

SOUTHWEST MICHIGAN PROSPERITY REGION  
**5-YEAR PROSPERITY PLAN**

**ADOPTED:** SEPTEMBER 22, 2014

# MICHIGAN... AMERICA'S COMEBACK STATE

‘An economic success story that would not be possible without collaboration by the public, private and non-profit sectors.’

‘It is the uniqueness of our **regions** – that makes the world take notice. These **regions** drive Michigan’s economy and define its character.’

‘Stronger local and **regional** collaboration will drive economic investment, lead to greater quality of place and increase business and talent attraction.’

– Governors Reigional Reinvention Website ([www.michigan.gov/snyder](http://www.michigan.gov/snyder))

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# REGIONAL PROSPERITY INITIATIVE

Using the incentive based funding of the Regional Prosperity Initiative, the Southwest Michigan Prosperity Region (Region 8) is moving forward as a Regional Prosperity Collaborative (Tier 1).

## WHAT

The RPI is a voluntary competitive grant process designed to encourage local private, public and non-profit partners to create vibrant regional economies. It was signed into law as part of the FY 2014 budget (59 PA 2013).

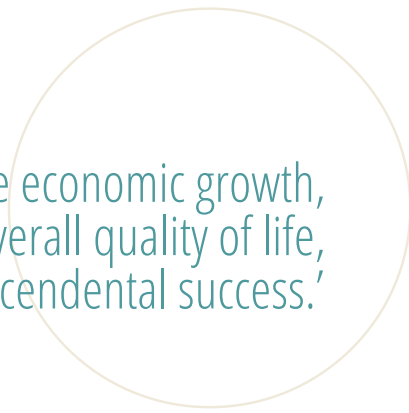
## WHO

Existing State Designated Planning Regions and Metropolitan Planning Organizations are eligible to apply for grants from the RPI.

'To attract knowledge workers, communities have to have a high quality of life with lots of amenities.'

'The key to success in the global New Economy is attracting talented and creative workers.'

— MSU Land Policy Institute



‘Prosperity... a state of stable, reliable and secure economic growth, with rising employment, income and overall quality of life, that ensures transcendental success.’

## WHY

A collaborative relationship among local and regional partners will allow the state, as well as private and non-profit stakeholders, to recognize local efforts and work in closer collaboration with local and regional decision makers to support efforts for economic prosperity. In essence, regional collaboration works to eliminate overlapping responsibilities and competing visions as to economic priorities, and address redundancies and gaps in services.

## HOW

The RPI empowers local and regional partners to develop a consensus vision and action plan for economic prosperity.



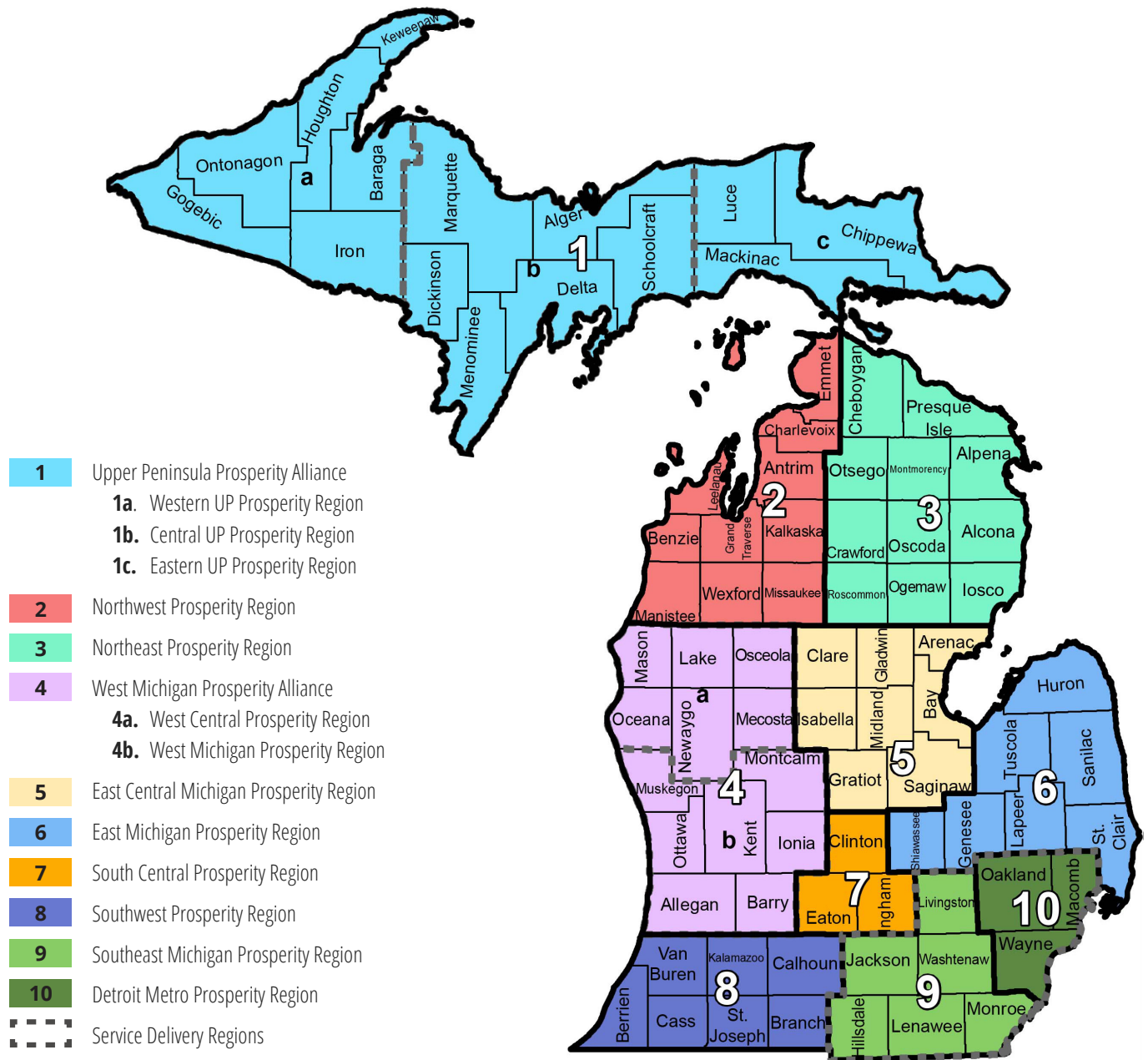
‘We were drawn to the southwest Michigan area because of the work ethic and availability of the workforce.’

