

# LAKE SUPERIOR COMMUNITY PARTNERSHIP

# 2022

## YEAR IN REVIEW



**ACCREDITED  
ECONOMIC  
DEVELOPMENT  
ORGANIZATION**  
International Economic Development Council

**25**  
YEARS

**LAKE SUPERIOR  
COMMUNITY PARTNERSHIP**



LSCP Stakeholders,

2022 was another year that proved the only constant in life is change. When I received a call from former LSCP CEO Sarah Lucas informing me of her opportunity to lead the new Office of Rural Development, it brought mixed emotions to mind. But most of all, it brought excitement as I spoke with the Board and accepted the opportunity to return to Marquette. Leadership transitions are never easy, especially unplanned ones and the team did a great job keeping operations moving during that time.

But a leadership transition wasn't the only change for the LSCP in 2022. We also saw the completion of several major changes planned for 2021, including a move to our new office space, which allows us to better coordinate with other economic development partners by all sharing space. In the first year, we've had shared events, chance meetings, and opportunities to share resources, maximizing our impact in the community.

The LSCP also underwent organizational changes, most notably updating our two-group governance structure (40-member Board of Directors and separate 11 Officer group) to a single board with up to 15 directors. In line with other organizations our size. In recognition that a smaller board may impact some natural opportunities for regular updates to some of our partners, we stepped up our outreach efforts, including new partner engagement events.

While those changes were happening in the background, the LSCP team continued to excel in delivering impactful programming and support to businesses, organizations, and communities across Marquette County, including:

- Serving 596 clients with services ranging from succession planning and business planning support to marketing assistance and site location services.
- Coordinating trips to Lansing with the Marquette County Ambassadors to advocate for our shared interests in Marquette County.
- Expanding our efforts to encourage more housing development, childcare options, and nurturing investments in our outdoor recreation economy.
- Continuing the Love on Local gift card program that has helped keep nearly \$400,000 here in the local economy since its inception.

The LSCP officially reached its 25th anniversary in late 2022. While most of that celebration is happening in 2023, it is inspiring to look back and see how far the organization has come in a quarter century. 2022 was another year of change that has set us up for continued impact and growth. I couldn't be prouder of the team and more thankful for the support of our partners and stakeholders. As you review this annual report, please reach out with any questions or thoughts. We hope you'll agree that the LSCP continues to offer significant value to the community and that our best days remain ahead.

Sincerely,

Christopher Germain  
Chief Executive Officer

## BRAND PILLARS

We are the region's leading economic development resource.

We provide a wide variety of affordable and effective development services — for businesses and municipalities.

We help make the connections that matter — between businesses, organizations, leaders and legislators.

We provide a powerful legislative voice, advocating for programs and policies that strengthen our regional economy.



# THANK YOU TO OUR SUPERIOR & PREMIUM LEVEL PARTNERS

**Superior Partners** get it all — our most valuable, extensive collection of business development services, the ability to customize a package to fit their needs, unparalleled access, maximum influence and a seat at the table for major decisions. We are grateful for their investment in economic development in Marquette County. Join the true leaders of our regional economy by becoming a Superior Partner.



Nonprofit corporations and independent licensees  
of the Blue Cross and Blue Shield Association



CLEVELAND-CLIFFS INC.



a subsidiary of **lundin mining**



**NORTHERN MICHIGAN  
UNIVERSITY**



A Duke LifePoint Hospital

The **Premium Partner** package is ideal for businesses branching out and looking to expand their community involvement and scope.

**AMERICAN TRANSMISSION COMPANY  
CHAMPION, INC.  
ENVOY AIR, INC.  
MARQUETTE ALGER RESA  
MARQUETTE BOARD OF LIGHT & POWER  
RANGE BANK**

**SEMCO ENERGY GAS COMPANY  
TRIMEDIA ENVIRONMENTAL &  
ENGINEERING SERVICES, LLC  
UP HEALTH SYSTEM - BELL  
UPPER PENINSULA POWER COMPANY**

**25**  
YEARS

# 2022 IN NUMBERS

The LSCP provides a full range of business development services that address the challenges and opportunities that businesses face in all stages of their development. The economic development team works collaboratively with public and private sector partners in assisting our business development clients.

