

# Southcentral Michigan Planning Council

300 South Westnedge Avenue · Kalamazoo, Michigan 49007

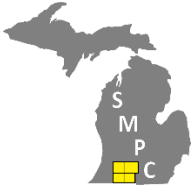
Phone: (269) 385-0409 · Fax: (269) 343-3308 · Email: [info@smpcregion3.org](mailto:info@smpcregion3.org)

## Board Meeting Agenda

**MEETING DATE:** Tuesday, January 12, 2021  
**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
  - a. Board openings for Branch, Kalamazoo, and St. Joseph Counties
3. Approval of the Agenda **[Action]**
4. Approval of the Minutes **[Action]**
5. Public Comments
6. Acceptance of the Financial Report
  - a. Presented at the February Meeting
7. Transportation
  - a. KATS report
  - b. KATS Invoices [information only]
8. Comprehensive Economic Development Strategy / EDA
  - a. Action on the CEDS Plan Draft **[Action]**
  - b. Update on the capacity building grant application
9. 2021 Work Plan
  - a. Review and provide comment on the 2021 Work Plan
10. Local Government Assistance and Planning Activities
  - a. Regional broadband discussion
  - b. Update on regional Housing Toolkit
    - i. [plan4housing.org](http://plan4housing.org)
  - c. Update on St. Joseph County Housing Plan
  - d. Updates on various other projects
11. Staff Report/Other:
  - a. Monthly Correspondence
  - b. Review Kalamazoo County Solid Waste Plan and provide comment (if necessary)
12. Representative Comments
13. Action: Adjournment

**Next Meeting:** February 2, 2021



# Southcentral Michigan Planning Council

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

## Board Meeting Minutes

**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
  - a. The Chair called the meeting to order at 11:37am.
2. Representative Attendance (call in location)
  - a. Bomba (Battle Creek), Carahaly (Richland), Grieve (Schoolcraft Twp.), Hazelbaker (Coldwater), Kale (Homer), Morse (Texas Twp.), Pangle (Mendon)
    - i. Woodin has requested that his board position be filled by St. Joseph County Commissioners.
  - b. KATS: Stepek, (Ali) Townsend, and Nagler
  - c. SMPC staff: Adams and Trueblood Others:
  - d. Jarnefelt
3. Approval of the Agenda
  - a. Adams has added invoice information to the Transportation section of the agenda.
  - b. The agenda was approved by unanimous consent at 11:42am.**
4. Approval of the Minutes
  - a. The minutes from the October 27<sup>th</sup> board meeting were approved by unanimous consent at 11:43am.**
5. Public Comments
  - a. None were offered.
6. Acceptance of the Financial Report
  - a. The representatives discussed the Michigan Association of Regions dues invoice. The chair explained that these dues were removed from the 2021 SMPC budget at a previous meeting in order to push for organizational change in MAR. The chair mentioned that SMPC also collects dues from county governments, and this presents an opportunity to regularly share SMPC's successes. Adams stated that MAR has formed several subcommittees to identify potential paths forward for the organization, and that the subcommittees agreed that the MAR annual meeting is the deadline for deciding on the long-term structure, staffing, and plan for the organization; furthermore MAR has agreed to more frequent meetings, lobbying, and more collective action. Adams wants to maintain SMPC's membership for 2021 year with expectations that milestones will be met by the MAR annual meeting. Grieve asked about the MAR website, and Adams stated that a subcommittee has been assembled to revamp it. Carahaly stated that SMPC funds are public and should be used responsibly. Kale asked what has been gained by MAR membership. Adams stated that MAR provided support when SMPC was reorganized, but the value has since plateaued, and yet, Adams believes there is still potential value for a statewide organization to address shared priorities, networking, and resource sharing, and that the group is making progress. Pangle and Carahaly discussed paying half the dues and revisiting the remainder later in the year if changes are made. Stepek asked whether SMPC would still have a seat at the table for reorganization if dues aren't paid, and Adams said that it is unclear but that he would likely have to resign his officer position.

- b. *Kale moved to pay the dues in full and to evaluate progress as described at the time of the MAR annual meeting. Grieve seconded the motion. No further discussion was had. **By unanimous consent, the motion passed at 12:11pm.*** The Chair thanked staff and representatives for their contributions.

## 7. Transportation

- a. Nagler reviewed the KATS report, stating that KATS finished PASER ratings, and began scheduling rural local task force meetings to establish by-laws and officers. Several projects have been scheduled with slight budget reductions that should be able to be handled administratively. He stated that next year KATS will have to review the TIP. KATS is also polling road agencies on behalf of TAMC about how to support them with training and adjust regulations to allow PASER ratings to occur. On behalf of the MPO, KATS participates in monthly meetings with Michigan Transportation Planning Association. Adams stated that MAR met with Roger Belknap (MDOT) to discuss how to continue transportation asset management through the regional planning organizations, and Stepek stated that he and the MTPA supports continuing to do ratings through contractors hired by local units instead of taking those funds away from planning organizations. Stepek introduced Ali Townsend as a new KATS staff member. Stepek stated that 10 days remain for gaining a federal continuing resolution for the road budget, but if it is not received then projects will be delayed. Adams stated to representatives that KATS's final invoices are included in the meeting packet.

## 8. Comprehensive Economic Development Strategy / EDA

- a. Staff provided an update on the CEDS work conducted to-date. Adams reviewed the draft CEDS included in the meeting packet, stating that the CEDS is intended to be more graphic and bulleted than text-based, and that the document covers the main elements that will be included. Trueblood asked for SMPC board representatives to provide feedback on the economic analysis, action plan, and performance measures, and invited representatives to the next public CEDS meeting on Wednesday, December 9<sup>th</sup>. She also stated that SMPC board would need to approve the CEDS in January before it is sent to the EDA.
- b. Adams asked representatives to push back the January SMPC meeting to allow representatives and the CEDS committee more time to review. *Pangle moved to push back the January meeting to Jan 12. Morse seconded. **The motion was approved by unanimous consent at 12:33pm.***
- c. Adams provided an update on the EDA capacity building grant application. SMPC submitted additional materials requested by the EDA at the end of October. SMPC is in frequent communication with the EDA representative to keep the organization front of mind. Adams is anticipating that EDA will want a resolution from the board to accept the grant.
- d. Adams has drafted a grant acceptance resolution that allows the board chair to apply for and accept the grant if the EDA requests it. The draft was included in the board packet for representatives to review. *Morse moved to approve the resolution authorizing the chair to apply for and receive grants. Pangle seconded. **The motion passed by unanimous consent at 12:37pm and the resolution was approved.***

## 9. Strategic Plan

- a. Adams reviewed the 2021 Strategic Plan, which shapes the priorities of SMPC work. He presented the updates made from representatives' feedback. Carahaly stated that the plan seems ambitious, and asked about the timeframe. Adams said he anticipates the plan will cover a couple years, and that the plan should be achievable and ambitious, but could be dated and not tied to a fiscal year. Morse said that additional resources and broader collaboration around housing and broadband could help to achieve ambitious goals. Carahaly asked about the goal to achieve a community development corporation, and Adams stated that this is a gap in the region that SMPC may be able to fill someday.
- b. *Pangle moved to adopt the SMPC strategic plan with suggested edits. Kale seconded. **The motion passed by unanimous consent at 12:48pm.***

## 10. Local Government Assistance and Planning Activities

- a. Adams updated the representatives on regional broadband discussions. Calhoun County has received informal proposals from groups that do broadband planning and will next assemble resources to produce those plans. Adams anticipates replicating their broadband planning process in the other three counties, so that plans are all similar and can create a comprehensive regional plan. Staff have also been assembling volunteers for a broadband planning committee.

- b. Adams stated that the local marketing firm LKF is helping to build a website for the regional Housing Toolkit, and the work is anticipated to be completed by the end of the year. Adams will email representatives the website link when the project is completed near the end of 2020.
- c. Staff have been working to finalize the St. Joseph County Housing Plan based on feedback from county stakeholders. Adams stated that the planning committee requested guides to help increase collaboration and partnerships, and that LKF is also working on designing the guides. Adams anticipates the county housing plan and guides will be completed by the end of the year.
- d. Adams provided updates on various other planning projects in the pipeline for 2021.

11. Staff Report/Other:

- a. No monthly correspondence was received.
- b. Drost reported electronically that SMF will apply to be the administrator of additional CARES Act funding recently made available. The funding will be narrowly targeted to specific types of businesses and distributed through prosperity regions.

12. Representative Comments

- a. Morse thanked the representatives for the opportunity to serve and wants to support the work of the board in the future at the statehouse. The Chair thanked Morse for her support.
- b. Kale reported that Frisbie has been working nights on ambulatory services, and congratulated Morse.
- c. Hazelbaker reported progress on the Branch County Jail.
- d. Grieve congratulated Morse.

13. Adjournment

- a. The Chair adjourned the meeting at 1:02pm.

**Next Meeting:** January 12, 2021



## 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: December 28, 2020  
SUBJECT: Southcentral Michigan Planning Council Report

During the month of December 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:

- Participated in the December monthly Rural Task Force conference call with MDOT Planning
- Created meeting materials for and facilitated virtual County Local Rural Task Force meetings for the five counties in Region 3
- Generated and posted draft minutes of County Local Rural Task Force meetings on the SMPC Website's Transportation page
- Scheduled a meeting of the full Rural Task Force #3. Meeting was held on December 21, 2020
- Created materials for and facilitated virtual meeting of Rural Task Force #3
- Generated and posted draft minutes of the December 21, 2020 Rural Task Force #3 meeting.
- Updated the fiscal constraint spreadsheet with revised project information for Rural Task Force #3 following the December 21 meeting

Anticipated future activities include:

- Updating project data in JobNet for the 2021 – 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
- Facilitating meetings of other Rural or Small Urban Task Forces as needed
- Work on scheduling and performing PASER rating of all federal aid roads in the five counties in Region 3. The Transportation Asset Management Council has issued revised requirements for the makeup of rating teams that gives more flexibility in light of the ongoing COVID-19 pandemic. KATS staff have started polling road agency staff on their preferences for participation

# 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. 2021-0020/Z1-1

To: Southcentral Michigan Planning Council

Billing Period: 10/1/20 - 12/31/20

Lee Adams, Executive Director

Final: No

300 South Westnedge Ave.

Invoice Date: 1/4/2021

Kalamazoo MI 49007

Authorization: 2021-0020/Z1

Implementation of the FY2021 Regional Transportation Planning Services Work Plan

Salaries	\$481.29
Fringes	\$211.58
Indirect	\$137.50
Total Amount Requested	\$830.37

**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. 2021-0020/Z1-1

Implementation of the FY2021 Regional Transportation Planning Services Work Plan (Z1)

Billing Period: 10/1/2020 - 12/31/2020  
Contract Authorization: 2021-0020/Z1

Task	Description	Salaries	Fringes	Indirect	Direct	Current Billing
3101	Program Management	208.32	54.74	52.20		315.26
3102	Technical Assistance to MDOT	29.76	7.82	7.46		45.04
3103	Technical Assistance to Member Agencies	243.21	149.02	77.84		470.07
3104	Access management	-	-	-		-
3105	Pure Michigan Byway Program	-	-	-		-
3106	Mon-Motorized Mapping and Investment Plan	-	-	-		-
3107	Rural Safety Planning	-	-	-		-
Total		481.29	211.58	137.50	-	830.37

Task	Description	Current Billing	Prior Billings	YTD	Budget	Remaining	Percent Complete
3101	Program Management	315.26		315.26	7,740.00	7,424.74	4.07%
3102	Technical Assistance to MDOT	45.04		45.04	4,160.00	4,114.96	1.08%
3103	Technical Assistance to Member Agencies	470.07		470.07	5,200.00	4,729.93	9.04%
3104	Access management	-		-	260.00	260.00	0.00%
3105	Pure Michigan Byway Program	-		-	260.00	260.00	0.00%
3106	Mon-Motorized Mapping and Investment Plan	-		-	520.00	520.00	0.00%
3107	Rural Safety Planning	-		-	2,860.00	2,860.00	0.00%
Total		830.37	-	830.37	21,000.00	20,169.63	3.95%

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

Kalamazoo Area Transportation Study  
Southcentral Michigan Planning Commission

**Progress Report for:**

**Oct - Dec 2020**

Implementation of the FY 2021 Regional Transportation Planning Work Program

Contract: 2021-0020 /Z1

**3101 Program Management**

- SMPC Meeting; Memo
- Quarterly Invoicing and Progress Reporting
- FY21 Invoicing Billing Calculations and Templates
- SMPC Memo

**3102 Technical Assistance to MDOT**

- Email Correspondence with MDOT Planning

**3103 Technical Assistance to Member Agencies**

- Technical Assistance to Local Agencies, On-Line Mapping
- SMPC Meeting

**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**

- No work was completed in this work element



**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. 2021-0020/Z2-1

To: Southcentral Michigan planning Council

Lee Adams, Executive Director

300 South Westnedge Ave

Kalamazoo, MI 49007

Invoice Date: 1/4/2021

Final: No

Contract No: 2021-0020/Z2

Management of the Rural Task Force and Small Urban programs

Billing period: 10/1/2020 - 12/31/2020

Salaries	\$2,715.09
Fringes	\$801.10
Indirect	\$697.77
Total Requested Amount	\$4,213.96

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. 2021-0020/Z2-1

Management of the Rural Task Force and Small Urban Program

Billing Period: 10/1/20 - 12/31/20  
Contract Authorization: 2021-0020/Z2

Task	Description	Salaries	Fringes	Indirect	Direct	Current Billing
3108	Management of the Rural Task Force and Small Urban Programs	2,715.09	801.10	697.77		4,213.96
3109	Public Involvement and Consultation Process for non-Metropolitan Areas	-	-	-		-
3110	Public Involvement for Air Quality Conformity	-	-	-		-
Total		2,715.09	801.10	697.77	-	4,213.96

Task	Description	Current Billing	Prior Billings	YTD	Budget	Remaining	Percent Complete
3108	Management of the Rural Task Force and Small Urban Programs	4,213.96		4,213.96	16,910.00	12,696.04	24.92%
3109	Public Involvement and Consultation Process for non-Metropolitan Areas	-		-	1,710.00	1,710.00	0.00%
3110	Public Involvement for Air Quality Conformity	-		-	380.00	380.00	0.00%
Total		4,213.96	-	4,213.96	19,000.00	14,786.04	22.18%

**Kalamazoo Area Transportation Study**  
**Southcentral Michigan Planning Commission**

Progress Report For

Oct - Dec 2020

Management of the Rural Task Force and Small Program

Contract: 2021-0020/Z2

**3108 Management of the Rural Task Force and Small Urban Programs**

- RTF #3 Meeting Announcements
- Work on Scheduling Local RTF Meetings
- Quarterly Invoicing and Progress Reporting
- Update Dates for Local County RTF Meetings
- Verify Dates for Local Meetings with Local Agencies
- Update RTF Spreadsheets with Revised Available EDD Funding Numbers
- Public Notification for Local RTF Meetings
- Create and Distribute RTF Local Meeting Materials and Virtual Meeting Invites
- FY21 Invoicing Billing Calculations and Templates
- Rural Task Force Meetings, Monthly Meeting, Local Meetings
- Follow-up on Local RTF Meeting Attendance
- Local RTF Meeting Details, Date/Time Update, Meeting Minutes
- RTF Local Meeting Preparations
- Branch County RTF Meeting
- Meeting Materials for December 21 RTF #3 Meeting, Meeting and Minutes
- RTF #3 Fiscal Constraint Spreadsheet Update
- Update SMPC Website Transportation Page

**3109 Public Involvement and Consultation process for Non-Metropolitan Areas**

- No work was completed in this work element

**3110 Public Involvement for Air Quality Conformity**

- No work was completed in this work element

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

Invoice No. 2021-0020/Z3 - 1

To: Southcentral Michigan Planning Council

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

Invoice Date: 1/4/2021

Final: **No**

Contract Authorization: 2021-0020/Z3  
FY 2021 Asset Management

Billing Period: 10/1/20 – 12/31/20

Salaries	\$0.00
Fringes	\$0.00
Indirect	\$0.00

**Total Requested Amount** **\$0.00**

Prior Billings \$0.00

YTD Total \$0.00

YTD Percent Complete 00.00%

Asset Management FY2021

<b>I. Training Activities -3111.1</b>	<b>Total</b>	<b>\$000.00</b>
-Act 51 Agencies	Total	
Salary & Benefits		
Travel		
Other		
-Kalamazoo Area Transportation Study	Total	
Salary & Benefits		
Travel (Indirect)		
Other (Direct)		
<b>II. Data Collection-(A) Federal Aid System -3111.2</b>	<b>Total</b>	<b>\$000.00</b>
-Invoices from Act 51 Agencies		
-Kalamazoo Area Transportation Study		
Salary & Benefits		
Indirect		
Other (Direct)		
<b>III. Data Collection-(B) Non-Federal Aid System -3111.3</b>	<b>Total</b>	<b>\$000.00</b>
-Invoices from Act 51 Agencies	Total	
-Kalamazoo Area Transportation Study	Total	
Salary & Benefits		
Indirect		
Other (Direct)		
<b>IV. Equipment -3111.4</b>	<b>Total</b>	<b>\$000.00</b>
-Kalamazoo Area Transportation Study	Total	
<b>V. Data Submission -3111.5</b>	<b>Total</b>	<b>\$000.00</b>
-Kalamazoo Area Transportation Study	Total	
Salary & Benefits		
Indirect		
Other (Direct)		
<b>VI. Asset Management Planning &amp; Technical Support -3111.6</b>	<b>Total</b>	<b>\$000.00</b>
-Kalamazoo Area Transportation Study	Total	
Salary & Benefits		
Indirect		
Other (Direct)		
<b>VII. Culvert Mapping (requires pre-authorization)</b>	<b>Total</b>	<b>\$000.00</b>
-Invoices from Act 51 Agencies	Total	\$
-Kalamazoo Area Transportation Study	Total	\$
	<b>Invoice Total</b>	<b>\$000.00</b>

<b>Budget Report</b>		<b>FY21 Budget</b>	<b>YTD Expenses</b>
	<b>Total</b>	55,000.00	000.00
			00.00%

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. 2021-0020/Z3-1

**FY 2021 Regional Asset Management**

Billing period: 10/1/20 - 12/31/20

Contract Authorization: 2021-0020/Z3

Task	Description	Salaries	Fringes	Indirect	Direct	Current Billing
I	Training Activities 3111.1	-	-	-	-	-
II	Data Collection (Federal Aid System) 3111.2	-	-	-	-	-
III	Data Collection (Non-Federal Aid System) 3111.3	-	-	-	-	-
IV	Equipment 3111.4	-	-	-	-	-
V	Data Submission 3111.5	-	-	-	-	-
VI	Asset Mgmt Planning and Technical Support 3111.6	-	-	-	-	-
VII	Culvert Pilot Program 3111.7	-	-	-	-	-
<b>Total</b>		-	-	-	-	-

Task	Description	Current Billing	Prior Billing	YTD	Budget	Remaining	Percent Complete
I	Training Activities 3111.1	-		-			
II	Data Collection (Federal Aid System) 3111.2	-		-			
III	Data Collection (Non-Federal Aid System) 3111.3	-		-			
IV	Equipment 3111.4	-		-			
V	Data Submission 3111.5	-		-			
VI	Asset Mgmt Planning and Technical Support 3111.6	-		-			
VII	Culvert Pilot Program 3111.7	-		-			
<b>Total</b>		-	-	-	55,000.00	55,000.00	0.00%

Kalamazoo Area Transportation Study  
Southcentral Michigan Planning Commission  
**Progress Report for**  
Oct – Dec 2020

**FY 2021 Asset Management**

Contract: 2021-0020/Z3

3111 Asset Management

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- 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. **Data Collection (Federal Aid System) (3111.2)**  
**Act-51 Agencies**
  - No project costs were submitted by Act-51 Agencies**Kalamazoo Area Transportation Study**
  - No work was completed in this work element
- III. **Data Collection (Non-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. **Equipment (3111.4)**
  - No equipment was purchased for the Asset Management Program
- V. **Data Submission (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. **Asset Management Planning and Technical Support (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

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

Invoice No. 2018-0020/Z9 R1 \_ 1

To: Southcentral Michigan Planning Council

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

Invoice Date: 1/4/2021

Final: No

Contract Authorization: 2018-0020/Z9 R1  
FY 2020 Asset Management R1 **Extension**, in FY 2021

Billing Period: 10/1/20 – 12/31/20

Salaries	\$2,693.24
Fringes	\$1,098.09
Indirect	\$752.38

<b>Total Requested Amount</b>	<b>\$4,543.71</b>
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Contract Prior Billings	\$25,436.19
Total Contract Billings	\$29,979.90
Percent Complete	54.51%



FY2020 Extension

<b>I. Training Activities -3111.1</b>	<b>Total</b>	<b>\$537.96</b>
-Act 51 Agencies	Total	
Salary & Benefits		
Travel		
Other		
-Kalamazoo Area Transportation Study	Total	537.96
Salary & Benefits		448.88
Travel (Indirect)		89.08
Other (Direct)		
<b>II. Data Collection-(A) Federal Aid System -3111.2</b>	<b>Total</b>	<b>\$90.08</b>
-Invoices from Act 51 Agencies	Total	
-Kalamazoo Area Transportation Study	Total	90.08
Salary & Benefits		75.16
Indirect		14.92
Other (Direct)		
<b>III. Data Collection-(B) Non-Federal Aid Data Collection -3111.3</b>	<b>Total</b>	<b>\$3,388.56</b>
-Invoices from Act 51 Agencies	Total	
-Kalamazoo Area Transportation Study	Total	3,388.56
Salary & Benefits		2,827.46
Indirect		561.10
Other (Direct)		
<b>IV. Equipment -3111.4</b>	<b>Total</b>	<b>\$0.00</b>
-Kalamazoo Area Transportation Study		
<b>V. Data Submission -3111.5</b>	<b>Total</b>	<b>\$94.75</b>
-Kalamazoo Area Transportation Study	Total	94.75
Salary & Benefits		79.06
Indirect		15.69
Other (Direct)		
<b>VI. Asset Management Planning &amp; Technical Support -3111.6</b>	<b>Total</b>	<b>\$432.36</b>
-Kalamazoo Area Transportation Study	Total	432.36
Salary & Benefits		360.77
Indirect		71.59
Other (Direct)		
<b>VII. Culvert Mapping (requires pre-authorization)</b>	<b>Total</b>	<b>\$0.00</b>
-Invoices from Act 51 Agencies	Total	
-Kalamazoo Area Transportation Study	Total	
	<b>Invoice Total</b>	<b>\$4,543.71</b>

**Budget Report**

	<b>FY20</b>	<b>Contact</b>
	<b>Budget</b>	<b>Total</b>
		<b>Expenses</b>
<b>Total</b>	55,000.00	29,979.90

54.51%

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 R1-1

**FY 2020 EXTENSION Regional Asset Management**

Billing period: 10/1/20 - 12/31/20

Contract Authorization: 2018-0020/Z9 R1

Task	Description	Salaries	Fringes	Indirect	Direct	Current Billing
I	Training Activities 3111.1	348.71	100.17	89.08	-	537.96
II	Data Collection (Federal Aid System) 3111.2	59.52	15.64	14.92	-	90.08
III	Data Collection (Non- Federal Aid System) 3111.3	2,022.40	805.06	561.10	-	3,388.56
IV	Equipment 3111.4	-	-	-	-	-
V	Data Submission 3111.5	48.78	30.28	15.69	-	94.75
VI	Asset Mgmt Planning and Technical Support 3111.6	213.83	146.94	71.59	-	432.36
VII	Culvert Pilot Program 3111.7	-	-	-	-	-
Total		2,693.24	1,098.09	752.38	-	4,543.71

Task	Description	Current Billing	Prior Billing	YTD	FY20 Billing	Total Contract Billed	Budget	Remaining	Percent Complete
I	Training Activities 3111.1	537.96		537.96					
II	Data Collection (Federal Aid System) 3111.2	90.08		90.08					
III	Data Collection (Non- Federal Aid System) 3111.3	3,388.56		3,388.56					
IV	Equipment 3111.4	-		-					
V	Data Submission 3111.5	94.75		94.75					
VI	Asset Mgmt Planning and Technical Support 3111.6	432.36		432.36					
VII	Culvert Pilot Program 3111.7	-		-					
Total		4,543.71	-	4,543.71	25,436.19	29,979.90	55,000.00	25,020.10	54.51%

Kalamazoo Area Transportation Study  
Southcentral Michigan Planning Commission  
**Progress Report for**  
Oct – Dec 2020

**FY 2020 Asset Management R1 Extension, in FY 2021**

Contract: 2018-0020 Z9 R1

3111 Asset Management

- 
- I. **Training Activities (3111.1)**  
**Act-51 Agencies**
- No project costs were submitted by Act-51 Agencies
- Kalamazoo Area Transportation Study**
- RTF Educational Committee Webinar
  - Roadsoft Webinar
  - Asset Management Conference
- II. **Data Collection (Federal Aid System) (3111.2)**  
**Act-51 Agencies**
- No project costs were submitted by Act-51 Agencies
- Kalamazoo Area Transportation Study**
- Contact Local Agencies Re: Fed Aid Rating Next Year
- III. **Data Collection (Non-Federal Aid System) (3111.3)**  
**Act-51 Agencies**
- No project costs were submitted by Act-51 Agencies
- Kalamazoo Area Transportation Study**
- Road Rating- Battle Creek
  - NFA Data Collection Calhoun County
  - Upload NFA Data into Roadsoft
  - Work with BC on Getting Proper Framework for Data Upload
  - Upload NFA Ratings to Roadsoft and do Quality Control
  - Import Local Data Collection into Roadsoft
  - Work with Roadsoft Tech Support on Calhoun County NFA Ratings Problem
  - Upload Ratings to TAMC on IRT
  - Send RS Tech Support LDC File for BC NFA for Fixing/Uploaded new File to TAMC
- IV. **Equipment (3111.4)**
- No equipment was purchased for the Asset Management Program
- V. **Data Submission (3111.5)**  
**Act-51 Agencies**
- No project costs were submitted by ACT-51 Agencies
- Kalamazoo Area Transportation Study**
- Quarterly Invoicing and Progress Reporting
- VI. **Asset Management Planning and Technical Support (3111.6)**  
**Act-51 Agencies**
- No project costs were submitted by ACT-51 Agencies
- Kalamazoo Area Transportation Study**
- Invoicing Billing Calculations and Templates
  - Region TAMC Planning, Rater Discussion
- 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 the Southcentral Michigan Planning Council  
and the W.E. Upjohn Institute for Employment Research

January 2021

Acknowledgments:

This document was prepared with financial assistance from the U.S. 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.

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December 2020

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## Overview

The regional Comprehensive Economic Development Strategy (CEDS) is an opportunity to align regional economic development actors around shared goals and priorities. The aim of the CEDS is to increase collaboration, to bring the region more resources for economic development, to uplift shared priorities, and to prepare the regional economy and workforce for the future. The CEDS is also a timely tool to help the region's businesses recover from the effects of COVID-19, compete in the global economy, and find the workers they need to succeed.

The CEDS goals are intended to guide regional collaboration among stakeholders, as well as leverage partnerships and funding to advance projects that benefit the entire region. From these goals, the CEDS Strategic Direction and Action Plan outlines the relationships, funding, and action steps needed to enable economic development across the region. The action steps leverage involvement of private-sector actors in local projects through the development of shared priorities, funding opportunities, potential projects, and stronger communication and support networks. The CEDS builds upon the existing work of the region's economic development actors while also incorporating new voices.

The CEDS process for Michigan Planning Region 3, representing Branch, Calhoun, Kalamazoo, and St. Joseph Counties, was convened by the Southcentral Michigan Planning Council (SMPC). SMPC is the regional planning organization that serves the four-county area. SMPC and the W.E. Upjohn Institute for Employment Research, as SMPC's administrator, were awarded funding by the Economic Development Administration (EDA) of the U.S. Department of Commerce to complete the CEDS in February 2020. In the future, SMPC will convene stakeholders around the CEDS's goals, assist partners with implementation of strategies, and measure progress toward the completion of the CEDS goals and strategies. SMPC will organize semiannual meetings of the CEDS committee, as well as production of annual reports on the data, goals, and priority action steps identified in this plan. SMPC will also continue its work in serving and increasing the capacity of local units of government and other organizations across the region.

