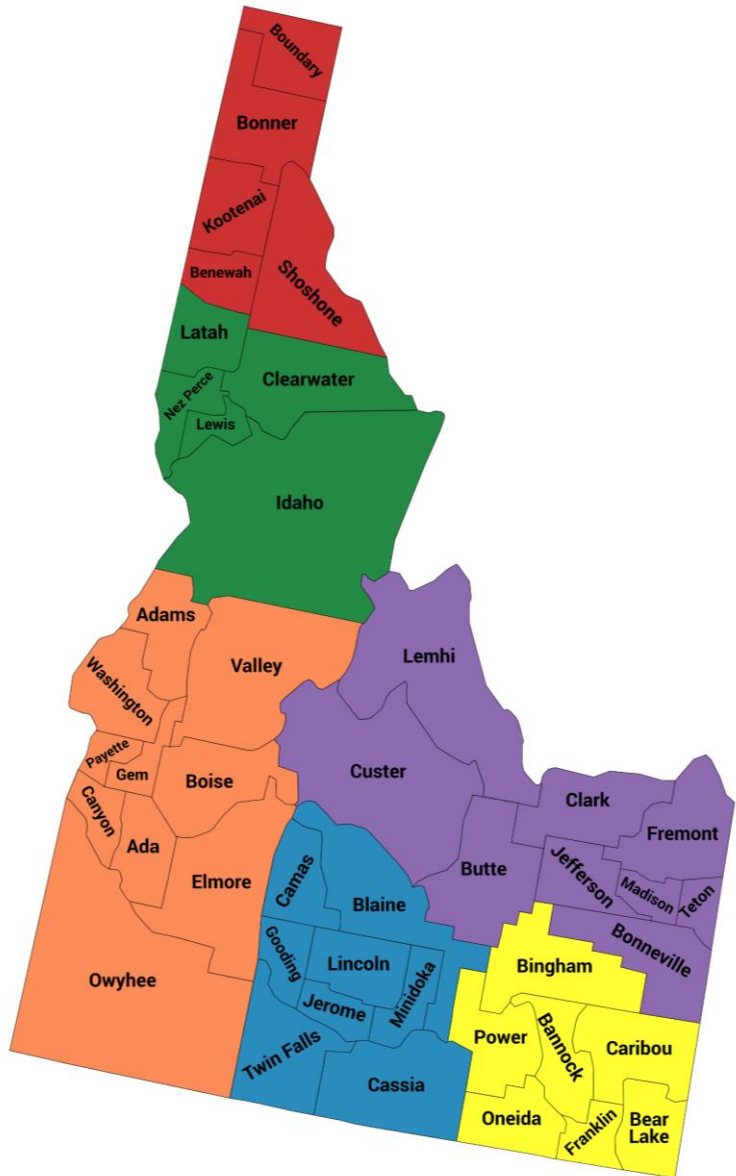


State of Idaho

**Policy Academy :
Aligning State and Regional
Economic Development
Strategies and Actions**

**Final Report
February 2024**





Economic Development Districts of Idaho

- Panhandle Area Council (Region 1)
- Clearwater Economic Development Association (Region 2)
- TBD (Region 3)
- Region IV Development Association (Region 4)
- Southeast Idaho Council of Governments (Region 5)
- Altura (Region 6)

Team 44Go!

Idaho Department of Commerce*

**Lead Economic Development Agency for the State*

Economic Development Districts

EDA University Center

State Universities

Utility Provider Econ Dev Advisor

Small Business Development Center

Idaho Manufacturing Alliance

A Rural and Urban Econ Dev Pro

Underserved Population Econ Dev Pro

Manufacturing Extension Partnership

44GO! Vision

*representing the 44 great
counties of Idaho*

(What?)

**To formalize and institutionalize
collaborative regional and state
planning processes...**

(Why?)

**...to create an inclusive Economic
Development community within
Idaho.**



Goals

- 1. Create an organization and program Asset Map for Idaho.**
- 2. Develop Common Economic Development Language with Idaho's Home Team.**
- 3. Create a calendar of major planning document deadlines/approvals.**
- 4. Identify a long-term statewide organization to convene stakeholders.**
- 5. Develop a marketing strategy and materials for consistent mission.**

Biggest
Challenge:
Scheduling



Lessons Learned

Disrupt the Status Quo

- **Seek ongoing, long-term collaboration**
- **Transparency**
- **Be informed and consider the priorities of the State with initiatives on a regional and local level**
- **Create a proactive culture**

Prioritize Communicating with Each Other

- **Expand our view of who is “in” our region**
- **Celebrate each other’s wins and mourn each other’s losses**

Sustainability

- Develop an Economic Development Webpage
- Promote and Expand 44Go! Initiative



Team Contacts

**Mr. Tom Kealey - Idaho Department of
Commerce Director**
(Tom.Kealey@commerce.idaho.gov)

**Mr. Jerry Miller - Idaho Department of Commerce
Interim Business Retention & Expansion
Manager (Jerry.Miller@commerce.idaho.gov)**

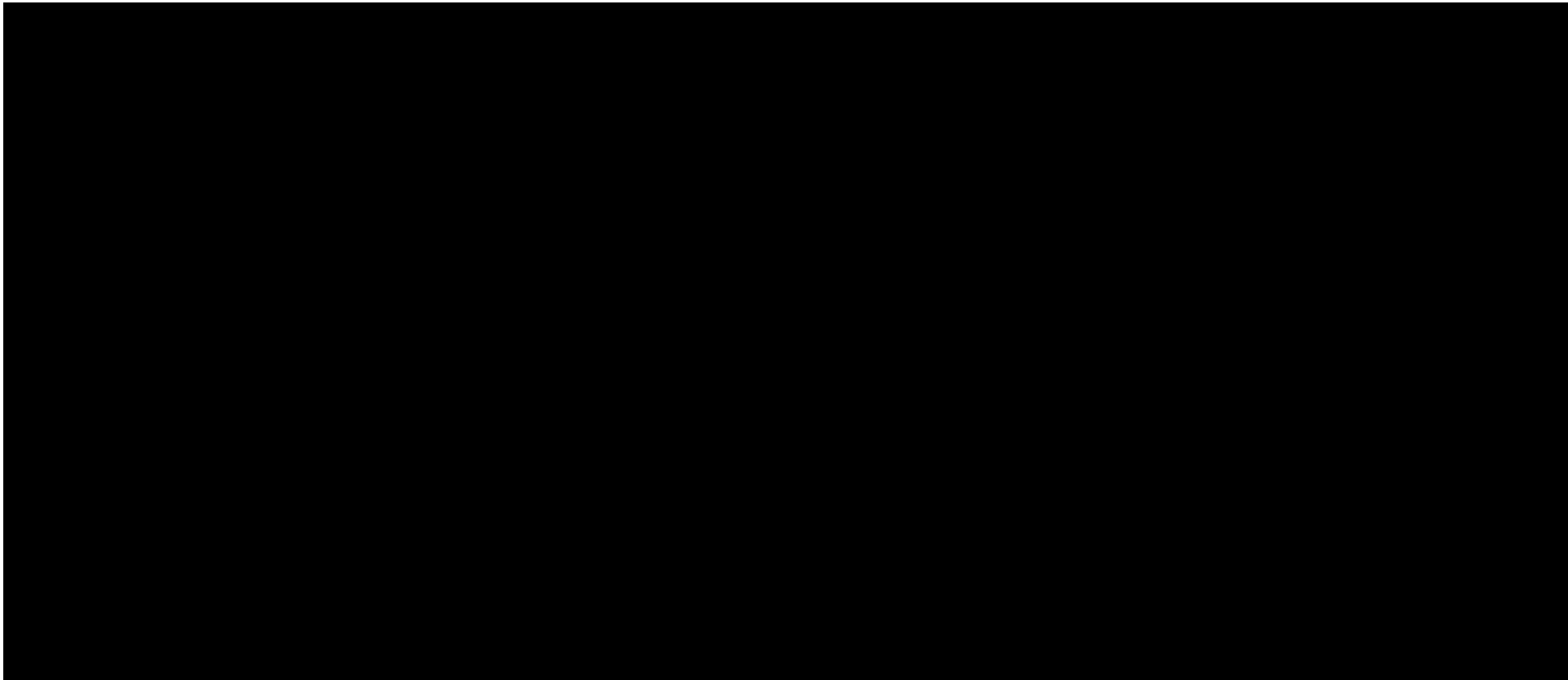
**Dr. Michele McFarlane - RIVDA Community &
Economic Development Manager**
(MAMcFarlane@csi.edu)

