A Joint Meeting for the Eastern Upper Peninsula’s Regional Prosperity Initiative & CEDS Development

20 April, 2015
Today’s Itinerary

• Recap of events leading up to today.
• Key findings:
  • Data;
  • Focus group sessions.
• Economic Development Blueprint & discussion.
• RPI Dashboard.
• Recommendations for EUPRPDC Board adoption.
• Next steps.
Purpose & Process
Two Needs, One Plan

CEDS
Comprehensive Economic Development Strategy

Regional Prosperity Initiative—Collaborative Level

Elevating the Eastern Upper Peninsula
Stakeholder Meeting

REDAC Meeting

Joint Stakeholder & REDAC meeting

REDAC Meeting

EUPRPDC Board Approval

Tourism & Natural Resources Focus Group

Agriculture and Local Food Systems Focus Group

Education Focus Group

Health Care Focus Group

Economic & Workforce Development Focus Group

Infrastructure Focus Group

Submit to EDA & DTMB

Majority of plan written

Joint Stakeholder & REDAC meeting

Oct. '14

Sep. '14

Nov. '14

Dec. '14

Jan. '15

Feb. '15

Mar. '15

Apr. '15
Findings
The graph illustrates the population trends for Chippewa County, Luce County, Mackinac County, and the Eastern Upper Peninsula (EUP) from 1990 to 2012. The population for Chippewa County shows a slight increase over the years, while the other counties exhibit relatively stable populations with some minor fluctuations. The data is sourced from Munetrix.
United States
Michigan
EUP
Chippewa
Luce
Mackinac

Median Age in Years

Source: U.S. Census Bureau
Note: “HSGH” = High School Graduate or Higher; “BDH” = Bachelor’s Degree or Higher.

Source: U.S. Census Bureau
Percent of Employed Labor Force

- Private wage & salary workers
- Government workers
- Self-employed, not incorporated
- Unpaid family workers

Source: U.S. Census Bureau
Household Income Ranges

- Less than $15,000
- $15,000 to $34,999
- $35,000 to $74,999
- $75,000 to $149,999
- $150,000 or more

Source: U.S. Census Bureau
Percent of Labor Force Unemployed

Source: Michigan Department of Technology, Management & Budget
Michigan’s Top 5 Industries – 2013

Total Wages Paid in 2013: $152 billion

- Manufacturing: 18.2%
- Health Care & Social Assistance: 16.9%
- Professional, Scientific & Technical Services: 10.4%
- Management of Companies & Enterprises: 7.2%
- Retail Trade: 7.0%

These 5 industries accounted for 59.7% of total wages paid and employed 54.0% of all employed persons.
Chippewa County’s Top 5 Industries – 2013

Total Wages Paid in 2013: $249 million

- Health Care & Social Assistance: 28.3%
- Accommodation & Food Services: 16.1%
- Retail Trade: 15.0%
- Manufacturing: 8.8%
- Construction: 5.8%

These 5 industries accounted for 74.0% of total wages paid and employed 77.6% of all employed persons.
Luce County’s Top 5 Industries – 2013

Total Wages Paid in 2013: $42 million

• Health Care & Social Assistance: 35.7%
• Manufacturing: 19.9%
• Retail Trade: 14.2%
• Construction: 5.5%
• Finance & Insurance: 4.7%

These 5 industries accounted for 80.0% of total wages paid.
Mackinac County’s Top 5 Industries – 2013

Total Wages Paid in 2013: $94 million

• Accommodation & Food Services: 38.4%
• Health Care & Social Assistance: 14.0%
• Retail Trade: 11.6%
• Construction: 6.6%
• Manufacturing: 4.9%

