

ECONOMIC RECOVERY AND RESILIENCY PLAN

for
Southwest Michigan



Economic Recovery from the
COVID-19 Pandemic

DRAFT

Berrien

Cass

Van Buren

Prepared by the Southwest Michigan Planning Commission

with funding provided by the US Economic
Development Administration



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Southwest Michigan Planning Commission (SWMPC)

We are one of fourteen state recognized regional planning governmental non-profit organizations in Michigan. The organization was enabled by state legislation (the Regional Planning Act, 1945 PA 281) and formally created in 1971 by the three counties it serves, Berrien, Cass, and Van Buren. SWMPC is a regional planning resource staffed with professional regional planners and is designed to be responsive to the planning needs of our region.

SWMPC is the USDOT and MDOT recognized Metropolitan Planning Organization for the Twin Cities Area (Benton Harbor-St. Joseph) and the Niles-Buchanan-Cass County Area Transportation Studies, as well as the rural and small urban transportation Regional Planning Agency for Berrien, Cass, and Van Buren Counties.

SWMPC is the state designated area-wide water quality management planning agency under the Clean Water Act, and the SWMPC leads and participates in watershed management planning. SWMPC is also the U.S. Economic Development Administration designated Economic Development District for those same three counties.

SWMPC Mission Statement

Our team uses its passion and expertise to connect people, assist communities and advance cooperative solutions to regional challenges experienced by the communities that created us.

Executive Summary

Virtually every aspect of the US economy was impacted in March of 2020 as a result of the COVID-19 public health emergency. People across Michigan were asked to stay home to reduce and slow the spread of the deadly virus. The economy went into a short recession and many individuals and families are still feeling the effects.

This plan is twofold: it looks at what happened and how we recover from the lingering effects, as well as what a resilient regional economy looks like and how to move toward it.

SWMPC partnered with the University of Michigan Economic Growth Institute to obtain relevant economic data and to run economic models to demonstrate where collective efforts should be made for an increased return on investment.

These economic models in conjunction with our understanding of the regional economy allowed us to suggest topic areas and projects that would make southwest Michigan more resilient. Projects are sorted into four categories: restorative, incremental, exponential, and transformational dependent on their relative impact to the economy.

In order to achieve a more resilient economy that works for everyone, collaboration within our region is essential. SWMPC outlines a plan to jumpstart collaboration and teamwork across several topic areas that would strengthen our economy using a new tool - Organizational Orbits. This will rollout in January of 2023 and will help create and visualize teams across shared interests in our region. More about this effort can be found on page 26.

This project was funded through a CARES Act grant from the U.S. Economic Development Administration (EDA) in June 2020.

Online Plan

Current & Interactive Data



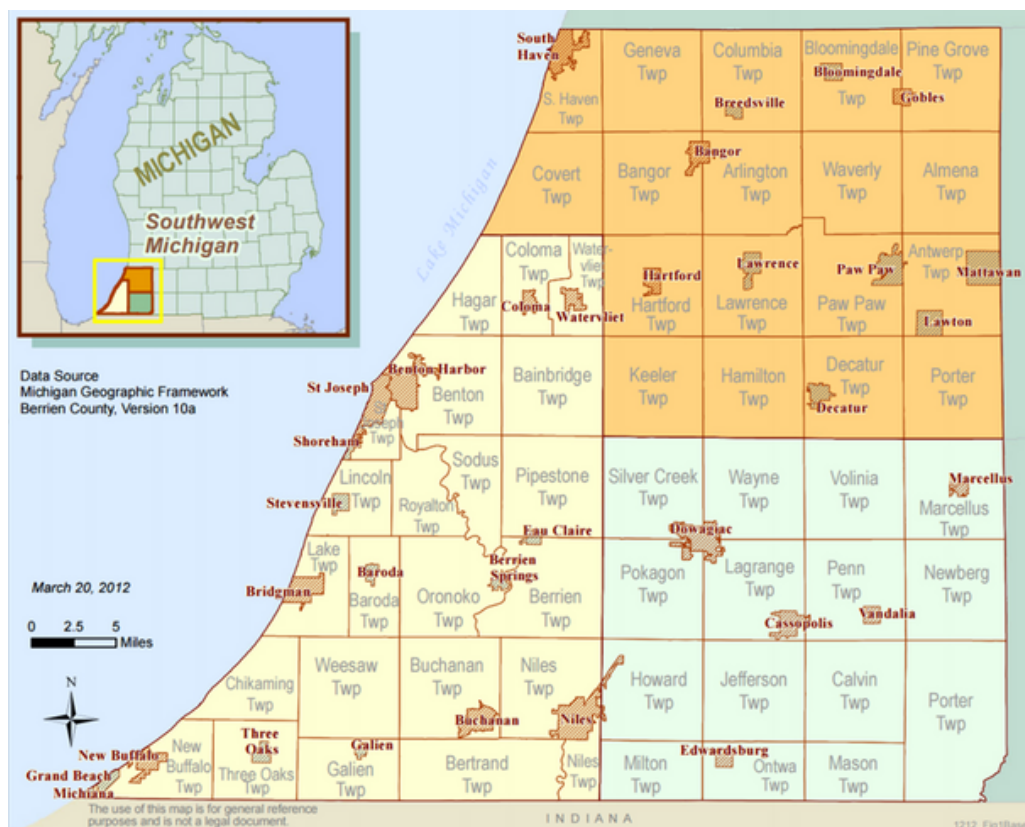
Data in this report, in addition to other economic data for the region, can be found online at www.swmpc.org. This report was produced in a StoryMap format to allow for an interactive user experience. Through the StoryMap, you are able to interact by clicking to see definitions, additional data, comparison data, and to enlarge, print or download. Many sources of data (US Census, Esri, FRED) will update automatically allowing for this report to stay relevant for years to come.

