



Southcentral Michigan Planning Council

300 South Westnedge Avenue · Kalamazoo, Michigan 49007

Phone: (269) 385-0409 · Fax: (269) 343-3308 · Email: info@smpcregion3.org

Board Meeting Agenda

MEETING DATE: Tuesday, December 1, 2020
MEETING TIME: 11:30 am
MEETING LOCATION: Virtual Meeting
<https://www.gotomeet.me/Upjohn> (Audio and Video)
1-877-309-2073 (Toll Free)
1-669-224-3217
Access Code: 422-647-013

1. Call to Order
2. Representative Attendance
3. Approval of the Agenda **[Action]**
4. Approval of the Minutes **[Action]**
5. Public Comments
6. Acceptance of the Financial Report
 - a. MAR Dues Invoice
7. Transportation
 - a. KATS report
8. Comprehensive Economic Development Strategy / EDA
 - a. Update on CEDS work conducted to-date
 - b. Update on the capacity building grant application
 - c. Grant acceptance resolution
9. Strategic Plan
 - a. Review 2019 Strategic Plan, discuss updates
10. Local Government Assistance and Planning Activities
 - a. Regional broadband discussion
 - b. Update on regional Housing Toolkit
 - c. Update on St. Joseph County Housing Plan
 - d. Updates on various other projects
11. Staff Report/Other:
 - a. Monthly Correspondence
12. Representative Comments
13. Action: Adjournment

Next Meeting: January 5, 2021



Southcentral Michigan Planning Council

300 South Westnedge Avenue · Kalamazoo, Michigan 49007

Phone: (269) 385-0409 · Fax: (269) 343-3308 · Email: info@smpcregion3.org

Board Meeting Minutes

MEETING DATE: Tuesday, October 28, 2020
MEETING TIME: 11:30 am
MEETING LOCATION: Virtual Meeting
<https://www.gotomeet.me/Upjohn> (Audio and Video)
1-877-309-2073 (Toll Free)
1-669-224-3217
Access Code: 422-647-013

1. Call to Order
 - a. The Chair called the meeting to order at 11:34am.
2. Representatives Present/Introductions
 - a. Bomba, Carahaly, Drost, Frisbie, Grieve, Hazelbaker, and Pangle
 - b. KATS: Nagler. Public: Jarnefelt. SMPC staff: Adams, Trueblood
3. Representatives Excused
 - a. The Chair explained that staff would take administrative attendance going forward and this item will be stricken from future agendas.
4. Approval of the Agenda
 - a. The Chair requested additions to the agenda at 11:35am. He noted the incorrect date listed for the next meeting. Adams corrected the public meeting notice on the website.
 - b. Without objection, **the agenda was approved by unanimous consent at 11:37am.**
5. Approval of the Minutes
 - a. **The October 6th SMPC board meeting minutes were approved by unanimous consent at 11:38am.**
6. Public Comments
 - a. None were offered.
7. Acceptance of the Financial Report
 - a. Adams presented the preliminary end of year report, and explained that the budget still needs to be finalized before the end of the year. He explained that some FY2020 invoices are still outstanding, but the end of year numbers are close to the budget established at the beginning of the year. The Chair reviewed the SMPC financial management relationship between SMPC and the W.E. Upjohn Institute.
 - b. By unanimous consent, **the preliminary annual financial report was approved at 11:44am.**
8. Transportation
 - a. Nagler provided the monthly KATS report. He said that most staff time has been spent on nonfederal road ratings, and they are likely done with this activity for the year. KATS is now focusing more time on Rural Task Force activities, and Nagler wants to get county meetings started soon, likely in December due to communication and time constraints, and he also hopes to start polling agencies about their needs and preferences. KATS has received federal allocations for surface transportation funding for FY2021, although some amounts have been reduced slightly. Nagler will attend the TAMC conference this year virtually.
9. Comprehensive Economic Development Strategy / EDA
 - a. Trueblood provided an overview of the CEDS public engagement processes, including a public meeting planned for October 28th, a survey available through the SMPC website through November 13th, and

interviews with key stakeholders. She also said that staff plan to present a draft of the CEDS document at the next CEDS committee and SMPC board meetings. Adams asked board members to think about the long-term structure of CEDS committee, and about how to accomplish the CEDS' most important steps. Grieve requested to receive the draft CEDS plan well in advance of SMPC meeting on December 1st so that board members can provide adequate feedback. The Chair iterated his desire to submit the CEDS as soon as possible, and staff explained the steps required to do so within the grant timeline.

- b. An update on the EDA capacity building grant application was not provided.

10. EPA Grant Application

- a. Adams reviewed the application to the EPA Brownfields Assessment grant program. Staff and the grant contractor, SME, identified downtown Coldwater and Homer as the target areas for the grant, and recruited support for the application from key local stakeholders.
- b. Jarnefelt agreed with the approach of staff, and said that it's great that funds can be flexible. Carahaly asked how the priority areas were chosen, and Adams described the collaborative effort between staff and the contractor to assemble the needed data and partners. Adams asked that board members provide feedback at this meeting since the grant application was due on October 28th. Hazelbaker asked about how the funding would be used and prioritized in the Coldwater area, and Adams described the process of identifying potentially contaminated sites, writing redevelopment plans, and aligning resources. Adams said that the funds would also support identification of potential contaminants in Homer. Pangle asked about the time frame for the grant, and Jarnefelt explained that the funding should be allocated in early spring 2021, and available by October 2021.

11. Strategic Plan

- a. Adams reviewed the updated SMPC strategic plan, and the key activities identified by staff that should be prioritized in 2021. He reviewed the goals of aligning SMPC activities with members' goals and needs, and increasing capacity of local governments and nonprofits. Grieve asked to clarify 'increase capacity' to do what, and Adams said that it could be to accomplish their missions. Grieve suggested that it be rewritten that SMPC provide tools to local governments and nonprofit organizations to increase their capacity through education.
- b. The Chair asked board members to provide feedback to staff via email or in person, and then vote on the final strategic plan at the next SMPC meeting in December.
- c. Adams continued reviewing the remaining goals, objectives, and key activities of the strategic plan, including increasing awareness of SMPC; promoting regional prosperity, recovery, and resiliency; assist local units of government with limited resources; assist state departments with service delivery; increase members' and SMPC organizational access to local, state, and federal funding; and continue creating and implementing regional and multijurisdictional plans.
- d. Grieve asked about the format, and Adams explained that the draft workplan would be put together once the strategic plan is approved.

12. Local Government Assistance and Planning Activities

- a. Adams requested representatives' feedback on potential steering committee members for creating a broadband plan. Pangle said that the suggested list was pretty comprehensive, with the exception of potentially including an SMPC board member. Adams said that broadband planning would likely begin after the holidays.
- b. Adams explained that Upjohn Institute received funding from the Kellogg Foundation to help digitize the housing toolkit, and the website should be up and running by the end of the year. Carahaly asked to make sure that the funds would be spent before the end of the year, and said that he was glad that the Upjohn Institute helped engage the contractor. Jarnefelt asked that the Kalamazoo County board receive an update or presentation when the toolkit is completed, and board members agreed that the toolkit should be shared widely when completed.
- c. Adams explained that the St. Joseph County Housing plan is nearing completion.
- d. Adams reviewed the plan updates and amendments in process, including Nottawa Township, St. Joseph County Master Plan, Branch County, and Flowerfield Township. Adams explained that the zoning official on staff is keeping busy in Kalamazoo Township, but additional staff resources may be needed soon.

13. Staff Report/Other:

- a. Staff reported no monthly correspondence.

14. Representative Comments

- a. Hazelbaker stated that the Branch County Jail is on schedule and on budget.
- b. Bomba stated that she is excited about the potential to bring brownfield funds to Homer via the EPA grant.
- c. Drost shared that site selectors are looking for areas that have invested in green, renewable energy, and that her economic development team is working on six expansion projects in Kalamazoo and St. Joseph Counties. She also stated that labor force participation is a current and future concern; vacancies are numerous and wages have started to increase.

15. Adjournment

- a. Carahaly adjourned the meeting at 12:38pm.

Next Meeting:
December 1st, via GoToMeeting

INVOICE

Invoice #2021-03
11-6-2020

Due: Upon Receipt

SUBMIT TO:
Michigan Association of Regions
C/O SEMCOG/Mike Spence
1441 Balfour Street
Grosse Pointe Park, MI 48230
(313) 402-9380

BILL TO:
Lee Adams, Director
Southcentral Michigan Planning Council
300 South Westnedge Ave
Kalamazoo, MI 49007

ITEM NUMBER	DESCRIPTION	AMOUNT
1	MAR Dues	\$960.00



The Metropolitan Planning Organization for the Greater Kalamazoo Area

5220 Lovers Lane, Suite 110

Portage, MI 49002

269-343-0766

info@KATSmpo.org

TO: Southcentral Michigan Planning Council Board
FROM: Steven Stepek, KATS Executive Director
DATE: November 23, 2020
SUBJECT: Southcentral Michigan Planning Council Report

During the month of November 2020, KATS staff worked on the Michigan Department of Transportation (MDOT) Planning Activities for the Southcentral Michigan Planning Council (SMPC). Work was concentrated in the following activities:

- Submitted the October Rural Task Force monthly report to MDOT Planning
- Participated in the November monthly Rural Task Force conference call with MDOT Planning
- Worked on quality control and uploading of non-federal aid Pavement Surface Evaluation and Rating (PASER) data previously gathered. Work was done on those roads for which no ratings had been done in the last three years, if at all. Federal Aid data collection has been cancelled for the remainder of the calendar year in response to the COVID-19 pandemic
- Forwarded revised rural state Economic Development Category D (EDD) transportation funding and balances to Rural Task Force #3 member agencies and revised the tracking spreadsheet to reflect the new totals.
- Scheduled virtual County Local Rural Task Force meetings for the five counties in Region 3. The meeting schedules, contact information and meeting packets are posted to the SMPC website Transportation page.
- Attended an online presentation hosted by the Michigan Transportation Planning Association on the use of the State of Michigan's crash data website