These 5 industries accounted for 75.5% of total wages paid and employed 73.4% of employed persons.
<table>
<thead>
<tr>
<th>Code</th>
<th>Industry</th>
<th>Estimated Employment</th>
<th>Projected Employment</th>
<th>Numeric Change</th>
<th>Percent Change</th>
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<tbody>
<tr>
<td>0</td>
<td>Total All Industries</td>
<td>120,600</td>
<td>124,540</td>
<td>3,940</td>
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<tr>
<td>488</td>
<td>Support Activities for Transportation</td>
<td>120</td>
<td>250</td>
<td>130</td>
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<td>333</td>
<td>Machinery Manufacturing</td>
<td>940</td>
<td>1,440</td>
<td>500</td>
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<tr>
<td>336</td>
<td>Transportation Equipment Manufacturing</td>
<td>590</td>
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<tr>
<td>311</td>
<td>Food Manufacturing</td>
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<td>561</td>
<td>Administrative and Support Services</td>
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<td>2,330</td>
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<td>339</td>
<td>Miscellaneous Manufacturing</td>
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<td>334</td>
<td>Computer and Electronic Product Manufacturing</td>
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<td>280</td>
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<tr>
<td>485</td>
<td>Transit and Ground Passenger Transport</td>
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<td>443</td>
<td>Electronics and Appliance Stores</td>
<td>280</td>
<td>350</td>
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<td>531</td>
<td>Real Estate</td>
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<td>750</td>
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<td>24.8%</td>
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<tr>
<td>541</td>
<td>Professional, Scientific, and Technical Services</td>
<td>2,730</td>
<td>3,320</td>
<td>590</td>
<td>21.4%</td>
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Source: Michigan Department of Management Technology and Budget; U.S. Bureau of Labor Statistics and Employment & Training
The 6 Focus Areas

• Education
• Economic & Workforce Development
• Tourism & Natural Resources
• Health Care
• Agriculture & Local Food Systems
• Infrastructure
Focus Area: Education

**Strengths**
- Educational opportunities still provided in face of declining enrollment.
- LSSU, BMCC, GLBBS, LCCS.
- CTE available at Sault Area Schools.

**Challenges & Threats**
- Increasingly low enrollment numbers.
- Limited CTE.
- Broadband availability.
- Retaining students.
- No true community college.

**Opportunities**
- New approaches being taken by LSSU.
- Enhanced enrollment programs.
- Expanding CTE offerings to meet employer needs.
- Increased collaboration amongst institutions.
Focus Area: Economic & Workforce Development

Strengths

• A large supply of professionals working in economic development.
• Michigan Works! in each county.
• Willingness to embrace regionalism.

Challenges & Threats

• Access to the supply of skilled-trade labor.
• Reliance on seasonal jobs.
• Lack of available amenities.
• Apathy.
• Funding challenges and uncertainties.

Opportunities

• Embracing smart growth and collaboration.
• Perennial draw to the region provided by tourism.
• College town.
• Small scale provides opportunity to develop sustainable models.
**Focus Area: Tourism & Natural Resources**

**Strengths**
- Some of Michigan’s premier tourist attractions.
- Recreational use of natural resources.
- Proximity to Canada.
- Great Waters brand.

**Challenges & Threats**
- Only visiting major attractions.
- Connectivity of communities.
- Service quality and knowledgeability.
- Same people leading many efforts.

**Opportunities**
- Improve wayfinding signs and materials.
- Communicate better to cross-promote activities and events.
- Promote lesser-known events.
- Birding.
- LSSU’s Regional Outdoor Center.
Focus Area: Health Care

Strengths
• Non-profit hospitals in each county.
• Other professionals working in health care throughout the region.
• Consume health-care education.

Challenges & Threats
• Maintaining non-profit status.
• Attracting and retaining physicians.
• Changes in health insurance.
• Not maintaining relationship between institutions and LSSU.

Opportunities
• Healthy relationship exists between institutions and organizations.
• Cross-border health care.
• CMU’s rural medicine programs.
• Further collaboration.
Focus Area: Agriculture & Local Food Systems

**Strengths**
- EUP is an ideal location for hay production.
- Regional commitment and farmers’ markets.
- Maple trees are plentiful.

**Challenges & Threats**
- Climate.
- Infrastructure.
- Labor and aging farmers.
- Access to funds and labor to expand.
- Threats to maple syrup production.
- Tribal food regulations.

**Opportunities**
- Embracing locally grown products.
- Growing crops which are suited to the region.
- Seed potato farming.
- New practices.
- Maple syrup.
Focus Area: Infrastructure

**Strengths**
- Impressive infrastructural assets.
- EUP Transportation Authority.
- Chippewa County International Airport.
- Commercial and recreational harbors.
- Existing trail systems.

**Challenges & Threats**
- Funding availability and disinvestment.
- Aging staff.
- Providing infrastructure to citizens desiring to live removed from urban areas.
- Reliance upon energy produced outside region.
- Broadband availability.

**Opportunities**
- Improved infrastructure between the Twin Saults.
- Recent transit study and safety analysis.
- Snowmobiling.
- Non-motorized infrastructure in the region.
- Unique location.
Economic Development Blueprint
Our Vision

Michigan’s Eastern Upper Peninsula will be a region in the world attractive to enterprise, students, tourists, and residents alike; where one can be immersed in a natural setting yet access 21st century amenities; and where opportunity prevails through the application of modern techniques, collaboration, and mindful allocation of resources.
Region-wide access to educational opportunities which support learning, career-preparedness, and self-efficacy.