Background and Data

Southwest Michigan continues to see a slight decline in population and increasing average age. The total number of households grew with an average household size of 2.42 (2020). This means that even though there is a decrease in overall population, there is a greater need for housing than prior years. Population forecasts for 2027 show the fastest growing population will be the Alpha generation (born 2010-2024) which will account for 12 percent of the region's population.

The region's unemployment rate in 2022 has almost returned to pre-pandemic levels at five percent. Manufacturing has remained the top sector in terms of employment, output and value added followed by administrative government.

The infographic report as seen on the next page can be viewed at the county, city, village or township level via the online StoryMap. Additional economic sector specific data can also be found on the StoryMap.



Socioeconomic Data for Southwest Michigan

2010-2020 Annual Growth Rate



-0.14%
Population



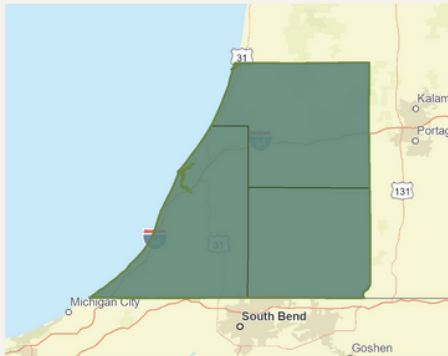
0.14%
Households

Average Household Size

for this area

2.42 which is less than the average for United States

Area	Value	0.00	4.00
United States	2.55		
Michigan	2.43		
This area	2.42		



KEY FACTS

279,598

2022 Total Population (Esri)

139,237

2022 Total Housing Units (Esri)

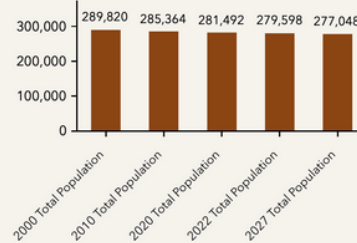
167.9

2022 Population Density (Pop per Square Mile) (Esri)

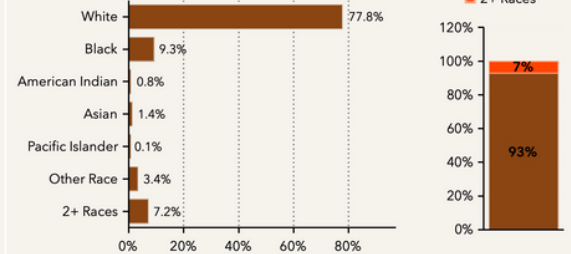
46.8

2022 Diversity Index (Esri)

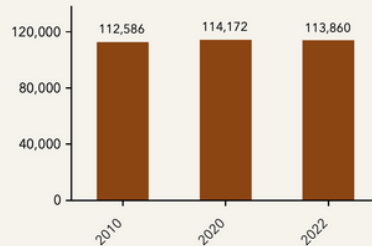
Population



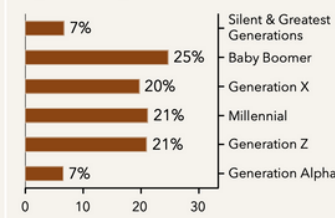
Total Population by Race



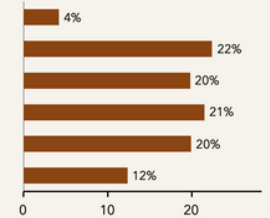
Total Households



Population by Generation 2022



Population by Generation 2027 (forecast)



