The Rising Tide project supports vibrant, thriving communities to attract business investment and talent by creating a sustainable path toward economic stability and growth. The Michigan Economic Development Corporation, Talent Investment Agency, and Michigan State Housing Development Authority—collectively, the Talent and Economic Development (TED) team—have committed their assets to engaging specific communities across the state in order to empower them to shape their future and maximize economic potential. This document was produced as part of that effort.
April 2017

Village of Newberry
Village Council
302 E. McMillan Ave.
PO Box 203
Newberry, MI 49868

Dear Village of Newberry Council:

On behalf of the Project Rising Tide team, Place & Main Advisors, LLC, is pleased to present you with this final draft of the Economic Development Strategy for the Village of Newberry. This economic development strategy is part of the village's participation in Project Rising Tide and is provided for by the Michigan Economic Development Corporation (MEDC.)

This strategy builds off the work done by the local Project Rising Tide team done under the previous village manager and is designed to be implemented in a shorter time frame and within the capacity the village has. In the end, we are confident in the strategy we have put forth and the community’s ability to execute it.

Thank you for the opportunity for our firm to work with you. We have truly enjoyed our time with the Village of Newberry and have high expectations for its future.

Sincerely,

[Signature]

Joe Borgstrom, Principal
Place & Main Advisors, LLC
# Table of Contents

I. Overview

Summary of Key Information  
Population  
Household Income  
Labor Force  
Housing

II. Economic Development Strategy Process

Challenges  
Assets  
Opportunities

III. Local & Regional Economic Goals

IV. Economic Development Strategy

Strategic Objectives  
Fully Utilize Social Media to Market Newberry  
CDBG Certification & Façade Improvements  
M-123 Convention and Visitor’s Bureau  
Certified Business Park through MEDA  
Diversify and Support Locally-Owned Businesses  
Community Parks Map  
Real Estate Redevelopment Sites

V. Additional Considerations

VI. Implementation Partners
I. Overview
I. OVERVIEW

The Village of Newberry is a part of McMillian Township and is the county seat of Luce County in the eastern end of the Upper Peninsula of Michigan. The Village of Newberry is also served by a state trunk line, M-123, which connects the village with neighboring Paradise and the Upper and Lower Tahquamenon Falls, a very popular destination that draws more than 400,000 tourists a year. The community is served by Helen Newberry Joy Hospital, a historic downtown core and a municipally-owned power and water department. The aforementioned Tahquamenon Falls attract visitors all year round but especially attract visitors in the summer and fall. In winter Newberry is a prime destination in the state for snowmobiling and other winter sports.

Summary of Key Information

Population
In the 2010 census, the village had a population of 1,519. The village is currently estimated at 1,421 people and projected to dip to 1,404 by 2021.

Household Income
The median household income for the village in 2016 was estimated at $39,397 with a per capita income of $20,625 with a median net worth of $50,985.

Labor Force
The total labor force within the village limits was estimated at 665 people and projected to remain stable at 667 in 2021.

Housing
The total number of housing units occupied in Newberry for 2016 was 641 with 439 (68.49%) of those being owner-occupied and 202 (31.51%) were rental units. By 2021 the number of units should rise to 660 occupied units with owner-occupied units remaining steady at 451 (68.33%) units and rental at 209 (31.67%).

Additional key statistics can be found on Exhibit 1 on page 7.
## Newberry Economic Development Strategy

### EXHIBIT 1

<table>
<thead>
<tr>
<th>KEY FACTS</th>
<th>EDUCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population: 1,421</td>
<td>12% No High School Diploma</td>
</tr>
<tr>
<td>Average Household Size: 2.25</td>
<td>42% Some College</td>
</tr>
<tr>
<td>Median Age: 41.8</td>
<td>31% High School Graduate</td>
</tr>
<tr>
<td>Median Household Income: $39,397</td>
<td>15% Bachelor’s/Grad/Prof Degree</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>HOUSING STATS</th>
<th>INCOME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Median Home Value: $64,384</td>
<td>Median Household Income: $39,397</td>
</tr>
<tr>
<td>Average Spent on Mortgage &amp; Basics: $4,878</td>
<td>Per Capita Income: $20,625</td>
</tr>
<tr>
<td>Median Contract Rent: $473</td>
<td>Median Net Worth: $50,985</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ANNUAL LIFESTYLE SPENDING</th>
<th>ANNUAL HOUSEHOLD SPENDING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Travel: $1,056</td>
<td>Apparel &amp; Services: $1,161</td>
</tr>
<tr>
<td>Theatre/Operas/Concerts: $26</td>
<td>Computers &amp; Hardware: $92</td>
</tr>
<tr>
<td>Movies/Museums/Parks: $31</td>
<td>Eating Out: $1,857</td>
</tr>
<tr>
<td>Sports Events: $27</td>
<td>Groceries: $3,320</td>
</tr>
<tr>
<td>Online Games: $2</td>
<td>Health Care: $3,768</td>
</tr>
</tbody>
</table>
II. Economic Development Strategy Process
II. Economic Development Strategy Process