– Frank Rinderspacher, General Manager of Hark Orchids

# PROSPERITY REGIONS

## STATE OF MICHIGAN

Region 8 consists of: Berrien County, Branch County, Cass County, Calhoun County, Kalamazoo County, St Joseph County, and Van Buren County.





# REGION 8

## SOUTHWEST MICHIGAN PROSPERITY REGION

‘People, companies, and talent  
do not move to towns— they move  
to regions based on amenities  
and quality of life.’

– MSU Land Policy Institute



Source: Google Images



‘A city cannot prosper without  
a region with thriving suburbs  
and rural townships.’

– MSU Land Policy Institute

# REGION 8 PROSPERITY COLLABORATIVE PARTNERS

The Region 8 Prosperity Collaborative is made up of many partners, all of whom have been invited to participate in this historic collaborative effort.

The following partners supported the work of the Collaborative by letter of support or through participation in the process:

## Adult Education

Adult Learning Collaborative Board  
Berrien Regional Education Service Agency  
Centreville Public Schools  
Kalamazoo RESA  
Lewis Cass Intermediate School District  
Succeed in Life, LLC  
Van Buren Intermediate School District

## Economic Development

Battle Creek Unlimited  
Coloma-Watervliet Chamber of Commerce  
Cornerstone Alliance (Benton Harbor)  
Southwest Michigan First  
Southwest Michigan Economic Growth Alliance

## Higher Education

Glen Oaks Community College  
Kellogg Community College  
Lake Michigan College  
Western Michigan University

## Transportation

Battle Creek Area Transportation Study (MPO)  
Berrien Bus  
Kalamazoo Area Transportation Study (MPO)  
Kalamazoo County Road Commission  
Michigan Department of Transportation – Southwest Region  
St. Joseph County/Cass County Road Commission

## Workforce Development

Berrien-Cass-VanBuren Michigan Works!/Kinexus  
Calhoun ISD (Barry-Branch-Calhoun)/Michigan Works!  
Kalamazoo-St. Joseph Michigan Works!  
Telamon Corporation

## Other

Berrien County  
Branch County  
Cooper Township (Kalamazoo County)  
Kalamazoo, City of  
Kalamazoo County Department of Planning and Community Development  
Kalamazoo Township (Kalamazoo County)  
Representative Al Pscholka (79th District)  
St. Joseph, City of  
Senator John Proos (21st District)  
Southcentral Michigan Planning Council  
Southwest Michigan Planning Commission

‘Regionalism entails partnerships, promotes cooperation and avoids duplication of services.’



# REGION 8 PROSPERITY COLLABORATIVE COMMITTEE MEMBERS

The Region 8 Prosperity Collaborative Committee was formed out of the Collaborative Partners and strategically represents all 5 regional service sectors and the regional planning organizations.

