



Keweenaw Economic Development Strategic Plan For Houghton & Keweenaw Counties

Reviewed & Updated
November 10, 2023



Table of Contents

Executive Summary	1
Acknowledgements	2
The Process	3
SWOT Results	4
Demographics and Economy	5
Basis for the KEDA Plan	7
The Economic Development Strategic Plan	8
Vision	8
Mission	8
Goals	8
1. Foster Business Growth	8
2. Improve Infrastructure	8
3. Revitalize Our Communities	9
4. Develop and Attract Talent	10
5. Enhance Cultural and Recreation Opportunities	10
Organizations and Roles	11
Local	11
Regional	11
Strategic Plan Implementation	13
Attachments	16

KEDA Economic Development Strategic Plan

Executive Summary

Basis for this Plan

Economies are by their very nature regional.

Economic development is a team effort. And most importantly, where economic development is played successfully, it has required active leadership and participation of business and community leaders

Economic development will entail change. Change requires vision, leadership, resources, and a focus that anticipates where change is needed, communicates and leads the effort to make it happen.

In order to make maximum use of available resources as well as attract new resources there must be a sound economic development investment strategy.

Vision

We are a community driven by our leaders to be the best at utilizing our technology, education and business assets to build a diverse economic base that leverages and develops the unique strengths of each county and its people.

Mission

Engage community leadership to start, retain, grow and attract companies that will increase the prosperity of the region through a holistic and collaborative strategy that builds on the assets and opportunities present in the region.

Goals

Foster Business Growth

Foster the startup, retention, expansion, and attraction of small companies that increase the diversification of the regional economy and take advantage of its unique resources and complement efforts in the attraction and retention of talent

Improve Infrastructure

Ensure that the infrastructure needed by business and community is in place and at a level and cost to meet current and future demands

Revitalize Our Communities

Create communities in Houghton and Keweenaw Counties that are attractive to recruiting and retaining talent

Develop and Attract Talent

Develop a comprehensive attraction, retention, and education system that seeks out, attracts, and retains skilled talent and allows area residents to develop the talent and skills most appropriate for them and the local economy

Enhance Cultural and Recreation Opportunities

Develop and market the region's cultural and outdoor oriented and family friendly lifestyle

The Process

This document represents an overdue update of the Keweenaw Economic Development Strategic Plan that was developed in 2015. It has been eight years since we worked with community leaders and stakeholders of the Keweenaw Peninsula to prepare this economic development strategic plan to guide not only KEDA's efforts, but to set an overall direction for regional economic development efforts. Normally we would have done a review at the five year mark, but thanks to the pandemic and the subsequent robust recovery, we didn't complete a review and update until near the end of 2023.

The goal of this plan remains to create a unified approach, driven by business and community leaders that will increase economic activity and opportunities for our area.

The Strategic Plan Review entailed the creation of an extensive report that included summaries of the original plan and background information, updated background information, a compilation of over \$238 million in investments and activities undertaken by the area's local economic development organizations, municipal governments, road commissions, and non-profit organizations in furtherance of the identified goals and objectives between 2015 and 2023.

The Strategic Plan Review report was sent out to 170 stakeholders, leaders and elected officials in Houghton and Keweenaw Counties for review and response to a brief survey questionnaire with 60 surveys completed. A facilitated meeting was held with approximately 30 of those completing the survey. The SWOT input received was reviewed with a final list prepared and sent out for prioritization. Respondents to survey and in the meeting determined that the original Mission and Vision were fine and there was agreement that original goals and objectives were also still relevant with some additional objectives to address current opportunities, weaknesses and threats.

Strengths, Weaknesses, Opportunities and Threats

From the 2015 Plan

Strengths

1. Quality of life
2. Outdoors
3. Natural resources
4. Technology and research skills from MTU
5. Business development support infrastructure

Weaknesses

1. High electricity costs
2. Reluctance and resistance to change
3. Poor air service
4. Lack of vocational and technical education in area schools
5. Poor broadband and cell service

Opportunities

1. Tourism
2. Natural resources
3. Placemaking
4. Developing public-private partnerships to solve problems
5. Expand and improve CTE in schools

Threats

1. Lack of vision and planning
2. Energy costs
3. Population decline
4. State level politics
5. Failure of key infrastructure (electric, gas, telecom)

SWOT in 2023

Strengths

1. [Quality of life \(2.16\)](#)
2. [Natural Resources, Outdoor Recreation, & Tourism \(2.48\)](#)
3. Technology and research skills from MTU (3.32)
4. Strong K-12, CTE, & Higher Ed (3.45)
5. Business development support infrastructure (3.58)

Weaknesses

1. Housing quality, availability & affordability (2.26)
2. Labor force availability and skill set (2.81)
3. Childcare - quality, availability & affordability (3.32)
4. [Poor air service \(4.06\)](#)
5. Lack of specialized healthcare services including mental health and dentistry (4.23)
6. [Poor high speed internet and cell service \(4.32\)](#)

Opportunities

1. Natural resources (extraction & availability for use) (3.16)
2. Enhance existing CTE programs (3.68)
3. Developing public-private partnerships to solve problems (3.84)
4. Conversion of visitors to residents (4.10)
5. Placemaking with cohesive planning (4.23)
6. Redevelopment of Finlandia University buildings (4.48)
7. Remote worker attraction (4.52)

Threats

1. Housing instability (4.03)
2. State level politics & lack of cohesive local advocacy effort (5.10)
3. Failure of key infrastructure (bridge, water, electric, gas, telecom, drainage, etc.) (5.32)
4. Diminished and tenuous funding for local governments and 501c3's (5.35)
4. Lack of vision and planning, regulatory bias & ineffective government (5.35)
5. Increased cost of development (5.61)
6. Population decline (5.65)
7. Resistance to change needed to support growth (6.42)

Blue indicates SWOT from 2015. Numbers indicate the average numerical ranking score from the survey.