Anticipated future activities include:

- Updating project data in JobNet for the 2020 – 2023 Transportation Improvement Program as project data sheets are submitted or as otherwise needed
- To the extent that funding allows, assisting in promotion and facilitation of the use of the Michigan Infrastructure Council's Asset Management Assessment Tool by agencies in the Region choosing to do so
- Schedule and facilitate meetings of county Rural Task Forces and Rural Task Force #3 to review FY 2021 – 2023 projects and incorporate changes in state and federal funding that have been announced
- Facilitating meetings of other Rural or Small Urban Task Forces as needed

Southcentral Michigan Planning Council and Kalamazoo Area Transportation Study Agreement

Kalamazoo Area Transportation Study

5220 Lovers Lane, Suite 110, Portage MI 49002

269.343.0766

Invoice. 2018-0020/Z7-5

To: Southcentral Michigan Planning Council

Billing Period: September 2020

Lee Adams, Executive Director

Final: YES

300 South Westnedge Ave.

Invoice Date: 11/30/2020

Kalamazoo MI 49007

Authorization: 2018-0020/Z7

Implementation of the FY2020 Regional Transportation Planning Services Work Plan

Salaries	\$3,442.86
Fringes	\$2,153.89
Indirect	\$840.76
October-August Adjustment	\$14.61
Total Amount Requested	\$6,452.12

Kalamazoo Area Transportation Study
Southcentral Michigan Planning Commission

Progress Report for:
September 2020

Implementation of the FY 2020 Regional Transportation Planning Work Program

Contract: 2018-0020 -/Z7

3101 Program Management

- Progress Billing and Invoices
- Program Admin, Budget Work
- Program Financial Management
- Work Program Review for FY 2020 and FY 2021

3102 Technical Assistance to MDOT

- Road Ratings

3103 Technical Assistance to Member Agencies

- Technical Assistance to Local Agencies, Coldwater Traffic Count
- Technical Assistance, SMPC Meeting
- Technical Assistance to Local- Calhoun County
- Technical Assistance to Locals, Project Review US 131, Kalamazoo and St. Joseph

3104 Access management

- No work was completed in this work element

3105 Pure Michigan Byway Program

- No work was completed in this work element

3106 Mon-motorized Mapping and Investment Plan

- No work was completed in this work element

3107 Rural Safety Planning

- Rural Safety Data Review

Southcentral Michigan Planning Council and Kalamazoo Area Transportation Study Agreement

Kalamazoo Area Transportation Study
5220 Lovers Lane, Suite 110, Portage MI 49002
269.343.0766

Invoice No. 2018-0020/Z7-5

Implementation of the FY2020 Regional Transportation Planning Services Work Plan (Z7)

Billing Period: September 2020

Contract Authorization: 2018-0020/Z7

Task	Description	Salaries	Fringes	Indirect	Oct-Aug Adjustment	Current Billing
3101	Program Management	826.92	561.60	208.59	(195.80)	1,401.31
3102	Technical Assistance to MDOT	220.50	139.30	54.05	(51.78)	362.07
3103	Technical Assistance to Member Agencies	1,644.99	918.74	385.13	429.15	3,378.01
3104	Access management	-	-	-	(15.22)	(15.22)
3105	Pure Michigan Byway Program	-	-	-	0.00	-
3106	Mon-Motorized Mapping and Investment Plan	-	-	-	(45.65)	(45.65)
3107	Rural Safety Planning	750.45	534.25	192.99	(106.09)	1,371.60
Total		3,442.86	2,153.89	840.76	14.61	6,452.12

Task	Description	Current Billing	Prior Billings	YTD	Budget	Remaining	Percent Complete
3101	Program Management	1,401.31	5,121.77	6,523.08	7,740.00	1,216.92	84.28%
3102	Technical Assistance to MDOT	362.07	3,001.72	3,363.79	4,160.00	796.21	80.86%
3103	Technical Assistance to Member Agencies	3,378.01	2,835.54	6,213.55	5,200.00	(1,013.55)	119.49%
3104	Access management	(15.22)	199.93	184.71	260.00	75.29	71.04%
3105	Pure Michigan Byway Program	-	-	-	260.00	260.00	0.00%
3106	Mon-Motorized Mapping and Investment Plan	(45.65)	599.78	554.13	520.00	(34.13)	106.56%
3107	Rural Safety Planning	1,371.60	1,522.09	2,893.69	2,860.00	(33.69)	101.18%
Total		6,452.12	13,280.83	19,732.95	21,000.00	1,267.05	93.97%

SMPC Staff 5,000.00
Budget to agree to RTPWP 26,000.00

0.75896

**Southcentral Michigan Planning Council and
Kalamazoo Area Transportation Study Agreement**

Kalamazoo Area Transportation Study
5220 Lovers lane, Suite 110, Portage, MI 49002
269-343-0766

Invoice No. 2018-0020/Z8-5

To: Southcentral Michigan planning Council

Lee Adams, Executive Director

300 South Westnedge Ave

Kalamazoo, MI 49007

Invoice Date: 11/30/2020

Final: YES

Contract No: 2018-0020/Z8

Management of the Rural Task Force and Small Urban programs

Billing period: September 2020

Salaries	\$4,045.75
Fringes	\$2,230.85
Indirect	\$942.89
October-August Adjustment	\$61.72
Total Requested Amount	\$7,281.21

Kalamazoo Area Transportation Study
Southcentral Michigan Planning Commission

Progress Report For

September 2020

Management of the Rural Task Force and Small Program

Contract: 2018-0020/Z8

3108 Management of the Rural Task Force and Small Urban Programs

- Assistance to Member Agencies
- Preliminary Work on Fall RTF Meeting Materials
- Poll RTF Members for Fall Meeting Date
- Update RTF Records
- RTF Jobnet Work
- RTF and TIP Work

3109 Public Involvement and Consultation process for Non-Metropolitan Areas

- Review of Public Involvement Activities for RTF and Air Quality
- RTF Fall Meeting- Advertising and Meeting Materials

3110 Public Involvement for Air Quality Conformity

- No work was completed in this work element

Southcentral Michigan Planning Council and
Kalamazoo Area Transportation Study Agreement

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Invoice No. 2018-0020/Z8-5

Management of the Rural Task Force and Small Urban Program

Billing Period: September 2020
Contract Authorization: 2018-0020/Z8

Task	Description	Salaries	Fringes	Indirect	Oct-Aug Adjustment	Current Billing
3108	Management of the Rural Task Force and Small Urban Programs	3,084.38	1,622.31	707.05	56.85	5,470.59
3109	Public Involvement and Consultation Process for non-Metropolitan Areas	961.37	608.54	235.84	4.87	1,810.62
3110	Public Involvement for Air Quality Conformity	-	-	-	-	-
Total		4,045.75	2,230.85	942.89	61.72	7,281.21

Task	Description	Current Billing	Prior Billings	YTD	Budget	Remaining	Percent Complete
3108	Management of the Rural Task Force and Small Urban Programs	5,470.59	9,969.00	15,439.59	16,150.00	710.41	95.60%
3109	Public Involvement and Consultation Process for non-Metropolitan Areas	1,810.62	253.73	2,064.35	2,470.00	405.65	83.58%
3110	Public Involvement for Air Quality Conformity	-	-	-	380.00	380.00	0.00%
Total		7,281.21	10,222.73	17,503.94	19,000.00	1,496.06	92.13%

Kalamazoo Area Transportation Study
5220 Lovers Lane, Suite 110, Portage, MI 49002
269.343.0766

Invoice No. 2018-0020/Z9-5

To: Southcentral Michigan Planning Council

Lee Adams, Executive Director
300 South Westnedge Ave
Kalamazoo, MI 49007

Invoice Date: 11/30/2020

Final:

Yes

Contract Authorization: 2018-0020/Z9
FY 2020 Asset Management

Billing Period: 9/1/20 – 9/30/20

Salaries	\$1,364.23
Fringes	\$640.76
Indirect	\$301.19
October-August Adjustment	\$(823.41)

Total Requested Amount	\$1,482.77
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Prior Billings	\$23,953.42
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YTD Total	\$25,436.19
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YTD Percent Complete	46.25%
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I. Training Activities -3111.1	Total	\$000.00
-Act 51 Agencies	Total	
Salary & Benefits		
Travel		
Other		
-Kalamazoo Area Transportation Study	Total	
Salary & Benefits		
Travel (Indirect)		
Other (Direct)		
II. Equipment -3111.2	Total	\$000.00
III. Data Collection-(A) Federal Aid System -3111.3	Total	\$000.00
-Invoices from Act 51 Agencies	Total	
-Kalamazoo Area Transportation Study	Total	
Salary & Benefits		
Indirect		
Other (Direct)		
IV. Data Collection-(B) Non-Federal Aid -3111.4	Total	\$2,306.18
-Invoices from Act 51 Agencies	Total	
-Kalamazoo Area Transportation Study	Total	2,306.18
Salary & Benefits		2,004.99
Indirect		301.19
Other (Direct)		
V. Data Submission and Technical Support -3111.5	Total	\$000.00
-Kalamazoo Area Transportation Study	Total	
Salary & Benefits		
Indirect		
Other (Direct)		
VI. Unforseen/Misc -3111.6	Total	\$000.00
-Kalamazoo Area Transportation Study	Total	
Salary & Benefits		
Indirect		
Other (Direct)		
VII. Culvert Mapping (requires pre-authorization)	Total	\$000.00
-Invoices from Act 51 Agencies	Total	\$
-Kalamazoo Area Transportation Study	Total	\$
October-August Adjustment	Total	\$(823.41)
	Invoice Total	\$1,482.77

