



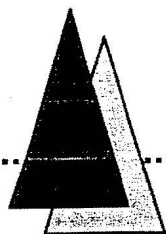
*Lake Superior Community Partnership
Economic Development Committee*

2000-2002 Strategic Plan

Sponsored by:

Lake Superior Community Partnership
Wisconsin Public Service Corporation/
Upper Peninsula Power Company

facilitated by:
Barbara S. Francis
New Directions
(608) 223-5633



*Lake Superior Community Partnership
Economic Development Committee
2000-2002 Strategic Plan*

Economic Development Mission

The Partnership is committed to long-term community improvement through collaborative decision making resulting in excellent employment opportunities, economic diversification and connection with the global economy.

Economic Vision

A Diversified Balanced Economy

Available, Family Sustaining Jobs

Development Balanced with Quality of Life

A Skilled and Trainable Workforce

Infrastructure that Supports a Strong Economy and Quality of Life

Full Participation in the External and Emerging Markets

Encouragement and Support of Entrepreneurship

Opportunities for Youth

Countywide Unity Helping Make this Vision a Reality

Challenges

In any community, at any given point in time, there are several key challenges which, if not “met”, will inhibit the future economic health of the community, and prevent realization of the strategic vision.

- Creating family sustaining, well-paying jobs
- Recognizing that today’s economy/marketplace is so dynamic
- Securing sufficient funding for economic/community development
- Developing infrastructure to compete in the global marketplace
- Creating unity, “partners in progress”
- Maintaining long term leadership

Strategies

Strategy I: Advocate for Unified Economic Development Strategies

Components of this strategy include:

- Common vision
- Shared outcomes
- Decision-making process
- Advocacy

Two Year Objectives include:

1. To design and empower an action process and team by June 30, 2000.
2. To secure formal agreements from each community identifying their expectations of LSCP and indicating general concurrence with the strategies in this plan and proposed measures of success by December 31, 2000.
3. To assist each community to identify its goals, target markets, economic development strategies that parallel this vision and strategies by March 30, 2001.
4. To create a unified countywide system of economic development decision making as measured by positive feedback from site consultants, state economic development representatives, and companies by April 30, 2002.

Lead Persons: Jerry Peterson
Steve Powers

Draft of Team Membership: Mike Gokey Private Industry Representative
Tom Rumora Key Township Representatives

Implementation Plan

<i>Quarter 1 Apr-Jun 2000</i>	<i>Quarter 2 Jul-Sep 2000</i>	<i>Quarter 3 Oct-Dec 2000</i>	<i>Quarter 4 Jan-Mar 2001</i>	<i>Year 2 Apr-Apr 2002</i>
Enlist team and clarify task	Promote this plan in each community & secure feedback	Design sample formal agreements	Secure formal agreements	→
Design action process	Design county-wide decision making process	Work with communities to identify their goals, targets, e.d. strategies		→
	Create statement of reasons for formal agreements/ county-wide decision process	Begin implementation of county-wide decision making process		→
<i>Objective: action process & team</i>		<i>Objective: formal agreements</i>	<i>Objective: community goals/ targets</i>	<i>Objective: feedback on e.d. decision process</i>

Strategies

Strategy II: Fulfill Training/ Education Needs of the Workforce

Components of this strategy include:

- Strong K-12 system
- Available vocational technical training/education
- Incumbent workforce training
- Training to meet future needs of public and private employers

Two Year Objectives include:

1. To identify available training resources, employer training needs, and gaps in training resources by March 30, 2001.
2. To create a business education training "center" by April 30, 2002.

Lead Persons: Jack LaSalle
Appropriate NMU Representative

Draft of Team Membership: June Schaeffer Jim Scheiner
Mark Curtis Youth Representatives
Orrin Bailey, Wrkfce Brd Operation Action UP Rep.
K-12 Representatives

Implementation Plan

<i>Quarter 1 Apr-Jun 2000</i>	<i>Quarter 2 Jul-Sep 2000</i>	<i>Quarter 3 Oct-Dec 2000</i>	<i>Quarter 4 Jan-Mar 2001</i>	<i>Year 2 Apr-Apr 2002</i>
Enlist team and clarify task	Decide method of determining employer training needs	Explore opportunity for business education training center		→
Identify available training	Determine employer training needs			→
		Identify gaps in available training to meet identified needs	Fill gaps in training to meet employer/employee needs	→
		Begin to fill training gaps	<i>Objective: Identify training, training needs, gaps</i>	<i>Objective: Create business education training center</i>

Strategies

Strategy III: Build Strategic Infrastructure

Components of this strategy include:

- E-commerce communications infrastructure
- Upgraded basic infrastructure (sewer, water, gas, electric)
- Financing for infrastructure
- Available suitable sites for business development

Two Year Objectives include:

1. To establish an LSCP infrastructure planning taskforce of community and business planners by September 30, 2000.
2. To identify critical infrastructure needs countywide by March 30, 2001.
3. To advocate to have a completed specific plan with economic development and infrastructure elements in place for a countywide GIS system in place by April 30, 2002.
4. To advocate to have future community infrastructure plans with funding templates in place by April 30, 2002.