Demographics and Economy

NOTE. In addition to the SWOT analysis, some basic demographic and economic data was provided to set the context of the underlying economy at the time of the planning process. The original planning process presented some baseline and trend data based on KEDA's service area encompassing Baraga, Houghton and Keweenaw Counties and we used Delta and Marquette Counties as our peer comparisons. The relationship with Baraga County changed after the plan was completed. The original section on demographics and economy are edited to reflect this change.

Where We Started in 2015

A review of basic economic and demographic data showed that in comparison to Delta County, Marquette County and the State of Michigan, the Keweenaw has stagnant population growth, a much older population, lower incomes, lower poverty rates (except for Houghton which is 23%), above average graduation rates, below average number of people with bachelor's degrees (except for Houghton at 28.9%), low single family home values and a very old housing stock, and retail leakage outside the area.

The data also showed that a higher number of the employed are either self-employed or working out of the area. The Keweenaw had a lower labor force participation rate and fewer residents employed per population than either Delta or Marquette Counties. Public sector employment

dominates wage earnings compared to Delta or Marquette Counties. The impact of the participation rate shows in the low wage per capita as compared to Delta and Marquette.

The impact of Michigan Tech and three hospitals is sizable and contributes to a very high public sector contribution to wage income (42%). In Delta and Marquette this is 16% and 22% respectively. With some exceptions, the Keweenaw's average annual wages by sector were lower than either Delta or Marquette Counties'. The primary sectors reflect the public sector and professional and technical services. Average annual wages in the Keweenaw were 85% of Delta's and 77% of Marquette's.

Clear agreed upon takeaways from the SWOT and leadership summit are that we need to break out of the stagnation we find ourselves in, take advantage of the significant resources found in the Keweenaw – namely outdoor recreation, Michigan Tech and Finlandia, and our manufacturing base – and engage business and community leadership.

What Does the Data Say in 2023

As noted above, our baseline was adjusted appropriately and we added Dickinson and Gogebic Counties for a peer comparison within the Western U.P. The goal for the data presented is to gauge our community's sustained business and community development efforts against our regional peers with a counterpoint being Gogebic County with no broad organized effort. This data can be found in the Attachments section at the end of this document.

The Selected Demographic data shows fairly consistent higher than peer or state improvement. Our population is increasing. The Keweenaw along with all of our peers except Gogebic have increased their populations over the past 50 years with Houghton County noted as being the only county to add population at the last census. Current estimates (not shown) still show us adding population especially in the births versus deaths category which is helping to lower our median age versus our peers. We are continuing to see a return of MTU alumni and people with a family connection to the area - whether at retirement, to start a venture, work remote or take a job. Finally, as noted in the accomplishments below, remote workers are moving into the area.

The Quarterly Census of Employment and Wages (QCEW) and Employment/Unemployment data show an overall decrease in the number of people employed as well as the labor force during the 2013-2021 period. The labor force participation rate has declined from an already low percentage for both the Keweenaw and our peer communities in the U.P. and well below Michigan as a whole. Lack of sufficient and affordable childcare may play a part in this low rate. However, wages have increased along with the number of firms and jobs in the all-important manufacturing and technology sectors. Demand for employees remains strong in the area. MTU is growing as are a number of manufacturing and technology companies.

The housing shortage that was highlighted in the 2015 planning process continues to be a barrier for sustaining our economic growth. There continues to be a shortage of middle market rentals, higher end homes, and multi-family workforce housing. A strong, growing visitor economy and the demand for short term vacation rentals has made the situation a bit more challenging. The demand for vacation rentals has led to the rehabilitation of vacant and substandard mine housing throughout the region (which is good for our overall housing stock) as well as the conversion of long term rentals to short term (which is bad for our workforce housing stock). The small

number of real estate developers and the continued demand for student housing due to MTU's growth has also contributed to this shortfall in needed long term housing. In addition to the shortage of all types of housing is the shortage of industrial and commercial space including office and viable downtown retail space.

Basis for the KEDA Plan

1. Economies are by their very nature regional. Our companies operate regionally – defined as local, national and international for many companies. Our residents move across political boundaries every minute of every day. People reside in one place, work in another, shop in another, and recreate in still another.
2. Economic development is a team effort. Where it is successful, there is an active collaboration of local, regional, state and even federal organizations, agencies, and government. Where it is successful it has required planning, vision, and consensus of many people. And most importantly, where economic development is played successfully, it has required active leadership and participation of business and community leaders
3. Economic development will entail change. Change requires vision, leadership, resources, and a focus that anticipates where change is needed, communicates and leads the effort to make it happen. Businesses and local governments also need to embrace change. Technology and access to information affect the expectations of the marketplace and requires business and local governments to face constant adaptation and forward thinking.
4. Economic development always takes place within an environment where resources are constrained. In order to make maximum use of available resources as well as attract new resources there must be a sound economic development investment strategy.
5. This economic development strategic plan should guide all stakeholders' economic development efforts. It should be owned by everyone. (This was added as a result of the consensus of those participating in the second stakeholder meeting that finalized the original plan.)

