



# KEWEENAW ECONOMIC DEVELOPMENT ALLIANCE 2024 ANNUAL REPORT

## 2024 KEDA BOARD OF DIRECTORS

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## KEWEENAW ECONOMIC DEVELOPMENT STRATEGIC PLAN

### PLAN ASSUMPTIONS

- Economies are by their very nature regional.
- Economic development is a team effort.
- Economic development will entail change.
- There must be sound strategy in place to utilize and attract resources.
- Each goal is dependent on all of the other goals for success.
- The plan has to be owned by the community and its leaders.
- Economic development doesn't happen overnight!

### 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
- Improve Infrastructure
- Revitalize Our Communities
- Develop and Attract Talent
- Enhance Cultural & Recreational Opportunities

# REPORT ON AREA ACTIVITIES

2024 showed us that our economy is still strong and getting stronger. Our manufacturing and technology companies continue to grow, adding jobs and square footage, MTU continues to add students, staff and facilities, new home construction continues to be strong, commercial construction remains strong, remote workers continue to settle in the Keweenaw, our labor force is growing, unemployment rates are low, our visitor economy remains robust, and our communities continue to invest in the infrastructure needed to support our economy.

KEDA continues to work on multiple fronts to address business development and community development opportunities. We are supporting building rehabilitation and redevelopment projects in Calumet, Chassell, Hancock, Houghton, Laurium and South Range, utilizing financing tools from the MEDC and MSHDA and working closely with the Houghton County Brownfield Authority, Land Bank Authority and local municipalities to bring these difficult to finance projects to fruition. We are continuously engaged with our manufacturing and tech companies in support of their growth and expansion plans, working closely with the MEDC, Michigan Works! and our local municipalities to make that happen. We continue to actively support the startup and expansion of small businesses with our two Revolving Loan Funds, working closely with our local SBDC consultants to ensure these projects success.

Our community is showing us that it is truly engaged in solving some of the key challenges we face. Copper Shores has successfully implemented the [Bridges program](#), designed to empower those living paycheck to paycheck to find stability and a path out of poverty. From its inception in 2023, four cohorts and 32 individuals have completed the program which has been extended to Baraga County and soon to be provided in Ontonagon County. The Keweenaw Community Foundation, partnering with Keweenaw Family Resource Center and KEDA and supported by funding from the Houghton County Board of Commissioners has implemented the [Start Small](#) childcare startup mentorship program to guide folks looking to start a home-based childcare business. Our successes to date are shown in the report below.

Finally, KEDA, in partnership with the MTEC SmartZone has had the opportunity to increase its capacity with three years of funding from the MEDC's Small Business Support Hub program. This funding has given KEDA a chance to finally secure professional office space and hire an administrative support staff to help us keep up with the ever increasing work load and improve our existing delivery of services. In addition, we have been able to utilize some associated grant funding to invest in two initiatives that support our economic development strategic plan objectives for rehabilitating and redeveloping properties acquired by our local governments and Land Bank to address the need for housing and viable commercial space and assisting the startup of childcare businesses to address the shortage of childcare in the area. The result is two DDA owned and two Land Bank owned buildings are moving towards financing and two home-based childcare businesses and one childcare center are either open or on their way to opening.

## FOSTERING BUSINESS GROWTH

- Continued retention outreach to 350+ area companies with follow up as well as referrals to SBDC, MW!, MEDC, PTAC, MEDA, MDARD, and others.
- Supported the expansion of three manufacturing operations with over \$57 million in investments, 65 new jobs, and nearly \$10 million in federal, state, and local assistance.
- Worked with a local childcare team to develop a program to provide start-up assistance to home-based childcare businesses over the next three years. One business is up and operating & two are in progress.
- Made four RLF loans totaling \$251,452 and the creation of 11 new jobs.
- Hosted seven MIOSHA training courses with 90+ attendees.

## IMPROVE INFRASTRUCTURE

- Secured a MEDC Strategic Site Readiness grant to cover \$969k of additional costs for the Hancock Business & Technology Park project.
- Actively supported national advocacy efforts to increase the supply of airline pilots to alleviate the shortage that has impacted air service to rural communities.

## REVITALIZE OUR COMMUNITIES

- Working with developers to rehab/redevelop 11 projects with an estimated \$33.5 million total investments, creating 85 long term residential units, and nearly 100k square feet of commercial space. Three projects totaling \$11.7 million are either funded or in the final stages of funding, creating 31 apartments, 28k square feet of commercial space, & allowing the expansion of an existing business & start up of another.
- Administering a \$489k MEDC Community Development Block grant to the Village of Calumet for its Downtown Public Greenspace; work is underway and scheduled to be finished in 2025.

- Participated in a developer matchmaking event for properties owned by the City of Hancock as well as working with the Cities of Hancock and Houghton and the MEDC to plan a developer training program for new and non-traditional developers with insights, information, and understanding of the real estate development process.
- Working with Eagle Harbor Township in the support of Open Skies, LLC securing a \$200k State Land Bank Blight Elimination Grant for stabilizing the former Calumet Air Force base.
- Working with Houghton County Land Bank Authority to manage a \$500k building demolition and stabilization project. Demolition project is underway.
- Assisted the Houghton County Land Bank Authority in obtaining a \$100k Lakeshore Heritage grant to complete a \$120k replacement of a roof on a historic building in Calumet.

## **DEVELOP AND ATTRACT TALENT**

- Raised \$6,000 for the Copper Shores-KEDA CTE Scholarship Program.
- Participated in Remote Workforce Keweenaw, MW!, MTU, and other local networking events.