Budget Report

	FY20 Budget	YTD Expenses
Total	55,000.00	25,436.19

46.25%

Southcentral Michigan Planning Council and
Kalamazoo Area Transportation Study Agreement

Kalamazoo Area Transportation Study
5220 Lovers Lane, Suite 110, Portage MI 49002
269.343.0766

Invoice No. 2018-0020/Z9-5

FY 2020 Asset Management

Billing period: September 2020

Contract Authorization: 2018-0020/Z9

Task	Description	Salaries	Fringes	Indirect	Oct-Aug Adjustment	Current Billing
I	Training Activities 3111.1	-	-	-	8.26	8.26
II	Equipment 3111.2	-	-	-	-	-
III	Data Collection (Federal Aid System) 3111.3	-	-	-	(58.61)	(58.61)
IV	Data Collection (Non- Federal Aid System) 3111.4	1,364.23	640.76	301.19	(428.57)	1,877.61
V	Data Submission and Technical Support 3111.5	-	-	-	(297.73)	(297.73)
VI	Unforeseen/Misc 3111.6	-	-	-	(46.76)	(46.76)
VII	Culvert Pilot Program 3111.7					-
Total		1,364.23	640.76	301.19	(823.41)	1,482.77

Task	Description	Current Billing	Prior Billing	YTD	Budget	Remaining	Percent Complete
I	Training Activities 3111.1	8.26	811.85	820.11			
II	Equipment 3111.2	-	-	-			
III	Data Collection (Federal Aid System) 3111.3	(58.61)	1,371.54	1,312.93			
IV	Data Collection (Non- Federal Aid System) 3111.4	1,877.61	11,940.40	13,818.01			
V	Data Submission and Technical Support 3111.5	(297.73)	8,694.69	8,396.96			
VI	Unforeseen/Misc 3111.6	(46.76)	1,134.94	1,088.18			
VII	Culvert Pilot Program 3111.7	-	-	-			
Total		1,482.77	23,953.42	25,436.19	55,000.00	29,563.81	46.25%

Kalamazoo Area Transportation Study
Southcentral Michigan Planning Commission
Progress Report for
Sept 2020

FY 2020 Asset Management

Contract: 2018-0020 Z9

3111 Asset Management

- I. **Training Activities (3111.1)**
Act-51 Agencies
 - No project costs were submitted by Act-51 Agencies**Kalamazoo Area Transportation Study**
 - No work was completed in this work element
- II. **Equipment (3111.2)**
 - No equipment was purchased for the Asset Management Program
- III. **Data Collection (Federal Aid System) (3111.3)**
Act-51 Agencies
 - No project costs were submitted by Act-51 Agencies**Kalamazoo Area Transportation Study**
 - No work was completed in this work element
- IV. **Data Collection (Non-Federal Aid System) (3111.4)**
Act-51 Agencies
 - No project costs were submitted by Act-51 Agencies**Kalamazoo Area Transportation Study**
 - NFA Data Collection Calhoun County, Road Ratings
- V. **Data Submission and Technical Support (3111.5)**
Act-51 Agencies
 - No project costs were submitted by ACT-51 Agencies**Kalamazoo Area Transportation Study**
 - No work was completed in this work element
- VI. **Unforeseen/ Misc (3111.6)**
Act-51 Agencies
 - No project costs were submitted by ACT-51 Agencies**Kalamazoo Area Transportation Study**
 - No work was completed in this work element
- VII. **Culvert Pilot Program (3111.7)**
Act-51 Agencies
 - No project costs were submitted by ACT-51 Agencies**Kalamazoo Area Transportation Study**
 - No work was completed in this work element

2021-2025
Comprehensive Economic Development Strategy
for Southcentral Michigan
Michigan Planning Region 3:
Branch, Calhoun, Kalamazoo, and St. Joseph Counties

Prepared by SMPC and the W.E. Upjohn Institute for Employment Research
January 2021

Acknowledgements:

This document was prepared with financial assistance from the US Department of Commerce
Economic Development Administration.

SMPC and the W.E. Upjohn Institute would also like to thank
the CEDS committee members for their contributions.

CEDS - DRAFT

November 2020

- I. Table of Contents
 - Overview and Executive Summary
 - Approach/Methodology
 - Context
 - Economic Analysis
 - Summary Background
 - SWOT
 - Data
 - Regional Industry Analysis
 - Workforce Development
 - Regional Capacity
 - Community Engagement
 - Strategic Direction
 - Action Plan
 - Performance Measures
 - Appendix A
 - Appendix B
 - Appendix C

II. Overview/Executive Summary

- Summarize what is a CEDS and why we are creating the one for the region
 - i. CEDS is an opportunity to align regional economic development interests around shared goals and priorities. Our region needs a CEDS in place for several reasons, but primarily to help our regional businesses continue to compete in the global economy and to prepare our workforce to succeed. By completing the CEDS, we aim to bring more resources for economic development to our region, to help businesses and local jurisdictions recover from COVID19, and to prepare our economy and workforce for success in the future.
 - ii. Reasons why we are creating a CEDS for the region:
 - a. Our region needs a CEDS to organize all economic development stakeholders around shared priorities, and to bring additional economic development resources to help our businesses grow and our workforce to succeed.
 - b. To address the effects of COVID-19: firms, especially small businesses, need help making economic adjustments to changing business patterns; urban agglomeration effects are felt in different ways across the regional economy; resources for economic development capacity and infrastructure are needed
 - c. SMPC is the regional planning organization for these 4 counties, and we have staff and resources committed to serving the region. We were awarded funding from the EDA to create the CEDS, and in the future we will continue to be the convener of economic development activities for our region.
- Discuss how the CEDS will continue to engage community leaders, leverage involvement of the private sector, and act as the strategic blueprint/guide for regional collaboration
 - i. CEDS goals are the guide for regional collaboration as well as potential funding investments. They lay the groundwork and identify relationships needed to enable economic development.
 - ii. First, we will work to better align Upjohn Institute, SMPC and MI Works. Use SMPC work to support growth in small towns by helping local jurisdictions have the capacity to invest in core industries identified in the industrial analysis; and use CEDS to leverage ongoing involvement of private sector
 - iii. Search for resources to better align workforce development programs to employers needs through funding, pilot projects, closer communication and support networks
- Summarize priority action steps, and how we'll measure progress going forward
 - i. Priority action steps:
 - a. Strengthen connections among economic development actors, including research institutes, educational institutions, economic development organizations, and community groups.
 - b. Identify successful workforce development models that can expand firms' employment opportunities and growth potential.
 - c. Increase access to educational and employment resources in underserved communities.
 - d. Build solutions to regional housing issues around priorities shared with firms, local jurisdictions, and economic development organizations.
 - e. Address the key gaps in transportation and broadband infrastructure that limit firms' competitiveness.

CEDS - DRAFT

November 2020

- f. Build capacity of local jurisdictions to support small businesses, economic development and quality of life initiatives.
- ii. SMPC will continue to coordinate activities with CEDS committee, and pursue grant funding opportunities to support CEDS implementation going forward
- iii. We will measure progress going forward with semiannual meetings of the CEDS committee, and production of annual reports on the data, goals, and priority action steps identified in this plan.
- iv. Both meetings and reports are opportunities invite people and the private sector to work with us, emphasize that we aim to highlight efforts for collaboration and growth, make connections and help guide decision-making, not duplicate or take others' work
 - a. Building relationships, collaborative networks, and stronger communication between partners are key goals of the CEDS and thus accomplished by these actions
- v. We will regularly share updates on our progress and updated regional data through our website and Upjohn
 - a. Legitimizes SMPC/Upjohn as the organization most appropriate to lead as regional EDD organization
 - b. Invitation to collaborate with SMPC

CEDS - DRAFT

November 2020

- III. Approach/Methodology for creating the CEDS
 - CEDS Committee-led planning process
 - i. Identification and recruitment of stakeholders for committee members
 - a. Aimed to recruit committee members from diverse backgrounds
 - b. Aimed to have representatives from across 4-county region, including from SMPC board
 - c. List committee members, position, organization, and sectors represented
 - ii. SMPC convened CEDS committee every 4-6 weeks over 9 months
 - a. Identified strengths, weaknesses, and major issues; reviewed data and metrics from 2014 CEDS
 - b. Determined appropriate economic development goals for the region
 - c. Worked in small subcommittee groups for six weeks to identify strategies and objectives for each goal
 - d. Prioritized key strategies for each goal and determined appropriate public engagement action steps to take
 - e. Reviewed drafts of the plan and gave feedback
 - f. Approved the long-term organization and structure of CEDS committee
 - iii. Over the course of the planning process, committee members communicated with SMPC staff to share their feedback and guidance on how to make the CEDS goals and strategies as effective and impactful as possible.
 - a. Kept equity as a lens
 - iv. SMPC board and Upjohn staff also contributed time and expertise to the planning process as needed
 - Work plan/timeline
 - i. Awarded February 2020, press release about award and committee
 - a. Coronavirus pandemic delay
 - ii. Assembled committee, May 2020 through January 2021
 - iii. Assembled subcommittees, August 2020
 - iv. Public engagement in October and November 2020
 - v. Plan drafting November 2020 through January 2021
 - vi. Implementation starting upon EDA approval, anticipated in spring 2021

