

Draft Final Report

**Southcentral Michigan Five-Year
Comprehensive Economic Development Strategy**

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Prepared for
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OVERVIEW

The Southcentral Michigan Planning Council (SMPC), a regional planning organization representing Barry, Branch, Calhoun, Kalamazoo, and St. Joseph counties, aims to improve the economic, environmental, and fiscal health of the region through transportation, land use and environmental planning, economic development, and efficient local staffing. SMPC was reorganized in the fall of 2012, and this Comprehensive Economic Development Strategy (CEDS) is its top economic development priorities for the region. The reconstitution of the SMPC provides opportunities to the communities in the five-county area to think regionally about opportunities and concerns. The Upjohn Institute was contracted by SMPC to facilitate and develop the CEDS.

The CEDS for the five-county region of Barry, Branch, Calhoun, Kalamazoo, and St. Joseph counties has been prepared to complement and enhance ongoing economic development efforts in the region. It was carefully constructed to not duplicate existing economic development activities, while at the same time providing a strategic plan that will guide public and private stakeholders in developing a sustainable, diverse, and growing regional economy. It is based on a careful analysis that considers both quantitative and qualitative statistics on the region. In the process, we have conducted 35 one-on-one interviews and 7 focus groups. In addition, we have reviewed existing and past economic development plans that have been or are being developed on the township, county, regional, and state levels, including the current ongoing Regional Prosperity Plan that includes the additional counties of Berrien, Cass, and Van Buren. Finally, we have provided the opportunity for public and private stakeholders to explore alternative futures through the use of a regional economic and demographic forecasting model.

The development of this strategic plan was guided by members of the CEDS Steering Committee who represented the business, governmental, educational, labor, and other key stakeholders in the region. The members of the CEDS Steering Committee are listed in Appendix A.

Through this effort, the CEDS Steering Committee identified the following five goals:

1. Develop a skilled workforce to enable the region's base industries to better compete in the global market place;
2. Make downtown areas attractive to professional, high-skilled workers by turning them into places to live, work, and play;
3. Consolidate government services to improve efficiency;
4. Improve infrastructure in the region to support business expansion; and
5. Promote brownfield redevelopment as a key ingredient in maintaining a sustainable region.

The CEDS Steering Committee has reviewed and prioritized a total of 53 projects. Finally, the report provides both the necessary benchmarks to compare its performance with other similar regions and the metrics to measure movement on the achievement of its stated goals.

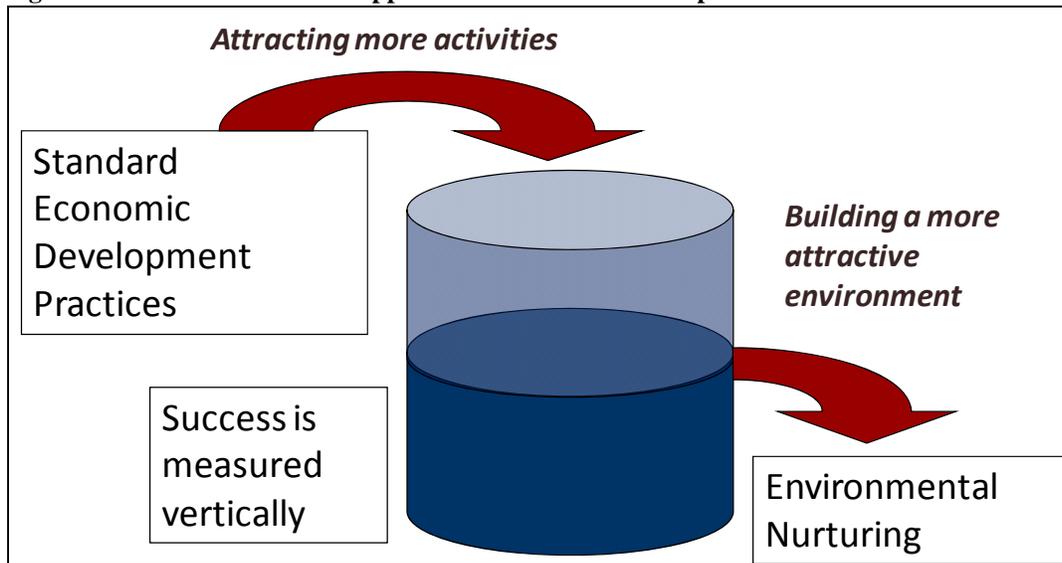
APPROACH

In preparing the Comprehensive Economic Development Strategy, the steering committee was fully aware that the five-county region has several very active economic development and workforce development organizations that are working on their own previously-adopted strategies. Each of these economic development and workforce development organizations has their own strengths and focuses. Fortunately, as can be seen in Appendix A, representatives from the region's major economic development and workforce development organizations, including Southwest Michigan First, Battle Creek Unlimited, Kalamazoo Valley Community College, the Kellogg Community College, and the newly formed four-county Michigan Works! Agency (Branch, Calhoun, Kalamazoo, and St. Joseph), are active members of the CEDS steering committee. This has provided the leadership in developing effective CEDS's goals, objectives, and strategies that do not duplicate and are compatible to the ongoing efforts of these partnering organizations.

The steering committee examined several different economic development models in determining its role in the region's economic development community. The committee fully understands that a key role for the CEDS is to identify criteria investment priorities and necessary resources for the region to effectively compete in a dynamic global market. To accomplish this task, the steering committee adopted a model that examines both the flow of new activity into the region generated, in large part by its identified trade clusters identified below, and, at the same time, monitors the harmful flow of assets and activity out of the region. In other words, as show in Figure 1, the steering committee worked to develop a plan that would identify:

1. the necessary investments required to support ongoing efforts to attract private investment into the area that would generate jobs in the region; and
2. the solutions to economic development problems facing the region because of the outflow of resources, including talent as well as production and service activity. This will require the development of a more attractive and sustainable environment for residents and businesses. Issues include lowering high school dropout rates, decreasing the out-migration of college graduates from the region's university or colleges, and assisting new entrepreneurial activities.

Figure 1 Vertical Flow Model Approach to Economic Development



This “two-front” approach, however, still only requires one set of performance measures: it does not matter whether employment opportunities grow because more economic activity is attracted into the region or because the outflow of economic assets and activities is diminished. The impact is the same; however, at the same time, performance metrics that track success on each of the plans, state goals that will also be put into place.

REGIONAL SETTING

Like all regions, the economic health of the five-county SMPC region depends, in part, on the vitality of its neighbors. Economic interaction and linkages ignore political boundaries as should economic development strategies. Not only do workers cross regional boundaries every day for work and employment opportunities, but products and services also flow across regional lines. In fact, one of the latest economic development projects in the city of Kalamazoo, the Rubber Maid Research and Development Center, was successful because the company understood that it could tap into the design talent centered around the office furniture industry in the Grand Rapids–Holland region. As shown below, many of the SMPC region residents work in surrounding counties. This is especially the case for Barry County where 27.4 percent of the employed residents commute into Kent County (Grand Rapids) to work.

Regional Clusters

Indeed, the five-county SMPC region is part of a larger west Michigan economic region centered around the Grand Rapids–Wyoming Metropolitan Statistical Area (MSA), according to the U.S. Cluster Mapping Project. The Cluster Mapping Project was prepared and is based at Harvard University’s Institute for Strategy and Competitiveness and was partially funded by the U.S. Department of Commerce’s Economic Development Administration. The project identified these 10 trade clusters (Table 1):

Table 1 Major Regional Economic Clusters in West Michigan

Industry	SMPC sample representatives
Automotive	American Axle, Denso, TRMI, Asama
BioPharma	Pfizer, Zoetis
Downstream chemicals	Cytec
Food processing	Kellogg, Post
Furniture	Landscape Forms, Burroughs Corporation
Medical devices	Stryker
Metal working	Weber Specialties Company
Plastics	Summit Polymers, Sturgis Molded Products
Printing	J-AD Graphics
Vulcanized and fired materials	—

The diversity of the region’s trade cluster base is welcome, as it provides stability and opportunities for innovation. Moreover, the project identified non-trade clusters of distribution and electronic commerce (wholesale, distribution), business services, education and knowledge, and hospitality and tourism. The SMPC region hosts a Target Distribution Center, in addition to several education institutions including Western Michigan University, Kalamazoo College, and Albion College. In addition, it houses three community colleges: Glen Oaks Community College, Kalamazoo Valley Community College, and Kellogg Community College.

Existing Economic Development Plans

Successful economic development depends on the development of effective partnerships and networks between all levels of government. In preparing this CEDS, we reviewed the existing economic development strategies of our partnering organizations.

Michigan Economic Development Corporation

The Michigan Economic Development Corporation’s (MEDC), the state’s business assistance and attraction organization, strategic plan focuses on four major activities: business investment, community vitality, talent enhancement, and state branding.¹ Under business investment, MEDC strives to create an entrepreneurial environment for high-growth, technology ventures by supporting technology commercialization, and by providing important services and infrastructure. Second, it promotes business growth by assisting second-stage companies by providing economic gardening services, encouraging exports, and through its attraction efforts. MEDC also works to ensure that the appropriate financial capital is available for businesses.

MEDC’s focus on community vitality is very salient to our CEDS approach. A prime focus of the CEDS steering committee is to maintain community vitality for all of the cities and villages in our region and to promote quality places to work, live, and play.

The same is true with MEDC’s talent enhancement focus. Our CEDS approach is in line with MEDC’s statewide effort to assist businesses in finding the talent they need.

The final component of MEDC’s economic development strategy is the development a state brand that leverages the successful Pure Michigan brand for business development. More

¹ http://www.michiganbusiness.org/cm/files/transparency_page_docs/2012-17_strategic_plan.pdf

importantly, MEDC is working to create a seamless delivery of business services. In preparing the CEDS, we focused on identifying SMPC's role in this process.

Southwest Michigan First

Southwest Michigan First is a privately-funded economic development organization focusing on accelerating economic growth in Southwest Michigan. It is one of several economic development organizations in the SMPC five-county region. In its Transformation Agenda, Southwest Michigan First identifies the following four "core areas" for economic development.² The four areas are business growth with a focus on retention, supporting vital urban cores, enhancing education and talent development, and facilitating government collaboration. With the sole addition of supporting rural areas as well, the CEDS goals and objectives are very compatible to these core activities. These focus areas are aligned with MEDC's strategy and help set the environment for the development of our CEDS goals.

Southwest Michigan First also created a comprehensive set of benchmarks and performance measures that are useful for consideration, including the region's unemployment rate, new jobs, household income, and number of internships for college students.

County and city plans

We also examined the existing economic development plans for our member counties, cities, and townships. These plans focus on the unique opportunities and challenges facing each of these governmental units. An effective CEDS provides the regional framework for these individual plans and offers a regional perspective that will encourage cooperation and collaboration between these governmental units. The existing plans and annual reports that we reviewed include:

Barry County

- Master Plan for Thornapple Township, Barry County
- Master Plan for Hastings, Barry County
- Rutland Township Master Plan, Barry County

Branch County

- City of Coldwater Master Plan 2002³
- Branch County Economic Growth Alliance 2012 Update

Calhoun County

- Calhoun County Strategic Plan and 2009–10 Action Plan, which called for the development of a five-county CEDS⁴
- Battle Creek Comprehensive Master Plan⁵ — The plan has the following key economic development goals: Maintain a sustainable, growing, and diversified economy that provides

²http://www.southwestmichiganfirst.com/userfiles/file/2014_Transformation%20Agenda_04152014%281%29.pdf

³ <http://www.coldwater.org/CommunityResources/documents/CityMasterPlan.pdf>

⁴ http://www.calhouncountymi.gov/assets/1/7/2009_10_Strategic_Plan_Action_Plan.pdf (page 20)

good wages, keeps a skilled workforce, prevents sprawl by encouraging reinvestment in older areas, builds on the city's downtown strengths, and keeps it an activity center for the city, and ensures the availability of industrial sites

- Battle Creek Unlimited 2012–13 Annual Report,⁶ which is focused on the following key areas: Direct Investment Fund, Supporting Battle Creek downtown development, Managing the region's Foreign-Trade Zone–Port of Battle Creek, and the Fort Custer Industrial Park
- Marshall Economic Development Annual Report 2010–2011⁷

Kalamazoo County

- City of Kalamazoo 2010 Comprehensive Plan,⁸ which highlighted the following sustainable strategies: create incubator space in vacant buildings for new businesses or high-tech industries, promote “green” industries, and use sustainable building practices. The plan had two economic development strategies: support the Kalamazoo Promise, a privately-funded college scholarship program as an economic development attraction and retention tool, and to encourage the redevelopment of vacant retail site with new mixed uses
- City of Portage 2008 Comprehensive Plan,⁹ which has the economic development goal of encouraging high-quality commercial and industrial development that is compatible to surrounding land uses and the environment. Stated objectives in the economic development component of the plan include encouraging brownfield redevelopment, promoting “a dynamic economy that fully employs a skilled workforce,” nurturing “a small town sense of community,” and fostering intergovernmental cooperation. Again, these are very compatible to the CEDS's goals and objectives
- Texas Charter Township, Five-Year Update of its Comprehensive Plan 2006
- Oshtemo Charter Township 2011 Master Plan,¹⁰ which stated as a goal to “Identify and promote areas where high technology, life science, and knowledge-based industries would be most appropriate,” and as a strategy, “Promote the redevelopment, rehabilitation, and adaptive re-use of existing industrial sites and buildings”

St. Joseph County

- County-wide economic development services are provided under contract by Southwest Michigan First
- City of Sturgis, Cooperation, Collaboration and Consolidation Plan, 2013–2014¹¹ — In one of the more interesting government initiatives in the region, the City of Sturgis is exploring the following partnership: with the cities of Three Rivers and Coldwater, the joint purchase of equipment. It is pursuing building permit unification with it surrounding townships including Burr Oak, Fawn River, Sturgis, and Sherman townships. Finally, the city has

⁵ <http://www.ci.battle-creek.mi.us/acm/comprehensiveplan.htm>

⁶ <http://www.bcuknowledgeknow.com/Upload/files1059/Annual%20Report%202012-13%20final.pdf>

⁷ <http://www.marshalleconomicdevelopment.com/system/res/37/original/Marshall%20Economic%20Development2010-2011%20%282%29.pdf>

⁸ City of Kalamazoo 2010 Master Plan.

⁹ <http://www.portagemi.gov/FilesCustom/HtmlEditor/Files/Boards%20and%20Commissions/Commissions/Planning/2008%20Comprehensive%20Plan/2008%20Comprehensive%20Plan.pdf>

¹⁰ <http://www.oshtemo.org/wp-content/uploads/2012/08/master-plan-10262012.pdf>

¹¹ http://www.egovlink.com/public_documents300/sturgis/published_documents/City%20Manager%20Office/Current%20Collaboration%20Plan.pdf

formed the Sturgis Area Municipal Cooperative with its neighboring township to enhance communication between the local units of governments on mutually-beneficial projects.

