a mobility management plan to improve local public transit over the next 5 years.

3.13.3. Ensure that all improvements to public transit are made with accessibility for the elderly and those with special needs in mind.

3.13.4. Facilitate information-sharing and resources between the cities of Negaunee, Ishpeming, and Marquette as a hub-and-spoke model for new circulatory routes.



Image by National Park Service via nps.gov

GOAL 4. QUALITY OF PLACE

Enhance the brand perception of the region for residents and visitors.

Economically successful communities across the nation have one thing in common: people want to move there, and then they want to stay. Fostering a vibrant local culture depends on significant investment in all the facets that make a place desirable for current and potential residents. This approach means more than simply creating a favorable impression. Natural beauty is, of course, important, but it is not sufficient to achieve the level of national branding that Marquette County seeks. Underpinning all the other goals in this plan is the quality of place that the County needs to create to be a truly thriving and attractive community.

It is no secret that Marquette County and the central UP are home to some truly exceptional cultural and natural assets. Outdoor recreation tourism certainly represents a significant part of the local economy. However, there are other areas within quality-of-place considerations that need a substantial boost. Notably, housing availability and affordability ranked at the top of the list of immediate and long-term challenges in every stakeholder input session held with the consulting team. Without adequate housing options, the County is destined to remain a largely seasonal destination, rather than a year-round home. In addition, other amenities, like trails, parks, and venues, need to keep pace with the development of competing areas in the upper Midwest and the nation.

STRATEGIES AND ACTIONS

4.1. Foster greater regional collaboration to expand the availability of diverse housing options across all price points and geographies.

4.1.1. Generate a comprehensive housing stock and affordability evaluation to inform all relevant strategic planning.

4.1.2. Explore new tax incentives for new home construction.

4.1.3. Collaborate with NMU to drive increased student housing development on campus.

4.1.4. Continue the funded due diligence phase of the NMU-led redevelopment of the

former Marquette General Hospital into new mixed-use property (residential and green space) and take necessary action to follow through with the project on completion of said due diligence.

4.1.5. Develop a strategy for the zoning and construction of workforce/middle-class housing, specifically.

4.2. Expand the Iron Ore Heritage Trail to serve as a key component of the proposed Outdoor Recreation Innovation District.

4.2.1. Market the trail to all communities surrounding Marquette along the route.

4.2.2. Work with local hotels to include information about the trail in all check-in materials.

4.2.3. Collaborate with accessibility-focused nonprofit organizations to ensure the trail is usable by all individuals.

4.3. Invest in other quality-of-place assets and amenities (e.g., parks, cultural, sports venues).

4.3.1. Identify publicly owned sites and pursue their redevelopment for cultural amenities.

4.3.2. Reach out to the local artist community and commission public art for shared spaces (murals, sculptures/installations, etc.).

4.3.3. Collaborate with the Great Lakes Sports Commission to evaluate existing sports-related assets and new opportunities for venue and event expansion.

4.3.4. Create a comprehensive map of existing public third places (spaces where people spend time between work and home), such as parks, recreation centers, and libraries, to enhance advocacy efforts to maintain sustainable investment.

4.3.5. Use SWP technical staff and GLCC seasonal employees to expand

existing quality of life programs such as low-income assistance, solar power development, home weatherization, trail building, coastal resiliency, and sustainable tourism.

- 4.4.** Expand lodging capacity and options for incoming recreation tourists to meet demand.
 - 4.4.1.** Survey local hotel management to evaluate staffing/workforce needs required to expand and sustain capacity.
 - 4.4.2.** Reach out to Airbnb to request access to travel data on tourists who stay in their properties.
 - 4.4.3.** Set ambitious goals of a 10 percent increase in total hotel rooms and a 10 percent increase in average annual occupancy over the next 5 years.
- 4.5.** Communicate the availability of relief funds for households through the Superior Watershed Partnership (grant from the Michigan Energy Assistance Program).
- 4.6.** Coordinate with major local employers and EDOs to prioritize and meet the employment needs of trailing spouses (individuals who follow their partner because of a work assignment).

- 4.7.** Expand capacity of local childcare services by lobbying for revised licensing regulations to alleviate the burden on working parents.
 - 4.7.1.** Advocate at the municipal and state levels for adjusted legislation regarding permitting for childcare that encourages the formation of new service providers.
 - 4.7.2.** Explore new tax incentives and financial support for childcare providers who operate their small businesses out of their own homes. Appendix B contains a case study on an initiative that provides capital and business development services to childcare businesses serving low- and moderate-income families in rural counties in Minnesota with plans to expand to Michigan.
 - 4.7.3.** Dedicate incoming federal grant funding (if disbursed) to subsidize the cost of childcare services.
- 4.8.** Support LSCP efforts to serve as an urban programs connector to build an effective bridge between Michigan's urban and rural economies by serving as a liaison to industry and economic development partners throughout the state.



Image by Carol M. Highsmith via Wikimedia Commons

GOAL 5. REGIONAL POSITIONING AND MARKETING

Extend the Midwestern and national reach of the community's assets.

Even if Marquette County follows through on all the actionable recommendations in the other four goals in this plan and creates the conditions necessary for sustainable economic growth, it will need something further: effective external communications. Successful communities are *known and recognized* as such. How a city, county, or region is perceived by outsiders is as important as the reality it creates. To accomplish that level of recognition, local leaders must support and expand marketing efforts in creative ways. The following strategies and actions are targeted at that precise goal.

A common theme that arose in the stakeholder input process is the need for a more collaborative, coordinated, and focused brand messaging of Marquette and the central UP to nonresidents. Some marketing efforts already exist, such as Travel Marquette and Make It Marquette, but these could be strengthened, aligned, and their reach extended by facilitating ongoing planning efforts among organizations like the LSCP, CUPPAD, and other local EDOs. Furthermore, large-scale, national-level tourist events, like the UP 200 sled dog race, present a critical opportunity to bring more attention (and people) to the community. With more targeted outreach, Marquette certainly can capitalize on its unique natural attractions.

STRATEGIES AND ACTIONS

- 5.1.** Develop a regional marketing campaign targeted at national tourists (specifically repeat visitors) and entrepreneurs looking for outdoor recreational opportunities.
 - 5.1.1.** Collaborate with the state's Pure Michigan initiative to develop region-specific messaging.
 - 5.1.2.** Survey local homeowners who reside in Marquette seasonally to create and maintain a database of average occupancy during peak tourism periods.
 - 5.1.3.** Encourage local hotels and other lodging venues to conduct outreach to previous visitors.
- 5.2.** Increase awareness of the Noquemanon Trail Network (NTN).
 - 5.2.1.** Operate the NTN Passport Challenge with local partners on at least a biannual basis.
 - 5.2.2.** Grow the ambassador program by seeking additional volunteers.
- 5.3.** Grow awareness of large annual tourist events, like the UP 200 sled dog race.
 - 5.3.1.** Identify and recruit vendors and partners who would benefit from exposure at these events.
 - 5.3.2.** Coordinate with other similar events' decision-makers across the nation.
- 5.4.** Enhance the efficacy and reach of Travel Marquette.
 - 5.4.1.** Evaluate the possibility of new revenue streams, such as grants available through the Michigan Department of Agriculture and Rural Development (MDARD), dedicated to expanding Travel Marquette's capacity, staffing, and initiatives.
 - 5.4.2.** Seek private sector involvement and resources to contribute to the content and funding for the organization's continued outreach.
 - 5.4.3.** Continue collaboration with the Superior Alliance for Independent Living (SAIL) to drive progress in accessibility efforts.
 - 5.4.4.** Take ownership of diversifying the tourism industry by directing would-be visitors to underutilized attractions.
 - 5.4.5.** Generate a comprehensive map of major tourism assets to be featured on Travel Marquette's public-facing website.
 - 5.4.6.** Promote the #MakeYourMarq social media campaign.

- 5.5.** Align and coordinate regional marketing efforts to develop and implement consistent messaging.
- 5.5.1.** Ensure ongoing collaboration between the LSCP, CUPPAD, and other local EDOS on marketing efforts.
 - 5.5.2.** Leverage NMU leadership in marketing the County and region to young people.
 - 5.5.3.** Coordinate with SWP regarding existing Great Lakes partnerships and programs, including international collaboration with Canadian communities, organizations, and agencies.
- 5.6.** Actively manage Marquette County's Wikipedia description to ensure that it accurately reflects the County's economic strengths and opportunities.

WIKIPEDIA

When searching for information on communities using an online search engine, such as Google, Wikipedia entries often rank near the top of the search results. Consequently, Wikipedia is frequently the first (and sometimes only) source of information people will use to learn about a community. Currently, the Marquette County description on Wikipedia is generic and offers little in terms of interesting information about the community for either businesses or visitors. To maximize the value of this free marketing resource, a local organization should be designated to register with Wikipedia to update and introduce new content and photos to the Marquette County page.



Image by Kpotes via Wikimedia Commons

APPENDICES



APPENDIX A. STRATEGIC GROWTH AREA ANALYSIS

In developing the *Marquette County Economic Recovery and Resilience Strategy*, TIP identified strategic growth areas the region must support and enhance to build a sustainable and thriving economic landscape. Strategic growth areas consider traditional sectors that can be defined using the existing industry classification systems, as well as activities and technologies that do not align neatly with these structures. This more flexible terminology enables targeting efforts to encompass strategic projects that can support multiple areas of activity and enhance innovation and entrepreneurship.

FIGURE 9. CENTRAL UP ECONOMIC POTENTIAL Strategic Growth Areas



Emerging Opportunities

	Outdoor Recreation (Especially Product Manufacturing)
	Industrialized Hemp
	Water Treatment
	Food and Beverage Processing & Value-Added Manufacturing
	Clean Energy Production & Delivery
	Medicinal Foods

Source: TIP Strategies, Inc.

The identification process included a quantitative and qualitative analysis of trends in each existing industry and outreach to the region's key stakeholders through roundtables and interviews. Four notable strategic growth areas emerged from this exercise. A brief profile of each is presented in this section that shows employment trends and industry concentrations.

