

2019 RPI Project Application Form

Region 1B Prosperity Council

The Central U.P. Prosperity Council maintains a collaboratively developed regional plan with a strategy for achieving a prosperous future. The [10-Year Plan](#) is intended to be a roadmap for future success; by completing the Plan’s action items and meeting its objectives, the region will take steps toward achieving the goals that have been identified. Funding from the Regional Prosperity Initiative will help build capacity and add support for the projects that align with this strategy.

Please complete the information below to help the Central U.P. Prosperity Council understand the scope of your project.

General Information	
Project submitter, title, and organization:	Lake Superior Community Partnership, Upward Talent Council, Northern Michigan University, and CUPPAD
Project title:	Triple Threat Economic Resiliency Strategy
Phone and e-mail address:	906-399-1371 rsoucy@cuppac.org
Type of funding request:	<input checked="" type="checkbox"/> 2019 RPI Project Funds <input type="checkbox"/> 2018 RPI Remainder Funds
Summary of project (in less than 100 words):	The project partners propose to develop an economic resiliency strategy in the wake of the idling of the Empire Mine and future disruptions from the closure of the Presque Isle Power Plant and expected end life of the Eagle Mine. The strategy will assess the impacts from multiple perspectives (industry, talent, and local government), then propose a recovery strategy with implementation steps. The strategy will also provide an analysis of industry clusters and employment/skills to determine how the Central U.P. can take steps to adapt and grow in future growth industries.
Project Description	
<i>*Be sure to include answers to all questions below to receive full consideration – attach additional sheets if necessary*</i>	
What geographic area does the project cover and who does it benefit?	The project is primarily based in Marquette County, where the employers are located; however, their laborsheds, markets, and economic impacts reach beyond political jurisdictions through counties in the Western and Central U.P. The six-county region and likely counties beyond will be the focus of this.
If the project addresses needs across multiple sectors (e.g. economic development, education, workforce development), explain how.	This project focuses on economic and workforce development, education, and planning, because it requires all four disciplines to develop a recovery and cluster intervention strategies on this scale. Planning will be used for process development and building collaboration among sectors. Workforce development is needed for developing and implementing retraining and providing data on the labor market. Higher education is needed for providing the education and research for new and growing industries. Economic development

	is necessary for working with industry leaders and providing the expertise in business development.
How does this project relate to strategy items found in the RPI 10-year plan?	Interagency collaboration is described as a regional need on page 49. This project proposes significant collaboration between CUPPAD, LSCP, Michigan Works, and NMU. The economic resiliency strategy would relate strongly to <i>Goal 1: Support Growth and Resiliency of the Region's Economy</i> , and also to Goals 2 and 3, for <i>developing/retaining a talented workforce</i> and <i>enhancing educational opportunities</i> to meet the needs of new growing industries.
How can the success of this project be measured upon completion?	Success can be measured through the achievement of objectives that will be included in the Strategy's implementation plan, which will include timelines for action and parties responsible for their action.
From your organization's perspective, what is the priority for this project?	High for all organizations involved. These threats to our regional economy get closer by the day and we are more likely to have an impact on the impending situation the sooner we act in a collective manner.
Organization and Partners	
Describe how the organization will complete the work outlined in the proposal	The project partners (Triple Threat Steering Committee) will assemble for a second meeting to discuss and make changes to the proposed project outline. Each partner will be given the opportunity to refine the scope on areas of the project where their expertise would be most beneficial. Some aspects of the project, such as cluster analysis, may be outsourced to a consultant if is not within our team's capabilities. NMU Center for Rural Community and Economic Development will act as a facilitator within the university to deploy various resources to assist in research and education throughout the process. A graduate assistant will help to facilitate and potentially conduct research for the various team members and consultant as needed.
Explain skills, experience, and capacity of your project team. List all partners and their roles.	CUPPAD: Ryan Soucy is an economic development/community planner with experience in creating local and regional economic development strategies, process development, public participation, and familiarity with local government policy and master planning. CUPPAD's role would be on the facilitation meetings to understand the local government's perspective. NMU: The Center for Rural Community and Economic Development at Northern Michigan University combines research, public service, education and training to enhance economic development and improve the quality of life in the Upper Peninsula and its surrounding region. The glue between the project; providing a review of past strategies, connecting each of the components, and directing the structure of the document.

Triple Threat Economic Resiliency Strategy: *Adapting to Changing Industry Conditions in U.P.*

- I. Review of past plans and strategies
 - a. Upward Initiative Economic Opportunity Study (2009)
 - b. EDA-funded St. Clair Economic Impact Report (2017)
- II. Defining the challenges on the horizon
- III. Understanding the **Ecosystem of Players and their Roles** in growing and sustaining the economy
 - a. Missions/focus areas and what their role is relative to the issues
- IV. Part 1: Empire Mine (Present this component as past-tense)
 - a. Overview
 - b. Industry perspective
 - c. Talent perspective
 - i. Wages
 - ii. Training and education
 - d. Local government perspective
 - i. Housing stock and population change
 - ii. Demand on services
 - iii. Tax revenue changes
 - iv. Redevelopment outlook
 - e. Economic impact assessment – consultant lead (what the impact could be and what it actually was)
 - f. Recovery strategies and implementation plan – highest impact strategies are probably ones that are covered by more than one of the perspectives above. Need to develop a method to prioritize.
- V. Part 2: Presque Isle Power Plant
 - a. Same as above
- VI. Part 3: Eagle Mine
 - a. Same as above
- VII. Cluster analysis of industries and employment
 - a. Cluster Identification
 - i. Examining industry products and supply chains, occupations, and technological know-how
 - b. Include basic SWOT by industry cluster – to define constraints and opportunities. Some things to consider:
 - i. Information and networks
 - ii. Talent development
 - iii. Research and commercialization
 - iv. Infrastructure and placemaking
 - v. Capital access
 - c. Laborsheds for industries – visualize to see commonalities/differences
 - d. Analysis of jobs and skills common within the industry – can we do something like % of skills from this cluster that relate to the clusters in decline?
 - e. Cluster Prioritization
 - i. Specialization;
 - ii. Composition of firms (e.g., one big firm or many small firms);

- iii. Development stage (e.g., potential, emerging, established, declining, etc.);
 - iv. Intensity of inter-firm dependence;
 - v. Reliance on complex knowledge; and
 - vi. Ability to create inclusive employment opportunities.
- f. Developing a cluster intervention strategy – how to use the ecosystem of players to begin reshaping our region.

Some principles to follow for developing cluster intervention strategies

(referencing <https://www.brookings.edu/research/rethinking-cluster-initiatives/>)

- Focused on establishing a robust ecosystem, not quick job gains
- Industry-driven, university-fueled, government-funded
- Placing a collective big bet on a unique opportunity
- Championed by passionate, dedicated leaders
- Anchored by a physical center

<https://www.youtube.com/watch?v=sYs97o5K1Ec>

(Start at 7:15)