‘Economic activity follows aggregation of talented workers.’

Service Sector	Name	Organization
<b>Adult Education</b>	Michael Evans Lynn Johnson Juanita Miller	Kalamazoo Literacy Council Bangor Adult Education Centreville Public Schools
<b>Economic Development</b>	Jill Bland Jan Frantz Vicki Pratt	Southwest Michigan First Battle Creek Unlimited Cornerstone Alliance
<b>Higher Education</b>	Barbara Craig Luann Harden Jan Karazim	Bertrand Crossing Campus, Lake Michigan College WMU Southwest Kellogg Community College
<b>Transportation</b>	Dennis Berkebile Christopher Bolt Roberta Welke	Kalamazoo County Road Commission St. Joseph County/Cass County Road Commissions Michigan Department of Transportation – Southwest Region
<b>Workforce Development</b>	MJ Bruns Ben Damerow Todd Gustafson	Calhoun ISD (Barry-Branch-Calhoun) Michigan Works! Kalamazoo-St. Joseph Michigan Works! Berrien-Cass-Van Buren Michigan Works!/Kinexus
<b>MPO</b>	Pat Karr Jon Start	Battle Creek Area Transportation Study Kalamazoo Area Transportation Study
<b>SMPC</b>	Ron Reid	SMPC Board
<b>SWMPC</b>	Jason Auvil	SWMPC Board

‘Target limited resources and leverage investments to get quicker and more impactful results.’

– MSU Land Policy Institute

# WHAT IS A REGIONAL PROSPERITY PLAN?

'Coordinates efforts  
of competing plans  
within a region.'

A shared vision for regional  
economic prosperity created  
by regional collaboration of  
key stakeholders.

'Is intended to make a region more globally  
competitive in its economic development and talent  
retention and attraction efforts.'

— MSU Land Policy Institute

A Regional Prosperity Collaborative is required to develop a 5-year regional prosperity plan. Year 1 in the development of the Plan has largely represented a journey in learning how to collaborate and speak with a single voice.

# PLANNING PROCESS



- Asset Inventory
- Economic Trends
- Partner Plans
- Comprehensive Economic Development Strategies (CEDS)



Regional Prosperity Plan Development Period: January 2014 – September 2014

- Education and Engagement of Stakeholders
- Visioning Process
- Identification of Regional Collaboration Opportunities



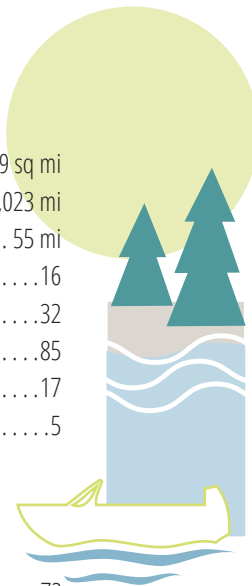
- Apply for RPI Grant for FY 2015
- Formalize and Strengthen Prosperity Committee Structure
- Continue Asset Mapping
- Identify and Prioritize Regional Prosperity Projects
- Develop Model for Partner Agency Plans

# REGIONAL ASSETS

## YEAR 1 INVENTORY

### NATURAL GEOGRAPHIC

Lakes . . . . .	1,845 > one acre; Area 4,049 sq mi
Rivers, Streams . . . . .	1,023 mi
Lake Michigan Shoreline . . . . .	55 mi
Parks - State . . . . .	16
Parks - County . . . . .	32
Parks - Local . . . . .	85
State Forests and Campgrounds . . . . .	17
Watersheds . . . . .	5



### COMMUNITY

Public Boat Launches . . . . .	72
Golf Courses . . . . .	85
Hospitals . . . . .	13
Public Libraries . . . . .	71
Department of Human Services Offices . . . . .	10
Michigan Works! Offices . . . . .	7

### POWER

#### Energy Plants

Hydro-Electric Plants . . . . .	6
Natural Gas Plants . . . . .	7
Nuclear Plants . . . . .	2

#### Broadband

#### Infrastructure

98% access > 3MBps
85% access > 10MBps
82% access > 50MBps



### EDUCATIONAL

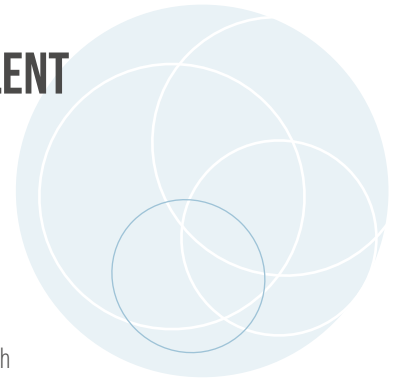
Vocational . . . . .	14
Higher Education . . . . .	11



