

CITY OF MARQUETTE

JULY 2023

# RESILIENCY ASSESSMENT



Image Source |  
Michigan Municipal League



## SECTION 6

## ECONOMY



Image Source |  
Michigan Municipal League

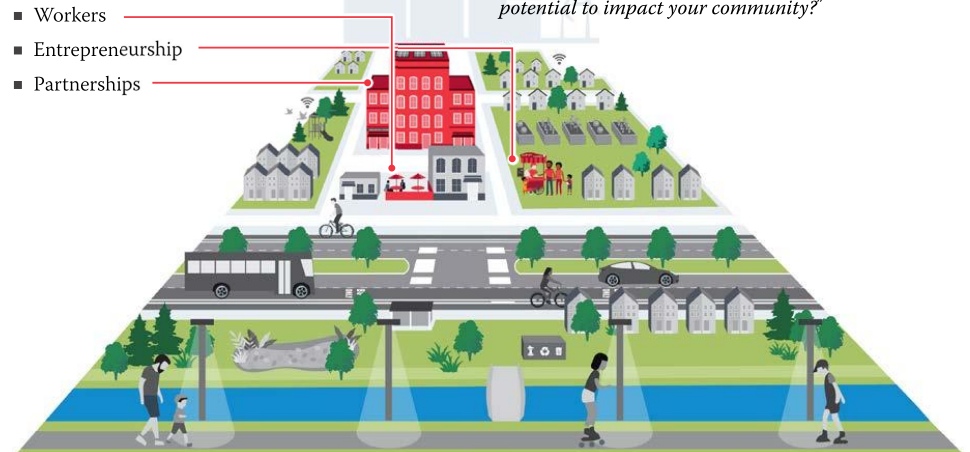
Resilient communities prepare residents to weather economic events by equipping communities with financial means and diverse skillsets.

Marquette knows first hand the need for financial adaptability, shifting from a strong mining economy to a focus on the health industry, eco-tourism, and new technology.

## CATEGORIES

Most simply, the economy refers to the management of available resources. A successful economy depends on the active participation of suppliers, businesses, employees, and consumers. The following players have an important role in maintaining a healthy economy:

- Workers
- Entrepreneurship
- Partnerships



## SHOCKS

- ★ Economic & local industry-specific downturns
  - Local educational closure impacting production of employees/labor
  - Large employer closure
  - Supply chain issues via natural/human made disasters
  - Civil disturbances
  - Public health emergencies

## STRESSORS

- Aging population
- Breakdown in partnerships
- Climate adaptation costs
- Declining tax bases & property values
- Industrial or commercial activity decline
- Economic dependency
- Skills/job mismatch
- ★ Lack of childcare

*Shocks and stressors with the star symbol were top responses on the self-assessment when asked "What shocks and stressors do you think have the greatest potential to impact your community?"*

# WORKERS

## Role in Resiliency

Workers are the foundation of strong communities and strong economies. It is important to promote a diversity of work options so Marquette can withstand losses and gains of major industries as the global economy shifts post pandemic. It is also important workers are prepared for the types of jobs available by promoting and uplifting training programs and university ties to area employers.

## Trends

Childcare is a top concern for workers in Marquette. Supporting programs such as [SPARK Childcare](#) will support local business growth and help workers.

Source: *Resiliency Self-Assessment Survey*



Most of Marquette is of working age.

Source: *2020 Decennial Census*

**68%**  
of residents are  
between ages 18-64.

Top industries in Marquette  
are **health care** (19.5%),  
**retail** (16%), and **food or  
accommodations** (10%).

**1 in 5**  
Marquette residents  
work in health care.

Access to quality paying jobs is essential.

Source: *2020 Decennial Census tables SE A13003A and SE A17005*



**1 in 4**  
Marquette residents  
are living below the  
poverty line.

The ratio of residents living below  
the poverty line in Marquette is  
**double**  
that of the state.



Marquette has an  
unemployment  
rate of  
**7.2%**

UP Health System is the largest area employer. It employs more workers than the next largest employer by almost 30%.

Source: *Lake Superior Community Partnership*

Private Employer	# Employees	Public Employer	# Employees
UP Health System	1,949	Northern Michigan University	914
Cleveland-Cliffs, Inc	972	Marquette Area Public Schools	410
UP Medical Center	603	Michigan Department of Corrections	284
Wal*Mart	392	County of Marquette	238
Resolve Surgical Tech	250	Negaunee Public Schools	190



Image Source |  
Travel Marquette

## Opportunities

### GOALS

#### Workforce Development

Expand job and educational training programs that support upward economic mobility, and better living wages so that all working people and their families can afford basic necessities.