FIGURE 10. THE PROCESS



Source: TIP Strategies, Inc.

In addition to these areas, TIP identified several emerging opportunities that might not appear prominently in the data, but still represent significant prospects for job creation and business attraction, retention, and expansion. These opportunities include outdoor recreation (especially product manufacturing), industrialized hemp, water treatment, food and beverage processing and value-added manufacturing, clean energy production and delivery, and medicinal foods. Together with the four strategic growth areas, sustained investments in these emerging areas have the potential to revitalize the central UP economy.

First, TIP identified Health, Medical, & Wellbeing as a key area of interest, combining the clusters of local health services, local community and civic organizations, and medical device manufacturing. Healthcare in general is one of the economic pillars of the central UP, both in employment numbers and impact. In a post-pandemic world, service providers will need continued support and a steady pipeline of credentialed workers. Furthermore, the continued manufacturing and distribution of medical devices will be a valuable asset in the region's economic diversification efforts.

Second, Advanced Services emerged as an area of focus, grouping education and knowledge creation with business services. As demonstrated frequently in the plan, NMU is a critical part of the region's past, present, and future success; strengthening and expanding its impact in the community is paramount. Business services are defined as those that are predominantly purchased by other businesses, rather than final consumers. Examples include information technology, legal, data processing, and accounting services, among many others. These employers require a highly skilled, educated, and trained workforce.

Third, Transitioning Natural Resources must be addressed. This strategic growth area encompasses a range of industries that includes forestry, metal mining, nonmetal mining, wood products, and food processing & manufacturing. The central UP has long been dependent on these industries, which are becoming increasingly antiquated. To move the regional economy forward, public sector and private sector leadership need to address this trend head-on by supporting the transition of this target sector into viable, future-focused processes for resource gathering, conversion, and delivery.

Fourth, Hospitality & Seasonal Tourism is clearly a target for the region, based on the clusters of hospitality & tourism, performing arts, and local hospitality establishments. These industries have been profitable, but are not necessarily sustainable in the long term if maintained in a business-as-usual approach. Increased availability of both lodging and amenities for seasonal visitors is an area of concern, as well as the maintenance of the physical resources these tourists utilize. If sufficiently and strategically supported, these clustered industries will be a high-growth economic prospect.

FIGURE 11. THE APPROACH



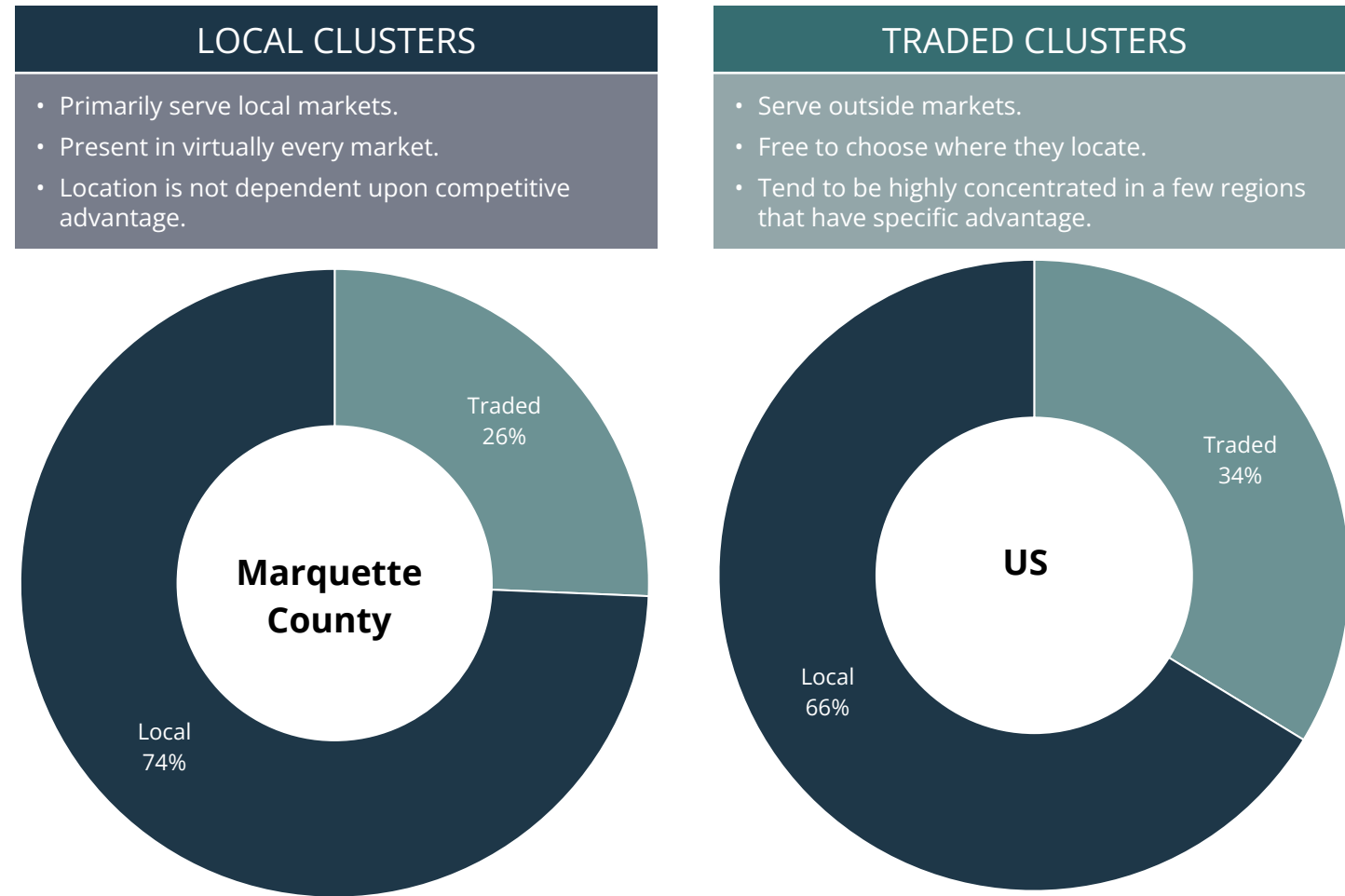
In identifying target sectors, our team examined detailed data to identify which industries are well-established in the region, how they performed in recent years, and how they are expected to perform in the near term. For this analysis, we looked at factors including strategic assets, existing initiatives, critical mass, competitive advantage, growth prospects, and cross-sector synergies.

ABOUT THE DATA

In the first phase of this project (the economic assessment) TIP reviewed employment using standard NAICS industry classifications. For the targeting analysis, we take this a step further by filtering employment within an industry "cluster" framework developed by the US Economic Development Administration in conjunction with the Institute for Strategy and Competitiveness at Harvard Business School (www.clustermapping.us).

Source: TIP Strategies, Inc.

FIGURE 12. EMPLOYMENT CLUSTERS—TRADED VS. LOCAL Employment in 2020 Based on Cluster Type

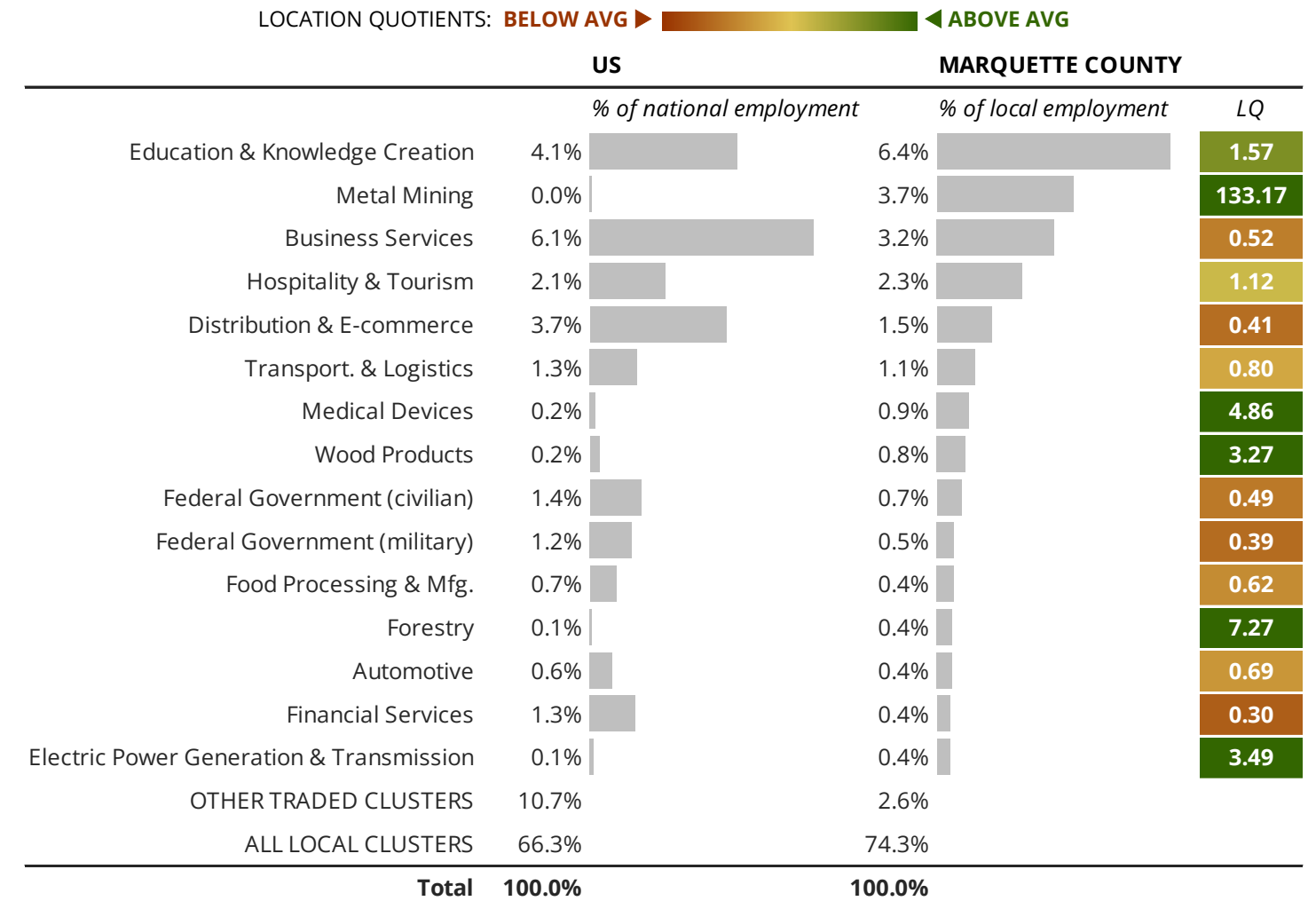


WHY IT MATTERS

Increasing the ratio of traded-to-local clusters is a common strategy for enhancing economic prosperity. Traded clusters are emphasized by economic developers because they include industries and firms that typically produce goods and services for customers beyond the local region. These traded activities are thus more likely to produce externally generated revenues, which can, in turn, help boost local tax coffers. As an example, a dental office might serve local customers exclusively, while a manufacturing plant, a data center, or a hotel would typically serve paying customers beyond the local area. The ability of traded clusters to serve larger markets also presents greater opportunity for employment growth, whereas a dental office might face more finite geographic limits to expansion.

