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**UPWARD
INITIATIVE**
GROWING BUSINESS & INDUSTRY

Economic Opportunity Plan

**for the Michigan Upper Peninsula
& Wisconsin Border Region**























ACKNOWLEDGMENTS

This study and the many positive outcomes would not be possible without the many people working together to make it happen.

<p>A & M Consulting Alger Co Alger County Chamber All-Lift Systems American Airlines Anchor Coupling Andex Argonics AT&T Baraga County Chamber Baraga County Tourist & Recreation Association Bay de Noc Community College Bays de Noc Convention & Visitors Bureau Bessemer Chamber Chair LSCP Christian Park Nursing Home Christian Park Village City of Munising Cleveland Cliffs Creative Composites CUPPAD Curtis Area Chamber DelFab Delta County Chamber Delta County EDA Delta Manufacturing Delta Schoolcraft ISD Dickinson Area Partnership Dickinson County Dickinson Health Care Dickinson-Iron ISD Drummand Island Tourism Association Eloft Engineered Machined Products Enstrom Helicopter Frei Chevy Grand Marais Chamber Grede Foundries Gwinn Sawyer Chamber Harvey Pattern Hiawatha Log Homes Independent Machine Company Iron County Chamber Iron Mountain Schools Ironwood Area Chamber Keweenaw CVB Keweenaw Peninsula Chamber Kinross Charter Township EDC Lake Gogebic Area Chamber Lake Superior Comm. Partnership Lake Superior State University Les Cheneaux Chamber Loadmaster L. E. Jones Manistique Papers Manistique Schools Marble Arms Marinette County Assoc. for Business & Industry Marinette Menominee Chamber</p>	<p>Marquette Alger Regional Education Service Agency Marquette County Marquette General Health System MEDC Menominee County Michigan Tech University M-TEC at Bay College MTEC Smartzone Keweenaw EDA Munising Area Partnership Munising Memorial Hospital Neenah Paper Newberry Area Chamber Newpage NorFab Norlite Nursing Home Northern Coatings & Chemical Co. Northern Initiatives Northern Michigan University Northwoods Manufacturing NWTC Oldenburg Group Inc. Ontonagon County Chamber OSF St. Francis Hospital & Medical Center Paradise Chamber of Commerce Pardon Inc Pellow Roofing Peninsula Medical Center Pinecrest Medical Care Facility Pisces PTAC R.W. Fernstrum & Company Renewafuel Rio Tinto Sault Area Chamber of Commerce Sault Convention & Visitor's Bureau Schoolcraft County Schoolcraft County Chamber Schoolcraft Memorial Hospital Senator Levin Senator Stabenow Silvan Industries Skills USA St. Ignace Chamber Stewart Manufacturing Superior Extrusion Superior Welding & Manufacturing Systems Control Telkite, Inc. Tendercare UP Machine and Engineering UPPCO Upper Peninsula Construction Council Upper Peninsula Healthcare Network VanAire Inc. Verso Paper Village of Ontonagon Wakefield Chamber Watersmeet Chamber WE Energies Wisconsin Public Service</p>
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UPWARD Initiative Dashboard

	Meeting Goals		Performance Improving
	Progress		Performance Staying About the Same
	Not Met Goal		Performance Declining

Higher Education Committee		
	Status	Progress
Build on higher education cluster in the region and support the expansion of higher education enrollment, research, and business activities		
Education & Workforce Committee		
	Status	Progress
Increase the post secondary skills and education level of the UP workforce to further increase the competitiveness of the UP/WI region		
Business Growth & Development Committee		
	Status	Progress
Work to increase the growth of existing private businesses and the number of new private business creating a culture of collaboration and innovation		
Natural Resource Committee		
	Status	Progress
Promote the use of the region's natural resources in an environmentally sound, safe and sustainable manner		
Tourism Committee		
	Status	Progress
Improve UP/Wisconsin border region tourism promotion, networking, and organizations to gather and analyze data		
Infrastructure Committee		
	Status	Progress
Plan, develop and implement a 21st century vision for the UP infrastructure in the areas of broadband, cell phones, highways, rails and services		
Healthcare Committee		
	Status	Progress
Provide citizens with the highest quality, affordable and convenient health-care services as the industry works to keep up with increasing demand		



This study was funded by a Regional Innovation Grand awarded by the U.S. Department of Labor.

New Economy Infrastructure: U.P. Link

Kim Stoker of the Western Upper Peninsula Planning and Development Region (WUPPDR) and Carlton Crothers of the Michigan Tech Enterprise Corporation (MTEC) SmartZone have offered an initiative called U.P. Link, a digital telecommunications network spanning the entire region, which would facilitate implementation of the above strategies. These ideas merit serious consideration, and ought to be viewed as top tier priorities in implementing the strategic plan.

Longer Range Implementation Goals

Longer term implementation goals - years 3-4 - should include the following:

- Tourism and seasonal residents
- Infrastructure – highways and airports
- Forest products cluster
- International economic development with a focus on ship building, mining, and manufacturing.

Executive Summary Only

**The entire report is available
for download at:**

www.jobforce.org

Executive Summary

This study is a call to action to accelerate the pace of change and direction of the economy of Michigan's Upper Peninsula (UP) and two adjoining Wisconsin counties. This region, the UP/Wisconsin border region, faces long term economic challenges from a rapidly shifting national and global economy.

High levels of unemployment in the region, recent plant closings, layoffs, delays in investment projects, and low levels of business start ups are clear benchmarks of economic distress. In response to the current environment, leaders in the region applied for and received a Regional Innovation Grant from the United States Department of Labor for the development of a 17-county (consisting of the entire UP, plus the adjacent Wisconsin counties of Florence and Marinette) economic impact study with actionable implementation activities critical to regional economic survival. The goal of the study was to formulate strategies for regional economic and workforce development that are specific, measurable, achievable, and realistic with a timeline.

Strategies

The strategies developed for this plan cut across the entire UP/Wisconsin border region. Each county or sub-region has an interest and a direct economic benefit through the successful implementation of the strategies. Listed below are the key points to the following seven strategies developed for this plan: Higher Education, Education and Workforce, Business Growth & Development, Natural Resources, Tourism & Seasonal Residents, Infrastructure, and Health Care. The graph below incorporates these strategies in an overall economic vision aimed at increasing the economic prosperity of the region.



**Figure E-1:
Vision for
Economic
Prosperity in the
UP/WI Border
Region**

Strategies and Tactics by Category

- **Higher Education** – Build on the higher education cluster in the region; expand enrollment, research and entrepreneurial activity; raise educational attainment of the regions workforce.
- **Education & Workforce Training** – Increase the skill and education of the regional workforce to increase competitiveness.
 - Work to raise the overall educational attainment in the region -Build on existing programs that increase experiential and entrepreneurial opportunities for K-12 students
- **Business Growth & Development** – Work to grow existing businesses and the number of new businesses; establish a region-wide culture of collaboration and innovation to attract entrepreneurs and existing business investment.

- **Tourism** – Have the region become a major tourism destination and 2nd place of residence.
 - **Infrastructure** – Develop a 21st century vision for broadband/cellular service, highways, rail service and air service.
 - **Natural Resources** – Continue to promote use of the region's natural resources in an environmentally sound, safe, and sustainable manner and focus on proactive strategies that promote value-added economic activity within the region.
 - **Health Care** – Provide citizens of the region with the highest quality, affordable, convenient health care services available.
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