

LAKE SUPERIOR COMMUNITY
PARTNERSHIP

2023

YEAR IN REVIEW



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





LSCP Stakeholders,

2023 marked the first full year of co-locating with our economic development partners, including InvestUP, Innovate Marquette, Northern Initiatives, and NMU. The robust partnerships we forged over the year are set to yield significant returns in the future. A shining example of this is the collaborative effort that led to the successful securing of small business grant funds, a testament to the effectiveness of our partnerships. But it's not just about the big wins. Many of our hallway conversations or quick drop-by visits also sparked new ideas and opportunities, amplifying your investment in our work. We've had the pleasure of hosting many of you in our space, and if you haven't had the chance yet, we look forward to welcoming you soon.

Throughout the year, we continued to invest in ourselves as an organization. We've repeatedly heard how much our investing partners value the direct relationships they build with the LSCP team. This feedback was instrumental in the changes we made in 2023, aimed at retaining our existing team and providing paths for advancement within the organization. As a result, we welcomed some exceptional new additions to the team in 2023. We also adopted a new, three-year strategic plan, which aims to optimize the many services we offer and our operations within our new ecosystem. I'm thrilled about the changes you'll see us implement over the next three years under this plan.

While these changes were unfolding, the LSCP team continued to demonstrate their excellence in delivering impactful programming and support to businesses, organizations, and communities across Marquette County. Here are some highlights of our work:

- Serving 573 clients with services ranging from succession planning and business assessments to marketing assistance and site location services.
- Coordinating a detailed Target Market Analysis to finally put real numbers to the housing situation and how we measure success going forward
- Designing and implementing Childcare SPARK, a program that has received national attention for adding home-based child-care businesses throughout Marquette County
- Exploring ways to bring back additional air service to Marquette Sawyer Regional Airport
- Hosting the Michigan Economic Developers Association's Annual Meeting in August
- Expanding our partnerships with local governments to ensure we're building a comprehensive, investment-friendly ecosystem

In short, 2023 was busy. I couldn't be prouder of the team and more thankful for the support of our partners and stakeholders, who helped make it a banner year for the LSCP. 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

*THE LAKE SUPERIOR COMMUNITY PARTNERSHIP EXISTS TO ENSURE
A VIBRANT LOCAL AND 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.



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

**CHAMPION, INC.
ENVOY AIR, INC.
J.M. LONGYEAR
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**



2023 IN NUMBERS

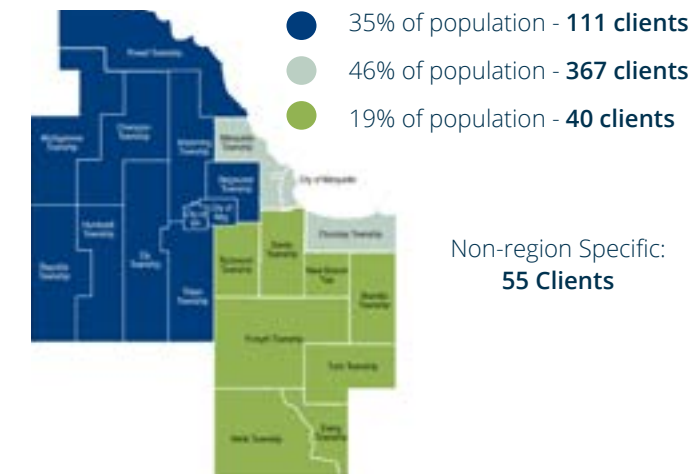
The LSCP provides a full range of business development services that address the challenges and opportunities that businesses face in all stages of their development. The economic development team works collaboratively with public and private sector partners in assisting our business development clients.