The Economic Development Strategic Plan

Vision

We are a community driven by our leaders to be the best at utilizing our technology, education and business assets to build a diverse economic base that leverages and develops the unique strengths of each county and its people.

Mission

Engage community leadership to start, retain, grow and attract companies that will increase the prosperity of the region through a holistic and collaborative strategy that builds on the assets and opportunities present in the region.

Goals

The following goals are not listed in priority order. Each of the goals supports all others so all must be advanced together.

1. Foster Business Growth

Foster the startup, retention, expansion, and attraction of small companies that increase the diversification of the regional economy and take advantage of its unique resources and complement efforts in the attraction and retention of talent

- Start five –ten new technology or export oriented manufacturing businesses per year
 - Tap MTU and Finlandia alumni network for startups, attraction, and business succession opportunities
 - Utilize MTU’s career fairs for opportunities to network with alumni for start-up and attraction opportunities
- Develop a network with area businesses and utilize them to support new business development as well as to support existing business retention and expansion.
- Ensure that local support and regulatory framework is conducive to business
- Ensure that infrastructure and support mechanisms are in place to encourage and support telecommuting
- Develop collaborative mentorship network for start- up and existing business owners
- Ensure access to capital
- Define specific business segments to try to attract, and develop a regional brand and marketing plan.
- Retain and expand area companies through ongoing outreach and connection with resources, tools, and networks
- Develop and maintain a regional site and building inventory to facilitate business start- up and growth

2. Improve Infrastructure

Ensure that the infrastructure needed by business and community is in place and at a level and cost to meet current and future demands

- Identify broadband telecommunications gaps and projects (wireless and fiber availability especially in Keweenaw County) and address through private-public partnerships and advocacy
- Monitor and address air service issues in order to maintain consistently reliable commercial air service in the Keweenaw
- Identify and pursue opportunities to improve access to clean, safe, affordable housing that is appropriate to the demands of retaining and attracting talent
- Identify transportation gaps and projects (second Portage Waterway crossing, rail, deep water ports, over the road shipping, road conditions, speeds on state highways), develop projects and advocacy to address
- Identify electric supply issues (Cost, reliability, capacity), develop projects and advocacy to address
- Identify natural gas supply and access gaps (availability, capacity), develop projects and advocacy to address
- Identify water supply gaps and issues (safe, clean, appropriately priced and located, and adequate supply for industrial, commercial and residential uses) and address through projects and advocacy
- Identify municipal sewer supply gaps and issues (adequate supply and appropriately priced and located for industrial, commercial and residential uses) and address through projects and advocacy
- Identify and pursue opportunities to support and improve K-12 education in the region
- Identify and pursue opportunities to support and improve healthcare in the region
- Identify and pursue opportunities to support and improve quality childcare in the region

3. Revitalize Our Communities

Create communities in Houghton and Keweenaw Counties that are inclusive and attractive to recruiting and retaining talent

- Improve downtowns, their building stock, and streetscapes (Houghton, Hancock, Calumet, Laurium, South Range, Lake Linden)
- Develop the waterfronts in Houghton, Hancock for public and recreational use
- Target development of amenities that will support both single and married millennials (27-42 year olds) and prepare for Gen Z (up to age 26)
 - Develop outdoor recreational trails, etc. especially in Keweenaw County
 - Develop appropriate housing – both rental and ownership for all income levels
 - Non-traditional grocery store options
- Improve quality of existing housing stock through targeted investment in rehabilitation, renovation, and new development with special focus on the housing stock from the mining era within the cities, villages, and unincorporated communities of the Keweenaw
- Pursue appropriate redevelopment and reuse of the former Finlandia University buildings
- Improve unincorporated communities such as Chassell, Copper Harbor, Eagle Harbor, Eagle River, Mohawk, Dollar Bay, and Hubble
- Develop upper floor housing in downtowns (with appropriate parking)

- Identify and eliminate blight through targeted redevelopment and use of ordinances
- Target development of housing for retirees

4. Develop and Attract Talent

Develop a comprehensive attraction, retention, and education system that seeks out, attracts, and retains skilled talent and allows area residents to develop the talent and skills most appropriate for them and the local economy

- Private/public partnership to address funding and provide leadership for vocational-technical education programs
- Enhance a regional access and delivery system for CTE/vocational technical education that meets state standards and for where appropriate, industry standards
- Tap MTU, Gogebic Community College, and Keweenaw Bay Ojibwa Community College alumni to fill talent gaps for area companies
- Develop process to increase awareness of the skilled trades that starts with 5th graders
- Develop education fund that covers the cost of MTU tuition for four students annually with the exchange that they start and run a company in the Keweenaw after they graduate
- Build on KEDA's skilled trades scholarship program to assist high school grads and entry level workers with non-university secondary education skill development
- Develop permanent and ongoing training and focus on quality customer service for hospitality and retail businesses
- Build and develop quality K-12 education
- Identify and develop supplemental employment opportunities for trailing spouses
- Support and improve employee development and recruitment

5. Enhance Cultural and Recreation Opportunities

Develop and market the region's cultural and outdoor oriented and family friendly lifestyle

- Ensure that all cultural and recreation assets are accessible and identifiable especially securing permanent trail ROW
- Develop the amenities that will attract and retain millennials – both single and married
- Create a regional trails system between communities, with appropriate wayfinding, highlighting natural, cultural and historic points of interest and promote this asset and brand collectively
- Develop and support development of additional recreation assets
- Work on balancing development with natural resource protection and historic preservation through managed growth
- Develop a cooperative branding effort with SmartZone branding and local community branding and publicize (change from being best kept secret to well-known fact)

Organizations and Roles

Economic development requires the active engagement of many players from the public, private and non-profit arena. Below are listed the primary, though not exclusive list of organizations and entities that have a stake in and must be a part of the economic development effort envisioned by this strategic plan.