Mr. Steve Hatten - TechHelp Executive Director
(stevehatten@techhelp.org)

Mr. Jeff McCurdy - RIVDA President
(JMcCurdy@csi.edu)

One Team, Louisiana Our Journey

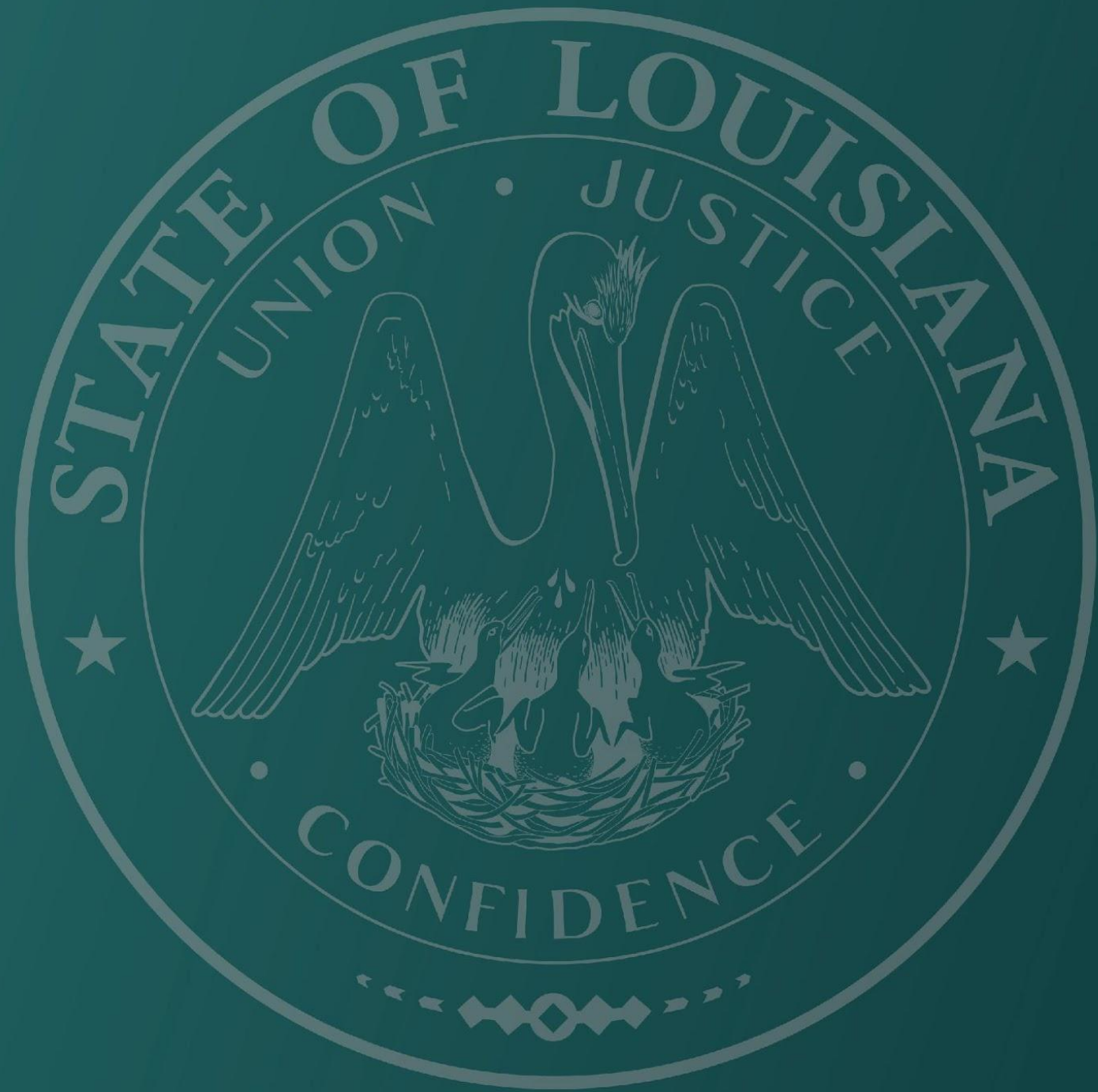