Neighboring regions' plans

In addition to keeping abreast of the economic development plans and activities within the SMPC region, it is important to remain aware of the economic development efforts in neighboring areas. In particular, the Southwest Michigan Regional Planning Commission (SWMRPC) serves Berrien, Cass, and Van Buren counties, which is a part of the Kalamazoo Metropolitan Statistical Area, and The Right Place, the lead economic development organization for the greater Grand Rapids region. In its 2013 CEDS update, the SWMRPC listed the following goals:

- 1) support entrepreneurs and local businesses;
- 2) assist talent development at the K–12, adult education, post-secondary, and vocational training levels;
- 3) support and build upon existing and emerging industrial clusters; and
- 4) create an environment that is welcoming to young and talented individuals. These goals are similar and compatible to the goals for the SMPC area.

In its 2014–2016 Strategic Plan,¹² The Right Place, an economic development organization based in Grand Rapids, listed the following five strategic growth areas: smart manufacturing, agribusiness and food processing, life sciences and biotech, technology and communication, and commercial design. It is basing its activities on providing business support, talent development, and infrastructure services, and on generating and supporting a high quality of life.

In 2014, the state of Michigan redrew its service delivery regions, which may impact economic development activities in the SMPC region. Southwest Michigan First has been designated by the state to be the leading economic development organization for the SMPC region, excluding Barry County.¹³ Barry County's economic development activities are now under the umbrella of The Right Place.¹⁴ It is uncertain if the new state regional definitions will have an impact on economic development alignment between the two regions; however, it is certain that the CEDS must support and facilitate regional collaboration.

Summary

1. The economic base of the region extends well beyond the boundaries of its five counties. This requires that the region remains aware of opportunities and challenges that can occur outside of its boundaries that could impact its key economic clusters and residents.
2. For the CEDS to remain a living document that continues to assist in identifying criteria investment priorities and necessary resources for the region to effectively compete in a

¹² <http://www.rightplace.org/RightPlace/media/RightPlace/Files/2014-2016-Strategic-Plan.pdf>

¹³ Southwest Michigan First service area includes Berrien, Cass, and Van Buren counties in addition to the SMPC counties of Barry, Branch, Calhoun, Kalamazoo, and St. Joseph.

¹⁴ The Right Place service area includes Allegan, Barry, Ionia, Kent, Lake, Mason, Mecosta, Montcalm, Muskegon, Newaygo, Oceana, Osceola, and Ottawa.

dynamic global market, it must “fit” within the existing strategies of the region’s economic development organizations. Moreover, this collaboration must be extended to the economic development initiatives of the state and neighboring areas.

3. A review of existing economic development plans and strategies in the SMPC region and neighboring region suggests that the goals set forth by the CEDS Steering Committee are both supportive and compatible to existing efforts. In fact, it is a long-term goal of SMPC’s economic development efforts to construct a regional framework that can support local economic development initiatives and provide opportunities to learn from each other.

ECONOMIC AND DEMOGRAPHIC CONDITIONS

Population Trends: Slower Growth and an Aging Population

In 2010, the five counties of the SMPC housed more than 552,000 residents. The region is anchored by the urbanized areas of Kalamazoo and Battle Creek (Calhoun County), which represent 70 percent of the region’s population base. During the past 50 years, 1960 to 2010, population growth in the five-county area has slowed, as shown in Table 2. During the most recent decade, population grew by only 2.0 percent, which is well below the 6.2 percent growth it experienced during the 1960s and 1990s. Most of the region’s population growth was experienced in Barry County because of suburban spillover from the Grand Rapids Metropolitan Area (MSA). In fact, Barry County is part of the Grand Rapids–Wyoming MSA. During the entire 50-year period, population in the county increased by 86 percent; however, these broad population trends reveal that three of the region’s five counties, Branch, Calhoun and St. Joseph counties, lost population during the past 10 years. The lack of population growth in these counties reflects, unfortunately, the lack of employment growth as shown below.

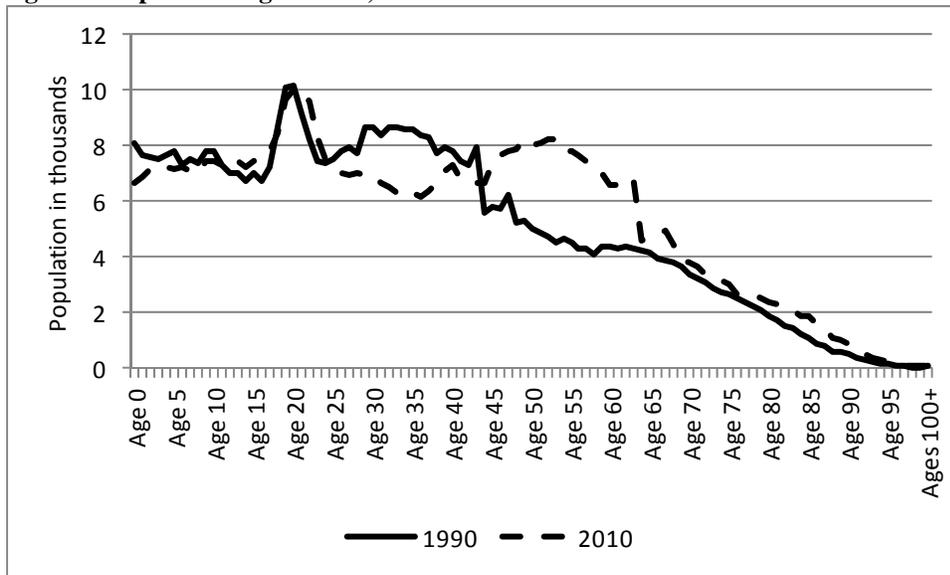
Table 2 Population

	Population						Percent Change				
	1960	1970	1980	1990	2000	2010	60 to 70	70 to 80	80 to 90	90 to 00	00 to 10
Barry County	31,738	38166	45781	50057	56755	59173	20.3%	20.0%	9.3%	13.4%	4.3%
Branch County	34,903	37906	40188	41502	45787	45248	8.6%	6.0%	3.3%	10.3%	-1.2%
Calhoun County	138,858	141963	141557	135982	137985	136146	2.2%	-0.3%	-3.9%	1.5%	-1.3%
Kalamazoo County	169,712	201550	212378	223411	238603	250331	18.8%	5.4%	5.2%	6.8%	4.9%
St. Joseph County	42,332	47392	56083	58913	62422	61295	12.0%	18.3%	5.0%	6.0%	-1.8%
Total	417,543	466977	495987	509865	541552	552193	11.8%	6.2%	2.8%	6.2%	2.0%

The second broad demographic trend is that, like the rest of the nation, the region’s population is aging. As shown in Figure 2, the aging of the “baby boomers” from being in their mid-thirties to mid-fifties is clearly seen. The figure also shows the significant drop in the number of 30-year-olds from 1990 to 2010 in the wake of the advancing baby boomers. This has raised serious concerns regarding the region’s future workforce. Will there be a sufficient number of skilled workers to fill the vacancies created as the baby boomers start to retire? As will be discussed in greater detail below, this problem is only exacerbated by the fact that many younger workers are avoiding manufacturing and construction trade occupations due to the serious job declines suffered during the past 5 to 10 years.

The third trend that is highlighted in Figure 2 is the constant number of early 20-year-olds in the region due to its university and colleges. Clearly, many of the students attending Western Michigan University and the region’s private four-year colleges and community colleges do not remain in the region upon graduation. This can only be expected given that college graduates compete on the national level; nevertheless, if this trend could be slowed, it could have strong benefits to the regional economy.

Figure 2 Population Age Profile, 1990 and 2010



The final trend that is indicated in Figure 2 is the approaching retirement of the baby boomers. The region’s healthcare and housing markets will be seriously impacted during the next 20 years as the baby boomers age and seek more suitable housing arrangements.

The geographic distribution of the region’s population growth is shown in Table 3 and Map 1. Due to the wide variation in the population among the region’s townships and cities, we prepared a population growth index, which is the multiplication of the absolute change and percent change in population. Both clearly show that:

1. Northern Barry County has become a bedroom community for the greater Grand Rapids area. Thornapple Township, including the Village of Middleville, Irving Township, and Rutland Township in the northeast corner of Barry County, have all experienced substantial population growth.
2. The other townships in the region that experienced substantial population growth are in suburban areas around the city of Kalamazoo, especially Texas and Oshtemo townships, and Coldwater Township surrounding the city of Coldwater in Branch County.
3. Finally, several of the region’s core cities, Kalamazoo, Battle Creek, and Albion, have lost population. The population loss in the city of Kalamazoo is somewhat surprising given the nationally known “Kalamazoo Promise,” which is a privately funded college

scholarship open to all students. At the same time several of the region's smaller urban areas, Hastings, Sturgis, Three Rivers, and Coldwater, have grown. With the movement of increased numbers of younger adults wanting to live in high-density, walkable neighborhoods, it is important for the region to retain the vitality of these cities.

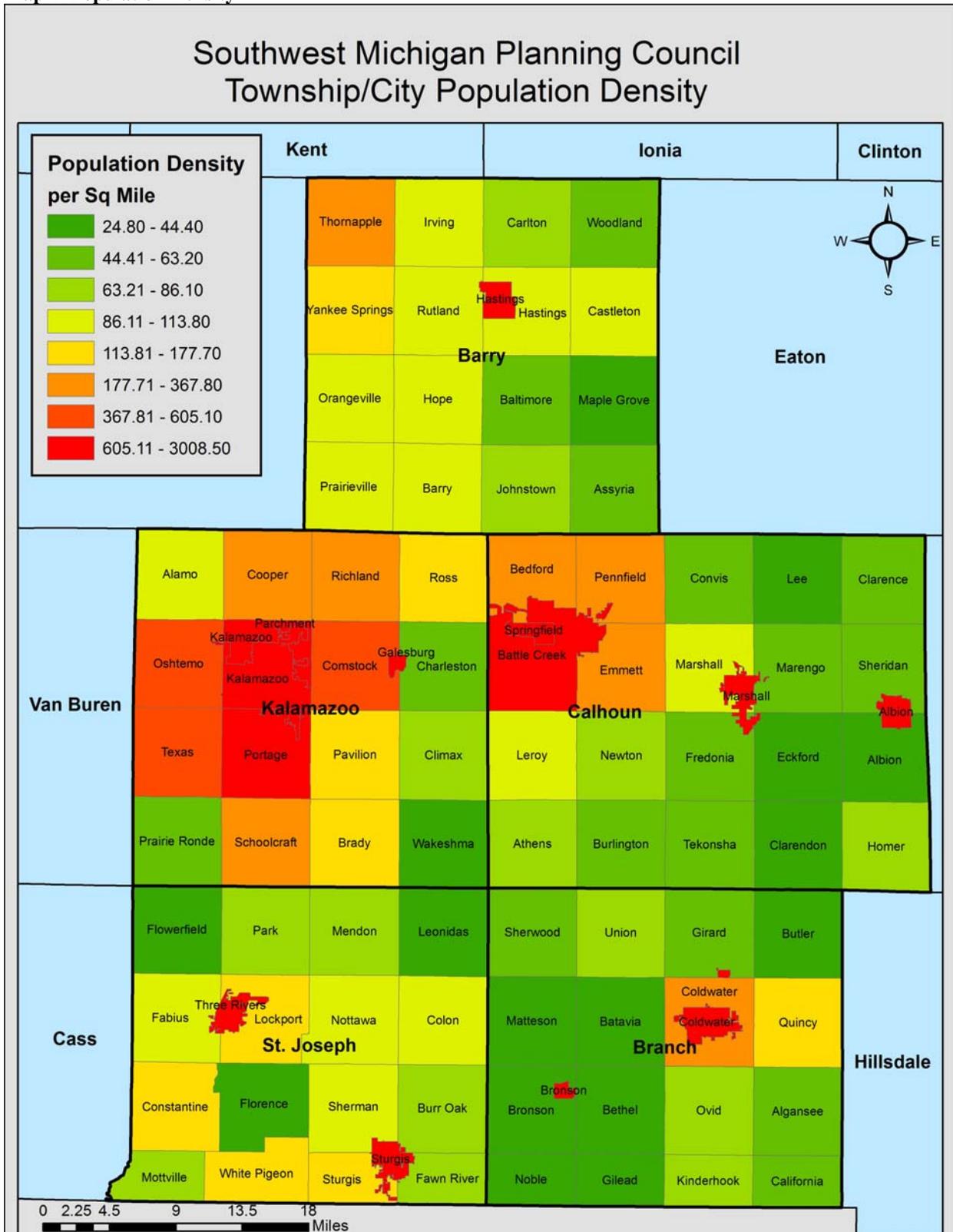
Table 3 Population Growth by Local Governmental Units