BUSINESS DEVELOPMENT RECAP

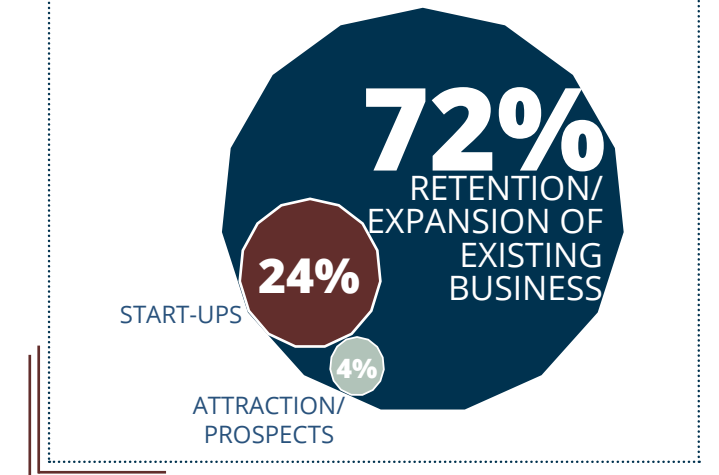
	5 Year Total	2023	2022	2021	2020	2019
OVERALL CLIENTS	3,395	573	596	672	1,053	501
RETENTION CLIENTS	2,749	415	453	522	936	423
START-UP CLIENTS	567	136	129	132	106	64
ATTRACTION CLIENTS	66	22	14	18	11	14
JOB PROTECTED	3,338	582	237	324	836	1,359
JOB IMPACTED	54,966	8,967	10,481	8,052	14,529	12,937
JOB RETAINED	1,614	12	13	62	1,527	0

<p>573 GENERAL BUSINESS DEVELOPMENT/CONSULTING</p>	<p>415 RETENTION OF EXISTING BUSINESSES</p>	<p>57 BUSINESS FINANCING</p>	<p>26 BUSINESS PLAN DEVELOPMENT</p>	<p>22 SITE LOCATION SERVICES</p>	<p>52 DATA & RESEARCH</p>
<p>70 MARKETING ASSISTANCE</p>	<p>78 TALENT DEVELOPMENT</p>	<p>28 TECHNICAL ASSISTANCE</p>	<p>25 ADVOCACY</p>	<p>11 SUCCESSION PLANNING</p>	

2023 DISTRIBUTION OF CLIENTS



DEVELOPMENT STAGE OF BUSINESS SERVED



REGIONAL WEALTH

	% of change from '19 to '23	2023	2022	2021	2020	2019
POPULATION	-0.5%	66,364*	66,050*	66,103*	65,834*	66,689*
PROPERTY TAX REVENUE	16.7%	N/A	\$106,649,942	\$100,012,751	\$96,613,799	\$92,276,034
MEDIAN HOUSEHOLD INCOME	14.5%	N/A***	\$63,115	63,498**	N/A***	\$55,148**
PER CAPITA INCOME	16.9%	N/A***	\$32,711	38,332	N/A***	\$27,979
MEDIAN HOME SALES	40.4%	\$231,750	\$216,000	\$185,000	\$170,000	\$165,000
NUMBER OF HOME SALES	-14.9%	708	787	988	901	832

* 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 2023 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.

7
TRADITIONAL RLF CLIENTS
\$505,010
AMOUNT LOANED

4
COVID-19 CARES ACT CLIENTS
\$183,500
AMOUNT LOANED



573

TOTAL CLIENTS

HELPING BUSINESSES
MAKE CONNECTIONS
THAT MATTER

LSCP POLICY ISSUES

The Lake Superior Community Partnership is committed to representing our community and partners when it comes to 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
Great Lakes Tunnel Project	Support for the proposed concrete-walled tunnel to be placed below the lakebed, reducing the risk of a spill in the Straits to zero.	Support	In Process
Small Business Support Hub	Grant of \$3.3M from the Michigan Economic Development Corporation to provide additional boots-on-the-ground support for small businesses in a seven-county region.	Support	Passed
City of Marquette Blight Clearance Project	Support of Community Development Block Grant to fund blight elimination and clearance activities at the former hospital site in the City of Marquette.	Support	Passed
Braveworks Marquette Vault Revitalization	Support application for the Revitalization and Placemaking (RAP) Grant to assist with costs associated toward reactivating an entire block in the heart of downtown Marquette. The project will include hotel space, apartments, parking, and other amenities.	Support	Passed
Energy Legislation	Energy standard mandates 100% clean energy by 2040, with interim targets of 50% renewable energy by 2030 and 60% by 2035. Proposed legislation would discontinue use of tire-derived fuel for biomass and of gas-based reciprocation internal combustion engines.	Opposed	Passed
Childcare Initiatives	Support for funding around childcare, updates to regulatory and administrative rules, and collaboration with regional partners to identify and coordinate child-care 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
Marquette County Land Bank Authority	Support for the Rural Readiness Grant Program for a Housing Specialist to facilitate collaboration among public and private partners, helping with planning and resource development, securing funding sources, and create shovel-ready projects for additional housing units.	Support	Passed