Education Goal
Strategy 1.1

Strengthen and, where feasible, expand career-technical education opportunities.

Action Items

• 1.1.1: Map career-technical education assets and where demand exists; determine costs, implementation methods, and locations for expanded services.

• 1.1.2: Work with the Upper Peninsula partners during the development of career technical education marketing tools, messages and implementation procedures for the Upper Peninsula.

• 1.1.3: Pursue additional classes integrating academics with career technical education.

• 1.1.4: Incorporate additional business and community leaders into discussions and development of career technical education programs to build support, anticipate future demand, and capture new ideas.

Action Partners: EUP ISD, EUPRPDC, MI Works!, LSSU, BMCC, SSMTCI, BMIC, EUP EDOs, private enterprises, community leaders; UP CDC, CUPPADD, WUPPDR.
Strategy 1.2

Promote the utilization of opportunities provided by enhanced-enrollment programs.

Action Items

• 1.2.1: Assess how enrollment programs are promoted to students, faculty and parents.

• 1.2.2: In-depth discussions amongst education stakeholders to address funding mechanisms, programmatic intricacies, and consistency of region-wide offerings.

• 1.2.3: Use successful cases of early/middle college programs to determine practicality for replication in the Eastern Upper Peninsula.

Action Partners: EUP ISD, EUP school districts, LSSU, BMCC, EUPRPDC.
Strategy 1.3

Expand LSSU’s scope both in terms of target market and educational opportunities offered.

Action Items

• 1.3.1: Improve internal and external communications, increase visibility, student enrollment and retention.

• 1.3.2: Provide comprehensive higher education and workforce training programs and services of superior quality that are affordable and accessible and meet individual, business, and community needs.

• 1.3.3: Continue development of unique programs which distinguish the university.

Action partners: LSSU; EUPRPDC, MI Works!
A business environment where one can create, grow, or relocate a business knowing they will be able to access necessary labor, infrastructure and amenities in order to thrive sustainably and profitably.

Economic & Workforce Development Goal
Strategy 2.1

Build reputation as a desirable location to conduct business through steadfast attention to the growth and sustainability of businesses located within the region.

Action Items

• 2.1.1: Promote successes of local businesses across relevant mediums.
• 2.1.2: Region-wide appreciation and award ceremony to celebrate and bring together business leaders and recognize exceptional employees.
• 2.1.3: Encourage local businesses and entrepreneurs to utilize the SmartZone when developing new products.
• 2.1.4: Promote grant and loan opportunities and available resources for business development and improvements.
• 2.1.5: Work with local governments to ensure policy does not withhold opportunity.
• 2.1.6: Continue to assess and develop exporting initiatives.

Action Partners: EUP EDOs, EUPRPDC, MSUE, SSMART Inc., Kanava International LLC, private enterprise.
Strategy 2.2

Use regional branding to change mindsets from remote location to desired destination.

Action Items

• 2.2.1: Meet with leaders of the Great Waters initiative to discuss the use of the brand they developed across all modes of bringing people to the region—tourism, recreation, business attraction, workforce retention, and education.

• 2.2.2: Incorporate regional brand into advertising efforts.

Action Partners: EUP CVBs, EUP COCs, EUP DDAs, EUP EDOs, EUPRPDC, MI Works!, Great Waters, Kanava International LLC.
Strategy 2.3

Use strategic placemaking in a manner that is unique, exciting, sustainable, and conducive to commercial activity.

**Action Items**

- 2.3.1: Establish networks with owners of vacant and undeveloped property within downtowns to assess plans for investment, redevelopment and attraction of businesses.
- 2.3.2: Define trade areas and utilize target market analyses for business districts to concentrate marketing and advertising efforts.
- 2.3.3: Employ best practices from comparable locations which are prospering in a manner adjusted to the needs and uniqueness of the region.
- 2.3.4: Study local policies addressing the attraction of new enterprises as well as the growth and sustainability those already established.
- 2.3.5: Continued construction of regional geographic information system databases.
- 2.3.6: Increase supply of housing in downtowns.

**Action Partners:** EUP DDAs, EUP EDOs, EUPRPDC, EUP housing authorities, EUP COCs, MSUE, municipal governments, municipal planners and planning commissions.
Strategy 2.4

Improve customer service.

Action Items

• 2.4.1: Through curriculum, training, and personalized services, equip service-industry employers with resources to further develop their employees.