Vision for the Team

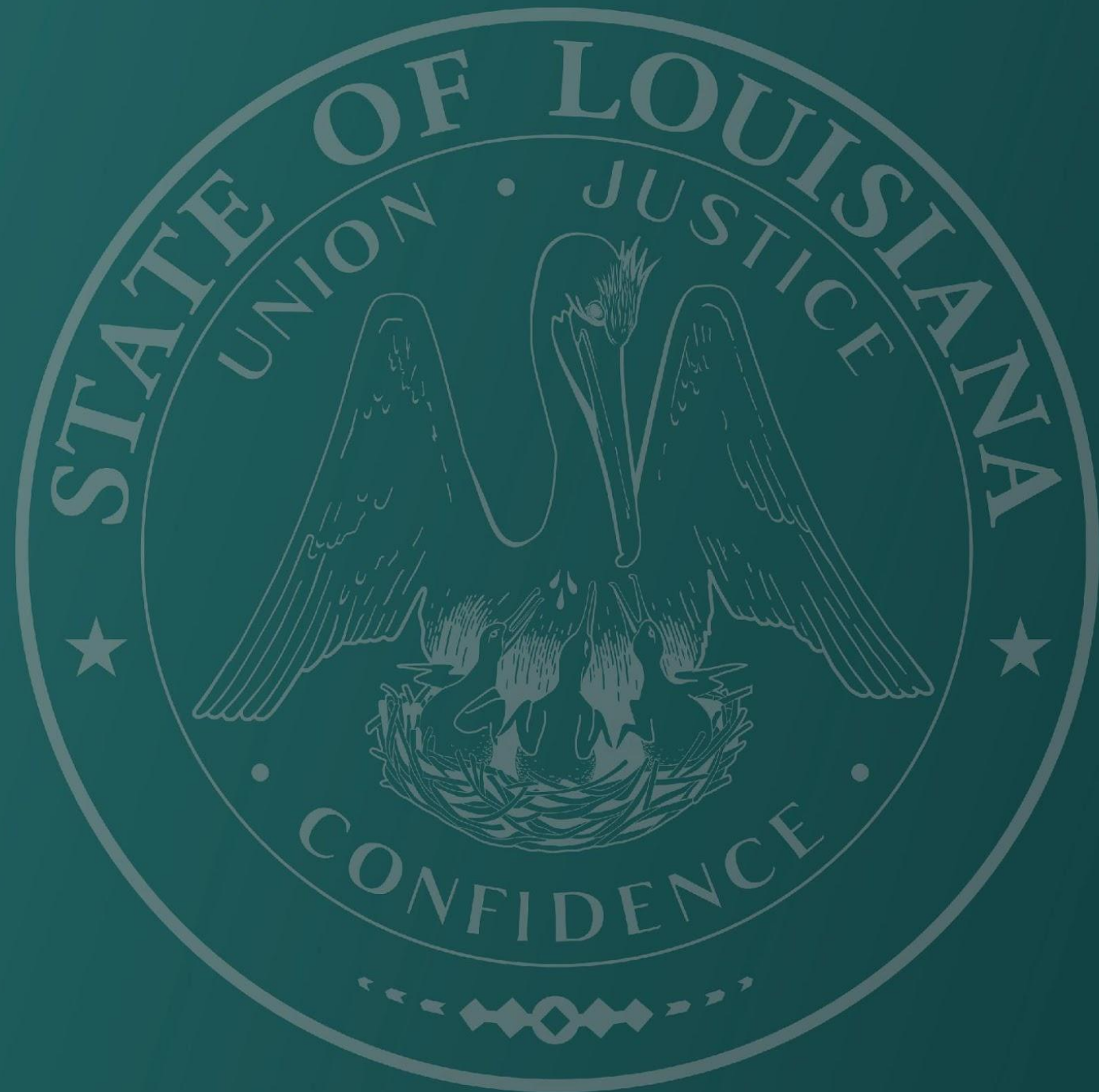
Setting The Stage

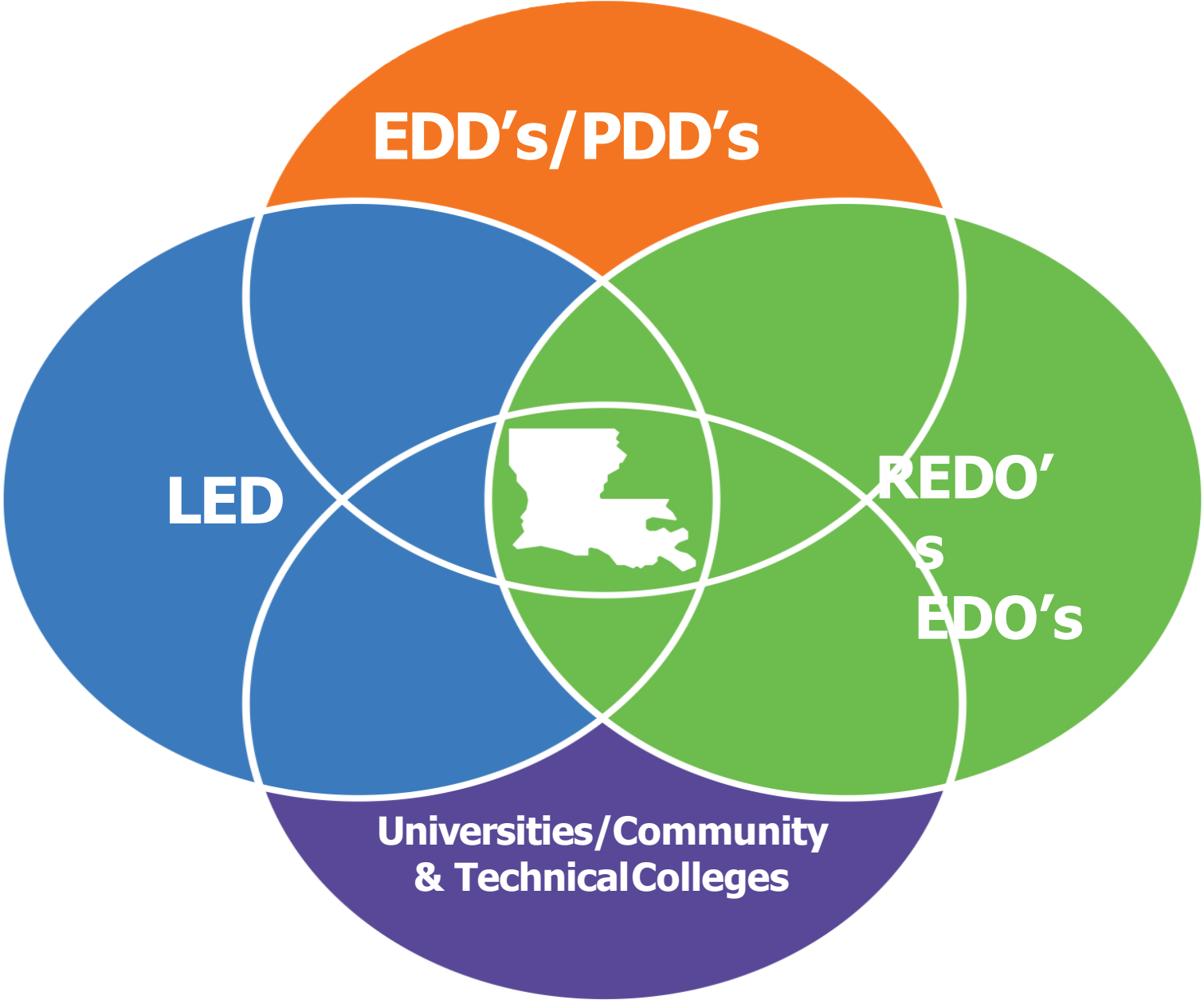
- Being Deliberate
- Promoting Inclusiveness
- Building Trust & Relationships