Households By Income

The largest group: \$50,000 - \$74,999 (17.5%)

The smallest group: \$200,000+ (5.2%)

Indicator	Value	Diff
<\$15,000	8.5%	-0.1%
\$15,000 - \$24,999	9.5%	+1.7%
\$25,000 - \$34,999	9.4%	+0.4%
\$35,000 - \$49,999	15.5%	+2.8%
\$50,000 - \$74,999	17.5%	-1.0%
\$75,000 - \$99,999	12.4%	-1.4%
\$100,000 - \$149,999	15.8%	-0.2%
\$150,000 - \$199,999	6.2%	-0.7%
\$200,000+	5.2%	-1.5%

Bars show deviation from Michigan



\$57,821
2022 Median Household Income



\$49,048
2022 Median Disposable Income



\$172,041
2022 Median Net Worth



15,189
2020 Households Receiving Food Stamps/SNAP (ACS 5-Yr)



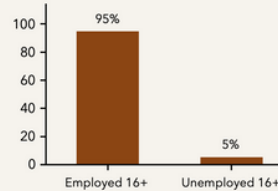
15,888
2020 Households Below the Poverty Level (ACS 5-Yr)

Employment (2022)



58% White Collar
30% Blue Collar
13% Services

Labor Force (2022)



Business (2022)



10,042 Total Businesses
130,871 Total Employees

Housing (2022)



\$191,540
Median Home Value



\$9,786
Average Mortgage Payment



24%
Renter Occupied Housing Units

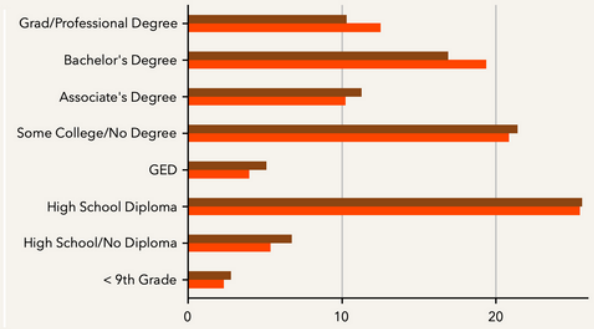


\$417,489,085
Annual Average Rent



0.14%
2022-2027 Owner Occupied Housing Units: Compound Annual Growth Rate

2022 Educational Attainment (age 25+)



Southwest Michigan is represented by the dark color bars

Bars show comparison to Michigan

Regional Resilience

What is Resilience?

Resilience is the ability of a region or community to anticipate, withstand, and bounce back from any type of shock, disruption, or stressor. These shocks not only can include natural disasters, public health emergencies, hazards, and the impacts of a changing climate, but also man-made economic disruptions such as the closure of a region's large employer, the decline of an important industry, changes in the workforce, and shifts in population trends. The power of resilience planning is that it focuses both on emergency response – how to deal with the immediate impact of a disruptive event – as well as how to prepare and organize in advance and rebuild afterwards with a coherent framework.

Because shocks don't stop at geographical or jurisdictional boundaries, the need to prepare and respond to these events should be a regional effort. Similar risks and opportunities, the interdependence of economies and infrastructure, and the benefits of an all-hands-on-deck approach make working regionally on resilience a must.

-National Association of Development Organizations

A resilient regional economy is much more than a list of strong economic indicators such as unemployment rates, labor force participation, and consumer spending. It also incorporates aspects of quality of place, overall well-being, economic sector diversity, economic mobility and general sense of community. When it comes to reacting to shocks, disruptions, or stressors to the economy, regions with high levels of trust and respect typically bounce back faster.

Gone are the days when the majority of workers follow jobs. Rather, jobs typically follow people. As such, it is imperative that economic developers, planners, and elected officials understand what draws people to a community.