### ECONOMIC / TALENT

#### INDUSTRIAL CLUSTERS

Manufacturing Supercluster  
Advanced Materials  
Energy  
Health and Bio-Medical  
Education and Knowledge  
Agriculture, Food Pro, and Tech  
Arts, Entertainment, and Visitor



#### MANUFACTURING

Greater than 200 Employees . . . . . 54

#### SMARTZONES

Southwest Michigan Innovation Center  
Battle Creek Unlimited

#### MILITARY BASES



4

#### CASINOS



#### FARMS

Acres	7,537
Revenue	1,384,099
	\$752 M

### TRANSPORTATION

Interstate and Freeways . . . . .	246 miles
Other Principal Arterial Roads . . . . .	253 miles
Rail Providers . . . . .	7
Commercial Ports . . . . .	St. Joseph River Harbor
Airports . . . . .	4
Public Transportation . . . . .	12
Non-Motorized Trails . . . . .	4 (150 total miles)



'Assets are people, natural, environmental, community and quality of life related resources that can provide a complete advantage.'

— MSU Land Policy Institute

# ECONOMIC PROFILE

Source: DTMB, Bureau of Labor Market Information and Strategic Initiatives

**778,106**

POPULATION 2012

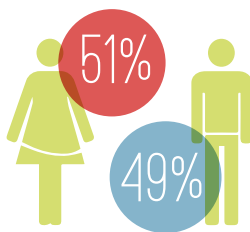
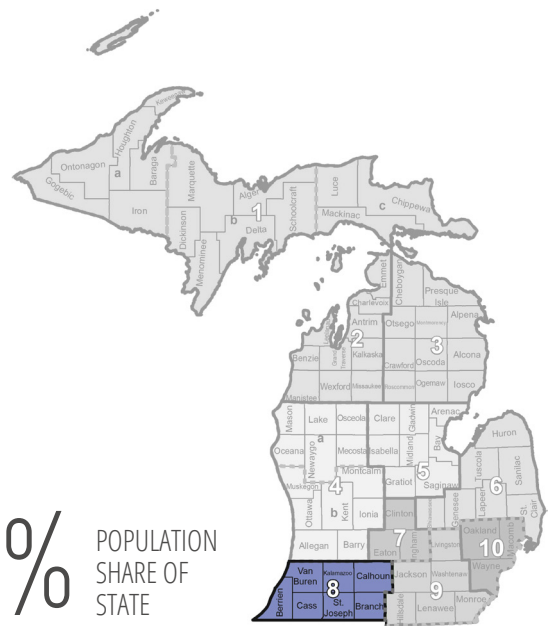


**3,505** (0.5%)

INCREASE IN RESIDENTS 2010-2012

**7.9%**

POPULATION SHARE OF STATE



**23%** BACHELOR DEGREE OR HIGHER

**33%** Associates Degree (or some college)

**32%** High School

**12%** Less than High School

## COMMUTING PATTERNS

**66,713**  
Inflow Commuters

**88,135**  
Outflow Commuters

**198,572**  
Internal Commuters

2013  
LABOR FORCE

**369,610**

-5.1%  
CHANGE 2009-2013

**8.0%**

UNEMPLOYMENT  
-3.6% CHANGE 2009-2013

**+3.8%**  
PROJECTED CHANGE IN  
EMPLOYMENT 2008-2018

LARGEST EXPECTED GROWTH RATE  
Health Care

### RAPID GROWTH RATE

Network Systems  
Data Communications  
Accountants  
Engineers  
Construction Managers

## TOP 10 INDUSTRIES BY EMPLOYMENT



Manufacturing **18.8%**  
Health **15.3%**  
Retail **11.1%**  
Food Services **9.7%**  
Education **9.2%**  
Waste Management **5.8%**  
Public Administration **4%**  
Professional/Technical Services **3.4%**  
Finance/Insurance **3.3%**  
Wholesale **3.3%**

INDUSTRY EMPLOYMENT (2012):

**284,525 JOBS**

**\$813** AVERAGE WEEKLY WAGE

**1.4%** INCREASE IN PAYROLL 2009-2014

High Growth Industries (2009-2012)		Growth Percentage
Administrative Support Services, Employment Services, and Waste Management		+29.4%
Arts, Entertainment, Recreation		+25%
Wholesale		+9%
Manufacturing		+4.1%
Health Services		+2.4%
High Location Quotient Industries*		Location Quotient
*Higher concentration of industry employment locally than statewide		Average Weekly Wage
Crop Production		3.6
Paper Manufacturing		3.38
Food Manufacturing		2.16
Utilities		1.78
Chemical Manufacturing		1.76