Alignment – *Kickoff Meeting*

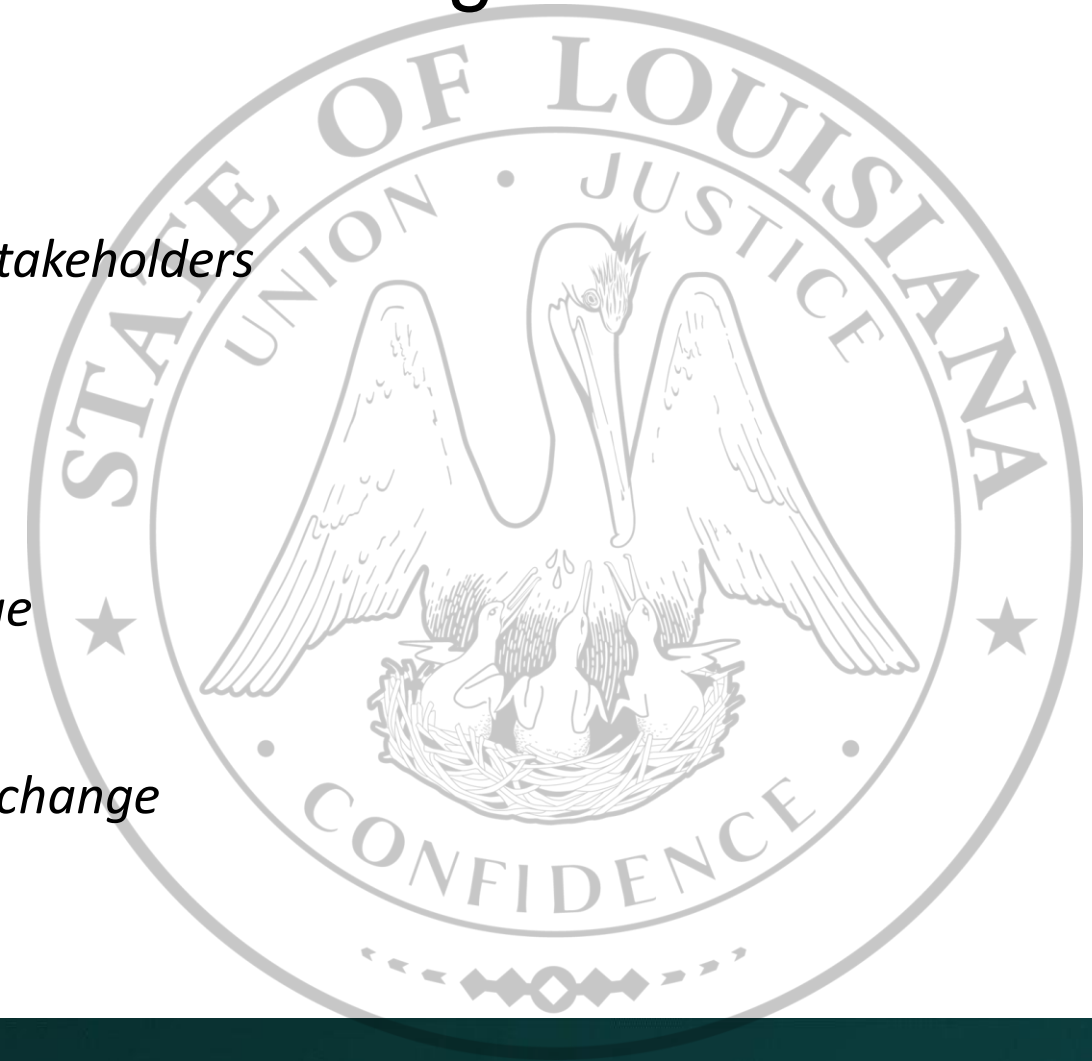
- Louisiana FAQ's
- Survey Results
- Manage Expectations





An Inclusive State Economic Development Strategic Plan

- *Communicating the vision and goals of the change to all stakeholders*
- *Building a coalition of support for the change*
- *Creating a sense of urgency and momentum for the change*
- *Providing resources and support for those affected by the change*





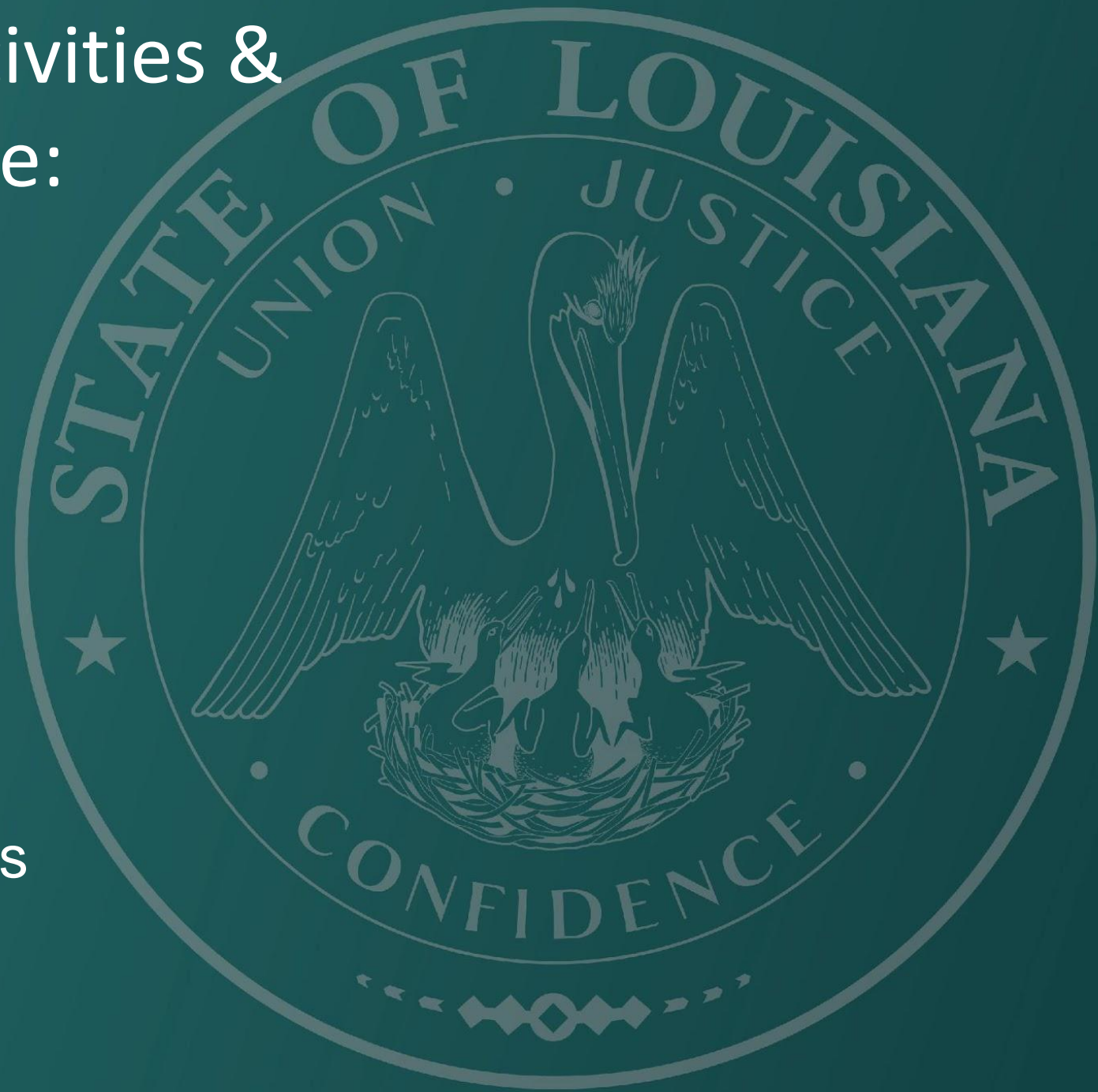
"What if we don't change at all ...
and something magical just happens?"