## BUSINESS DEVELOPMENT RECAP

	5 Year Total	10 Year Total	2022	2021	2020	2019	2018
OVERALL CLIENTS	3,313	5,362	596	672	1,053	501	491
RETENTION CLIENTS	2,738	4,305	453	522	936	423	404
START-UP CLIENTS	494	904	129	132	106	64	63
ATTRACTION CLIENTS	84	143	14	18	11	14	27
JOBS PROJECTED	4,128	6,489	237	324	836	1,359	1,372
JOBS IMPACTED	55,834	110,596	10,481	8,052	14,529	12,937	9,835
JOBS RETAINED	1,602	1,968	13	62	1,527	0	0



596

GENERAL BUSINESS  
DEVELOPMENT/  
CONSULTING



483

RETENTION OF  
EXISTING  
BUSINESSES



69

BUSINESS  
FINANCIING



58

BUSINESS PLAN  
DEVELOPMENT



44

SITE LOCATION  
SERVICES



55

DATA & RESEARCH



87

MARKETING  
ASSISTANCE



67

TALENT  
DEVELOPMENT



93

TECHNICAL  
ASSISTANCE



22

ADVOCACY



16

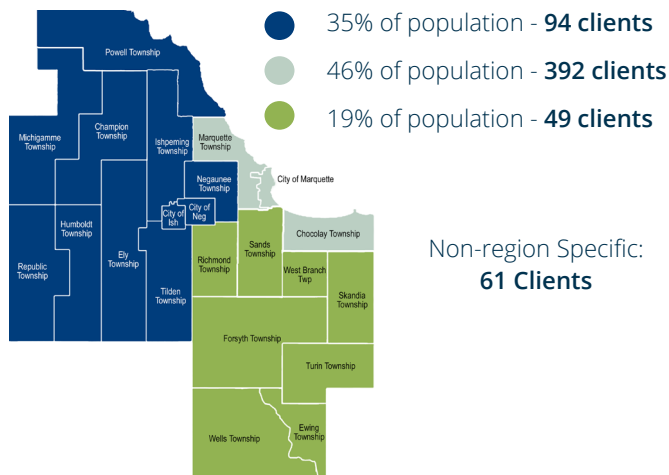
SUCCESSION  
PLANNING

596

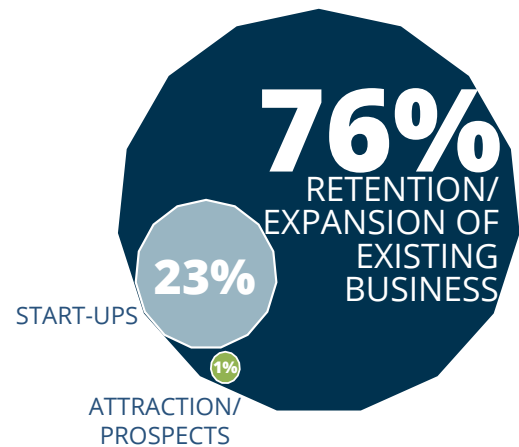
TOTAL CLIENTS

HELPING BUSINESSES  
MAKE CONNECTIONS  
THAT MATTER

## 2022 DISTRIBUTION OF CLIENTS



## DEVELOPMENT STAGE OF BUSINESS SERVED



## REGIONAL WEALTH

	% of change from '18 to '22	2022	2021	2020	2019	2018
POPULATION	-0.5%	66,050*	66,103*	65,834	66,689*	66,406*
PROPERTY TAX REVENUE	16.7%	\$106,649,942	\$100,012,751	\$96,613,799	\$92,276,034	\$91,349,159
MEDIAN HOUSEHOLD INCOME	15.9%	N/A***	63,498**	N/A***	\$55,148**	\$54,779**
PER CAPITA INCOME	42%	N/A***	38,332	N/A***	\$27,979	\$26,982
MEDIAN HOME SALES	44.4%	\$216,000	\$185,000	\$170,000	\$165,000	\$149,500
NUMBER OF HOME SALES	-10%	787	988	901	832	875

\* Numbers are based on projection. Subject to change based on actual conditions.

\*\* Wide margin of error +/- \$3K based on small sample size

\*\*\* The annual American Community Surveys provided by the Census Bureau were not able to release their standard data for 2020 due to disruptions from the pandemic, therefore 2020 number are not currently available. The 2022 numbers are not available due to a one year lag in that data.

## ECONOMIC DEVELOPMENT CORPORATION

The LSCP provides support and staff to the Economic Development Corporation (EDC) of Marquette County, who holds and administers a revolving loan fund to provide capital to businesses not served by traditional lending sources.

**6**  
TRADITIONAL RLF  
CLIENTS

**\$327,000**  
AMOUNT LOANED

**4**  
COVID-19 CARES  
ACT CLIENTS

**\$183,500**  
AMOUNT LOANED

**25**  
YEARS



# TALENT

The LSCP works hard as a resource for talent enhancement and workforce development programs as it directly relates to our mission to stimulate and sustain a vibrant regional economy by facilitating economic growth and prosperity.