		1990	2000	2010	2013 est.	1990 to 2000	2000 to 2010	2010 to 2013	1990 to 2013	Population Growth Index
Barry County	Assyria Township	1,797	1,912	1,986	1,992	6.4%	3.9%	0.3%	10.9%	21.2
	Baltimore Township	1,687	1,845	1,861	1,858	9.4%	0.9%	-0.2%	10.1%	17.3
	Barry Township	3,331	3,489	3,378	3,385	4.7%	-3.2%	0.2%	1.6%	0.9
	Carlton Township	2,011	2,331	2,391	2,388	15.9%	2.6%	-0.1%	18.7%	70.7
	Castleton Township	3,235	3,475	3,471	3,449	7.4%	-0.1%	-0.6%	6.6%	14.2
	Hastings City	6,419	7,095	7,350	7,304	10.5%	3.6%	-0.6%	13.8%	122.0
	Hastings Township	3,028	2,930	2,948	2,952	-3.2%	0.6%	0.1%	-2.5%	-1.9
	Hope Township	2,913	3,283	3,239	3,210	12.7%	-1.3%	-0.9%	10.2%	30.3
	Irving Township	1,927	2,682	3,250	3,255	39.2%	21.2%	0.2%	68.9%	915.2
	Johnstown Township	2,957	3,067	3,008	3,018	3.7%	-1.9%	0.3%	2.1%	1.3
	Maple Grove Township	1,396	1,471	1,593	1,594	5.4%	8.3%	0.1%	14.2%	28.1
	Orangeville Township	2,829	3,321	3,311	3,308	17.4%	-0.3%	-0.1%	16.9%	81.1
	Prairieville Township	3,368	3,175	3,404	3,402	-5.7%	7.2%	-0.1%	1.0%	0.3
	Rutland charter townsh	2,877	3,646	3,987	3,971	26.7%	9.4%	-0.4%	38.0%	416.0
	Thornapple Township	5,304	6,685	7,884	7,903	26.0%	17.9%	0.2%	49.0%	1273.5
	Woodland Township	2,015	2,129	2,047	2,050	5.7%	-3.9%	0.1%	1.7%	0.6
Yankee Springs Township	2,963	4,219	4,065	4,058	42.4%	-3.7%	-0.2%	37.0%	404.7	
Branch County	Algansee Township	1,859	2,061	1,974	1,952	10.9%	-4.2%	-1.1%	5.0%	4.7
	Batavia Township	1,538	1,546	1,339	1,322	0.5%	-13.4%	-1.3%	-14.0%	-30.3
	Bethel Township	1,303	1,421	1,434	1,413	9.1%	0.9%	-1.5%	8.4%	9.3
	Bronson City	2,313	2,421	2,349	2,332	4.7%	-3.0%	-0.7%	0.8%	0.2
	Bronson Township	1,264	1,358	1,349	1,338	7.4%	-0.7%	-0.8%	5.9%	4.3
	Butler Township	1,151	1,362	1,467	1,450	18.3%	7.7%	-1.2%	26.0%	77.7
	California Township	823	909	1,040	1,024	10.4%	14.4%	-1.5%	24.4%	49.1
	Coldwater City	10,835	12,697	10,945	10,846	17.2%	-13.8%	-0.9%	0.1%	0.0
	Coldwater Township	3,523	3,678	6,102	4,887	4.4%	65.9%	-19.9%	38.7%	528.1
	Gilead Township	657	753	661	658	14.6%	-12.2%	-0.5%	0.2%	0.0
	Girard Township	1,679	1,916	1,780	1,765	14.1%	-7.1%	-0.8%	5.1%	4.4
	Kinderhook Township	1,273	1,614	1,497	1,483	26.8%	-7.2%	-0.9%	16.5%	34.6
	Matteson Township	1,275	1,285	1,218	1,211	0.8%	-5.2%	-0.6%	-5.0%	-3.2
	Noble Township	479	518	520	514	8.1%	0.4%	-1.2%	7.3%	2.6
	Ovid Township	2,205	2,432	2,326	2,304	10.3%	-4.4%	-0.9%	4.5%	4.4
	Quincy Township	4,025	4,411	4,285	4,250	9.6%	-2.9%	-0.8%	5.6%	12.6
Sherwood Township	2,307	2,284	2,094	2,059	-1.0%	-8.3%	-1.7%	-10.7%	-26.7	
Union Township	2,993	3,121	2,868	2,841	4.3%	-8.1%	-0.9%	-5.1%	7.7	
Calhoun County	Albion City	10,222	9,144	8,616	8,534	-10.5%	-5.8%	-1.0%	-16.5%	-278.7
	Albion Township	1,252	1,200	1,123	1,111	-4.2%	-6.4%	-1.1%	-11.3%	-15.9
	Athens Township	2,515	2,571	2,554	2,512	2.2%	-0.7%	-1.6%	-0.1%	0.0
	Battle Creek City	53,450	53,364	52,347	51,848	-0.2%	-1.9%	-1.0%	-3.0%	-48.0
	Bedford Township	9,758	9,517	9,357	9,458	-2.5%	-1.7%	1.1%	-3.1%	-9.2
	Burlington Township	1,767	1,929	1,941	1,900	9.2%	0.6%	-2.1%	7.5%	10.0
	Clarence Township	2,048	2,032	1,985	1,959	-0.8%	-2.3%	-1.3%	-4.3%	-3.9
	Clarendon Township	1,107	1,114	1,139	1,124	0.6%	2.2%	-1.3%	1.5%	0.3
	Convis Township	1,738	1,666	1,636	1,621	-4.1%	-1.8%	-0.9%	-6.7%	-7.9
	Eckford Township	1,233	1,282	1,303	1,286	4.0%	1.6%	-1.3%	4.3%	2.3
	Emmett Township	10,896	11,979	11,770	11,665	9.9%	-1.7%	-0.9%	7.1%	54.3
	Fredonia Township	1,722	1,723	1,626	1,603	0.1%	-5.6%	-1.4%	-6.9%	-8.2
	Homer Township	2,818	3,010	3,015	2,956	6.8%	0.2%	-2.0%	4.9%	6.8
	Lee Township	1,279	1,257	1,213	1,199	-1.7%	-3.5%	-1.2%	-6.3%	-5.0
	Leroy Township	3,039	3,240	3,712	3,693	6.6%	14.6%	-0.5%	21.5%	140.7
	Marengo Township	1,763	2,131	2,213	2,190	20.9%	3.8%	-1.0%	24.2%	103.4
	Marshall City	6,968	7,459	7,088	7,038	7.0%	-5.0%	-0.7%	1.0%	0.7
	Marshall Township	2,600	2,922	3,115	3,114	12.4%	6.6%	0.0%	19.8%	101.6
	Newton Township	2,025	2,493	2,551	2,532	23.1%	2.3%	-0.7%	25.0%	126.9
	Pennfield Township	8,370	8,913	9,001	8,948	6.5%	1.0%	-0.6%	6.9%	39.9
Sheridan Township	2,016	2,116	1,936	1,900	5.0%	-8.5%	-1.9%	-5.8%	-6.7	
Springfield City	5,593	5,189	5,260	5,204	-7.2%	1.4%	-1.1%	-7.0%	-27.1	
Tekonsha Township	1,803	1,734	1,645	1,617	-3.8%	-5.1%	-1.7%	-10.3%	-19.2	

Table 3 (continued)

		1990	2000	2010	2013 est.	1990 to 2000	2000 to 2010	2010 to 2013	1990 to 2013	Population Growth Index
Kalamazoo County	Alamo Township	3,307	3,820	3,762	3,826	15.5%	-1.5%	1.7%	15.7%	81.5
	Brady Township	3,762	4,263	4,248	4,392	13.3%	-0.4%	3.4%	16.7%	105.5
	Charleston Township	1,802	1,813	1,975	2,014	0.6%	8.9%	2.0%	11.8%	24.9
	Climax Township	2,196	2,412	2,463	2,499	9.8%	2.1%	1.5%	13.8%	41.8
	Comstock Township	11,813	13,851	14,854	15,240	17.3%	7.2%	2.6%	29.0%	994.2
	Cooper Township	8,415	8,754	10,111	10,357	4.0%	15.5%	2.4%	23.1%	448.2
	Galesburg City	1,872	1,988	2,009	2,028	6.2%	1.1%	0.9%	8.3%	13.0
	Kalamazoo City	80,290	77,145	74,262	75,548	-3.9%	-3.7%	1.7%	-5.9%	280.1
	Kalamazoo Township	20,904	21,675	21,918	22,349	3.7%	1.1%	2.0%	6.9%	99.9
	Oshtemo Township	13,398	17,003	21,705	22,267	26.9%	27.7%	2.6%	66.2%	5871.0
	Parchment City	2,013	1,936	1,804	1,843	-3.8%	-6.8%	2.2%	-8.4%	14.4
	Pavilion Township	5,553	5,829	6,222	6,294	5.0%	6.7%	1.2%	13.3%	98.9
	Portage City	41,025	44,897	46,292	47,523	9.4%	3.1%	2.7%	15.8%	1029.2
	Prairie Ronde Township	1,518	2,086	2,250	2,322	37.4%	7.9%	3.2%	53.0%	425.8
	Richland Township	5,079	6,491	7,580	7,822	27.8%	16.8%	3.2%	54.0%	1481.4
	Ross Township	4,759	5,047	4,664	4,791	6.1%	-7.6%	2.7%	0.7%	0.2
	Schoolcraft Township	6,750	7,260	8,214	8,501	7.6%	13.1%	3.5%	25.9%	454.2
	Texas Township	7,550	10,919	14,697	15,782	44.6%	34.6%	7.4%	109.0%	8975.6
	Wakeshma Township	1,405	1,414	1,301	1,327	0.6%	-8.0%	2.0%	-5.6%	4.3
St. Joseph County	Burr Oak Township	2,543	2,739	2,611	2,604	7.7%	-4.7%	-0.3%	2.4%	1.5
	Colon Township	3,187	3,405	3,329	3,309	6.8%	-2.2%	-0.6%	3.8%	4.7
	Constantine Township	4,116	4,181	4,217	4,189	1.6%	0.9%	-0.7%	1.8%	1.3
	Fabius Township	3,124	3,285	3,248	3,235	5.2%	-1.1%	-0.4%	3.6%	3.9
	Fawn River Township	1,460	1,648	1,477	1,458	12.9%	-10.4%	-1.3%	-0.1%	0.0
	Florence Township	1,542	1,436	1,242	1,232	-6.9%	-13.5%	-0.8%	-20.1%	-62.3
	Flowerfield Township	1,406	1,592	1,562	1,555	13.2%	-1.9%	-0.4%	10.6%	15.8
	Leonidas Township	1,189	1,239	1,185	1,181	4.2%	-4.4%	-0.3%	-0.7%	-0.1
	Lockport Township	3,365	3,814	3,787	3,773	13.3%	-0.7%	-0.4%	12.1%	49.5
	Mendon Township	2,696	2,775	2,719	2,692	2.9%	-2.0%	-1.0%	-0.1%	0.0
	Mottville Township	1,506	1,499	1,436	1,429	-0.5%	-4.2%	-0.5%	-5.1%	-3.9
	Nottawa Township	3,630	3,999	3,858	3,853	10.2%	-3.5%	-0.1%	6.1%	13.7
	Park Township	2,795	2,699	2,600	2,588	-3.4%	-3.7%	-0.5%	-7.4%	-15.3
	Sherman Township	2,936	3,248	3,205	3,213	10.6%	-1.3%	0.2%	9.4%	26.1
	Sturgis City	10,292	11,285	10,994	10,928	9.6%	-2.6%	-0.6%	6.2%	39.3
	Sturgis Township	1,943	2,403	2,261	2,227	23.7%	-5.9%	-1.5%	14.6%	41.5
	Three Rivers City	7,509	7,328	7,811	7,756	-2.4%	6.6%	-0.7%	3.3%	8.1
White Pigeon Township	3,674	3,847	3,753	3,742	4.7%	-2.4%	-0.3%	1.9%	1.3	

Map 1 Population Density



SOURCE: U.S. Census, 2010.

The racial composition of the region’s population is slowly becoming more diverse (Table 4). During the past 20 years, the percentage of residents who are white non-Hispanic fell from nearly 90 percent to below 84 percent. In 2010, blacks represented 8.1 percent of the population, up from 7.2 percent in 1990. At the same time, although they represent less than 5.0 percent of the region’s population, the number of Hispanics in the region has grown from just over 8,000 in 1990 to more than 23,000 in 2010.

Table 4 Racial Composition of the Region's Population

	1990	2000	2010
All Races	510,852	542,308	552,272
White-NonHispanic	459,161	468,482	460,321
Percent	89.9	86.4	83.4
Black-NonHispanic	36,620	41,283	44,751
Percent	7.2	7.6	8.1
Other-NonHispanic	6,975	17,082	3,814
Percent	1.4	3.1	4.3
Hispanic	8,096	15,461	23,386
Percent	1.6	2.9	4.2

Summary

The region, like much of the nation, must develop a workforce development plan to address the possible labor shortages caused by the increasing retirement of the baby boomer generation. This is especially true for the construction trades and manufacturing skilled trades.

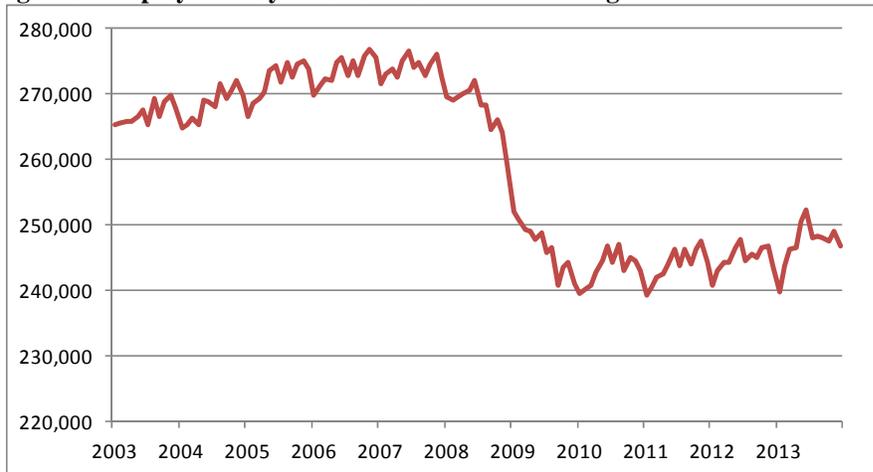
Due to the presence of Western Michigan University, Kalamazoo College, Albion College, and universities and colleges in neighboring counties, the region has an opportunity to retain graduates especially in the science, technology, engineering, and manufacturing (STEM) fields to fill positions in advanced manufacturing, engineering, information technologies, and other growing business and health services. However, to successfully retain and attract this talent to the region, it must create the quality of life environment that many younger professional workers seek, including vibrant downtowns and walkable communities—large and small.

The Economic Structure of the Region

Labor force trends

The region’s slow population growth reflects the sluggish employment conditions in the region. Employment levels as measured by place of residence have not recovered from the Great Recession in the five-county region as shown in Figure 3. The region is still short 25,000 employed residents from 2007.

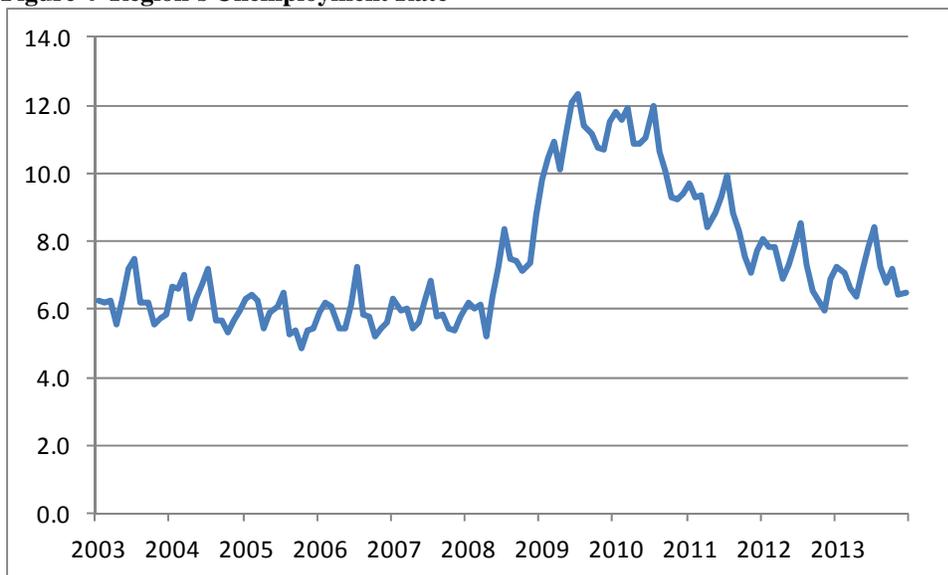
Figure 3 Employment by Place of Residence in the Region



SOURCE: BLS LAUS Series.