Local

Keweenaw Economic Development Alliance (KEDA)

MTEC SmartZone (SZ)

Keweenaw Chamber of Commerce

Finnish American Chamber of Commerce

Visit Keweenaw

Community Foundations (Keweenaw Community Foundation, Copper Shores Community Health Foundation)

Local Governments

- Houghton, & Keweenaw Counties
- Cities of Houghton & Hancock and their respective Downtown Development Authorities (DDA)
- Villages of Calumet, Laurium, South Range, Lake Linden and their respective DDA's
- Townships

Houghton, & Keweenaw County Road Commissions

Various Utility Authorities

Houghton County Land Bank Authority (HCLBA)

Brownfield Redevelopment Authorities (Houghton & Keweenaw BRA & Franklin Twp. BRA)

Copper Country Intermediate School District (CCISD)

Universities & Colleges – MTU, Gogebic Community College

Seven School Districts

Area Hospitals (Aspirus Keweenaw, UP Health System-Portage)

Area businesses

Regional

Region 1 Small Business Development Center (SBDC) hosted in the U.P. by MTU - Regional federal/state small business consulting

Region 1 Michigan Works! - Regional state workforce development services provider

Northern Initiatives (NI) - Statewide non-profit alternative lender and MMTCC center)

Invest UP - Regional non-profit economic development organization

Networks Northwest/APEX (provides government procurement/contracts assistance)

Western UP Planning & Development Region (WUPPDR) - Regional planning agency

Michigan Economic Development Corporation (MEDC) - State economic development agency

Michigan State Housing Development Authority (MSHDA)

Michigan Department of Agriculture and Rural Development (MDARD)

Michigan Department of Transportation (MDOT)

Michigan Department of Environmental Quality (MDEQ) - Now Environment, Great Lakes and Energy (EGLE)

Michigan Department of Natural Resources (MDNR)

Federal

US Department of Agriculture (USDA)
US Economic Development Administration (EDA)
Environmental Protection Agency (EPA)
US Department of Transportation (USDOT)

Strategic Plan Implementation

In 2018, the SZ brought together almost everyone working on or in economic development in the area. This group that branded itself as Team Peninsula, now includes the SZ, KEDA, Cities of Houghton and Hancock, Village of Calumet and Laurium, Chassell Township/RWK, CCISD, Copper Shores CHF (formerly PHF), WUPPDR, MTU, SBDC, Keweenaw Chamber, Houghton County, and Visit Keweenaw (formerly known as the Keweenaw Convention & Visitors Bureau). Development challenges facing the entire area were agreed upon with agreement by all to support efforts to address these challenges and to support each other's individual development efforts. This is an informal group that meets monthly, hosted by the SZ and facilitated by Scott MacInnes.

Team Peninsula has served as a de facto master task force to maintain communication about critical issues and the joint and several efforts being undertaken by the members. Collaborations abound in the area to tackle the diverse challenges and opportunities that were outlined in this strategic plan.

In 2017 [Invest UP](#), a regional non-profit economic development organization was formed. Our area has four members on the Invest UP board of directors. Invest UP along with MW! served a pivotal role during the pandemic, serving as the primary conduit for state funding to provide relief to small businesses and convener for a region wide response effort.

In addition to Team Peninsula, numerous teams and initiatives were formed to tackle many of the challenges associated with the Plan's goals and objectives. These are as follows:

Goal - Foster Business Growth

Copper Country Tech Start-Up Resource Coordination - A collaboration led by MTU with SZ, KEDA, and SBDC. The focus is on supporting tech startups.

SmartZone, KEDA, MEDC, SBDC and Michigan Works! are all active in working to start and grow local companies with a high degree of communication among and between the entities.

Goal – Improve Infrastructure

Air Service Task Force - We formed the first task force with members of the private sector, MTU, KEDA, SZ, Cities of Houghton and Hancock, Visit Keweenaw with the 2017 renewal of the Essential Air Service contract to advocate for improvements in air service including getting to a new hub in Detroit and/or Minneapolis. We conducted outreach to both Delta and SkyWest in an effort to improve service during these two year EAS contract cycles. We used the task force most recently in advocating for national efforts to alleviate the pilot shortage that came out of the pandemic shutdown. The three major airlines bought out the contracts of 5-6,000 pilots leaving pilots' seats empty when travel picked back up. The regional airlines became the pool that the majors hired from which quickly led to a shortage of regional pilots and curtailment or disruption

of regional air service. In addition to direct outreach with our congressional delegation, we have also been active with national advocacy efforts.

Goal – Revitalize our Communities

Bring Back Calumet - Village of Calumet, DDA, Main Street, HDC, KEDA, Houghton County Land Bank, Keweenaw National Historical Park and the KNHP Advisory Commission. Working to bring back Calumet, one building at a time.

Houghton County Land Bank Authority - This five member authority established by Houghton County and led by the County Treasurer, has taken a leadership role in addressing blight and supporting revitalization of our area communities. KEDA has partnered with the HCLBA to carry out the authority's work.

Goal – Develop & Attract Talent

Copper Country ISD - Formed an industry steering committee to promote and secure a millage to significantly expand the [CCISD's Career Technical Education](#) programing.