## JOB OF THE WEEK

In 2022, we featured 51 LSCP partner job openings on social media and on the “Working Here” tab of our website. This is a benefit that is offered to LSCP partners.

## TALENT DEVELOPMENT NEWSLETTER

Our talent newsletter continues to feature job postings, training opportunities, helpful resources and useful articles. Have a job posting or want to share a resource? Let us know!

## #KEEPUPWORKING

During the COVID-19 pandemic, the LSCP created the #KeepUPWorking page to help promote and highlight job openings in Marquette County. Jobs continue to be featured, along with career pages of employers and a bi-weekly eblast sent out to highlight current openings.

## CAREER TECHNICAL EDUCATION (CTE)

The CTE committee continues to work hard to increase, improve and promote CTE opportunities. The magazine is available to high school students online and in print throughout the Marquette and Alger Counties.

## ELECTRICAL LINE TECHNICIAN SCHOOL

This program is a partnership between Northern Michigan University, the Midwest Skills Development Center and the LSCP Foundation. In the 18 years since the program was established, they have worked on many community projects throughout Marquette County. To date, over 586 students have graduated from the program.

# GOVERNMENT RELATIONS

- Marquette County Ambassadors
  - Lansing Fall Trip (15 meetings)
  - Lansing Spring Trip (20 meetings)
- 98 Government Networking Visits
- Northern Michigan Chamber Alliance Member
  - Northern Michigan Policy Conference Attendee
- Small Business Association of Michigan Member
- U.S. Chamber of Commerce Member
- Michigan Economic Development Association (MEDA) Advocacy Committee Member
  - In addition to ongoing advocacy through membership, LSCP staff attended critical advocacy events including MEDA Capital Day and NMCA Policy Conference.
- Community and Economic Development Association of Michigan Member



# LSCP POLICY ISSUES

The Lake Superior Community Partnership is committed to representing our community and partners when it legislation and regulations that affect industries in our region and may affect our overall economy. We are the advocate; the “eyes, ears, and voice” for Marquette County business by tracking proposed legislation, educating our partners, and communicating our position on issues of concern for the business climate in Marquette County to legislators and staff. Task forces and board recommendations guide our positions.

Bill/Item	Description	Neutral/ Support/ Opposed	Passed/ Failed/ In Process
Office of Rural Development	Budget for the department to concentrate on economic, social and educational needs in rural areas while being a key connection point for leaders and stakeholders to the state’s rural communities.	Support	Passed
Great Lakes Tunnel Project	Proposed concrete-walled tunnel to be placed below the lakebed, reducing the risk of a spill in the Straits to effectively zero.	Support	In Process
Regional Transformational Fund	Establish a \$15 million fund, administered by Regional Economic Development Organizations, to support region-specific economic growth opportunity by providing the tools and resources needed to implement strategic investments in quality of place and innovation.	Support	Passed
Michigan Outdoor Venture Center of Excellence (MOVE)	The U.S. Department of Agriculture’s Rural Innovation Stronger Economy (RISE) grant. Through collaboration with Innovation of Marquette Enterprise Corporation, we can grow the economy in Marquette and the Upper Peninsula through the Outdoor Recreation and Mobility industry sector.	Support	Passed
Childcare Initiatives	Funding around childcare, updates to regulatory and administrative rules, and collaboration with regional partners to identify and coordinate childcare priorities through a collaborative strategy development process. Focus areas include workforce needs, early childhood education opportunities and training, and immediate childcare solutions.	Support	In Process
Wagner-Peyser	Federal changes of the Wagner-Pesyer Act. Changes to the rule would reduce by nearly 300 Employment Service staff at Michigan Works!, affecting rural communities.	Opposed	Failed
Marquette County Land Bank Authority	Support for the application for MDARD’s Rural Development Grant to help fund a Target Market Analysis for Marquette County. The analysis would help with the creation of an actionable pathway to future housing opportunities across the county.	Support	Passed
Michigan Department of Transportation – Roundabout	Support the application for Rural Discretionary Multimodal Grand Funds. The \$21 million project would include the construction of a roundabout at US-41/M-28/Cherry Creek Rd intersection the full reconstruction of the section of highway, from the new roundabout to Bayou Street south of Marquette Welcome Center.	Support	Failed
Ore Dock Brewing Co.	Support application for the application Revitalization and Placemaking (RAP) Grant to assist with the costs associated toward an expansion. This project will expand their current space, remove a blighted building, connect the Iron Ore Heritage Trailhead and several other trails, along with providing a connection to an adjacent public walkway green space/pocket park.	Support	Passed
City of Negaunee	Support for the application for the Revitalization and Placemaking grant to assist with the costs associated with the Negaunee Downtown Enhancement Project. This public space placed-based infrastructure project is designated to provide economic assistance to the tourism, travel, and hospitality industries.	Support	Passed