Team Louisiana's 4 Specific Goals:

- Increase the level of coordination in planning efforts and aligning planning processes
- Encouraging closer collaboration between community development and economic development programming
- Leveraging existing state level policies and programs to support local quality of life/community development programming
- Create statewide resilience initiative to capture Federal Funding

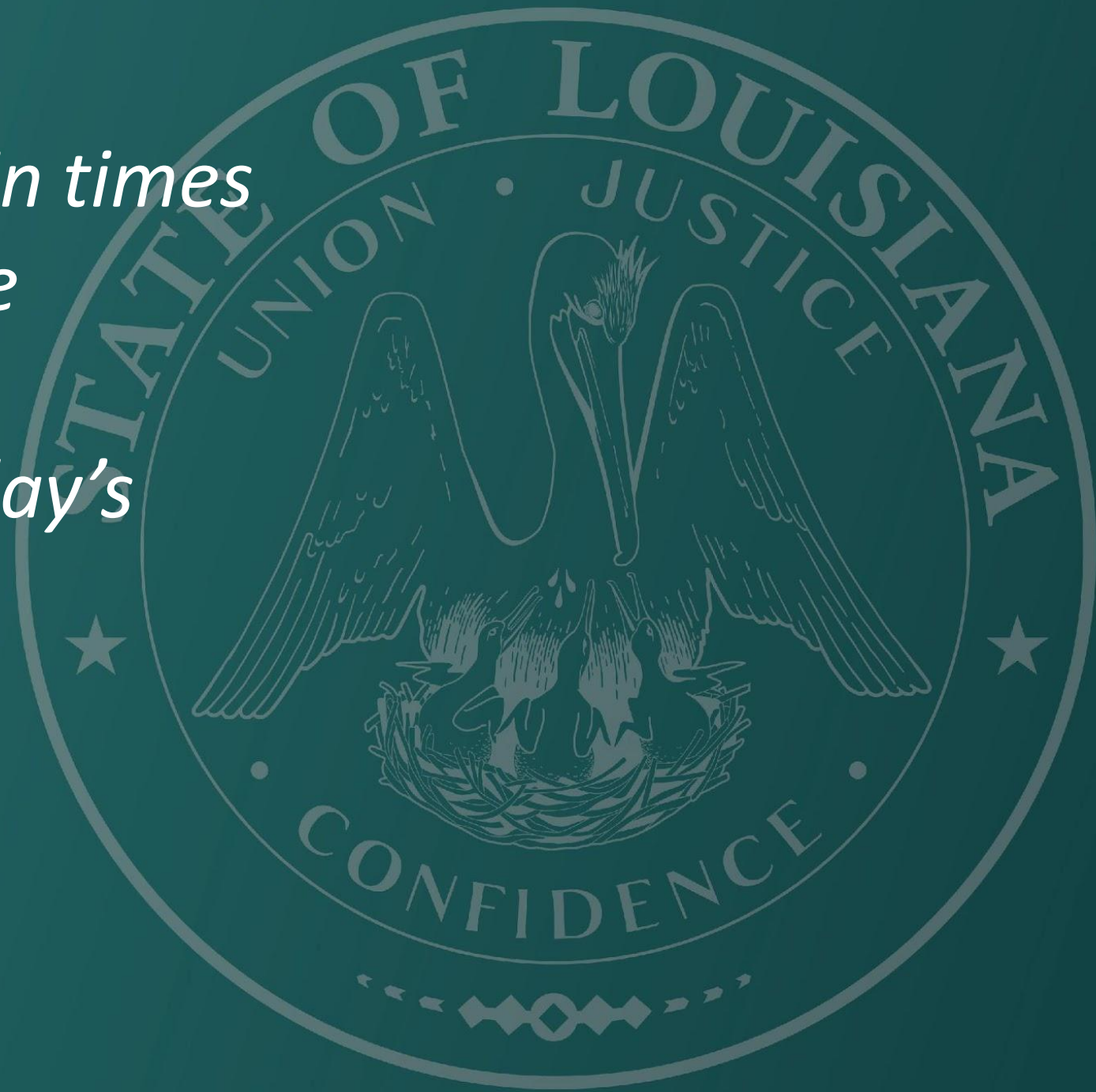
Action Plan, Team Activities & Progress Made to Date: *Journey Continues*

- Sub-team Formed
- Establish Touchpoints
- Capitalize on Best Practices

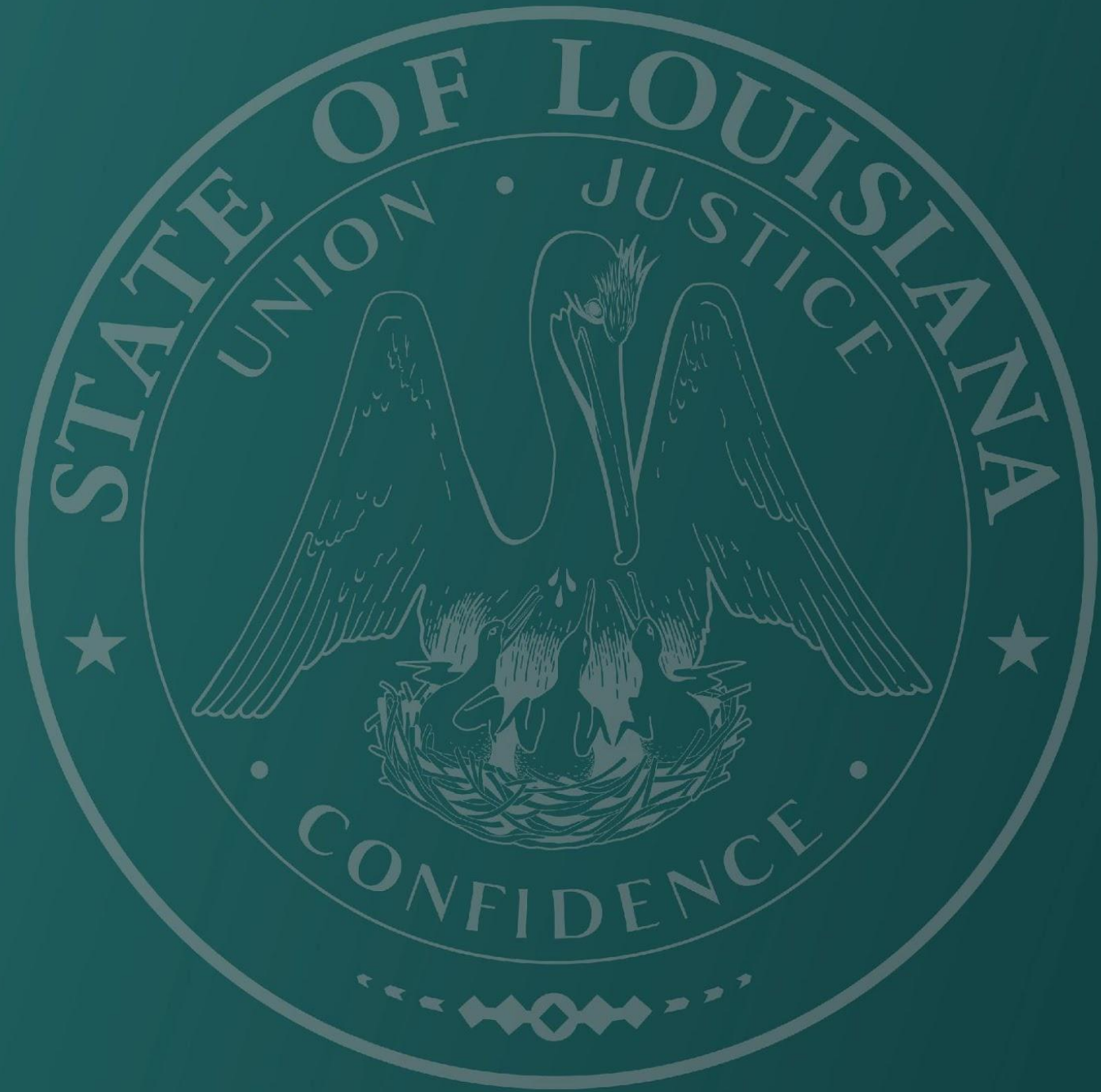


“The greatest danger in times of turbulence is not the turbulence; it is to act with yesterday’s logic.”