Over the course of 2016, the village of Newberry’s local Project Rising Tide team held extensive meetings with the public to determine specific strengths and weaknesses for the area as well as help determine what possible opportunities could be seized in the future. On July 13, 2016 a public input session was held where the following list of economic challenges, assets and opportunities were formed:

Challenges
The community identified the following areas of strength for Newberry (in no order):

i. Blight – Village unable to enforce ordinances
ii. Filling empty store fronts/attracting new businesses
iii. Splintered community identity / Develop sense of place
iv. Lack of new business attraction– support and tax break programs
v. Lack of active program to encourage and support existing businesses
vi. Lack of coordination between govt. entities and interested volunteer/citizen groups
vii. Lack of investment
viii. Inadequate signage – into village and around village
ix. Reported lack of trained work force – vocational education
x. Lack of transportation to voc-ed program/distance learning
xi. Need of content for website – idea: Weather cam – IGA and Old Bank
xii. Need more jobs with sustaining incomes
xiii. Need for high speed internet access through community (Hiawatha)
xiv. Tax base and dwindling state revenue sharing
xv. Population loss, especially young adults
xvi. Negative perceptions of community
xvii. Underfunded school – losing population and building conditions deteriorating
xviii. Lack of cultural groups, interest in the arts
xix. Community action lack of development of property downtown
xx. Lack of modern elder housing
xxi. Disconnected sidewalk system negatively impacts walkability
xxii. Difficulty attracting professionals
xxiii. Lack of mixed use development downtown
xxiv. #1 IN STATE ON PRESCRIPTION drug abuse
xxv. 30% of populations lives in poverty
xxvi. Lack of entertainment/recreation – “nothing to do”, lack of year-round events
xxvii. Need to improve downtown aesthetics and amenities (public restrooms, more parking)
xxviii. Need for trained service personnel, able to promote area
xxix. Lack of coordinated promotions – “Tahquamenon Area, what’s happening this weekend?”
Assets
The community also identified the following assets in the village (in no particular order):

i. New water system almost complete
ii. Municipal power supply
iii. Updated infrastructure (highway)
iv. Renovated waste water treatment plant
v. Good school system, 4 valedictorians (4.0) and high number of athlete scholars
vi. Close proximity to recreation
vii. Great natural resources
viii. Lower cost (cheap) business start-up costs
ix. Low housing costs
x. Low crime rates
xi. Relatively stable work environment/community, although small (includes businesses, hospital, Michigan Department of Corrections, Michigan Department of Natural Resources, etc)
xii. Nice Main Street with connecting avenues
xiii. Close to tourist attractions (6 of 7 wonders of Michigan within 1 hour)
xiv. Our location is our attraction
xv. Logging museum
xvi. Trying to set up 3rd Thursday community gatherings
xvii. International Road Rally
xviii. Woods, water, and wide open spaces
xix. National Ocean and Atmospheric Administration has serious interest in considering our costal area for a marine sanctuary (more shipwrecks of Luce County coastline than anywhere in the Great Lakes).
xx. Some international companies or that sell internationally (Louisiana Pacific, Banks Hardwoods, Walther Farms, and Northern Wings).
xxi. Welcoming people/community.
xxii. 115 acre industrial shovel ready industrial park.
Opportunities
The community also identified the following opportunities (in no particular order):

i. Attract businesses, retail attraction (e.g. mini Walmart or Shopko)
ii. 115-acre industrial shovel ready industrial park.
iii. Get better broadband access to more people can work in a remote environment and be connected to work world-wide, also provides opportunities for an incubator for start-ups with good broadband connections.
iv. Advertisement that Newberry is Open for Business!
v. Job training – trades/vocational
vi. Expanded classes on the internet (e.g. in High School, Middle School)
vii. Full development of the Village of Newberry website and get more info available to the community and beyond.
viii. County and the Village work together to map trails and other recreation assets to ensure connectivity of trails and bring people here.
ix. Map of destinations
x. Better access to the river by the logging museum and by the Dollarville dam for fishing.
xi. Brochures promoting Newberry
xii. Parking downtown
xiii. Pave County Road 407
xiv. Tourism business opportunities
xv. Improve snowmobile access in town
xvi. A master plan that will provide direction and open doors to grants.
III. Local & Regional Economic Development Goals
III. Local & Regional Economic Development Goals

For an economic development strategy to follow best practices put forth by the Redevelopment Ready Communities program, the individual objectives must tie back to one or more of the local goals and goals identified in the regional context. Each of the goals put forth in this strategy meets this criterion.