# 2022 HIGHLIGHTS

In 2022, the LSCP felt like it was finally getting “back to normal” from the COVID-19 pandemic. Here are some highlights the LSCP celebrated in 2022:

- CEO Sarah Lucas appointed to develop and lead the new the Office of Rural Development
- Hired new CEO, Christopher Germain
- Restructured the LSCP Board of Directors
- 28 ribbon cuttings celebrating new businesses and milestones
- Worked with nearly 596 businesses, providing support, information, and connections to resources
- Facilitated conversations on talent needs, broadband, housing, and childcare solutions for Marquette County
- Kicked off another Lake Superior Leadership Academy class without COVID-19 delays
- Hit \$381,000 in Love on Local gift card sales, and promoted shopping at ALL local small businesses
- Moved into the new LSCP office, located at 101 W. Washington Street, Suite 10 in Marquette
- Established a new partnership with the West End Health Foundation
- Continued our work in Baraga and Dickinson County

While all the change over the last few years hasn't been easy, the LSCP proved its greatest strengths: the flexibility and adaptability that allows us to respond to crisis and change to support our community.



## CHAIRMAN'S CIRCLE

The Lake Superior Community Partnership Foundation's Chairman's Circle provides an opportunity to join other visionary leaders making economic development in Marquette County a top priority. Together we can create greater capacity and achieve a higher level of success for today and future generations. Exclusive benefits and discounts are available to this group. Each investment is tax deductible and will be applied to the LSCP Foundation, a 501(c)3 corporation.

Acuitas, LLC

Alger-Delta Coop Electric Association

Advanced Center for Orthopedics & Plastic Surgery

Blue Cross Blue Shield of Michigan

Champion, Inc.

Cleveland-Cliffs, Inc.

Cleveland-Cliffs Foundation

Eagle Mine

Enbridge, Inc.

Integrated Designs, Inc.

Iron Range Agency

Marquette Board of Light & Power

Range Bank

SEMCO ENERGY Gas Company

TriMedia Environmental & Engineering Services, LLC

UP Health System - Marquette

Upper Peninsula Health Plan

Upper Peninsula Power Company

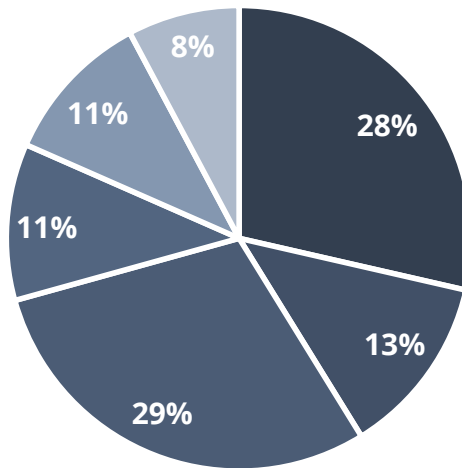
VAST





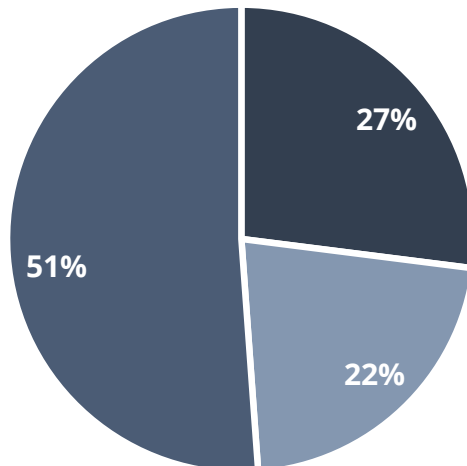
# 2023 BUDGET

## INCOME



- DUES
- GOVERNMENT FEES FOR SERVICE
- CONTRACTS
- FUNDRAISING & SERVICES
- REGIONAL PARTNERS
- GRANTS & OTHER

## EXPENSES



- MARKETING & MEMBER SERVICES
- ECONOMIC DEVELOPMENT
- SHARED SERVICES

DUES	\$202,000
GOVERNMENT SERVICE FEES	89,162
CONTRACTS	208,530
FUNDRAISING & SERVICES	77,000
REGIONAL PARTNERS	75,141
GRANTS & OTHER	54,993
<b>TOTAL INCOME</b>	<b>\$706,826</b>