The CEDS is an opportunity not only to identify what is needed in Region 3, but also to highlight the important work around economic development that is already being done. The CEDS will build upon the following ongoing regional efforts:

- EDA-supported projects: Western Michigan University Business and Technology Research Park Phase II in Kalamazoo; Tiger Room Food Business Accelerator in Battle Creek; development of the Comprehensive Economic Development Strategy in 2014 and 2020; Regional Economic Development Strategy for Battle Creek
- Broadband planning in Calhoun County
- New housing millage in Kalamazoo; Upjohn Institute landlord research project; housing plan in St. Joseph County; Plan 4 Housing website
- Upjohn research on identifying in-demand occupations and factors of resiliency



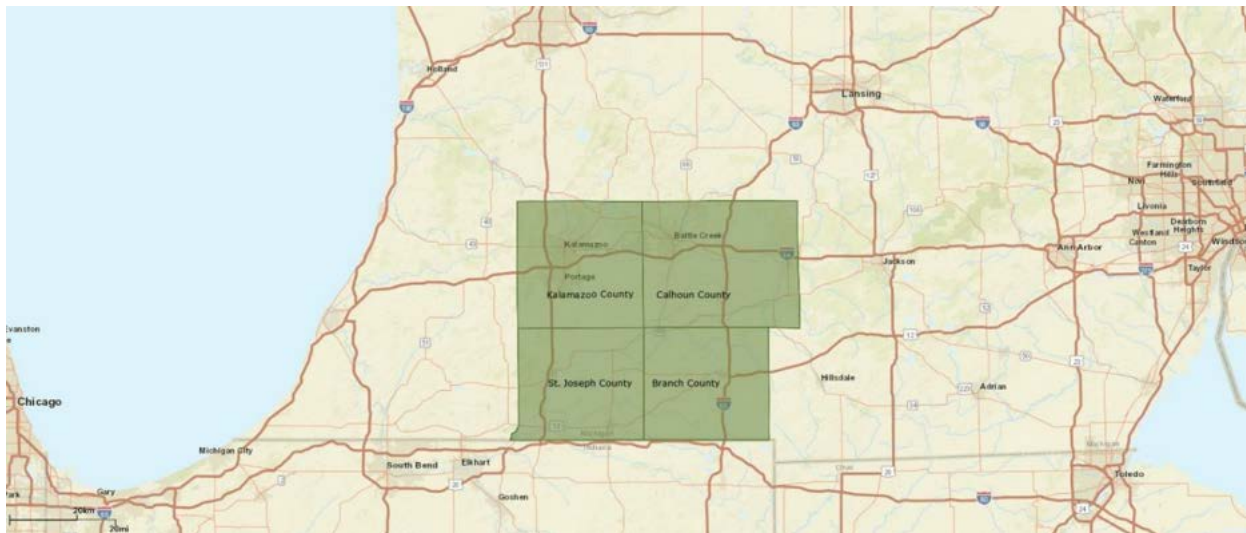
- Youth Village and Washington Heights Catalyzing Community initiatives in Battle Creek
- Regional philanthropy organizations getting more involved in equity and economic development: United Way of Battle Creek and Kalamazoo Region, Kellogg Foundation, Sturgis Community Foundation, Kalamazoo Community Foundation

Recovery from the socioeconomic effects of COVID-19 and building equitable systems of resiliency will be key focus areas of CEDS implementation work in the future as well. Regional employment and business output have been adversely affected by the economic shutdowns and health impacts of COVID-19, and recovery is projected to take several years. Local governments also anticipate not only a few years of reduced budgets and staffing, but increased demand for public services as well. Beyond recovery, this context makes it critical to strengthen regional partnerships and networks that create systemwide resiliency.

The CEDS planning process has helped catalyze regional collaboration around economic development, but implementation of the strategies featured in the Strategic Direction and Action Plan will help strengthen these relationships going forward. The action steps that were prioritized all reinforce the aim of more than one goal, and these steps use partnerships to accomplish tasks. For SMPC, these steps include creating an inventory of workforce training programs and using that to inform workforce training programs; to build relationships with community organizations and businesses around equity; to increase access to, and affordability of, broadband internet; and to improve affordable housing development and access. The implementation of the CEDS will create the platforms needed for welcoming new partners into regional economic development work, for improving access to data and expertise needed to make business decisions, and for supporting the ongoing work of regional organizations. The CEDS committee will look to form new partnerships and select projects that will work toward accomplishing the CEDS goals at its semiannual meetings. SMPC will share meeting information, updates, and reports on goal progress and metrics through its website at [spmcregion3.org/ceds](http://spmcregion3.org/ceds), and will develop the CEDS website as an interactive and useful tool for local governments, economic developers, and businesses.

## Summary Background: The Economic Development Ecosystem and Context in Michigan Planning Region 3

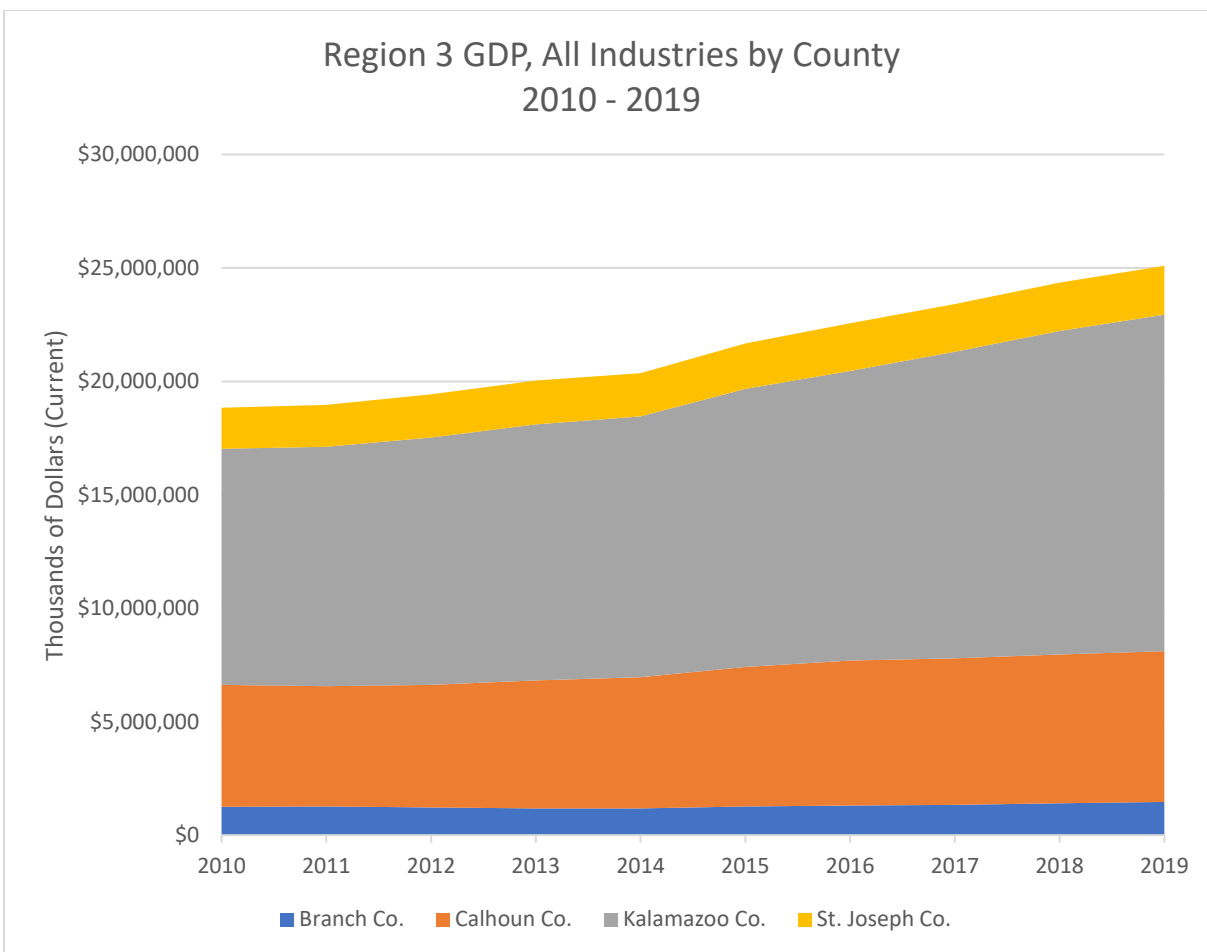
Michigan Planning Region 3 is comprised of four counties: Branch, Calhoun, Kalamazoo, and St. Joseph Counties. There are two metropolitan statistical areas (MSAs), Kalamazoo-Portage and Battle Creek, and two micropolitan statistical areas, Sturgis and Coldwater. Two counties are adjacent to the southern border of Michigan, and the region is approximately halfway between Detroit and Chicago.



### Economic Output

Source: Bureau of Economic Analysis.

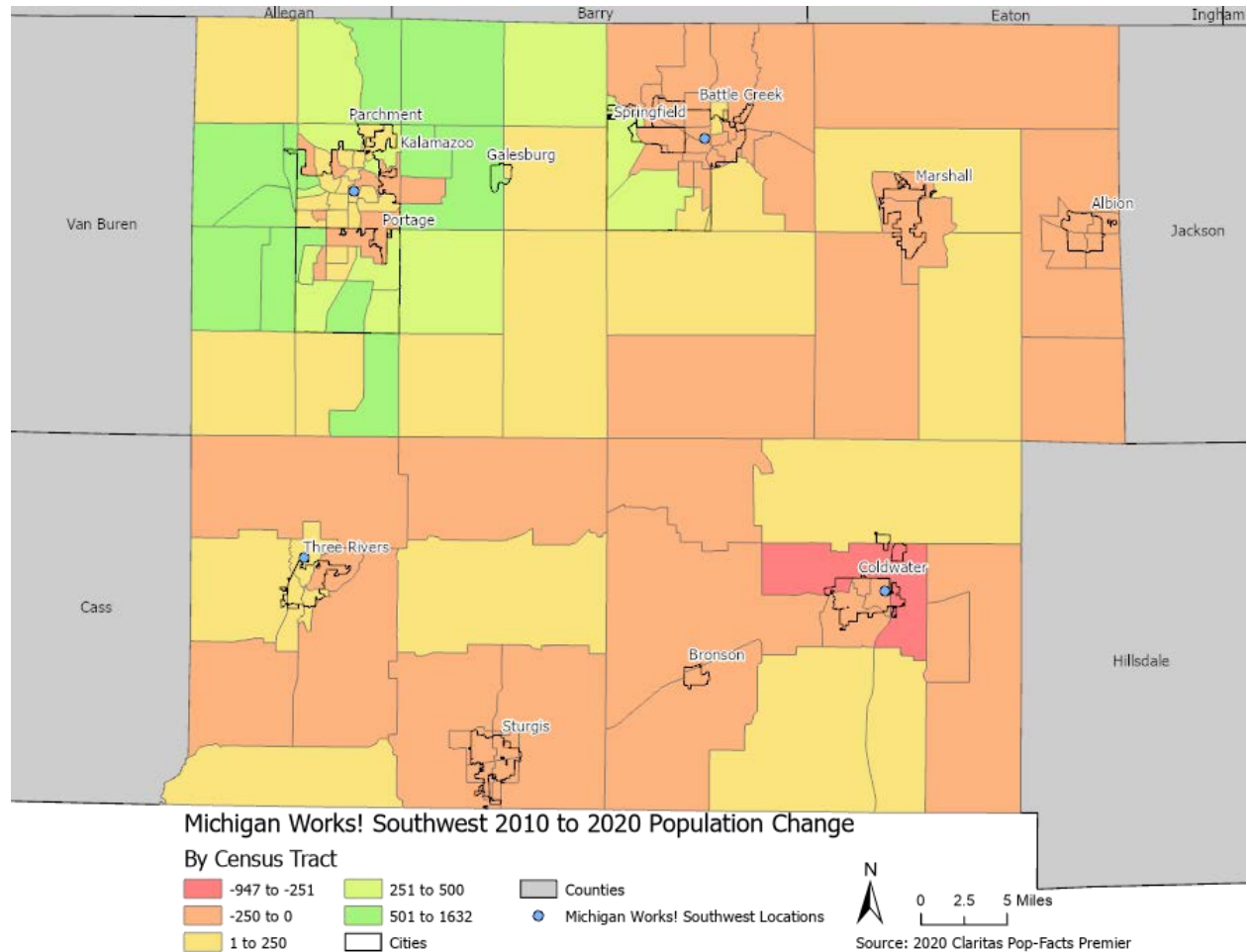
The regional economy has grown steadily over the past 10 years, with a faster rate of growth after 2014, once the region’s industries and labor force had recovered more fully from the effects of the Great Recession. Of the four counties, Kalamazoo has the largest economy and experienced the fastest rate of economic growth in the past ten years, followed in both categories by Calhoun County. Although the per capita personal income (PCPI) has increased consistently in all four counties over the past 10 years, only Kalamazoo County’s PCPI has kept pace with the state’s; the other three counties report per capita personal incomes of between 75 and 90 percent of Michigan’s PCPI.



### Population

Source: Claritas 2020.

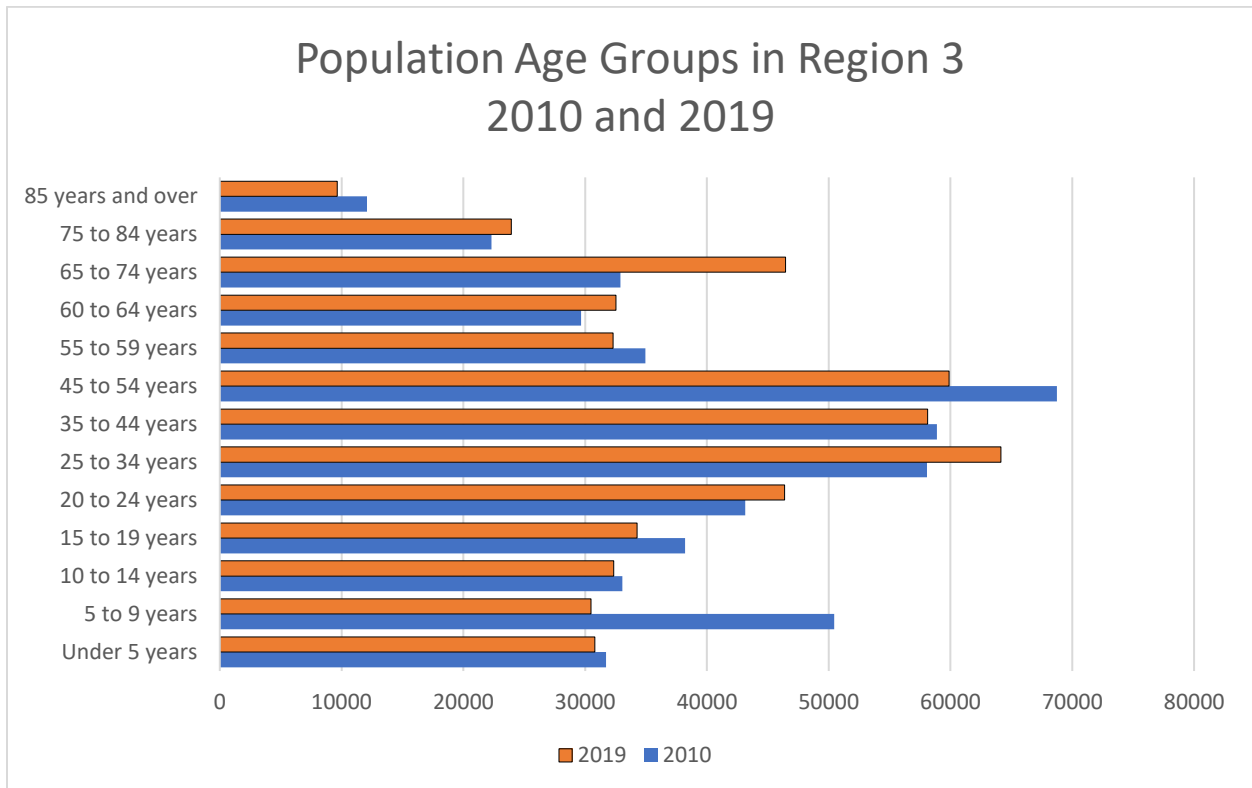
As of 2019, the region’s total population was estimated at 501,306 people. The population has remained relatively stable over the past 10 years, although the demographic makeup and geographic concentration of people has changed in that time. Notably, suburban townships in Kalamazoo County have gained population while rural townships—along with the cities of Coldwater and Battle Creek—have either maintained or lost population.



### Population Age Groups

Source: U.S. Census Bureau, American Community Survey.

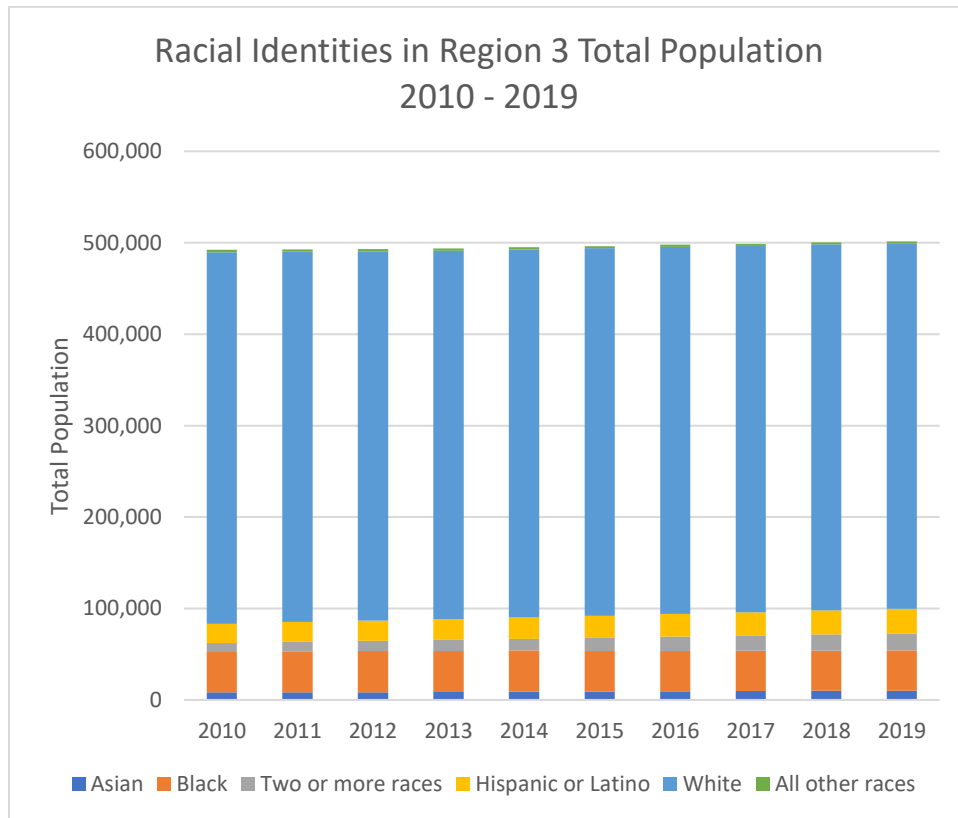
In the past 10 years, young and prime-age workers in the region have declined, while folks in older age brackets have increased significantly. Although an aging population is a national trend, the region needs to contend with this shift to ensure that an adequately sized and skilled labor force is available for the region’s employers in the future.



### Racial Demographics

Source: U.S. Census Bureau, American Community Survey.

While the regional population has traditionally been predominantly composed of white individuals, racial diversity has increased since 2010. This increased diversity is an asset for the region, but stakeholders must adopt new strategies to enable equitable economic development, ensure continued in-migration of skilled workers, and address cultural barriers to inclusion.



## Residential Development Trends, 2015–2019

Source: U.S. Census Bureau, Census Building Permits Survey.

The region overall has experienced slower rates of new home construction during the 2010s than in previous periods. Skilled-trade labor shortages and material cost increases have contributed to the slowdown in construction output. Additionally, the average wage increases of workers in the region have not kept pace with increasing construction costs, thereby decreasing the affordability of newly constructed homes. This context, in addition to delayed maintenance of existing homes, has created a lack of high-quality, affordable housing, which is needed to retain and attract talent for regional employers. Currently, employers and local governments are not coordinated in their approach to solving the problem. The region needs additional actors that can address the need for the development of, and access to, new single-family homes, multifamily owner-occupied units, and rental housing products. The region also needs organizations that can foster smaller-scale, community-driven affordable housing developments. Opportunity Zones, low-income housing, New Markets Tax Credits, and downtown development of rural areas are potential catalyzing tools for this work.

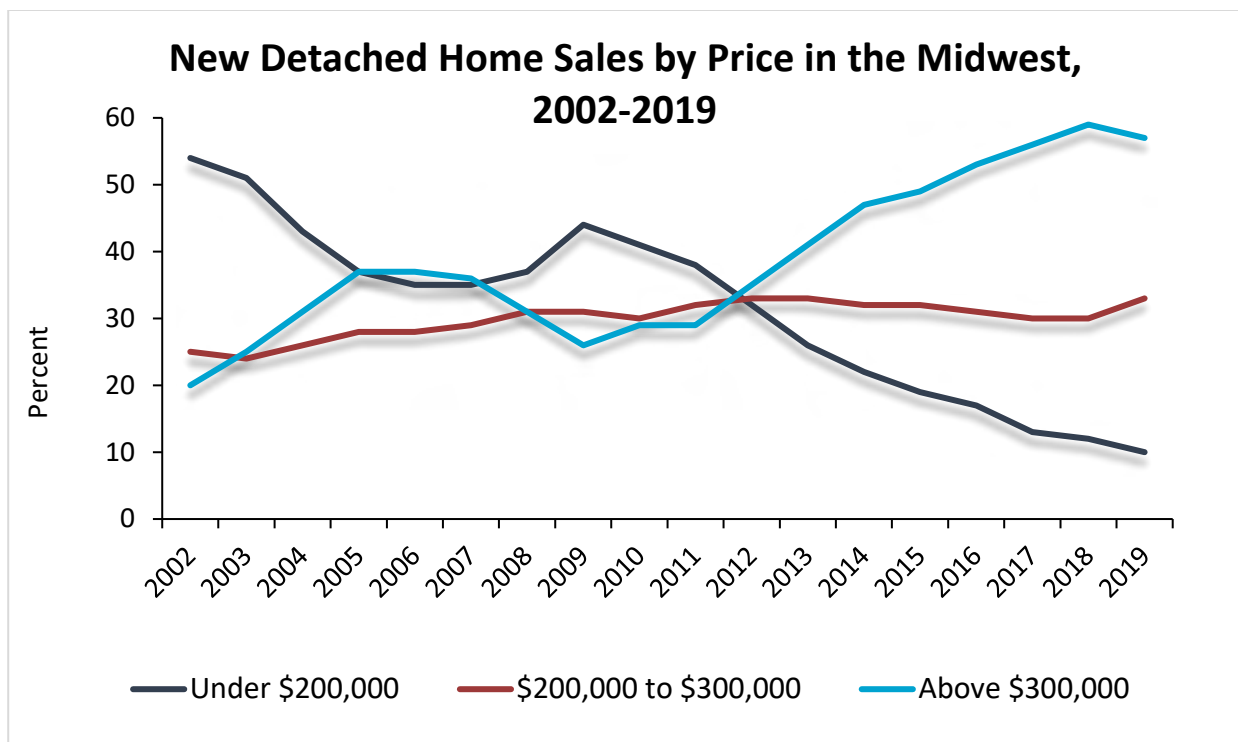
### New Construction Permits by County 2015–2019

	Size	2015	2016	2017	2018	2019
<b>Branch County</b>	1 unit	30	41	82	78	77
	2 units	0	0	2	4	2
	3–4 units	0	0	0	0	0
	5+ units	0	0	0	0	0
<b>Calhoun County</b>	1 unit	59	44	78	54	54
	2 units	0	0	0	0	2
	3–4 units	0	0	0	0	0
	5+ units	0	0	6	0	0
<b>Kalamazoo County</b>	1 unit	369	461	431	352	460
	2 units	46	30	34	34	24
	3–4 units	28	0	12	0	14
	5+ units	48	129	411	74	144
<b>St. Joseph County</b>	1 unit	60	64	64	67	85
	2 units	0	0	0	0	0
	3–4 units	0	0	0	0	0
	5+ units	12	0	0	0	0

### Housing Prices, 2002–2019

Source: U.S. Census Bureau, Characteristics of New Housing.

Higher labor, land, and material costs have slowed new residential construction and increased the prices of new homes, especially since the Great Recession. Developers have chosen to use their limited capacity to build high-priced homes, since these are the most profitable products they can produce. While this allows them to maintain profitability, it limits the market’s ability to provide housing that is affordable to folks with average median incomes. As a result, across the entire region but especially in rural areas, there is a need for both “missing middle” housing such as duplexes, triplexes, and other small multifamily buildings, and affordable homes priced under \$200,000.





## Housing Security, 2010 and 2019

Source: U.S. Census Bureau, American Community Survey.

Households experience varying levels of security, depending on their incomes and housing costs. The U.S. Department of Housing and Urban Development considers housing costs affordable if they are no more than 30 percent of annual household income. A household that spends more than 30 percent of its income on housing expenses is considered cost burdened. The chart below outlines how many, and to what degree, households in Region 3 were housing-cost burdened in 2010 and 2019. While the number of those burdened has decreased since 2010, there are still more than 52,000 households that are cost burdened. High housing costs make households more vulnerable to economic shocks, which can lead to housing instability and negative consequences for employment, education, and health. Regional stakeholders can work to increase housing stability by enabling construction of different housing types in their communities and supporting growth in wages.

<b>Levels of Housing Security in Region 3, All Counties Combined</b>		
	<b>2010</b>	<b>2019</b>
Severely burdened, >50% income towards rent	15,669 households 8.4%	13,424 households 6.9%
Burdened, more than 35% income towards mortgage or rent	34,891 households 18.6%	27,025 households 13.9%
Somewhat burdened, 30–34.9% income towards mortgage or rent	14,269 households 7.6%	11,890 households 6.1%
Comfortable, 20–29.9% income towards mortgage or rent	44,655 households 23.8%	41,387 households 21.3%
Very Secure, <20% income towards mortgage or rent	77,794 households 41.5%	100,346 households 51.7%

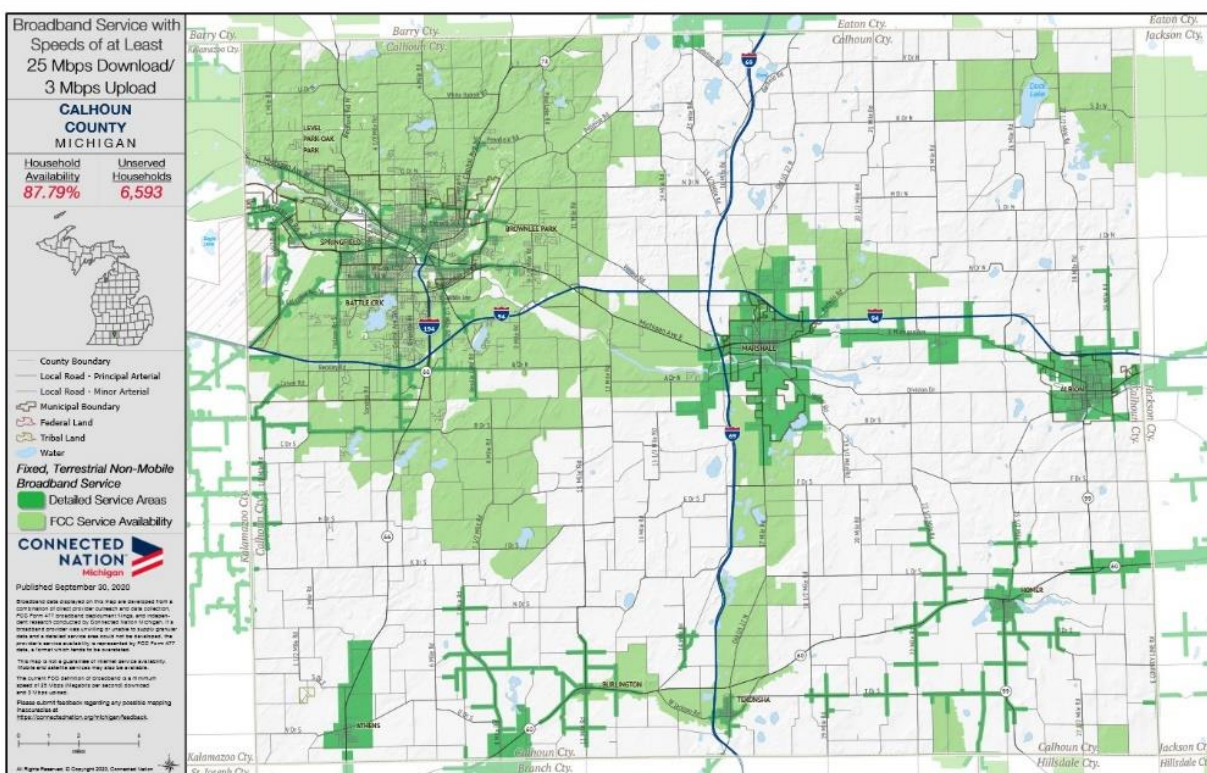
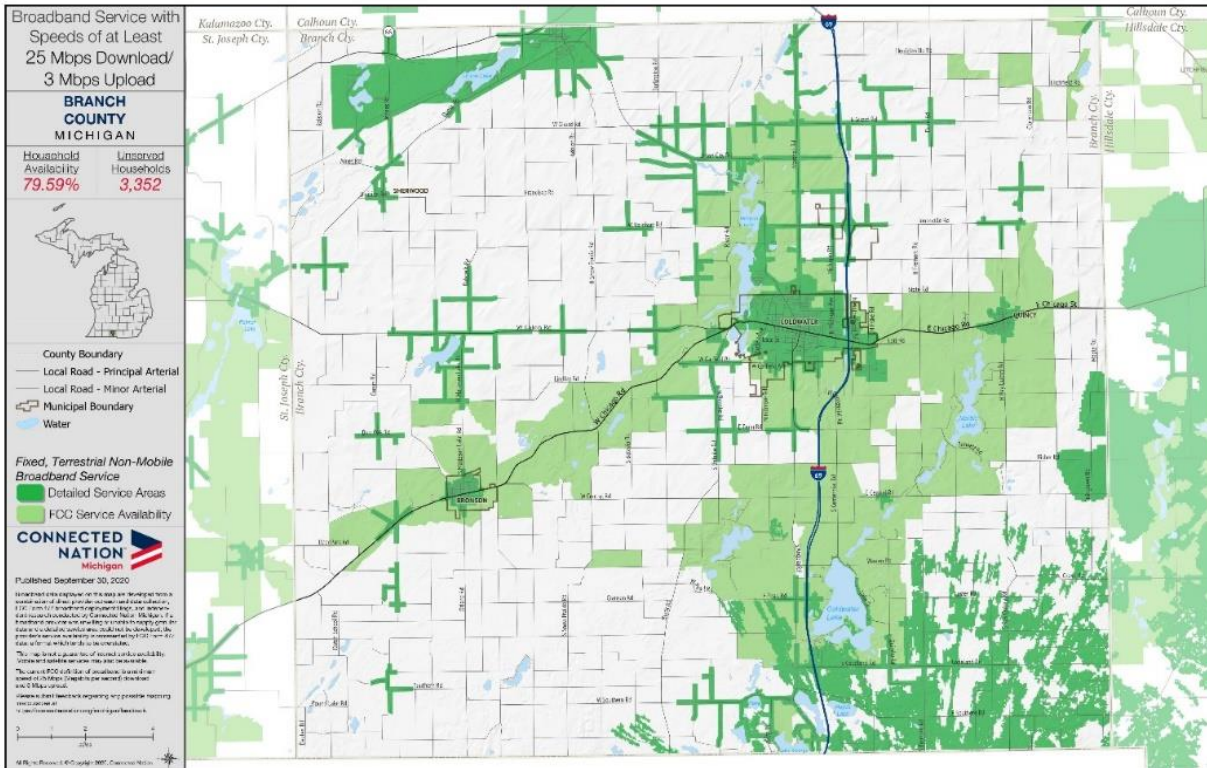
## Infrastructure

Built infrastructure is both an asset and a challenge in the region. While most major roads are in good or fair condition, several need investments to remain economic assets and not negatively impact the flow of goods. Improvements are needed to divert truck traffic from downtowns and ensure a more seamless transition of freight to highway systems. The region also suffers from a lack of comprehensive public transit for residents who do not drive a personal car but who still need to access job opportunities and services. Unfortunately, nearly every jurisdiction across the region struggles with finding adequate funding to support these needed projects.