Copper Trails Partnership - Michigan Works! formed and leads a group that meets monthly to share efforts, challenges, new programs and support and network. The group includes MW!, KEDA, WUPPDR, Gogebic Community College, and MEDC representatives.

Return North - SmartZone started and have annually held the Return North event geared towards attracting former MTU alum and residents back for jobs with area companies.

[Remote Workforce Keweenaw](#) - Keith Meyers, a more recent in-migrant with family ties to the area saw the opportunity to promote the area to remote workers and began a targeted social media campaign in 2018. The result has been the identification of over 180 remote workers in the region and an interest by people outside the area in finding a job and moving here. Team Peninsula has supported this effort and KEDA is serving as its fiduciary.

Childcare - There are several efforts both locally and regionally that involve multiple stakeholders. The challenge is bridging the gap between the cost to provide childcare, especially childcare that includes early learning activities and the limit on the price many people can afford. However, efforts continue to be made to increase the number of available slots.

[MiSTEM Network Western UP](#) - This is a state driven program to foster more and better stem education through programing and professional development for educators in Houghton, Keweenaw, Baraga, Ontonagon, and Gogebic Counties. The program is based at the CCISD and functions with an advisory board with a broad representation of private sector, economic development, workforce development, and education

Copper Shores Community Health Foundation has implemented the [Bridges Copper Country](#) program designed to provide a path forward for individuals dealing with the effects of generational poverty. The program is aimed at providing Asset limited, Income Constrained individuals with a path to get ahead.

Goal – Enhance Cultural and Recreation Opportunities

Visit Keweenaw - Hired first executive director and secured the full 5% room assessment from its members and is now actively engaged in a full-fledged marketing effort as well as supporting the development of recreational infrastructure through small grants.

Copper Shores Community Health Foundation (formerly Portage Health Foundation). With a goal of supporting community level projects that will improve community health and wellness,

Copper Shores began making small grants to support green spaces, food systems, and recreation facilities.

Houghton County Recreation Authority - Houghton County, Visit Keweenaw, WUPPDR and KEDA worked to form a recreation authority to bring a focus to the trail infrastructure in Houghton County and push for the development of the Houghton-Douglas Falls by the State of Michigan.

Keweenaw Outdoor Recreation Coalition - This primarily Keweenaw County based group of motorized and silent sport clubs and conservation groups focused on improving the infrastructure, accessibility, and conservation of the recreation lands in the tip of the Keweenaw. It is organized as a subsidiary of the Keweenaw Forestry Company, a private non-profit conservation entity.

Attachments

Selected Demographic Data

2014	Median Age	Median Household Income	Per Capita Income	Poverty Rate (%)	High School Grad or higher (%)	Bachelors Degrees (%)	Median Home Value	Retail Sales per Capita
Houghton	33.4	\$35,430	\$19,783	23	91	28.9	\$88,400	\$9,599
Keweenaw	53.5	\$39,038	\$24,802	15.8	92.8	23.9	\$101,700	\$1,465
Delta	46	\$41,637	\$22,471	16.4	91.4	18.2	\$100,200	\$12,298
Dickinson	45.7	\$44,136	\$24,611	10.7	94.8	19.7	\$85,500	\$16,447
Gogebic	47.5	\$34,252	\$20,330	17.5		17.6	\$66,800	\$9,922
Marquette	39.1	\$45,622	\$23,789	15.7	93.5	29.1	\$126,600	\$11,200
Michigan	38.9	\$48,471	\$25,681	16.3	88.9	25.9	\$121,700	\$10,855

2022	Median Age	Median Household Income	13-22 Chg	Per Capita Income	13-22 Chg	Poverty Rate (%)	13-22 Chg	High School Grad or higher (%)	13-22 Chg	Bachelors Degrees (%)	13-22 Chg	Median Home Value	13-22 Chg	Retail Sales per Capita	13-22 Chg
Houghton	32.8	\$48,623	37%	\$27,087	37%	14.1	-39%	93	2%	33.6	16%	\$115,300	30%	\$10,756	12%
Keweenaw	57.6	\$54,010	38%	\$39,476	59%	10.7	-32%	96.4	4%	36.8	54%	\$124,000	22%	\$1,759	20%
Delta	47.4	\$51,117	23%	\$29,228	30%	11.8	-28%	92.7	1%	18.8	3%	\$122,000	22%	\$15,478	26%
Dickinson	47.3	\$54,775	24%	\$32,101	30%	11.4	7%	95.6	1%	23.5	19%	\$113,200	32%	\$17,323	5%
Gogebic	50.2	\$41,948	22%	\$29,321	44%	17.4	-1%	94.2		21.7	23%	\$76,400	14%	\$10,709	8%
Marquette	38.9	\$57,981	27%	\$29,939	26%	13.3	-15%	95.3	2%	34.1	17%	\$162,100	28%	\$13,931	24%
Michigan	40.3	\$63,202	30%	\$38,151	49%	13.4	-18%	91.6	3%	30.6	18%	\$172,100	41%	\$14,377	32%