Local Economic Goals
The Village of Newberry has set forth the following goals for its local economic development efforts:

1) Retain and Attract Youth to the Community
2) Connect Youth to Employment Opportunities
3) Support and Attract Small Businesses downtown
4) Increase Placemaking and Recreation-based Opportunities
5) Better Market the Newberry Area to Potential Tourists
6) Increase Economic Opportunity for Residents and Businesses

Regional Economic Goals
Prosperity Region 1, which encompasses the entire Upper Peninsula and the Village of Newberry has identified the following goals for the region's economic development goals:

1) Education Goal: Region-wide access to educational opportunities that support learning, career preparedness, and self-efficacy.
2) Economic and Workforce Development Goal: A business environment where one can create, grow, or relocate a business knowing one will be able to access the labor, infrastructure and amenities necessary to thrive sustainably and profitably.
3) Health Care Goal: A health care system focused on the community with active collaboration amongst providers, agencies and coalitions.
4) Tourism and Natural Resources Goal: Increased engagement of local residents around tourism and recreational use of our natural resources to promote quality of life and desirability of our region for family and business.
5) Agriculture and Local Food Systems Goal: An agriculture and food sector able to increase production, add value to products, and reach new markets through collaborative efforts and development of aggregation, processing, storage and distribution infrastructure.
6) Infrastructure Goal: Maintain functionality of existing infrastructure and implement sustainable improvements where funding permits.

These goals are directly referenced in the Economic Development Strategy Chart (Table II on page 18.)
IV. Economic Development Strategy
IV. Economic Development Strategy

The Economic Development Strategy is a direct reflection of the input of residents, business owners other stakeholders and professional redevelopment staff. As a result, some of the tasks identified are not areas one would normally see in a traditional economic development strategy. However, they do represent very real challenges the community sees as having a direct impact on their economic success and represents achievable actions that can have a significant impact on the community. Of specific note, as tourism plays a very large role in the local economy, it is imperative the community both markets itself to potential tourists and continues to build on its existing assets to create more and better businesses that both serve existing residents and tourists.

Following this narrative is a copy of the of the interactive Excel spreadsheet (Table 1) with specific action steps, responsible parties, connections to local and regional goals and respective timelines for this strategy’s execution.

**Strategic Objectives**

**Fully Utilize Social Media to Market Newberry** - Social media is one of the most cost effective ways to advertise the community’s benefits, accomplishments and offerings on a continual basis to people around the world. The Newberry Chamber has an active Facebook page. The City should also create a city page and both entities should strongly consider adding Instagram accounts as a way to visually promote the natural beauty and unique businesses of Newberry.

**CDBG Low to Mod Certification & Façade Improvements** - The village is currently not on the qualifying list of communities who are 51% low-to-moderate income or higher. This designation is important as it allows for the village to qualify for a number of Community Development Block Grant (CDBG) programs including Infrastructure Capacity Enhancement (ICE) grants and Façade Improvement grants. The Façade Improvement grants could be valuable to downtown business and property owners who may want to reinvest in their current programs and be eligible for up to 50% grant funds. This would both make the buildings downtown more attractive and increase their value.

**Consider Establishing M-123 Convention and Visitor’s Bureau** – Tourism is a critical driver in Newberry’s economy with Taquamanon Falls drawing over 400,000 tourists a year. As such, promoting the area as a tourism destination should be a huge priority. However, past convention and visitor’s bureau (CVB) efforts have failed, including the disbanding of the Newberry CVB, due to a number of factors. However, after the successful Discover M-123 project through Northern Initiatives, an effort connecting marketing efforts of both Newberry and Paradise would be the best way to move forward leveraging the Tahquamenon Falls.
Newberry Industrial Park Become a Certified Business Park through MEDA- The Village’s industrial park should pursue certification with the Michigan Economic Developer’s Association’s (MEDA) Certified Industrial Park program. Should the park in its existing state not be eligible, the village should make whatever changes necessary in its restrictive covenants within its industrial park to meet these standards. The Certified Industrial Park designation will provide credentials for the type of industrial park that is not readily available in the upper peninsula and could give the village a competitive advantage over other industrial parcels in the eastern UP.