Lead Persons: Gary Erickson
Karen Kimar-Johnson

Draft of Team Membership: Charter Communications rep. DPW Superintendent
Ameritech rep. (Steve Balbierz) Road Commission Super.
Dennis West

Implementation Plan

<i>Quarter 1 Apr-Jun 2000</i>	<i>Quarter 2 Jul-Sep 2000</i>	<i>Quarter 3 Oct-Dec 2000</i>	<i>Quarter 4 Jan-Mar 2001</i>	<i>Year 2 Apr-Apr 2002</i>
Enlist LSCP infrastructure taskforce and clarify task	→	Advocate for econ. develop./ infrastructure elements in GIS plan		→
	Identify infrastructure needs/ funding mechanisms			→
	Advocate for local infrastruc. plans and assist to find funding			→
	<i>Objective: LSCP Infrastructure planning taskforce</i>		<i>Objective: Identify infrastructure needs</i>	<i>Objective: GIS plan Objective: community infrastructure plans</i>

Strategies

Strategy IV: Identify, Grow and Recruit Target Industries

Components of this strategy include:

- Target industry identification
- Existing company retention and growth
- New company recruitment

Two Year Objectives include:

1. To define target industries by December 31, 2000, using criteria (to be defined) such as:
 - Wage rates and compatibility with local workforce skills,
 - Business size,
 - Potential for participation in external markets,
 - Compatibility and synergy with existing firms,
 - Growth industry participation,
 - Contribution to diversifying the local economy,
 - Compatibility with desired quality of life factors.
2. To recruit and retain good employers in Marquette County on an ongoing basis, as measured annually by one or more defined criteria such as (to be defined):
 - An increase in income generated by new jobs in Marquette County,
 - A decreased average annual unemployment rate,
 - An increased diversity in Standard Industrial Classification Codes.
 - Job increases in targeted business types and/or areas of the County

Lead Persons: Mike Gokey
Mike Skytta

Draft of Team Membership: Chuck Bergdahl Larry Huebner
Tom Rumora John Kohornen
Les Thatcher Jack LaSalle
NMU Rep. (Jim Scheiner)

Implementation Plan

<i>Quarter 1 Apr-Jun 2000</i>	<i>Quarter 2 Jul-Sep 2000</i>	<i>Quarter 3 Oct-Dec 2000</i>	<i>Quarter 4 Jan-Mar 2001</i>	<i>Year 2 Apr-Apr 2002</i>
Enlist team and clarify task		Recruit target industries	→	→
Develop target industry selection criteria & marketing plan		Work with individual communities to define their target industries within the overall plan	→	
Develop business retention plan	Implement business retention plan			→
		<i>Objective: Define target industries</i>		<i>Objective: recruit/ retain good employers</i>

Strategies

Strategy V. Build Climate that Supports Entrepreneurship

Components of this strategy include:

- Entrepreneurship education
- Small business capital
- Technical assistance for entrepreneurs

Two Year Objectives include:

1. To identify and provide access to alternative sources of small business capital by March 30, 2001.
2. To create and publicize an accessible coordinated education and technical assistance program for entrepreneurs by March 30, 2001.
3. To develop an e-commerce focus within the entrepreneurial education and technical assistance program by April 30, 2002.