#### Supportive & Fair Benefits

Provide benefits that support individuals and families during any stoppage of work, including retirement and unemployment.

### ACTIONS

- Collaborate with existing young professionals to identify the concerns and needs of younger population. Based on this information, enact a set of initiatives in order to better support young professionals and entrepreneurs such as: business seminars, speakers, business plan competitions, investment forums, social events, relocation support, mentoring, and referrals.
- Complete industry sector value chain and market analysis studies for locally targeted industries.

- Approach larger employers about developing in-house programs around benefits for employees to reduce benefit/income burden; providing things like in-house childcare, additional days off, and flexible working hours can help to increase quality of life for workers.

### TIME-LINE

Near

Near

Mid

### RESPONSIBLE PARTY

Northern Michigan University  
Marquette University

Northern Michigan Chamber Alliance  
Lake Superior Community Partnership

## Tracking Metrics

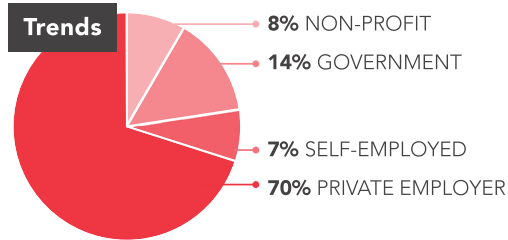
- Number of childcare facilities ([Lake Superior Community Partnership](#))
- Household income (U.S. Census)



# ENTREPRENEURSHIP

## Role in Resiliency

Marquette's economy outside of health and public industries is highly service based, which leaves it ripe for entrepreneurship. Continuing to support diverse entrepreneurs and industries will help Marquette withstand globally shifting work trends.