Sources: US Bureau of Labor Statistics; Emsi 2021.2– QCEW Employees, Non-QCEW Employees, and Self-Employed; US Economic Development Administration; Institute for Strategy and Competitiveness, Harvard Business School; TIP Strategies, Inc. Note: The cluster methodology developed at Harvard Business School has been adjusted by TIP Strategies to align with the six-digit NAICS classifications used by Emsi.

FIGURE 13. EMPLOYMENT CLUSTERS—WEIGHT (SIZE & CONCENTRATION) Traded Clusters Employing the Most Workers Locally in 2020

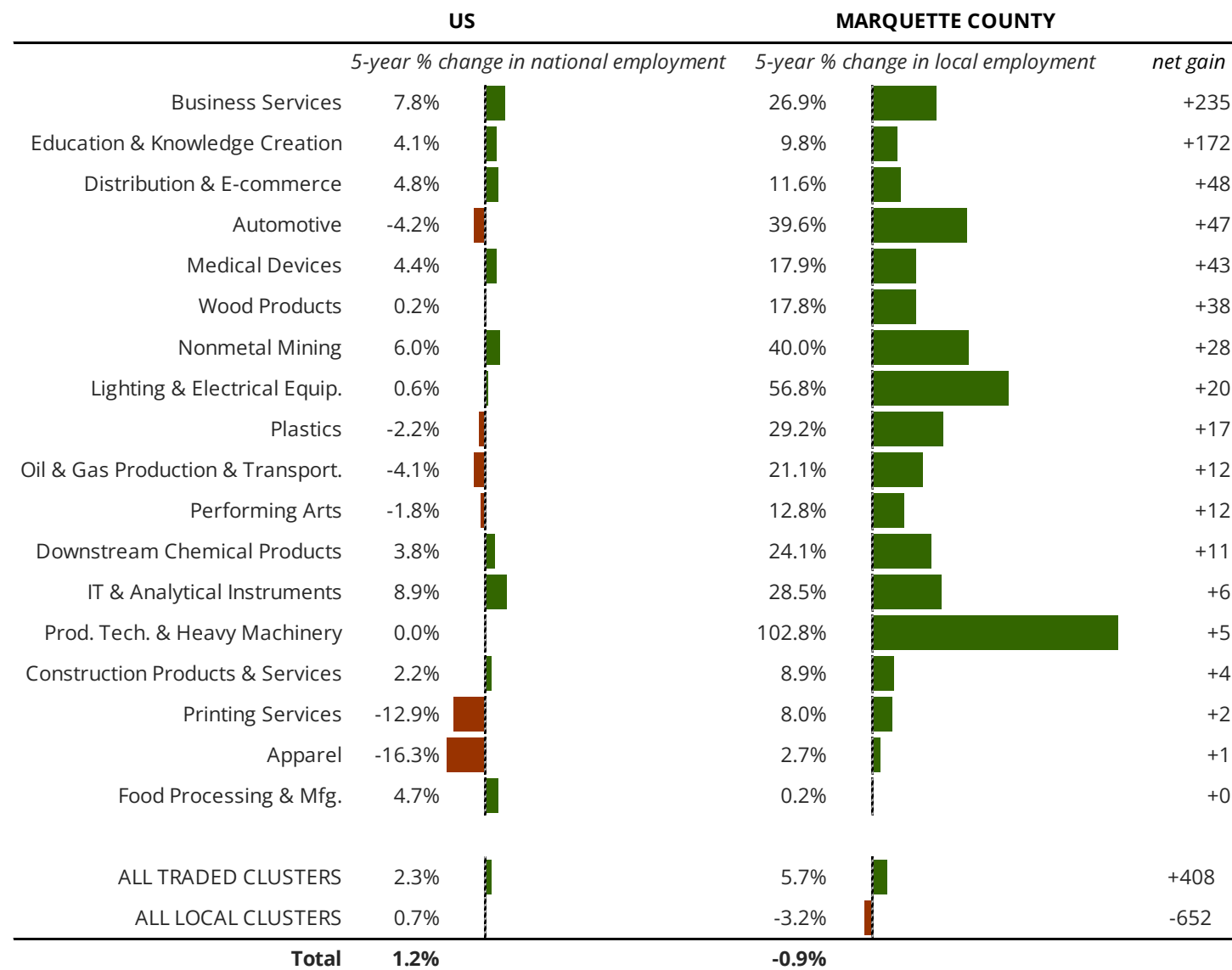


WHY IT MATTERS

While local clusters (such as dental offices) typically account for a similar share of employment across communities of varying sizes, the share of total employment represented by traded clusters (such as automotive assembly plants) might differ dramatically from one community to the next. Traded clusters that account for a larger-than-average share of total employment can suggest areas of competitive advantage. This figure compares the distribution of employment by cluster in the US (first column) with the local area (second column). The third column uses location quotients (LQs) to convey the intensity of employment locally relative to the US. If a traded cluster represents 1 percent of US employment and 5 percent of local employment, its LQ would be 5.0, meaning that the traded cluster in the local area is five times as large as would be expected based on national patterns.

Sources: US Bureau of Labor Statistics; Emsi 2021.2– QCEW Employees, Non-QCEW Employees, and Self-Employed; US Economic Development Administration; Institute for Strategy and Competitiveness, Harvard Business School; TIP Strategies, Inc. Note: The cluster methodology developed at Harvard Business School has been adjusted by TIP Strategies to align with the six-digit NAICS classifications used by Emsi.

FIGURE 14. EMPLOYMENT CLUSTERS—PROJECTED GROWTH
Traded Clusters with the Highest Projected Local Job Gains, 2020–2025

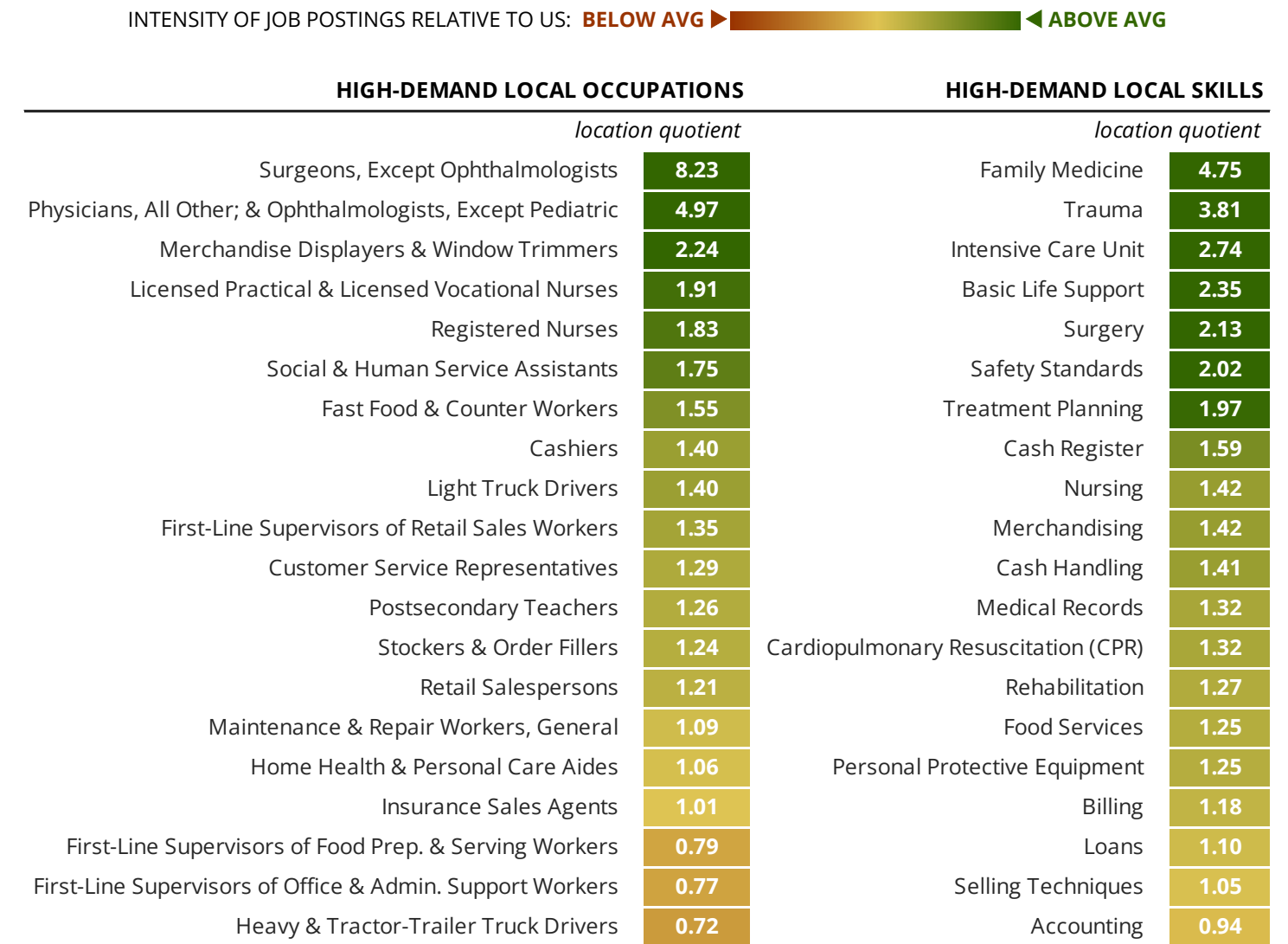


WHY IT MATTERS

Understanding anticipated job growth in traded clusters is an essential element of the targeting process. This figure compares projected net job gains in percentage terms over a 5-year horizon for the US (first column) and the local area (second column). The column on the far right shows projections (in numeric terms) for local net job gains in traded clusters in descending order. The last three rows of the figure—showing projected job growth aggregated for traded clusters, local clusters, and total employment—can help inform strategic discussions and refine goals for the future.