Key Elements of Resiliency

Quality of Place



The quality of place is the features of the natural and built environment as well as the human networks and systems that combine to make a location a healthy, desirable, competitive, and economically viable place to live. Having a strong quality of place is central to economic development and resiliency. Some elements of quality places include:

- Easily walkable
- Respects historic structures
- Mixed use
- Creative/functional sidewalk amenities
- Choices in recreation, transportation, housing, entertainment
- Safe, comfortable, sociable, green

Workforce



A skilled and talented workforce is vital to any economy. Strong partnerships between K-12 schools, local community colleges, trade programs, universities, business, and Michigan Works! are required for success. In order to achieve a more resilient economy and community, there should be emphasis of upskilling the most vulnerable and disadvantaged including individuals living below the ALICE threshold (asset limited, income constrained, employed). Jobs that tend to be more resilient require higher levels of cognitive, people, and motor skills.

Other key factors to consider in developing and retaining a solid workforce include transportation, childcare, housing, and other basic needs. It is extremely difficult to achieve economic mobility without basic needs being met first.

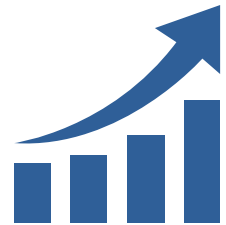
Value Chain



The term value chain refers to the various business activities and processes involved in creating a product or performing a service. A value chain can consist of multiple stages of a product or service's lifecycle, including raw production, research and development, sales, and everything in between.

The organic tomato soup value chain example on page 9 shows how different regional players from farmers to marketers can work together to deliver a finished product to the community. The more operations that occur within the region equates to increased economic activity and greater resilience (fewer possible supply chain issues for one).

Community Wealth Building



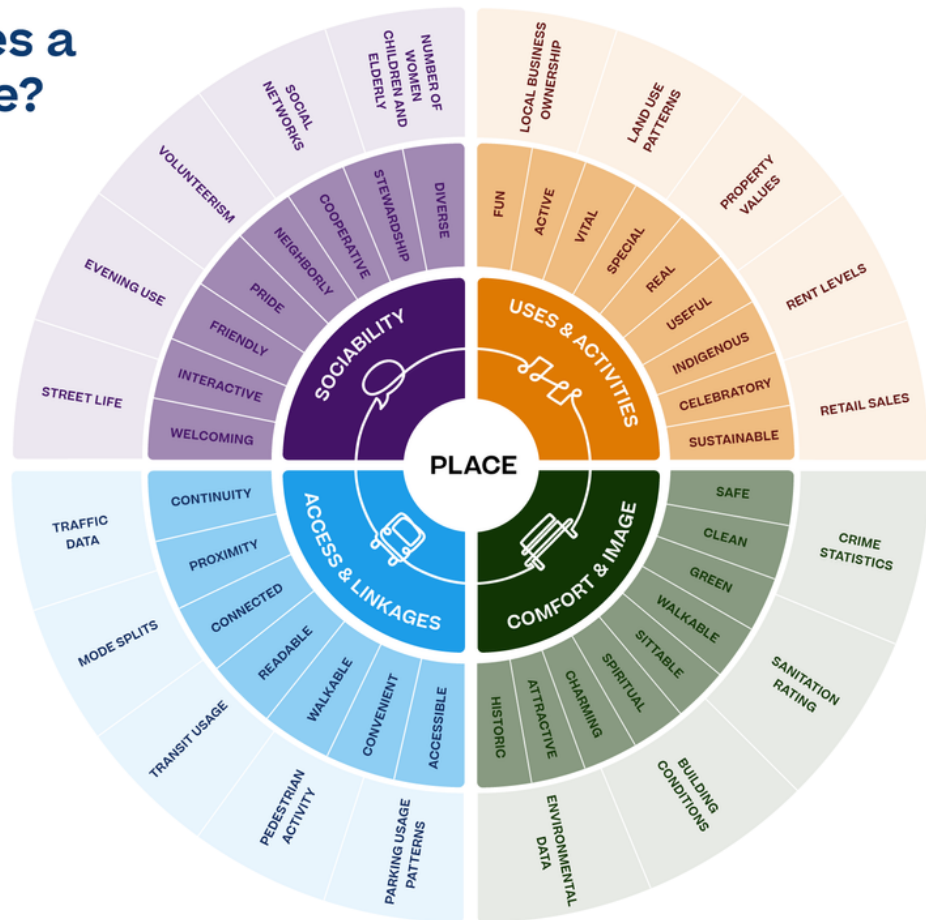
Community wealth building are strategies that lift whole communities, both economically and socially. This term encompasses a variety of efforts for empowering communities, creating and maintaining dignified jobs in locally grounded businesses, and reshaping and strengthening the framework of inclusivity.