At face value, these statistics are surprising given the dramatic decline in the region's unemployment rate as shown in Figure 4. The region's unemployment rate has been cut in half since 2009, dropping from 12 percent to nearly 6.0 percent.

Figure 4 Region's Unemployment Rate



SOURCE: BLS LAUS Series.

The explanation of these seemingly contradictory findings is that many residents have left the workforce. In a disturbing trend witnessed nationwide, many individuals have given up on trying to find a job. As shown in Table 5, the region's labor force, persons who are either employed or actively seeking employment, declined from 2009 to 2012, a loss of nearly 24,000 workers. In fact, although some job seekers were successful in their job searches in 2011 and 2012, the region's drop in its unemployment rate was powered by more workers simply giving up.

In 2013, we finally see the start of a healthy recovery in the number of employed residents; ironically however, these gains are encouraging persons to reenter the workforce, which is slowing the decline in the region’s unemployment rate. In fact, it is possible that if the economy continues to improve, its unemployment rate will, in the short term, increase as more discouraged workers again test the job market.

Table 5 Labor Force and Employment Trends

Year	Labor force	Employment	Unemployment
2009	-10,410	-20,954	10,544
2010	-4,467	-3,147	-1,320
2011	-5,614	440	-6,054
2012	-3,024	981	-4,005
2013	1,949	2,351	-402

The next question is, where did all of these discouraged workers go? While some moved out of the region, net out-migration cannot explain all of the loss. As shown in Table 6, the region suffered net out-migration from 2004 to 2011. Not all of these households moved due to economic reasons; some are retirees and others are students graduating from one of the region’s colleges or Western Michigan University. The pace picked up in 2006 before the recession and remained above an annual loss of more than 1,500 households, on net, until 2009–2010 when the out-migration rate slowed to under 1,200 households.

The loss to the region of this steady out-migration of individuals can be measured in purchasing power as well. The region has lost more than \$35 million in aggregate income each year because of net out-migration. The loss peaked in 2007, where movers, on net, took more than \$90,000 from the region. Therefore, efforts to improve the region’s livability would not only reduce the region’s net flow of households leaving the region, it would also retain purchasing power.

Table 6 Gross Migration of Households into the SMPC Region

	In	Out	Net	Net income (\$000)
2004–05	9,152	10,274	-1,122	-35,165
2005–06	9,287	10,697	-1,410	-57,457
2006–07	8,951	10,624	-1,673	-93,107
2007–08	9,032	10,641	-1,609	-82,501
2008–09	8,882	10,475	-1,593	-80,183
2009–10	8,371	9,527	-1,156	-52,774
2010–11	8,505	9,675	-1,170	-43,692

SOURCE: IRS.

It appears more likely that many of the unemployed, especially older workers in physically demanding occupations associated with construction and manufacturing, were forced into retirement because of the economic downturn. Moreover, younger workers are simply not

looking for careers in these key industries. These trends are supported when we look more closely at the labor participation rate of workers in key occupations.

The existing workforce is very mobile. As shown in Table 7, as of 2012 there were more than 100,000 jobs located in Kalamazoo County; however, there are fewer than 88,000 employed residents and fewer than 60,000 of them worked in the county. The opposite situation occurs in Barry County where there are half as many jobs in the county as there are employed residents. The willingness of residents to commute to neighboring counties clearly increases the available labor pool for all employers; however, the question remains if employment information networks are up to the challenge. The recent merger of the Kalamazoo–St. Joseph Michigan Works! and the Barry, Branch, and Calhoun Michigan Works! should enhance information flows regarding employment opportunities.

Table 7 Commuting Patterns

	Residential employment	Barry	Branch	Calhoun	Kalamazoo	St. Joseph
County employment		22,564	19,496	47,330	87,581	21,754
Barry	11,005	6,928	27	334	353	29
Branch	12,476	49	6,630	912	227	723
Calhoun	49,979	2,175	1,459	26,972	5,366	632
Kalamazoo	102,330	2,251	754	4,038	58,550	2,480
St. Joseph	19,030	115	1,050	386	1,555	10,238

Employment trends by place of work

From 2003 to 2013, employment in the five-county area fell by 13,200 jobs, nearly 6.0 percent. As shown in Table 8, employment declines have been reported in all five counties. Both Calhoun and Kalamazoo County lost more than 4,500 jobs while Branch County suffered the largest percentage decline, nearly 17 percent.

Table 8 Employment Change, 2003 to 2013

	2003	2005	2007	2009	2011	2013	Change 2003–2013	
							Number	Annual %
Barry	12,009	12,280	12,280	11,064	11,010	11,307	-702	-0.6
Branch	15,152	14,470	14,470	12,563	12,506	12,641	-2,511	-1.8
Calhoun	60,131	59,209	59,209	52,953	53,962	55,362	-4,769	-0.8
Kalamazoo	115,886	116,542	116,542	108,834	107,359	111,282	-4,604	-0.4
St Joseph	21,931	21,845	21,845	18,314	19,026	21,297	-634	-0.3
Total	225,109	224,346	224,346	203,728	203,863	211,889	-13,220	-0.6

The region’s manufacturing base was hit especially hard in the last 10 years. In Figure 5, an employment index is used to compare employment trends in the region’s manufacturing sector compared to total employment and healthcare and social assistance in the region. As shown, manufacturing employment declined by nearly 20 percent from 2003 to 2013 despite its

moderate comeback after the recession. At the same time, employment in the region’s healthcare and social assistance sector expanded by a nearly identical 20 percent. In short, the modest decline in total employment in the region hides a much more serious transformation in its economic composition as manufacturing jobs have been replaced by healthcare and other service sector activities. The retraining and talent development activities required to enable the region’s workforce to adapt to this changing environment is a major concern for the region.

As shown in Figure 5, manufacturing lost nearly 20 percent of its workforce during the decade, a loss of nearly 10,000 jobs. Employment in manufacturing held fairly constant in Barry County during the decade, falling at an annual rate of only 0.5 percent; however, it declined at a 4.5 percent annual rate in Branch County (Table 9).

Figure 5 Employment Index for Manufacturing, Healthcare, and Total Employment (2003 =100)

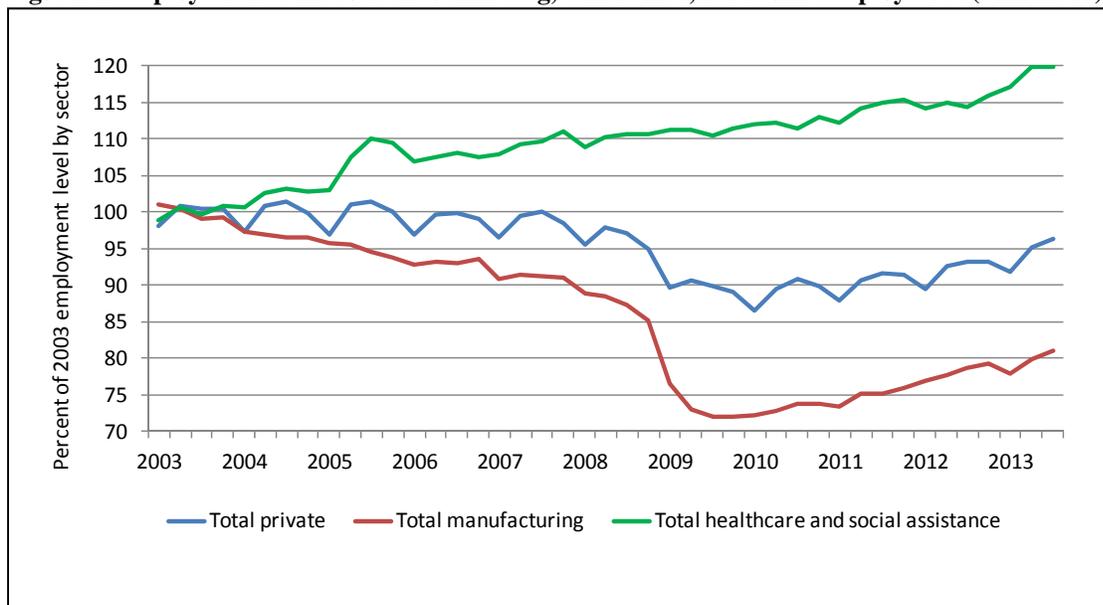


Table 9 Employment Change in Manufacturing, 2003 to 2013

	2003	2005	2007	2009	2011	2013	Change 2007 to 2013		Change 2003 to 2013	
							Number	Annual % Change	Number	Annual % Change
Barry	2,910	2,789	2,753	2,396	2,465	2,765	13	0.1	-144	-0.5
Branch	3,411	3,070	2,697	2,025	2,302	2,155	-541	-4.4	-1,256	-4.5
Calhoun	13,862	13,847	13,297	10,432	10,700	11,465	-1,832	-2.9	-2,396	-1.9
Kalamazoo	21,818	20,028	18,845	16,182	15,778	16,793	-2,052	-2.3	-5,025	-2.6
St. Joseph	9,042	8,610	8,988	6,548	7,116	7,962	-1,026	-2.4	-1,080	-1.3
Total	51,042	48,344	46,580	37,583	38,361	41,141	-5,439	-2.5	-9,901	-2.1

Historically, the region’s manufacturing sector played a key role in attracting new economic activity into the region. Except for the region’s smaller bakeries and print shops, most of the manufacturing products produced in the region were sold to customers outside of the region either directly or through the region’s supply chain.

Today more and more industries are included in the region’s economic base—activities that generate goods or services that are sold to a customer located outside of the region. Overall, we estimate that approximately 43 percent of all employees in the region work producing a good or service that is sold to customers located outside of the region. This includes persons who travel to regions, such as tourists, to consume the service. As will be discussed in the next section, nearly all of the industries located in the region are part of the region’s economic base. The economic base of the region is quite diverse; in the next section we explore the issue of competitiveness.

Farming and agriculture

Agriculture is major land use in the region and defines much of the environmental landscape of the region, especially in its more rural counties. As shown in Table 10, the region’s farms generated nearly \$1 billion in agricultural products —crops and livestock—in 2012. The region’s agriculture production is very diverse, and through the increased interest in direct marketing by the many farmer markets in the region, it adds to the region’s quality of life.

Agriculture’s contribution to the region’s economy is rather small, however. It accounts for less than 3 percent of the region’s employed workforce and generates only 1.5 percent of earnings by place of work.¹⁵ Moreover, farm income is the primary income for less than half of the primary farm operators in the region. In other words, to provide the income support needed to maintain a large sector of the region’s farming community, non-farm employment opportunities must be made available to farm operators.

Table 10 Farm Characteristics for the SMPC Region

Counties	Total value (\$000s)	Value of crops including nursery and greenhouse (\$000s)	Value of livestock, poultry, and their products (\$000s)	Principal operators by primary occupation		
				Farming	Other	Farm (%)
Barry	140,071	47,415	92,656	449	582	44
Branch	175,346	125,375	49,971	485	569	46
Calhoun	133,035	86,006	47,028	467	556	46
Kalamazoo	243,969	194,521	49,448	357	377	49
St. Joseph	238,053	190,933	47,120	404	563	42
Total	930,474	644,250	286,223	2,162	2,647	45

¹⁵ Estimates generated the region’s REMI model.

ANALYSIS OF ECONOMIC DEVELOPMENT PROBLEMS AND OPPORTUNITIES

During the past two years, the region's economy has slowly improved, mostly because of the rebound in the auto industry. Plant expansions in the auto industry have been reported across the region. In Three Rivers, St. Joseph County, American Axle announced in 2012 that it planned to add 400 to 500 jobs in the next several years at its driveline plant. In Battle Creek, Janesville Acoustics, a Southfield-based manufacturer of acoustical products for autos, moved one of its production operations, bringing 225 jobs to the area. RSB Transmission in Homer, Calhoun County, added 100 new jobs.

In 2013 Cosma International announced that it was investing approximately \$162 million in remodeling an existing structure and would hire up to 570 workers in Battle Creek. In addition, Denso International America Inc., announced that it was adding 266 jobs at its Battle Creek facility. TRMI, another Battle Creek auto supplier, announced an \$11 million expansion that was expected to create approximately 150 additional jobs. In Albion, Brembo North America, a brake component manufacturer, announced that it was expanding and would generate 112 new jobs. And in St. Joseph County, International Automotive Components reported that it was investing \$4 million in new equipment and adding 90 new jobs.

Moreover, not all of the plant expansions are in automotive. For example, Dimplex Thermal Solutions in Kalamazoo County, a manufacturer of cooling equipment, added 100 additional workers. Finally, Newell Rubbermaid located its research and design facility in Kalamazoo County and expected to employ up to 100 designers and support staff.

Nevertheless, as many employers announced expansions, others reported layoffs. In Tekonsha, Calhoun County, Cequent Electrical Products eliminated 42 workers at its production facility in July 2012. International Paper Company closed its Kalamazoo plant eliminating 77 jobs and pharmacology company Charles River Laboratories in Portage, Kalamazoo County closed, laying off 84 workers.

Competitiveness

On page 6 we listed the economic clusters for southwest Michigan as identified by the Harvard University's Institute for Strategy and Competitiveness. In this section we take a closer look at both the competitiveness and concentration of industries in the SMPC region. The purpose of this exercise is to identify both established regional industries that are strong performers, as well as emerging industries that do not have a strong presence in the region but are strong performers.

There are several warnings that should be stressed regarding this analysis. First, this is not a cluster analysis. Cluster analyses examine the existing health of a set of interconnected industries that are producing a final product. For example, the state's strong auto cluster contains plastics manufacturers, primary metal and fabricated metal producers, professional engineering and design sectors as well as auto suppliers and auto assembly. In this analysis, we are only looking at the individual industries. This is a clear limitation for this analysis because an individual industry's success will depend on the health of its cluster. Second, at this level of detail we could be looking at the performance of a firm and not an industry. Regional planning efforts can assist

an industry's performance but the performance of a given firm in that industry is more likely determined by managerial decisions. Moreover, these managerial decisions can be made at locations outside of the region or the state and may be based on corporate strategies that have little to do with the performance of the local facility. Still, despite these limitations, we believe that this analysis is informative in identifying the region's current economic drivers, as well as emerging industries of the future.