Sources: US Bureau of Labor Statistics; Emsi 2021.2– QCEW Employees, Non-QCEW Employees, and Self-Employed; US Economic Development Administration; Institute for Strategy and Competitiveness, Harvard Business School; TIP Strategies, Inc. Note: The cluster methodology developed at Harvard Business School has been adjusted by TIP Strategies to align with the six-digit NAICS classifications used by Emsi.

FIGURE 15. TALENT DEMAND INDICATORS
Analysis of Unique Local Job Postings during Calendar Year 2020



WHY IT MATTERS

An analysis of job postings can help reframe one's understanding of the local job market from the employer's perspective rather than simply through the lens of government statistics. This back-of-the-envelope analysis uses job postings from the prior calendar year to identify the most sought-out occupations (first column) and the most frequently occurring words and phrases (second column). Location Quotients (LQs) are used to approximate the local intensity of recruiting efforts and illustrate employer demand for specific hard skills. A help wanted ad that appears locally at five times the relative rate as the US would have an LQ of 5.0; likewise a specific skill that appears more frequently in local postings than the national average would have an LQ greater than 1.0, suggesting higher demand in the local market. The results should prompt strategic questions about the alignment of the region's talent pipeline with the needs of employers and with target (traded) clusters.

Sources: Emsi 2021.2; TIP Strategies, Inc.

FIGURE 16. LEADING LOCAL JOB RECRUITERS
 Analysis of Unique Local Job Postings in Marquette County during Calendar Year 2020



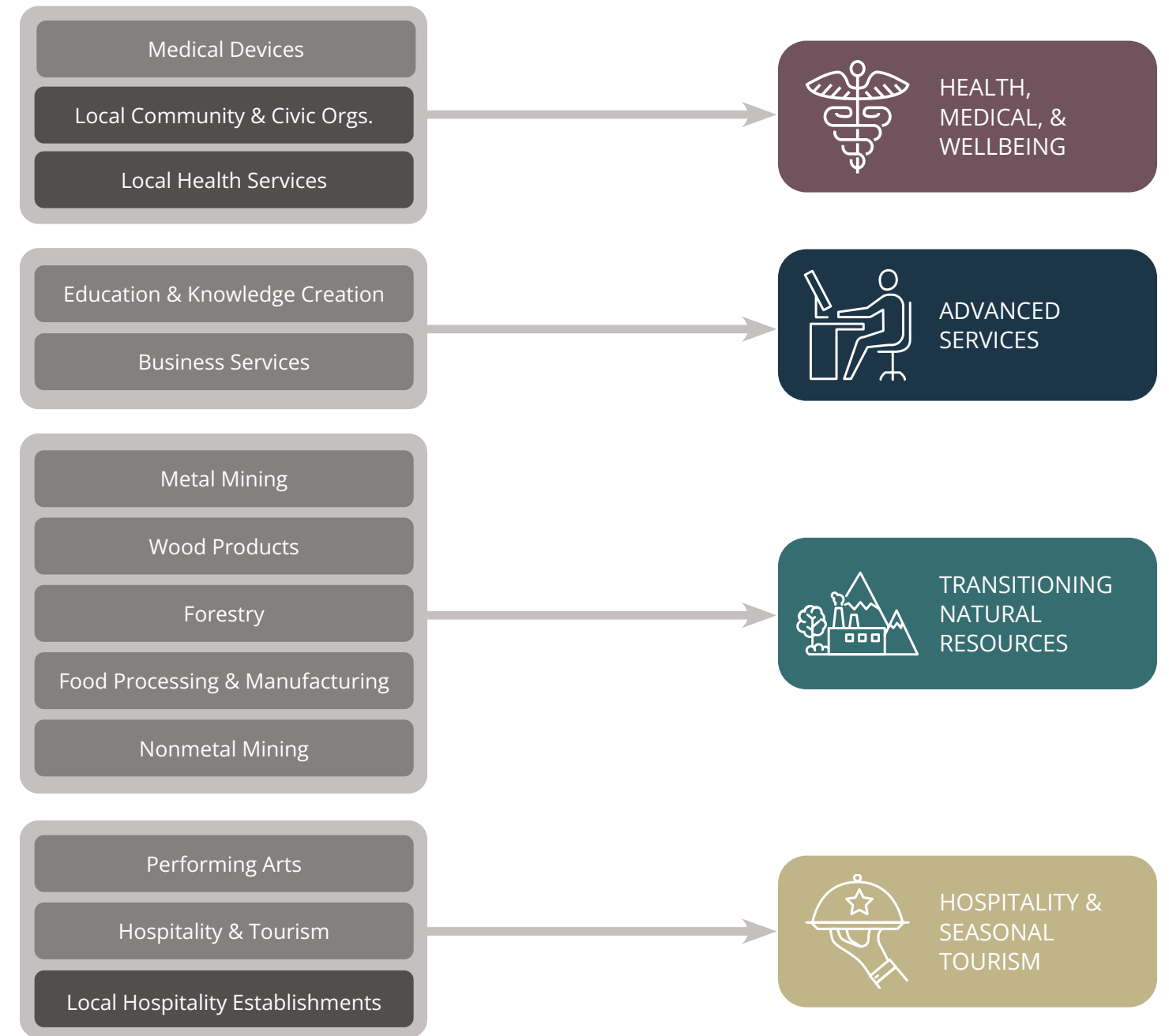
Sources: Emsi 2021.2; TIP Strategies, Inc.



FIGURE 17. TARGETING FRAMEWORK

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

...to provide a foundation for **TARGET SECTORS**



Sources: US Economic Development Administration; Institute for Strategy and Competitiveness, Harvard Business School; TIP Strategies, Inc.



FIGURE 18. TARGET SNAPSHOT

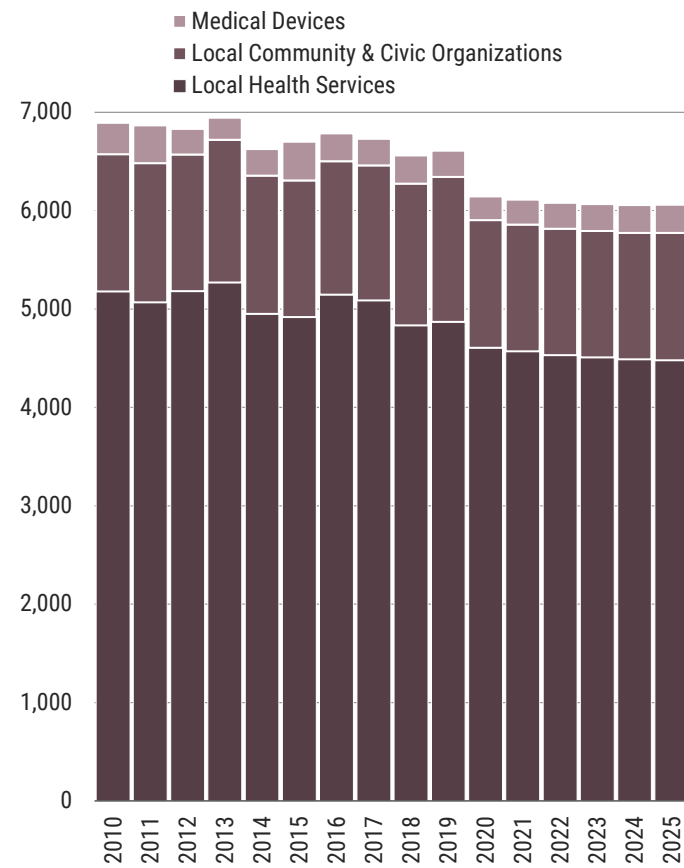
MARQUETTE COUNTY	TOTAL	TARGET
2020 Establishments	1,648	249
2020 Employment	27,412	6,144
Net Chg., 2010–2020	-1,959	-749
Pct. Chg., 2010–2020	-6.7%	-10.9%

FIGURE 19. EMPLOYMENT OUTLOOK

US OVERALL	TOTAL	TARGET
Net Chg., 2020–2025	+5,970,448	+2,152,340
Pct. Chg., 2020–2025	+3.7%	+8.9%

MARQUETTE COUNTY	TOTAL	TARGET
Net Chg., 2020–2025	-268	-85
Pct. Chg., 2020–2025	-1.0%	-1.4%

FIGURE 20. TARGET GROWTH
Annual Percent Change in Employment



Sources (this page and next): US Bureau of Labor Statistics; Emsi 2020.2—QCEW Employees, Non-QCEW Employees, and Self-Employed; US Economic Development Administration; Institute for Strategy and Competitiveness at Harvard Business School; TIP Strategies, Inc. Note: The cluster methodology developed at Harvard Business School has been adjusted by TIP Strategies to align with the six-digit NAICS classifications used by Emsi.