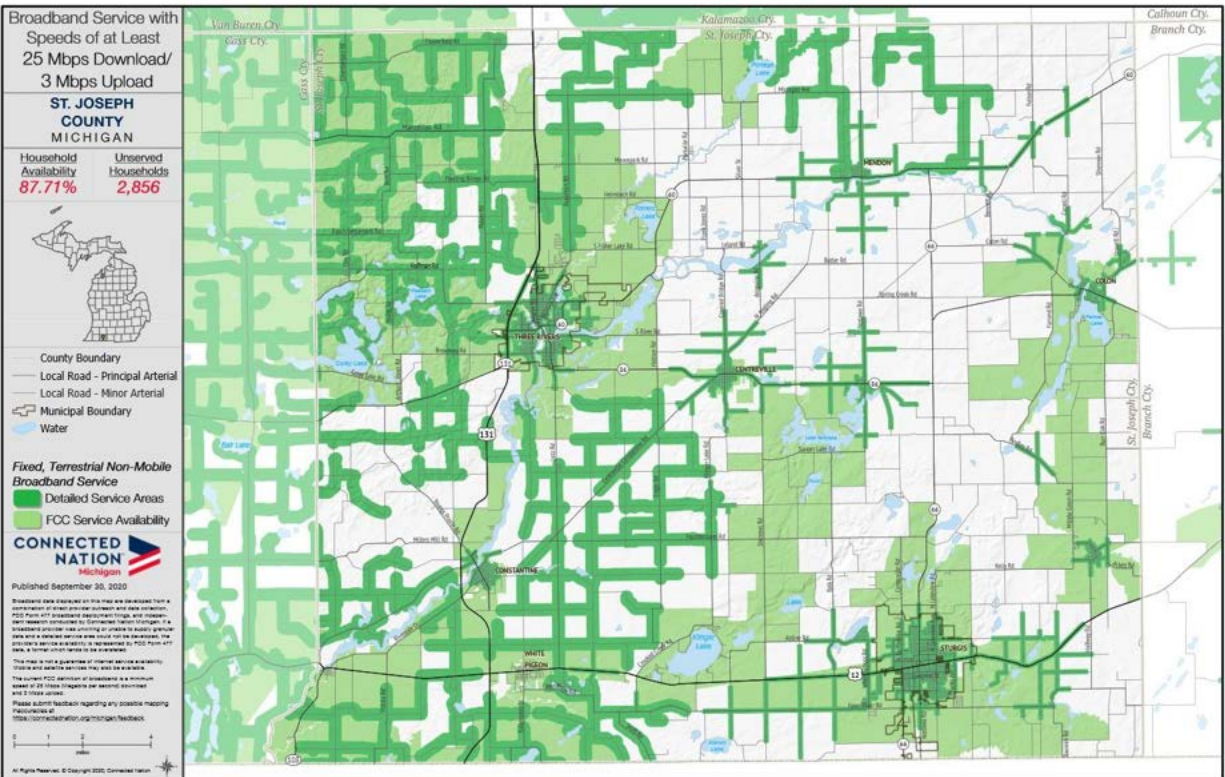
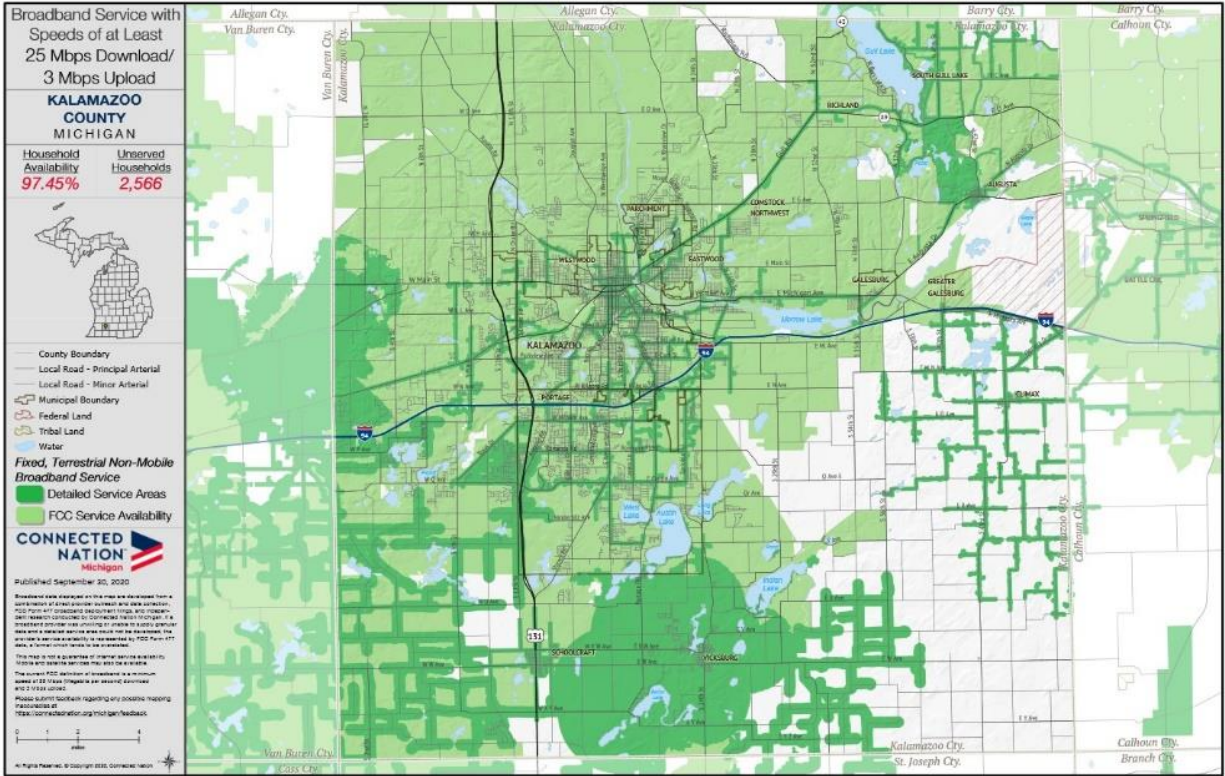
The region is served by several energy companies that supply electricity and natural gas for residential and business customers. While energy supply is adequate for residential and business needs, other types of utilities are often inadequate. Sewer and water utilities are provided by local governments, but several jurisdictions are unable to expand or have reached the capacity of their current systems and are fiscally unable to invest in the upgrades needed to support economic development. Similarly, broadband internet access and adoption is limited in several jurisdictions across the region. Local governments, businesses, school districts, and residents have all recognized the need for expanding affordable internet access, but these stakeholders need assistance to overcome the technical and financial hurdles that prohibit telecommunication companies from investing in their communities. Regional and statewide collaborative platforms are also needed to help organize stakeholders around setting priorities for broadband investment.

- Map or chart of **PASER ratings** forthcoming; see <https://www.mcgi.state.mi.us/tamcMap/#/>

**Broadband Infrastructure**  
Internet Coverage Maps, 25Mbps download/3Mbps upload  
Source: Connect Michigan.

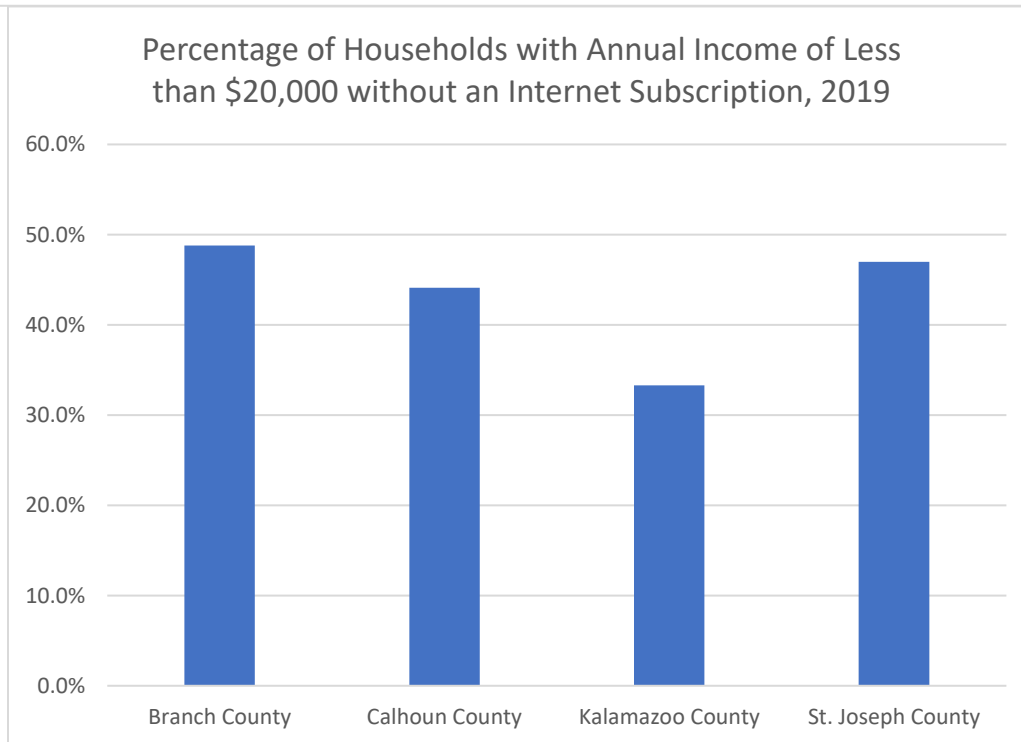
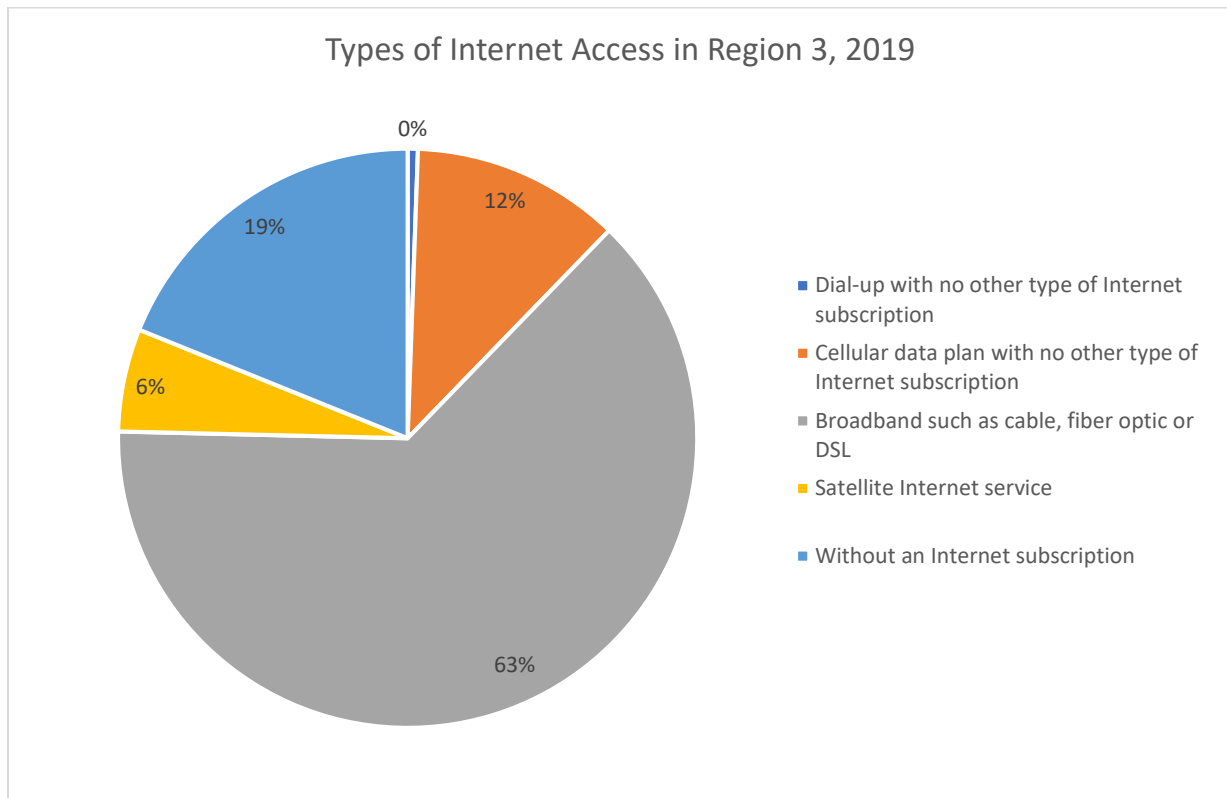


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### Broadband Access

Source: U.S. Census Bureau, American Community Survey.



## Environment

Source: National Wetlands Inventory.

Geographic location is a strategic asset for the region, as the four counties are situated halfway between Chicago and Detroit and traversed by major highways, including I-94, I-69, and US-131. The region contains many acres of prime farmland which are vital for current and future food production and should be preserved. The region is rich in water resources and is at low risk for having climate emergencies. However, the region's many rivers, lakes, and wetlands also constrict the development of certain types of infrastructure and buildings.

- **Map** forthcoming

## Economic Development Resources

This section reviews the organizations that are supporting or practicing economic development across the region, and whose work overlaps with the CEDS goals.

### Regional Economic Development and Business Service Organizations

- Intermediate School Districts and Regional Education Service Agencies
- Southwest Michigan First!
- Small Business Development Center at Western Michigan University
- W.E. Upjohn Institute, Michigan Works!, and SMPC
- Southwest Michigan Procurement Technical Assistance Center
- Foreign Trade Zone 43, serving 14 counties in southwest Michigan
- Michigan Economic Development Corporation, statewide
- Michigan Department of Agriculture and Rural Development, statewide

### Economic Development Organizations and Foundations

These organizations assist with economic development activities in specific jurisdictions. Their activities center on attracting businesses, working with existing companies to maintain their investments, and helping new and prospective companies navigate local government regulations and monetary incentives. Foundations have been included since their work also overlaps significantly with the CEDS goals and priorities.

<ul style="list-style-type: none"> <li>• Cities of Kalamazoo and Portage</li> <li>• Kalamazoo County</li> <li>• Kalamazoo Chamber of Commerce</li> <li>• Downtown Kalamazoo Partnership</li> <li>• Kalamazoo Community Foundation</li> <li>• United Way of Battle Creek and Kalamazoo Region</li> </ul>	<ul style="list-style-type: none"> <li>• Albion Economic Development Corporation</li> <li>• Albion Reinvestment Corporation</li> <li>• Cities of Albion, Battle Creek, and Marshall</li> <li>• Greater Albion Area Chamber of Commerce and Downtown Development Authority</li> <li>• Albion, Battle Creek, Homer, and Marshall Community Foundations</li> <li>• Battle Creek Unlimited</li> <li>• Choose Marshall Area Economic Development Alliance</li> <li>• W.K. Kellogg Foundation</li> </ul>
<ul style="list-style-type: none"> <li>• St. Joseph County EDGE</li> <li>• St. Joseph County, and Brownfield Redevelopment Authority</li> <li>• City of Sturgis</li> <li>• Sturgis Downtown Development Authority</li> <li>• Chambers of Commerce in Sturgis and Three Rivers</li> <li>• Sturgis Improvement Association</li> <li>• Sturgis and Three Rivers Areas Community Foundations</li> </ul>	<ul style="list-style-type: none"> <li>• Branch County Community Foundation</li> <li>• Branch County Economic Growth Alliance</li> <li>• Coldwater Downtown Development Authority</li> <li>• Coldwater Area Chamber of Commerce</li> <li>• City of Coldwater</li> </ul>

**Regional Universities and Community Colleges**

<ul style="list-style-type: none"><li>• Western Michigan University: Southwest Michigan Small Business Development Center, Business and Technology Research Park, Biosciences Research and Commercialization Center, Center for Innovation and Entrepreneurship, Center for Principled Leadership and Business Strategy, Homer Stryker M.D. School of Medicine, and the WMed Innovation Center</li><li>• Kalamazoo College</li><li>• Kalamazoo Valley Community College: Food Innovation Center in Kalamazoo, Groves Campus M-TEC</li></ul>	<ul style="list-style-type: none"><li>• Kellogg Community College: Regional Manufacturing Technology Center in Fort Custer Industrial Park, Eastern Academic Center in Albion</li><li>• Albion College</li></ul>
<ul style="list-style-type: none"><li>• Glen Oaks Community College</li></ul>	<ul style="list-style-type: none"><li>• Kellogg Community College: Grahl Center</li></ul>



# Economic Analysis

This chapter of CEDS works to answer the question “Where are we now?” while looking forward to future economic conditions. This analysis also serves as guide for the Goals and Priority Strategies (pages 59-79).

## Industry Analysis

This section analyzes the business and employment conditions of the most important industries in the regional economy. The analysis first reviews the percentages of regional employment and output that are generated in each two-digit NAICS sector. The analyses and charts then cover the concentrations of industries in the region relative to the United States, their job losses and gains, and their ability to create jobs and investment. Using an economic modeling software, the analysis also reviews employment, as well as economic projections for these industries out to 2035.

Overall, the region's businesses with the greatest economic output are concentrated in export-based industries, which can lead to volatile economic cycles. A coordinated movement on the part of economic development stakeholders and businesses toward more stable industries would help even out those cycles, but that transition can be costly and may also limit the ability of the regional economy to grow through exports. To help determine the best course of action, the CEDS Committee and SMPC staff will track specific industrial metrics annually to ensure that the health of the regional economy improves as the markets for goods and services produced in the region evolve.

- [insert pictures of local industries]

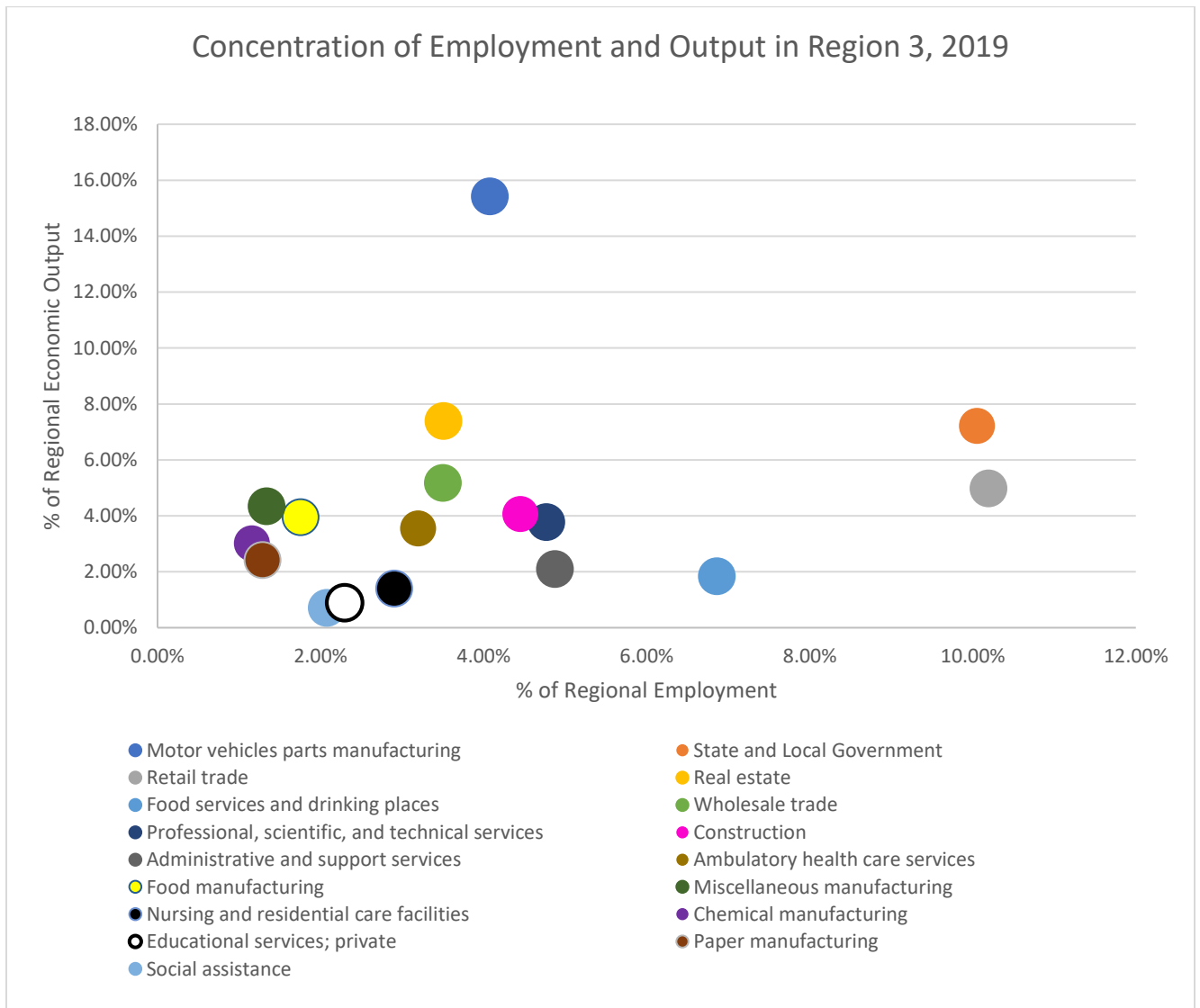
## Industries of Local Importance

Source: Regional Economic Modeling Inc. and the Upjohn Institute, 2019 levels.

Much of the region's employment and economic output is concentrated in a few key industries. The chart below reviews the 19 industries that account for around 75 percent of the region's jobs and economic output. Some industries, such as real estate, motor-vehicle parts manufacturing, and other manufacturing produce an outsized economic output relative to the number of jobs in that industry. Other industries such as retail, administrative and support services, food and drinking establishments, and state and local government produce more jobs than their share of economic output. These differences are important to keep in mind, since investments can produce jobs but not economic output, and vice versa. Regional impacts can take on multiple forms, and stakeholders must account for all when valuing projects.

The charts below also demonstrate the outsized importance of just a few industries: motor-vehicle parts manufacturing, state and local government, retail trade, and real estate. While those industries employ many and produce large economic outputs, only industries such as manufacturing grow the wealth of the region by exporting the products they create. State and local government, retail trade, and real estate, while still critical industries, primarily serve the current residents and businesses of the region and thus do not bring as many new resources to the region as exporting industries do.

<b>Concentration of Regional Jobs and Economic Output by Industry, 2019 (%)</b>		
<b>Industry</b>	<b>Jobs</b>	<b>Output</b>
Construction	4.45	4.07
Motor-vehicle parts manufacturing	4.08	15.41
Miscellaneous manufacturing	1.34	4.34
Food manufacturing	1.76	3.95
Paper manufacturing	1.29	2.41
Chemical manufacturing	1.16	3.01
Wholesale trade	3.50	5.18
Retail trade	10.19	4.98
Real estate	3.51	7.38
Professional, scientific, and technical services	4.77	3.77
Administrative and support services	4.88	2.09
Educational services, private	2.30	0.88
Ambulatory health-care services	3.20	3.54
Hospitals, private	3.87	3.50
Nursing and residential care facilities	2.91	1.39
Social assistance	2.08	0.70
Food services and drinking establishments	6.86	1.84
Personal and laundry services	2.01	0.57
State and local government	10.05	7.22



## Location Quotients of Regional Employment, 2008–2019

Source: U.S. Census Bureau, Quarterly Workforce Indicators.

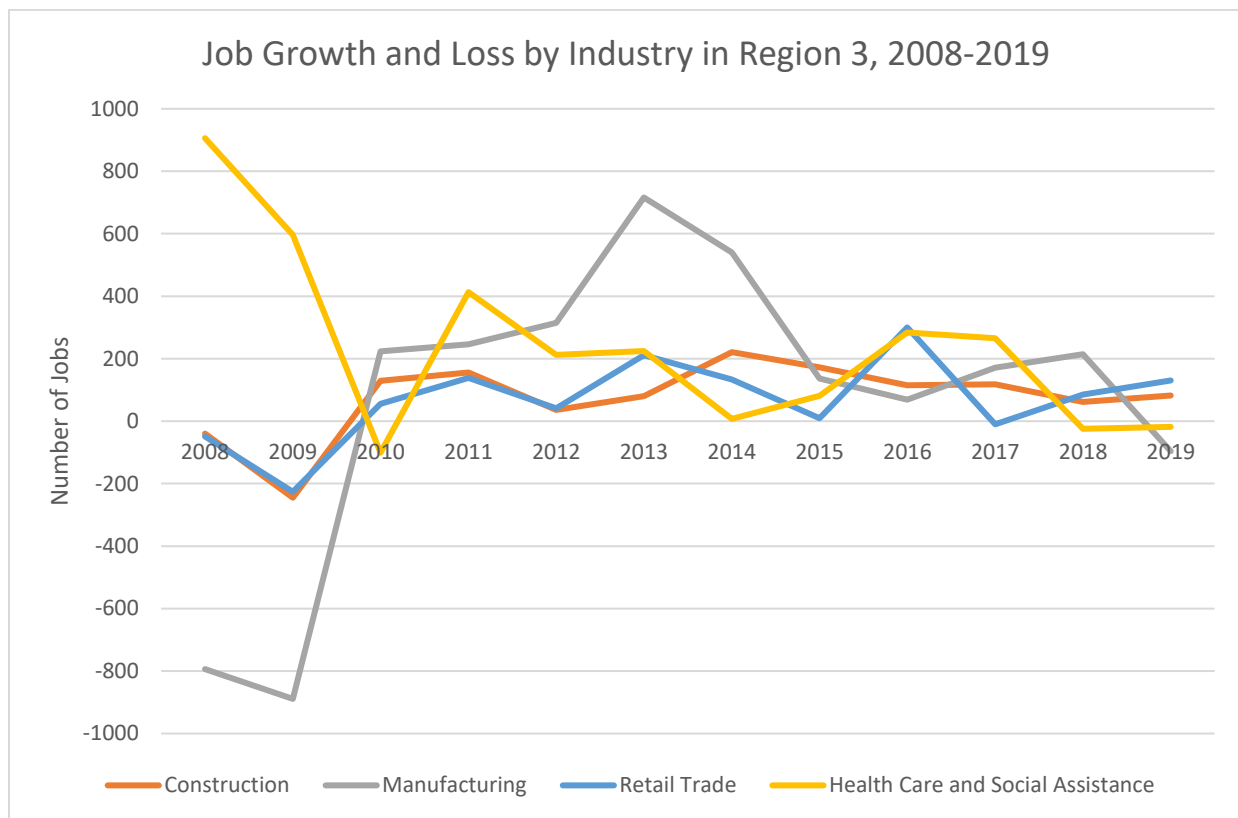
A location quotient (LQ) demonstrates the concentration of regional employment in an industry relative to the same industry throughout the United States. LQs higher than 1 demonstrate a higher concentration in the region than in the U.S., while LQs lower than 1 demonstrate a lower concentration in the region than in the U.S. High LQs demonstrate areas of competitive advantage and industries that export goods or services, and low LQs demonstrate areas of the economy that are likely to import services or products. Most of the major industries found in the region have similar concentrations to the U.S. Manufacturing is the highest-concentrated industry relative to U.S. levels, followed by “Agriculture, forestry, fishing, and hunting.” Industries with lower concentrations include “Information services” and “Professional, scientific, and technical services.”