– Peter Drucker

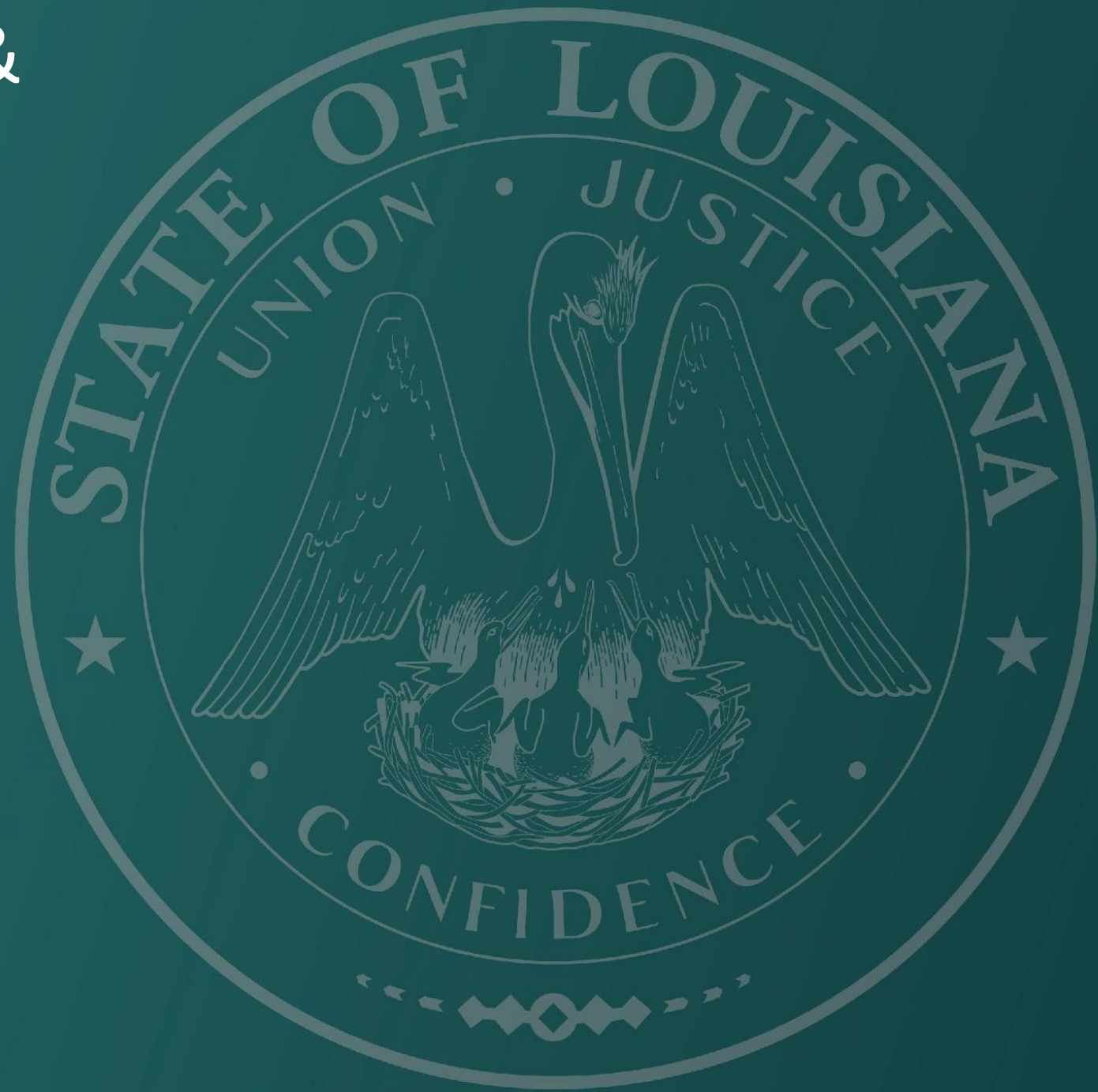


Obstacles and Challenges



Sustaining the Work & Lessons Learned

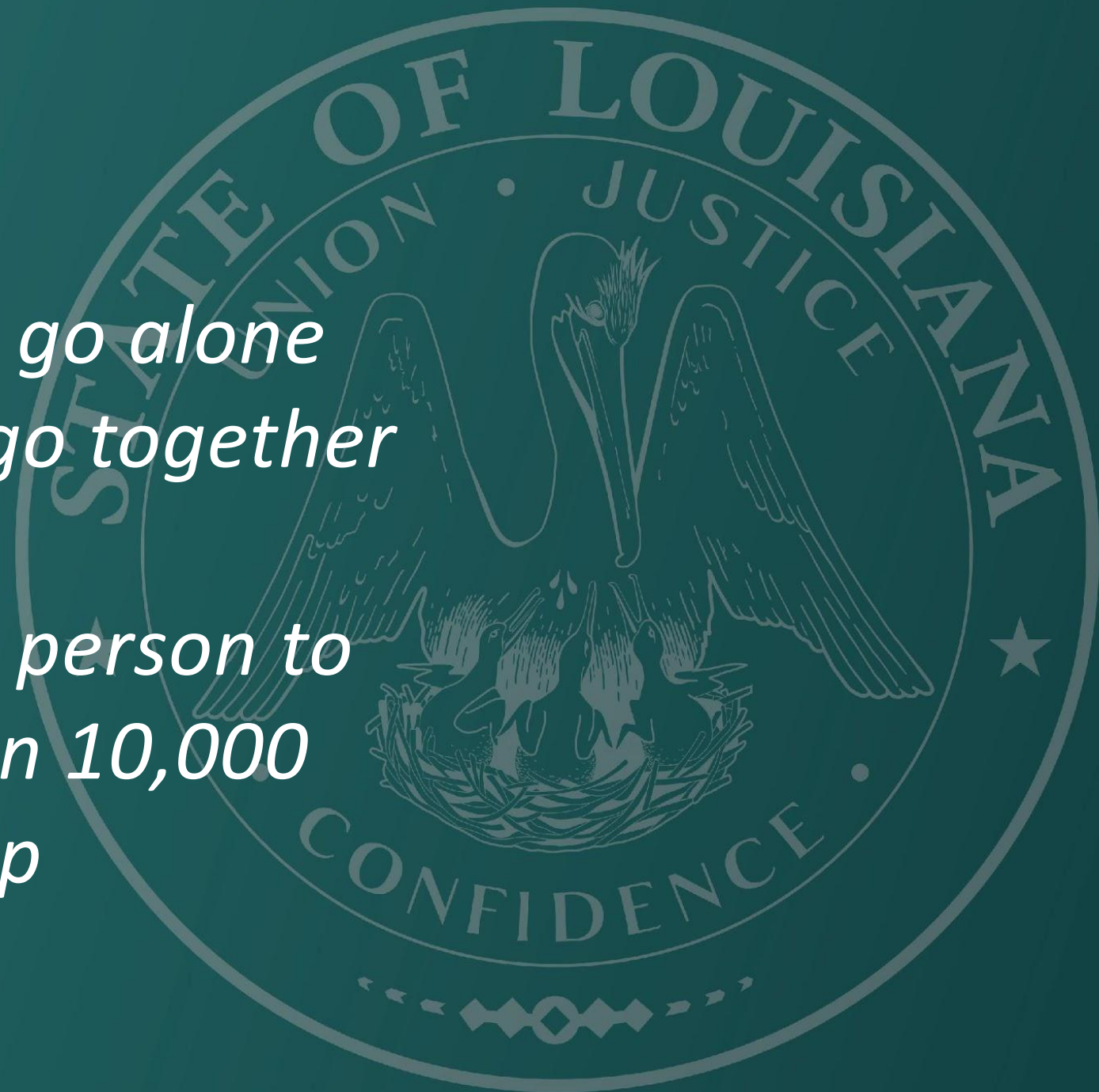
- On-going Communication
- Being Intentional about Change
- Telling our Story