The first step in conducting this analysis is to identify the industries that are a part of the region's economic base. In many analyses this is done by calculating the industry's location quotient, which measures the industry's regional concentration relative to the nation as a whole. A location quotient of 1 means that the industry is as concentrated in the region as it is for the nation as whole. Retail trade, for example, typically has a location quotient close to one. If an industry has a location quotient greater than 1.5 then it is likely that a portion of its goods or services are being sold to customers located outside of the region and, therefore, it is part of the region's economic base.

We take a different approach. Using an economic model prepared by Regional Economic Models Incorporated (REMI), we estimate the percent of the industry's employment that is dependent upon out-of-the-region sales based on estimated trade flows. This has the advantage of identifying the industry's role in the region's economic base regardless of its concentration.

The findings of this analysis are shown in Table 11, and they are somewhat surprising and insightful. First, the region's hospitals come out on top and represent 7.6 percent of the region's total economic base as measured by the percentage of the region's total economic base employment.¹⁶ Administration activity comes in second, even though only 34 percent of its workforce is estimated to be part of the region's economic base. More importantly, the analysis shows that the economic base is much more diversified than a standard location quotient analysis would suggest. **Given the diversity of the region's economic base, an economic development strategy that focuses on improving the overall economic development environment will likely be more effective than a targeted approach.**

¹⁶ It should be noted that this analysis excludes government, which means that Western Michigan University, one of the region's large economic base employers is, unfortunately, excluded from the analysis.

Table 11 Industrial Competitiveness Analysis (%)

Industry	Percent of industry's employment involved in generating goods or services sold outside the region			Export share
	1990	2000	2012	2012
Hospitals	71.6	71.6	71.5	7.6
Administrative and support services	30.3	30.5	31.6	6.4
Motor vehicles, bodies and trailers, and parts manufacturing	74.5	74.6	74.0	5.9
Wholesale trade	47.5	47.7	47.5	4.9
Educational services	72.3	72.0	72.1	4.7
Food services and drinking places	27.7	27.7	27.5	4.4
Nursing and residential care facilities	65.7	65.6	65.9	4.4
Real estate	49.3	49.3	49.5	4.1
Retail trade	15.4	15.8	16.7	3.6
Fabricated metal product manufacturing	73.8	73.8	73.5	3.3
Food manufacturing	67.4	67.4	67.4	3.1
Miscellaneous manufacturing	82.3	82.3	81.9	3.1
Chemical manufacturing	81.5	81.7	81.3	3.1
Insurance carriers and related activities	70.9	70.6	70.8	3.1
Machinery manufacturing	75.3	74.9	74.5	2.9
Ambulatory health care services	21.0	21.3	22.9	2.8
Securities, commodity contracts, investments	50.9	50.3	51.1	2.6
Personal and laundry services	35.4	35.2	36.1	2.6
Plastics and rubber product manufacturing	56.9	56.6	56.4	2.4
Professional, scientific, and technical services	17.3	17.7	17.7	2.4
Paper manufacturing	69.6	69.8	69.5	1.9
Truck transportation	58.3	57.8	57.4	1.8
Membership associations and organizations	33.2	33.7	34.4	1.7
Monetary authorities - central bank	21.2	22.5	22.9	1.7
Amusement, gambling, and recreation	72.8	72.7	72.5	1.5
Repair and maintenance	32.7	32.4	32.7	1.2
Social assistance	17.5	17.0	17.5	1.1
Printing and related support activities	60.5	60.9	61.1	1.1
Primary metal manufacturing	69.7	69.6	69.0	0.9
Electrical equipment and appliance manufacturing	89.8	90.0	90.1	0.8
Publishing industries, except Internet	76.6	76.6	76.3	0.7
Scenic and sightseeing transportation	43.9	45.0	44.6	0.7
Performing arts and spectator sports	23.0	22.8	22.9	0.7
Furniture and related product manufacturing	64.7	65.7	64.8	0.5
Private households	26.2	25.9	26.0	0.5
Warehousing and storage	44.2	42.4	38.3	0.5
Couriers and messengers	60.1	60.6	60.6	0.5
Rental and leasing services	37.3	37.6	37.5	0.4
Telecommunications	42.7	41.6	41.7	0.4
Waste management and remediation services	38.5	36.9	38.0	0.4
Accommodation	14.6	14.3	14.3	0.4
Nonmetallic mineral product manufacturing	48.8	49.2	48.9	0.3
Rail transportation	81.8	81.6	81.0	0.3
Other transportation equipment manufacturing	92.3	92.2	92.4	0.2
Management of companies and enterprises	3.2	3.2	3.2	0.2
Motion picture and sound recording industries	84.6	84.7	84.9	0.2
Computer and electronic product manufacturing	23.2	23.3	23.3	0.2
Museums, historical sites, zoos, and parks	84.1	84.3	83.5	0.2
Wood product manufacturing	34.6	34.6	34.8	0.2
Apparel manufacturing; leather and allied product manufacturing	36.1	37.2	36.8	0.2
Broadcasting, except Internet	32.1	31.9	32.0	0.2
Air transportation	75.9	75.6	75.6	0.1

Table 11 (continued)

Industry	Percent of industry's employment involved in generating goods or services sold outside the region			Export share
	1990	2000	2012	2012
Construction	2.1	2.2	2.2	0.1
Textile mills; textile product mills	52.7	55.8	56.5	0.1
Forestry and logging; fishing, hunting, and trapping	26.6	27.1	27.3	0.1
Utilities	5.8	6.0	6.2	0.1
Transit and ground passenger transportation	15.4	15.0	15.0	0.1
Pipeline transportation	37.3	37.0	36.1	0.0
Beverage and tobacco product manufacturing	10.7	11.3	11.6	0.0
Mining (except oil and gas)	5.0	5.3	5.2	0.0
Petroleum and coal products manufacturing	46.6	46.7	45.0	0.0
Agriculture and forestry support activities	5.4	4.6	4.3	0.0
Oil and gas extraction	12.2	13.2	11.6	0.0
Internet publishing and broadcasting	5.8	5.5	5.3	0.0
Support activities for mining	1.3	1.5	1.6	0.0

In the next step of the analysis, we drop all industries where less than one-third of the workers are in the region's economic base. Second, we calculate the competitive shift component of a standard shift-share analysis. This measure is calculated as follows (i = a specific industry):

$$(2002 \text{ Industry } i \text{ Regional Employment}) * (\text{Region's Industry } i \text{ Growth} - \text{U.S. Industry } i \text{ Growth})$$

As can be seen in Table 12, the region's insurance carriers, hospitals, machinery, and food manufacturers represent more than 16 percent of the region's economic base and outperformed their national counterparts. On the other hand, chemicals, autos, and fabricated metal make up 12 percent of the region's economy and are weak performers relative to their national counterparts.

Table 12 Competitive Analysis of the Region's Economic Base

Industry	Percent of industry's employment involved in generating goods or services sold outside the region (%)	Export share (%)	Competitive shift
Major Economic Base Industry and Strong Performer			
Insurance carriers and related activities	70.8	3.1	1,565
Membership associations and organizations	34.4	1.7	1,482
Wholesale trade	47.5	4.9	1,204
Hospitals	71.5	7.6	1,192
Nursing and residential care facilities	65.9	4.4	956
Miscellaneous manufacturing	81.9	3.1	804
Machinery manufacturing	74.5	2.9	713
Food manufacturing	67.4	3.1	595
Plastics and rubber product manufacturing	56.4	2.4	63
Truck transportation	57.4	1.8	24
Paper manufacturing	69.5	1.9	11
Major Economic Base Industry and Weak Performer			
Amusement, gambling, and recreation	72.5	1.5	-101
Fabricated metal product manufacturing	73.5	3.3	-141
Educational services	72.1	4.7	-243
Motor vehicles, bodies and trailers, and parts manufacturing	74.0	5.9	-955
Securities, commodity contracts, investments	51.1	2.6	-1,427
Real estate	49.5	4.1	-1,666
Personal and laundry services	36.1	2.6	-2,391
Chemical manufacturing	81.3	3.1	-4,093
Minor Economic Base Industry and Strong Performer			
Rental and leasing services	37.5	0.4	2,251
Couriers and messengers	60.6	0.5	729
Electrical equipment and appliance manufacturing	90.1	0.8	625
Publishing industries, except Internet	76.3	0.7	474
Apparel manufacturing; leather and allied product manufacturing	36.8	0.2	191
Telecommunications	41.7	0.4	170
Textile mills; textile product mills	56.5	0.1	164
Furniture and related product manufacturing	64.8	0.5	159
Printing and related support activities	61.1	1.1	148
Wood product manufacturing	34.8	0.2	109
Museums, historical sites, zoos, and parks	83.5	0.2	75
Rail transportation	81.0	0.3	73
Primary metal manufacturing	69.0	0.9	23
Scenic and sightseeing transportation	44.6	0.7	12
Minor Economic Base Industry and Weak Performer			
Air transportation	75.6	0.1	-9
Other transportation equipment manufacturing	92.4	0.2	-16
Nonmetallic mineral product manufacturing	48.9	0.3	-24
Petroleum and coal products manufacturing	45.0	0.0	-32
Pipeline transportation	36.1	0.0	-71
Motion picture and sound recording industries	84.9	0.2	-177
Warehousing and storage	38.3	0.5	-564
Waste management and remediation services	38.0	0.4	-803

Talent Development

The SMPC region offers many post-secondary educational opportunities for its residents. Western Michigan University (WMU) is a research-focused university that serves approximately 25,000 students. It offers 142 bachelors, 72 masters, and 30 doctoral programs. In addition to its engineering program and Master of Business Administration program, the university is developing a medical school. Kalamazoo College and Albion College also offer quality liberal arts education.

In addition to these four-year institutions, the region houses three community colleges: Glen Oaks, Kalamazoo Valley, and Kellogg; all of them provide training programs that have been especially designed to meet the needs of area employers.

Kellogg Community College operates the Regional Manufacturing Technology Center (RMTC) that is located in the Fort Custer Industrial Park in Battle Creek. RMTC has recently started an introductory program for manufacturing skills that is customized for the manufacturers located in the park and elsewhere in the county. The five-week program offers students hands-on experience in operating a variety of machines, training in welding processes, and basic workplace readiness skills. In addition, the RMTC allows manufacturers to set up their own machines inside the center for training purposes. The RMTC additionally offers computer-aided drafting and design (CAD) instruction.

Similarly, Glen Oaks Community College, in cooperation with Kalamazoo Valley Community College (KVCC), offers a Production Technician Academy, which is a four-and-a-half-week competency-based training program designed to prepare graduates for successful careers in manufacturing. In addition, KVCC will soon begin an Advanced Manufacturing Production Technician Academy that will provide entry-level training and required competencies for individuals starting a career in manufacturing. KVCC also houses the Advanced Manufacturing Career Consortium (AMCC), which was formed in 2011 to address the training needs of area employers. Currently, 76 local manufacturing companies are working together to identify strategies to attract, screen, and train qualified individuals for careers in advanced manufacturing.

Given the quality of education and training programs offered at the region's three community colleges, it is not surprising to see that 10 percent of the residents between the ages of 25 and 34 hold a two-year associate's degree, compared to 8.4 percent for the state and 8.9 percent for the nation as a whole (Table 13). The same is true for the region's 35- to 44-year-olds.

Table 13 Education Attainment by Age Group

	25 to 34 years			35 to 44 years		
		Associate's (%)	Bachelor's or higher (%)		Associate's (%)	Bachelor's or higher (%)
Barry	6,181	13.1	20.2	7,185	22.7	22.7
Branch	5,199	7.6	13.8	5,596	10.8	10.8
Calhoun	16,142	11.7	17.3	16,814	22.1	22.1
Kalamazoo	33,334	9.4	34.3	29,585	38.8	38.8
St. Joseph	7,178	8.7	14.2	7,315	15.6	15.6
Regional	68,034	10.1	25.3	66,495	27.9	27.9
Michigan		8.9	28.9		30.1	30.1
U.S.		8.4	31.6		31.8	31.8

On the other hand, except for Kalamazoo County, the region lags both the state and the nation in the percentage of young adults with bachelor’s degrees or higher. On average only a quarter of the young adults between the ages of 25 and 34 years have a four-year degree or higher. In both Branch and St. Joseph counties less than 15 percent of persons between the ages of 25 to 34 years holds a bachelor’s degree or higher. Moreover, except for Branch County, a lower percentage of the region’s young adults have attained at least a four-year degree, than residents who are between the ages of 35 and 44 years: an unwelcome trend.

The low education attainment level of the region’s workforce is a major concern that may hinder the region’s ability to compete for professional and technical jobs. There are three clear strategies that the region could pursue to make up for this deficiency. First, it could set up matchmaking programs between potential employers and the graduates from WMU, Kalamazoo College, and Albion College. Second, it could work to make the region a more attractive location for college graduates. Such “placemaking” activities are gaining greater recognition, as research suggests that many young professionals want to move to attractive urban or small-town environments. Finally, it could try to attract firms that offer openings for professional workers.

COMMUNITY AND PRIVATE-SECTOR PARTICIPATION

The CEDS process is an opportunity for communities to identify their role within the region and focus on regional efforts that would enable them to reach their economic potential. Community outreach and participation across the five counties is an important element of the CEDS process. The CEDS Steering Committee is comprised of public and private sector stakeholders who were actively engaged in every aspect of developing the strategy. Community stakeholders helped to shape the strategy by voicing their ideas and concerns in interviews, discussions, and focus groups. The CEDS was also posted for public comment by SMPC on its website and through the media.

As part of the CEDS process, Upjohn engaged stakeholders in the public and private sectors through individual interviews and focus group discussions to gather their perceptions of the economic challenges and opportunities facing the region. Interviews were conducted with county and city leaders (county administrators, city mayors and managers, community and economic development staff), education, workforce development, and transportation professionals. Focus

group participants included township and village officials (presidents, supervisors, and managers), economic development, workforce development, and education professionals, and employers. The insight, knowledge, and expertise of these community leaders provide a synopsis of the economic strengths and opportunities for the region, as well as its challenges and threats.

Strengths and Opportunities

A major strength of the region is considered its **manufacturing base and the diversity of manufacturing** opportunities. Michigan has long been an auto manufacturing state, with supply-chain manufacturers to support these types of operations. The region's companies manufacturing parts and products to support the auto industry currently offer hundreds of employment opportunities due to overwhelming demand from both domestic and foreign companies. But Michigan, and particularly the SMPC region, isn't only about autos – metal and plating fabricators for various types of equipment, the second largest water heater manufacturer in the nation, health care and the demand for parts and suppliers to this industry and the research and science supporting it, and a thriving brewing culture – are only a few examples of the diversity of its economic base. Many of these companies, as well as new companies, desire opportunities to incubate new product development, and partner with workforce and economic development agencies and education institutions to spur innovation.