	2008	2010	2012	2014	2016	2018	2019
Agriculture, forestry, fishing, and hunting	1.09	1.08	1.14	1.26	1.35	1.43	1.45
Construction	0.72	0.72	0.74	0.73	0.77	0.79	0.77
Manufacturing	2.06	2.01	2.07	2.16	2.31	2.28	2.28
Wholesale trade	0.98	1.01	0.99	1.06	1.04	1.00	1.00
Retail trade	1.02	0.92	0.92	0.87	0.86	0.90	0.92
Transportation and warehousing	0.84	0.82	0.83	0.81	0.77	0.76	0.73
Information services	0.41	0.39	0.33	0.35	0.33	0.29	0.26
Finance and insurance	0.98	0.72	0.94	0.85	0.84	0.85	0.82
Real estate and rental and leasing	0.88	0.88	0.83	0.78	0.77	0.75	0.76
Professional, scientific, and technical services	0.46	0.85	0.55	0.54	0.56	0.62	0.61
Administration and support and other	0.84	0.82	0.99	1.05	0.85	0.82	0.82
Educational services	0.83	0.85	0.81	0.75	0.74	0.72	0.72
Health care and social assistance	1.00	1.11	1.12	1.10	1.08	1.09	1.10
Arts, entertainment, and recreation	0.80	0.75	0.69	0.67	0.66	0.69	0.69
Accommodation and food services	0.98	0.93	0.94	0.92	0.95	0.93	0.92
Other services (except Public administration)	0.99	1.04	0.96	1.11	1.17	1.12	1.11

### Job Growth and Loss by Industry, 2008–2019

Source: U.S. Census Bureau, Quarterly Workforce Indicators.

This chart demonstrates job growth and decline for the most prominent industries in the region. All industries maintained positive job growth coming out of the Great Recession until retail-trade employment shrank in 2017, health-care and social-services employment declined in 2018, and manufacturing employment declined in 2019. These employment trends in the region’s major industries are concerning, and they demonstrate the need for additional diversity in the economy.



### Jobs Created and Capital Investments by Industry, 2015–2019

Source: Southwest Michigan First Annual Announcements.

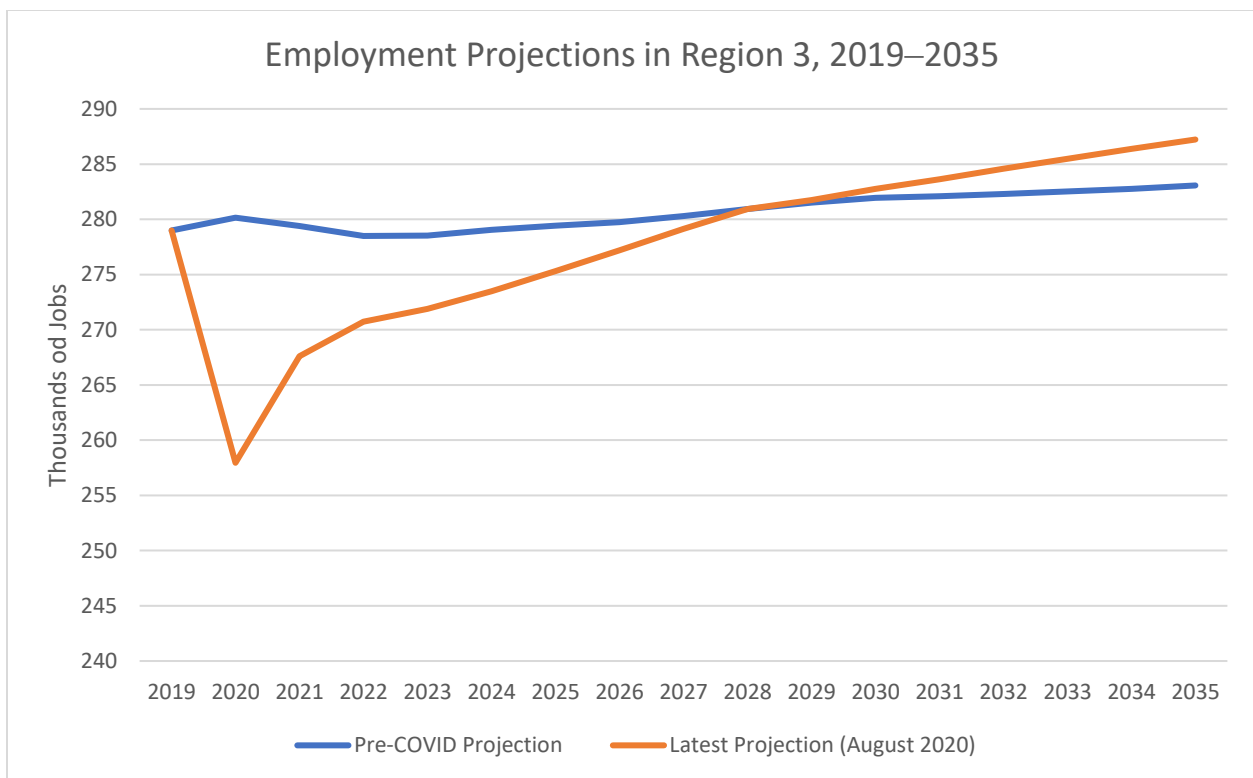
Southwest Michigan First and other economic development organizations in the region track the number of jobs created and dollars invested by industry each year. The chart below summarizes the jobs created and investments made by firms in Region 3’s major industries, again showing the large economic impact of manufacturing, health services, and food processing firms.

Industry		2015	2016	2017	2018	2019
Design-based manufacturing	Jobs created	704	744	481	328	381
	Investment (\$)	76,505,442	261,093,882	110,777,185	29,456,253	653,365,545
Food processing	Jobs created	59	75	5	510	38
	Investment (\$)	534,246	1,570,000	8,630,000	63,900,000	3,900,000
Logistics	Jobs created	19	8	5	20	925
	Investment (\$)	5,375,000	1,000,000	1,000,000	3,000,000	50,260,000
Health services	Jobs created			100	710	25
	Investment (\$)			9,400,000	575,000,000	
Life sciences	Jobs created	79	92			
	Investment (\$)	120,000	146,200,000			
Other	Jobs created	190	10			226
	Investment (\$)	4,420,000	816,000			80,100,000
Automotive	Jobs created		123			
	Investment (\$)		6,646,000			
Real estate	Jobs created		51			
	Investment (\$)		1,415,500			
Retail	Jobs created		45			10
	Investment (\$)					3,735,000

### Employment Projections, 2019–2035

Source: Regional Economic Modeling Inc. and the Upjohn Institute (employment indexed to 2019 levels).

The Upjohn Institute produced employment and economic output projections using Regional Economic Modeling Inc. software. The Institute produced an employment projection at the start of the 2020 and another in August 2020. The chart below compares the two projections. The projection prior to the COVID-19 outbreak showed slow growth, while the August 2020 projection incorporated newer data which showed a significant negative impact of COVID-19 for the next several years.

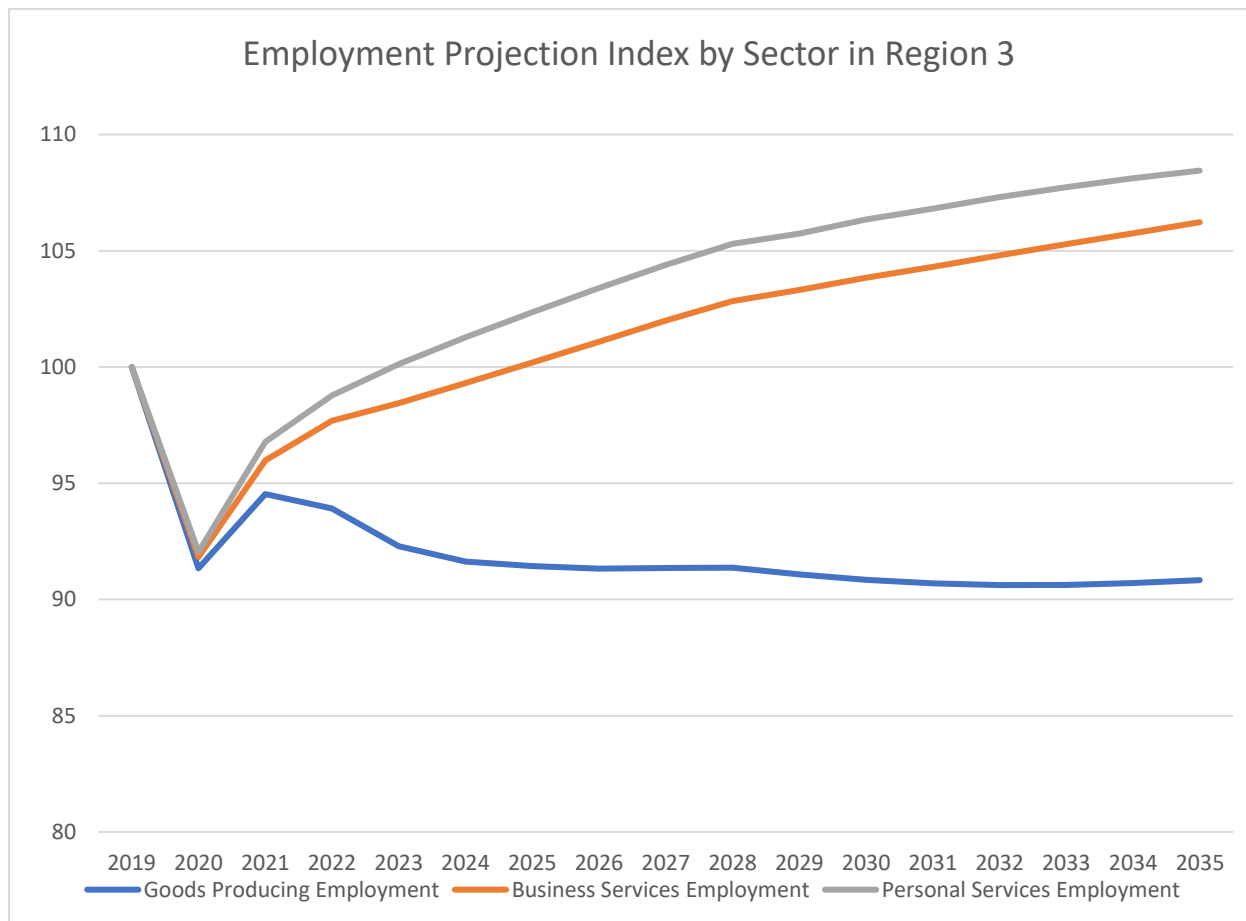




### Employment Projections by Major Sector, 2019–2035

Source: Regional Economic Modeling Inc. and the Upjohn Institute (employment indexed to 2019 levels).

The Upjohn Institute produced employment and economic output projections using Regional Economic Modeling Inc. software. These projections demonstrate significant employment losses in all major sectors in the short term, but job gains over the long term for personal and business services sectors. Unfortunately, the goods-producing sector is only projected to experience one or two years of growth after 2020 before settling into a long-term pattern of lower employment.



### Industry Employment Projections, 2019–2035

Source: Regional Economic Modeling Inc. and the Upjohn Institute (employment indexed to 2019).

COVID-19 has had a negative impact on most of the region’s key industries. Many are projected to recover in the coming decades, but some will likely see long-term stunted growth or never fully recover. The chart below projects employment growth relative to 2019 levels by industry; it can help stakeholders identify which industries might face headwinds moving forward. Although relatively small, two industries—1) computer and electronic manufacturing and 2) electrical equipment and appliance manufacturing—are included in the list of key industries because of their lofty future projections. These industries could have major impacts on the region if new investment is encouraged.

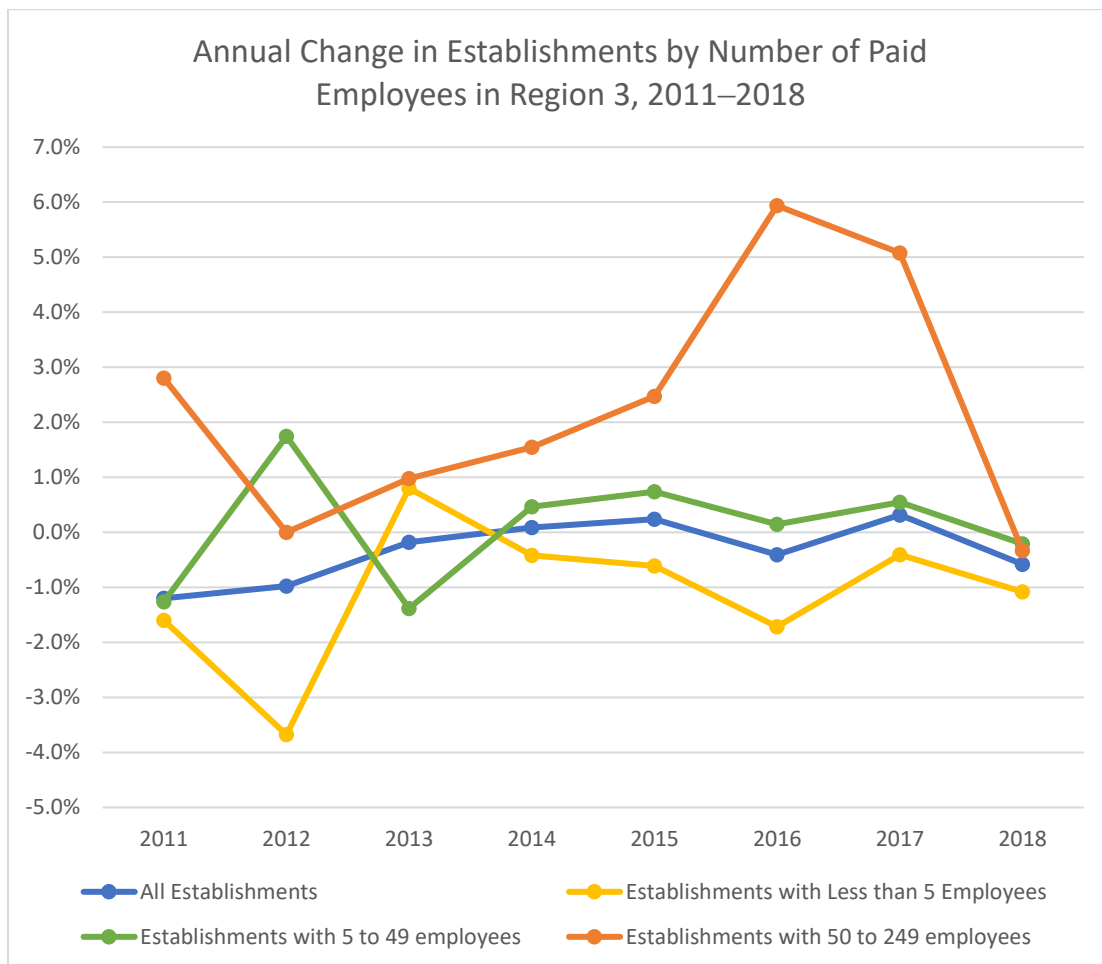
Industry	2019	2020	2021	2022	2023	2024	2025	2027	2029	2031	2033	2035
Construction	100	93.8	90.5	91.9	91.3	90.6	90.9	91.7	91.6	91.5	91.8	92.1
Computer & electronic mfg.	100	102.5	106.9	110.7	112.2	114.9	120.2	134.3	151.3	146.8	131.6	125.3
Electrical equip. & appliance mfg.	100	96.6	101.1	100.0	98.9	100.0	101.2	103.6	107.3	114.1	119.7	125.7
Motor vehicles and parts mfg.	100	86.1	96.1	98.0	97.7	98.1	98.9	100.0	100.4	101.1	102.0	102.5
Miscellaneous mfg.	100	93.1	100.3	100.9	100.2	100.5	101.5	104.3	107.6	111.9	116.6	121.0
Food mfg.	100	100.5	101.4	101.4	100.7	100.0	99.5	98.9	98.8	98.7	98.7	98.5
Paper mfg.	100	96.4	99.1	99.3	98.7	98.6	99.0	100.0	101.1	102.7	104.6	106.2
Chemical mfg.	100	101.2	100.1	99.5	98.4	97.6	97.4	97.6	98.2	99.4	100.7	101.8
Wholesale trade	100	91.1	97.2	98.1	97.8	97.9	98.3	99.2	99.9	100.7	101.6	102.3
Retail trade	100	96.8	99.4	99.7	99.2	98.8	98.8	99.7	100.8	101.8	102.8	103.9
Real estate	100	90.2	94.2	96.3	97.3	98.1	99.0	100.9	102.5	103.8	105.1	106.3
Prof., scientific, & tech. services	100	92.2	95.6	98.2	99.3	99.9	100.6	101.8	102.0	102.0	102.1	102.1
Administrative & support services	100	91.6	95.9	97.9	98.7	99.4	100.1	101.3	101.9	102.3	102.8	103.2
Educational services, private	100	89.4	93.8	96.6	98.1	99.3	100.2	101.8	102.2	102.2	102.1	102.0
Ambulatory Health-care svcs.	100	89.4	95.7	98.2	99.7	101.0	102.1	104.0	105.1	106.2	107.2	108.1
Hospitals, private	100	89.3	95.0	98.3	100.2	101.6	102.6	104.0	104.5	104.6	104.7	104.7
Nursing and res. care facilities	100	88.9	94.4	97.5	99.4	100.7	101.7	103.2	103.4	103.4	103.2	103.1
Social assistance	100	86.4	89.6	90.3	90.4	90.6	91.1	92.6	93.4	94.1	94.7	95.3
Food services & drinking estblmts.	100	88.8	93.8	95.9	97.0	97.7	98.3	98.9	98.5	97.8	97.2	96.5
Personal & laundry services	100	90.6	97.6	100.8	102.9	104.3	105.3	105.7	103.9	102.1	100.2	98.2
State & local gov.	100	94.9	94.7	95.0	95.4	95.7	96.1	97.1	97.9	98.7	99.5	100.2

## Small Businesses

The rate of growth for all establishments has been slow across the region in the past 10 years, and growth has been especially volatile for small businesses. The chart above shows the annual rate of growth for all establishments with paid employees from 2011 to 2018. Nonemployer (or 1099) businesses demonstrate the same inconsistency. These trends, supported by evidence from stakeholder interviews, suggest that the region’s small-business development ecosystem needs additional investment and support. In particular, stakeholders described entrepreneurs’ need to access additional resources and capital, a regional need for a central hub of entrepreneurial resources, and the social need to address inequitable access to information and financing according to one’s socioeconomic or racial background.

### Annual Rate of Growth in Establishments by Number of Paid Employees, 2011–2018

Source: U.S. Census Bureau Economic Surveys.



## Small Business and Entrepreneurship Ecosystem

Entrepreneurship and small business development are critical to the region's economic success and resiliency in the future, since they provide job opportunities and foster innovation. Business development services and resources are available for entrepreneurs and owners across the four counties, but local service providers report ongoing challenges related to small business owners' inadequate access to information and financial resources. These barriers will hinder the growth of small businesses if not addressed.

The following organizations serve small businesses and entrepreneurs in Region 3:

- Southwest Michigan First: First Path Program
- Small Business Development Center and Center for Entrepreneurship and Innovation at Western Michigan University
- Chambers of Commerce
- 1 Million Cups Kalamazoo
- Greater Kalamazoo Business Resources Group
- SCORE Mentorship Programs
- Startup Zoo and Pitch Zoo, Kalamazoo
- Second Muse and Morning Light, Battle Creek
- Northern Initiatives, Battle Creek
- Small Business Association of Michigan

The effects of the COVID-19 pandemic and related economic shutdowns have put additional pressure on small businesses, entrepreneurs, and the organizations that assist them. COVID-19 has also exacerbated existing socioeconomic inequities in the small business ecosystem, especially for those affected by discrimination. Inequitable access historically to capital and resources has made it even harder for small business owners of color to use the recovery resources that have been made available at the federal level. Although some community foundations and the Michigan Economic Development Corporation have created funds for restaurants and small and minority-owned businesses, there is still a shortage of financial and educational resources to help reduce inequalities in the region's entrepreneurship ecosystem.

The Census's Small Business Pulse Survey reports that most small businesses in Michigan have been struggling with significant negative effects from the COVID-19 pandemic for months, and most anticipate that it will take at least six months to return to normal operations. The Research Seminar in Quantitative Economics at the University of Michigan predicts that economic recovery in Michigan will be distinct according to industry—specifically, that four industries—1) government, 2) leisure and hospitality, 3) other services, and 4) retail trade—will recover more slowly than other industries. Lower-wage industries are also predicted to have longer-lasting declines in employment than higher-wage industries, which will exacerbate other existing inequalities. These reports are worrisome for Region 3 since a sizable number of establishments and a sizable share of regional employment are concentrated in these sectors.

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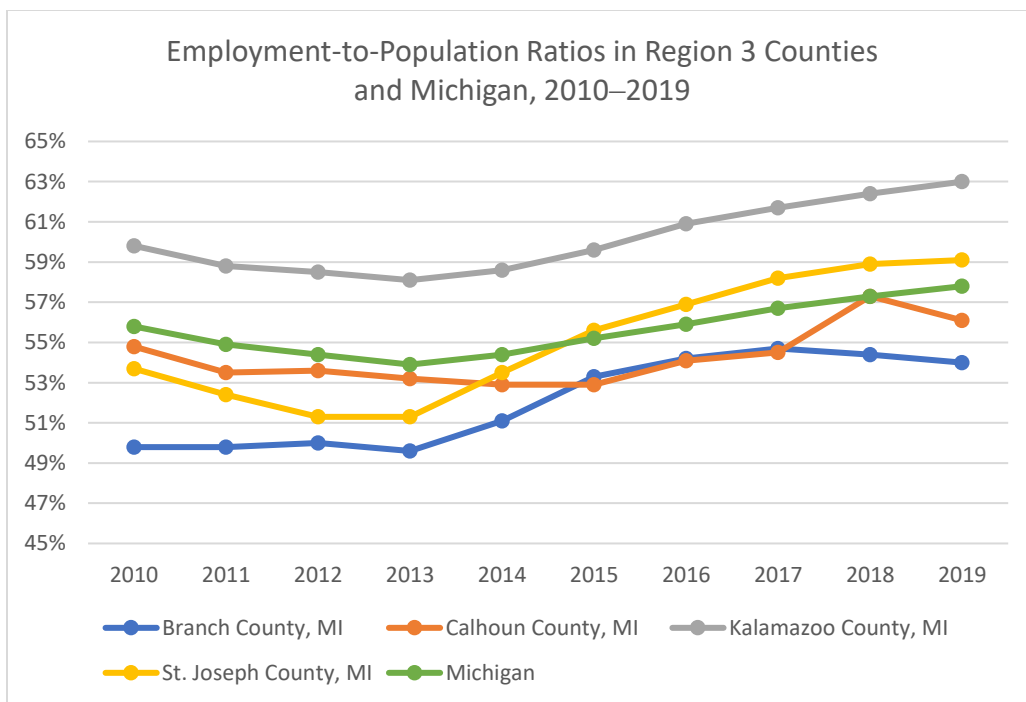
To combat the effects of COVID-19, the region needs stronger networks of partners, as well as additional resources to address unequal access to entrepreneurship opportunities.

## Employment and The Labor Force

Region 3 has an estimated labor force of 254,661 people. In 2019, the region's labor force participation rate (LFPR) was 63.5 percent. The employment-to-population (EPOP) ratio, which measures the percentage of the employed civilian labor force in the total working-age population, was 59.9 percent. LFPRs of each county have been flat in the past 10 years, while EPOP rates have risen, reflecting growing job opportunities alongside an aging population and other demographic disparities in labor force participation.

### Employment-to-Population Rate, 2010–2019

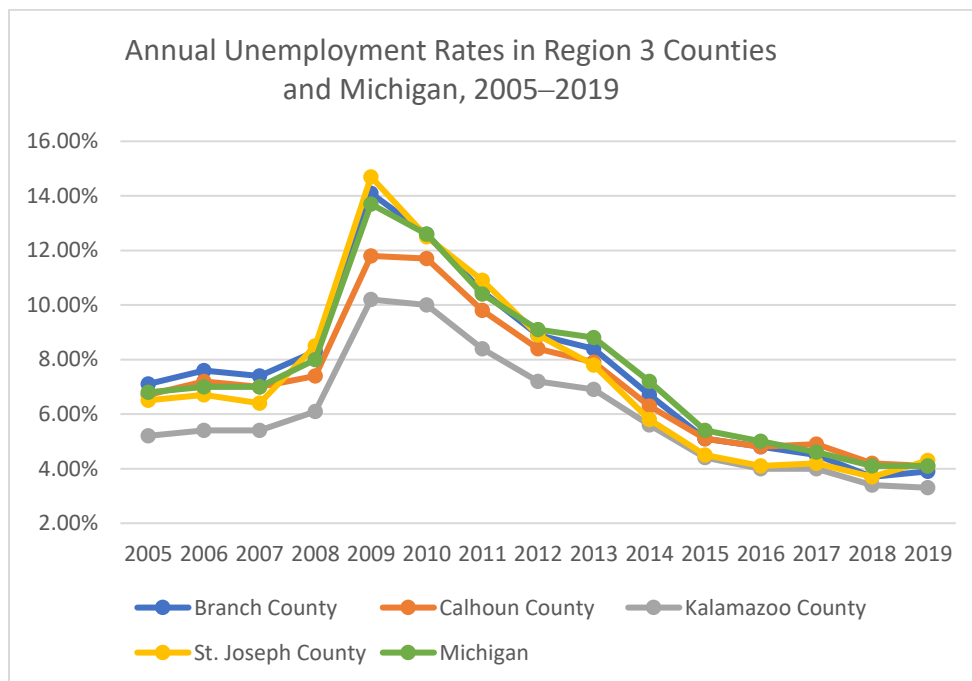
Source: U.S. Census Bureau, American Community Survey.



### Unemployment Rates, 2005–2019

Source: Bureau of Labor Statistics.

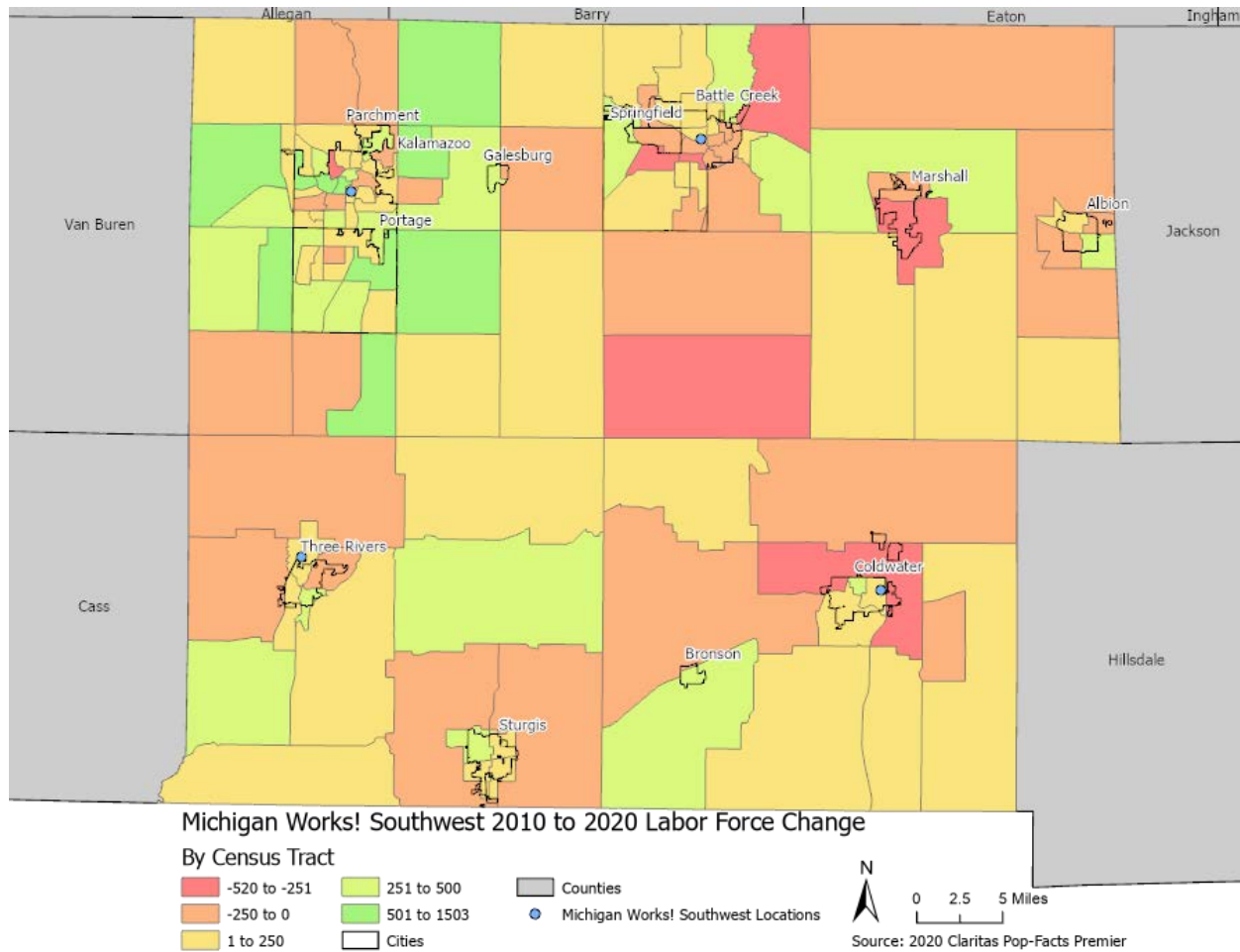
Regionally, unemployment rates have improved since the Great Recession. Each county in the region follows a pattern similar to that of the state. While unemployment has trended down over the past 10 years, the region’s counties reached more than 30 percent unemployment during the height of the COVID-19 outbreak in the spring of 2020. While unemployment has improved since the beginning of the pandemic, it currently remains high. Projections point to a return to lower unemployment rates in 2021 and 2022.