Closing Thoughts:

*If you want to go fast, go alone
If you want to go far, go together*

*It takes longer for one person to
take 10,000 steps, than 10,000
people to take one step*



A stylized world map composed of a grid of small squares, rendered in a lighter shade of blue against the dark blue background. The map is centered and occupies the upper half of the slide.

BUILDING A CHAMPIONSHIP ECONOMY

...across both of Michigan's Peninsulas

Matt McCauley
February 2024

WINNING IN OUR OWN BACKYARD: REGIONAL PROSPERITY



Transformational



Customer-focused



Ingenuity and Innovation



MEDC IS COMMITTED TO ENABLING LONG-TERM UPWARD ECONOMIC MOBILITY FOR ALL MICHIGANDERS



MISSION

Achieve long-term economic prosperity for Michiganders by investing in communities, enabling the growth of good jobs and promoting Michigan's strong image worldwide



VISION

Make Michigan's economy the nation's fastest growing, most equitable and most resilient by:

Achieving 'Top 10' status for:

- Job growth in targeted sectors
- Equitable job growth
- Real median household income growth

Attaining the largest net gain of talent in the Midwest

Becoming top ranked EDO

GUIDING PRINCIPLES



Sustained, long-term growth

Accelerate long-term job growth to address impacts of automation and protect Michigan's economy against downturns.



Regional impact

Support every region – from rural areas to urban centers – to improve economic outcomes for all.



Equitable, high-wage growth

Provide equitable pathways toward high-wage growth that supports opportunities for all.



Customer focus

Bring a customer-first, partner-driven mentality to all we do.

STRATEGIC FOCUS AREAS



Attract, retain, and grow business

Attract, keep and grow businesses in industries that support maximum growth in jobs, wages and investments



Support and grow our talent

Cultivate the skills and talent needed for in-demand and high-growth occupations statewide



Develop attractive places

Collaborate with local communities and partners to create places in which people and talent want to live, work, visit and play



Accelerate high-tech innovation

Support entrepreneurial growth to enable commercialization and new high-tech business creation



Market the state

Promote Michigan's image as a world-class business location and travel destination

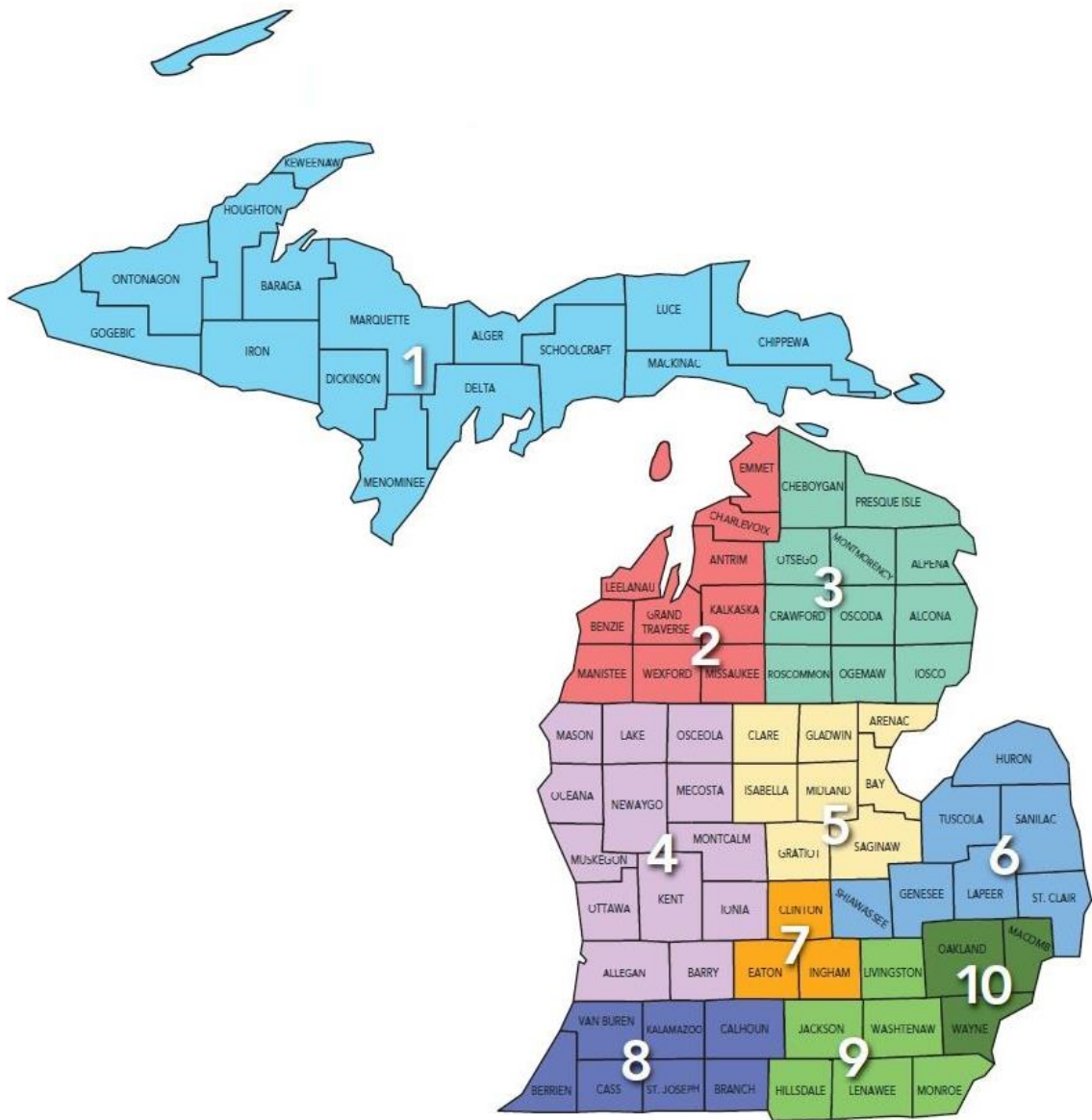


Support small business

Help existing small and microbusinesses grow and thrive and improve economic prosperity for all through small business ownership



Michigan's Prosperity Regions



Michigan Core Team Participants:

Dotty LaJoye, Executive Director, *Central Upper Peninsula Planning & Development Regional Commission*
Jeff Hagan, Chief Executive Officer, *Eastern UP Regional Planning & Development Commission*
Jerald Wuorenmaa, Executive Director, *Western UP Planning & Development Region*
Amy Berglund, Director of Business Initiatives, *Invest UP*
Matt McCauley, Senior Vice President, *Regional Prosperity, MEDC*

Home Team Participants:

Vicki Schwab, Managing Director, *Regional Prosperity, Upper Pen., MI, MEDC*
Jennifer Tucker: Senior Community Development Manager, *MEDC* Email: tuckerj6@michigan.org
M.J. D'Smith, Executive Director, *Michigan Association of Regions (MAR)*
Debb Brunell, Interim Chief Executive Officer, *Upper Peninsula Michigan Works!*
Chris Olson, President, *Chippewa County Economic Development Corporation*
Ryan Soucy, Senior Economic Development & Community Planner, *Central Upper Peninsula Planning & Development Regional Commission*
Jeff Ratcliffe, Executive Director, *Keweenaw Economic Development Alliance*
Bob Metzger: Strategic Engagement Director, *MEDC*

TEAM MEMBERS AND AFFILIATION

EXECUTIVE SUMMARY

Outcomes achieved ...