Diversify and Support Locally-Owned Businesses- As important as tourism is to the local economy, supporting locally-owned businesses is as equal in importance. Numerous studies have shown that for every $100 spent in a community, $25 more stays in the local economy when the exact same item is purchased from a locally-owned business rather than a chain. Additionally, locally-owned businesses add uniqueness and character to a community, especially those relying on tourism. A retail leakage report is included in this strategy as Appendix A to be shared first with local businesses to see if there is any potential they can either expand their existing operations or meet the specific need locally, before recruiting other businesses from elsewhere.

Packaging of Community-Owned Assets for Recreation-Based Tourism Attraction- The publicly-owned assets of the community (parks, trails, etc.) should be packaged into a map and marketing materials to promote the area for recreation-based tourism.

Real Estate Redevelopment Opportunities-A review of the community shows the need to prioritize the redevelopment of four sites. The following sites should be prioritized in the following order, with specific priority given to the first five sites.

Parcels Adjacent on John Street, East of M-123-These three parcels could combine and provide enough land to create a mixed-use building with commercial on the first floor and residential above.
Former Lumber Yard on McMillian Ave - This former lumber yard on could be used in its current form for city DPW functions, light manufacturing or could be demolished and redeveloped into residential or light industrial.

Two Parcels on SW Corner of M-123 and Avenue C - This Vacant parcel is across from Napa Auto Parts and across from a school. Would be ideal location for commercial or mixed-use.

Parcels on M-123 across from Avenue D - This Vacant parcel is south of Napa Auto Parts. It could be ideal location for commercial or mixed-use.
### Newberry Economic Development Strategy

#### OBJECTIVE

1. Fully Utilize Social Media Channels to Market Newberry Area
2. A. Establish Facebook and Instagram accounts, sharing permissions with appropriate contacts
   Status: Not Started
   Owner: Kristen Christiansen, Newberry Chamber
   Secondary: Jan Goldthorpe, Newberry Area Tourism Association
   Start Date: 6/1/2017
   End Date: 6/1/2017

3. B. Develop content policy outlining the types of information that can be shared and what should not
   Status: Not Started
   Owner: Kristen Christiansen, Newberry Chamber
   Secondary: Jan Goldthorpe, Newberry Area Tourism Association
   Start Date: 6/1/2017
   End Date: 6/1/2017

4. C. Develop social media calendar to promote positive news stories people can share
   Status: Not Started
   Owner: Kristen Christiansen, Newberry Chamber
   Secondary: Jan Goldthorpe, Newberry Area Tourism Association
   Start Date: 6/1/2017
   End Date: 6/1/2017

5. D. Encourage Residents and former residents to follow and share
   Status: Not Started
   Owner: Kristen Christiansen, Newberry Chamber
   Secondary: Jan Goldthorpe, Newberry Area Tourism Association
   Start Date: 6/1/2017
   End Date: 6/1/2017

6. Façade Improvement Grants/Low to Mod Income Survey
   Status: Not Started
   Owner: Jennifer James-Mesloh, Village of Newberry
   Secondary: Tammy Henry, Newberry EDC
   Start Date: 10/1/2017
   End Date: 10/1/2017

7. A. Verify Low/Mod Survey status with MEDC
   Status: Not Started
   Owner: Jennifer James-Mesloh, Village of Newberry
   Secondary: Tammy Henry, Newberry EDC
   Start Date: 10/1/2017
   End Date: 10/1/2017

8. B. Complete necessary survey to qualify for Low/Mod status
   Status: Not Started
   Owner: Jennifer James-Mesloh, Village of Newberry
   Secondary: Tammy Henry, Newberry EDC
   Start Date: 10/1/2017
   End Date: 10/1/2017

9. C. Hold informational meeting for property owners about façade grant program
   Status: Not Started
   Owner: Jennifer James-Mesloh, Village of Newberry
   Secondary: Tammy Henry, Newberry EDC
   Start Date: 10/1/2017
   End Date: 10/1/2017

10. D. Identify potential construction company(ies) to work with building owners
    Status: Not Started
    Owner: Jennifer James-Mesloh, Village of Newberry
    Secondary: Tammy Henry, Newberry EDC
    Start Date: 10/1/2017
    End Date: 10/1/2017