In addition to quality jobs, economic mobility and economic prosperity, community wealth also involves positive relationships and experiences; family and friendships; sense of pride in one's neighborhood and community; talents and skills; ideas and ability to express them; health; art; culture; nature; integrity and connection to values and purpose.

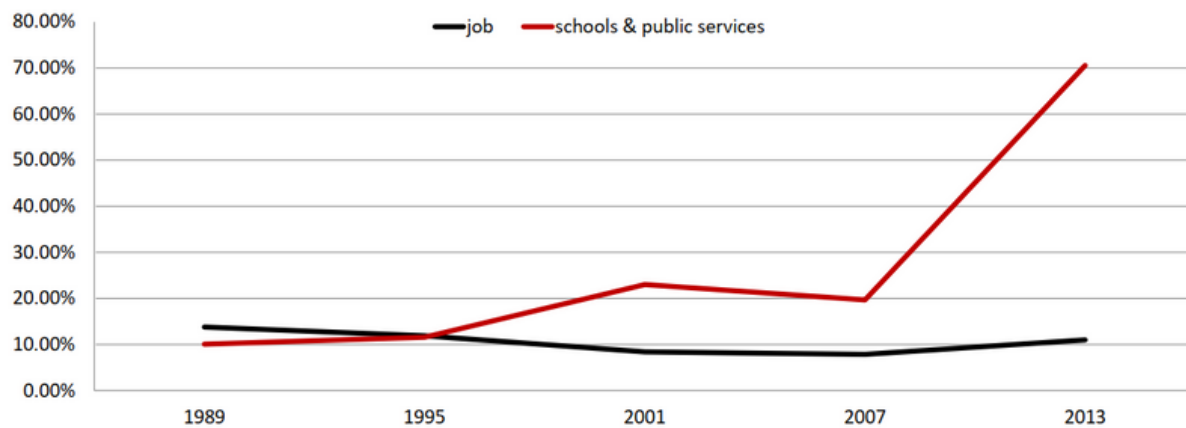
Quality of Place

What Makes a Great Place?

Project
for Public
Spaces



Rationale for Moving to a Specific Community, Selecting Home?



Source: American Housing Survey (1989-2013)



Workforce

Limited population growth has direct implications for the region's economic sustainability, resiliency, and growth. A consistent population, relatively low median household income, and an aging population characterize the region's demographics. The ability of local businesses to grow is hindered when additional workforce is not readily available. While the region hopes to sustain and increase its population base by showcasing the economic and quality of life opportunities in the region, supporting career and skill building within the existing labor force must also be a strategy to catalyze economic changes. Growing the labor force from within will mean mitigating barriers to entering the workforce, like access to child care, transportation to employment centers, and access to affordable housing, among others. This could also mean working with populations that face additional behavioral health obstacles to employment, such as mental and substance use disorders, and the need labor force reentry resources.

Workforce shortages occurring across the country forced businesses in the region to explore new models to attract workers. With increased remote work flexibility and decisions to relocate being place-based rather than job-based, the region should strive to foster quality of life components like the housing and infrastructure needed to attract and retain residents and workers.

Value Chain



Potential partners in an organic tomato soup value chain: **An example**

There are three primary types of partners in a value chain, and they each play different roles.

Demand partners

Buyers	The school district or hospital that buys organic tomato soup in quantity, in large-batch no-frills cans, at a low price point; the high-end food market chain or farmers market customers that buy the organic soup in small containers with local-brand labeling at a higher price
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Transactional partners

Suppliers	Seed catalog providers, water or irrigation services, organic fertilizer firms, equipment shops that supply tomato growers
Producers	Growers of tomatoes, onions and garlic that will be used to make the soup
Processors	Soup-making firm that turns the vegetables into fresh soup—and packages it
Aggregators	Firms that collect and bundle the output from many producers and/or processors to facilitate marketing and sale of soup products to buyers
Distributors	The transportation company that delivers the soup to the buyers

Support partners

Technical assistance	University extension service that transition tomato growers to meet organic crop certification; small business development group that helps the farmers and soup-making firm with business plans and marketing
Financing	Bank, credit union, or community development financial institution (CDFI) that provides loans or start-up capital to tomato growers or processing firms; community foundation that subsidizes organic certification fees for low-income farmers, or makes a grant to cover the cost of the value chain coordinator
Policy and regulation	Coalition of farmers, processors and buyers that lobby a state agency to lower the cost of organic certification
Market development	Healthy Kids non-profit that offers local food taste-tests at schools and food markets, building demand for foods produced by local farmers

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Community Wealth Building

A Wealth Building Framework to Do Economic Development Differently

Framework
Developed By:

THE ASPEN INSTITUTE
Community
Strategies Group



Wealth Building Goals

Create **wealth**, broadly defined, and aspire to do no harm



Keep in mind...