Agriculture, food processing, and agribusiness are also viewed as part of this diverse manufacturing base and as a strength for this region. Names like Post Foods, Kellogg Company, Minute Maid, ConAgra, Monsanto, and Frito Lay, are well-known companies in this region and significantly contribute to the region's economy. Some of the produce grown in this region are blueberries, apples, cherries, cucumbers, squash, asparagus, and tomatoes. This region is also noted for its bedding and garden plants, and is regarded as the Bedding Capital of the World.

The region's **education system**, particularly its post-secondary institutions, is viewed as a strong asset and as responsive to community and employer needs. The region's technical, two-, and four-year institutions partner with economic development and workforce development agencies to respond to employer needs, whether designing short-term training for specific occupations or longer-term solutions for growing talent to meet future industry needs. The pre-K through 12 system is viewed as successful in providing students with the technical, academic, and social skills for today's work place and community. Advisory committees within the education system partner with employers to develop curriculum content and resources that demonstrate a path to employment, and help educators and training staff to remain up-to-date on industry standards.

The **economic development organizations (EDOs)** within the region are considered as a prominent strength to helping sustain its economic growth, potential, and resiliency. These organizations collaborate and partner to create and maintain an environment where the region's companies are able to grow and thrive, thus enabling them to help generate jobs and wealth for the region. The professionals who staff these organizations are heavily involved in regional initiatives and serve in leadership roles on boards, councils, commissions, and committees. Through their various efforts, these EDOs initiate and facilitate business and workforce development opportunities and lend their applied knowledge to public-sector enterprises.

One of the region's strongest assets is the **stewardship and philanthropy** of its companies, foundations, and individuals, and their willingness to invest in the region. A nationally-recognized example is the Kalamazoo Promise, an opportunity funded by anonymous donors where Kalamazoo public high school graduates can attend any Michigan college or university tuition free. The Promise has been modeled and adopted by other Michigan communities, and other states and countries. Not only has the region's philanthropy enhanced its education system and the development of its workforce, the generosity within this region provides free access to museums, supports arts and cultural activities, nourishes nonprofit efforts, aids in refurbishing downtowns, establishes endowments to colleges and universities, and infuses scientific, technological, and medical research.

The region's **natural amenities** are attractive to not only its residents, but to retirees, visitors, and businesses. Rivers, lakes, parks, and trails in serene settings offer recreational options that attract thousands each year to the region and to the state. These natural amenities contribute to the **satisfying quality of life** also considered as a strength for the region. The region's cities, villages, and townships offer a variety of walkable downtowns with cultural and entertainment activities such as concerts, fairs, art walks, food tastings, and family-oriented events. Many view this region as an affordable place to live and work, with reasonably-priced real estate and land and a low cost of living. Overall, the region is considered a "great place to live and raise a family."

The **highway transportation network** within the region that connects the region to national and international opportunities is additionally viewed as one of the region's strengths. Interstate 94 and Interstate 69 provide access to the Canadian market, as well as to major cities such as Detroit and Chicago, within less than one day. U.S. 131 also offer access to markets to the north and south and goods-moving opportunities.

Challenges for the Region

Several of the region's challenges surround satisfying employers' needs and developing and preparing its workforce. Employers need workers who are "job ready." Skilled workers at needed at various levels; however, graduates seek careers beyond the region and the state. Skilled trades career pathways are randomly promoted and aren't introduced earlier than high school, and mid-career workers need retraining to fill positions being vacated by retirees. In short, fragmented training programs and inefficient information flows are contributing to regional labor shortages in an environment of growing demand.

Although manufacturing is thriving and diversified and employment opportunities are available in the region, **employers are unable to find workers to fill open positions for the wages they are offering**. This situation exists for both private- and public-sector employers across the region. Employers cite various reasons for their inability to find workers. Employers are frustrated that those interviewing aren't able to pass a drug screen or don't have the basic skills for employment – they say that many job seekers are not "job ready." And, many of the individuals who are hired don't remain on the job for a variety of reasons – they don't show up on time, they don't show up at all or call in. Indeed, the transition of returning to work can be disruptive to households; they often face transportation and child care issues due to shift work

and/or overtime schedules. They are not trained to work in team environments or with others.. Employers seek individuals with a sustained work ethic, where “soft skills” don’t deteriorate over time. Within the region, there are programs that exist to help prepare workers for employment; however, many job candidates are unfamiliar with or do not have access to these programs. In Battle Creek, several employers, particularly manufacturers, are hiring workers through the Essential Skills Demanded by Great Employers (EDGE) Program, a program designed to prepare and train low-income, out-of-work individuals to re-enter the workforce. Employers who engage EDGE say they’ve experienced success in retaining workers.

Graduates from the region’s education system **look elsewhere for career opportunities**. Many graduates seek and are hired for job opportunities outside of the region and the state, or choose to relocate and compete for opportunities beyond the region. Some elect to relocate for a more urban experience, and find cities such as Detroit, Chicago, and Toronto more attractive than the Kalamazoo or Battle Creek. The exodus of the region’s younger-skilled workforce contributes to employer workforce shortages and to diminishing the region’s competitive advantage. One of the goals of the CEDS is to promote more place-based design and development, through which the committee hopes will help to attract and retain young graduates in the region.

While the region’s education system is considered a strength, there is an element of that system that is considered a challenge and a threat to the region’s talent pipeline – the **lack of pre-high school curriculum that educates and trains students for careers and opportunities for skilled-trade occupations**. Education systems promote and encourage graduation to technical institutes, and two- and four-year colleges and universities, but employers argue that awareness, knowledge, and training of these types of occupations should occur long before students reach high school. Employers want students to be made aware that there are occupations that don’t involve a college degree and that these can be lucrative career options. Most companies offer competitive wages, and employment incentives such as paid internships and apprenticeships, and paid tuition and/or reimbursement for skills training and toward two- and four-year degrees. There is a need to educate and market to parents and communities that manufacturing and skilled trades are viable and acceptable careers for students.

Educators view skilled trades as important to student development, but **find it challenging to develop and integrate curriculum due to changing employer demand**. Technical and two-year institutions are best suited to address skilled trades training needs to meet immediate market demand, as they can customize curriculum and conduct training programs within a short period of time. And, as employers’ demand for different occupations changes, these institutions can quickly alter and create curriculum that serves these changing needs. Because it is difficult to forecast the need for future occupations due to changing market demand, K-12 educators find it difficult to develop courses that would meet employer needs. Still, many believe that curriculum for soft skills training could more easily be integrated at earlier educational levels.

Additional regional challenges center on remediating **brownfields, infrastructure and transportation issues**, and the **uncertainty of government revenues**.

Efforts are and have been underway in the region’s communities to clean blighted properties and remediate brownfields. Many of these brownfields and blighted sites aren’t vacant land, but are

buildings and structures in need of development for productive reuse. The Kalamazoo County Brownfield Redevelopment Authority assists with funding for brownfield remediation in Kalamazoo County, yet resources other than the U.S. Environmental Protection Agency (EPA) are needed to help manage the number of brownfield redevelopment sites within the region.

There are infrastructure, transportation, and transit issues that are viewed as a challenge to the region. The Business Route 131 (BR 131) interchange located in Oshtemo Township, Kalamazoo County, currently only allows access to the north, forcing heavy traffic (including trucks) through downtown Kalamazoo. The Michigan Department of Transportation has removed this project from its Transportation Improvement Plan; however, the region views this lack of access as challenging to economic development efforts.

The SMPC five-county region is home to 13 cities, 82 townships, and 22 villages and the infrastructure issues vary across jurisdictions. Some of the townships and villages struggle with securing access to sewer and water, while others struggle with gaining access to high-speed Internet. Those townships and villages challenged by sewer and water issues that encourage business development find it difficult to attract companies. The townships and villages lacking high-speed Internet connectivity view this as a challenge to its existing businesses and its residents, as well as to marketing new business opportunities.

Public transit is not available in all areas within the region. A cross-county transit network doesn't exist, yet those jurisdictions without access to public transit would like to see some connectivity across the region.

A constant challenge for these jurisdictions is the uncertainty of government resources at all levels, whether reductions in federal and state programs or reduced or abated property taxes. Low property assessments and economic incentives to large businesses and industries erode the tax base, and a reliance on property taxes leaves jurisdictional budgets vulnerable. These jurisdictions find it difficult to fund infrastructure construction, repairs, and maintenance (roads, water, sewer) that could improve residential, commercial, and industrial areas.

GOALS AND OBJECTIVES—DEFINING REGIONAL EXPECTATIONS

Based on the qualitative and quantitative analysis provided above, the CEDS Steering Committee identified the goals, objectives, and strategies of the economic development strategy. The goal identifies the broad focus or aim of the planning effort, while the objectives provide specific and measurable milestones for achieving the region's goals. The strategies were devised as action steps to reach each of the plan's objectives.

A. Goal: Develop a skilled workforce in the region

- Objective: Promote increase in high school graduation, GED, and skilled trades training completion
 - Strategy: Provide support to ongoing education and workforce initiatives
- Objective: Work to promote apprenticeship and internship opportunities at area businesses

- Strategy: Develop a guide to assist businesses in operating apprenticeship and internship programs
- Objective: Promote employment opportunities for young adults
 - Strategy: Post job openings for professional positions on social media
 - Strategy: Develop entrepreneurship programs for high school students and young adults
 - Strategy: Increase awareness and benefits of entering a career in manufacturing trades
- Objective: Promote employment opportunities of mid-career workers
 - Strategy: Post job openings for professional skilled trade positions at technical and career centers, colleges and universities, and in the media

B. Goal: Make downtown areas attractive places to live, work, and play

- Objective: Promote the development of lofts, upper-floor apartments / condos in the region's downtowns
 - Strategy: Provide resources to bring old/historical buildings up to code
 - Strategy: Provide assistance/a toolbox for navigating resources for these types of opportunities
- Objective: Highlight the region's quality-of-life resources and assets
 - Strategy: Create a website that highlights the region's quality-of-life resources such as bicycle paths, canoeing and kayaking streams, and cultural activities
 - Strategy: Promote/market safety of downtown environments
- Objective: Promote business development in the region's downtowns
 - Strategy: Organize special events in downtowns
 - Strategy: Prepare an inventory of potential residential units in downtown region
 - Strategy: Prepare market studies that identify the unique assets and role of downtowns in the regional economy
 - Strategy: Establish Downtown Development Authorities where appropriate
- Objective: Improve public transit transportation accessibility
 - Strategy: Work with and support the Kalamazoo Area Transportation Study (KATZ) and the Battle Creek Area Transportation Study (BCATS) activities surrounding transit
 - Strategy: Explore programs that would provide vehicles for individuals seeking or retaining employment in rural areas

C. Goal: Consolidate/streamline/share government services

- Objective: Develop a culture of collaboration in the region
 - Strategy: Provide regular opportunities for local governments to share ideas and collaborate on sharing governmental services

D. Goal: Improve infrastructure in the region

- Objective: Help to make funding/resources available to jurisdictions to bolster their capacity for water, sewer, air, roads, transit, and rail
 - Strategy: Seek EDA and other funding through grants and private resources
- Objective: Develop high-speed Internet coverage for the entire region

- Strategy: Work with private service providers to expand Internet access to the region's rural areas

E. Goal: Promote Brownfield redevelopment

- Objective: Encourage development in previously-developed commercial corridors
 - Strategy: Establish Brownfield Redevelopment Districts and plans
 - Strategy: Explore expansion opportunities for surrounding businesses
- Objective: Encourage redevelopment of old/historic buildings
 - Strategy: Provide support to ongoing downtown activities and local community efforts
 - Strategy: Set up historic preservation districts

PROJECTS, CRITERIA, AND RANKING

The CEDS Steering Committee considered two lists of criteria in ranking the 53 projects that were submitted by the region's counties, cities, townships, and economic development organizations. The first was the EDA list of investment guidelines, which is shown in Appendix B. The second was the list of criteria that the CEDS Steering Committee established, which is provided below in Table 14. For each project considered, the committee reviewed each of these criteria and then agreed upon the project's criteria priority ranking. After all of the projects were reviewed; the steering committee reviewed those projects that earned a high priority and identified those that are of vital importance. The location of all of the projects that were submitted and their rankings is shown on Map 2. The identified Vital Projects are listed separately in Table 15. It is important to note that projects that are on this list were selected because of their economic importance to their community and the region. Several are near-term projects, such as the Brembo Foundry project in Albion where the transportation improvements are the final elements to the project. Others, such as the Riverfront Improvement Project, are more long-term projects that need additional work and planning, but nevertheless are essential for the redevelopment of that area of the city of Kalamazoo. The complete list of projects and their ranking is shown in Table 16.

TABLE 14 Project Ranking Priority

Criteria	Description
Relationship to the CEDS goals	Does the project address/match any of the CEDS goals, objectives, or strategies? If so, how many?
Relationship to the CEDS goals	Does the project address/match any of the CEDS goals, objectives, or strategies? If so, how many?
Area impact of the project	Expected job creation? Expected wages? EDA funding per job created? Economic situation of area served by the project?
Level of community support and collaboration	Importance to economic development organizations? Importance to community(ies) served by the project?
The readiness of the project	Are matching funds in place? Is private company committed to the site? Are cost estimates prepared?