IV. Context

- Existing plans, organizations, and activities that overlap CEDES work or goals
- Existing regional planning and ED efforts
 - o Organizations
 - Southwest Michigan First!: assist with business expansions, and attract new businesses to locate in the region
 - EDOs and government departments in region and each county
 - Branch County:
 - o Branch County Economic Growth Alliance: business attraction, retention, job creation, downtown revitalization. Site location, training, and incentives.
 - o Coldwater DDA, building improvements, downtown development projects, and small business supports; Coldwater Area Chamber of Commerce
 - Calhoun County:
 - o Albion Economic Development Corporation: Business development services to recruit, retain, and expand business and industry
 - o Albion Reinvestment Corporation administers funds to acquire, renovate, lease and sell underutilized properties in downtown Albion, to spur economic growth and investment. Partners with City of Albion, AEDC, Greater Albion Area Chamber of Commerce, DDA, and Albion Community Foundation.
 - o Battle Creek Unlimited: Serves new and growing companies in Battle Creek with site selection, redevelopment assistance, research, and access to financing and incentives. Provides economic development services for the City of Battle Creek, serves as industrial tax increment financing authority, and manages the Foreign Trade Zone 43.
 - o Choose Marshall Area Economic Development Alliance: Operates the Marshall Chamber of Commerce; provides site selection and business development services; promotes tourism and events
 - o Marshall DDA, operated through the City of Marshall, runs a façade improvement program and strives to maintain economic stability for downtown businesses.
 - Kalamazoo County:
 - o City of Kalamazoo Economic Development: brownfield redevelopment authority and planning. Business assistance with development process, including funding through grants and loans. Planning, zoning, and community development.
 - o Kalamazoo County: Property tax revenue sharing via TIF and agreements with local jurisdictions. Brownfield

- redevelopment authority. GIS, zoning, planning, and grant support services.
- Kalamazoo Chamber of Commerce; Portage Economic Development department
- St. Joseph County:
 - St. Joseph County EDGE:
 - St. Joseph County government:
 - SBDCs at Western Michigan University and Grand Valley State Univ.
 - SCORE – mentoring, workshops, and templates to start or grow a business; SBA affiliate covering 4-county region
 - SW MI Procurement Assistance Center
 - Upjohn Institute and SMPC – conveners, planners, and researchers
 - MEDC – statewide
- Activities
 - REDS – new marketing position for Battle Creek focused on food, and workforce development; Broadband planning with the Calhoun County ISD; Youth Village/Washington Heights initiatives in Battle Creek
 - Upjohn housing research, new housing millage in Kalamazoo
 - EDA applications/projects: Vicksburg
- Plans
 - Regional Prosperity Plan
 - Master plans/SMPC previous work
 - Branch County
 - Calhoun County
 - Kalamazoo County
 - St. Joseph County
 - Other plans to potentially include:
 - Sustainability
 - Transportation
 - Land use
 - Housing
 - Environmental protection, recreation, natural resource management
 - Workforce development
 - Disaster mitigation
- Discussion and comparison to neighboring regional plans
 - SWMPC, Region II, Tri-County, and WMRPC
 - Indiana, Ohio?

- V. Summary background of regional economic conditions (EDA requirement – answers ‘What have we done?’)
- Present clear understanding of local situation supported by current, relevant data trends
 - Tie to SWOT analysis
 - Should be understandable to general public
 - Michigan Planning Region 3 is comprised of 4 counties: Branch, Calhoun, Kalamazoo, and St. Joseph Counties. There are two major metropolitan statistical areas (MSAs), Kalamazoo-Portage and Battle Creek. There are two micropolitan statistical areas, Sturgis and Coldwater.
 - The Summary Background reviews trends in the region’s population, economy, industry, and environment that impact economic development.
- Data:
- Demographic and economic conditions (how they have changed since 2010):
 - population totals
 - age
 - racial composition
 - Gross migration rates since 2010
 - Map of population density by township/MSA in 4-county region
 - Residential Development Trends
 - Housing units created in each county annually, from Census New Construction Permits
 - Employers know that this is a major issue, but are not coordinated in their approach to solving the problem. Often large firms are able to support their workers’ searches for housing, but others cannot provide this assistance.
 - Housing prices, assessed value by unit, by county
 - There is a lack of affordable housing across the entire region.
 - The region has a large supply of low-value homes, under \$100K in value, and built more than 40 years ago.
 - The region needs more houses that cost between \$80-\$150 per square foot to build, but it is difficult to get developers to make a profit at these price points.
 - Levels of housing security
 - Environmental, geographic, climactic, cultural information that affects or constrains the regional economy
 - Low risk location for climate emergencies
 - Between Chicago and Detroit
 - Hilly terrain and trees limit ability to deploy certain types of broadband infrastructure
 - Infrastructural assets that relate to economic development
 - Transportation – flow of goods, several export-oriented businesses
 - Broadband – coverage of 25/3 speeds in each county, maps from Connect Michigan; current infrastructure availability and lack of service creates limitations on education, business, and equitable growth

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- Sewer and water - limited infrastructure constrains development in small towns)
 - Hard to get data on this, but could maybe pull DEQ/EGLE records from last few years of expansions
- Energy is nuclear or natural gas. Adequate for business needs.
- Relationship of area's economy to a larger region or state, and global perspective
 - Note local advantages or disadvantages – LQ and/or shift-share, Brian can drop in spreadsheet to calculate. Include some explanation.
 - Supply chains – start with LQ to identify potential holes
- Land use patterns
 - Urbanization/growth of Kalamazoo and stagnation of other areas.
 - Kzoo county did general zoning for county. Any others?
 - Maps
 - USGS or other organization use satellite data to identify land use types, to quickly generalize
 - Can we attach values or costs to these changes?

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VI. Economic analysis – answers the question, ‘Where are we now?’

- Strengths and Opportunities/SWOT analysis
 - o Add introduction

<p>Strengths:</p> <p>Arts community Automobile industry supply chains and manufacturing firms Brownfield redevelopment dollars Emerging creative development tools (clarify) Food processing firms Food safety and innovation Growing residential demand in downtowns Generous community and philanthropy Higher educational institutions Inclusive community culture Lakes and natural features Large military presence in Battle Creek Low cost of living Medical device manufacturing firms Recreation amenities, trails, and parks Skilled labor force The Kalamazoo Promise; Coldwater Promise The region is well-connected to US markets via the existing transportation infrastructure Water resources for tourism and industry</p>	<p>Weaknesses:</p> <p>‘College or bust’ culture Costs and complexity associated with redevelopment of existing assets Financial literacy resources not widely used and/or known about Infrastructure gaps (transportation, freight, broadband, sewer and water) in key areas Lack of affordable housing Lack of agreement on community priorities Lack of diverse participation in community planning Lack of diversity and inclusive culture in some areas of the region Lack of economic diversity in some communities Low labor force participation rates Low wages hinder economic mobility and wealth-building potential of workers, and limits the ability of firms to hire talented workers Need for more corporate participation in and support of workforce development programs Need social supports for workforce development programs Repetitive programs instead of partnerships Stagnated population growth in several communities Struggling downtowns in small rural communities Student loan debt Truck congestion in downtown areas Uncertainty of government revenues</p>
<p>Opportunities:</p> <p>Collaborative partnerships reduce barriers to education and training Educational opportunities to help local jurisdictions solve economic development and business problems</p>	<p>Threats:</p> <p>COVID-19 effects on economy, workforce, health of the regional population Uncertain political environment</p>

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Downtown development to extend tourism through winter season Localized production of food and growth of the regional food ecosystem Networks and partnerships for pilot projects in workforce development Reimagine philanthropy as agents of change Strengthen connection of secondary schools to regional employers Talent attraction programs Training programs that support both automation of firms' production and good paying jobs	
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- Employment and Labor Force
 - Employment, unemployment trends 2010 through 2018
 - Labor Force Participation Rate, Employment/Population rate trends, 2010 through 2018
 - Top employers, employment centers – map
 - Wages earned by industry, 2010 through 2018
 - Wages are not keeping up with inflation
 - Within-industry competition for workers by raising wages \$0.50 or \$0.25 per hour instead of cooperation
 - Some employers are paying more for new hires than for existing workers, causing tension within a firm.
 - Employment index for manufacturing, healthcare, and total employment since 2003 (in 2014 CEDS; update for 2020 CEDS)
 - Laborshed/commuting patterns
 - No better source than OnTheMap, but data is old
 - Employers request this data frequently according to MI Works
- Small businesses
 - Data points and sources?
 - Census QWI by firm size, NAICS and year. UI based, so misses sole proprietors.
 - Economic Census
 - SBA business start data but is outdated
 - COVID effects – Census survey data
 - Creation, expansion of employment
 - Entrepreneurship rates?
 - Entrepreneurship services
 - SMF: First Path Program

- SBDC and Center for Entrepreneurship and Innovation at Western MI Univ.
 - 1 Million Cups Kalamazoo
 - SCORE
 - Small Business Association of Michigan
- Industry Analysis
- Emerging and declining industry sectors/clusters; their impacts on regional competitive advantages and capacity for economic development.
 - What infrastructure, investment, collaboration is needed to ensure regional economic competitiveness in the future?
 - Top Traded Clusters by Private, Non-Agricultural Employment, 2017: (Source: <http://www.clustermapping.us/>)
 - Branch County: Distribution and E-Commerce (strong), Furniture, Transportation and Logistics
 - Calhoun County: Automotive (strong), Business Services, Food Processing and Manufacturing, Metalworking Technology (strong)
 - Kalamazoo County: Business Services, Distribution and E-Commerce, Education and Knowledge Creation, Medical Devices (strong), Insurance Services (strong)
 - St. Joseph County: Plastics (strong), Metalworking Technology (strong), Trailers, Motor Homes, and Appliances (strong), Paper and Packaging (strong)
 - SMF List of Key Industries:
 - Manufacturing
 - Health Sciences
 - Medical devices
 - Design
 - Agricultural and food processing
 - Business services
 - Logistics
 - Industry supply chains
 - Identify leakage and opportunities for reshoring or strengthening regional supply chains
 - The shut-down of one plant due to a COVID-19 outbreak creates chain reactions of delays all along the supply chain
 - How to identify leakage?
 - Resiliency, circular economies
 - Firms' PPE needs are not so great as they were at the beginning of the COVID-19 pandemic, as they have set up supply chains for that now.
 - Stronger communication networks across sectors are needed to ensure that resources and partners are available to address future shocks. These should be built within and between communities.