- Wealth is **not just money**.
- Wealth is the **reservoir of all assets** that can contribute to the well-being of people, places or economies.
- Every place has wealth.

See the eight capitals on the next page!

Root wealth in local people, places and firms through **local ownership, control and influence**



Capitals that are “owned” locally build wealth.

- Benefits—e.g., income, know-how, better technology—flowing from local ownership of capitals can be re-invested and re-circulated locally, enriching many.
- Preserving local ownership or control over your capitals can increase the chances of preserving local jobs.
- **Local ownership is an anchor** that helps wealth stick.

Build **lasting livelihoods** by intentionally including people and firms on the economic margins



“Lasting livelihoods” means...

- People, especially those on the economic margins, are **doing better today**.
- They are **earning and saving more**.
- They have **improved skills** to qualify for **higher-paying jobs** and to **build their careers**.
- They are putting something aside for the future, e.g., **building assets**, so they are more resilient.
- They have better future prospects so they can **give back** their time, talent, and even treasure to the community.

Design Elements for Wealth Building

- Be **demand** driven. “Talk to” real market demand to find market opportunities.
- Think **regionally**. Market opportunities may be anchored in place but regional in scope.
- Choose **market opportunities** with the greatest “wealth-building” potential.
- Identify and **connect local assets** and **partners** to address the market opportunity and meet demand.
- Build **relationships** – trusted, flexible, boundary-crossing, inclusive.
- **Coordinate** action to create a “wealth-building system” that optimizes the use of local and regional assets to **fill gaps** and **leverage resources**.
- **Measure** your results – to plan and strengthen wealth-building, and to tell your story.

The Eight Capitals

Each capital is a collection of one category of related resources; every region has a stock of each type of capital—meaning the combined quantity and quality of the many components of that capital in the region; and taken together, the existing stocks of these capitals constitute a region’s current wealth.

The capital	The definition
 Individual	The existing stock of skills, understanding, physical health and mental wellness in a region’s people.
 Intellectual	The existing stock of knowledge, resourcefulness, creativity and innovation in a region’s people, institutions, organizations and sectors.
 Social	The existing stock of trust, relationships and networks in a region’s population.
 Cultural	The existing stock of traditions, customs, ways of doing, and world views in a region’s population.
 Natural	The existing stock of natural resources—for example, water, land, air, plants and animals—in a region’s places.
 Built	The existing stock of constructed infrastructure—for example, buildings, sewer systems, broadband, roads—in a region’s places.
 Political	The existing stock of goodwill, influence and power that people, organizations and institutions in the region can exercise in decision-making.
 Financial	The existing stock of monetary resources available in the region for investment in the region.

Aspen Institute Community Strategies Group | csg.program@aspeninst.org | 202-736-5804

Learn more by visiting AspenCSG.org or WealthWorks.org.

Wealth-building investment: **An example**

A value chain coordinator helps motivate the self-interest of partners or potential partners into an investment in value chain “action” that is tailored to increase wealth-building results in the region.