- Clarity across the team of the synergies and opportunities
- A shared and documented commitment to strategic collaboration
- An engaged partnership network that supports an outreach plan to extend the work across Michigan's network of Economic Development Districts.
- Meaningful development of camaraderie and teamwork and the understanding that we are stronger when we work together on meaningful work.

Important elements contributing to success...

- The opportunities for the Core Team members to meet in person with other Academy participants as well as with the Home Team
- The willingness to be completely open and honest about the challenges and opportunities
- The inclusion of the Home Team as part of the program. The long-term success of the Michigan plan is absolutely dependent on a strong network of partnerships.

**MICHIGAN'S
ECONOMY THE
NATION'S FASTEST
GROWING, MOST
EQUITABLE AND
MOST RESILIENT**



STRATEGIC INDUSTRY DEVELOPMENT

MEDC will actively work with its partners to **attract, retain** and **grow** strategic industries that will have the greatest potential economic benefit on all **communities** throughout Michigan.



FOCUS INDUSTRIES

MEDC resources play a vital role in energizing communities and creating economic opportunity throughout the state. Our toolbox includes customized economic development tools and proactive marketing programs in sectors where Michigan has a distinct competitive advantage to drive sustained, long-term growth as well as tools and sustainment programs in sectors that drive regional impact.

Statewide Impact



Regional Impact



Mobility and automotive manufacturing



Life sciences and medical devices



Advanced manufacturing



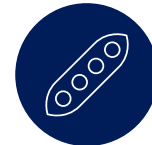
Tech



Engineering, Design and Development



Professional and corporate services



Agribusiness



Tourism and Outdoor Recreation Industry



Logistics



Financial Services



Other Manufacturing





CREC in-person meetings (DC - April 27-28, 2023; Cleveland – November 6-7, 2023)



Home Team gathering in Marquette, MI August 14-15, 2024



Teams meetings with CREC



Planning sessions on specific deliverables (ongoing 2024 & beyond)

TIMELINE OF MICHIGAN TEAM'S ACTIVITY



OVERVIEW OF STRATEGIC ELEMENTS

The goals developed to deliver the vision include:

- ▶ Shared commitment for collaboration ensuring continued engagement
- ▶ CEDS inventory and assesment
- ▶ Creation of a shared strategic planning document titled “SEDS” (Superior Economic Development Strategy)
- ▶ Alignment of planning processes, terms, planning cycles where possible and when it serves to deliver shared success



OVERVIEW OF STRATEGIC ELEMENTS (CONT.)

Steps that the group used to develop and deliver:

- Focused discussion on how each organization currently operates its CEDS process and product
- Evaluation and prioritization of the key initiatives that can best be aligned across all organizations,
- Glossary of shared terms, the group worked together to discuss and come to agreement on each definition

ITEM	NOTES
Superior Economic Development Strategy (SEDS)	Documented framework of alignment (SEDS) for U.P. regions that all participants created and will use to deliver on the vision for long-term shared success. Includes cadence of meetings and documents that will drive the continued, collaborative focus.
Documented commitment of collaboration	Documented MOU-style document that confirms the long-term commitment for participants to continue the important work of the Michigan Policy Academy partners
Glossary of Terms	A deceptively simple documentation of terms that ensures all stakeholders are using the exact same definitions for terms used in CEDS and MEDC strategic plans.
Network of Implementers	Established cohort group (Core Team and Home Team) that is fully engaged and prepared to continue the work of implementation for the Upper Peninsula – and share the work across the state of Michigan.
Common CEDS template	Agreement on the terminologies and plan formats that will be used by all districts to facilitate how the individual plans can be developed, evaluated and updated across the three regions and with MEDC (where possible)

OUTCOMES & DELIVERABLES

ITEM	NOTES
Statewide engagement	Introduction of the results to Michigan network of Regional Economic Development Districts and multiyear plan to continue the rollout of the "Michigan Policy Academy with 3-4 new districts each year going forward
Development of required resources	Review and establishment of resources that may be required to ensure successful introduction and engagement across the state. May include staff, funds, facilitation, marketing and measurement resources
Cycle of continuous improvement	Cadence of accountability that ensures an ongoing review of the planning and documentation with an expectation that the overall plan is reviewed, revised and shared out across the state on a regular basis (at least annually, but likely more often). This may result in updates to the required resources if needed
MEDC strategic planning engagement	Strategic convening to further evaluate how MEDC's strategic planning cycles can effectively include the best practices of the Michigan Policy Academy – and support the priorities of Michigan's Regional EDDs

ANTICIPATED OUTCOMES & DELIVERABLES

Terminology

Ensuring that the Michigan participants were using the same definitions for commonly-used terms in our respective strategic planning documents was an unanticipated challenge that ended up both taking a good amount of time and achieving beneficial results.

Timing

When each Michigan organization's strategic planning cycles fall is an issue that was recognized early on as the CEDS cycle for the three EDDs is mandated by the EDA. Ideally, we would like to align the cycles for EDDs and MEDC in order to establish a collaborative planning process. This may not be possible in the long run, but it presents a compelling opportunity if it could be achieved.

Teams

Diving into the details of the work was certainly more difficult via Teams meetings. While we did figure out how to make it work, it would likely have been easier if we could have scheduled more "working" meetings where everyone was in the same room.

OBSTACLES AND CHALLENGES FACED



*The work is “Simple” – but
Simple is not “Easy:”*



*It only works if top leadership is
invested and engaged*



*We must make the time for
“Vital/Non-Urgent”
collaboration*

LESSONS LEARNED

DON'T BOIL THE OCEAN!

How do we plan on doing this?

- Sharing results with the entire Michigan's network of Economic Development Districts, other State of Michigan Departments, and economic development stakeholder organizations
- Working with the Michigan's individual Economic Development Districts and the Michigan Association of Regions to identify potential like opportunities
- Seeking greater alignment between the CEDS process and product among the U.P.'s three EDDs, as well as with MEDC and EDA planning activities

OUR COMMITMENT TO SUSTAINABILITY



MICHIGAN ECONOMIC
DEVELOPMENT CORPORATION



CUPPAD



INVESTUP™



EASTERN UPPER PENINSULA
REGIONAL PLANNING & DEVELOPMENT COMMISSION



Western U.P.
PLANNING & DEVELOPMENT REGION

OUR TEAM

THANK YOU

**Matt McCauley,
Senior Vice President, MEDC**

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517.281.4356