Population

Area	1960	1970	1980	1990	2000	2010	2014	2022	1970-2022	2014-2022
Houghton County	35,654	34,907	37,872	35,528	35,964	36,730	36,469	37,035	6%	2%
Keweenaw County	2,417	2,290	1,963	1,697	2,274	2,169	2,174	2,180	-5%	0.3%
Houghton-Keweenaw Region	38,071	37,197	39,835	37,225	38,238	38,899	38,643	39,215	5%	1%
Delta County	34,298	36,078	38,947	37,849	38,542	37,047	36,580	36,741	2%	0.4%
Dickinson County	23,917	23,775	25,341	26,922	27,460	26,158	25,898	25,874	9%	-0.1%
Gogebic County	24,370	20,669	19,686	18,014	17,219	16,396	15,757	14,319	-31%	-9%
Marquette County	56,154	65,120	74,101	71,028	64,606	67,078	67,771	66,661	2%	-2%
Michigan	7,834,000	8,881,826	9,255,553	9,310,462	9,952,450	9,929,848	9,877,510	10,034,113	13%	2%

Quarterly Census of Employment and Wages (QCEW) Data

2021	Delta County				Marquette County				2021 Houghton-Keweenaw Counties			
Industry Code & Title	# of Estab.	Avg. Empl.	Avg. Wkly. Wage	Total Wages	# of Estab.	Avg. Empl.	Avg. Wkly. Wage	Total Wages	# of Estab.	Avg. Empl.	Avg. Wkly. Wage	Total Wages
Federal Government	20	190	\$1,228	\$12,140,147	29	266	\$1,295	\$17,915,802	28	192	\$1,039	\$11,467,091
State Government	15	206	\$1,341	\$14,377,560	34	1,738	\$1,307	\$117,641,729	14	1,308	\$1,999	\$117,455,943
Local Government	33	1,415	\$896	\$65,940,858	65	2,862	\$878	\$130,690,325	49	1,696	\$688	\$74,787,825
Total Government	68	1,811	\$1,155	92,458,565	128	4,866	\$1,160	266,247,856	91	3,196	\$1,242	203,710,859
Total, Private	967	11,384	\$861	\$510,525,842	1,525	20,269	\$934	\$985,163,388	896	8,444	\$686	\$365,335,206
11 -Agriculture, Forestry, Fishing & Hunting	39	160	\$990	\$8,229,530	28	129	\$903	\$6,051,446	30	82	\$891	\$4,194,260
21 -Mining	1	0	\$0	\$0	6	1,155	\$2,338	\$140,531,823	3	2	\$154	\$144,164
22 -Utilities	5	47	\$2,053	\$5,054,368	1	0	\$0	\$0	5	46	\$990	\$4,728,249
23 -Construction	109	641	\$1,256	\$41,847,855	174	1,332	\$1,057	\$74,173,637	128	682	\$963	\$33,215,813
31 -Manufacturing	70	2,027	\$1,374	\$145,051,746	57	1,029	\$1,027	\$55,064,826	51	953	\$678	\$42,871,181
42 -Wholesale Trade	38	338	\$1,009	\$17,679,181	44	488	\$1,131	\$28,751,318	29	158	\$544	\$8,959,935
44 -Retail Trade	151	2,152	\$617	\$69,154,969	236	3,447	\$577	\$103,608,849	133	1,534	\$477	\$46,300,719
48 -Transportation and Warehousing	54	502	\$1,114	\$29,377,522	33	668	\$1,009	\$35,167,007	18	141	\$698	\$5,437,517
51 -Information	8	78	\$785	\$3,136,300	28	351	\$871	\$15,894,692	16	76	\$619	\$4,864,036
52 -Finance and Insurance	46	418	\$1,107	\$24,041,254	78	672	\$1,244	\$43,536,468	45	372	\$722	\$27,848,811
53 -Real Estate and Rental and Leasing	23	69	\$580	\$2,066,956	55	214	\$897	\$9,975,172	27	107	\$345	\$3,827,860
54 -Professional and Technical Services	60	288	\$667	\$10,032,622	141	999	\$1,198	\$62,805,035	77	636	\$1,203	\$41,992,315
55 -Management of Companies and Enterprises	2	0	\$0	\$0	7	310	\$1,717	\$27,638,288				
56 -Administrative and Waste Services	41	775	\$615	\$24,968,450	64	578	\$879	\$26,369,087	25	135	\$291	\$4,060,109
61 -Educational Services	8	65	\$590	\$2,003,701	12	160	\$689	\$5,695,385	9	0	\$0	\$0
62 -Health Care and Social Assistance	80	1,757	\$878	\$80,095,662	173	4,778	\$1,035	\$256,832,490	73	1,630	\$1,153	\$97,599,261
71 -Arts, Entertainment, and Recreation	20	158	\$362	\$3,055,277	39	243	\$411	\$5,162,304	12	46	\$346	\$831,309
72 -Accommodation and Food Services	86	1,017	\$321	\$17,062,886	169	2,780	\$380	\$55,423,517	120	1,331	\$341	\$21,868,672
81 -Other Services (except Public Administration)	119	822	\$561	\$23,969,655	166	831	\$560	\$24,252,166	88	274	\$465	\$8,350,285
99 -Unclassified	10	28	\$589	\$857,245	17	55	\$648	\$1,872,963	10	11	\$304	\$176,812
Change Private 2013-2021	-5%	-3%	30%	26%	0.1%	-8%	28%	17%	-2%	-5%	50%	40%
Change Gov. 2013-2021	-4%	-2%	16%	19%	-7%	-11%	19%	10%	0%	2%	41%	21%