Map 2 SMPC Project Locations

Southwest Michigan Planning Council Project Locations

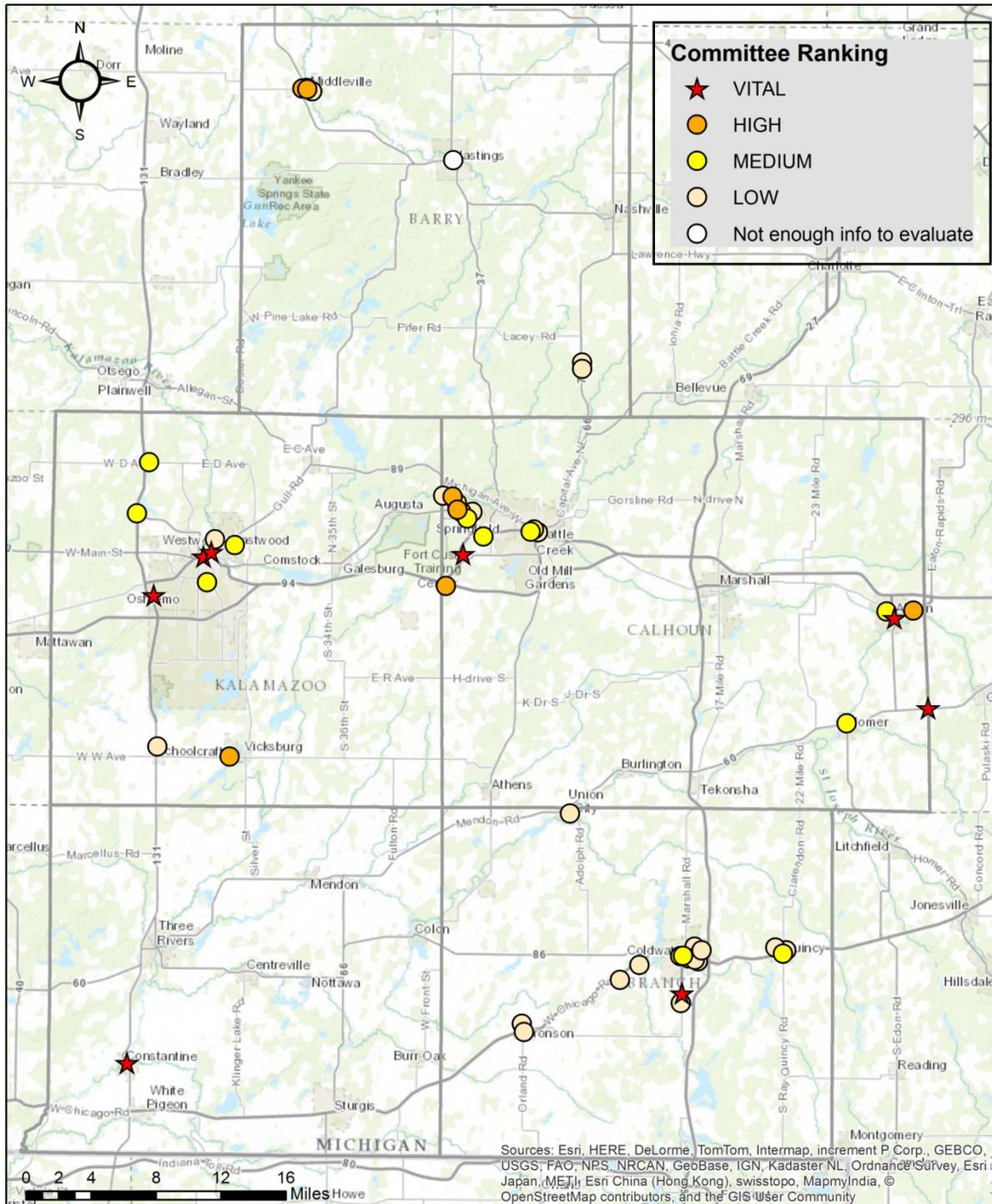


Table 15 Vital Projects

Description of Project	Location	Project Cost	Jobs created
Expand Industrial Park-236 N Angola Rd: services (water, wastewater, water tower, electric, gas) extended to 234 acres adjacent to Coldwater's South Industrial Park; engineering & design complete	Coldwater, MI, Branch Co.	\$6 million	Construction-25; 1,000 permanent
Brembo Foundry - Add traffic signal, turn lanes, widen 30 Mile Rd; supports project to construct a new grey iron foundry with investment of \$78.4 million; 1 supplier committed to locating nearby	M-60 and 30 Mile Road, City of Albion, Calhoun County	\$500K	Permanent - 254
Bohm Theatre Restoration - Is a 1929 historic landmark. Goal is to eliminate blight & brownfield restoration; central component to downtown revitalization plan; funds will be used for interior finish work & equipment (projector, concessions, ticketing equipment, seating, & restoration of marquee, rigging, & curtains)	Downtown City of Albion, Calhoun County	Phase IV - Total cost is \$1.75 million; \$450K needed	Construction - 19; permanent - 5 FTE
Access to WK Kellogg Airport: Buckner Dr. over the Canadian Natl. Railroad -provide access road into undeveloped southern end of airport property	Fort Custer Industrial Park/WK Kellogg Airport, Battle Creek, MI, Calhoun Co.	\$3,816,000	Unknown
MI Medical Device Accelerator -Develop an accelerator for firms making medical devices; serve as a product design, develop, & launch facility but not the long-term mfg space for product; new construction; engineering & design complete	City of Kalamazoo, MI, Kalamazoo Co.	\$35 million	Construction 50
Expansion of WMU BTRP -expand existing park by 56 acres; engineering & design complete	Oshtemo Twp., Kalamazoo Co.	\$5 million	Unknown
Riverfront Improvement Project - Infrastructure improvements & street reconstruction in the Kzoo riverfront area to assist redevelopment. Will strengthen urban core to provide mixed-use development that includes housing, commercial, & residential opportunities.	Gull & Harrison streets, City of Kalamazoo, Kalamazoo County	\$5 million	Construction - 15- 25; Permanent - 25
Seed Corn/Ag Museum -renovate a historical building for showcasing seed corn history and providing meeting space and commercial kitchen	Constantine, MI, St. Joseph Co.	\$5 million	Construction 10? Permanent 4?

Table 16 Project Ranking List

Regional CEDS Projects: BARRY County

Description of Project	Location	Lead Organization	Start/End Dates	Project Cost	Match	Project Funding Source	Jobs created	Local Ranking	Committee Ranking
Industrial Park Expansion- Expand park or add additional industrial park to support industrial development. Current park is full; have inquiries to locate there.	Village of Middleville, MI, Barry Co.	Village of Middleville	Sept. 2015/ Sept. 2017	\$750,000	Unknown	Unknown	Unknown	HIGH	HIGH
120 West Main Street, Middleville- redevelopment of Main Street adjacent to the main Street Bridge that is scheduled for replacement in 2015 w/streetscape enhancement; previous use was lt mfg.	Village of Middleville, Barry Co.	Village of Middleville	May 2016/ May 2017	\$250,000	Unknown	Public/private partnership	Unknown	Not Listed	HIGH
Paul Henry Trail of Barry Co. - construction of a bicycle trail; land acquisition, trail improvements, parking, water, restrooms	Barry Co.(Middleville to Nashville)	Barry Co. Parks and Rec.	March 2015/ October 2020	\$500,000 to \$1 million	Private matches and contributions	MDNR Trust Fund and MDOT Grants	Construction 50-100	HIGH	LOW
Assyria Twp. -Enlarge cemetery and renovate Twp. Hall	Assyria Twp., Barry Co.	Twp. Board	Sept 2015/ Sept 2016	\$100,000	\$50,000	General revenue	Undetermined	HIGH	LOW
Public Park -improve public park	Assyria Twp., Barry Co.	Assyria Twp.	Start and end: to be determined	Unknown	50/50	General revenue	Unknown	LOW	LOW
Trailway Development- continue trailway development along Thornapple River; pathways	Village of Middleville, Barry Co.	Village of Middleville or Thornapple Area Parks and Rec.	April 2016/ April 2018	\$750,000	Unknown	Unknown	Unknown	Not Listed	LOW
City of Hastings Hospital Relocation	City of Hastings, MI, Barry Co.	Undetermined	Undetermined	Undetermined	Undetermined	Undetermined	Undetermined	Not Listed	Not enough info to evaluate

Table 16 (continued)

Regional CEDS Projects: BRANCH County									
Description of Project	Location	Lead Organization	Start/End Dates	Project Cost	Match	Project Funding Source	Jobs created	Local Ranking	Committee Ranking
Expand Industrial Park-236 N Angola Rd: services (water, wastewater, water tower, electric, gas) extended to 234 acres adjacent to Coldwater's South Industrial Park; engineering & design complete	Coldwater, MI, Branch Co.	City of Coldwater	May 2015/ May 2016	\$6 million	City of Coldwater	EDA Funds/CBDG/ LDFA	Construction-25; 1,000 permanent	HIGH	HIGH: Vital Project
Technology Park -develop 63 city-owned acres into a technology park; plans for mixed-use development; design & engineering complete	Coldwater, MI, Branch Co.	City of Coldwater/ Branch Co.	Start and end: unknown	\$2 - \$5 million	Unknown	Unknown	200 permanent jobs	HIGH	MEDIUM
Tibbits Opera House Renovation -renovation and restoration to historic opera house; engineering & design complete	Coldwater, MI, Branch Co.	Branch Co. Economic Devel. Alliance	Start and end: Undetermined	\$2 million	Unknown	Unknown	Unknown	MEDIUM	MEDIUM
Quincy Downtown Projects -improvements to parking lots, building upgrades, and building acquisitions	Quincy, MI, Branch Co.	Branch Co. Economic Devel. Alliance	Start and end: Undetermined	\$500,000	Unknown	Unknown	Unknown	MEDIUM	MEDIUM
Infrastructure to Fenn Road Interchange -add water and sewer services in order to support development and job creation; design work done; opens up 230 acres for new development; engineering & design complete	Fenn Road, City of Coldwater, Branch Co.	Branch Co. Economic Devel. Alliance	Start and end: Undetermined	\$6 million	Unknown	Unknown	300 - 1,000 permanent	HIGH	LOW
Baker College Expansion -due to increasing enrollment, expansion to house operations and classrooms	Coldwater, MI, Branch Co.	Branch Co. Economic Devel. Alliance	Start and end: Undetermined	\$5 to \$10 million	Unknown	Unknown	Unknown	LOW	LOW
Kellogg Community College Expansion -expansion of the Grahl Center to accommodate growing demands	Coldwater, MI, Branch Co.	Branch Co. Economic Devel. Alliance	Start and end: Undetermined	\$5 to \$10 million	Unknown	Unknown	Unknown	LOW	LOW

Table 16 (Branch County continued)

Description of Project	Location	Lead Organization	Start/End Dates	Project Cost	Match	Project Funding Source	Jobs created	Local Ranking	Committee Ranking
Downtown Coldwater Streetscapes Improvement -parking lot improvement and streetscape enhancements to enhance downtown appearance/convenience	Branch County	Branch Co. Economic Devel. Alliance	Start and end: Undetermined	\$1 million	Unknown	Unknown	Unknown	MEDIUM	LOW
Community Hospital Expansion -demolition and site work to expand facilities	Coldwater, MI, Branch Co.	Branch Co. Economic Devel. Alliance	Start and end: Undetermined	\$20 million	Unknown	Unknown	Unknown	LOW	LOW
Apollo (Millennium South) Mobile Home Park Redevelopment -potential redevelopment site for commercial or office use	Coldwater, MI, Branch Co.	Branch Co. Economic Devel. Alliance	Start and end: Undetermined	\$1 - \$2 million	Unknown	Unknown	Unknown	LOW	LOW
Infrastructure Improvements -infrastructure to support Village of Union City to develop 43-acre site	Union City, Branch Co.	Village of Union City	Start and end: Undetermined	\$1 - \$2 million	Unknown	Unknown	Unknown	HIGH	LOW
Branch Co. Memorial Airport Improvements -long-term improvements to support local business; includes concrete apron, a 12,000 gallon fuel system, a 5-unit hanger, & a taxiway lighting system	Branch County	Branch Co. Economic Devel. Alliance	Start and end: Undetermined	\$2,240,000	Unknown	Unknown	Unknown	LOW	LOW
Improved Rail Service -enhancement of freight rail service in the area	Branch County	Branch Co. Economic Devel. Alliance	Start and end: Undetermined	\$200,000	Unknown	Unknown	Unknown	MEDIUM	LOW
Quincy Rail Upgrade -rail repair to Star of the West & Indiana Northeastern rail lines	Quincy, MI, Branch Co.	Branch Co. Economic Devel. Alliance	Start and end: Undetermined	\$250,000	Unknown	Unknown	Unknown	MEDIUM	LOW
Quincy Industrial Park -Village of Quincy exploring acquisition of additional industrial land in NW quadrant of village	Quincy, MI, Branch Co.	Branch Co. Economic Devel. Alliance	Start and end: Undetermined	\$800,000	Unknown	Unknown	Unknown	HIGH	LOW
Industrial Park Infrastructure -located on northern edge of city; served by rail, water, sewer; not fully served by gas & electric	Bronson, MI, Branch Co.	City of Bronson	Start and end: unknown	\$100,000	Unknown	Unknown	Unknown	HIGH	LOW
Senior Housing Project -infrastructure improvements to support a proposed senior housing development	Bronson, MI, Branch Co.	City of Bronson	Start and end: Undetermined	Unknown	Unknown	Unknown	Unknown	MEDIUM	LOW

Table 16 (continued)

Regional CEDS Projects: CALHOUN County

Description of Project	Location	Lead Organization	Start/End Dates	Project Cost	Match	Project Funding Source	Jobs created	Local Ranking	Committee Ranking
Brembo Foundry - Add traffic signal, turn lanes, widen 30 Mile Rd; supports project to construct a new grey iron foundry with investment of \$78.4 million; 1 supplier committed to locating nearby	M-60 and 30 Mile Road, City of Albion, Calhoun County	Albion Economic Development Corp / Calhoun County	Spring 2015 / Fall 2015	\$500K	County, Township, Private	EDA, MDOT, Calhoun County, Albion Twp	Permanent - 254	HIGH	HIGH: Vital Project
Bohm Theatre Restoration - Is a 1929 historic landmark. Goal is to eliminate blight & brownfield restoration; central component to downtown revitalization plan; funds will be used for interior finish work & equipment (projector, concessions, ticketing equipment, seating, & restoration of marquee, rigging, & curtains)	Downtown City of Albion, Calhoun County	Friends of the Bohm Theatre (501C3)	Phase I complete - exterior restoration. Phase II complete- engineering & consulting. Phase III complete - interior demolition & blight elimination. Phase IV - needs completion	Phase IV - Total cost is \$1.75 million; \$450K needed	\$1.3 million	Public/Private	Construction - 19; permanent - 5 FTE	HIGH	HIGH: Vital Project
Access to WK Kellogg Airport: Buckner Dr. over the Canadian Natl. Railroad- provide access road into undeveloped southern end of airport property	Fort Custer Industrial Park/WK Kellogg Airport, Battle Creek, MI, Calhoun Co.	City of Battle Creek	2015/2018	\$3,816,000	BCTIFA \$1,098,000	Local	Unknown	HIGH	HIGH: Vital Project
Property Access for Prospect Showing- develop access points to market 120-acre and 90-acre parcels; two 80-acre parcels, and 100 acres at River Rd.	Fort Custer Industrial Park, Battle Creek, MI, Calhoun Co.	Battle Creek Unlimited	2015/2017	\$800,000	BCTIFA \$350,000	Local	Unknown	HIGH	HIGH
Watkins Property Utility Improvements- side readiness for projects by extending services	Battle Creek, MI, Calhoun Co.	Battle Creek Unlimited	2015/2017	\$400,000	BCTIFA \$200,000	Local	Unknown	HIGH	HIGH
Misc. Industrial Park Development- site and infrastructure improvements including relocation of water, sanitary, and storm sewers	Fort Custer Industrial Park, Battle Creek, MI, Calhoun Co.	Battle Creek Unlimited	2015/2017	\$750,000	Michigan \$150,000; BCTIFA \$200,000	Local and State	Unknown	HIGH	HIGH