FIGURE 21. TARGET CONCENTRATION
Location Quotient Trend

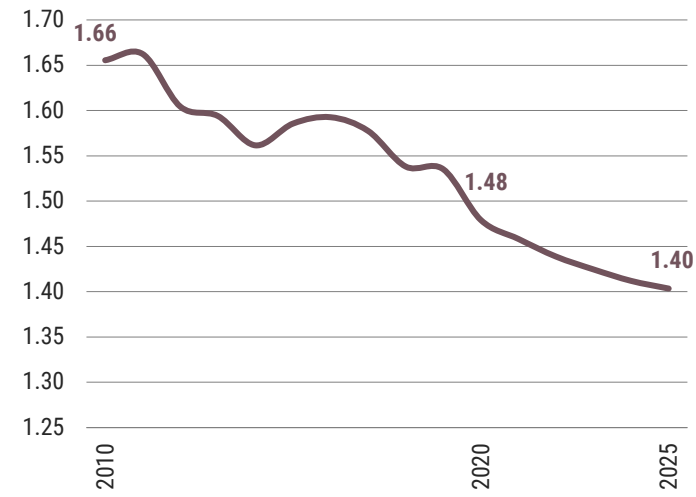


FIGURE 22. TARGET COMPONENTS
Annual Employment

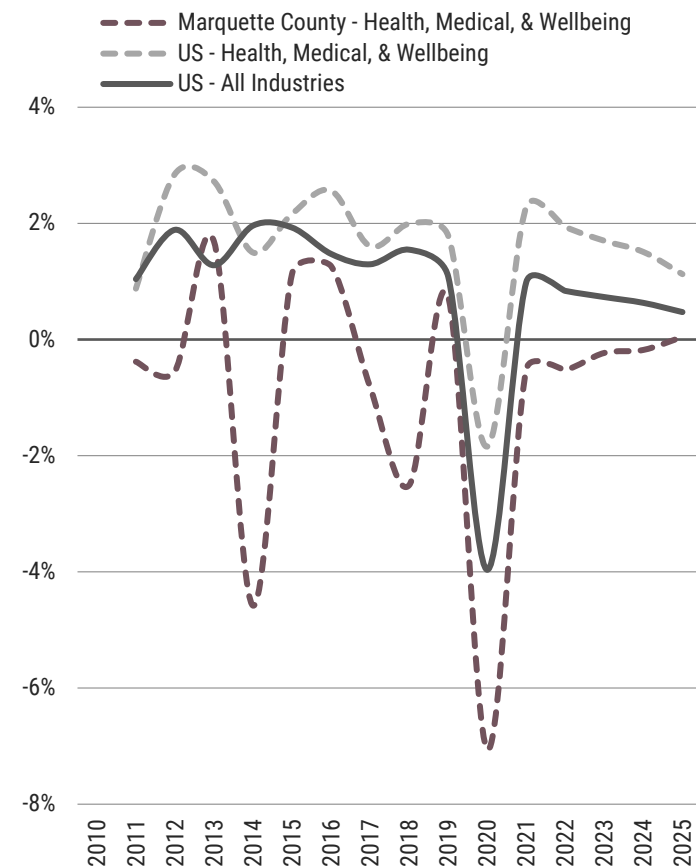


FIGURE 23. TARGET STAFFING PROFILE

LOCATION QUOTIENTS: ▶ BELOW AVG ◀ ABOVE AVG

STANDARD OCCUPATIONAL CLASSIFICATION		EMPLOYMENT			EARNINGS	
Code	Description	2020 Jobs	% of Target	LQ (US= 1.00)	Local Hourly Median	Relative to US (US=1.00)
29-1141	Registered Nurses	590	9.6%	0.88	29.84	0.82
31-1131	Nursing Assistants	398	6.5%	1.21	15.94	1.08
31-1128	Home Health & Personal Care Aides	385	6.3%	0.47	13.05	1.00
43-6013	Medical Secretaries & Administrative Assistants	199	3.2%	1.41	16.31	0.91
31-9092	Medical Assistants	199	3.2%	1.15	15.59	0.90
29-2061	Licensed Practical & Licensed Vocational Nurses	156	2.5%	1.02	21.57	0.92
43-4171	Receptionists & Information Clerks	146	2.4%	1.10	14.72	0.98
43-9061	Office Clerks, General	139	2.3%	1.16	16.64	0.98
11-9111	Medical & Health Services Managers	94	1.5%	1.11	39.99	0.80
43-6014	Secretaries & Administrative Assistants, All Other	90	1.5%	0.92	16.08	0.86
21-1018	Substance Abuse & Mental Health Counselors	84	1.4%	1.27	17.67	0.77
29-2052	Pharmacy Technicians	83	1.3%	1.09	13.46	0.80
31-2021	Physical Therapist Assistants	76	1.2%	3.25	25.71	0.89
29-1123	Physical Therapists	76	1.2%	1.37	43.59	1.00
31-9091	Dental Assistants	75	1.2%	0.94	18.12	0.91
37-2012	Maids & Housekeeping Cleaners	71	1.1%	1.05	11.52	0.93
41-2011	Cashiers	65	1.1%	1.52	11.13	0.93
21-2011	Clergy	65	1.1%	0.98	21.13	0.86
11-1021	General & Operations Managers	65	1.1%	1.18	37.00	0.75
37-2011	Janitors & Cleaners, Except Maids & Housekeeping Cleaners	65	1.1%	1.04	12.55	0.90
13-1075	Labor Relations Specialists	60	1.0%	4.05	31.79	0.90
43-3021	Billing & Posting Clerks	60	1.0%	1.17	17.91	0.94
21-1093	Social & Human Service Assistants	59	1.0%	0.81	14.44	0.84
43-3031	Bookkeeping, Accounting, & Auditing Clerks	58	1.0%	1.23	18.62	0.91
29-1051	Pharmacists	58	0.9%	0.95	60.79	0.98

WHY IT MATTERS

Each target industry is underpinned by its workforce, making the occupational composition of each target worthy of further analysis. This figure shows each target's largest occupational contributors. The number of local jobs for each occupation is shown along with the occupation's weight (in percentage terms) within the target. The LQ compares the occupation's local weight to its national weight within this target. An LQ that exceeds 1.00 indicates a local occupation employed more heavily by the local target industry than national patterns might imply, while an LQ below 1.00 indicates relatively lighter local reliance on the occupation. Median local hourly earnings accompany the occupations shown in the figure. Wage ratios exceeding 1.00 indicate higher pay than the same occupation might expect nationally, while ratios below 1.00 suggest relatively lower compensation than the national level.

FIGURE 24. TARGET SNAPSHOT

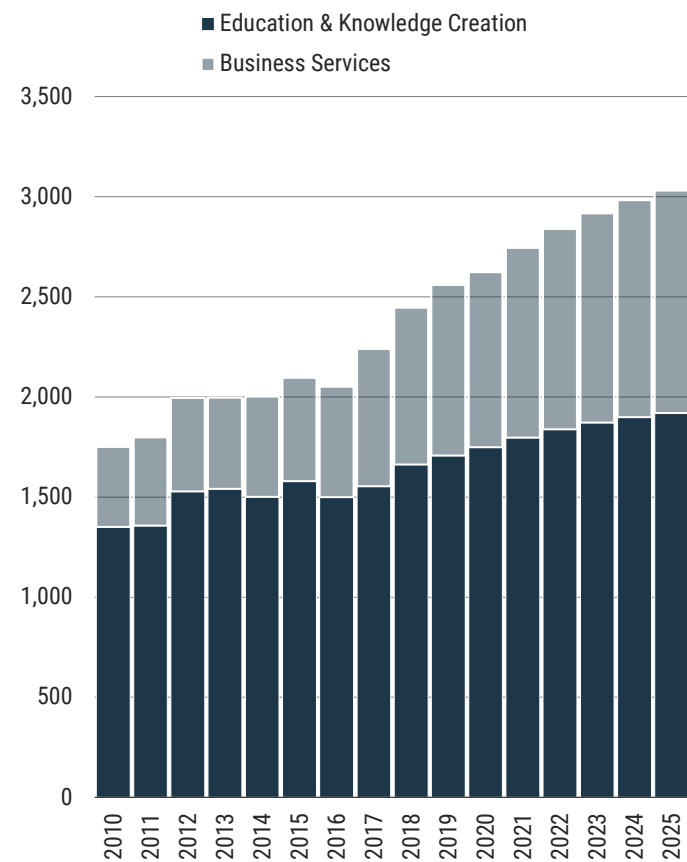
MARQUETTE COUNTY	TOTAL	TARGET
2020 Establishments	1,648	83
2020 Employment	27,412	2,623
Net Chg., 2010–2020	-1,959	+872
Pct. Chg., 2010–2020	-6.7%	+49.8%

FIGURE 25. EMPLOYMENT OUTLOOK

US OVERALL	TOTAL	TARGET
Net Chg., 2020–2025	+5,970,448	+1,219,958
Pct. Chg., 2020–2025	+3.7%	+7.3%

MARQUETTE COUNTY	TOTAL	TARGET
Net Chg., 2020–2025	-268	+407
Pct. Chg., 2020–2025	-1.0%	+15.5%

FIGURE 26. TARGET GROWTH
Annual Percent Change in Employment



Sources (this page and next): US Bureau of Labor Statistics; Emsi 2020.2—QCEW Employees, Non-QCEW Employees, and Self-Employed; US Economic Development Administration; Institute for Strategy and Competitiveness at Harvard Business School; TIP Strategies, Inc. Note: The cluster methodology developed at Harvard Business School has been adjusted by TIP Strategies to align with the six-digit NAICS classifications used by Emsi.