- Industrial Competitiveness Analysis – percent of industry’s employment involved in generating goods or services sold outside the region. Shift-share analysis (in 2014 CEDS)
 - Regional industries classified into 4 categories: Major economic base industry and strong performer; major economic base industry and weak performer; minor economic base industry and strong performer; minor economic base industry and weak performer
- Include REMI projections but explain caveats
 - Potentially skip analysis of 2021, focus on recovery; begin analysis 2022?
- Workforce development and talent supply
 - Introduction to core issues: Educational attainment, educational institutions, skillsets and talent, career pathways, innovation, equity
 - Educational attainment by county and age groups – ACS, 2010 through 2018
 - Description of regional universities and community colleges
 - Western Michigan University
 - Starting Gate, accelerator in College of Business
 - Acquire training program to help transition regional family businesses. <https://wmich.edu/leadershipcenter/acquire>
 - Kalamazoo College: private 4-year undergraduate institution, focused on arts, sciences, and liberal arts
 - Albion College: private 4-year undergraduate liberal arts institution, also focused on arts and sciences
 - KVCC: public two-year college, offering certificate and associate degrees
 - Operates Food Innovation Center in Kalamazoo
 - Operates Groves Campus, M-TEC facility designed to provide fast-track training programs designed in partnership with local employers, including customizable workforce development training for businesses, particularly for wind turbines, utilities, law enforcement, and production technology.
 - Kellogg Community College: focuses on providing pre-professional, transfer curricula, associates degrees, certificates and professional certifications, and other non-credit courses.
 - Operates Regional Manufacturing Technology Center in Fort Custer Industrial Park in Battle Creek. Provides industrial trades training designed to meet needs of businesses and industry. Training is competency-based, individualized, self-paced, and credit-based.
 - Also operates Eastern Academic Center in Albion, and Grahl Center in Coldwater, providing computer labs and classrooms.
 - GOCC: offers 2-year degrees and certificates, focusing on agricultural, health, information technology, manufacturing and industry. Some manufacturing and industrial certificate programs have open entry and exit options. Also offers customized training for employers in St. Joseph County.

- Identify skills of regional workforce – How?
 - Always in need of skilled trades people
 - Large groups in the workforce – particularly retail, restaurants – are going to need retraining to recover from the employment/economic impacts of COVID-19
 - Unknown effects of automation in manufacturing industry; will likely require reskilling
- Talent development by occupation
 - Source: IPEDS and CIP codes; Michigan Works program completion data
 - Need to continually show the value of training programs to employers
 - Funding for training needs to align with the actual needs of businesses
 - There is still a stigma around non-credit-bearing courses and training programs that needs to be overcome.
- Talent attraction and retention
 - Quality of life, small businesses, recreation amenities are strengths that attract talent
 - Lack of reliable broadband is a deterrent, especially in rural areas
 - Low cost of living
 - Although the region’s universities provide exceptional education, we struggle to retain talented young people after they graduate.
 - Many regional manufacturers are unable to retain and attract the workforce that they need. This has been exacerbated by the effects of COVID-19, as hundreds of vacancies remain unfilled. Workers may be choosing to receive unemployment, may have competing priorities like kids, or may be afraid to contract the virus.
 - How can we make manufacturing more attractive to workers?
 - “Employers are in denial” about compensation being the key to both retention and recruitment. We won’t get people to move here for \$15 an hour.
 - Many small and medium sized firms seem to not fully understand the cost of their workforce turnover; they often do not have HR departments. Swing shifts, variable wages, and companies’ reputation for how they treat their workers – these all drive current and potential employees away.
 - The firms doing the best at retaining workers are those that take care of their employees, who recognize the humanity of their workers, and recognize that investment in human capital pays off
- Strong career pathways in the region and need for additional pathways to be developed
 - Sources: ONET, ongoing Upjohn research
- Regional innovation assets
 - WMed Innovation Center; WMU Center for Entrepreneurship and Innovation
 - Food innovation cluster: KCC Food Innovation Center; W.K. Kellogg Institute for Food and Nutrition Research, Innovation Center; and Southwest Michigan Accelerator Kitchen (forthcoming)
- Equity issues

- Access to education, employment, and entrepreneurship
 - unemployment rates by racial identity and age
 - diversity of participants in workforce training programs
- Transportation and childcare are always issues
- Housing is a critical issue. Not just affordable housing, but overcoming the barriers caused by bad credit or an eviction history
- Broadband access and affordability vary significantly around the region. For training, work from home, and education, we must address these discrepancies.
- Local governments sometimes struggle to meet residents' basic needs for quality infrastructure, schools, and healthcare in communities of color. Even if financial and business development resources are available, these communities are unlikely to benefit unless their basic needs are met.
- Urban and rural issues are related but will likely require unique strategies
- UWCKR is undertaking a pilot project in the Washington Heights neighborhood of Battle Creek with a Catalyzing Community Grant from the W.K. Kellogg Foundation. The goal is community empowerment and their strategies could create equity-building models for other communities in the region.
- Organizations need to support having a greater diversity of backgrounds in leadership of education and entrepreneurship.
 - Pay scales of teachers in rural areas cannot usually compete with metro areas; thus, they struggle to attract the teachers they need.
 - Representation of diverse backgrounds is critical to inspire young people to pursue career pathways and education.
- Indigenous workforce, especially in communities of color, experiences higher unemployment rates than their white counterparts.
 - Young people are particularly challenged to find work.
 - It's more effective to reenergize the existing talent pool than to attract new talent. We need to focus on investing in these people, especially in communities of color, and preventing people from leaving our region for opportunities elsewhere.
- Regional economic development activity and investments
 - Business expansions and number of new employment opportunities (trends by industrial sector: auto suppliers, manufacturing, services, food processing, and pharmacology)
 - SMF annual data on business expansions, investment and new jobs
 - Assessed value by industrial and commercial classification
 - Equalization report by county
 - Regional funding support and partnerships
 - Philanthropy: Public-private partnerships and philanthropy support workforce development programs in Battle Creek
 - EDOs need more models to generate sustaining revenues
 - MEDC capital access and equity funding programs; business incentives

- MDARD Food and Agriculture investment program invests in food and agriculture processing; Rural development fund grants
- Effects of state and local laws
 - Tariffs applied in the last few years have forced companies to reevaluate business models; some have gone to Canada because it's easier to work there.
 - Unemployment insurance system could be better structured, currently it disincentivizes people to work after a certain threshold. Indiana's system allows for smaller companies to have low unemployment insurance rate, and larger companies have higher rate because they can absorb it. Michigan's flat rate thus causes a problem.
 - The state fixed legislation language in 2013 around high school equivalency so that it can recognize different high school equivalency types, not just GED. Hi-SET can be taken in Spanish, other languages, and this allows more folks to be successful in this endeavor.
 - There is a law that prohibits people who move here from getting in-state tuition for 2 years. That pushes people away.
 - MEDC Business Development Program – the way it is written, it doesn't allow a company to seek BDP funds for projects specific to a community; they have to present a package at the state level. MEDC could prioritize different variables for investment, like quality and resiliency of jobs.
- Effects of business, personal, property taxes
 - State income tax rate set at 4.5%; very few jurisdictions/municipalities have other income taxes
 - Tax rate maps for counties, by municipality
 - Too high in certain municipalities; they're trying to fill a gap
 - Companies are concerned about longevity of their productivity more than taxes or incentives. They first want to know if a move is good for business; then they evaluate government factors; analyze the assets in place; costs; proximity to customers and suppliers; then look at workforce talent and pipeline, and incentives are considered last.
- Effects of COVID-19
 - It will be a challenge for many local jurisdictions to balance their budgets in 2021 and 2022, given the shortfall of revenues and the increased demand for services.
 - Many, if not most, firms are simply trying to survive through this phase. They are not able to look ahead and plan long-term for what recovery looks like.
 - CARES Act support from federal government has been helpful, but program regulations have been confusing for employers. Furthermore, additional stimulus is needed for both firms and local jurisdictions.
 - Not all employers are interested in COVID-19 safety training programs
 - Not all firms are transparent about their safety protocols and expectations for new hires, so they struggle to hold onto workers.

They need to tell their employees how they will keep them safe, in order to attract and retain talent.