EMPLOYMENT DEMOGRAPHICS BY AGE

**55 YEARS OR OLDER**  
21% OF JOBS

**25-34 YEARS OF AGE**  
21% OF JOBS

HIGHEST NUMBER OF OLDER EMPLOYEES **MANUFACTURING JOBS**

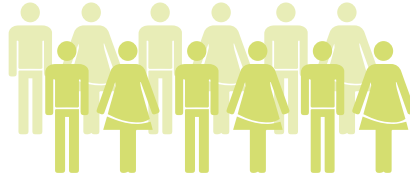
High Employment High Wage (2012)	Employed Workers	Average Hourly Wage
Management	13,380	\$20.89-74.13
Architecture/Engineering	6,760	\$18.43-46.32
Healthcare	16,810	\$14.63-50.65
Business/Finance	10,960	\$15.57-42.59
Computer/Mathematical	3,150	\$15.53-45.58

# ECONOMIC TRENDS

## A SNAPSHOT OF REGION 8

Source: W.E. Upjohn Institute for Employment Research

### POPULATION



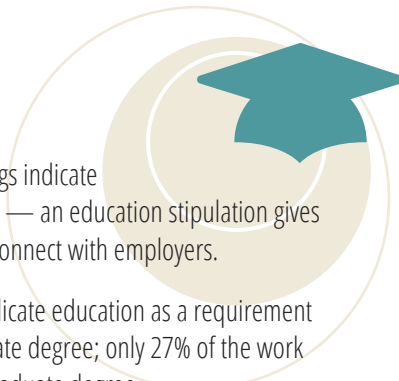
There is expected to be an increase in retirees, 30-somethings, and preschoolers by 2025.

### EMPLOYMENT



Employment growth is expected in services outside of health and tourism — with flat growth in government and manufacturing.

### EDUCATION



Less than 50% of job postings indicate education as a requirement — an education stipulation gives colleges an opportunity to connect with employers.

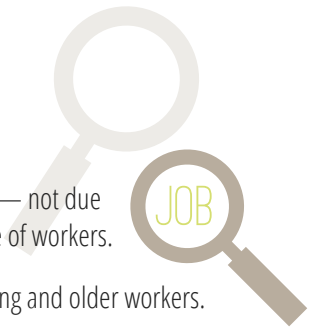
52% of job postings that indicate education as a requirement ask for a bachelor or graduate degree; only 27% of the work force holds a bachelor or graduate degree.

Education matters for employment.

63% of the unemployed have a high school education or less.

Education attainment is an issue.

### UNEMPLOYMENT



Unemployment has been dropping — not due to an increase of jobs but a decrease of workers.

Unemployment is a problem for young and older workers.

50% of the unemployed are under the age of 34

### AGE OF WORK FORCE



42% of the work force in production is within the 45-64 age group.

Area's manufacturing may be facing labor shortages in the next 10 years.

1 out every 5 jobs in the region is in manufacturing.

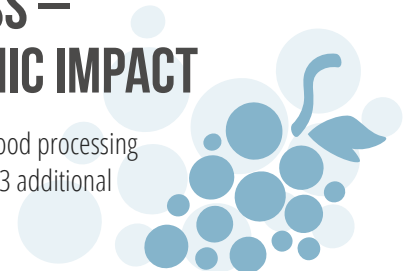
Healthcare represents 8-10% of the jobs in the region and have the highest percentage of the young workforce.

### EMPLOYMENT CENTERS



Region 8 clearly has 3 employment centers: Kalamazoo County, Calhoun County and Berrien County.

### AGRI-BUSINESS — 2025 ECONOMIC IMPACT



For every job generated in food processing (fruit and wine), more than 3 additional jobs are created.

*'Assets are unique resources that make a region distinct in attracting the right mix of resilient and sustainable growth.'*

— MSU Land Policy Institute



# REGION 8 PROSPERITY COLLABORATIVE PARTNER PLANS

'Regions with strategies that match their assets and their vision will prosper in the New Economy.'