Lead Persons: Dennis West
Lisa Mongiat

Draft of Team Membership: I-Economy.Com Rep. NMU Business faculty rep.
Youth Representatives Small Business Devel. Council

Implementation Plan

<i>Quarter 1 Apr-Jun 2000</i>	<i>Quarter 2 Jul-Sep 2000</i>	<i>Quarter 3 Oct-Dec 2000</i>	<i>Quarter 4 Jan-Mar 2001</i>	<i>Year 2 Apr-Apr 2002</i>
Enlist team and clarify task	Coordinate existing small business assistance programs	Identify gaps in small business assistance programs and financing tools	→	Develop e-commerce focus in small business assistance program
Identify existing small business education and technical assistance resources	Promote the small business assistance resources	Fill gaps in small business assistance programs and financing tools	→	
	Identify existing financing options for small business	Develop a youth focus within small business education programs	→	
			Objective: Small business capital Objective: Coordinated T.A. program	Objective: E-commerce focus for small business

Strategies

Strategy VI. Assist Local Businesses to Expand Markets

Components of this strategy include:

- Technical assistance with market creation
- Market expansion capitalization tools
- External marketing education

Two Year Objectives include:

1. To develop and promote a Foreign Trade Zone related to Sawyer International airport by March 30, 2001.
2. To cooperate and participate with other organizations to create a substantial continuing Marquette County and UP-wide business to business program to provide opportunities for synergy between local businesses by April 30, 2002.
3. To develop a plan for an International Business "Center" to assist local businesses with doing business globally by April 30, 2002.

Lead Person: Mike Gokey

Draft of Team Membership: Pam Christensen
Larry Coehoorn
Joe Pietro

Karlyn Rapport
Mona Lang

Implementation Plan

<i>Quarter 1 Apr-Jun 2000</i>	<i>Quarter 2 Jul-Sep 2000</i>	<i>Quarter 3 Oct-Dec 2000</i>	<i>Quarter 4 Jan-Mar 2001</i>	<i>Year 2 Apr-Apr 2002</i>
Enlist team and clarify task	Create FTZ plan and make FTZ decision	Develop FTZ according to plan		→
Explore FTZ success/problems in other areas		Develop and implement FTZ marketing plan		→
Partner to create business to business program				→
			<i>Objective: Foreign Trade Zone</i>	<i>Objective: Business to business program Objective: International Business Cntr</i>

Summary of Proposed Team Configurations

Strategy I: Advocate for Unified Economic Development Strategies

Lead Persons: Jerry Peterson
Steve Powers

Draft of Team Membership: Mike Gokey Private Industry Representative
Tom Rumora Key Township Representatives

Strategy II: Fulfill Training/ Education Needs of the Workforce

Lead Persons: Jack LaSalle
Appropriate NMU Representative

Draft of Team Membership: June Schaeffer Jim Scheiner
Mark Curtis Youth Representatives
Orrin Bailey, Wrkfce Brd Operation Action UP Rep.
K-12 Representatives

Strategy III: Build Strategic Infrastructure

Lead Persons: Gary Erickson
Karen Kimar-Johnson

Draft of Team Membership: Charter Communications rep. DPW Superintendent
Ameritech rep. (Steve Balbierz) Road Commission Super.
Dennis West

Strategy IV: Identify, Grow and Recruit Target Industries

Lead Persons: Mike Gokey
Mike Skytta

Draft of Team Membership: Chuck Bergdahl Larry Huebner
Tom Rumora John Kohornen
Les Thatcher Jack LaSalle
NMU Rep. (Jim Scheiner)

Strategy V. Build Climate that Supports Entrepreneurship

Lead Persons: Dennis West
Lisa Mongiat

Draft of Team Membership: I-Economy.Com Rep. NMU Business faculty rep.
Youth Representatives Small Business Devel. Council

Strategy VI. Assist Local Businesses to Expand Markets

Lead Person: Mike Gokey

Draft of Team Membership: Pam Christensen Karlyn Rapport
Larry Coehoorn Mona Lang
Joe Pietro

Appendix

The following materials represent the thinking of participants in the Lake Superior Partnership Planning Workshop. Many of the comments are those of individual participants and may not represent a consensus of the entire group.