2013	Delta County				Marquette County				Houghton-Keweenaw Counties			
Federal Government	21	189	\$1,102	\$10,855,502	29	278	\$1,158	\$16,764,384	29	184	859	\$9,195,569
State Government	15	196	\$1,155	\$11,794,365	38	1,939	\$1,077	\$108,653,633	12	1,251	\$1,240	\$100,327,682
Local Government	35	1,459	\$728	\$55,186,670	71	3,235	\$699	\$117,668,809	50	1,695	\$552	\$59,497,411
Total Government	71	1,844	\$995	77,836,537	138	5,452	\$978	243,086,826	91	3,130	\$884	169,020,662
Total, Private	1,023	11,753	\$663	\$405,138,878	1,523	22,088	\$731	\$839,818,036	916	8,872	\$459	\$261,803,907
11 -Agriculture, Forestry, Fishing & Hunting	31	150	\$836	\$6,525,576	24	137	\$620	\$4,402,176	33	180	\$353	\$6,591,053
21 -Mining					6	1,517	\$2,023	\$159,602,031				
22 -Utilities	9	75	\$1,545	\$6,012,546								
23 -Construction	123	794	\$827	\$34,147,409	177	1,155	\$846	\$50,819,196	132	656	\$561	\$26,668,447
31 -Manufacturing	66	2,078	\$1,199	\$129,505,102	49	905	\$884	\$41,601,789	39	632	\$342	\$22,465,120
42 -Wholesale Trade	40	276	\$857	\$12,302,583	47	658	\$855	\$29,248,701	33	193	\$1,017	\$8,095,556
44 -Retail Trade	162	2,068	\$426	\$45,774,508	241	3,642	\$403	\$76,246,134	149	1,740	\$312	\$35,685,106
48 -Transportation and Warehousing	53	468	\$770	\$18,717,945	36	453	\$848	\$19,987,133	18	88	\$698	\$3,319,353
51 -Information	12	139	\$616	\$4,460,851	30	596	\$730	\$22,631,713	9	67	\$294	\$2,033,968
52 -Finance and Insurance	44	463	\$767	\$18,478,721	85	839	\$906	\$39,502,072	45	320	\$327	\$10,878,063
53 -Real Estate and Rental and Leasing	28	110	\$380	\$2,177,379	54	287	\$564	\$8,403,673	25	117	\$219	\$2,652,939
54 -Professional and Technical Services	72	429	\$523	\$11,682,886	115	801	\$830	\$34,583,426	71	462	\$436	\$20,928,078
55 -Management of Companies and Enterprises					7	57	\$1,349	\$3,964,065				
56 -Administrative and Waste Services	47	546	\$529	\$15,025,661	66	560	\$402	\$11,705,613	27	102	\$197	\$2,093,162
61 -Educational Services					12	149	\$359	\$2,781,574				
62 -Health Care and Social Assistance	80	1,849	\$672	\$64,598,712	183	5,645	\$865	\$253,986,538	65	2,129	\$372	\$82,219,491
71 -Arts, Entertainment, and Recreation	20	187	\$262	\$2,540,563	32	284	\$265	\$3,918,015	16	72	\$139	\$1,036,235
72 -Accommodation and Food Services	96	1,136	\$208	\$12,279,415	159	3,207	\$249	\$41,511,050	117	1,415	\$218	\$15,601,679
81 -Other Services (except Public Administration)	119	842	\$404	\$17,670,817	178	1,011	\$370	\$19,457,352	97	358	\$184	\$6,823,405

Employment/Unemployment Data

Area	2013 Pop	2022 Pop	2013				2022				13-22 Change		2022	2013
			Employed	Labor Force	Unemployed	Unemployment Rate	Employed	Labor Force	Unemployed	Unemployment Rate	Chg. Employed	Chg. Labor Force	Labor Force Participation	Labor Force Participation
Houghton County	36,676	37,035	15,408	16,888	1,480	8.8%	15,433	16,218	785	5%	0.2%	-4.0%	43.8%	46.0%
Keweenaw County	2,142	2,180	856	989	133	13.4%	849	904	55	6%	-0.8%	-8.6%	41.4%	46.2%
Delta County	36,799	36,741	15,767	17,551	1,784	10.2%	15,649	16,573	924	6%	-0.7%	-5.6%	45.1%	47.7%
Dickinson County	26,015	25,874	11,622	12,662	1,040	8.2%	11,656	12,186	530	4%	0.3%	-3.8%	47.1%	48.7%
Gogebic County	15,908	14,319	6,010	6,733	723	10.7%	5,384	5,680	296	5%	-10.4%	-15.6%	39.7%	42.3%
Marquette County	67,773	66,661	31,305	34,063	2,758	8.1%	30,224	31,808	1,583	5%	-3.5%	-6.6%	47.7%	50.3%
Michigan													60%	60%

SWOT Prioritization

Strengths, Weaknesses, Opportunities and Threats were reviewed as part of the Plan Review survey sent out to 169 identified stakeholders and community leaders with 61 responses, finalized during the November stakeholder meeting attending by at least 30, and prioritized through a follow up survey to 141 of the original 169 that had at least opened the one or more of the requests to participated in the review process with 31 responding.

The following SWOT were identified and ranked.