### Labor Force Change by Census Tract, 2010–2020

Source: Claritas 2020.

Certain areas of the region have experienced labor force gains, while others have experienced losses. Generally, the more rural areas have experienced losses or slower gains than the urban and suburban areas. However, this trend could change as work becomes more virtual in the future because of the effects of COVID-19.

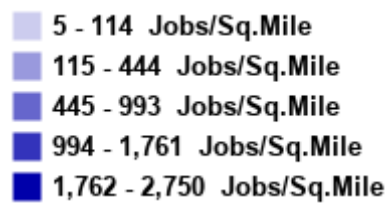
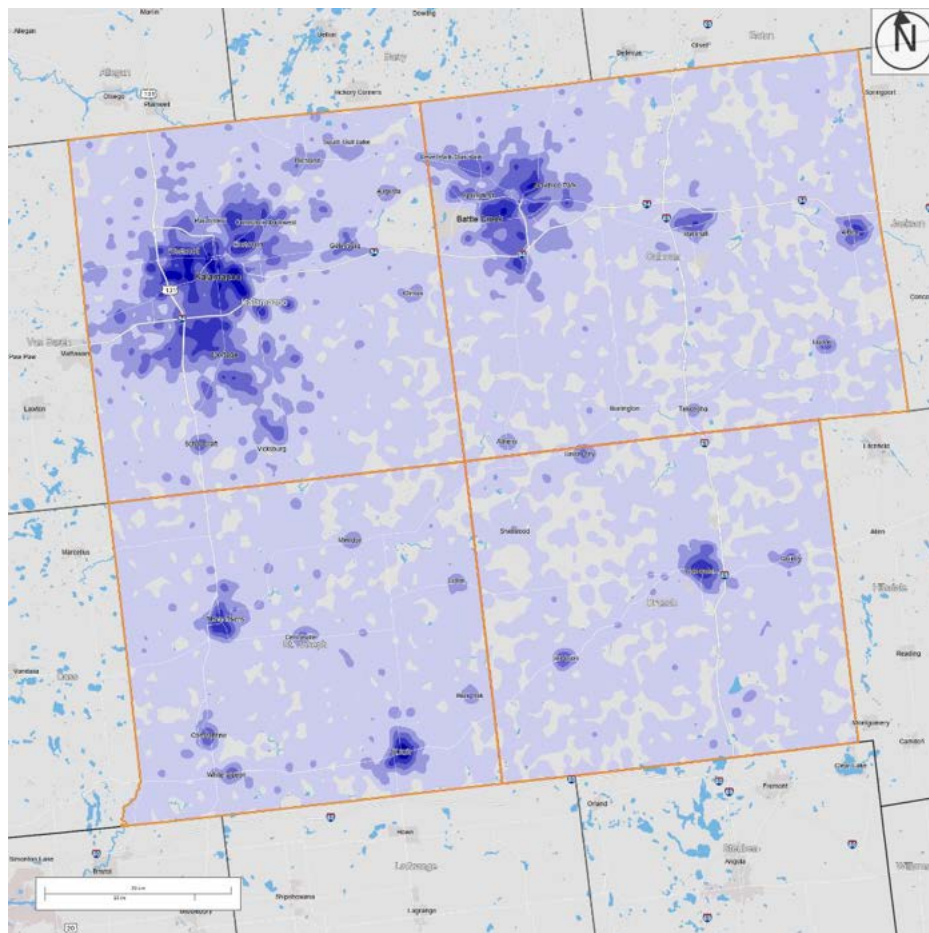




Location of Workers in the Region, 2018  
Source: U.S. Census Bureau, OnTheMap.

Workers live dispersed throughout the region but are concentrated in urban, suburban, and small-town settings.

**Concentration of Workers in Region 3, 2018**

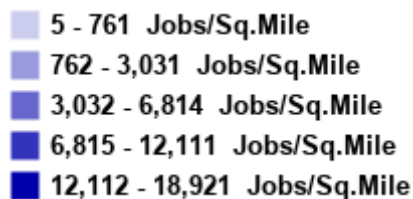
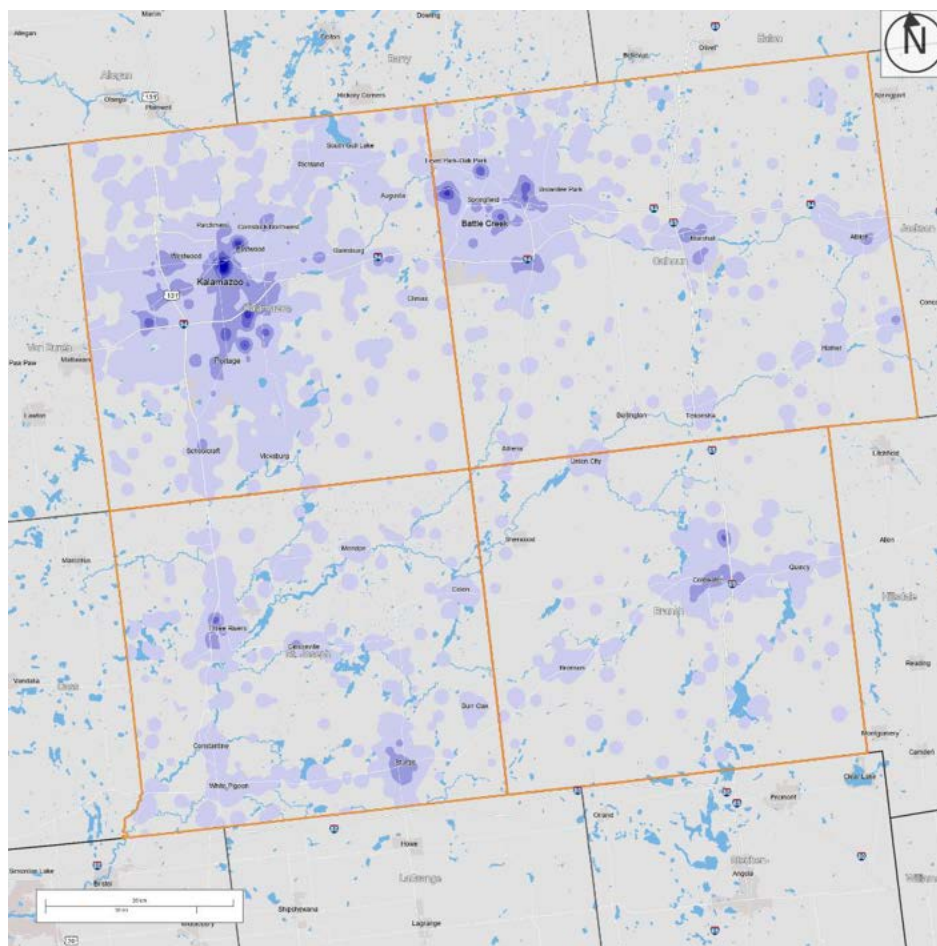


## Location of Employers in the Region, 2018

Source: U.S. Census Bureau, OnTheMap.

Employers are found in many parts of the region but not all. Like the location of employees, employers are most heavily concentrated in urban, suburban, and small-town areas. Unlike the dispersion of workers, however, employers tend to be concentrated along highways. This slight spatial mismatch has led to transportation issues for workers. Investment in transportation networks that ease employees' access to work and in broadband internet to increase employees' ability to work from home can relieve some of the pressures caused by employee-employer spatial mismatch.

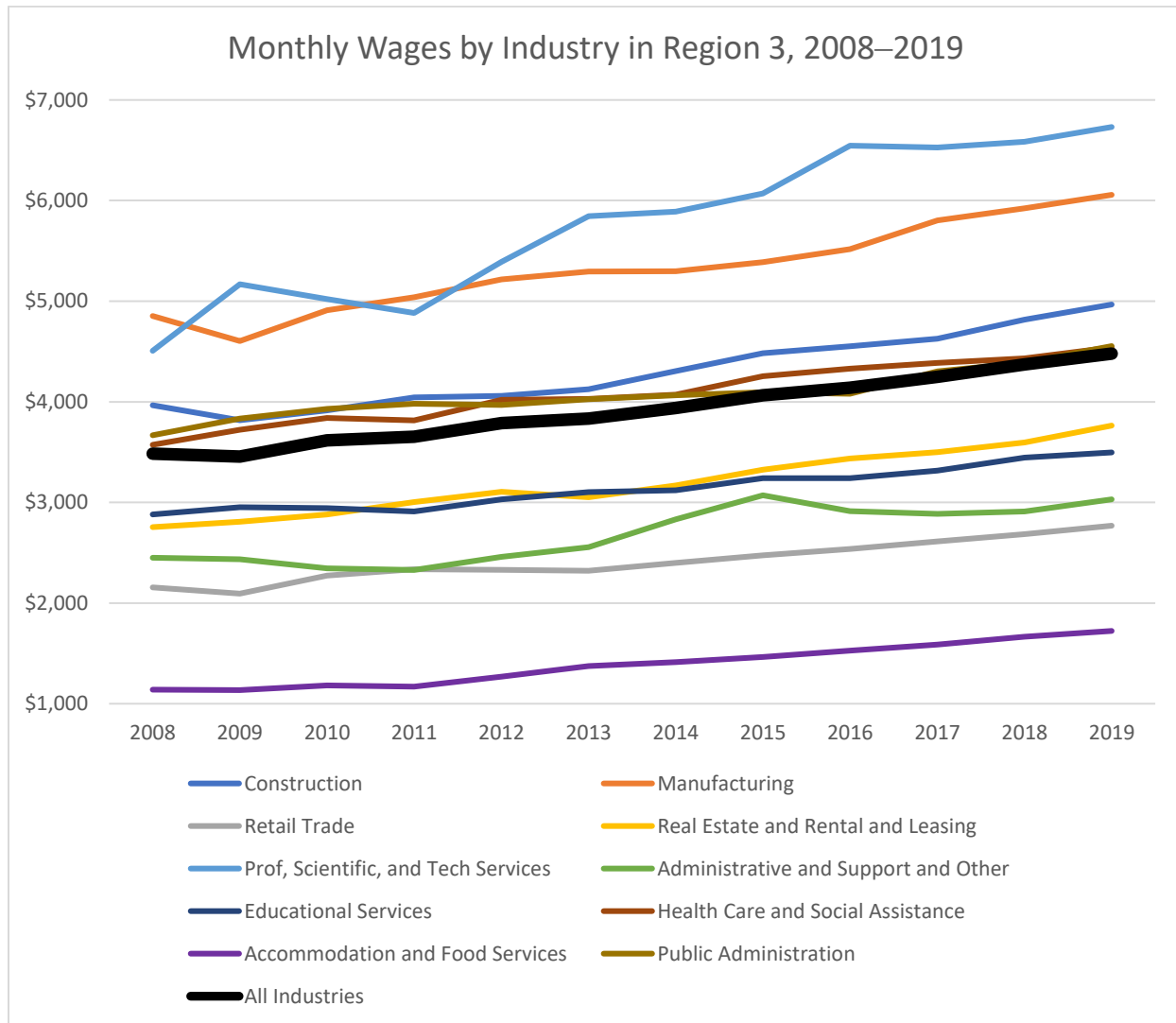
### Concentration of Employers in Region 3, 2018



### Monthly Wages by Industry, 2008–2019

Source: U.S. Census Bureau, Quarterly Workforce Indicators.

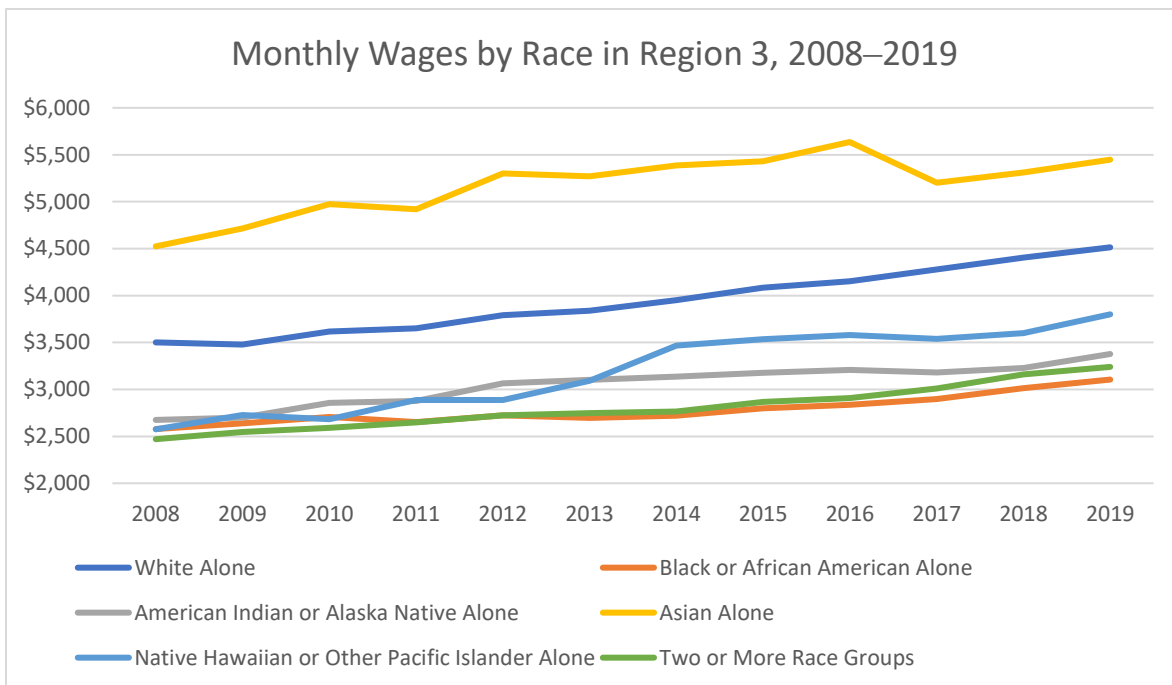
The monthly wages for Professional, Scientific, and Technical Services and for Manufacturing are higher than for the other industries in the region. Those industries are also experiencing faster-than-average wage growth. Accommodation and Food Services is by far the lowest-earnings industry in the region. Although wage growth in this industry has been increasing since 2013, it is unclear what long-term wage effects COVID-19 will have on this industry.



### Monthly Wages by Race, 2008–2019

Source: U.S. Census Bureau, Quarterly Workforce Indicators.

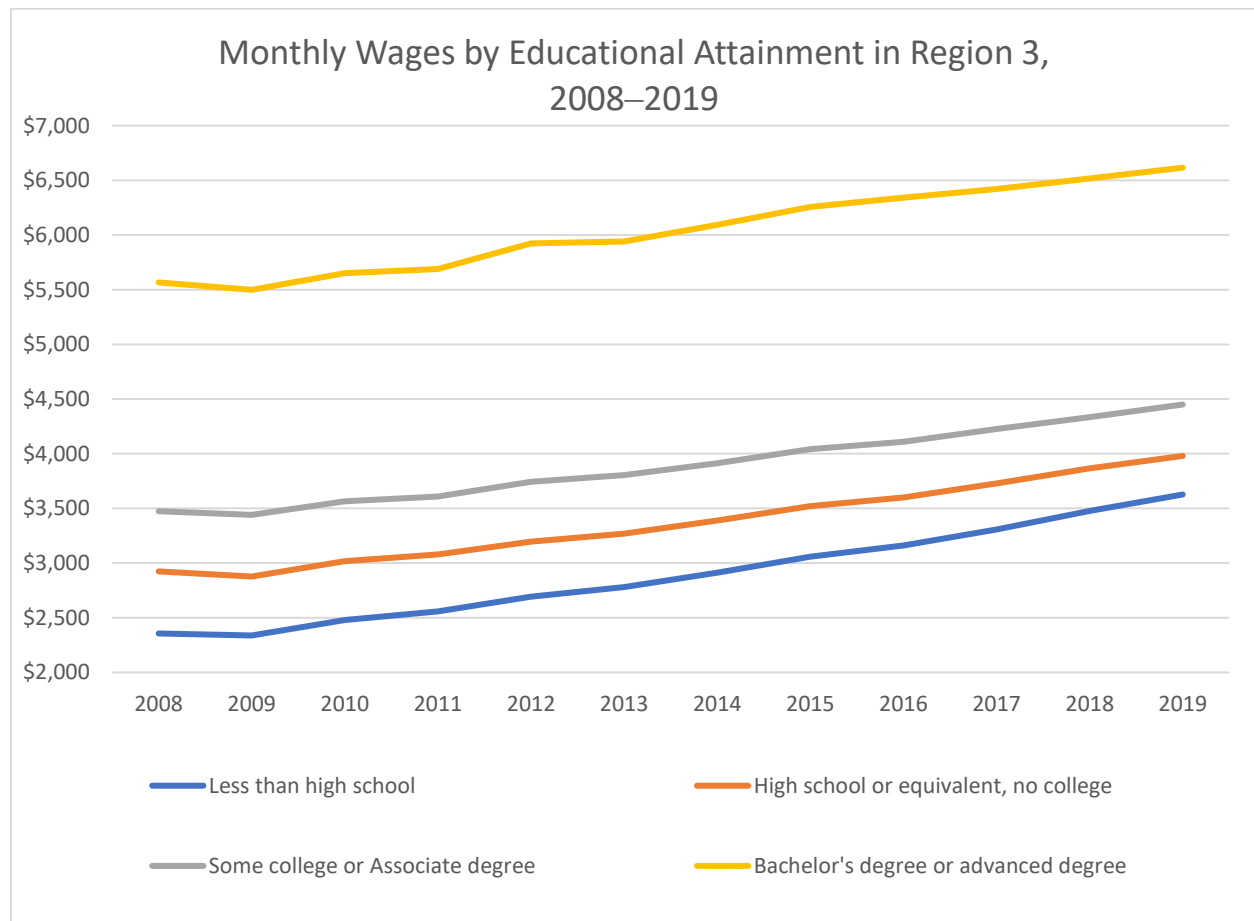
Wages in the region are somewhat stratified by race. While most people of color typically earn less than whites, Asians are the exception. The wage growth for whites is also faster than that of most other racial groups. Region 3 needs to increase the number of living-wage jobs available, and to address the historic and systemic barriers that keep people of color from earning equal wages to their white counterparts. More culturally relevant workforce training and employer engagement on the subject of diverse talent could help communities of color access more living-wage jobs in the region.



### Monthly Wages by Educational Attainment, 2008–2019

Source: U.S. Census Bureau, Quarterly Workforce Indicators.

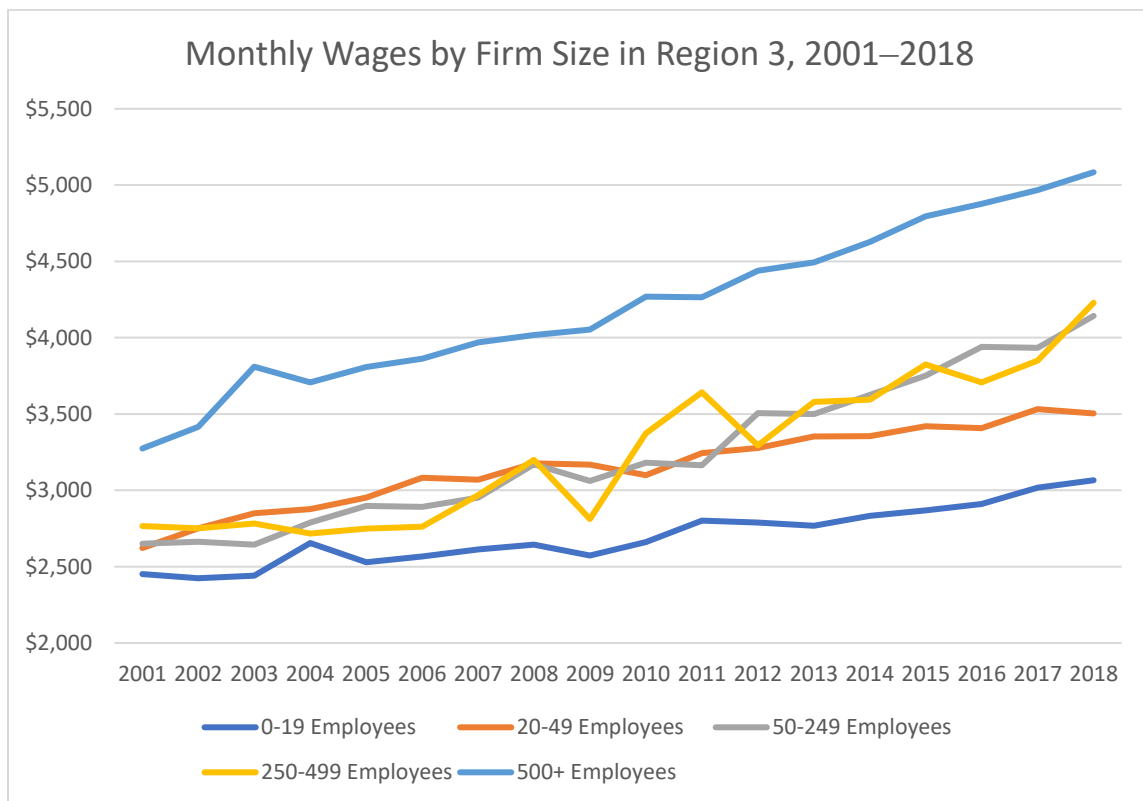
The following chart shows monthly earnings by educational attainment type. The chart demonstrates that higher levels of education typically can demand higher wages. In Region 3, those with a bachelor's or advanced degree have significant wage advantages over those with lower levels of education.



### Monthly Wages by Firm Size, 2001–2018

Source: U.S. Census Bureau, Quarterly Workforce Indicators.

The following chart displays average monthly wages by firm size. Typically, the larger the firm, the higher the monthly pay. Larger firms often have a more mature organizational structure with more highly paid personnel, leading to higher monthly wages. Their greater maturity also leads to stronger supply networks and customer bases, which allow larger companies to offer higher wages. This wage differential is often a challenge for small businesses to counter, as demonstrated in the chart below.



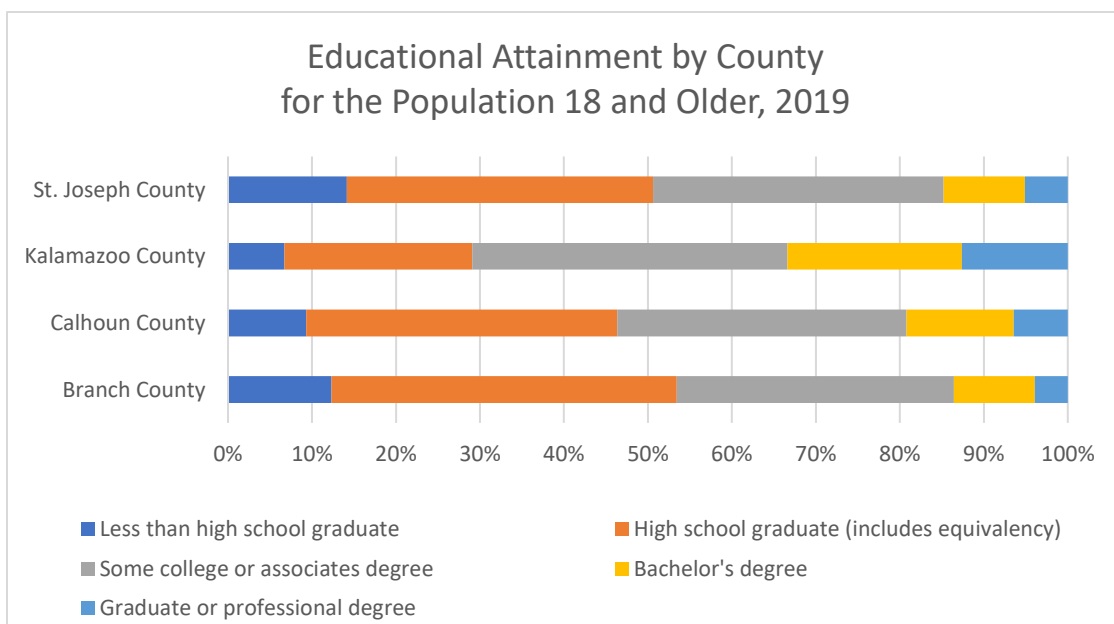
## Education, Workforce Development, and Training

Workforce development is a key focus of CEDS because the success of businesses and the health of the labor force reinforce each other. Firms need workers with skills that help the business keep pace with changing economic and technological conditions. Firms' success is thus partially dependent upon the regional labor force having access to education and training that provides needed skill sets. In Region 3, educational institutions such as community colleges and intermediate school districts, as well as nonprofit community organizations, offer the bulk of workforce training and instruction. Michigan Works! Southwest, Goodwill Industries, Urban Alliance, the Hispanic Chamber of Commerce, and several other organizations provide workforce and employer services regionally.

The workforce development system of Region 3 offers innovative programs that meet critical needs of employers, but it also grapples with some complex economic development issues. Training organizations are tasked with not only meeting businesses' needs but also helping students overcome barriers to education, including poverty and historic discrimination. Some occupations such as welding and machining are in such high demand that employers hire students before they complete their program. Stigmas and inequitable access to resources exclude individuals who might otherwise benefit from workforce training. Furthermore, the region needs a coordinated strategy between anchor institutions and local governments on how to uplift communities of color as well as retail and restaurant workers. This strategy would apply both to COVID-19 recovery efforts and to future workforce development initiatives. The CEDS Priority Strategies will help economic development organizations support workforce development and government partners in addressing these challenges.

### Educational Attainment by County, 2019

Source: U.S. Census Bureau, American Community Survey.



## Talent Development by Occupation, 2010–2020

In addition to excellent primary education institutions, Region 3 benefits from a strong network of postsecondary workforce and training providers. Community colleges offer credit and noncredit bearing courses, as well as support services whenever possible. Michigan Works! Southwest provides workforce development support and resources to employers, job seekers, and educators in Region 3, and, like SMPC, Michigan Works! Southwest is administered by the W.E. Upjohn Institute. The private sector provides a significant amount of training to its employees as well, although the state-reported data indicate that this training happens less frequently than through other providers.