• 2.4.2: Create a hospitality development program that would provide regional businesses an affordable option to develop their staff, services and functionality.

• 2.4.3: Replicate the “Sault Certified” initiative on a regional scale to establish a consistent knowledge of regional activities and facts amongst workforce.

• 2.4.4: Develop a forum or feedback system to gauge improvement and showcase positive encounters; create competition to provide best service.

Action Partners: EUP EDOs, EUP CVBS, EUP COCs, MI Works!, MSUE EUPRPDC, Kanava International LLC, tribal governments, private enterprises.
Strategy 2.5

Increase visibility and proactivity of workforce development agencies.

Action Items

- 2.5.1: Develop a demand driven system for accessing and utilizing workforce programs.
- 2.5.2: Establish a coordinated Business Services Team to assist in meeting the needs of employers across the region.
- 2.5.3: Identify and pursue resources to adequately market the existing workforce development agency, programs and services available to job seekers and employers in the Region.

Action Partners: MI Works, CCSS, Northern Transitions, EUP EDOs, private enterprises.
A health care system focused on the community with active collaboration amongst providers, agencies and coalitions.

Health Care Goal
Strategy 3.1

Continue, build upon and increase collaborative efforts.

Action Items

• 3.1.1: Use the healthy relationship already established between health care institutions, county health care entities and tribal health entities to come together with greater frequency in order to facilitate discussions addressing issues and identifying opportunities for collaboration.

• 3.1.2: Replicate agreement that exists amongst the three hospitals in the region for rehab service where feasible with other services.

• 3.1.3: Work with long-term skilled-nursing and short-term rehabilitation centers in the region to understand their needs, requirements and plans to ensure citizens will have necessary care options available.

• 3.1.4: Examine the feasibility of a surgical team which could be shared between the three hospitals within the region.

• 3.1.5: Examine the feasibility of sharing coding specialists between the three hospitals and tribal health entities.

Action partners: WMH, HNJH, MSHS, LMASDHD, CHAC, CCHD, STH, BMH, private health care providers.
Strategy 3.2

Retain physicians within the region.

**Action Items**

- 3.2.1: Work with physicians coming into the region to understand their needs and desires for where they would ideally practice.
- 3.2.2: Continue to develop relationships with medical schools.
- 3.2.3: Study cases where rural regions have been successful in accommodating specialty physicians and reducing time on call, addressing vacation concerns and the like.
- 3.2.4: Work closely with economic, downtown and planning organizations to express requirements for retaining physicians.

**Action Partners:** WMH, HNJH, MSH; EUPRPDC, EUP EDOs, EUP DDAs.
Strategy 3.3

*Continue to develop capacities necessary to train and develop health-care workforce within the region.*

**Action Items**

- 3.3.1: Continue exploring a partnership with LSSU in regards to developing a nursing simulator facility.
- 3.3.2: Identify opportunities to get students into health-care facilities earlier to improve preparedness upon entry into the workforce as well as to retain students up graduation.

**Action Partners:** WMH, HNJH, MSHS, BMH, STH, LSSU, BMCC.
Strategy 3.4

Open cross-border access to health care.

Action Items

• 3.4.1: Work out legal intricacies of cross-border health care provision.
• 3.4.3: Continue study of cases where this occurs elsewhere in the United States.
• 3.4.4: Work with physicians and insurers to provide clarity.
• 3.4.5: Advertise to desired target markets.

Action Partners: WMH; Canadian health-care partners.
Increased engagement of local residents around tourism and recreational use of our natural resources to promote quality of life and desirability of our region for family and business.

Tourism & Natural Resources Goal
Strategy 4.1

Promote existing outdoor activities as well as further develop the range of outdoor activities available within the region.

**Action Items**

- **4.1.1:** Develop materials for specific outdoor activities. For example: “Fish the EUP”; “Hike the EUP”; “Swim the EUP”.
- **4.1.2:** At major tourist attractions, promote other destination within the region.
- **4.1.3:** Use the fact that one can see three Great Lakes in one region to strengthen promotional materials.
- **4.1.4:** Support water trail planning to increase awareness of access points along Great Lakes’ coastline.
- **4.1.5:** Engage local birding experts to gauge viability of birding throughout the region.
- **4.1.6:** Invite members of the International Mountain Biking Association to assess mountain biking opportunity in the region and steps to move forward.
- **4.1.7:** Increase awareness of the Regional Outdoor Center located at LSSU.
- **4.1.8:** Study interest of youths in outdoor activities available throughout the region.
- **4.1.9:** Identify new trail segments which could link communities, improve walkability and biking opportunities as well as stakeholders.