FIGURE 27. TARGET CONCENTRATION
Location Quotient Trend

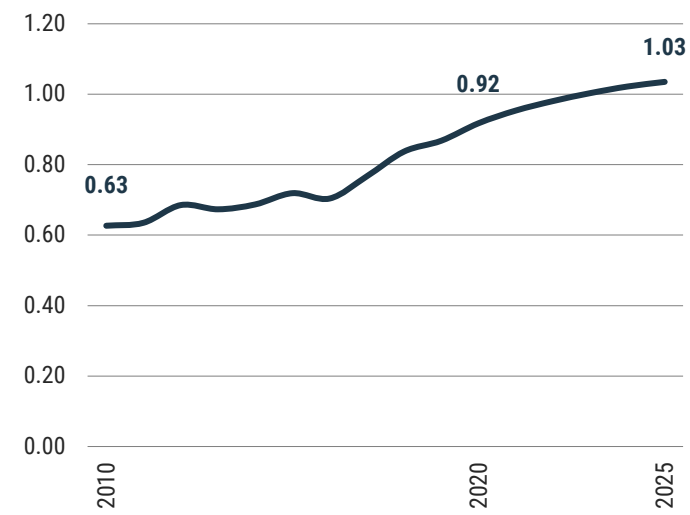


FIGURE 28. TARGET COMPONENTS
Annual Employment

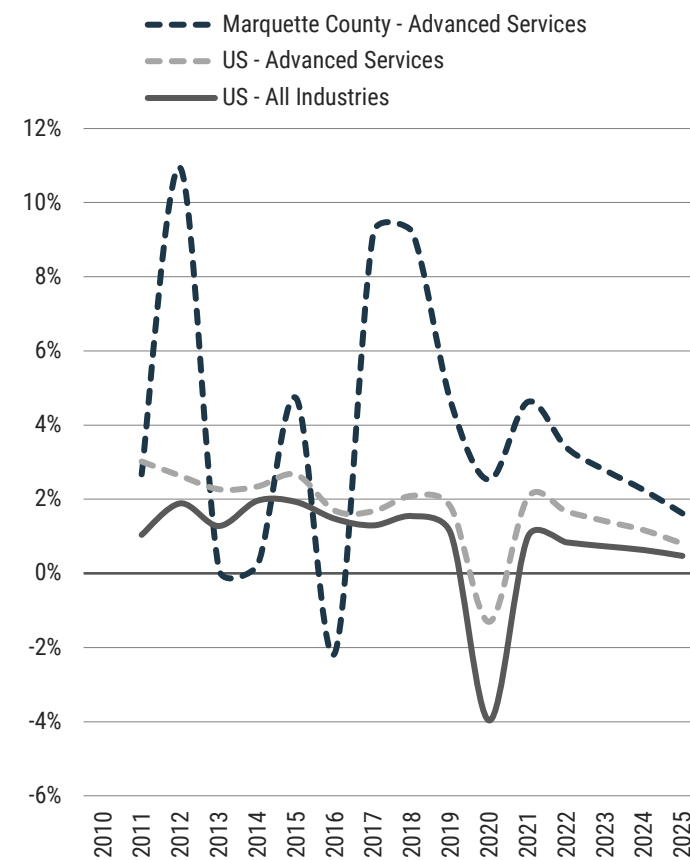


FIGURE 29. TARGET STAFFING PROFILE

LOCATION QUOTIENTS: **BELOW AVG** ▶ ◀ **ABOVE AVG**

STANDARD OCCUPATIONAL CLASSIFICATION		EMPLOYMENT			EARNINGS	
Code	Description	2020 Jobs	% of Target	LQ (US= 1.00)	Local Hourly Median	Relative to US (US=1.00)
25-1099	Postsecondary Teachers	435	16.7%	1.60	31.37	0.85
43-9061	Office Clerks, General	128	4.9%	1.70	16.64	0.98
25-9044	Teaching Assistants, Postsecondary	118	4.5%	4.25	11.70	0.67
43-6014	Secretaries & Administrative Assistants, All Other	88	3.4%	1.37	16.08	0.86
37-2011	Janitors & Cleaners, Except Maids & Housekeeping Cleaners	78	3.0%	2.71	12.55	0.90
11-9033	Education Administrators, Postsecondary	52	2.0%	1.82	38.83	0.83
11-1021	General & Operations Managers	50	1.9%	0.88	37.00	0.75
43-4051	Customer Service Representatives	45	1.7%	0.58	16.40	0.95
13-1198	Business Operations Specialists, All Other	43	1.7%	0.65	32.96	0.89
43-3031	Bookkeeping, Accounting, & Auditing Clerks	41	1.6%	1.23	18.62	0.91
27-2022	Coaches & Scouts	38	1.4%	2.49	14.80	0.84
53-3058	Passenger Vehicle Drivers, Except Bus & Transit	37	1.4%	0.77	17.21	1.15
49-9071	Maintenance & Repair Workers, General	37	1.4%	1.91	18.03	0.92
13-2011	Accountants & Auditors	30	1.2%	0.66	29.25	0.83
15-1232	Computer User Support Specialists	29	1.1%	0.59	21.16	0.84
43-1011	First-Line Supervisors, Office & Administrative	29	1.1%	0.92	24.32	0.87
25-9099	Educational Instructors & Librarians, All Other	27	1.0%	1.86	17.44	0.87
19-4021	Biological Technicians	25	1.0%	2.97	19.42	0.87
13-1111	Management Analysts	25	1.0%	0.40	36.05	0.85
13-1161	Market Research Analysts & Marketing Specialists	23	0.9%	0.63	20.74	0.66
11-2021	Marketing Managers	23	0.9%	1.37	61.36	0.92
25-3021	Self-Enrichment Teachers	23	0.9%	1.36	12.87	0.65
43-6011	Executive Secretaries & Administrative Assistants	23	0.9%	0.96	25.49	0.84
15-1256	Software Developers, Analysts, & Testers	22	0.8%	0.18	32.20	0.61
21-1012	Career Counselors & Advisors	22	0.8%	0.97	20.80	0.75

WHY IT MATTERS

Each target industry is underpinned by its workforce, making the occupational composition of each target worthy of further analysis. This figure shows each target's largest occupational contributors. The number of local jobs for each occupation is shown along with the occupation's weight (in percentage terms) within the target. The LQ compares the occupation's local weight to its national weight within this target. An LQ that exceeds 1.00 indicates a local occupation employed more heavily by the local target industry than national patterns might imply, while an LQ below 1.00 indicates relatively lighter local reliance on the occupation. Median local hourly earnings accompany the occupations shown in the figure. Wage ratios exceeding 1.00 indicate higher pay than the same occupation might expect nationally, while ratios below 1.00 suggest relatively lower compensation than the national level.



FIGURE 30. TARGET SNAPSHOT

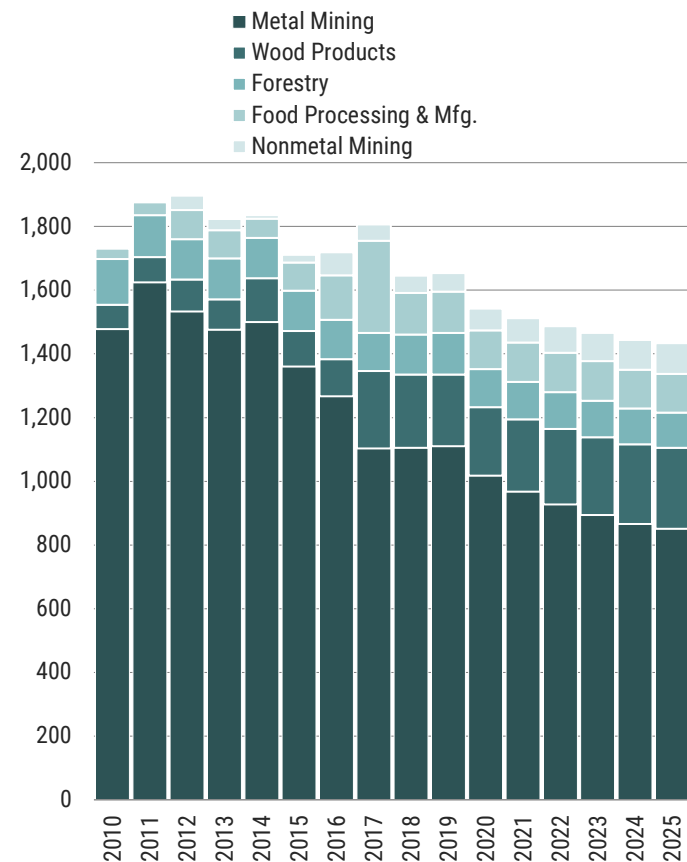
MARQUETTE COUNTY	TOTAL	TARGET
2020 Establishments	1,648	41
2020 Employment	27,412	1,542
Net Chg., 2010–2020	-1,959	-193
Pct. Chg., 2010–2020	-6.7%	-11.1%

FIGURE 31. EMPLOYMENT OUTLOOK

US OVERALL	TOTAL	TARGET
Net Chg., 2020–2025	+5,970,448	+80,700
Pct. Chg., 2020–2025	+3.7%	+4.5%

MARQUETTE COUNTY	TOTAL	TARGET
Net Chg., 2020–2025	-268	-109
Pct. Chg., 2020–2025	-1.0%	-7.1%

FIGURE 32. TARGET GROWTH
Annual Percent Change in Employment



Sources (this page and next): US Bureau of Labor Statistics; Emsi 2020.2—QCEW Employees, Non-QCEW Employees, and Self-Employed; US Economic Development Administration; Institute for Strategy and Competitiveness at Harvard Business School; TIP Strategies, Inc. Note: The cluster methodology developed at Harvard Business School has been adjusted by TIP Strategies to align with the six-digit NAICS classifications used by Emsi.