Table 16 (Calhoun County continued)

Description of Project	Location	Lead Organization	Start/End Dates	Project Cost	Match	Project Funding Source	Jobs created	Local Ranking	Committee Ranking
Albion 425 - Infrastructure additions to market developable site (water, water tower, sewer, access road to 250 acres); some preliminary design work done	M-99/I-94 Business Loop / East Michigan Ave, City of Albion, Calhoun County	Albion Economic Development Corp / City of Albion	Undetermined	\$3,700,000	EDA, CDBG, LDFA, Bond	City of Albion	Unknown	HIGH	HIGH
FCIP Area Traffic Improvements -to comply with FCIP traffic study, improvements such as widening Hill Brady Road are required	Fort Custer Industrial Park, Battle Creek, MI, Calhoun Co.	Battle Creek Unlimited	2015/2017	Uncertain	BCTIFA \$350,000	Local	Unknown	HIGH	MEDIUM
Harvard Site - removal of concrete footings & foundations from contaminated 50-acre former foundry site adjacent to Albion Industrial Park; DEQ made some preliminary rough cost estimates	601 N Albion St, Albion, MI, Calhoun County	Albion Economic Development Corp / City of Albion	Undetermined	\$909,291	EDA, MDEQ, Brownfield	City of Albion	Unknown	Not Listed	MEDIUM
North Hillsdale Housing Project -mixed residential housing project with medium to high unit cost to encourage upper level income individuals to locate to Homer	Homer, MI, Calhoun Co.	Harrison Stansfield LLC	Apr. 2015/ End: unknown	Unknown	None	Private funding	Unknown	HIGH	MEDIUM
Railroad Quiet Zone -reduce/eliminate sounds from train whistles at multiple crossings in downtown area	Downtown Battle Creek, MI, Calhoun Co.	City of Battle Creek	2015/2017	\$3,500,000	\$1,750,000	Local bonding	Unknown	MEDIUM	MEDIUM
General Aviation Facility -build facility according to US Customs and Border Protection; engineering & design complete; site work not done	WK Kellogg Airport, Battle Creek, MI, Calhoun Co.	Battle Creek Unlimited	2015/2017	\$8 million	BCTIFA \$3 million		Unknown	HIGH	MEDIUM
Kalamazoo River Water Trail -improvements to concrete-lined Kalamazoo River channel	Battle Creek, MI, Calhoun Co.	Battle Creek Whitewater, Inc.	2015/2016	\$25,000 for engineering/design	MEDC application	Public/private	Yes, number unknown	HIGH	MEDIUM
Road to Brydges/River property -balance 62-acre site fronting on River and Clark Roads	Fort Custer Industrial Park, Battle Creek, MI, Calhoun Co.	Battle Creek Unlimited	2015/2017	\$1 million	BCTIFA \$350,000	Local	Unknown	MEDIUM	MEDIUM

Table 16 (Calhoun County continued)

Description of Project	Location	Lead Organization	Start/End Dates	Project Cost	Match	Project Funding Source	Jobs created	Local Ranking	Committee Ranking
FCIP Resurfacing Plan - resurface roadways throughout FCIP to maintain transportation network; design & engineering complete	Fort Custer Industrial Park, Battle Creek, MI, Calhoun Co.	Battle Creek Unlimited	2015/2017	\$750,000	BCTIFA \$400,000	Local	Unknown	HIGH	MEDIUM
Access Road off Armstrong Rd. - extend access road and utilities to 100 acres along River Road to Armstrong Road	Fort Custer Industrial Park, Battle Creek, MI, Calhoun Co.	Battle Creek Unlimited	2015/2017	Unknown	BCTIFA \$350,000	Local	Unknown	LOW	LOW
Wetlands Remediation - remediation of existing wetland areas to two developable sties	Fort Custer Industrial Park, Battle Creek, MI, Calhoun Co.	Battle Creek Unlimited	2015/2017	\$500,000	BCTIFA \$250,000	Local	Unknown	MEDIUM	LOW
Courtyard Kitchen - Create community kitchen for entrepreneurs; test kitchen to accelerate food-related businesses & provide space for cooking & nutrition classes	Downtown Battle Creek, MI, Calhoun Co.	Battle Creek Unlimited	Undetermined	Undetermined	Unknown	Public/private	15-20 construction; 20-30 permanent	Unknown	LOW

Table 16 (continued)

Regional CEDS Projects: KALAMAZOO County									
Description of Project	Location	Lead Organization	Start/End Dates	Project Cost	Match	Project Funding Source	Jobs created	Local Ranking	Committee Ranking
MI Medical Device Accelerator - Develop an accelerator for firms making medical devices; serve as a product design, develop, & launch facility but not the long-term mfg space for product; new construction; engineering & design complete	City of Kalamazoo, MI, Kalamazoo Co.	Southwest MI First	Q1 2015/ December 2016	\$35 million	Private/Public (city land/private developers)	Brownfield TIF, MEDC Community Redevelopment Program, & Private	Construction 50	HIGH	HIGH: Vital Project
Expansion of WMU BTRP - expand existing park by 56 acres; engineering & design complete	Oshtemo Twp., Kalamazoo Co.	Western MI Univ.	Oct. 2014/ Mar. 2016	\$5 million	Public/private	Public/private sources including potential CDBG, TIF	Unknown	HIGH	HIGH: Vital Project
Riverfront Improvement Project - Infrastructure improvements & street reconstruction in the Kzoo riverfront area to assist redevelopment. Will strengthen urban core to provide mixed-use development that includes housing, commercial, & residential opportunities.	Gull & Harrison streets, City of Kalamazoo, Kalamazoo County	Kalamazoo Brownfield Redevelopment Authority	March 2017 / December 2018	\$5 million	Unknown	Brownfield TIF, State of MI, EDA	Construction - 15-25; Permanent - 25	Not Listed	HIGH: Vital Project
Vicksburg Historic Mill Business Park - Redevelop 120 acres, including reno of current mill building for multi-purpose use & surrounding land parceled out for high-tech business sites; roads, sewer, water, & fiber optics needed to site; need to complete site plan	West Highway St, Vicksburg, MI, Kalamazoo County	Kalamazoo County	Sept 2014/ December 2016	\$5 million	\$3 million	MI DEQ, MEDC, Brownfield TIF	Construction - 600	HIGH	HIGH
US131, D Avenue, Economic Corridor -Provide water to the commercial/light mfg. corridor	Kalamazoo Co.	Alamo Twp. Econ. Development Committee	Undetermined	Undetermined	Undetermined	Local	Undetermined	HIGH	MEDIUM

Table 16 (Kalamazoo County continued)

Description of Project	Location	Lead Organization	Start/End Dates	Project Cost	Match	Project Funding Source	Jobs created	Local Ranking	Committee Ranking
Redesign BR 131/131 Interchange -construct a south exit from BR 131 to 132	Oshtemo Twp., Kalamazoo Co.	Undetermined	Unknown	Undetermined	Undetermined	Undetermined	Undetermined	Not Listed	MEDIUM
Eastwood Civic Center -demolition of fire station; building a civic center in the heart of the East Main Street neighborhood which will also house police substation, community space, recreation areas, and meeting rooms; land purchased by twp for project	2703 East Main St., Kalamazoo, MI, Kalamazoo Co.	Kalamazoo Twp.	Start and end: Undetermined	\$4.5 million	Twp. Fire Capital, 20%	Twp. Fire Capital Funds, EDA	Construction: 1 full time and 2 part time; permanent - 1 full time & 25 part time	HIGH	MEDIUM
Allied Superfund Site Infrastructure Improvements - Project includes installation of water, sewer, & utility lines, streets & storm system; will return environmentally challenged land to reuse & generate tax base	Alcott Street, City of Kalamazoo, Kalamazoo County	Kalamazoo BRA	March 2020 / October 2022	\$5 million	Unknown	EDA, BRA, State of MI	Construction - 50-75; Permanent - 100	Not Listed	MEDIUM
Greening of Township Hall -rehab the 1970s structure to LEED standards	1720 Riverview Dr., Kalamazoo, MI, Kalamazoo Co.	Kalamazoo Twp.	Start and end: Undetermined	\$2,750,000	Twp & EDA	Twp. General Operating Funds	Unknown	HIGH	LOW
Industrial Site Development - expand existing industrial park	Schoolcraft Twp., Kalamazoo Co.	Undetermined	March 2015/ March 2016	Undetermined	Undetermined	Undetermined	Undetermined	Not Listed	LOW

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Regional CEDS Projects: ST. JOSEPH County									
Description of Project	Location	Lead Organization	Start/End Dates	Project Cost	Match	Project Funding Source	Jobs created	Local Ranking	Committee Ranking
Seed Corn/Ag Museum -renovate a historical building for showcasing seed corn history and providing meeting space and commercial kitchen	Constantine, MI, St. Joseph Co.	Constantine DDA	Start: planning has begun End: depends on Funding	\$5 million	Unknown	Seed corn companies, related companies, donations	Construction 10? Permanent 4?	HIGH	HIGH: Vital Project

PERFORMANCE MEASURES

To monitor the impact of the CEDS's strategic plan on the region's economy, it is required that proper performance measures be put in place. These performance measures are useful not only in evaluating the progress of the CEDS planning effort, but also to indicate when mid-course corrections may be required.

The challenge in identifying the proper performance measures is that many of the more common candidates considered can be significantly impacted by factors outside the control or influence of local planning initiatives. For example, the current economy expansion being enjoyed in the SMPC region is being driven, in large part, by the rebound in the auto industry. With national car sales cruising at a 16.4-million-unit pace and forecasts calling for this pace to be maintained for the next several years, it is very likely that the region's economy will continue to expand on its own. Likewise, the great recession was caused by turmoil in the housing and financial industry that was totally outside the control of local economic development initiatives.

Therefore, in selecting our performance measures, we focused on those indicators that are project specific and not those that track movements in the general economy. The following are the performance measures that we have selected:

- Number and types of new investments undertaken in the region because of the implementation of the CEDS projects
- Number of jobs retained in the region because of the CEDS action plan
- Amount of private-sector investment in the region because of the CEDS action plan

In addition, we will develop a set of economic indicators that monitor the level of economic activity in the region that will be updated on a quarterly basis. These will include:

- Seasonally adjusted employment change by major industry (Kalamazoo and Battle Creek MSA)
- Seasonally adjusted unemployment rate for the region
- Change in the number of new claims for unemployment insurance
- Change in the number of new dwelling units under contract for construction

These economic indicators will be developed and distributed to the CEDS partnering government units and economic development organizations to assist them in staying aware of the possible changes in the region's economic climate.

APPENDIX A

Roster of CEDS Steering Committee

Name	Title	Company/organization	Role on CEDS committee	County represented
Lee Adams	Resource Coordinator	Kalamazoo County Department of Planning and Community Development	Community Leader: Community and Economic Development	Kalamazoo County
	Administrator	Southcentral Michigan Planning Council	Public Sector	
Mary Kay Balaguer	Director of Business Services	Glen Oaks Community College	Higher Ed	St. Joseph County
John Banks	President	Motor Shop Electrical Construction Co	Private Sector	Calhoun County
Dennis J. Berkebile	Area Manager	Consumers Energy	Private Sector / Workforce Development Board (St. Joe and Kzoo) / Public Sector (Kzoo County Road Comm)	Kalamazoo County
George Bratcher	President	Bratcher & Associates	Private Sector	Calhoun County
Robert D. Britigan III	Regional Property Manager / Vice Mayor	The Hinman Company / City of Parchment	Private Sector / Public Sector	Kalamazoo County
M.J. Bruns	Private Citizen	Calhoun Intermediate School District	Private Citizen	Barry-Branch-Calhoun Counties
Elizabeth Brutsche	Vice President	Franklin Iron & Metal, Plastics Division	Private Sector	Calhoun County
Valerie Byrnes	President	Barry County Chamber of Commerce and Barry County Economic Development Alliance	Community Leader: Community and Economic Development	Barry County
Ben Damerow	Director	Kalamazoo-St. Joseph Michigan Works! Service Delivery Area	Workforce Development Board	Kalamazoo County
Paul David	Human Resources Manager, MI Operations	Duncan Aviation	Private Sector	Calhoun County
Jan Frantz	Director of Corporate Projects	Battle Creek Unlimited	Community Leader: Community and Economic Development	Calhoun County
	Executive Director	Foreign Trade Zone 43		
Thomas Georgoff	Chief Financial Officer	Miller Davis	Private Sector	Kalamazoo County
Marcus Gleaton	Owner	Gleaton-Swanwick Insurance	Private Sector	St. Joseph County
Dan Green	Chief Planning Officer	Nottawaseppi Huron Band of Potawatomi	Tribal Group	Kalamazoo County

Travis Grimwood	Vice President	Chemical Bank / KCBRA Board member	Private Sector	Kalamazoo County
Name	Title	Company/organization	Role on CEDS committee	County represented
Greg Hoover	Agent/Owner	State Farm Insurance Agency	Private Sector	St. Joseph County
Craig Jbara	Vice President Strategic and Economic Development	Kalamazoo Valley Community College	Higher Ed	Kalamazoo County
Jan Karazim	Dean of Workforce Development	Kellogg Community College	Higher Ed	Calhoun County
Gary Kirtley	CEO / Owner	Owens Products	Private Sector	St. Joseph County
Cathy Knapp	Director	Southwest Michigan First	Private Sector / Community Leader: Community and Economic Development	Kalamazoo County
Joe Michilizzi	Business Agent	United Association of Plumbers & Pipefitters Local 333	Labor Group	Calhoun County
Chris Miller	President	Steel Products - MCS Industries / SMPC Board member	Private Sector	Calhoun County
Pollis Robertson, Ph.D.	Principal	Performance Business Behavioral Services	Private Sector	Calhoun County
Ken Willcutt	Business Agent	Plumbers & Pipefitters LU357	Labor Group	Kalamazoo County
Jason Wright	Director, Supply Chain Management	Pfizer Global Logistics and Supply	Private Sector	Calhoun County

APPENDIX B

EDA Investment Guidelines:

- **Ensure Collaborative Regional Innovation** through the development of “innovation clusters” that draw on the strengths of the region and rely on government collaboration
- **Leverage Public-Private Partnerships**
- **Advance National Strategic Priorities**, which includes advanced manufacturing, information technology infrastructure, assisting communities that were severely impacted by the Great Recession, job-driven skills development, access to capital for small- to medium-sized and ethnically diverse firms
- **Enhance Global Competitiveness**, which assists high-growth and innovation-based entrepreneurs to expand into global markets
- **Encourage Environmentally Sustainable Development**, including energy-efficient green technologies
- **Support Economically Distressed and Underserved Communities**