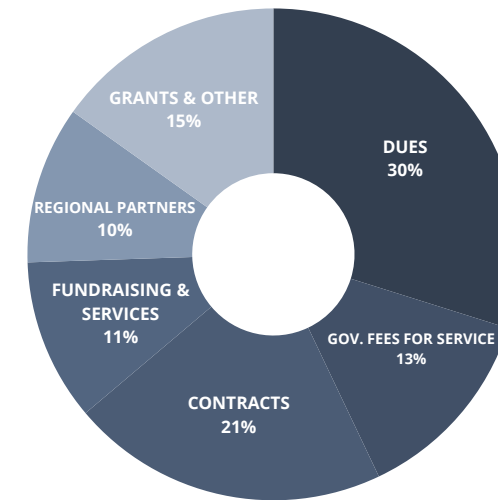
GOVERNMENT RELATIONS

- Community and Economic Development Association of Michigan Member
 - 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
 - MEDA Capital Day Attendee
- International Economic Development Council (IEDC) Public Policy Advisory Committee Member
- Community and Economic Development Association of Michigan Member
- 104 Government Networking Visits
- Marquette County Ambassadors
 - Lansing Fall Trip (15 meetings)
 - Lansing Spring Trip (20 meetings)



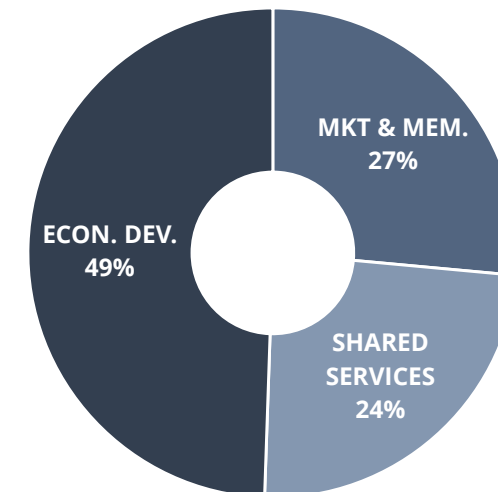
2024 BUDGET

INCOME



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

EXPENSES



- MARKETING & MEMBER SERVICES
- ECONOMIC DEVELOPMENT
- SHARED SERVICES

DUES	\$222,600
GOVERNMENT SERVICE FEES	97,600
CONTRACTS	155,780
FUNDRAISING & SERVICES	79,400
REGIONAL PARTNERS	77,300
GRANTS & OTHER	113,000
TOTAL INCOME	\$745,680
MARKETING & MEMBER SERVICES	191,724
OPERATIONS	174,416
PROGRAMS	358,298
TOTAL EXPENSE	\$724,438
NET INCOME	\$21,242





2023 HIGHLIGHTS

Last year, the LSCP celebrated a quarter century of serving Marquette County businesses and communities as the go-to resource for economic development information and services. Here are some highlights the LSCP celebrated in 2023:

Childcare SPARK combines the best of business development principles, business accelerator practices, and early childhood education knowledge to assist participants in quickly standing up in-home childcare businesses.

- All three initial participants now have licenses and are open.
- Four additional participants in the new hybrid version.
- Anticipated regional expansion underway.

Childcare SPARK is generously funded through investments by Marquette County and the State-wide Equity Fund



The **Marquette County Housing Target Market Analysis** provides critical data on current and future market trends for housing including demand, demographics, and more. Having such data available removes a barrier to encouraging new housing development.

- Final draft available on marquette.org/housing.
- Data already being used in discussions with developers and local governments.
- Public rollout will include deep dive sessions with the consultant who authored report.

The Housing TMA was made possible through support by the MCLBA, LSCP, 7 local governments, DTE Foundation, CFMC, and MDARD.



The Marquette County Land Bank Authority, LSCP, InvestUP, and Community Foundation of Marquette County collaborated to secure a Rural Readiness Grant to hire a **Housing Specialist** who will provide critical capacity for developers and local governments seeking to add new and rehabbed housing stock.

- Antonio Adan appointed as Housing Specialist for Marquette County.
- Position now coordinating Housing Taskforce, Emerging Developer events, and more.
- Efforts underway to secure additional funding.

The initial funding for this position was made possible by MCLBA, LSCP, InvestUP, and CFMC, and the Office of Rural Prosperity.

The **Marquette Sawyer Air Service Demand and Leakage Study** provides critical insight into market forces we are contending with as we seek to re-establish and expand service at our regional airport. A previous version of the study resulted in the MQT-MSP route.

- Final report received and shared with collaborating air service group, but edits and expansion likely needed.
- Direct visits to airlines expected.
- Foundation for larger airport strategic planning efforts also launching.