11. E. Obtain initial construction cost estimates for façades
    Status: Not Started
    Owner: Jennifer James-Mesloh, Village of Newberry
    Secondary: Tammy Henry, Newberry EDC
    Start Date: 10/1/2017
    End Date: 10/1/2017

12. F. Obtain commitment for financing from local lenders
    Status: Not Started
    Owner: Jennifer James-Mesloh, Village of Newberry
    Secondary: Tammy Henry, Newberry EDC
    Start Date: 10/1/2017
    End Date: 10/1/2017

13. G. Apply for CDBG funds for façade grant
    Status: Not Started
    Owner: Jennifer James-Mesloh, Village of Newberry
    Secondary: Tammy Henry, Newberry EDC
    Start Date: 10/1/2017
    End Date: 10/1/2017

14. H. Administer grant
    Status: Not Started
    Owner: Jennifer James-Mesloh, Village of Newberry
    Secondary: Tammy Henry, Newberry EDC
    Start Date: 10/1/2017
    End Date: 10/1/2017

15. I. Close out grant
    Status: Not Started
    Owner: Jennifer James-Mesloh, Village of Newberry
    Secondary: Tammy Henry, Newberry EDC
    Start Date: 10/1/2017
    End Date: 10/1/2017

16. J. Celebrate success
    Status: Not Started
    Owner: Jennifer James-Mesloh, Village of Newberry
    Secondary: Tammy Henry, Newberry EDC
    Start Date: 10/1/2017
    End Date: 10/1/2017

17. Explore establishment of M-123 CVB (based off of Explore M-123 Byway)
    Status: Not Started
    Owner: Jan Goldthorpe, Newberry Area Tourism Association
    Secondary: Kristen Christiansen, Newberry Chamber
    Start Date: 12/31/2017
    End Date: 12/31/2017

18. A. Meet with Paradise area tourism businesses to discuss potential CVB or cross-marketing ideas
    Status: Not Started
    Owner: Jan Goldthorpe, Newberry Area Tourism Association
    Secondary: Kristen Christiansen, Newberry Chamber
    Start Date: 12/31/2017
    End Date: 12/31/2017

19. B. Determine potential hotels/motels that would be assessed.
    Status: Not Started
    Owner: Jan Goldthorpe, Newberry Area Tourism Association
    Secondary: Kristen Christiansen, Newberry Chamber
    Start Date: 12/31/2017
    End Date: 12/31/2017