### Provision and Completion of Workforce and Training Programs in Region 3, 2010–2020

Source: State of Michigan Department of Labor and Michigan Works! Southwest

Training provider and courses received, 2010–2020	Participant completed	Participant did not complete	Uncertain completion record	Grand total
<b>Community college or university</b>	<b>1,832</b>	<b>2,092</b>	<b>58</b>	<b>3,982</b>
Basic skills	4	9	1	14
Business	426	328	9	763
Computer (includes IT)	52	39	4	95
Construction	8	5		13
Education	85	591	9	685
Energy	27	6		33
Finance and insurance	58	20	1	79
GED		3		3
Health care	482	645	19	1,146
Hospitality and food service	32	11	2	45
Law/criminal justice	6	52	1	59
Manufacturing	485	58	2	545
Mechanics, installers, and repair workers	104	86	8	198
Media and graphic design	6	28		34
On-the-job training	3			3
Other	16	54	1	71
Social services	24	116		140
Soft skills	9	38	1	48
	<b>Participant completed</b>	<b>Participant did not complete</b>	<b>Uncertain completion record</b>	<b>Grand total</b>
<b>Michigan Works! Southwest</b>	<b>3,677</b>	<b>321</b>	<b>239</b>	<b>4,237</b>
Business	144	9		153
GED	8	158	60	226
Health care	44	47	5	96



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Hospitality and food service	1,040	46	2	1,088
Manufacturing	7	2		9
Mechanics, installers and repair workers	17			17
Other	18	2		20
Soft skills	2,393	55	172	2,620
Truck driving–transportation–warehouse	3			3
	<b>Participant completed</b>	<b>Participant did not complete</b>	<b>Uncertain completion record</b>	<b>Grand total</b>
<b>Other training providers, including CTE</b>	<b>1,580</b>	<b>705</b>	<b>126</b>	<b>2,411</b>
Basic skills	5	21	4	30
Business	57	17		74
Computer (includes IT)	7	6		13
Construction	31	18		49
Cosmetology	9	47	4	60
Cosmetology	17	113	9	139
Education	11	8		19
Finance and insurance	14	8		22
GED	22	247	87	356
Health care	1,159	161	18	1,338
Hospitality and food service	12	4		16
Manufacturing	8	5	2	15
Mechanics, installers and repair workers	15	9		24
On-the-job training	126			126
Other	16	12	1	29
Social services	17	8		25
Soft skills	26	12		38
Truck driving–transportation–warehouse	25			25
	<b>Participant completed</b>	<b>Participant did not complete</b>	<b>Uncertain completion record</b>	<b>Grand total</b>
<b>Private sector</b>	<b>416</b>	<b>42</b>	<b>4</b>	<b>462</b>
Business	43	1		44
Computer (includes IT)	5			5
Construction	1	2		3
Finance and insurance	8	3		11
Health care	7	3		10
Manufacturing	263	23	2	288
Mechanics, installers, and repair workers	25	1		26
Media and graphic design	9			9
On-the-job training	48	5	1	54
Truck driving–transportation–warehouse	3	1		4

	Participant completed	Participant did not complete	Uncertain completion record	Grand total
Grand total trained by all providers, 2010–2020	7,505	3,160	427	11,092

The data above show that the region’s workforce system trains people most often in health care and hospitality and food service occupations. Community colleges and the private sector also train many people in manufacturing occupations, since firms frequently need people with basic electrical and mechanical skills, machinists, telecommunication specialists, and knowledge of other skilled trades. Training organizations also provide a significant amount of soft skill instruction in addition to occupational training. However, the occupational training does not neatly align to the labor force needs of the region economy as indicated in the industrial analysis and projections. While the region does have a slightly higher concentration of health sciences and food service jobs, these two industries are projected to decline in the near term from the impacts of COVID-19. Training in computer, electronic equipment, and appliance manufacturing could be encouraged, given the projected employment growth in those fields, and that could add momentum to the work needed to address existing gaps in digital literacy, broadband access, and affordability.

A priority CEDS strategy is to use ongoing Upjohn Institute occupational research to evaluate the impacts of the region’s talent development pipelines. Workforce development partners and local governments need this type of training and industrial analysis on a regular basis to align their education programming with employers’ talent needs, as well as to show the value of training programs to employers and funders. Because the region has a high concentration of manufacturing businesses, these analyses will be especially critical to address the anticipated effects of automation.

The regional workforce development system also needs investments in equity. Training programs, job fairs, and other learning opportunities need to be more culturally relevant to attract diverse talent, and tailored activities like this should help these students build social capital. Students of all backgrounds also tend to need financial and social support to finish their education without onerous debt, but these resources are typically in short supply. Educators, economic development organizations, and local governments also need to have data and strategies to help businesses understand why they need diverse talent. The Priority Strategies for workforce development, equity, and capacity-building goals start the work of addressing these needs in the Action Plan.

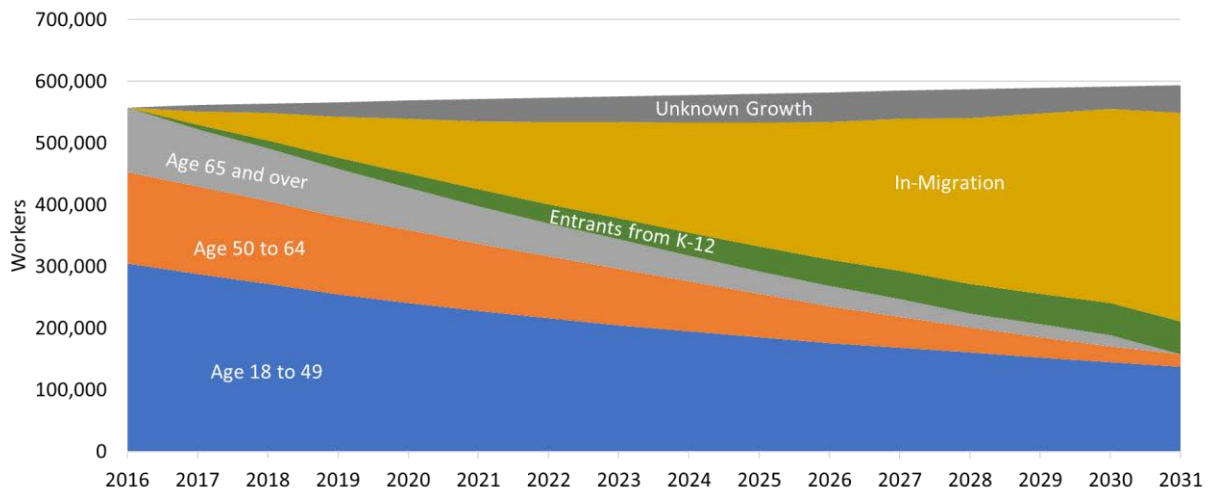
## Talent Attraction and Retention

The regional supply of labor is made up of three primary elements: 1) talent attraction, 2) talent retention, and 3) talent development. Talent attraction is important because new workers to the region will need to replace workers that will naturally exit the workforce because of retirement, moves out of the region, or other reasons. Likewise, talent retention is vital to maintain the workforce in the region, as it is easier for the region to keep workers who have established roots than it is to attract those who are not currently residing in the region. Talent development is also important to more fully utilize current and potential workers, which alleviates the pressure on talent attraction and may provide economic opportunities to those who do not currently have them.

As the chart below demonstrates for Region 3 and the three counties to the west, by 2031 more than half of the needed workforce will have to come from outsiders who move to southwest Michigan. The chart projects that by 2031, only 35 percent of workers will be made up of those currently working in southwest Michigan. About 15 percent more are currently in the education system. To maintain and expand the talent pool in the region, leaders and stakeholders need to improve and promote local quality of life and amenities, invest in the education of all members of the population, and help reduce barriers to attaining and maintaining employment. In particular, a lack of accessible and affordable broadband internet hinders educational and employment opportunities in the region while also serving as a deterrent to potential migrants.

### Projected Labor Market Components and Change in Southwest Michigan, 2016 to 2031

Source: Regional Economic Modeling Inc., U.S. Census Bureau, American Community Survey (ACS), and the Upjohn Institute.



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## Gross Migration Rates by County, 2010–2020

Source: Infutor Data Solutions 2020.

- **Maps** forthcoming

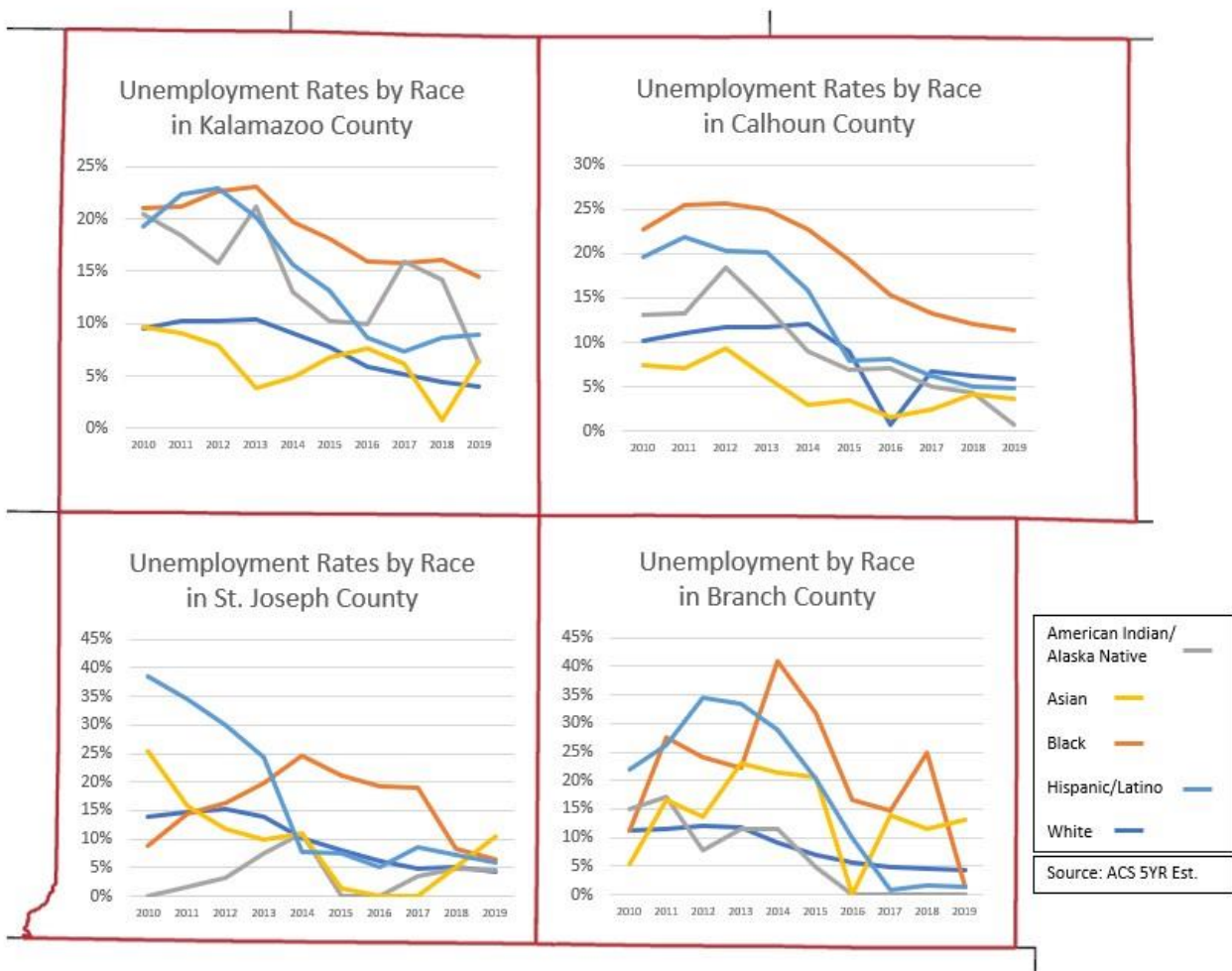
## Equity in Regional Economic Development

People of color are historically underserved by economic development not just in Region 3, but across the United States. This exclusion and other forms of discrimination have created unequal socioeconomic outcomes across racial identities. The CEDS committee chose to make equity not only an explicit goal of this plan but also a lens to evaluate every priority, recommendation, and action step. The committee and SMPC recognize that all stakeholders have an ongoing role in making the region more equitable and inclusive, and they wish for this plan to contribute to that aim. Implementation of CEDS will therefore serve to advance strategies that produce equitable outcomes, such as building bridges between economic development organizations and communities of color, and promoting diversity of backgrounds in leadership and decision-making roles. CEDS strategies around education and training will focus on empowering the existing workforce, particularly people of color and young people, to better access existing resources. CEDS strategies will also support ongoing projects that advance equity, such as the Catalyzing Community Giving grant program in the Washington Heights neighborhood of Battle Creek, and those that address rural socioeconomic disparities, such as the Sturgis Neighborhood Program. Several CEDS metrics are disaggregated by race to evaluate the impact of economic development activities on communities of color.

### Unemployment Rates by Race and County, 2010–2019

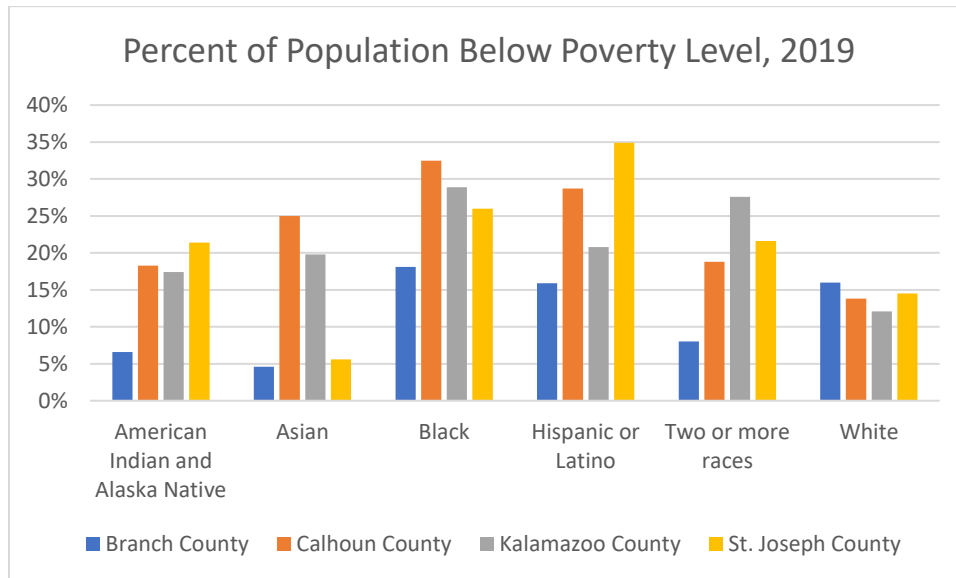
Source: U.S. Census Bureau, American Community Survey.

As shown by the unemployment-rate charts below, people of color have struggled more than white people to find employment in the region over the past ten years. People of color in Region 3 are also more likely to experience poverty than their white counterparts. Furthermore, it is clear that in 2020 the effects of the COVID-19 pandemic on people’s health and work life, and the economic fallout from that, have fallen more heavily upon communities of color, which will cause even more barriers to their success. In order to address these inequities and strengthen the long-term resilience of the region, additional support and resources for communities, workers, and businesses of color are needed. In terms of economic development, the most urgent needs are for resources to help overcome financial and cultural barriers to education, employment, and entrepreneurship.



### Poverty Rates by Racial Identity, 2019

Source: U.S. Census Bureau, American Community Survey.



Other systemic challenges stand in the way of equitable economic development in Region 3. Several communities in the region lack options for public transportation and affordable childcare, which would allow working parents to maintain steady employment or training. Some local governments struggle to fund the foundational elements of economic growth equitably in all areas of their community, such as infrastructure improvements, schools, and health care. COVID-19 has highlighted the divides in broadband availability, access, and affordability that must be addressed to enable households to learn and work from home. Housing has become a challenge for workers as well, both in terms of a lack of affordable housing, and in overcoming barriers to homeownership such as poor credit or eviction histories. Across the region, there are also barriers related to cultural differences and mistrust that must be mitigated in order to move forward. If left unaddressed, these and other challenges to equity will stymie the region’s economic growth.

## Regional Economic Development Challenges

Branch, Calhoun, Kalamazoo, and St. Joseph Counties face challenges to economic development on the local, state, and federal levels. When organizations and jurisdictions focus only on local issues, it is often difficult to create strategies that have long-term positive impacts and strengthen the resiliency of the entire region. CEDS, however, offers economic development and community stakeholders the opportunity to address challenges that cross jurisdictional and organizational boundaries. These stakeholders might find more success tackling such challenges through systematic and collaborative efforts.

On the local level, economic development partners and local jurisdictions experience challenges related to the information, funding, regulations, and relationships that enable their work. Local jurisdictions and economic development organizations (EDOs) have imperfect access to knowledge, data, and often to the capital they need to assist businesses. Because of these limitations, some local governments and community colleges struggle to justify to residents and businesses the costs of investing in economic and workforce development projects, which can prevent these projects from moving forward. The coordination of regulations and incentives across political jurisdictions is an information-related challenge for both EDOs and the private sector. Although some organizations share knowledge freely, relationships across sectors are not as strong as needed to help stakeholders overcome barriers to information. Building and supporting collaborative networks of relationships among economic development partners to share information and resources is thus a critical activity of CEDS at the local level.

Regionally, other challenges, such as broadband internet access and affordability, are more systemic in nature. As the maps on pages 16 and 17 indicated, internet access is inconsistent throughout the region. Although smaller jurisdictions recognize the need to increase the availability of high-speed internet in their communities, they are often unable to overcome the complexity of financial barriers that currently prevent telecommunication companies from expanding access there. The COVID-19 pandemic has also increased local jurisdictions' prioritization of improving internet affordability and access. To address these critical issues, broadband planning will be another critical CEDS activity to be implemented at the regional level.

State and federal government challenges also impact economic development and the business environment in Region 3. Michigan's concentration in export industries makes the region vulnerable to the impacts of tariffs recently applied at the federal level, and to economic volatility at the global level. The state's income tax rate and unemployment insurance systems are not the most competitive among those of neighboring states. Moreover, the state's postsecondary educational institutions are not coordinated in their approaches to workforce development and training programs. This causes administration challenges for regional training providers and can put a strain on participants as well. Regional stakeholders must find ways of working through these limitations with innovative and collaborative approaches to economic development, such as CEDS.



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Finally, the COVID-19 pandemic presents the biggest challenge the region faces in the next five years. Without additional federal aid, we anticipate local jurisdictions will have reduced budgets in coming years as a result of decreased revenues, which could impact their ability to support economic development projects. Regional firms are finding it challenging to recruit workers who are concerned about workplace safety protocols for the pandemic, and many businesses are simply trying to survive and are thus unable to plan ahead. Although COVID-19 caused CEDS to be completed in an unorthodox manner, it is still a timely and critical organizing tool for helping regional stakeholders prioritize the strategies their communities need in order to recover and build resiliency for the future.

## Regional Strengths, Weaknesses, Opportunities, and Threats

This table categorizes the region’s economic development strengths, weaknesses, opportunities, and threats (SWOT). Strengths and weaknesses are considered internal to the region, while opportunities and threats are considered external. The SWOT table was compiled from both committee input and community feedback.

<b>Strengths:</b>	<b>Weaknesses:</b>
<ul style="list-style-type: none"><li>- Arts community</li><li>- Automobile industry supply chains and manufacturing firms</li><li>- Brownfield redevelopment authorities and firms</li><li>- Diversity of industrial sectors and firms</li><li>- Emerging creative development tools (can a committee member help clarify?)</li><li>- Excellent primary and higher educational institutions</li><li>- Food processing firms</li><li>- Growing residential demand in downtowns</li><li>- Generous community and philanthropy</li><li>- Lakes and natural features</li><li>- Large military presence in Battle Creek</li><li>- Leadership in food safety and innovation</li><li>- Low cost of living</li><li>- Medical-device manufacturing firms</li><li>- Recreation amenities, trails, and parks</li><li>- Skilled labor force</li><li>- Small town and industrious cultural values</li><li>- The Kalamazoo Promise and Coldwater Promise</li><li>- Well connected to U.S. markets via the existing transportation infrastructure</li><li>- Water resources for tourism and industry</li></ul>	<ul style="list-style-type: none"><li>- Costs and complexity associated with redevelopment of existing assets</li><li>- Inability to retain university students after graduation</li><li>- Infrastructure gaps (transportation, freight, broadband, sewer and water) in key areas</li><li>- Lack of affordable housing</li><li>- Lack of agreement on community priorities</li><li>- Lack of diverse participation in community planning</li><li>- Lack of diverse and inclusive economy and culture in some areas of the region</li><li>- Limited use and awareness of financial literacy resources</li><li>- Low labor force participation rates</li><li>- Low wages hinder potential for workers’ economic mobility and limits the ability of firms to hire talented workers</li><li>- Need for more corporate participation in and support of workforce development programs</li><li>- Repetitive programs instead of partnerships</li><li>- Stagnant population growth in several communities</li><li>- Struggling downtowns in small rural communities</li><li>- Truck congestion in downtown areas</li><li>- Workforce development programs need additional social supports for participants</li><li>- Youth homelessness and unemployment</li></ul>

<b>Opportunities:</b>	<b>Threats:</b>
<ul style="list-style-type: none"><li>- Collaborative partnerships reduce barriers to education and training</li><li>- Educational opportunities to help local jurisdictions solve economic development and business problems</li><li>- Downtown development to extend tourism through winter season</li><li>- Localized production of food and growth of the regional food ecosystem</li><li>- Networks and partnerships for pilot projects in workforce development</li><li>- Reimagine philanthropy as an agent of change</li><li>- Regional funding to support growth of small businesses and to provide startup capital for entrepreneurs</li><li>- Strengthen connection of secondary schools to regional employers</li><li>- Talent attraction programs</li><li>- Training programs that support both automation of firms' production and good-paying jobs</li></ul>	<ul style="list-style-type: none"><li>- COVID-19 effects on economy, workforce, health of the regional population</li><li>- Disconnect between jobs available and skills of the regional workforce</li><li>- Student loan debt</li><li>- Uncertain political environment</li><li>- Uncertainty of government revenues</li></ul>

# Strategic Direction and Action Plan

## Region 3 CEDS Vision Statement and Goals

CEDS creates the vision, goals, and strategies for regional economic development that are intended to bring stakeholders together. The vision statement is the first aspect of this strategic direction and describes what the region will look like in 10 years.

### **CEDS Vision Statement:**

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.

The CEDS vision is brought to life by partners uniting around regional economic development goals and taking coordinated steps toward those goals. CEDS has six core goals, which align with the priorities listed in the vision statement.

### **Goals for Regional Economic Development:**

**Goal 1:** Build on existing collaborative efforts to ensure that the regional economy is both resilient and inclusive.

**Goal 2:** Develop skills of the regional workforce to support workers' economic mobility and to meet the needs of employers in the region.

**Goal 3:** Increase the assets and prosperity of communities that have experienced historic disinvestment by improving their access to education, employment, and entrepreneurship opportunities.

**Goal 4:** Support the maintenance and augmentation of housing that meets the needs of the region's current and future residents.

**Goal 5:** Strengthen infrastructure that is critical to the success of the region, particularly for transportation and broadband.

**Goal 6:** Retain and attract talent in the region by expanding local government's ability to support small businesses and enhance quality of life.

## Priority Action Steps and Strategies

The Priority Action Steps are the key activities that are taken to achieve the goals. Several ideas for strategies were created during the CEDS planning process. Of these, nine strategies were identified by the CEDS committee and members of the public as the most critical to implement over the next five years. The following tables outline these nine components of each Priority Strategy:

1. Purpose: Alignment with CEDS Goals
2. Action Steps: Concrete tasks for the committee and SMPC to complete
3. Potential Partners: Regional stakeholders who can assist in the completion of Action Steps
4. Time Frame: Annual goals for Action Steps to be completed
5. Alignment with SWOT: Elements of the Economic Analysis and SWOT that are addressed by the Priority Strategy
6. Estimated Costs: Anticipated investments of labor and capital
7. Potential Funding: Sources of funds that could support the Priority Strategy
8. Metrics: Data and other measurements of the strategy's impacts
9. Expected Impacts and Outcomes: Anticipated results of the Priority Strategy

The tables also identify the party responsible for implementing each Priority Strategy and Action Step. While SMPC will lead the work of implementing the CEDS Priority Action Steps and Strategies, it will require regional collaboration among several economic development partners. The CEDS committee meetings going forward will serve as the platform for maintaining and expanding collaboration around implementation of these Action Steps and Strategies, as well as evaluating impacts, needs, and progress toward the CEDS Goals.

<p><b>Goal 1: Build on existing collaborative efforts to ensure that the regional economy is both resilient and inclusive.</b></p>	
<p><b>Priority Strategy:</b> SMPC will translate Upjohn Institute research and best practices on the factor of resiliency into its economic development planning work and technical assistance to local jurisdictions.</p>	
<p><b>Purpose:</b> The region has experienced several shocks during the past few decades, including the current COVID-19 pandemic. The region often is impacted by those shocks to a greater degree and for a longer period than other regions. Certain attributes of the regional economy can contribute to this outsized impact of economic shocks. The region’s stakeholders should identify and address those factors to lessen the impact of future shocks.</p>	
<p><b>Action Steps:</b></p> <ol style="list-style-type: none"> <li>1. SMPC will identify existing Upjohn research on factors of resiliency and evaluate practical applications.</li> <li>2. SMPC will survey local jurisdiction partners to identify information and resource gaps that prevent the implementation of resiliency strategies.</li> <li>3. Upjohn and SMPC will create a bulletin or clearinghouse of new research on resiliency that stakeholders can use.</li> <li>4. Upjohn and SMPC will create forums for sharing best practices and gathering data from stakeholders.</li> </ol>	<p><b>Lead Partners:</b></p> <ul style="list-style-type: none"> <li>- SMPC</li> <li>- W.E. Upjohn economic researchers and Regional team</li> </ul> <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>- Major universities like Western Michigan University and Michigan State University</li> <li>- Local community foundations</li> </ul>
<p><b>Time Frame:</b> Action steps 1 and 2 in 2021 Action steps 3 and 4 in 2022</p>	<p><b>Alignment with SWOT:</b> Strengths: Higher educational institutions Opportunities: Need to share more data with partners to help solve problems</p>
<p><b>Estimated Costs:</b></p> <ul style="list-style-type: none"> <li>- Staff time of SMPC and Upjohn researchers</li> <li>- Survey software and distribution costs</li> </ul>	<p><b>Potential Funding:</b></p> <p>Local:</p> <ul style="list-style-type: none"> <li>- W.E. Upjohn Institute</li> <li>- Universities’ research funding</li> <li>- Local community foundations</li> </ul> <p>State:</p> <ul style="list-style-type: none"> <li>- Resilient Michigan Community Grant</li> </ul> <p>Federal:</p> <ul style="list-style-type: none"> <li>- HUD Community Development Block Grants (CDBGs)</li> <li>- EPA Brownfield and Clean Water Grants</li> </ul>

	<ul style="list-style-type: none"> <li>- EDA Planning and Technical Assistance, Public Works Grants</li> </ul>
<p><b>Metrics:</b></p> <ul style="list-style-type: none"> <li>- Number of local jurisdictions including resiliency strategies and metrics in their master plan updates</li> <li>- Number of local jurisdictions including inclusive strategies and metrics in their master plan updates</li> <li>- Number of local jurisdictions convening COVID-19 recovery efforts</li> <li>- Other new collaborative efforts such as consolidation of public services</li> </ul>	<p><b>Expected Impacts and Outcomes:</b></p> <ul style="list-style-type: none"> <li>- Local jurisdictions have greater access to data and research to inform their policymaking and decisions</li> <li>- Local jurisdictions increase the use of economic development strategies that promote inclusion and resiliency</li> <li>- Local jurisdictions are more financially and strategically resilient to future economic shocks</li> </ul>

<p><b>Goal 1:</b> Build on existing collaborative efforts to ensure that the regional economy is both resilient and inclusive.</p>	
<p><b>Priority Strategy 2:</b> 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 historically been excluded from economic development.</p>	
<p><b>Purpose:</b> The success of all residents is vital to the success of the region. While many stakeholders are working to ensure that all who are willing and able to participate in the economy have that opportunity, the work is never finished. The regional needs to address historic barriers and strengthen opportunities for education, employment, entrepreneurship, and civic engagement and leadership for those with disadvantaged backgrounds.</p>	
<p><b>Action Steps:</b></p> <ol style="list-style-type: none"> <li>1. SMPC will 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.</li> <li>2. SMPC will use staff time to bring these relationships into existing economic development initiatives and efforts, and to make connections across communities.</li> <li>3. SMPC will maintain ongoing dialogue and relationships with neighborhood groups, organizations, nonprofits, and</li> </ol>	<p><b>Lead Partner:</b></p> <ul style="list-style-type: none"> <li>- SMPC</li> </ul> <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>- Neighborhood associations</li> <li>- Downtown development authorities</li> <li>- United Way of the Battle Creek and Kalamazoo Region</li> <li>- Local community foundations</li> <li>- W.K. Kellogg Foundation</li> <li>- Michigan Small Business Development Center</li> <li>- Black Wall Street Kalamazoo</li> <li>- West Michigan Hispanic Chamber of Commerce</li> <li>- Colleagues International Kalamazoo</li> </ul>



<p>foundations to inform future planning and convening work.</p>	<ul style="list-style-type: none"> <li>- Urban Land Institute Michigan</li> </ul>
<p><b>Time Frame:</b> Action Step 1 in 2021 Action Step 2 in 2022 Action Step 3 in 2023–2025</p>	<p><b>Alignment with SWOT:</b> 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>
<p><b>Estimated Costs:</b> Staff time of SMPC outreach material costs Project or participant funding</p>	<p><b>Potential Funding:</b> Local:  <ul style="list-style-type: none"> <li>- W.E. Upjohn Institute</li> <li>- Small Business Development Center</li> <li>- Local community foundations</li> <li>- United Way of the Battle Creek and Kalamazoo Region</li> <li>- W.K. Kellogg Foundation</li> <li>- Western Michigan University</li> </ul> State:  <ul style="list-style-type: none"> <li>- University of Michigan</li> <li>- Michigan State University Extension</li> <li>- Michigan Municipal League Foundation</li> </ul> Federal:  <ul style="list-style-type: none"> <li>- AmeriCorps</li> </ul> </p>
<p><b>Metrics:</b></p> <ul style="list-style-type: none"> <li>- Number of new organizations and networks engaged in SMPC work</li> <li>- Number of local jurisdictions including inclusive strategies and metrics in their master plan updates</li> </ul>	<p><b>Expected Impacts and Outcomes:</b></p> <ul style="list-style-type: none"> <li>- Increased frequency of collaborative economic development projects with community partners</li> <li>- Increased diversity of participants and leaders in regional economic development</li> <li>- SMPC creates more inclusive economic development and planning solutions for local jurisdictions</li> </ul>