Vision Brainstorm

<i>Diversified Balanced Economy</i>	<i>County- Wide Unity</i>	<i>Quality of Life Balanced with Develop- ment</i>	<i>Skilled and Trainable Workforce</i>	<i>Youth Entrepreneu- rship Opportun- ities</i>	<i>Infrastruc- ture to Support a Strong Economy & Community Life</i>	<i>A Community that Participates Fully in a Global Economy</i>	<i>A Community that Values & Supports Entrepre- neurship Very Highly</i>
Diverse employment base	No parochialism or political boundaries	Environmental concerns are part of the economy	Global business learning enter	Creation of youth leaders for the future	A community with strong technology infrastructure	Global market base	Positive environment for entrepreneurs
Well-balanced economy that preserves quality of life	Collaborative communities supporting each other	Balance of quality of life with development	Mirror state average unemployment through workforce development	Opportunities that allow young people to stay in this county	Transportation infrastructure to serve industry & growth	A strong sense of global entrepreneurship	Incubators, venture capital
Sustaining employment for family units	Model for other counties, pride, enthusiasm, etc.	Balance of quality of life and growth	Good sound elementary (K-12) schools	Create business opportunities for youth	Upgraded infrastructure		
Sawyer/Nagaunee empty sites filled	Community coordination, "us vs. them" barriers broken	Retain quality of life	Optimize technical & academic education	NMU partnership to keep youth here			
Social services well funded to help human hardship	Respect & trust among all parties, public and private	Maintain recreational opportunities	Strong education - technical & academic				
Diversified economy and services	Model of cooperation	Enhance cultural opportunities	NMU expanded				
Diversified industry	A community that supports its people	From recruiter, to gatekeeper	Post high school training				
Diverse economy	Positive development atmosphere						
High tech jobs	Decision by majority of people						
Employment enhanced for professionals	Unified economic & community development voice						
Maintain competitive mining industry	Seamless distribution of economic information						
Improved tourism	Coordinated development						

Challenges Brainstorm

- 1. Creation of family-sustaining, well-paying jobs**
 - Not settling for low road economic development
 - Being a fair gate-keeper
 - lack of awareness of community assets
 - Perception of remoteness
 - Publicity, business recruitment program

- 2. Recognition that today's economy/marketplace is so dynamic**
 - Today's skills are too late and do it once and it's not over
 - Creating a technical training center
 - Educational system that needs to continue work on preparing the workforce
 - Business/education upgrade K-12 technical training

- 3. Securing sufficient funding for economic/community development**
 - Dollars for infrastructure support

- 4. Developing infrastructure to compete in the global marketplace**
 - Global communication skills

- 5. Creation of unity, "partners in progress"**
 - Creating partners in progress
 - Parochialism
 - Developing people's support of community development
 - Loss of popular support due to perceived loss of quality of life
 - lack of buy-in by key participants
 - Publicity - local
 - Diversity and inclusiveness
 - Nurturing of self-help thinking

- 6. Maintenance of long term leadership**
 - Tenacity to see this through vs. fragmentation
 - Process, agreement of how to move forward vs. back to zero each time
 - Expediency and urgency needed
 - Redefine roles/responsibilities so not duplicating efforts
 - Multiplicity of legal requirements
 - Limited youth involvement
 - Insistence on excellence; intolerance of mediocrity

Strategies Brainstorm

<i>Advocate for Unified Economic Development Strategies</i>	<i>Support Training/Education Needs of Future Workforce</i>	<i>Build Strategic Infrastructure</i>	<i>Identify, Grow & Recruit Target Industries</i>	<i>Build an Entrepreneur Supporting Environment</i>	<i>Expand markets</i>
Leadership to pull county-wide development together	Support pilots in educational settings	Develop existing sites	Target technology businesses	Entrepreneur financing	Seek export opportunities
Try town meeting approach to encourage involvement	Increase secondary vocational training (like Negaunee)	Infrastructure analysis: place cable/fiber on a par with sewer & water	Focus on business' that are over a specific threshold	Create business incubator for entrepreneurship	Expand marketplace for local businesses
Consensus on quality of life	Develop an international training program	UP-wide improved internet/telecommunications access	Focus attraction efforts on companies with 25-100 employees	Provide entrepreneurship training & capital availability	Create Foreign Trade Zone at Sawyer International Airport
Willingness (LSCP) to support all government units in seeking quality jobs	Provide education opportunities to support business	Rountable of planners/supervisors/ city managers to develop county-wide zoning/master plan	Identify target industries (synergy, good jobs) & spend dollars there	Set up entrepreneur revolving loan fund	Host e-commerce business forums
Sell vision to community	Create training academy	Complete GIS structure throughout community	Identify existing global products and what we are willing to accept	Annual entrepreneur award LSCP/Chamber	FTZ
Continual encouragement for unity/goals	Build business education partnership	Provide fiber optics to support e-commerce	Limit businesses which diminish quality of life	Replicate ISH/NICE youth programs	International business center at NMU
	Clarity & consensus on business training needs	Road, rail & air to support incoming/outgoing goods	Set sector targets & benchmark progress	Business grants/loans dedicated to young entrepreneurs	
	Schools & NMU partnership		Promote small industries	Expand & enhance REAL program	
	Take education programs to the workforce		No slash & burn industries	Promote high school business classes (JA)	
			Specify minimum hourly wages	Develop mentor/speaker program	
			Air cargo recruitment		
			Identify target industries		