- VII. Community Engagement: Resident and private sector participation in CEDS process
- CEDS Steering committee members represent public, private, and nonprofit sectors, as well as diverse backgrounds. Throughout the planning process, committee members have connected SMPC staff to residents, private sector stakeholders, anchor institutions, nonprofit organizations, and media to help share and promote the CEDS.
 - SMPC implemented the public engagement process from October to December 2020. This process was intended to accomplish three objectives – to gather feedback on the CEDS goals and strategies; to identify potential implementation partners; and to build support for the CEDS in regional communities. The public engagement process consisted of a survey, twenty interviews, and two public meetings. The survey was distributed via email, press release, and the SMPC website for two months, and gathered number of responses in that time. SMPC staff conducted interviews in November and December with representatives from large and small businesses, EDOs, universities and community colleges, nonprofit organizations, funders, and government officials. SMPC also held two public meetings virtually, given the COVID-19 pandemic, in October and December. At these meetings, staff presented an overview of the CEDS process, goals, and strategies, and solicited feedback via voluntary polls and comment periods. Not only did the public engagement process accomplish the objectives, but it also provided creative ideas for strategies and partnerships to be included in the Action Plan.

VIII. Strategic Direction/Action Plan

- Identify regional vision for economic development that identifies where do we want to be in the next 10 years:
 - o We envision a region that is powered by an inclusive coalition of actors united around shared priorities for investing in the region’s economic resiliency, labor force, equity, housing, infrastructure, and quality of life.

- Regional Economic Development Goals, Objectives, and Strategies – answers the questions, ‘Where do we want to go and how are we going to get there?’
 - o Goal 1: Build on existing collaborative efforts to ensure that the regional economy is both resilient and inclusive.
 - o Goal 2: Develop skills of the regional workforce to support workers’ economic mobility and to better meet the needs of employers in the region.
 - o Goal 3: Increase assets and prosperity of communities that have experienced historic disinvestment by improving their access to education, employment, and entrepreneurship opportunities.
 - o Goal 4: Support the maintenance and augmentation of housing that meets the needs of the region’s current and future residents.
 - o Goal 5: Strengthen infrastructure that is critical to the success of the region, particularly for transportation and broadband.
 - o Goal 6: Attract and retain talent by expanding local government’s ability to support small businesses and enhance quality of life.

- Priority Action Steps and projects: Key activities that will be undertaken to achieve strategic priorities for the region

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Goal 1: Build on existing collaborative efforts to ensure that the regional economy is both resilient and inclusive.	
Priority Strategy: Translate Upjohn research on the factors of resiliency into economic development planning work and technical assistance to local jurisdictions.	
Action Steps: <ol style="list-style-type: none"> 1. Identify existing Upjohn research on factors of resiliency and evaluate practical applications. 2. Survey local jurisdiction partners to identify gaps in resiliency and inclusion strategies 3. Create a bulletin or clearinghouse of new research from Upjohn that can be sent out to stakeholders 4. Create forums for action, sharing best practices, and gathering feedback from different stakeholders 	Potential Partners: <ul style="list-style-type: none"> - W.E. Upjohn economic researchers and Regional team - Major universities like Western Michigan University and MSU - Local community foundations
Timeframe: Action steps 1 & 2 in Year 1 Action steps 3 & 4 in Year 2	Alignment with SWOT and Existing Plans: Strengths: Philanthropy and Higher educational institutions Opportunities: Need to share more data with partners to help solve problems
Estimated Costs: Staff time of SMPC and Upjohn researchers Survey software and distribution costs	Potential Funding: Local: <ul style="list-style-type: none"> - W.E. Upjohn Institute - Universities' research funding - Local community foundations State: Federal:
Metrics: <ul style="list-style-type: none"> - Number of local jurisdictions including resiliency strategies and metrics in their Master Plan updates - Number of local jurisdictions including inclusive strategies and metrics in their Master Plan updates - Number of local jurisdictions convening COVID recovery planning efforts 	Expected Impacts and Outcomes: <ul style="list-style-type: none"> - Local jurisdictions have access to data and research to inform their policymaking decisions - Local jurisdictions increase the use of inclusive economic development strategies - Local jurisdictions are more financially and strategically resilient to future economic shocks

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Goal 1: Build on existing collaborative efforts to ensure that the regional economy is both resilient and inclusive.	
Priority Strategy: Increase SMPC’s partnerships and outreach to neighborhood groups, small businesses, and organizations led by people of color, women, immigrants, rural communities and other groups that have traditionally been excluded from economic development.	
Action Steps: <ol style="list-style-type: none">1. Build relationships with neighborhood groups, small business organizations, nonprofits and community foundations that serve those traditionally excluded from economic development by joining existing spaces and conversations.2. Use SMPC staff time to bring these relationships into existing economic development initiatives and efforts.3. Maintain ongoing dialogue and relationships between SMPC staff and neighborhood groups, organizations, nonprofits, and foundations to inform SMPC planning work.	Potential Partners: <ul style="list-style-type: none">- Neighborhood associations- Downtown Development Authorities- United Way of Battle Creek and Kalamazoo Region- Local community foundations- Small Business Development Centers- Black Wall Street Kalamazoo- Hispanic Chamber of Commerce- Colleagues International Kalamazoo
Timeframe: <p>Action Step 1 in Year 1 Action Step 2 in Year 2 Action Step 3 in Years 3-5</p>	Alignment with SWOT and Existing Plans: <p>Weaknesses: Lack of diverse participation in community planning; lack of diverse participation in business development, financial literacy, education and training programs; lack of economic diversity</p>
Estimated Costs: <p>Staff time of SMPC</p>	Potential Funding: <p>Local:</p> <ul style="list-style-type: none">- W.E. Upjohn Institute- SBDC- Local community foundations- Local banks- United Way <p>State:</p> <p>Federal:</p>
Metrics: <ul style="list-style-type: none">- Number of new organizations and networks engaged in SMPC planning work- Number of local jurisdictions including inclusive strategies and metrics in their Master Plan updates	Expected Impacts and Outcomes: <ul style="list-style-type: none">- Increased diversity of participants and leaders in economic development- Increased diversity of participants in workforce development and training programs- SMPC economic development and planning solutions are more inclusive

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Other Strategies for Goal 1:

- Build resiliency networks and leadership that can coordinate rapid workforce and educational system responses to future economic shocks
- Regularly share updated information on employers' needs with educators and workforce development professionals. Conversely, promote the culture and amenities of southwest Michigan that attract talented workers to the region.
- Increase SMPC's partnerships and outreach to neighborhood groups and minority-run organizations

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Goal 2: Develop skills of the regional workforce to support workers' economic mobility and to better meet the needs of employers in the region.	
Priority Strategy: Inventory existing workforce development programs in the region and identify opportunities for SMPC, EDOs, and the private sector to assist with ongoing efforts.	
Action Steps: <ol style="list-style-type: none"> 1. SMPC, Michigan Works, and the Upjohn Institute identify all workforce development and training programs in the region, and create a system to evaluate their effectiveness based on in-demand career pathways and occupations. 2. SMPC shares evaluation of the existing workforce programs (and comparison to national best practices) with regional EDOs, universities, business development centers, and the CEDS committee 3. SMPC and EDOs collaborate to share workforce best practices with regional training organizations, ISDs, community colleges, and business associations. 	Potential Partners: <ul style="list-style-type: none"> - MMTC - Community colleges - High schools, KRESA, ISDs - Trade and skilled trades organizations - Unions - MISTem Network - Urban Alliance - YMCAs - W.E. Upjohn Institute - Michigan Works Southwest - EDOs - Business development centers
Timeframe: Action Step 1 in Year 1 & 2 Action Step 2 in Year 3, 4, & 5 Action Step 3 in Year 3, 4, & 5	Alignment with SWOT and Existing Plans: Weaknesses: College or bust culture; need for more corporate participation in workforce development programs; Need social supports for workforce development programs; Repetitive programs instead of partnerships
Estimated Costs: Staff time of SMPC	Potential Funding: Local: - State: Federal:
Metrics: <ul style="list-style-type: none"> - Participation in workforce development and training programs - Changes to racial and gender gaps in education, un/employment, incomes, and poverty rates - Youth educational attainment, and engagement in the labor market 	Expected Impacts and Outcomes: <ul style="list-style-type: none"> - Improved workforce training programs - Increased participation in workforce development and training programs - Improved partnerships between EDOs, private sector, and workforce development ecosystem

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Other Strategies for Goal 2:

- Collaborate with CTE providers to support digitization of CTE programs and adult learning modules; support with grant writing
- Increase opportunities for regional youth to meet and receive mentorship of professionals from diverse backgrounds who can share their success stories and advice about local career opportunities and pathways
- Work with educational institutions to help them find opportunities to increase employers' buy-in

- Create public-private partnerships for workforce training programs; build off of successful partnerships like those in Battle Creek and Michigan Works Employment hubs in neighborhoods
- Apply for USDA funding to support growth of the regional food ecosystem and the workforce engaged in food production and processing
- Develop programs that provide supports for recent graduates to stay in the region, modeled after existing programs such as the Battle Creek Talent Attraction program, or the Cornerstone Alliance Move to Michigan program.
 - o Philanthropy could also help with scholarships or textbook assistance funding for students in their final year of school
- Support development of the Small Business Incubator project in downtown Kalamazoo, as well as coworking and makers spaces across the region.
-