MARKETING & MEMBER SERVICES	183,911
OPERATIONS	148,776
PROGRAMS	348,364
<b>TOTAL EXPENSE</b>	<b>\$681,051</b>
<b>NET INCOME</b>	<b>\$25,775</b>



**25**  
YEARS

# MEET THE LSCP TEAM



Christopher Germain  
Chief Executive Officer



Sue Heliste  
Finance Manager



Mary Myers  
Director of Business Development



Ashley Szczepanski  
Director of Marketing



Brooke Quinn  
Senior Business Development Representative



Megan O'Connor  
Outreach & Development Specialist



Ashley Saari  
Operations & Marketing Coordinator



Rachel Raak  
Community Economic & Development Coordinator



Rebecca Dales  
Economic Development Project Manager



Lois Ellis  
Dickinson Area Economic Development Alliance  
Executive Director  
(Based in Dickinson County)

## COMMUNITY INVOLVEMENT

At the LSCP, we believe it is important to give back to our community. Below is a list of the ways we stay involved.

- Connect Marquette members
- Lake Superior Leadership Academy
- Marquette Breakfast Rotary
- Rotary Club of Marquette
- Economic Club of Marquette County
- Career Technical Education Committee
- Regional Prosperity Initiative Advisory board
- Accelerate UP Resource Board member
- Upper Peninsula Collaborative Development Council
- United Way
- South Shore Fishing Association
- Marquette County Veteran Alliance
- Marquette West Rotary
- UP 200 Board Member

## ACCREDITED ECONOMIC DEVELOPMENT ORGANIZATION (AEDO) SINCE 2011

The Accredited Economic Development Organization (AEDO) Program recognizes the professional excellence of economic development organizations (EDOs). The AEDO Program provides EDOs with independent feedback on their operations, structure, and procedures. The AEDO status confirms that the LSCP is a leading authority on economic-related issues.

## STAFF CREDENTIALS

- Certified Economic Developer (CeCD)
- Certified Economic Gardening Specialist
- Michigan Economic Developers Association (MEDA)
  - Board Member
- Economic Modeling Specialists International Certification
- Certified Local Labor Market Information User
- Economic Development Research Partners (EDRP)
- Certified Business Solutions Professional
- IMPLAN Specialist







# CURRENT BOARD OF DIRECTORS

CHAIRMAN

**ROXANNE DAUST**  
**RANGE BANK**

VICE CHAIRMAN

**SCOTT KNAFFLA**  
**FLOURISH FINANCIAL PARTNERS**

TREASURER

**JESSE BELL**  
**BELL FINANCIAL**

SECRETARY

**DAVE ARO**  
**SUPERIOR REHABILITATION &  
PROFESSIONAL SERVICES**

DIRECTORS

**BRYAN DEAUGUSTINE**  
**NICE COMMUNITY SCHOOLS**

**RHEA DEVER**

**NORTHERN MICHIGAN UNIVERSITY**

**ROBERT LUKE**

**BLUE CROSS BLUE SHIELD OF MICHIGAN**

**LOIS ELLIS**

**DICKINSON AREA ECONOMIC  
DEVELOPMENT ALLIANCE**

**SCOTT ERBISCH**

**COUNTY OF MARQUETTE**

**SUSAN ESTLER**

**TRAVEL MARQUETTE**

**BRETT FRENCH**

**UPPER PENINSULA POWER COMPANY**

**STEPHANIE JONES**

**SELECT REALTY**

**BRIGITTE LAPOINTE**

**KEWEENAW BAY INDIAN COMMUNITY**

**RICK RHOADES**

**WLUC/ TV6**

**MIKE SMITH**

**U.P. CONSTRUCTION COUNCIL**

THE LAKE SUPERIOR COMMUNITY PARTNERSHIP'S MISSION IS TO STIMULATE AND SUSTAIN  
A VIBRANT REGIONAL ECONOMY BY FACILITATING ECONOMIC GROWTH AND PROSPERITY.

**25**  
YEARS



**LAKE SUPERIOR  
COMMUNITY PARTNERSHIP**

**MARQUETTE.ORG**

FOLLOW US



**A SPECIAL THANK YOU TO BLUE CROSS BLUE SHIELD OF  
MICHIGAN FOR SUPPORTING ECONOMIC DEVELOPMENT!**



**Blue Cross  
Blue Shield  
Blue Care Network  
of Michigan**

Nonprofit corporations and independent licensees  
of the Blue Cross and Blue Shield Association