20. C. Meet individually with various owners to discuss CVB idea and gauge interest and concerns.
    Status: Not Started
    Owner: Jan Goldthorpe, Newberry Area Tourism Association
    Secondary: Kristen Christiansen, Newberry Chamber
    Start Date: 12/31/2017
    End Date: 12/31/2017
<table>
<thead>
<tr>
<th>Task</th>
<th>Responsible Parties</th>
<th>Start Date</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.D. Meet with State Park officials about potential for partnership with CVB</td>
<td>Kristen Christiansen, Newberry Chamber</td>
<td>12/31/2017</td>
<td></td>
</tr>
<tr>
<td>3.E. Develop informational sheets discussing pro/cons of CVB</td>
<td>Kristen Christiansen, Newberry Chamber</td>
<td>12/31/2017</td>
<td></td>
</tr>
<tr>
<td>3.F. Schedule vote of eligible hotel/motel owners for establishment of CVB</td>
<td>Kristen Christiansen, Newberry Chamber</td>
<td>12/31/2017</td>
<td></td>
</tr>
<tr>
<td>3.G. If necessary, explore expanded membership to include Paradise and support existing Northern Initiatives Scenic Byway</td>
<td>Kristen Christiansen, Newberry Chamber</td>
<td>12/31/2017</td>
<td></td>
</tr>
<tr>
<td>4. Certify Newberry Industrial Park thru MEDA</td>
<td>Tammy Henry, Newberry EDC</td>
<td>12/31/2017</td>
<td></td>
</tr>
<tr>
<td>4.A. Review application form to determine what steps need to be taken to meet certification standards (<a href="https://www.medaweb.org/certification/requir">https://www.medaweb.org/certification/requir</a></td>
<td>Tammy Henry, Newberry EDC</td>
<td>12/31/2017</td>
<td></td>
</tr>
<tr>
<td>4.B. Work to meet criteria based on needs analysis</td>
<td>Tammy Henry, Newberry EDC</td>
<td>12/31/2017</td>
<td></td>
</tr>
<tr>
<td>4.C. Apply for certification</td>
<td>Tammy Henry, Newberry EDC</td>
<td>12/31/2017</td>
<td></td>
</tr>
<tr>
<td>5. Diversity and Support Small Businesses downtown</td>
<td>Kristen Christiansen, Newberry Chamber Tammy Henry, Newberry EDC</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>5.A. Conduct retail leakage report to determine what items/categories are being bought elsewhere</td>
<td>Kristen Christiansen, Newberry Chamber Tammy Henry, Newberry EDC</td>
<td>4/1/2017</td>
<td></td>
</tr>
<tr>
<td>5.B. Share this data with existing locally-owned retailers and businesses as an opportunity to expand their service/ product offerings</td>
<td>Kristen Christiansen, Newberry Chamber Tammy Henry, Newberry EDC</td>
<td>6/1/2017</td>
<td></td>
</tr>
<tr>
<td>5.C. Determine where additional gaps exist and look to recruit businesses to downtown</td>
<td>Kristen Christiansen, Newberry Chamber Tammy Henry, Newberry EDC</td>
<td>9/1/2017</td>
<td></td>
</tr>
<tr>
<td>6. Package public assets (parks, trails, etc.) for use as recreation-based tourism attraction</td>
<td>Jennifer James-Mesloh, Village of Newberry Jan Goldthorpe, Newberry Area Tourism Association</td>
<td>9/1/2017</td>
<td></td>
</tr>
<tr>
<td>6.A. Gather important information regarding all publicly-owned assets related to recreation</td>
<td>Jennifer James-Mesloh, Village of Newberry Jan Goldthorpe, Newberry Area Tourism Association</td>
<td>9/1/2017</td>
<td></td>
</tr>
<tr>
<td>6.B. Produce map &amp; marketing piece connecting publicly-owned assets related to recreation</td>
<td>Jennifer James-Mesloh, Village of Newberry Jan Goldthorpe, Newberry Area Tourism Association</td>
<td>9/1/2017</td>
<td></td>
</tr>
<tr>
<td>6.C. Connect to map on village, chamber, tourism and EDC websites to allow visitors to know where these assets are</td>
<td>Jennifer James-Mesloh, Village of Newberry Jan Goldthorpe, Newberry Area Tourism Association</td>
<td>9/1/2017</td>
<td></td>
</tr>
<tr>
<td>6.D. Provide hard copy maps to hotels/motels in the area</td>
<td>Jennifer James-Mesloh, Village of Newberry Jan Goldthorpe, Newberry Area Tourism Association</td>
<td>9/1/2017</td>
<td></td>
</tr>
</tbody>
</table>
V. Additional Considerations
V. Additional Considerations

In addition to the Economic Development Strategy, the community needs to keep several items in mind regarding economic development moving forward:

**Skilled Works Force** - Beyond tourism, the community needs a skilled workforce to compete for higher paying manufacturing or value-added service jobs. The community needs to ensure it has training and partnerships in place to develop a work force that has the skills needed to either compete for employers or grow their own employers from entrepreneurs within the community.

**Adequate Infrastructure** - The Village must ensure it has adequate road, water, sewer, electric, and broadband capabilities to meet the needs of potential manufacturers and value-added service jobs. The Village must appropriate and fund needed upgrades to these areas to be competitive in the future.

**Continual Exploration of Regional Opportunities** - In addition to the M-123 CVB, the community, through the Chamber of Commerce, should be continually exploring regional opportunities with neighboring townships, Paradise and Grand Marias. These opportunities could be everything from joint municipal purchasing, to regional marketing, to economic development retention and recruitment.
VI. Implementation
Partners
VI. Implementation Partners

The completion of this Economic Development Strategy will not be easy. The Village of Newberry will require partners. Thankfully, several local entities have committed time, energy and funding to help projects like those suggested here.

The professionals and organizations listed below can provide valuable expertise, time, effort and assistance with executing this strategy. Their respective names and organizations appear assigned in individual tasks in the Economic Development Strategy table.

Jennifer James-Mesloh  
Village Manager  
Village of Newberry  
vilnby@sbcglobal.net  
(906)293-3433 X 3

Jan Goldthorpe  
Owner  
Comfort Inn  
jgold3544@yahoo.com  
(906)293-3218

Kristen Christiansen  
Director  
Chamber of Commerce  
director1@lighthouse.net  
(906)293-5562

Tammy Henry  
Director  
Luce County EDC  
tammyhenry1234@gmail.com  
(906)293-5982

Sharon Brown  
Member  
Newberry Council  
oldbank@sbcglobal.net  
(906)322-3990