— MSU Land Policy Institute

Andrews University	Strategic Plan 2012-2017
Battle Creek Area Transportation Study	2035 Metropolitan Transportation Plan
Battle Creek Unlimited	Web Content
Berrien County	2009 Master Plan
Berrien RESA	2012-2013 Berrien RESA District Report
Branch County	2011 Master Plan
Cass County	2014 Master Plan
Cornerstone Alliance	2014-2016 Strategic Plan
Kalamazoo Area Transportation Study	2035 Metropolitan Transportation Plan
Kalamazoo County	Strategic Plan 2010
Kalamazoo Literacy Council	Web Content
Kalamazoo Valley Community College	Strategic Planning – July 2013
Kellogg Community College	Five Year Plan 2013
Lake Michigan College	Strategic Plan 2012-2013
Lewis Cass ISD	Technology Plan 2015
Michigan Works! – Barry, Branch and Calhoun Counties	BBC Strategic Plan 2011 w/ updates
NATS and TCATS	2009-2014 Long Range Plan
Region 14 Adult Learning Collaborative Board	Adult Learning Plan
Southwest Michigan Planning Commission	2013 CEDS
Southcentral Michigan Planning Council	2014 CEDS
Southwest Michigan Economic Growth Alliance	2014-2018 Strategic Plan
Southwest Michigan First	2022 Transformation Agenda
St Joseph County	2007 Master Plan
St Joseph County ISD	2013-2104 Strategic Plan
Van Buren ISD	Web Content
Van Buren County	2013-2017 Master Plan
Western Michigan University	WMU Strategic Plan

The Regional Collaborative Committee determined that an efficient approach to the collection of data relevant to the Regional Prosperity Plan would also involve the compilation and review of partner plans ... and the clustering of Plan data by service sector. It was further agreed that assembling an inventory of partner goals would be the quickest and most efficient way to begin to find points of consensus and identify gaps ... and to move forward to the development of a common vision.

In developing the *Inventory of Partner Goals*, nearly 200 goals were pulled from partner plans and grouped into the following natural clusters:

**INNOVATION**  
EFFECTIVE/EFFICIENT GOVERNMENT  
**BUSINESS-FRIENDLY ENVIRONMENT**  
**LIVABLE COMMUNITIES**  
**SUSTAINABILITY**  
MOBILITY AND ACCESSIBILITY  
HUMAN CAPITAL  
**INSTITUTIONAL SERVICE DELIVERY**  
**REGIONALISM AND COORDINATED APPROACHES**

# FOSTERING COLLABORATION

YEAR 1

# WHAT HAVE WE ACHIEVED?

**We** established a committee of partners across service sectors (Adult Education, Economic Development, Higher Education, Transportation, Workforce Development) representing 19 organizations.

**We** are building on existing collaboration.

**We** are compiling data at a regional level.

**We** are building a solid foundation for implementing the Regional Prosperity Plan.

**We** spoke with a single voice in formal support of a regionally significant project (Missile Defense Installation at Fort Custer Training Center).

# VISION STATEMENT

Through the completion of visioning exercises, the Prosperity Collaborative Committee developed the Vision Statement for Region 8 – Southwest Michigan Prosperity Region.

Southwest Michigan is recognized as a region where successful, thriving, and innovative people, businesses, and communities prosper through sustainable practices and collaborative development.

‘The degree of commitment of the regional partners to act together will drive the scope of the vision.’

‘A region’s vision statement should be driven by its assets — as well as by its values, aspirations, and its natural economic opportunities.’

— MSU Land Policy Institute

# REGIONAL COLLABORATION GOALS AND OPPORTUNITIES

With the Region's Vision as guide, and a clear understanding of the Region's strengths and where the gaps currently exist, solid opportunities for regional collaboration across sectors have been identified. The organization of these opportunities produced 4 clear goal areas: Community Development, Education, Infrastructure and RPI Strategies.

The Opportunities for Collaboration have been further defined in consideration of the potential impact each opportunity can have on moving the Region toward the vision and how well each opportunity will take advantage of existing assets. Specifically, the following parameters were applied:

- Critical to achieving the regional prosperity vision
- Supports the building and maintaining of regional collaboration
- Geographic scope
- Potential for early success to build momentum
- Access to funding

This 5-Year Prosperity Plan sets forth: goal statements for each of the 4 goal areas; defined collaboration opportunities related to each goal; and, strategies identified to move the opportunity forward. These Goals and Opportunities will provide guidance for collaborative action and serve as the foundation for the selection of regional prosperity projects within Region 8 over the next 5 years.

# REGIONAL COLLABORATION GOALS AND OPPORTUNITIES

## COMMUNITY DEVELOPMENT

Improve the livability of our region's communities to attract and retain talented workers

- 1. Create a more diversified transportation system**
  - Create walkable neighborhoods
  - Encourage new transportation patterns that support efficient multi-model transportation options
  - Support community development that is transit-oriented
- 2. Encourage development of additional recreational opportunities and amenities**
  - Encourage an environment where social interactions can occur
  - Promote existing and support development of new trails and natural areas (e.g., parks, recreation areas, rivers, and lakes)
- 3. Encourage increased access to housing options regarding density, cost, style and location**
- 4. Support sustainable development**
  - Develop infrastructure that can be sustained financially and environmentally over the long term
  - Maintain or improve environmental quality