Strengths

1. Quality of life (2.16)
2. Natural Resources, Outdoor Recreation, & Tourism (2.48)
3. Technology and research skills from MTU (3.32)
4. Strong K-12, CTE, & Higher Ed (3.45)
5. Business development support infrastructure (3.58)

Opportunities

1. Natural resources (extraction & availability for use) (3.16)
2. Enhance existing CTE programs (3.68)
3. Developing public-private partnerships to solve problems (3.84)
4. Conversion of visitors to residents (4.10)
5. Placemaking with cohesive planning (4.23)
6. Redevelopment of Finlandia University buildings (4.48)

Weaknesses

1. Housing quality, availability & affordability (2.26)
2. Labor force availability and skill set (2.81)
3. Childcare - quality, availability & affordability (3.32)
4. Poor air service (4.06)
5. Lack of specialized healthcare services including mental health and dentistry (4.23)
6. Poor high speed internet and cell service (4.32)

Threats

1. Housing instability (4.03)
2. State level politics & lack of cohesive local advocacy effort (5.10)
3. Failure of key infrastructure (bridge, water, electric, gas, telecom, drainage, etc.) (5.32)
4. Diminished and tenuous funding for local governments and 501c3's (5.35)
4. Lack of vision and planning, regulatory bias & ineffective government (5.35)
5. Increased cost of development (5.61)

7. Remote worker attraction (4.52)

6. Population decline (5.65)

7. Resistance to change needed to support growth (6.42)

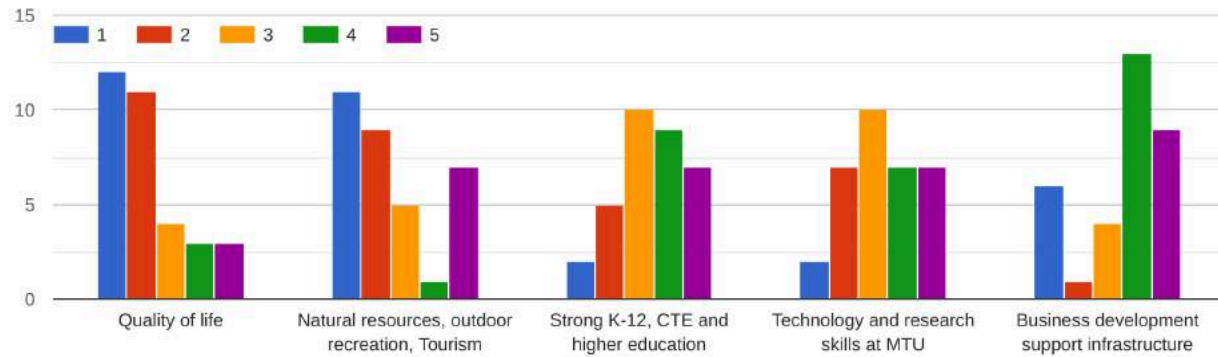
8. Changing of land ownership (6.55)

9. Gentrification (7.77)

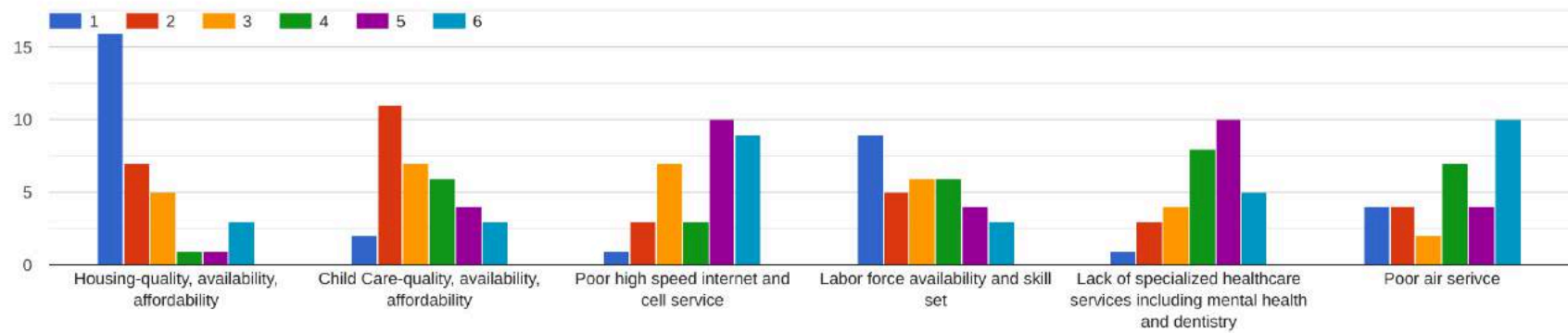
10. Climate change (8.84)

The actual survey ranking results are on the following pages.

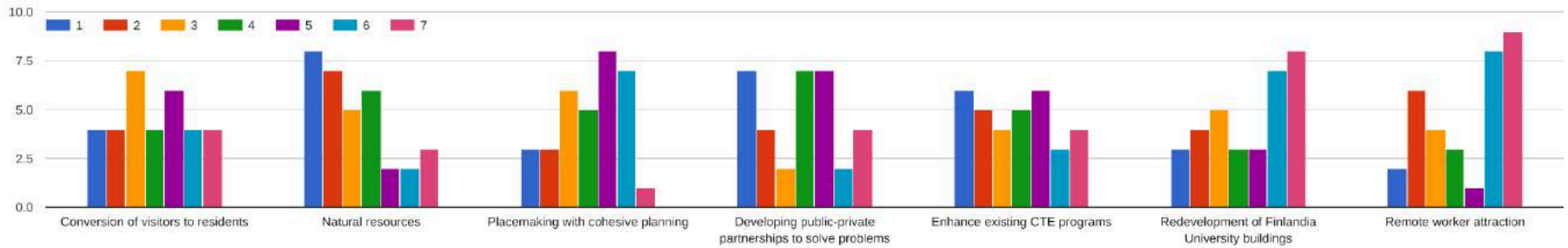
Rank the following strengths



Please rank the following weaknesses



Rank the following opportunities



Please rank the following threats