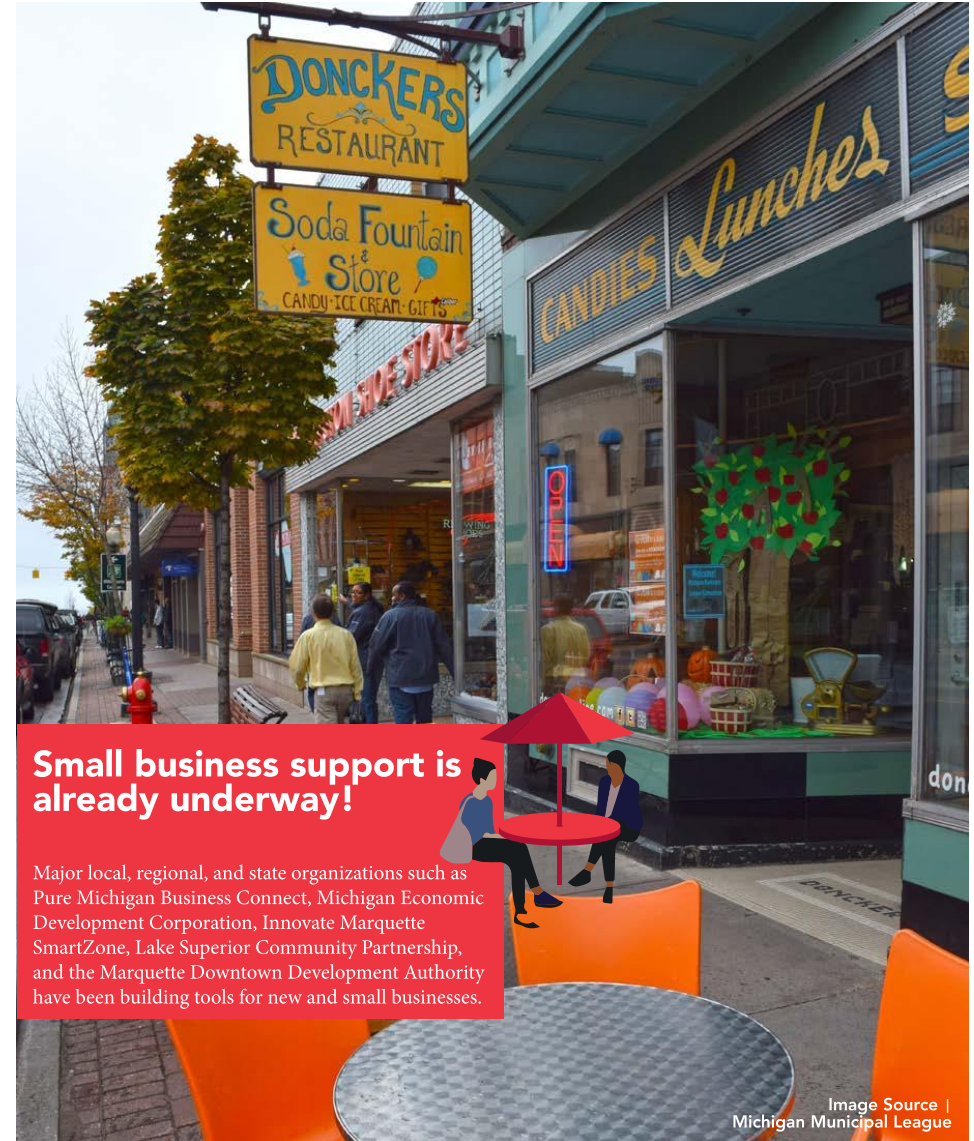


## Opportunities

GOALS	ACTIONS	TIME-LINE	RESPONSIBLE PARTY
<b>Business Retention &amp; Development</b> Strengthen and grow small and medium-sized enterprises.	<input type="checkbox"/> Endorse local business through the promotion of purchasing preferences for locally produced goods and services in the local government and anchor institutions as well as creating/supporting promotional campaigns to bank locally, buy locally, or buy from small, independent businesses and retailers.	Near	Travel Marquette
<b>Available Capital</b> Ensure local capital and investment opportunities are available for starting new businesses.	<input type="checkbox"/> Continue to partner with organizations such as Lake Superior Community Partnership to broaden the industrial base with diversification initiatives, such as targeting the development of emerging clusters or industries that (a) build on the region's unique assets and competitive strengths; and (b) provide stability during downturns that disproportionately impact any single cluster or industry.	Near	Lake Superior Community Partnership
<b>Innovation Incubation</b> Create opportunities and incubators to support dynamic business activity.	<input type="checkbox"/> Provide focused support, resources, and services to young entrepreneurial companies through business incubators, especially Downtown or in existing retail nodes.	Near	Marquette Downtown Development Authority

## Tracking Metrics

- ☐ Visitors per year
- ☐ Amount of vacant retail space in commercial cores (Marquette Downtown Development Authority)
- ☐ Percentage of self-employed workers (U.S. Census)



# PARTNERSHIPS

## Role in Resiliency

Marquette's economy is part of a larger system which requires strong partnerships to support employment anchors and the employees who work there.

## Trends

Marquette has a thriving business district.

Source: 2020 Decennial Census



Image Source |  
ap0013 from Flickr

## Opportunities

GOALS	ACTIONS	TIME-LINE	RESPONSIBLE PARTY
<b>Industry Diversity</b> Diversify and plan for loss/gain of major employers.	<ul style="list-style-type: none"> <li>□ Maintain and provide regional industrial and business park inventory and promote available sites.</li> <li>□ Address physical and sector vulnerabilities. Create and implement climate action and resilience plans and programs that identify strategies to address physical and sector vulnerabilities exacerbated by climate change, utilizing risk assessment practices. Such studies also need to take into consideration uncertainties in climate change impacts at regional levels so that adaptive responses are balanced with potential for risk. (APA, 2020. P. 28, D.7.1)</li> </ul>	Mid	Marquette County Brownfield Redevelopment Authority
<b>Industry Recruitment</b> Identify strategic opportunities for economic growth.	<ul style="list-style-type: none"> <li>□ Work with local institutional and business leaders to support leadership succession and recovery plans for short, intermediate, and long-term recovery needs by using and investing in local talent.</li> </ul>	Near	Northern Michigan Chamber Alliance
<b>Prepared P3s</b> Strong public/private partnerships between government, major employers, educational, and non-profit institutions.	<ul style="list-style-type: none"> <li>□ Developing clear estimations of financing gaps and needs to create thresholds of partnerships for private sector development.</li> </ul>	Near	Lake Superior Community Partnership

## Tracking Metrics

- Jobs projected (Bureau of Labor Market Information and Strategic Initiatives)
- Jobs retained (Bureau of Labor Market Information and Strategic Initiatives)
- Expansion/retention (Bureau of Labor Market Information and Strategic Initiatives)