Partner	Motivating interest or “pain point”	Wealth-building opportunity	Wealth-building investment
Food processors	Seek to reduce high turnover rates that increase the cost of hiring and training employees	Gap: No ongoing skills training is available for local food processing workforce outside of on-the-job training provided in local processing firms	Food processor group works with local community college to develop tailored training program, and commits to increase wages for program graduates who stay with their firms at least one year.
Soup distributor	Wants to sell soup to local school district, but district has exclusive contract with large, national food distributor	Bottleneck: Because they receive some state funding, schools must procure food through a complex bidding process only large national food distributors can manage	Distributor joins others in a “local-foods producers’ alliance” that lobbies state legislature and procurement agencies to open up bidding process to be more competitive and inclusive of local, smaller scale producers.
Heritage foods non-profit	Seeks to expand use of disappearing varieties of tomatoes	Gap: No supplier willing to offer price-competitive seeds to small growers	Heritage foods non-profit helps lower-income farmers gain traditional know-how to grow heritage varieties – and harvest seeds for their own use and for profitable sale to other farmers.
Regional community foundation	Aspires to play a more useful role in building the region’s economy.	Underutilized resource: Small-farm producers lack capital for hoop houses that can both protect crops from extreme weather and extend the growing season.	Community foundation works with its donors to develop revolving loan fund for new small-farm producers who can’t get conventional bank financing.
Health insurance company	Wants to keep its insured customers healthy and not using expensive medical services	Bottleneck: Families have little disposable income to purchase higher-priced, more nutritious local organic food at the market.	Insurance companies offer monthly premium reductions to families that pre-purchase discounted weekly vegetable boxes (with recipe guides) from regional cooperatives.

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Where Economic Development is Headed

There have been four waves in economic development:

1. Industrial/manufacturer recruitment
2. Competitive/comparative advantage
3. Small business/network development
4. Self-reliance and "out of the box" thinking

In several ways southwest Michigan is in the 3rd wave. This wave is characterized by:

- Focus on entrepreneurs, locally-owned businesses, location-neutral self-employed
- Promotes cluster development, manufacturing networks, strategic planning
- Natural amenities used as an attraction strategy
- Business incubation (not acceleration)

The 4th wave is characterized by:

- Developing "hidden" economic sectors like arts and music
- Applying business/incubation strategies to new sectors
- Hybrid strategies to address multiple challenges at once
- Focus on regional collaboration

Vulnerabilities Exposed

COVID-19 exposed already existing vulnerabilities in southwest Michigan.

Broadband Internet

Students and workers stayed home in order to slow the spread of the virus, however, it quickly became apparent that not every household had access to high-speed internet. Some employees were able to work remotely and most area students switched to online learning. Schools enhanced wireless internet access to parking lots, shipped mobile hotspots and laptop computers to allow students to join virtual classes and complete homework assignments. The ability of government to engage its constituents was deeply challenged because the standard model of scheduled, in-person meetings was not possible. Government resorted to online meetings. However, only those households with broadband access were able to participate. Leaders were confronted by the reality that broadband internet was not merely the luxury that it was previously thought to be. Instead, the realization gradually took hold that broadband had become a necessity.

Vulnerabilities Exposed – The network for the provision of broadband internet is insufficient to provide universal access. Thousands of southwest Michigan households do not have access to broadband internet and are thus at a significant disadvantage to access education, health care, food, work remotely, and/or participate as a citizen in their government.

Traditional Retail Models Challenged

The apprehension of workers to be exposed to customers in any way for fear of virus transmission, caused major workforce challenges for businesses. It appears that as workers rethought their engagement in the economy, many made the decision to pursue new directions. Thus, as the economy reopened, many businesses found that their post-pandemic workforce was significantly diminished from pre-pandemic levels.

Vulnerability Exposed – Many in the workforce seemed to come to a realization that their work-life existence was out of balance. Since the pandemic caused this

disruption, employers are rethinking the benefits necessary to sustain the workforce they need. Benefits that are more sensitive to the work-life balance appear necessary in the post-pandemic economy.

ALICE Population

ALICE stands for "asset limited, income constrained, employed" and are those who are slightly above the federal poverty level and are employed but struggle to make ends meet. The pandemic had the most impact on these individuals who were already living paycheck-to-paycheck. Between layoffs, an even more difficult time finding affordable childcare and increasing rent/home prices, many faced not only temporary set-backs but are still very much feeling the residual impacts of the pandemic.

Vulnerability Exposed - Individuals and families already in a precarious economic condition, experienced the harshest effects of the pandemic.

Learning Disparities

Not all students learn the same and this was especially true regarding online classes. While schools jumped into action in connecting students online, not all had internet access at home or even had relatives that could help them navigate technology. Many students quickly fell behind in coursework and essentially lost a year of both knowledge and socialization with fellow classmates and teachers.

Vulnerability Exposed - Children of lower-income families or those with limited high-speed internet access at home were more likely to fall behind in school.