<p>Goal 3: Increase assets and prosperity of communities that have experienced historic disinvestment by improving their access to education, employment, and entrepreneurship opportunities.</p>	
<p>Priority Strategy: Improve marketing of existing education, employment, and entrepreneurship resources to increase awareness and participation of currently marginalized groups.</p>	
<p>Action Steps:</p> <ol style="list-style-type: none"> 1. SMPC convenes community colleges, Western Michigan University, Urban Alliance, Michigan Works, and community organizations to review inventory of workforce programs, share marketing strategies, and identify gaps and goals. 2. SMPC, the Upjohn Institute, and Michigan Works support educational and workforce partners with funding applications, pilot projects, research, evaluation, and technical assistance to implement innovative marketing and training programs. 3. SMPC, educational and workforce partners share successful models with the CEDS committee, local philanthropy organizations, potential funders, private sector partners, and EDOs, in order to solicit sustainable funding streams for these programs. 	<p>Potential Partners:</p> <ul style="list-style-type: none"> - Community colleges - Community organizations and nonprofits - Western Michigan University, WMed Innovation Center - Urban Alliance - EDOs - W.E. Upjohn Institute - Local community foundations - Anchor institutions with federal hiring requirements - Black Wall Street Kalamazoo
<p>Timeframe: Action step 1 in Years 1 through 5 Action step 2 in Years 2, 3, & 4 Action step 3 in Years 3, 4, & 5</p>	<p>Alignment with SWOT and Existing Plans: Strengths: philanthropy; higher educational institutions Weaknesses: resources not widely used; lack of agreement on community priorities; lack of diverse participation in community planning; lack of diversity and inclusive culture in some areas of the region; lack of living wage jobs; need for more corporate participation in workforce development programs; repetitive programs instead of partnerships</p>
<p>Estimated Costs:</p>	<p>Potential Funding: Local:</p> <ul style="list-style-type: none"> - Community foundations - W.K. Kellogg Foundation

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	State: - Going PRO Talent Fund Federal: - DOL
Metrics: <ul style="list-style-type: none">- Participation in workforce development and training programs- Changes to racial and gender gaps in education, un/employment, incomes, and poverty rates	Expected Impacts and Outcomes: <ul style="list-style-type: none">- Increased diversity of participants in workforce training and education programs- Anchor institutions have improved ability to recruit from diverse pool- Successful workforce development models are replicated in other partnerships

Other Strategies for Goal 3:

- Regularly share data on (in)equity with regional employers and partner organizations (overlap with Goal 2)
- Develop pilot projects with funded research
- Increase entrepreneurship support
- Improve marketing of existing programs to increase participation of currently marginalized groups
- Promote CTE and workforce training programs that are adaptable and consider every student's needs
- Help partners develop mentorship programs, apprenticeships, and any opportunity to help high school students learn about career ladders, occupational umbrellas, jobs, pay, and skills needed in the labor market
- Improve SMPC's partnerships with organizations that serve marginalized and minority communities
- Increase technical and financial resources available to regional partners to expand broadband access, affordability, and usage in their communities

- Need more seed capital for entrepreneurs and financial resources for small businesses; potentially Ka-Zoo Angels
- Small businesses need technical assistance to help moving their commerce online
- EDOs work with businesses to adopt inclusive procurement processes, like those required of large anchors who receive federal funding. Create the demand for minority- and women-owned businesses; use market levers to drive change
- Create pathways for people to reenter the workforce, and to restart training programs
- Trade programs and business training specifically for people of color
- Overcome scarcity mindset to increase collaboration
- Increase anti-racist training and policies across governments and organizations
- Capacity building and funding support for community economic development in communities of color

<p>Goal 4: Support the maintenance and augmentation of housing that meets the needs of the region’s current and future residents.</p>	
<p>Priority Strategy: Provide housing solutions during SMPC planning work by identifying potential zoning and policy improvements that reduce barriers to residential development.</p>	
<p>Action Steps:</p> <ol style="list-style-type: none"> 1. SMPC works with each county in the region to prepare a housing plan. 2. SMPC uses county housing plans and Upjohn Institute research to identify overlapping goals, issues, priorities, potential partners and solutions for the entire region. 3. SMPC works with county and local governments to implement zoning and policy improvements to reduce barriers to residential development. 	<p>Potential Partners:</p> <ul style="list-style-type: none"> - County governments - Community organizations - Local community foundations - Local municipalities - Michigan Municipal League - Michigan Townships Association - Realtors - Home builder associations - W.E. Upjohn Institute
<p>Timeframe: Action step 1 in Years 1 through 3 Action step 2 in Years 3 & 4 Action step 3 in Years 4 & 5</p>	<p>Alignment with SWOT and Existing Plans: Strengths: Growing residential demand in downtowns; philanthropy; low cost of living Weaknesses: Lack of affordable housing; struggling downtowns in small rural areas; uncertainty of government revenues</p>
<p>Estimated Costs: Housing Plans - \$10,000 to \$20,000 each SMPC staff time</p>	<p>Potential Funding:</p> <p>Local:</p> <ul style="list-style-type: none"> - County governments - Community foundations - County Land Banks <p>State:</p> <ul style="list-style-type: none"> - MSHDA <p>Federal:</p> <ul style="list-style-type: none"> - NMTC, LIHTC - HOME - Opportunity Zones
<p>Metrics:</p> <ul style="list-style-type: none"> - Housing units created in each county annually - Severely cost/rent burdened households by census tract 	<p>Expected Impacts and Outcomes:</p> <ul style="list-style-type: none"> - Increased number of housing units developed in each county - Reduced barriers for developers who wish to build homes in the region

<p>Goal 4: Support the maintenance and augmentation of housing that meets the needs of the region’s current and future residents.</p>	
<p>Priority Strategy: Facilitate partnerships that overcome feasibility gaps in residential development, especially engaging employers.</p>	
<p>Action Steps:</p> <ol style="list-style-type: none"> 1. SMPC researches local issues that affect housing affordability, mobility, equity, stability, and access. SMPC identifies best practices for housing policies, developer incentives, and overcoming funding barriers. 2. SMPC uses research to educate local governments and EDOs about impacts of housing development and best practices. 3. EDOs and local governments use this knowledge to work with anchor institutions and employers, to engage them in programs that provide down payment or rental assistance for their workers. 4. SMPC works with EDOs and local governments to keep up to date on best practices and potential challenges. 	<p>Potential Partners:</p> <ul style="list-style-type: none"> - Anchor institutions and large employers - EDOs - County governments - Local governments - Tribal governments
<p>Timeframe: Action step 1 in Year 1 Action step 2 in Years 2 through 5 Action steps 3 & 4 in Years 3 through 5</p>	<p>Alignment with SWOT and Existing Plans: Strengths: Food processing and medical device manufacturing firms Weaknesses: Costs and complexity associated with redevelopment of existing assets; lack of affordable housing; need for social supports for workforce development programs</p>
<p>Estimated Costs: SMPC staff time</p>	<p>Potential Funding: Local: <ul style="list-style-type: none"> - Anchor institutions - EDOs - Local governments State: <ul style="list-style-type: none"> - MSHDA Federal: <ul style="list-style-type: none"> - Opportunity Zones - NMTC </p>

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<p>Metrics:</p> <ul style="list-style-type: none">- Housing units created in each county annually- Severely cost/rent burdened households by census tract	<p>Expected Impacts and Outcomes:</p> <ul style="list-style-type: none">- Employers adopt new strategies to aid their employees in their housing search- Increased number of housing units developed in each county- Reduced barriers for developers who wish to build homes in the region
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Other Strategies for Goal 4:

- Create a regional housing plan that addresses the housing needs of current and future residents
- Increase SMPC's community partnerships that promote homeownership opportunities and housing that allows people to continue participating in their communities
- Increase regional partners' capacity to help develop smaller, more affordable home ownership options for seniors and workers

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Goal 5: Strengthen infrastructure that is critical to the success of the region, particularly for transportation and broadband.	
Priority Strategy: Increase broadband access, availability, and adoption with planning, data collection, pilot projects, and by working closer with regional broadband providers and stakeholders.	
Action Steps: <ol style="list-style-type: none"> 1. Organize regional stakeholders around increasing broadband access and affordability 2. Implement broadband planning that will address not only access but also adoption and affordability issues 	Potential Partners: <ul style="list-style-type: none"> - Internet service providers (ISPs) - Local jurisdictions - Schools and Educational institutions - Merit - Connect Michigan
Timeframe: Action steps 1 & 2 in Years 1 through 3	Alignment with SWOT and Existing Plans: Weaknesses: Infrastructure gaps in broadband Plans: Regional Prosperity Plan
Estimated Costs: Regional broadband plan - \$50,000 SMPC staff time	Potential Funding: Local: <ul style="list-style-type: none"> - Schools and educational institutions - Community foundations State: <ul style="list-style-type: none"> - Michigan Department of Technology, Management and Budget Federal: <ul style="list-style-type: none"> - Opportunity Zones
Metrics: <ul style="list-style-type: none"> - Number of organizations, jurisdictions, and networks engaged in planning - Dollars invested in broadband infrastructure projects - Number of digital education and training programs created in the region 	Expected Impacts and Outcomes: <ul style="list-style-type: none"> - Increased success of local jurisdictions at procuring grant funds and financing for broadband investments

Goal 5: Strengthen infrastructure that is critical to the success of the region, particularly for transportation and broadband.	
Priority Strategy: Map transportation and other infrastructure needs across the region	
Action Steps: <ol style="list-style-type: none"> 1. Identify if anyone has done this successfully, potentially in Grand Rapids or other pilot projects 2. Use map of employment hubs to identify key locations and partners. 	Potential Partners: <ul style="list-style-type: none"> - Kalamazoo County Road Commission - Local governments - County governments - EDA

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<ul style="list-style-type: none">3. Gather nonproprietary data sources and evaluate information gaps4. Use maps of infrastructure needs to assist local and county governments with funding applications	
<p>Timeframe: Action steps 1 through 3 in Years 1 & 2 Action step 2 in Years 3, 4, & 5</p>	<p>Alignment with SWOT and Existing Plans: Strengths: Well-connected existing transportation infrastructure Weaknesses: Infrastructure gaps; truck congestion in downtowns Transportation plans:</p>
<p>Estimated Costs: Varied by project</p>	<p>Potential Funding: Local: - State: - MDOT Federal: - Opportunity Zones - EDA</p>
<p>Metrics:</p> <ul style="list-style-type: none">- Dollars of investment in upgrading or maintaining infrastructure assets annually- Jobs created or retained	<p>Expected Impacts and Outcomes:</p> <ul style="list-style-type: none">- Improved targeting of funding applications for infrastructure investments- Improved transportation and freight access for regional businesses