Funding for this study was provided by Marquette Sawyer Airport, Eagle Mine, Travel Marquette, and LSCP Chairman's Circle.

The LSCP serves as the coordinating partner for the **Central U.P. Small Business Support Hub**, a collaboration of seven strategic partners. The Hub will coordinate and expand access to small business support resources across a seven county region.

- Program Manager onboard.
- Grant agreement executed with MEDC.
- New Resource: Placer.ai
- Partners are hiring Small Business Resource Navigators.

The Hub is made possible through \$3.4 million in ARPA funding awarded by the MEDC.



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.

Acrisure
Acuitas
Alger Delta Cooperative Electric Association
Blue Cross Blue Shield of Michigan
Breneman Advisors
Cleveland Cliffs, Inc.
The Cleaveland-Cliffs Foundation
Eagle Mine
Enbridge
Iron Range Agency of Ishpeming

J.M. Longyear
Marquette Board of Light & Power
Range Bank
SEMCO Energy Gas Company
TriMedia Environmental & Engineering Services, LLC
Upper Peninsula Health Plan
UP Health System - Marquette
Upper Peninsula Power Company



MEET THE 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



Hanna Westra
Outreach & Development Specialist



Ashley Saari
Operations & Marketing Specialist



Rachel Raak
Community Economic & Development Coordinator



Rebecca Dales
Economic Development Project Manager



Erica Huss
Program Manager
Central U.P. Small Business Support Hub

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
- Economic Club of Marquette County
- Career Technical Education committee
- Regional Prosperity Initiative Advisory board
- Accelerate UP Resource Board member
- Upper Peninsula Collaborative Development Council
- Big Brother Big Sisters
- Marquette West Rotary
- UP 200 Volunteer

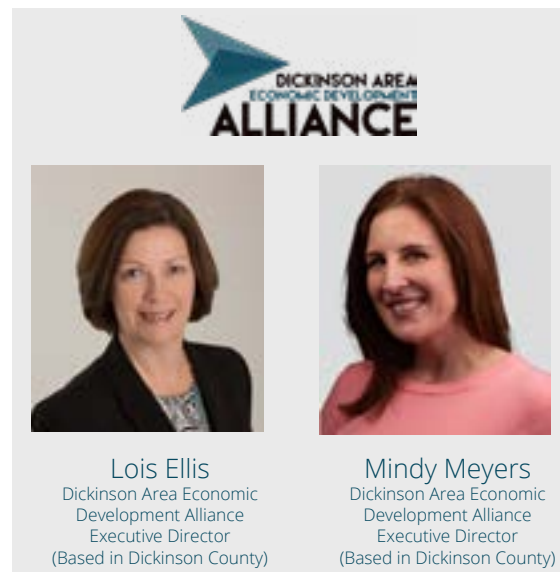
ORGANIZATION CREDENTIALS

The LSCP strives to stay educated and informed. Below is a list of certifications our staff members have and awards/designations we've achieved:

- Accredited Economic Development Organization (AEDO) since 2011

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



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

Mindy Meyers
Dickinson Area Economic Development Alliance Executive Director
(Based in Dickinson County)



CURRENT BOARD OF DIRECTORS

CHAIRMAN
ROXANNE DAUST
RANGE BANK

BRETT FRENCH
UPPER PENINSULA POWER COMPANY

VICE CHAIRMAN
SCOTT KNAFFLA
FLOURISH FINANCIAL PARTNERS

ROBERT LUKE
BLUE CROSS BLUE SHIELD OF MICHIGAN

TREASURER
BRYAN DEAUGUSTINE
NICE COMMUNITY SCHOOLS

LOIS ELLIS
DICKINSON AREA ECONOMIC DEVELOPMENT ALLIANCE

SECRETARY
DAVE ARO
SUPERIOR REHABILITATION & PROFESSIONAL SERVICES

STEPHANIE JONES
SELECT REALTY

BRIGITTE LAPOINTE- DUNHAM
KEWEENAW BAY INDIAN COMMUNITY

TRUSTEES
RHEA DEVER
NORTHERN MICHIGAN UNIVERSITY

RICK RHOADES
WLUC/ TV6

SCOTT ERBISCH
COUNTY OF MARQUETTE

MIKE SMITH
U.P. CONSTRUCTION COUNCIL

SUSAN ESTLER
TRAVEL MARQUETTE

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





MARQUETTE.ORG

FOLLOW US



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



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