## EDUCATION

Promote talent development and retention

- 1. Promote the coordination of internships, apprenticeships, and academic and skills training across the region**
- 2. Encourage broad lifelong learning**
- 3. Encourage transit interconnectivity to better support education, training, and employment**
- 4. Support work of existing organizations in the following areas:**
  - Adult education
  - Career exploration
  - Functional literacy
  - Skilled trades



# INFRASTRUCTURE

Encourage expansion and improvement of regional infrastructure

## 1. Advance the effective and efficient transportation of goods

- Support regionally impactful infrastructure opportunities for the movement of freight (e.g., support 2nd bridge in Detroit, completion of US 31)
- Recognize intermodal freight transportation opportunities (e.g., reliever port for Chicago and Detroit)
- Promote maintenance and improvement of the freeway system and connecting roads
- Promote maintenance and improvement of state and local roads
- Encourage aviation to better support business
- Take advantage of our existing water infrastructure along the Lake Michigan shoreline for the transportation of freight (e.g., freight harbors on Lake Michigan)

## 2. Advance the effective and efficient transportation of people

- Promote maintenance and improvement of the existing freeway system and connecting roads
- Encourage passenger rail as a viable transportation option
- Encourage aviation to better support passenger transportation
- Promote coordination of regional bus transportation

## 3. Assist in cultivating a comprehensive telecommunication system

- Promote region-wide access to telecommunications (broadband, cellular)
- Encourage improved speed and quality of telecommunications infrastructure

## 4. Explore and promote a sustainable and economically competitive approach to energy supply

- Promote competitive cost of energy
- Encourage increased access and production
- Promote diversification of energy portfolio (e.g., creation of micro grids)

## 5. Facilitate a collaborative approach to municipal infrastructure

- Promote coordinated administration of regional water and sewer infrastructure to achieve competitive rates
- Encourage coordinated water and sewer infrastructure planning

# RPI STRATEGIES

Advance regional communication and collaboration

## 1. Further RPI organizational development

- Establish bylaws
- Examine membership and structure
- Connect sectors via communication, collaboration, and information sharing
- Establish RPI as clearinghouse (network versus an extra step)
- Create regional brand, identity, and image
- Establish criteria for addressing policy issues

## 2. Encourage collaboration among public and nonprofit sectors

- Develop or replicate organizational collaboration model for Region 8 to meet needs in a cost-efficient way
- Develop a platform for regular information sharing among the five sectors (learn what others are doing; process for regular information sharing meetings)
- Encourage coordinated strategic asset management across all seven counties
- Explore tribal strategies
- Collaborate on state and federal grants and projects to ensure projects are shovel-ready (e.g., letters of support)
- Encourage emergency management at a regional level

## 3. Strengthen the interface between the Regional Prosperity Plan and local plans

- Develop a model for creating plans that fit within the regional strategy
- Align with state and federal agencies to inform them about RPI goals
- Encourage individual municipal strategies are tied to the regional prosperity plan (including planning)

# EVALUATION

The Regional Prosperity Initiative requires that a **Regional Prosperity Collaborative** (Tier 1 Applicant) develop a 5 year regional prosperity plan with measurable annual goals and a performance dashboard.

# REGIONAL PROSPERITY PLAN

The 5-Year Regional Prosperity Plan was developed by the Prosperity Collaborative Committee over the course of 9 months and included 10 meetings of the Committee and a stakeholder input session.

The plan development process moved through the following general phases during that 9-month period, consistent with the Tier 1 requirements:

## PHASE 1

Gain thorough understanding of the assets, trends, and challenges within the 7-county region in the areas of education, workforce development, transportation, and economic development.

## PHASE 2

Determine how existing partner plans can be used to identify common goals; create an inventory of goals across partner plans.

## PHASE 3

Develop a common vision and shared goals.