Other Strategies for Goal 5:

- Use implementation planning to focus limited resources on infrastructure improvements that have benefits for multiple users and networks
- Expand SMPC’s capacity to facilitate coordination and collaboration around regional transportation infrastructure

- Invest in cleaning up major brownfields to return them to productive use:
 - o Marshall Mega Site
- Address lack of public transportation in non-metro areas of the region

<p>Goal 6: Attract and retain talent by expanding local government’s ability to support small businesses and enhance quality of life.</p>	
<p>Priority Strategy: Help build capacity of local jurisdictions to identify and implement critical infrastructure and support services for small business growth, entrepreneurship, workforce development, and quality of life initiatives.</p>	
<p>Action Steps:</p> <ol style="list-style-type: none"> 1. SMPC researches and provides data to local governments on regional supply chains, anchor institution strategies, B2B opportunities, and other best practices that support small business growth, entrepreneurship and innovation. 2. SMPC provides education on tax abatement, brownfield redevelopment, economic development strategies, workforce development needs, and incentives to units of local government across the region 	<p>Potential Partners:</p> <ul style="list-style-type: none"> - SWMPF - Local nonprofits - Local community foundations - EDOs - W.E. Upjohn Institute
<p>Timeframe: Action step 1 in Years 1 through 5 Action step 2 in Years 2 through 5</p>	<p>Alignment with SWOT and Existing Plans: Weaknesses: Costs and complexity associated with redevelopment of existing assets; Lack of economic diversity in some communities; Struggling downtowns in small communities</p>
<p>Estimated Costs:</p>	<p>Potential Funding: Local: - State: Federal:</p>
<p>Metrics: -</p>	<p>Expected Impacts and Outcomes: -</p>

Other Strategies for Goal 6:

- Help communities identify, plan for, and promote the amenities and business services they will need to keep workers in the region, especially as work becomes less place-specific after COVID-19
- Help coordinate joint marketing efforts among regional entities that promote existing amenities with a unified vision, especially the small businesses, natural resources and recreation that define the region

- Describe process for making decisions or ranking criteria for projects going forward
 - o Long-term structure and schedule of CEDS committee
 - Structure: Aim for 15-20 committee members representing private, public, and nonprofit sectors, economic development organizations, and other stakeholders in all 4 counties, including at least 1 SMPC board member. After completion of CEDS planning process in January 2021, current committee members will be invited to stay on the committee or recommend others. Committee members have 2-3 year terms or commitments.
 - Function: Purpose of the CEDS committee going forward is to review the annual update before it's sent to the EDA, and to maintain a collaborative platform for economic development activities. SMPC and committee would work together to identify potential funding and educational resources available for economic development; SMPC would compile these resources for committee members to disseminate.
 - Logistics: CEDS committee will meet twice per year, hosted by SMPC. One meeting is used to invite potential partners to learn and discuss ideas for strategies and projects, to provide a place for people to update on projects and/or ask for support with grant or funding applications, and to introduce CEDS work to potential new committee members. The other committee meeting is used to review the annual EDA update, which includes data on performance measures and evaluation metrics, as well as measured progress towards CEDS goals. Meetings will be open to the public via virtual meeting software, with meeting links, minutes, and reports shared on the SMPC website.
- Address how CEDS strengthens regional resilience (EDA requirement)
 - o Action steps, especially enhanced collaboration and communication across sectors, will lead to more robust recovery from effects of COVID-19
 - o Identify and counter vulnerabilities that region may face

- IX. Performance Measures - How will we measure progress? What can we do better?
- Identify key metrics to evaluate progress towards activities of achieving the vision, goals, and objectives. Metrics or the evaluation framework should be based on regional conditions and assets, and reinforce relevant data described in previous sections (summary background, SWOT, action plan)
 - o Job creation and retention (standard) – SMF announcements
 - o Private investment (standard) – SMF announcements
 - o Wealth building metrics (EDA requirement) based on intellectual, individual, social, natural, built environment, political, financial and cultural capital assets.
 - Jobs created and retained – SMF
 - Number of organizations and networks engaged in supporting CEDS goals and objectives – SMPC/Upjohn
 - Participation in workforce development and training programs – Michigan Works, community colleges, ISDs/RESAs
 - o Data on equity (based on 2017 WK Kellogg Fdn. report on Battle Creek)
 - Population growth and decline by different racial groups - ACS
 - Changes to racial and gender gaps in education, un/employment, incomes, and poverty rates - ACS
 - Youth educational attainment, and engagement in the labor market – ACS
 - Severely cost/rent burdened households by census tract – ACS
 - Optional metrics, some sources not yet identified:
 - Change in regional workforce behavior or skills
 - New or improved infrastructure that supports businesses
 - Identify value chains that support wealth-building. Who coordinates these value chains, and their buyers, sources, producers, distributors, technical support and assistance providers?
 - Representation of different racial groups in high-opportunity occupations
 - Share of households without a vehicle – ACS
 - Identify some way to measure/quantify the benefits of greater inclusion and equity to the regional economy, such as effects of residents’ potential higher incomes
 - Annual reports to the EDA
 - o Updates to goals, objectives, strategies
 - o Updates to annual performance measures
 - o Provide data on new projects (funding, leverage, jobs, etc)
 - o Identify projects or action steps in need of implementation and funding support
 - How can we use these data as an opportunity to engage partners, leverage private sector investment, ensure appropriate public sector investment, and increase strength of regional collaborative networks?
 - o Provide updated data in charts, visuals, graphs
 - o Review and discuss annual report with CEDS committee before submitting to EDA
 - o Distribute annual CEDS report to local units of government and EDO partners

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- X. Appendix A: Summary of survey responses
- XI. Appendix B: Summary information of interviews – sectors represented, questions asked, summarized responses
- XII. Appendix C: Answers to poll questions from public meetings

**RESOLUTION AUTHORIZING
THE SMPC CHAIR TO APPLY FOR AND RECEIVE GRANTS**

WHEREAS, the Southcentral Michigan Planning Council (SMPC) seeks to increase its capacity to positively impact the region it serves through grant funding; and

WHEREAS, SMPC has received grants previously: and

WHEREAS, SMPC has pending grant applications; and

WHEREAS, the SMPC Board has traditionally allowed the Chair to sign grant applications, grant awards, and various contracts, now therefore

BE IT RESOLVED BY THE SOUTHCENTRAL MICHIGAN PLANNING COUNCIL that the Board Chair is authorized to sign and submit all documents related to applying for, and receiving, grants.

Effective Date: December 1, 2020

Motion:

Second:

_____, Chairman
Southcentral Michigan Planning Council



Southcentral Michigan Planning Council

300 South Westnedge Avenue · Kalamazoo, Michigan 49007

Phone: (269) 385-0409 · Fax: (269) 343-3308 · Email: info@smpcregion3.org

FY 2021 SMPC Strategic Plan

Mission

SMPC is a regional planning organization that aims to improve the economic, environmental, and fiscal health of member organizations through education, transportation planning, regional and local planning, economic development, research, and efficient local staffing.

Vision

SMPC provides valuable services and support that help organizations in the region achieve prosperity and overcome barriers to multijurisdictional cooperation.

Goals & Objectives

- Align SMPC activities with members' goals and needs
 - o Examine consistencies/overlaps of SMPC activities with regional partners, and identify areas where SMPC can provide assistance
 - Inventory regional workforce development initiatives and identify gaps in service that need funding support
 - Map broadband access, affordability, and adoption in the region
 - o Ensure SMPC services meet the needs of member governments by regularly soliciting evaluations of SMPC work
- Increase capacity of local governments and nonprofit organizations
 - o Through education, increase the capacity, skill, and abilities of local organizations
 - o Connect local organizations to outside resources or educational opportunities that may increase capacity
- Increase awareness of SMPC across the region
 - o Develop and implement a communication strategy in 2021 provide periodic updates on SMPC work to planning commissions
 - o Complete 2020 CEDS and achieve Economic Development District designation
- Promote regional prosperity, recovery, and resiliency
 - o Create and disseminate a regional COVID-19 recovery plan
 - o Create vision for success in the region
 - o Define and share ideal roles for local organizations
 - o Create an inventory of available local, state, and national resources
 - o Support local government initiatives around housing, workforce development, broadband, equity and resiliency with best practices and planning services
 - o Increase collaborative efforts to support and inform stakeholders
- Assist local units of government with limited resources
 - o Provide an inventory of funding opportunities that may support local government projects and regional programs
 - o Provide data and research to support local government decision-making
 - o Provide an inventory of local plans to anticipate planning service needs
 - o Provide fee-based services

- Assist state departments with service delivery
 - Already in place:
 - ✦ MDOT
 - ✦ MEDC
 - Explore other opportunities for funded service delivery
- Increase members' and SMPC access to local, state, and federal funding
 - Increase partners' awareness of and capacity to apply for available funding opportunities
 - Provide technical assistance with grant applications and administration
 - Achieve designations that will increase access to funding sources
 - ✦ Community Development Corporation, Economic Development District
- Create and implement regional or multi-jurisdictional plans
 - Create a broadband plan that identifies gaps in access, affordability, and adoption as well as opportunities to increase investments in broadband infrastructure
 - Research feasibility of a regional housing plan
 - Support regional convening, collaboration, and communication networks