## **ENHANCE CULTURAL AND RECREATIONAL OPPORTUNITIES**

- Continued supporting the Houghton County Recreation Authority’s efforts in the development of the Houghton-Douglas Falls to create a new non-motorized trail between Hancock-Lake Linden & make the Chassell-Baraga trail a year round trail.
- Continued serving on the Keweenaw Heartlands Committee, responsible for developing the management & governance structure for the Keweenaw Heartlands, a 32k acre tract of TRG land in Keweenaw Co. acquired by the Nature Conservancy.

## **2025 PLANS**

### **FOSTERING BUSINESS GROWTH**

- Continue business outreach and assistance.
- Develop and implement programming to support small businesses with focus on starting new childcare businesses, new small developers, improved manufacturing efficiency, & downtown business operations.
- Continue to provide access to alternative financing through RLF’s and secure additional capitalization.
- Continue providing access to MIOSHA safety trainings.

### **IMPROVE INFRASTRUCTURE**

- Continue collaboration to maintain air service and secure a change in air service hub serving the region.
- Move forward planning for a second crossing of the Portage.

### **REVITALIZE OUR COMMUNITIES**

- Work with Houghton County Land Bank Authority (HCLBA) to market and redevelop Land Bank owned buildings to increase long term housing in the area.
- Continue to partner with the HCLBA to address blight elimination & stabilization with new State Land Bank funds.
- Continue working with Eagle Harbor and Houghton Townships, & Open Skies, LLC to complete State Land Bank funded stabilization & clean up of the buildings at the former Calumet Air Force Station at Mt. Horace Greeley.
- Continue to package MEDC & MSDHA funding for redevelopment projects in Calumet, Houghton, Hancock, Chassell, & South Range.

### **DEVELOP AND ATTRACT TALENT**

- Continue raising funds for the Copper Shores education endowment to support the annual award of CTE scholarships for graduating seniors of area high schools.
- Continue to support local and regional efforts to develop and attract talent including Michigan Works!, MTU, GCC, Invest UP, and Remote Workforce Keweenaw.

## **ENHANCE CULTURAL AND RECREATIONAL OPPORTUNITIES**

- Continue working with Houghton County Recreation Authority-led effort to work with MDNR on train improvements and the Houghton-Douglas falls development.
- Continue participating in the Nature Conservancy-led effort to create the Keweenaw Heartlands recreation and conservation area in Keweenaw County.

# FINANCIALS

## 2022-2024 ACTUAL & 2025 BUDGET

<u>Income</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025 Budget</u>
Membership Dues	\$136,375	\$139,974	\$140,609	\$145,000
UPward Talent Council				
Contract Support	\$27,184	\$29,000	\$29,000	\$29,000
MIOSHA Workshops	\$3,293	\$18,021	\$14,136	\$14,000
RLF Management	\$5,236	\$7,604	\$14,072	\$16,000
Fee for Service	\$8,048	\$750	\$31,200	\$12,000
<u>Other (Includes Scholarships)</u>	<u>\$18,394</u>	<u>\$34,220</u>	<u>\$27,935</u>	<u>\$75,602</u>
<b>Total Income</b>	<b>\$198,530</b>	<b>\$229,569</b>	<b>\$256,952</b>	<b>\$291,602</b>
<u>Expenses</u>				
Overhead	\$18,697	\$19,009	\$29,212	\$38,105
Staffing	\$156,659	\$174,874	\$216,624	\$242,497
Project & Consultant		\$7,700		
Scholarships	\$9,000	\$9,000	\$6,000	\$6,000
<u>MIOSHA Workshops</u>	<u>\$2,121</u>	<u>\$6,378</u>	<u>\$5,116</u>	<u>\$5,000</u>
<b>Total Expense</b>	<b>\$186,477</b>	<b>\$216,961</b>	<b>\$256,952</b>	<b>\$291,602</b>

### 2022 BALANCE SHEET

### 2023 BALANCE SHEET

### 2024 BALANCE SHEET

Assets

Cash	\$98,774
Receivable	\$4,538
Office Equipment	\$497
RLF Balance	\$82,900
<u>Loans Receivable</u>	<u>\$173,771</u>
<b>Total Assets</b>	<b>\$360,480</b>

Assets

Cash	\$110,423
Receivable	\$2,536
Office Equipment	\$373
RLF Balance	\$105,568
<u>Loans Receivable</u>	<u>\$185,347</u>
<b>Total Assets</b>	<b>\$404,247</b>

Assets

Cash	\$29,820
Receivable	\$6,454
Endowment Fund	\$272,665
Office Equipment	\$9,176
RLF Balance	\$35,153
<u>Loans Receivable</u>	<u>\$351,156</u>
<b>Total Assets</b>	<b>\$704,424</b>

Liabilities

Payables	\$0
<b>Total Liabilities</b>	<b>\$0</b>
<b>Equity</b>	
Restricted	\$256,671
<u>Unrestricted</u>	<u>\$103,809</u>
<b>Total Liabilities &amp; Equity</b>	<b>\$360,480</b>

Liabilities

Payables	\$0
<b>Total Liabilities</b>	<b>\$0</b>
<b>Equity</b>	
Restricted	\$290,915
<u>Unrestricted</u>	<u>\$113,332</u>
<b>Total Liabilities &amp; Equity</b>	<b>\$404,247</b>

Liabilities

Payables	\$0
<b>Total Liabilities</b>	<b>\$0</b>
<b>Equity</b>	
Restricted	\$386,310
<u>Unrestricted</u>	<u>\$318,114</u>
<b>Total Liabilities &amp; Equity</b>	<b>\$704,424</b>

**THANK YOU FOR YOUR CONTINUED SUPPORT!**

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