<p><b>Goal 2: Develop skills of the regional workforce to support workers’ economic mobility and to meet the needs of employers in the region.</b></p>	
<p><b>Priority Strategy:</b> SMPC will create an inventory of existing workforce development programs in the region and identify opportunities for SMPC, EDOs, and the private sector to assist with ongoing efforts.</p>	
<p><b>Purpose:</b> Talent is the lifeblood of any regional economy. The ability to develop, attract, and retain talent allows businesses to operate and grow; supplies restaurants, retail, and entertainment companies with patrons; and keeps civic organizations thriving. In order to sustain the region’s workforce and help businesses succeed, stakeholders need better information on how to evaluate programs’ success and keep employers engaged.</p>	
<p><b>Action Steps:</b></p> <ol style="list-style-type: none"> <li>1. SMPC, Michigan Works!, and the Upjohn Institute will identify all workforce development and training programs in the region and create a system to evaluate their effectiveness based on research on in-demand career pathways and occupations.</li> <li>2. SMPC will share its evaluation of the existing workforce programs and comparison to national best practices with regional EDOs, universities, business development centers, and the CEDS committee.</li> <li>3. SMPC and EDOs will collaborate to share workforce best practices with regional training organizations, intermediate school districts, community colleges, and business associations.</li> <li>4. SMPC will assist Michigan Works! with grant funding applications for workforce training pilot programs, and Michigan Works! will recruit businesses to participate.</li> </ol>	<p><b>Lead Partners:</b></p> <ul style="list-style-type: none"> <li>- SMPC</li> <li>- W.E. Upjohn Institute</li> <li>- Michigan Works! Southwest</li> <li>- EDOs</li> </ul> <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>- Community colleges</li> <li>- Western Michigan University</li> <li>- High schools, Kalamazoo RESA, intermediate school districts</li> <li>- Goodwill Industries</li> <li>- Urban Alliance</li> <li>- Trade and skilled trade organizations</li> <li>- Unions</li> <li>- Michigan Manufacturing Technology Center</li> <li>- MiSTEM Network</li> <li>- YMCA</li> <li>- Business development centers</li> <li>- Employers and anchor institutions</li> </ul>
<p><b>Time Frame:</b></p> <p>Action Step 1 in 2021–2022 Action Step 2 in 2023–2025 Action Step 3 in 2023–2025</p>	<p><b>Alignment with SWOT:</b></p> <p>Weaknesses: “College or bust” culture; the need for more corporate participation in workforce development programs; the need for social supports for workforce development programs; repetitive programs instead of partnerships</p>

<p><b>Estimated Costs:</b> Staff time of SMPC, Upjohn, and Michigan Works!</p>	<p><b>Potential Funding:</b></p> <p>Local:</p> <ul style="list-style-type: none"> <li>- Employers, anchor institutions</li> <li>- Local jurisdictions</li> <li>- Community colleges</li> <li>- Western Michigan University</li> </ul> <p>State:</p> <ul style="list-style-type: none"> <li>- Going PRO Talent Fund</li> <li>- Michigan Workforce Development Board</li> <li>- Department of Education Marshall Plan for Talent</li> </ul> <p>Federal:</p> <ul style="list-style-type: none"> <li>- Department of Labor programs</li> </ul>
<p><b>Metrics:</b></p> <ul style="list-style-type: none"> <li>- Annual total regional participation in workforce development and training programs</li> <li>- Changes to racial, gender, and age gaps in education, employment/unemployment, and incomes</li> <li>- LFPR and EPOP</li> </ul>	<p><b>Expected Impacts and Outcomes:</b></p> <ul style="list-style-type: none"> <li>- Increased overall participation in workforce development and training programs</li> <li>- Increased diversity of participants in workforce development and training programs</li> <li>- Improved partnerships between EDOs, the private sector, and the workforce development ecosystem</li> </ul>

<p><b>Goal 3: Increase the assets and prosperity of communities that have experienced historic disinvestment by improving their access to education, employment, and entrepreneurship opportunities.</b></p>	
<p><b>Priority Strategy:</b> SMPC will work with partners to help expand marketing of existing education, employment, and entrepreneurship resources to increase awareness and participation of currently marginalized groups.</p>	
<p><b>Purpose:</b> The success of all residents is vital to the region. Fully empowering the indigenous talent pool leads to many positive outcomes for the region as a whole. To better support existing talent, the region needs to address historic and systemic barriers to equity, as well as to strengthen awareness and access to education, employment, entrepreneurship, and leadership for those currently marginalized.</p>	
<p><b>Action Steps:</b></p> <ol style="list-style-type: none"> <li>1. SMPC will convene representatives from community colleges, Western Michigan University, Urban Alliance, Michigan Works!, and community organizations to review inventory of workforce programs, discuss marketing strategies, and identify gaps and goals.</li> <li>2. SMPC, the Upjohn Institute, and Michigan Works! will support educational and workforce partners with funding applications, pilot projects, research, evaluation, and technical assistance to implement innovative marketing and training programs.</li> <li>3. SMPC and educational and workforce partners will 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.</li> </ol>	<p><b>Lead Partner:</b></p> <ul style="list-style-type: none"> <li>- SMPC</li> </ul> <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>- Community colleges</li> <li>- Community organizations and nonprofits</li> <li>- Western Michigan University</li> <li>- Urban Alliance</li> <li>- EDOs</li> <li>- W.E. Upjohn Institute</li> <li>- W.K. Kellogg Foundation</li> <li>- Local community foundations</li> <li>- Anchor institutions</li> <li>- Black Wall Street Kalamazoo</li> <li>- Shared Prosperity Kalamazoo</li> </ul>
<p><b>Time Frame:</b></p> <p>Action Step 1 in 2021–2025 Action Step 2 in Years 2022–2024 Action Step 3 in Years 2023–2025</p>	<p><b>Alignment with SWOT:</b></p> <p>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;</p>

	need for more corporate participation in workforce development programs; repetitive programs instead of partnerships
<p><b>Estimated Costs:</b></p> <ul style="list-style-type: none"> <li>- SMPC and partner staff time</li> <li>- Marketing costs</li> <li>- Funding for pilot projects</li> </ul>	<p><b>Potential Funding:</b></p> <p>Local:</p> <ul style="list-style-type: none"> <li>- Community foundations</li> <li>- W.K. Kellogg Foundation</li> </ul> <p>State:</p> <p>Federal:</p> <ul style="list-style-type: none"> <li>- Department of Labor</li> </ul>
<p><b>Metrics:</b></p> <ul style="list-style-type: none"> <li>- Annual total regional participation in workforce development and training programs</li> <li>- Changes to racial and gender gaps in education, employment/unemployment, incomes, and poverty rates</li> </ul>	<p><b>Expected Impacts and Outcomes:</b></p> <ul style="list-style-type: none"> <li>- Increased diversity of participants in workforce training and education programs</li> <li>- Anchor institutions have improved ability to recruit from diverse and local talent pools</li> <li>- Successful workforce development models are replicated in other partnerships</li> </ul>

<p><b>Goal 4: Support the maintenance and augmentation of housing that meets the needs of the region’s current and future residents.</b></p>	
<p><b>Priority Strategy:</b> SMPC will provide housing solutions during planning work by identifying potential zoning and policy improvements that reduce barriers to residential development.</p>	
<p><b>Purpose:</b> Housing insecurity harms employment, education, and health outcomes, while housing scarcity hinders the ability of employers to attract and retain talent. Increasing the housing supply by reducing development barriers, including those caused by zoning and other policies, will help to alleviate current housing pressures and advance economic development initiatives in both urban and rural communities across the region.</p>	
<p><b>Action Steps:</b></p> <ol style="list-style-type: none"> <li>1. SMPC works with each county in the region to organize community stakeholders around a housing plan.</li> <li>2. SMPC uses county housing plans and Upjohn Institute research to identify overlapping goals, issues, priorities, potential partners and solutions for the entire region.</li> <li>3. SMPC works with county and local governments to implement zoning and policy improvements to reduce barriers to residential development.</li> </ol>	<p><b>Lead Partner:</b></p> <ul style="list-style-type: none"> <li>- SMPC</li> </ul> <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>- County governments</li> <li>- Community organizations</li> <li>- Local community foundations</li> <li>- Local municipalities</li> <li>- Michigan Municipal League</li> <li>- Michigan Townships Association</li> <li>- Realtors</li> <li>- Home builder associations, housing developers</li> <li>- W.E. Upjohn Institute</li> <li>- Nonprofits and CDCs</li> <li>- Shared Prosperity Kalamazoo</li> </ul>
<p><b>Time Frame:</b></p> <p>Action Step 1 in 2021–2023 Action Step 2 in 2022–2023 Action Step 3 in 2024–2025</p>	<p><b>Alignment with SWOT:</b></p> <p>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><b>Estimated Costs:</b></p> <ul style="list-style-type: none"> <li>- Housing Plans—\$10,000 to \$20,000 each</li> <li>- SMPC staff time</li> </ul>	<p><b>Potential Funding:</b></p> <p>Local:</p> <ul style="list-style-type: none"> <li>- County governments</li> <li>- Community foundations</li> <li>- County land banks</li> </ul> <p>State:</p> <ul style="list-style-type: none"> <li>- Michigan State Housing Development Authority (MSHDA)</li> </ul> <p>Federal:</p>

	<ul style="list-style-type: none"> <li>- New Markets Tax Credit (NMTC), Low-Income Housing Tax Credit (LIHTC)</li> <li>- HUD, HOME Investment Partnership Program and CDBG</li> <li>- Opportunity Zones</li> </ul>
<p><b>Metrics:</b></p> <ul style="list-style-type: none"> <li>- Housing units created in each county annually</li> <li>- Severely cost- and rent-burdened households by census tract</li> </ul>	<p><b>Expected Impacts and Outcomes:</b></p> <ul style="list-style-type: none"> <li>- Increased number of housing units developed annually in each county</li> <li>- Reduced barriers for developers who wish to build homes in the region</li> </ul>

<p><b>Goal 4:</b> Support the maintenance and augmentation of housing that meets the needs of the region’s current and future residents.</p>	
<p><b>Priority Strategy:</b> SMPC will facilitate partnerships that overcome feasibility gaps in residential development, especially engaging employers.</p>	
<p><b>Purpose:</b> Housing shortages are widespread and complex problems for local governments to solve. Lack of housing prevents rural and small communities from attracting businesses and skilled workers. A broader coalition of partners, including the private sector, is needed to make development more feasible, to increase capacity, and to maximize resources.</p>	
<p><b>Action Steps:</b></p> <ol style="list-style-type: none"> <li>1. SMPC will identify issues that affect housing affordability, mobility, equity, stability, and access, as well as best practices for housing policies, developer incentives, and overcoming funding barriers.</li> <li>2. SMPC will use this research to provide educational opportunities to local governments and EDOs about the impacts of housing development and best practices.</li> <li>3. EDOs and local governments will use this knowledge to work with anchor institutions and employers, in order to engage them in programs that provide down payment or rental assistance for their workers. SMPC will assist local governments and developers in writing and submitting applications for funding and financing residential development projects.</li> </ol>	<p><b>Lead Partner:</b></p> <ul style="list-style-type: none"> <li>- SMPC</li> <li>- EDOs</li> <li>- Local governments</li> </ul> <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>- Anchor institutions and large employers</li> <li>- County governments</li> <li>- Tribal governments</li> <li>- Shared Prosperity Kalamazoo</li> <li>- Housing developers</li> <li>- Housing nonprofits</li> </ul>

<p>4. SMPC will work with EDOs and local governments to keep up to date on best practices and potential challenges.</p>	
<p><b>Time Frame:</b> Action Step 1 in 2021 Action Step 2 in 2022–2025 Action Steps 3 and 4 in 2023–2025</p>	<p><b>Alignment with SWOT:</b> 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><b>Estimated Costs:</b></p> <ul style="list-style-type: none"> <li>- SMPC staff time</li> </ul>	<p><b>Potential Funding:</b></p> <p>Local:</p> <ul style="list-style-type: none"> <li>- Anchor institutions</li> <li>- EDOs</li> <li>- Local governments</li> </ul> <p>State:</p> <ul style="list-style-type: none"> <li>- MSHDA</li> </ul> <p>Federal:</p> <ul style="list-style-type: none"> <li>- Opportunity Zones</li> <li>- NMTC</li> </ul>
<p><b>Metrics:</b></p> <ul style="list-style-type: none"> <li>- Housing units created in each county annually</li> <li>- Severely cost/rent burdened households by census tract</li> </ul>	<p><b>Expected Impacts and Outcomes:</b></p> <ul style="list-style-type: none"> <li>- Local governments and EDOs can help employers adopt new strategies to aid their employees in their housing search</li> <li>- Increased number of housing units developed in each county</li> <li>- Reduced barriers for developers who wish to build homes in the region</li> </ul>

<p><b>Goal 4:</b> Support the maintenance and augmentation of housing that meets the needs of the region’s current and future residents.</p>
<p><b>Priority Strategy 2:</b> SMPC will facilitate partnerships that overcome feasibility gaps in residential development, especially by engaging employers.</p>
<p><b>Purpose:</b> Housing shortages are widespread and complex problems for local governments to solve. Lack of housing prevents rural and small communities from attracting businesses and skilled workers. A broader coalition of partners, including the private sector, is needed to make development more feasible, to increase capacity, and to maximize resources.</p>



<p><b>Action Steps:</b></p> <ol style="list-style-type: none"> <li>1. SMPC will identify issues that affect housing affordability, mobility, equity, stability, and access, as well as best practices for housing policies, developer incentives, and overcoming funding barriers.</li> <li>2. SMPC will use this research to provide educational opportunities to local governments and EDOs about housing development best practices.</li> <li>3. EDOs and local governments will use this knowledge to work with anchor institutions and employers, in order to engage them in programs that provide down payment or rental assistance for their workers. SMPC will assist local governments and developers in writing and submitting applications for funding and financing residential development projects.</li> <li>4. SMPC will help EDOs and local governments keep up to date on best practices and potential challenges.</li> </ol>	<p><b>Lead Partner:</b></p> <ul style="list-style-type: none"> <li>- SMPC</li> <li>- EDOs</li> <li>- Local governments</li> </ul> <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>- Anchor institutions and large employers</li> <li>- County governments</li> <li>- Tribal governments</li> <li>- Shared Prosperity Kalamazoo</li> <li>- Housing developers</li> <li>- Housing nonprofits</li> </ul>
<p><b>Time Frame:</b> Action Step 1 in 2021 Action Step 2 in 2022–2025 Action Steps 3 and 4 in 2023–2025</p>	<p><b>Alignment with SWOT:</b> 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><b>Estimated Costs:</b> SMPC staff time</p>	<p><b>Potential Funding:</b></p> <p>Local:</p> <ul style="list-style-type: none"> <li>- Anchor institutions</li> <li>- EDOs</li> <li>- Local governments</li> </ul> <p>State:</p> <ul style="list-style-type: none"> <li>- MSHDA</li> </ul> <p>Federal:</p> <ul style="list-style-type: none"> <li>- Opportunity Zones</li> <li>- NMTC</li> </ul>

<p><b>Metrics:</b></p> <ul style="list-style-type: none"><li>- Housing units created in each county annually</li><li>- Severely cost/rent burdened households by census tract</li></ul>	<p><b>Expected Impacts and Outcomes:</b></p> <ul style="list-style-type: none"><li>- Local governments and EDOs can help employers adopt new strategies to aid their employees in their housing search</li><li>- Increased number of housing units developed in each county</li><li>- Reduced barriers for developers who wish to build homes in the region</li></ul>
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<b>Goal 5: Strengthen infrastructure that is critical to the success of the region, particularly for transportation and broadband.</b>	
<b>Priority Strategy:</b> SMPC will collaborate with regional stakeholders to increase broadband access, availability, affordability, and adoption with planning, data, and pilot projects.	
<b>Purpose:</b> Broadband internet is vital to the success of the region, as it enables businesses, nonprofits, governmental organizations, and residents to engage in commerce, education, and health care. Additionally, widespread internet access improves property values and the attractiveness of the region. Unfortunately, not all in the region have access to high-speed internet, and many of those who do have access cannot afford it.	
<b>Action Steps:</b> <ol style="list-style-type: none"> <li>1. SMPC will organize stakeholders around a plan to increase broadband access and affordability in each county.</li> <li>2. SMPC will support local jurisdictions and institutions with funding and financing applications as they implement broadband strategies.</li> <li>3. SMPC will continue to convene and connect regional broadband stakeholders.</li> </ol>	<b>Lead Partner:</b> <ul style="list-style-type: none"> <li>- SMPC</li> </ul> <b>Potential Partners:</b> <ul style="list-style-type: none"> <li>- Internet service providers (ISPs)</li> <li>- Local jurisdictions</li> <li>- Schools and educational institutions</li> <li>- Merit Network</li> <li>- Connect Michigan</li> <li>- The Kalamazoo Promise</li> <li>- Shared Prosperity Kalamazoo</li> </ul>
<b>Time Frame:</b> Action Steps 1 and 2 in 2021–2023 Action Step 3 in 2023–2025	<b>Alignment with SWOT:</b> Weaknesses: Infrastructure gaps in broadband
<b>Estimated Costs:</b> <ul style="list-style-type: none"> <li>- Regional broadband plan—\$50,000</li> <li>- SMPC staff time</li> </ul>	<b>Potential Funding:</b> Local: <ul style="list-style-type: none"> <li>- Schools and educational institutions</li> <li>- Community foundations</li> <li>- Kalamazoo Promise</li> <li>- Shared Prosperity Kalamazoo</li> </ul> State: <ul style="list-style-type: none"> <li>- Michigan Department of Technology, Management and Budget</li> </ul> Federal: <ul style="list-style-type: none"> <li>- Opportunity Zones</li> <li>- U.S. Department of Agriculture (USDA) Broadband ReConnect Program</li> <li>- Rural Digital Opportunity Fund</li> </ul>
<b>Metrics:</b>	<b>Expected Impacts and Outcomes:</b>

<ul style="list-style-type: none"><li>- Number of organizations, jurisdictions, and networks engaged in broadband planning</li><li>- Dollars invested in broadband infrastructure projects</li><li>- Number of digital education and training programs created in the region</li><li>- Percentage of households with internet access by type</li><li>- Percentage of households without internet by income</li></ul>	<ul style="list-style-type: none"><li>- Increased success of local jurisdictions at procuring grant funds and financing for broadband investments</li><li>- Increased number of households served at 25/3 internet speeds</li></ul>
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<p><b>Goal 5:</b> Strengthen infrastructure that is critical to the success of the region, particularly for transportation and broadband.</p>	
<p><b>Priority Strategy 2:</b> SMPC and the Upjohn Institute will map transportation and other infrastructure needs across the region.</p>	
<p><b>Purpose:</b> In order to target limited investment dollars in the most impactful projects, local governments need better information on their communities’ most important needs. Stakeholders also need this information to align around shared investment priorities.</p>	
<p><b>Action Steps:</b></p> <ol style="list-style-type: none"> <li>1. SMPC and Upjohn will research existing methodologies of mapping infrastructure needs, and will identify key sources of information needed.</li> <li>2. SMPC and Upjohn will gather all data sources and create maps of infrastructure needs</li> <li>3. SMPC will use the maps and REMI forecasting to assist local and county governments with funding applications.</li> </ol>	<p><b>Lead Partners:</b></p> <ul style="list-style-type: none"> <li>- SMPC</li> <li>- W.E. Upjohn Institute</li> </ul> <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>- Kalamazoo County Road Commission</li> <li>- Local governments</li> <li>- County governments</li> <li>- Kalamazoo Area Transportation Study</li> <li>- Battle Creek Area Transportation Study</li> <li>- EDA</li> </ul>
<p><b>Time Frame:</b> Action Steps 1 through 3 in 2021–2022 Action Step 2 in 2023–2025</p>	<p><b>Alignment with SWOT:</b> Strengths: Well-connected existing transportation infrastructure Weaknesses: Infrastructure gaps; truck congestion in downtowns</p>
<p><b>Estimated Costs:</b></p> <ul style="list-style-type: none"> <li>- Varied by project</li> </ul>	<p><b>Potential Funding:</b></p> <p>Local:</p> <ul style="list-style-type: none"> <li>- Kalamazoo Area Transportation Study (KATS)</li> <li>- Battle Creek Area Transportation Study (BCATS)</li> </ul> <p>State:</p> <ul style="list-style-type: none"> <li>- Michigan Department of Transportation (MDOT)</li> </ul> <p>Federal:</p> <ul style="list-style-type: none"> <li>- Opportunity Zones</li> <li>- EDA Public Works program</li> </ul>
<p><b>Metrics:</b></p> <ul style="list-style-type: none"> <li>- Dollars invested in upgrading or maintaining infrastructure assets</li> <li>- Jobs created or retained</li> </ul>	<p><b>Expected Impacts and Outcomes:</b></p> <ul style="list-style-type: none"> <li>- Improved infrastructure investment targeting</li> <li>- Improved transportation and freight access for regional businesses</li> </ul>

<p><b>Goal 6: Retain and attract talent by expanding local government’s ability to support small businesses and enhance quality of life.</b></p>	
<p><b>Priority Strategy:</b> SMPC will help build the 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><b>Purpose:</b> Local governments—cities, villages, townships, and counties—are essential economic development partners in communities across the region, but they currently do not have the capacity, data, or resources they need to best support growth in the private sector.</p>	
<p><b>Action Steps:</b></p> <ol style="list-style-type: none"> <li>1. SMPC will work with Upjohn researchers to provide data to local governments on regional supply chains, anchor institution strategies, business-to-business (B2B) opportunities, and other best practices that support small business growth, entrepreneurship, and innovation.</li> <li>2. SMPC will provide free educational workshops on tax abatement, brownfield redevelopment, economic development strategies, workforce development needs, and incentives to units of local government across the region.</li> </ol>	<p><b>Lead Partners:</b></p> <ul style="list-style-type: none"> <li>- SMPC</li> <li>- W.E. Upjohn Institute</li> </ul> <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>- Local governments</li> <li>- County governments</li> <li>- Local nonprofits</li> <li>- Local community foundations</li> <li>- EDOs</li> <li>- Educational institutions</li> </ul>
<p><b>Time Frame:</b> Action Step 1 in 2021–2025 Action Step 2 in 2022–2025</p>	<p><b>Alignment with SWOT:</b> Weaknesses: Costs and complexity associated with redevelopment of existing assets; Lack of economic diversity in some communities; Struggling downtowns in small communities</p>
<p><b>Estimated Costs:</b></p> <ul style="list-style-type: none"> <li>- SMPC staff time</li> <li>- Approximately \$2,500 per workshop</li> </ul>	<p><b>Potential Funding:</b> Local: Local community foundations State: MEDC</p>
<p><b>Metrics:</b></p> <ul style="list-style-type: none"> <li>- Number of participants from local governments in educational workshops</li> <li>- Number of successful applications for funding and financial resources to support economic development from each county</li> </ul>	<p><b>Expected Impacts and Outcomes:</b></p> <ul style="list-style-type: none"> <li>- Local jurisdictions have greater access to data, research, and tools to inform their policymaking and decisions and support economic development</li> <li>- Local jurisdictions are more financially and strategically resilient to future economic shocks</li> </ul>

## Process for Moving CEDS Forward

Upon approval of CEDS by the EDA, SMPC will adjust the long-term structure of the CEDS committee. The purpose of the CEDS committee going forward is to review the annual update for the EDA, to maintain a collaborative platform for economic development activities, and to guide investments in the Economic Development District. In addition to those activities, SMPC and the CEDS committee will work together to identify funding, projects, and resources to pursue for economic development.

SMPC will welcome continued support from existing committee members, but will also invite new participants to join. SMPC aims to have 15–20 committee members representing private, public, and nonprofit sectors in all four counties. CEDS committee members will have two-to-three year terms or commitments. The CEDS committee will meet twice a year, hosted by SMPC. Meetings will be open to the public through virtual meeting software, with meeting links, minutes, and reports shared on the SMPC website. SMPC will use one meeting to invite potential partners to discuss ideas for initiatives and projects, to provide a place for people to update themselves on projects and ask for support with grant or funding applications, and to introduce the work of CEDS to potential new committee members. SMPC will use the other committee meeting to review the annual update to the EDA and to discuss the data on performance measures and evaluation metrics, as well as progress toward CEDS goals.

CEDS and the continuing committee meetings create platforms for increased collaboration across sectors and communities that will strengthen the resiliency of Region 3. The region needs these channels for collaboration and communication to break down organizational and cultural silos that hamper growth and progress. Working together to implement the Priority Action Steps will lead to a more robust recovery from the effects of the COVID-19 pandemic, and will establish the relationships needed to coordinate responses to future economic shocks. By implementing a coordinated response to COVID-19, the committee members will also gain experience in identifying and counteracting vulnerabilities that the region may face in other crises. Additional investments in infrastructure and the capacity of local governments will help the regional economy weather future shocks better, as will addressing barriers to equity and inclusion. CEDS brings all these issues together to strengthen the regional economy and to chart the way forward.

## Performance Measures

Each of the Priority Strategies above identified a key metric to evaluate progress toward the CEDS vision and goals. These metrics were chosen based on regional conditions, community feedback, and reliable data sources. Several of these metrics were covered in the Economic Analysis section and will be updated annually.

<b>Performance Measures</b>	
<b>Metric</b>	<b>Data source</b>
Job creation and retention	Southwest Michigan First announcements
Private investment	Southwest Michigan First announcements
Number of organizations and networks engaged in supporting CEDS goals and strategies	SMPC
Participation in workforce development and training programs	Michigan Works! Southwest, community colleges
Population growth and decline by race and age	American Community Survey
Changes to racial, gender, and age gaps in education, unemployment, incomes and poverty rates	American Community Survey
Severely cost- or rent-burdened households	American Community Survey
New residential construction permits	U.S. Census Bureau, Building Permits Survey

SMPC will create reports on these performance measures annually and will share them with the EDA and the CEDS committee. These annual reports will also include updates on the progress toward goals and strategies, data on new projects, and identification of action steps in need of implementation and funding support. These reports are an opportunity to engage partners by providing them with timely information they can use for grants and presentations, and by engaging them in qualitative evaluation. SMPC will make these reports public and share them with potential partners to strengthen regional collaborative networks and engagement around the CEDS goals and strategies.



## Organizational Approach to Creating the CEDS

SMPC and the Upjohn Institute created the CEDS through a committee-led planning process. The aim was for SMPC to engage local economic development stakeholders in the creation of CEDS goals and strategies that would support their work. SMPC recruited committee members from all four counties, people with diverse backgrounds, and representatives of the public, private, and nonprofit sectors. SMPC convened the CEDS committee six times over nine months. All meetings were held virtually because of the COVID-19 pandemic, which enabled the planning work to progress with only slight delays.

At each meeting, members worked together to help create and inform aspects of the CEDS:

<b>Meeting Date</b>	<b>CEDS Topic</b>
May 2020	At the first meeting, members identified regional strengths, weaknesses, and major issues of focus. The committee also reviewed data and metrics from the 2014 CEDS.
June 2020	Committee members discussed and finalized economic development goals for the region.
July and August 2020	Over six weeks, members worked in small subcommittee groups to identify strategies for each goal.
October 2020	The committee prioritized key strategies for each goal and identified public engagement action steps.
December 2020	The committee reviewed drafts of the plan and gave feedback.
January 2021	The committee approved the long-term organization and structure of the CEDS committee.

Committee decisions were made based on consensus and informed by both qualitative and quantitative data. The committee prioritized equity as a lens for all CEDS work and advocated for its centrality in the plan. 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. The SMPC board and Upjohn Institute staff also contributed time and expertise to the planning process as needed. SMPC staff managed the organization of the committee and the administration of the entire planning process. SMPC staff led a public engagement process over three months to gather feedback and input on the CEDS from community stakeholders. SMPC combined research, data analysis tools, the recommendations of the committee, and public feedback to create the CEDS.

## The CEDS Steering Committee

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.