FIGURE 33. TARGET CONCENTRATION
Location Quotient Trend

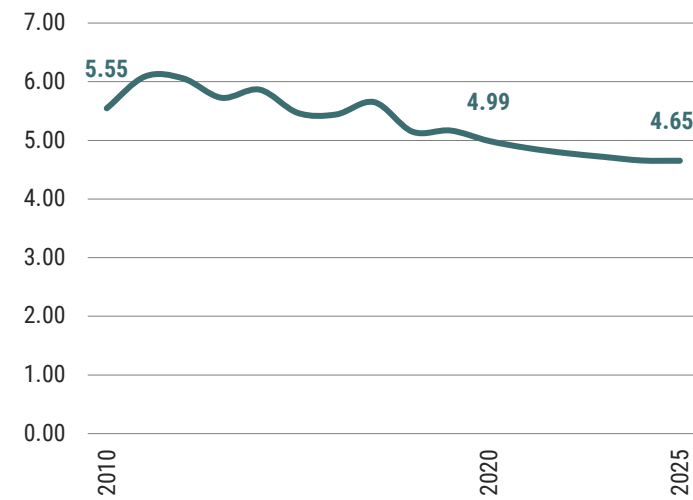


FIGURE 34. TARGET COMPONENTS
Annual Employment

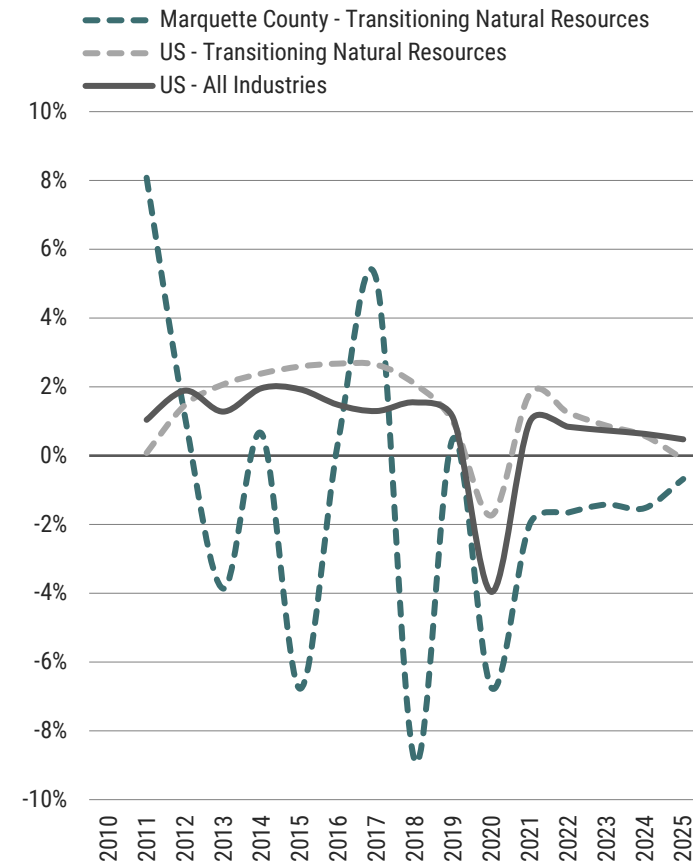


FIGURE 35. TARGET STAFFING PROFILE

LOCATION QUOTIENTS: **BELOW AVG** **ABOVE AVG**

STANDARD OCCUPATIONAL CLASSIFICATION		EMPLOYMENT			EARNINGS	
Code	Description	2020 Jobs	% of Target	LQ (US= 1.00)	Local Hourly Median	Relative to US (US=1.00)
53-3032	Heavy & Tractor-Trailer Truck Drivers	139	9.2%	3.07	21.41	0.95
49-9041	Industrial Machinery Mechanics	101	6.6%	2.89	28.74	1.08
47-5022	Excavating & Loading Machine Operators, Surface	74	4.9%	8.58	15.03	0.69
47-2111	Electricians	51	3.3%	8.60	26.62	0.99
53-7062	Laborers & Material Movers, Hand	51	3.3%	0.71	12.93	0.86
49-9071	Maintenance & Repair Workers, General	47	3.1%	1.70	18.03	0.92
45-4022	Logging Equipment Operators	46	3.1%	1.49	15.65	0.80
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	45	2.9%	6.98	25.23	0.96
51-1011	First-Line Supervisors, Production & Operations	39	2.5%	0.82	29.07	0.97
47-1011	First-Line Supervisors, Construction & Extraction	39	2.5%	6.77	32.64	1.03
51-7041	Sawing Machine Operators	34	2.2%	1.10	16.53	1.09
53-7051	Industrial Truck & Tractor Operators	31	2.1%	0.67	21.63	1.20
51-9051	Furnace, Kiln, Oven, Drier, & Kettle Operators	31	2.1%	9.79	30.20	1.54
47-2073	Construction Equipment Operators	31	2.0%	2.40	25.69	1.08
49-1011	First-Line Supervisors of Mechanics & Repairers	27	1.8%	3.68	30.53	0.90
51-9061	Inspectors, Testers, Sorters, Samplers, & Weighers	25	1.6%	0.85	21.88	1.12
47-5041	Continuous Mining Machine Operators	21	1.4%	2.59	19.09	0.70
47-5012	Rotary Drill Operators, Oil & Gas	20	1.3%	50.16	17.13	0.66
49-3031	Bus & Truck Mechanics & Diesel Engine Specialists	20	1.3%	6.55	21.92	0.92
51-7042	Woodworking Machine Operators	18	1.2%	0.46	16.32	1.06
47-5097	Misc. Drillers, Explosives Workers, & Blasters	18	1.2%	8.43	25.83	1.11
47-5011	Derrick Operators, Oil & Gas	17	1.1%	89.88	26.85	1.16
11-1021	General & Operations Managers	17	1.1%	0.72	37.00	0.75
35-3023	Fast Food & Counter Workers	16	1.1%	2.09	11.55	1.01
47-5098	Mining & Extraction Workers, All Other	16	1.0%	3.35	43.82	1.74

WHY IT MATTERS

Each target industry is underpinned by its workforce, making the occupational composition of each target worthy of further analysis. This figure shows each target's largest occupational contributors. The number of local jobs for each occupation is shown along with the occupation's weight (in percentage terms) within the target. The LQ compares the occupation's local weight to its national weight within this target. An LQ that exceeds 1.00 indicates a local occupation employed more heavily by the local target industry than national patterns might imply, while an LQ below 1.00 indicates relatively lighter local reliance on the occupation. Median local hourly earnings accompany the occupations shown in the figure. Wage ratios exceeding 1.00 indicate higher pay than the same occupation might expect nationally, while ratios below 1.00 suggest relatively lower compensation than the national level.



FIGURE 36. TARGET SNAPSHOT

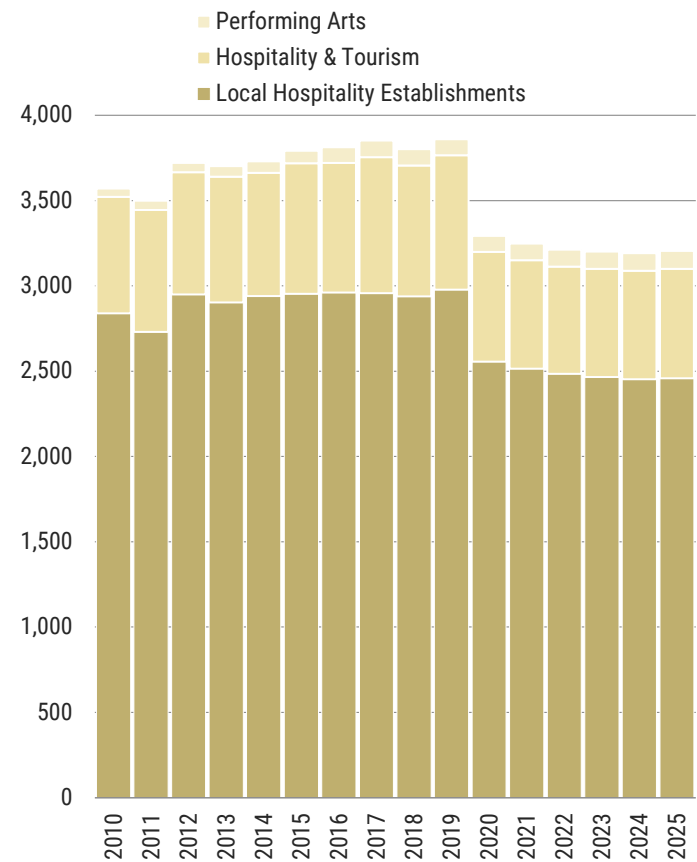
MARQUETTE COUNTY	TOTAL	TARGET
2020 Establishments	1,648	218
2020 Employment	27,412	3,293
Net Chg., 2010–2020	-1,959	-278
Pct. Chg., 2010–2020	-6.7%	-7.8%

FIGURE 37. EMPLOYMENT OUTLOOK

US OVERALL	TOTAL	TARGET
Net Chg., 2020–2025	+5,970,448	+261,419
Pct. Chg., 2020–2025	+3.7%	+1.7%

MARQUETTE COUNTY	TOTAL	TARGET
Net Chg., 2020–2025	-268	-87
Pct. Chg., 2020–2025	-1.0%	-2.6%

FIGURE 38. TARGET GROWTH
Annual Percent Change in Employment



Sources (this page and next): US Bureau of Labor Statistics; Emsi 2020.2—QCEW Employees, Non-QCEW Employees, and Self-Employed; US Economic Development Administration; Institute for Strategy and Competitiveness at Harvard Business School; TIP Strategies, Inc. Note: The cluster methodology developed at Harvard Business School has been adjusted by TIP Strategies to align with the six-digit NAICS classifications used by Emsi.