**Action Partners:** EUP CVBs, EUP COCs, EUPRPDC, EUP EDOs, MSUE.
Strategy 4.2

Action Items:
- 4.2.1: Create a regional recreation plan for the region.
- 4.2.2: Educate municipalities on what the regional recreation plan means for their communities.
- 4.2.3: Collaborate on grant applications.

Action Partners: EUPRPDC, municipal governments, planning commissions and departments.

Update recreation plans to be able to access funding opportunities.
Strategy 4.3

Use regional branding to convey the range of unique recreational activities available in the region.

Action Items

• 4.3.1: Support regional branding efforts currently underway.

• 4.3.2: Encourage brand use beyond tourism.

Action Partners: Great Waters, EUP CVBs, EUP COCs, EUPRPDC, EUP EDOs, Kanava International, LLC.
An agriculture and food sector able to increase production, add value to products, and reach new markets through collaborative efforts and development of aggregation, processing, storage and distribution infrastructure.

Agriculture & Local Food Systems Goal
Strategy 5.1

Educate consumers about eating locally produced food.

Action Items

• 5.1.1: Discuss with institutions why they should source 20 percent of their food products from Michigan growers, producers and processors and how to access the supply chain.

• 5.1.2: Work with schools to identify how they can and why they should incorporate food and agriculture into the pre-K through 12th grade curriculum.

• 5.1.3: Increase awareness of when and where locally-grown products can be purchased.

Action Partners: UPFE, MSUE, EUP farmers, CLMCD, EUP farmers’ markets, EUPRPDC, EUP EDOs, SSMTCI, and Bay Mills Waishkey Bay Farm.
Strategy 5.2

Obtain necessary infrastructure to aggregate, process, store and distribute products within the region.

Action Items

• 5.2.1: Justify investments by demonstrating increased local demand.

• 5.2.2: Work with farmers in the region aggregating, processing and storing on a small scale to determine if their operation can be transitioned to larger scale.

• 5.2.3: Increase regional food production.

• 5.2.4: Identify and apply for grant funding.

• 5.2.5: Study where and how products are being shipped to be aggregated, stored, processed and distributed.

Action Partners: UPFE, MSUE, CLMCD.
Strategy 5.3

Maintain support systems for farmers.

Action Items

• 5.3.1: Support and distribute information on agribusiness opportunities for local businesses/farms to sell product outside of the region and state.

• 5.3.2: Address legislative and regulatory obstacles that create barriers for local production and consumption.

Action Partners: UPFE, MSUE, CLMCD, Farm Bureau.
Maintain functionality of existing infrastructure and implement sustainable improvements where funding permits.
Strategy 6.1

Sustain and expand public transportation options.

Action Items

• 6.1.1: Map usage, gaps and surplus of public transportation throughout the region to ensure efficiency.

• 6.1.2: Develop a long-term maintenance schedule for vehicles.

• 6.1.3: Work with governmental entities to increase funding.

• 6.1.4: Continue collaborations amongst service providers and the SSMTCI.

• 6.1.5: Study cases of other small-scale public transportation systems who have experienced success in a rural, low-density service area.

Action Partners: EUPTA, SSMTCI, municipal and county governments, EUPRPDC.
Strategy 6.2

Action Partners: County road commissions, MDOT, bridge authorities, local and county governments.

Maintain roads, bridges and key infrastructure.
Strategy 6.3

Improve broadband access throughout the region.

Action Items

• 6.3.1: Collaborate on vertical asset mapping inventory with other Upper Peninsula regional planning entities to identify areas needing investment.

• 6.3.2: Carry out actions proposed in County Technology Action Plans.

Action Partners: EUPRPDC, SSMTCI, municipalities, EUP EDOs, county governments, private providers; CUPPAD, WUPPDR, Connect MI.
RPI Dashboard

- Through Munetrix.
- Display data relative to economic prosperity.
- Customizable interface.
- Display on our website.
Should EUPRPDC’s Board adopt this plan?
Next Steps for 2015

What EUPRPDC will be doing:

- Technological modernizations;
- Plan update;
- Broadband asset mapping;
- CTE asset mapping;
- Developing a regional recreation plan;
- Regional housing studies, analyses and plans;
- Economic Development Assistance Strategy;
- RPI marketing and branding;
- RPI website and dashboard maintenance;
  
  and

- Workforce development transitional strategy.

Repurposing the REDAC.
Thank you for your contributions and participation.