<b>Name, Title</b>	<b>Company/Organization</b>	<b>Role</b>	<b>Geographic Area</b>
Sara Bals, Environmental Engineer	SME	Private sector; Private individual	Kalamazoo County
Nakia Baylis, Director of Data and Equitable Systems	United Way of the Battle Creek and Kalamazoo Region	Community leader; minority group; nonprofit or community-serving organization; philanthropy	Calhoun County; Kalamazoo County
Jill Bland, Economic Development	Southwest Michigan First	Private sector; community leader; workforce development board; nonprofit or community-serving organization; philanthropy; other: high school CTE programs	Kalamazoo County; St. Joseph County
Sandra Bliesener, Landscape Architect	O'Boyle, Cowell, Blalock & Associates Inc.	Private sector	Kalamazoo County
Jennifer Bomba, Community Development Director	Calhoun County	Government official	Calhoun County
Vince Carahaly, Owner	The Alcott Center, SMPC board	Private sector; SMPC; government official	Kalamazoo County
John Carmichael, CEO	GT Independence, Sturgis	Private sector; community leader; philanthropy	Regional
Ted Dearing, Assistant City Manager	City of Battle Creek	Government official	Calhoun County
Shabaka Gibson, Economic Developer	Battle Creek Unlimited	Private sector; community leader; private individual; workforce development board; minority group; nonprofit or community-serving organization	Calhoun County
Bjorn Green, President and CEO of Architecture	Tower Pinkster	Private sector; community leader; other: urban planning and design	Kalamazoo County
Dan Green, Chief Planning Officer	Nottawaseppi Huron Band of the Potawatomi	Native American and American Indian Tribes; government official; community leader	Regional
Jonathon Hallberg, Real Estate Sales	NAI Wiskinski of West Michigan	Private sector	Kalamazoo County
Rebekah Kik, Director of Community Planning & ED	City of Kalamazoo	Government official	Kalamazoo County
Andrew Kuk, Assistant City Manager, Development Director	City of Sturgis	Government official; private individual	St. Joseph County
Sholanna Lewis, Director, Truth, Racial Healing and Transformation	Kalamazoo Community Foundation	Community leader; higher education; minority group; nonprofit or community-serving	Kalamazoo County

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		organization; philanthropy; housing	
Amy Lipset, Southwest Region Planner	MDOT	State and public official	Regional
Lindsay Richardson, Executive Director	Sturgis Area Community Foundation	Nonprofit or community-serving organization; philanthropy	St. Joseph County
Eric Stewart, Assistant Superintendent for Career and Talent Development	Kalamazoo Regional Educational Service Agency (KRESA)	Education; workforce development	Kalamazoo County
Mike Tighe, Project manager	Early Childhood Investment Corp.	Community leader; private individual; nonprofit or community-serving organization; philanthropy	Branch County
Bill Weier, Owner and General Manager	Rustica LLC	Private sector	Kalamazoo County
Tom Wheat, Municipal Engineer	Prein and Newhof	Private sector; private individual; other: municipal engineer for many local jurisdictions	Kalamazoo County
Ken Willcutt, Plumber–Pipefitter–HVAC Tech	Plumbers, Pipefitters, and HVAC-R, Local 357	Private sector; workforce development board; labor organization	Branch County; Calhoun County; Kalamazoo County; St. Joseph County
Kara Wood, Associate Vice President of Community Partnerships	Western Michigan University	Higher education	Kalamazoo County

## Community Engagement with the CEDS

SMPC implemented a CEDS public engagement process from October to December 2020. This process was intended to accomplish three objectives: 1) to gather feedback on the CEDS goals and strategies, 2) to identify potential implementation partners, and 3) to build support for CEDS throughout the region. The public engagement process consisted of an anonymous survey, 30 key informant interviews, and two public meetings. The survey was distributed by email, press release, and the SMPC website for two months, and it gathered 93 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 they solicited feedback through 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. Please see more information on the CEDS survey results and interviews in Appendices A and B.

**Appendix A: Summary of Survey Responses and Public Meeting Feedback**

- Forthcoming

**Appendix B: Summary Information of Interviews—Sectors Represented, Questions Asked, Summarized Responses**

- Forthcoming

## **Appendix C: Additional Strategies for the Six CEDS Goals**

### Additional 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.

### Additional Strategies for Goal 2:

- Collaborate with Career and Technical Education (CTE) providers to support digitization of CTE programs and adult learning modules; support with grant writing.
- Increase opportunities for regional youth to meet with and receive the 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 of and flexibility with workforce and training programs.
- Create public-private partnerships for workforce training programs; build off 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 Battle Creek Unlimited's Talent Retention, Attraction, and Inclusion Incentive (TRAIN) 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 Michigan Small Business Development Center incubator project in downtown Kalamazoo, as well as coworking and maker spaces across the region.

### Additional Strategies for Goal 3:

- Regularly share data on (in)equity with regional employers and partner organizations (this overlaps with Goal 2).
- Develop pilot projects with funded research.
- Increase entrepreneurship support.
- Improve marketing of existing programs to increase the participation of currently marginalized groups.
- Promote CTE and workforce training programs that are adaptable and that consider every student's needs.

- Help partners develop mentorship programs, apprenticeships, and any opportunity to help high school students learn about careers in science, technology, engineering and mathematics (STEM), career ladders, in-demand occupations, 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.
- Raise more seed capital for entrepreneurs and financial resources for small businesses, potentially through Ka-zoo Angels.
- Provide small businesses with needed technical assistance to help move their commerce online.
- Have EDOs work with businesses to adopt inclusive procurement processes, like those required of large anchors that receive federal funding. Create a 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.
- Establish trade programs and business training specifically for people of color.
- Overcome the scarcity mindset to increase collaboration.
- Increase antiracist training and policies across governments and organizations.
- Bolster capacity-building and funding support for community economic development in communities of color.

Additional Strategies for Goal 4:

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

Additional 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.
- Support partners' and local governments' investments in cleaning up major brownfields and returning them to productive use.
  - o Support cleanup and rehabilitation of Marshall Megasite.
- Address lack of public transportation in nonmetro areas of the region.

Additional Strategies for Goal 6:

.CEDS - DRAFT

December 2020

- Help communities identify, plan for, and promote the amenities and business services they will need to keep workers in the region, especially as more and more work is done remotely.
- 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.
- Provide data to local governments and businesses to help them understand the value of diverse talent, in order to increase demand for these workers.



## **Appendix D: Additional Information from Economic Analysis**

- Regional innovation assets
  - WMU Biosciences Research and Commercialization Center; WMed Innovation Center; WMU Center for Entrepreneurship and Innovation
    - Starting Gate, WMU student business accelerator
    - Bronco Pitch Competition
    - Entrepreneurship Forum
    - Summer programs for high school students
    - Launchpad, student entrepreneurship club
    - Acquire, eight-week business acquisition course
  - Food innovation cluster: Kalamazoo Valley Community College (KVCC) Food Innovation Center; W.K. Kellogg Institute for Food and Nutrition Research, Innovation Center; and Southwest Michigan Accelerator Kitchen (forthcoming)

# 2021 SMPC Work Plan

## Manage SMPC

- Serve as public face of SMPC
- Host SMPC Board Meetings
  - Prepare and distribute public notices
  - Prepare and distribute agendas/packets
  - Record meetings and draft minutes
  - Arrange for, and set up, refreshments
- Maintain documents in accordance with FOIA and OMA
- Interact with board members
- Maintain SMPC Website
- Manage contracts with other staffing
  - Kalamazoo Township
    - Manage staff who work at the Township two days a week
  - Manage KATS
    - This is a \$100,000 contract
- Interact with state agencies and elected officials
  - Assist elected officials with technical assistance, surveys, and funding applications
- Serve as Secretary for the Michigan Association of Regions
  - Attend monthly calls/meetings
  - Meet with state officials
- Manage Contracts and SMPC budget
  - SMPC dues and fund balance: \$20,000
  - Michigan Department of Transportation: \$100,000 (\$95,000 subcontracted)

## Continue to Develop Housing Expertise

- Kalamazoo County Housing Plan (pending)
  - Proposal requested by County workgroup
  - Proposal Delivered
  - Work plan drafted
    - Needs final refinement after millage passage
    - Consulted with millage proponents
- Montcalm-Ionia Counties Housing Plan- \$25,000
  - Proposal requested by United Way
  - Proposal delivered
  - Work anticipated to start Feb, 2021
- Provide educational workshops on housing development best practices and Plan 4 Housing website
  - Potentially provide NAHB housing impact assessments for each county using SMPC funds
  - Provide 2 workshops by Q3 2021
- Maintain Plan 4 Housing website
  - Ongoing
- Develop Housing Asset Management Program
  - A novel approach to community-wide housing management that assess the quality of individual houses and develops an asset plan for each house
  - As time allows

## Capacity Building Grant (EDA) - \$120,000

- Continue work on Broadband Plan
  - Assist counties in the creation of individual plans that will connect with region-wide plan
  - Organize committee of broadband stakeholders around region-wide plan

- Develop local primary broadband data (to counter FCC maps)
  - Work with contractor to create web-scraping tool
    - Apply results to planning process
    - Publish results
  - Map results and geographically analyze results to develop feasibility rating for street sections
- Start to develop regional recovery and resiliency plan
  - Research goals and strategies that are on par with other regional planning organizations
  - Convene regional ‘communication network’ partners to address priority issues, for COVID-19 recovery and to build capacity for responding to future shocks
- Provide technical assistance to local stakeholders

### **CEDS Coordination and EDD Management**

- Organize CEDS Committee meetings twice per year
- Prepare annual report on CEDS goals and performance metrics
- Create and maintain external web platform for CEDS engagement, data, reports, and meeting info
- Help implement CEDS priority action steps
  - Inventory existing workforce development programs and convene meeting of workforce and educational organizations to review findings and recommendations
    - Develop stronger relationships with Michigan Works team
  - Develop methodology for mapping or identifying infrastructure needs across the region
  - Provide educational workshops on economic development practices and tools
- Interface with Chicago EDA Office and Project Officer
- Apply for and maintain Economic Development District status

### **Planning Work**

- Finish Sherman Township Zoning Ordinance - \$8,000
  - Finish Q4, 2021
- Finish Branch County - \$12,000
  - Finish Q3, 2021
- Finish Nottawa Township- \$8,000
  - Finish Q3, 2021
- Start St. Joe County- \$12,000
  - Contract in process
- Start Mendon Township/Village- \$12,000
  - Work begins Jan, 2021
- Start Mendon Township/Village Zoning Ordinance- \$18,000
  - Work to begin Q3, 2021
- Providing subject matter expertise on a regular basis – no compensation
  - Local units of government – ongoing
  - Assist other regional planning organizations with procuring REMI forecasts – infrequently

### **Ongoing Collaboration and Coordination with Upjohn Institute staff**

- Housing Research with Evan Mast
- Translate Upjohn expertise and research into practical solutions for Michigan Works, educational institutions, EDOs, and local governments
  - Help build external-facing platform for sharing research and best practices (Regional Reviews)
- Maintain staff’s planning, research, and local government expertise for both external partners and Institute staff
- Internal grant and financial management activities

## Lee Adams

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**From:** Simon, Betsy (MDOT) <SimonB5@michigan.gov>  
**Sent:** Tuesday, January 5, 2021 11:24 AM  
**To:** lomako@semcog.org; karll@semcog.org; john.weiss@gvmc.org; derek bradshaw; dstruck; James Snell; buckr@miwats.org; Jonathan Start; ekuhn@wmsrdc.org; bstark@saginawcounty.com; John Egelhaaf; sduke@co.jackson.mi.us; karrp@bcatsmpo.org; info; Jay Anderson; sbulthuis@the-macc.org; sarah.lucas@networksnorthwest.org; brown@tmacog.org; reams@tmacog.org; sduke@co.jackson.mi.us; Lee Adams; John Egelhaaf; derek bradshaw; James Snell; sfortune; dbec@wmrpc.org; drekowski@nemcog.org; mccauley; Jeff Hagan; Dotty LaJoye; jwuorenmaa@wuppd.org; ekuhn@wmsrdc.org; Don Stypula; info@detroittransit.org; mptaclark; hello@masstrans.org; bgunka@baymils.org; rob.kalbfleisch@gtbindians.com; larryd@kbic-nsn.gov; aswiss@ltbbodawa-nsn.gov; monte.davissr@glt-nsn.gov; dgreen@nhbpi.com; jim.coleman@pokagonband-nsn.gov; dseal; whoffman@saulttribe.net; information@gdabvi.org; Michelle Grinnell (MEDC); grivetti@dnmm.org; miaarp@aarp.org; Aubert, Yaushica; Baker, Nicole; Bey, Gina; Bolling, Cynthia; Bonita, Janice; Brewer, Darcia; Brown, Bob; burns; Carlson, Samantha; Cope, Kimberly; Cronin, Michelle; Curtis, Pam; davelalumia@4ami.org; Doty, Karri; Dudewicz, Stacy; Fales, Karla; Filby-Clark, Suzanne; Florea, Amy; Gandhi, Kishori; Gittins, Sue; Gustine, Heidi; Heijerman, Pamela; Joe Reeves; Kahane, Pam; Karlson, Michael; Kellogg, Lynn; LaFave, Terri; Lemmer, Tammy; Long, Kate; Lorenz-Goings, Kara; Maciejewski, Jason; Mead, Jon; Moffitt, Pam; Molski, Amanda; O'Connor, Jackie; O'Malley, Margaret; Owen, Marion; Pepin, Pamela; Radocaj, Suzie; Reed, Shannon; Sauer, Laurie; Sutter, Laura; Tamera Kiger; Taylor, Ronald; Vanlandingham, Christine; Warner, Claire; Wetherby, Julie; Whitman, Sherry; Wines, Stacy  
**Cc:** Ruestman, Jean (MDOT); Geissler, Janet (MDOT)  
**Subject:** MM2045 Transit Stakeholder Survey

**Date:** January 5, 2021  
**To:** Transit stakeholder and advocacy groups  
**From:** Jean Ruestman, Administrator  
Office of Passenger Transportation  
Michigan Department of Transportation  
**Subject:** MM2045 Transit Stakeholder Survey

We would like to invite you to complete a survey to gather input regarding public transit for the State Long Range Transportation Plan -- Michigan Mobility 2045 (MM2045), and the incorporated Transit Strategic Plan. These plans will help shape the future of mobility in Michigan. As a stakeholder or advocate for a population that relies on public transit, your perspective and opinions are important to us.

Please use the link below to complete the transit survey, and feel free to share it with others in your organization. The survey will be open until Jan. 15, 2021. Feel free to contact me if you have any questions or concerns.

<https://www.surveymonkey.com/r/MM2045transit>

Thanks,  
Jean

## **PUBLIC NOTICE**

**TO:** All Local Units of Government in Kalamazoo County, EGLE Director, Southcentral Michigan Planning Council, All Designated County Solid Waste Management Planning Agency Representatives

**FROM:** Kalamazoo County Solid Waste Management Planning Committee

**DATE:** January 4, 2021

**SUBJECT:** **Notice of Proposed Amendments 1 and 2 to the Kalamazoo County Solid Waste Management Plan**

Please be advised that at its meeting on December 16, 2020, the Kalamazoo County Solid Waste Management Planning Commission (SWMPC) voted to initiate a ninety-day review and comment period for the purpose of processing Amendments 1 and 2 to the Kalamazoo County Solid Waste Management Plan. The intent of Amendments 1 and 2 is as follows:

Amendment 1 – to allow the Waste Not C&D Recycling Center to be determined automatically consistent with the Plan and to be permitted as a transfer station and processing facility at the following location: 2206 Nichols Road, Kalamazoo, MI 49004.

Amendment 2 – to allow the existing Miller Road Transfer Station to be determined automatically consistent with the Plan for an expansion as a transfer station and permitted as a new processing facility at the following location: 2606 Miller Road, Kalamazoo, MI 49001.

The 90-day review and comment period will initiate on January 4, 2021 and is initiated pursuant to PA 451 of 1994, as amended, and will terminate on April 5, 2021. A public hearing on the proposed amendment will be conducted by the Kalamazoo Metropolitan County Planning Commission (KMPC) as the Designated Planning Agency pursuant to PA 451 of 1994, as amended, on Thursday, March 17, 2021 at 7:00 p.m. via Zoom (link will be in

the meeting agenda at [www.kalcounty.com](http://www.kalcounty.com) about a week before meeting) or in Room 201 of the Kalamazoo County Administration Building, 201 West Kalamazoo Avenue, Kalamazoo MI 49007 should in-person meetings be allowed at the that time.

A copy of the subject Amendments 1 and 2 and a preliminary schedule for processing are enclosed for your review. They are also available at <https://www.kalcounty.com/directory/boards/board.php?board=39>

Written comments regarding Amendment 1 or Amendment 2 should be submitted/directed to the SWMPC in care of the Kalamazoo County Planning & Development Department at the above address and will be entered into the public record if received no later than 5:00 p.m. on April 5, 2021. Verbal comments should be made at the public hearing on March 17, 2021.

Questions may be answered in the interim time period by contacting Lotta Jarnefelt of the Planning & Development Department by email [LMJARN@kalcounty.com](mailto:LMJARN@kalcounty.com) or phone (269) 384-8112 during normal business hours Monday through Friday.

Enclosures

cc: SWMPC  
Board of Commissioners

**AMENDMENT 1 TO KALAMAZOO COUNTY  
SOLID WASTE MANAGEMENT PLAN**

\_\_\_\_\_, 202\_

The Kalamazoo County Solid Waste Management Plan (December 1998) is hereby amended and supplemented as follows:

1. Table 2, "Inventory of Solid Waste Disposal Areas" (II-2), is hereby supplemented as follows:

- a. At the end of the list of solid waste disposal areas under the heading "Type A Transfer Stations," add the following:

<u>Type A Transfer Stations</u>	<u>County</u>
Waste Not C&D Recycling Center	Kalamazoo

- b. At the end of Table 2, following the list of solid waste disposal areas under the heading "Type B Transfer Stations," add the following:

<u>Processing Plants</u>	<u>County</u>
Waste Not C&D Recycling Center	Kalamazoo

2. Table 3, "Descriptions of Solid Waste Disposal Areas" (II-3), is hereby supplemented as follows:

- a. At the end of the list of solid waste disposal areas under the heading "Type A Transfer Stations," add the following:

**TYPE A TRANSFER STATIONS**

**Waste Not C&D Recycling Center**

Location: Kalamazoo County, T2S R11W Section 8

Final disposal site: 1) Orchard Hills Landfill; 2) Westside Landfill;  
3) South Kent Landfill; 4) C & C Landfill

Landfill Owner: 1) Landfill Management Company (private); 2) Waste Management of Michigan d.b.a. Westside RDF (private); 3) Kent County (public); 4) Republic Services (private)

Operating Status: pending

Wastes received: residential, commercial, industrial, construction and demolition, contaminated soils, paper sludge, tree stumps and limbs

Total area of facility property: 5.19 acres (Gross), 4.92 acres (Net)

Estimated days open per year: 304

Estimated yearly disposal volume: unknown

- b. At the end of Table 3, following the list of solid waste disposal areas under the heading "Type B Transfer Stations," add the following:

**PROCESSING PLANTS**

**Waste Not C&D Recycling Center**

Location: Kalamazoo County, T2S R11W Section 8

Final disposal site: 1) Orchard Hills Landfill; 2) Westside Landfill;



3) South Kent Landfill; 4) C & C Landfill  
 Landfill Owner: 1) Landfill Management Company (private); 2) Waste Management of Michigan d.b.a. Westside RDF (private); 3) Kent County (public); 4) Republic Services (private)  
 Operating Status: pending  
 Wastes received: residential, commercial, industrial, construction and demolition, contaminated soils, paper sludge, tree stumps and limbs  
 Total area of facility property: 5.19 acres (Gross), 4.92 acres (Net)  
 Estimated days open per year: 304  
 Estimated yearly disposal volume: unknown

3. Table 4, "Solid Waste Collection Service Providers" (II-11), is hereby supplemented as follows:

a. At the end of the list of solid waste collection service providers under the heading "Solid Waste Collection Service Providers," add the following:

<u>Service Provider</u>	<u>Disposal Facility Used</u>
Waste Not C&D Recycling Center	Orchard Hills Landfill; Westside Landfill; South Kent Landfill; C & C Landfill

4. Table 11, "Inventory of Solid Waste Disposal Areas" (III-6), is hereby supplemented as follows:

a. At the end of the list of solid waste disposal areas under the heading "Type A Transfer Stations," add the following:

<u>Type A Transfer Stations</u>	<u>County</u>
Waste Not C&D Recycling Center	Kalamazoo

b. At the end of Table 11, following the list of solid waste disposal areas under the heading "Type B Transfer Stations," add the following:

<u>Processing Plants</u>	<u>County</u>
Waste Not C&D Recycling Center	Kalamazoo

5. Table 12, "Descriptions of Solid Waste Disposal Areas" (III-7), is hereby supplemented as follows:

a. At the end of the list of solid waste disposal areas under the heading "Type A Transfer Stations," add the following:

**TYPE A TRANSFER STATIONS**

**Waste Not C&D Recycling Center**

Location: Kalamazoo County, T2S R11W Section 8  
 Final disposal site: 1) Orchard Hills Landfill; 2) Westside Landfill;  
 3) South Kent Landfill; 4) C & C Landfill  
 Landfill Owner: 1) Landfill Management Company (private); 2) Waste Management of Michigan d.b.a. Westside RDF (private); 3) Kent

County (public); 4) Republic Services (private)  
Operating Status: pending  
Wastes received: residential, commercial, industrial, construction and demolition, contaminated soils, paper sludge, tree stumps and limbs  
Total area of facility property: 5.19 acres (Gross), 4.92 acres (Net)  
Estimated days open per year: 304  
Estimated yearly disposal volume: unknown

- b. At the end of Table 12, following the list of solid waste disposal areas under the heading “Type B Transfer Stations,” add the following:

**PROCESSING PLANTS**

**Waste Not C&D Recycling Center**

Location: Kalamazoo County, T2S R11W Section 8  
Final disposal site: 1) Orchard Hills Landfill; 2) Westside Landfill;  
3) South Kent Landfill; 4) C & C Landfill  
Landfill Owner: 1) Landfill Management Company (private); 2) Waste Management of Michigan d.b.a. Westside RDF (private); 3) Kent County (public); 4) Republic Services (private)  
Operating Status: pending  
Wastes received: residential, commercial, industrial, construction and demolition, contaminated soils, paper sludge, tree stumps and limbs  
Total area of facility property: 5.19 acres (Gross), 4.92 acres (Net)  
Estimated days open per year: 304  
Estimated yearly disposal volume: unknown

6. Table 15, “Selected Recycling System” (III-19), is hereby supplemented as follows:
- a. At the end of the paragraphs under the heading “Drop-off programs,” add the following:

The **Waste Not C&D Recycling Center** is a privately operated drop-off which is open to the public year-round. The drop-off accepts construction and demolition waste.

7. On Page III-27, add the following below the paragraph in “Facility Siting Procedure”:

“The following facility is deemed automatically consistent with the plan:

**Waste Not C&D Recycling Center** as a new processing plant and transfer facility; located at 2206 Nichols Road, Kalamazoo, MI 49004”

8. Appendix D, “Attachments” (D-1) is hereby amended as follows:
- a. Under the heading, “Solid Waste Disposal Facility Location Maps,” amend the first paragraph as follows:

### **Solid Waste Disposal Facility Location Maps**

The following maps and/or legal descriptions (Attachments D-1 through -12a) are intended to identify the locations of the various solid waste disposal facilities proposed to serve Kalamazoo County during the planning period.

- b. Add the attached site plan and the following description after Attachment D-12 as "Attachment D-12a":

**Attachment D-12a**

**Waste Not C&D Recycling Center Boundary Description**

Land situated in the Township of Kalamazoo, County of Kalamazoo, State of Michigan, described as follows:

Commencing at a point 666.25 feet North of the West 1/4 post of Section 8, Town 2 South, Range 11 West; thence North on the West line of said Section 355.85 feet to the Right of Way of the Michigan Central Railroad; thence Southeasterly along the Southerly line of said Railroad 803.03 feet; thence South parallel with the West line of said Section 215.75 feet and thence Northwesterly to the Place of Beginning.

Also, a parcel in Section 8, Town 2 South, Range 11 West, commencing at a point 405.5 feet North of the West 1/4 post of said Section and running thence East at right angles to said West line 183.0 feet; thence South parallel to said West line 66 feet; thence East at right angles to said West line 522 feet for the Place of Beginning; thence Northwesterly to a point on the West line of said Section 666.25 feet North of the West 1/4 post of said Section; thence Southeasterly to a point 80 feet North of the Place of Beginning; thence South 80 feet to the Place of Beginning.

Commonly known as: 2206 Nichols Road, Kalamazoo, MI 49004  
Tax ID No. 3906-08-170-010



**AMENDMENT 2 TO KALAMAZOO COUNTY**

**SOLID WASTE MANAGEMENT PLAN**

\_\_\_\_\_, 202\_\_\_\_\_

The Kalamazoo County Solid Waste Management Plan (December 1998) is hereby amended and supplemented as follows:

1. Table 2, "Inventory of Solid Waste Disposal Areas" (II-2), is hereby supplemented as follows:
  - a. At the end of Table 2, following the list of solid waste disposal areas under the heading "Type B Transfer Stations," add the following:

<u>Processing Plants</u>	<u>County</u>
Miller Road Transfer Station	Kalamazoo

2. Table 3, "Descriptions of Solid Waste Disposal Areas" (II-3), is hereby amended as follows:
  - a. Under the heading "Type A Transfer Stations", "Miller Road Transfer Station", "Wastes received" (II-8), add: recyclables, contaminated soils, paper sludge.
  - b. Under the heading "Type A Transfer Stations", "Miller Road Transfer Station", "Total area of facility property" (II-8), strike "+/- 1 acre" and insert "+/- 9.51 acres
  - c. Under the heading "Type B Transfer Stations" (II-10), add the following:

**PROCESSING PLANTS**

**Miller Road Transfer Station**

Location: Kalamazoo County, T2S R11W Section 25  
Final Disposal Site: Orchard Hill Sanitary Landfill  
Owner: Landfill Management Company (private)  
Operating Status: Open and Licensed  
Wastes received: residential, commercial, industrial, construction, demolition, trees and stumps, recyclables, contaminated soils, paper sludge  
Total area of facility property: +/-9.51 acres  
Estimated days open per year: 312  
Estimated yearly disposal volume: Unknown

3. Table 11, "Inventory of Solid Waste Disposal Areas" (III-6), is hereby supplemented as follows:
  - a. At the end of Table 11, following the list of solid waste disposal areas under the heading "Type B Transfer Stations," add the following:

<u>Processing Plants</u>	<u>County</u>
Miller Road Transfer Station	Kalamazoo

4. Table 12, “Descriptions of Solid Waste Disposal Areas” (III-7), is hereby amended as follows:
  - a. Under the heading “Type A Transfer Stations”, “Miller Road Transfer Station”, “Total area of facility property” (III-12), strike “+/- 1 acre” and insert “+/- 9.51 acres.
  - b. At the end of Table 12, following the list of solid waste disposal areas under the heading “Type B Transfer Stations” (III-14) add the following:

**PROCESSING PLANTS**

**Miller Road Transfer Station**

Location: Kalamazoo County, T2S R11W Section 25

Final Disposal Site: Orchard Hill Sanitary Landfill

Owner: Landfill Management Company (private)

Operating Status: Open and Licensed

Wastes received: residential, commercial, industrial, construction, demolition, trees and stumps, recyclables, contaminated soils, paper sludge

Total area of facility property: +/-9.51 acres

Estimated days open per year: 312

Estimated yearly disposal volume: Unknown

5. Table 15, “Selected Recycling System” (III-19), is hereby supplemented as follows:
  - a. At the end of the paragraphs under the heading “Drop-off programs” (III-20), add the following:

The **Miller Road Transfer Station** is a privately operated drop-off which is open to the public year round. The drop-off accepts Cardboard, Paper, Rigid Plastic 1-7, Aluminum, Tin, Steel (Ferrous & Non-Ferrous Metals), Wood, Glass, Concrete, Asphalt & Compost.

6. On Page III-27, add the following below the paragraph in “Facility Siting Procedure”:

The following facility is deemed automatically consistent with the plan:

Miller Road Transfer Station for any expansions at its solid waste transfer station or as a new processing plant; located at 2606 Miller Road, Kalamazoo, MI 49001.

7. Appendix D, “Attachments” (D-1) is hereby amended as follows:
  - a. Attachment D-8, the Miller Road Transfer Station, is removed and replaced with the attached **Exhibit C** as “Attachment D-8a”.

## Attachment D-8a

### Exhibit C

#### Miller Road Transfer Station

**Parcel Number: 06-25-314-001**

*County tax description:*

G25-28-2 Section 25-2-11 Beginning 260ft West of the intersection of the E&W 1/4 line of Section 25 with the westerly line of the GTW Railroad right-of-way; thence South 05deg 34min East 484ft; thence East 260ft; thence South 05deg 34min East 183.13ft to the south line of the N 1/2 of the NW1/4 of the SW1/4 of Section 25; thence West 328.02ft along said south line; thence North 05deg 34min West 667.13ft parallel to the westerly line of said right-of-way to the E&W 1/4 line; thence East 68.02ft along said E&W 1/4 line to the point of beginning, excluding the North 33ft for Miller Road.

**Parcel Number: 06-25-318-001**

*County tax description:*

G25-10-2 Sect 25-2-11 that part of the S 1/2 of the NW 1/4 of the SW 1/4 lying E of the ELY li of the GR&I RR right of way.

**Both Parcels:**

*Deed Legal Description (Liber 1210 Pg 152)*

Land located in the North half of the Southwest quarter of Section 25, Town 2 South, Range 11 West, described as: Commencing at a point in the East and West quarter line of said section 328.02 feet West along said quarter line from the West line of the Grand Trunk Western Railroad, thence Southerly parallel with the West line of the Grand Trunk Western Railroad 667.13 feet to the South line of the North half of the Northwest quarter of the Southwest quarter of said section; thence West along said South line 191.58 feet to the East line of the Conrail right-of-way (formerly G.R. & I. Railroad); thence Southerly along the East line of the Conrail right-of-way to the South one-eighth line of said section; thence East along said one-eighth line to the West line of the Grand Trunk Western Railroad; thence Northerly along said West line of said Grand Trunk Western Railroad 850.42 feet; thence West parallel to the East and West quarter line 260 feet; thence Northerly parallel to the West line of the Grand Trunk Western Railroad to the East and West quarter line of said section; thence West along said quarter line to the place of beginning, subject to conditions, limitations, restrictions, and easements of records.