FIGURE 39. TARGET CONCENTRATION
Location Quotient Trend

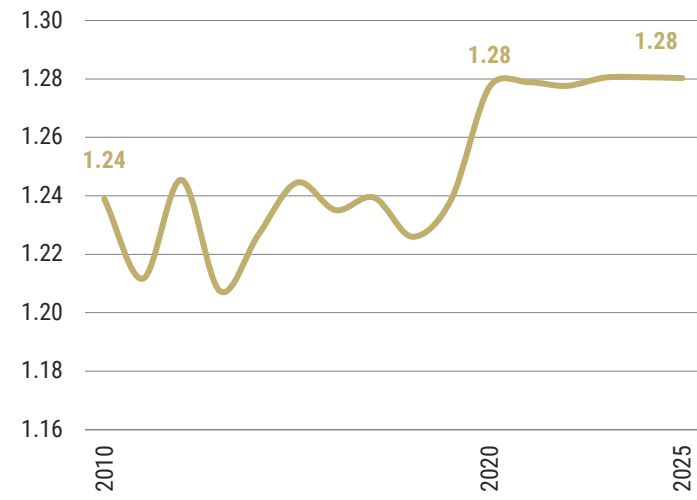


FIGURE 40. TARGET COMPONENTS
Annual Employment

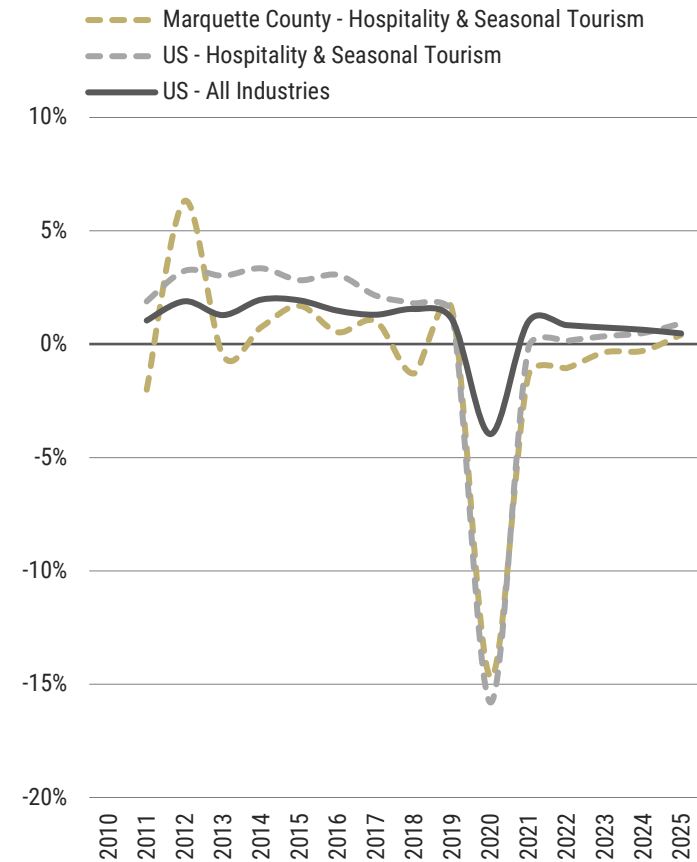


FIGURE 41. TARGET STAFFING PROFILE

LOCATION QUOTIENTS: **BELOW AVG** (red) **ABOVE AVG** (green)

STANDARD OCCUPATIONAL CLASSIFICATION	EMPLOYMENT			EARNINGS	
	2020 Jobs	% of Target	LQ (US= 1.00)	Local Hourly Median	Relative to US (US=1.00)
35-3023 Fast Food & Counter Workers	799	24.6%	1.22	11.55	1.01
35-3031 Waiters & Waitresses	485	15.0%	1.13	12.04	1.05
35-2014 Cooks, Restaurant	329	10.2%	1.33	12.99	0.94
35-1012 First-Line Supervisors of Food Prep & Services	194	6.0%	1.14	15.59	0.94
35-3011 Bartenders	184	5.7%	1.89	11.15	0.93
37-2012 Maids & Housekeeping Cleaners	128	3.9%	1.54	11.52	0.93
41-2011 Cashiers	96	3.0%	1.10	11.13	0.93
43-4081 Hotel, Motel, & Resort Desk Clerks	81	2.5%	1.75	10.85	0.88
35-9011 Dining, Cafeteria, & Bar Attendants	75	2.3%	1.04	11.18	0.93
35-9021 Dishwashers	58	1.8%	0.73	11.46	0.94
53-3031 Driver/Sales Workers	56	1.7%	1.18	17.70	1.32
35-2021 Food Preparation Workers	41	1.3%	0.40	11.97	0.96
35-2011 Cooks, Fast Food	35	1.1%	0.29	11.96	1.02
39-3091 Amusement & Recreation Attendants	34	1.0%	0.74	11.82	0.99
49-9071 Maintenance & Repair Workers, General	30	0.9%	0.96	18.03	0.92
39-9031 Exercise Trainers & Group Fitness Instructors	29	0.9%	0.60	15.44	0.80
11-1021 General & Operations Managers	27	0.8%	0.77	37.00	0.75
35-9031 Hosts & Hostesses, Food-Related	24	0.7%	0.34	12.15	1.06
41-2031 Retail Salespersons	24	0.7%	0.85	12.52	0.96
37-3011 Landscaping & Groundskeeping Workers	22	0.7%	1.08	12.18	0.82
11-9051 Food Service Managers	22	0.7%	0.42	27.36	1.10
37-2011 Janitors & Cleaners, Except Maids & Housekeeping Cleaners	20	0.6%	0.82	12.55	0.90
35-2015 Cooks, Short Order	19	0.6%	0.81	11.15	0.87
35-1011 Chefs & Head Cooks	16	0.5%	0.74	30.79	1.27
11-9081 Lodging Managers	14	0.4%	1.63	25.22	0.99

WHY IT MATTERS

Each target industry is underpinned by its workforce, making the occupational composition of each target worthy of further analysis. This figure shows each target's largest occupational contributors. The number of local jobs for each occupation is shown along with the occupation's weight (in percentage terms) within the target. The LQ compares the occupation's local weight to its national weight within this target. An LQ that exceeds 1.00 indicates a local occupation employed more heavily by the local target industry than national patterns might imply, while an LQ below 1.00 indicates relatively lighter local reliance on the occupation. Median local hourly earnings accompany the occupations shown in the figure. Wage ratios exceeding 1.00 indicate higher pay than the same occupation might expect nationally, while ratios below 1.00 suggest relatively lower compensation than the national level.

APPENDIX B. CASE STUDIES



ANN ARBOR SPARK Ann Arbor, Michigan

<https://annarborusa.org/>

tech and entrepreneurial conference), entrepreneur bootcamp, student internship programs, and funding programs specifically for nascent companies. In addition to federal and state funding, SPARK manages SPARK Capital, the statewide coinvestment fund that provides up to \$250,000 for qualifying companies.

Another vehicle for financing entrepreneurs and spurring local innovation is the Ann Arbor/ Ypsilanti SmartZone Local Development Finance Authority (LDFA). Enacted in 2001, MEDC created 21 geographically distinct SmartZones throughout the state. The overarching goal of the program is to create and grow local tech economies by financing technology-based companies, entrepreneurs, and researchers in proximity to one another and community assets. LDFA's specific mandate is to provide funding to commercialize research products developed at University of Michigan, Eastern Michigan University, and high technology companies. It is governed by a nine-member board of directors with six members appointed by the Ann Arbor City Council and three by the Ypsilanti City Council. The board's largest service provider has been Ann Arbor SPARK and funding comes from the state, which is determined through a tax capture.

KEY TAKEAWAYS

- Legislate and advocate for special tax zones to capture money for funding innovation economies that would otherwise be inaccessible.
- Think regionally about economic development and work closely with state leadership to create innovative funding solutions.
- Create services for entrepreneurs at every stage of business development, ensuring companies can access support at any point in their life cycles.
- Engage experienced business leaders through mentorship opportunities.

Source: TIP Strategies research.

BACKGROUND

For more than 15 years, Ann Arbor SPARK has served the greater Ann Arbor region, which includes Washtenaw and Livingston Counties. SPARK is a nonprofit economic development organization that fosters regional growth through business attraction, retention, and creation. The bi-county area has a long history of tech development due in large part to the presence of the University of Michigan. Capitalizing on this, SPARK has created a robust entrepreneurial ecosystem within the region.

In 2020, SPARK's entrepreneurial services team assisted more than 267 innovation startups through their programs and facilities, which include fully equipped coworking spaces across two innovation centers (SPARK Central and SPARK East), mentorships with regional business leaders, a2Tech360 (an annual



THE RURAL CHILD CARE INNOVATION PROGRAM (RCCIP) Koochiching County, Minnesota

<https://www.ruralchildcare.org/koochichingcounty>

BACKGROUND

RCCIP is a statewide program in Minnesota that seeks to support workforce development by increasing the availability of affordable childcare in rural communities. The program is being expanded to Michigan, which just completed an application cycle in October 2021 that will designate six communities to participate. Specifically, RCCIP employs the tools of economic development to improve the lives of rural Minnesotans. The overarching goal of each local implementation is the same: to empower localities through community engagement, analyze the community childcare landscape, and create a Community Solution Action Plan informed by the preceding elements. In 2020, RCCIP trained over 1,000 citizens, created or kept over 300 childcare jobs, and opened more than 900

new childcare opportunities.

Koochiching County, located in the northeast region of the state, joined RCCIP in 2018. At the inception of the program, the county had a need for over 350 childcare slots. While the county has a large geographic footprint, its population is only about 13,000 people. The main industries are tourism, timber, and paper & fiberboard manufacturing. The lack of affordable and accessible childcare meant a lack of qualified workforce for local businesses as workers needed to stay home and watch their children. Koochiching County's situation follows the same trend of the larger northeastern region of the state. Regionally, this translates to a loss of potential earnings of \$8.1 million annually and a potential tax revenue loss for the state of \$1.3 million. Additionally, the lack of quality childcare has longer-term implications for the current group of children with future workforce losses equaling \$13.3 million regionally.

After publishing the Community Solution Action Plan in 2019, Koochiching County continues to make progress on the goals set forth in the document. As of September 2020, two new childcare locations opened through the adoption of a Community Collaborative Child Care model, which addresses the childcare shortage by creating public private partnerships to help fund and resource the program.

KEY TAKEAWAYS

- Increase regional and statewide public awareness of early care and education's role in rural economic development through creating strategic public and private partnerships.
- When creating workforce development solutions, it is imperative to include strategies for the entire family. First and foremost, to minimize absenteeism and job losses in the immediate term and, second, to ensure a qualified talent pool for future workforce needs.

Source: TIP Strategies research.

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