## PHASE 4

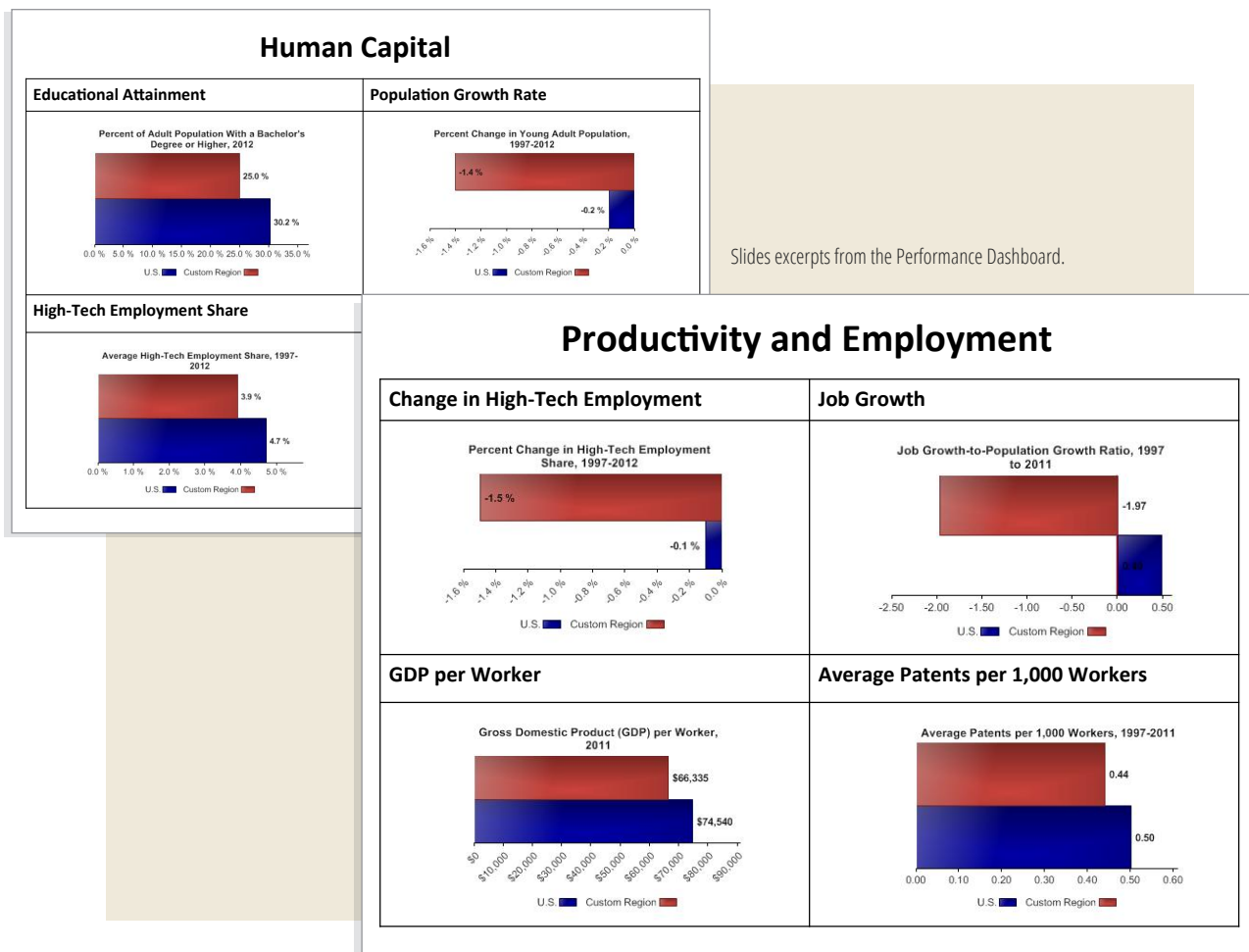
Identify collaboration opportunities that embody the common vision.

The Regional Collaborative Committee adopted the 5-Year Regional Prosperity Plan on September 22, 2014. The Plan is recognized as a living document that will continue to evolve as collaboration matures and additional regional data are assembled.

# WEBSITE AND PERFORMANCE DASHBOARD

In collaboration with the Northeast and Northwest Prosperity Regions, a website for the Southwest Michigan Prosperity Region is under construction. The website will serve as an accessible repository of regional data and documents relevant to the collaboration efforts of Region 8, including links to partner plans and important regional resources.

A performance dashboard has been developed as a tool to reflect progress on the Region's annual goals and identify their regional impact. The Region 8 Performance Dashboard will be maintained by the Purdue Center for Regional Development and the Indiana Business Research Center and will be found on the Southwest Michigan Prosperity Region website.



The Performance Dashboard is currently accessible on the Southcentral Michigan Planning Council website at [smpcregion3.org/](http://smpcregion3.org/)

# NEXT STEPS

## YEAR 1 ... CONTINUED

- Communicate and Disseminate the Regional Prosperity Plan
- Establish Measurable Annual Goals
- Complete the Southwest Michigan Prosperity Region Website
- Complete the Southwest Michigan Prosperity Region Performance Dashboard

## YEAR 2 ... AND BEYOND

- Apply for RPI Grant for FY 2015
- Formalize and Strengthen Prosperity Committee Structure
- Continue Asset Mapping
- Identify and Prioritize Regional Prosperity Projects
- Develop Model for Partner Agency Plans





# ACKNOWLEDGMENTS

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