Transportation Issues

During the height of the pandemic the absence of vehicles on the streets and highways was striking. Movement of people and products was dramatically reduced, if not stopped altogether. However, some needs did not disappear. Those who normally rely on public transportation for essential goods and services were put in a difficult position. Public transit services were diminished and the ability to ensure the safety of its passengers and drivers was largely beyond its reach. Passenger rail

service (the South Shore Electric Line, Amtrak Pere Marquette, Blue Water, and Wolverine) shut down entirely during the pandemic. When rail reopened, ridership was significantly reduced because of public health apprehensions. In the post-pandemic environment, the shift to work-from-home options for many has resulted in less commuter volume on the roads. Also clear is that there are residual supply chain issues nationwide. Those issues have a transportation element but are more complicated than transportation alone.

Vulnerabilities Exposed – The transportation network for people and products requires more robust infrastructure across all its layers such that when one sustains a shock, others can expand to fill the gap. Additionally, it is clear that emergency plans should exist so that when major disruptions occur, each mode is able to quickly pivot onto emergency footing.

Elderly and Those with Health Issues

Elderly and those with pre-existing health issues tend to be more vulnerable to serious complications if exposed to the COVID virus. In addition to the government shutdowns, it proved to be difficult for these groups to carry on normal lives with even more caution required being out in public. Some medical procedures that were deemed non-essential were put on hold and some facing health issues besides COVID were still greatly impacted by the strain on our healthcare system.

Vulnerability Exposed – Those with persistent health issues or vulnerabilities experienced greater risk from COVID and a reduced access to health care because of the burden that COVID placed on the health care network. They were also less able to participate in the economy.

Supply Chain

Prior to the pandemic some economic sectors were already feeling the negative effects of supply chain issues. This was drastically amplified by the shutdowns, changes in production of goods, and other changes caused by the pandemic. There was a shift toward the production of personal protection equipment and other health care supplies. Ports around the world experienced massive backlogs with pent up demand following the initial shut downs. Locally, stores had (and in some

cases continue to have) difficulty keeping certain items in stock. This has ranged from personal hygiene items to food and even packaging materials. There continues to be some supply chain issues driven by a shortage of truck drivers and limits to other modes of transportation.

Vulnerabilities Exposed - Globalization has created a complex network of supply chains that was greatly impacted by the global pandemic. One weak link can disrupt the supply of goods and services.

Border Region

Not all states had the same approach to containing the virus through shutdowns and restrictions placed on businesses varied widely. This was especially felt by local businesses in southwest Michigan given the proximity to Indiana where a generally less restrictive approach was applied. More southwest Michigan residents traveled to Indiana for entertainment and employment than usual as a result of the stricter response in Michigan. As restrictions were lifted, some employers struggled to re-attract workers who found employment in Indiana.

Vulnerabilities Exposed - It proved to be difficult for regions who bordered a state with a more relaxed approach to the pandemic. While the intentions behind slowing the spread of the virus were good, local businesses did suffer.

Labor Supply

There has been a shortage of skilled workers in our region for a number of years now. This was in part caused by a nation-wide push for high school seniors to attend college or university rather than enter into a trades or apprenticeship program. One area in which absence of skilled labor was particularly felt was in housing construction.

The hospitality and tourism industries have also been affected by a shift in labor trends in recent years that was highlighted by the pandemic. High school and college students returning to class leaves these industries challenged to find workers during shoulder seasons (spring and fall). These industries, as well as agriculture, also

suffered staffing issues as the result of fewer migrants being able to obtain work VISAs due to both policy and the global pandemic.

Vulnerabilities Exposed - The region has not historically been intentional enough in recognizing the relationship between labor demand and labor supply. As a result, the COVID disruption further amplified the existing mismatch.

Business Assistance

Many small businesses face obstacles to capital and overall support during their first years in business.

Vulnerabilities Exposed - Businesses already in precarious periods of their growth cycle, will be more susceptible to regional economic disruption.

Child Care

Many households were faced with difficult challenges when remote learning was mandated for their school-aged children. A parent was obligated to remain home, thus requiring remote work. Some parents unable to work remotely were forced to look for childcare options. Simultaneously, child care providers were faced with the health risks involved in being in close contact with potentially infected children. During the COVID pandemic, many child care providers closed. The impacts have rippled through the economy since.

Vulnerabilities Exposed - Child care is an essential component to a high functioning economy. It is clear that a child care network that was not meeting existing demand has shrunk further still.

Comprehensive Economic Development Strategy

The Comprehensive Economic Development Strategy (CEDS) Committee outlined six goals to work towards over the next five years (2022 - 2027). These goals aim to improve economic conditions for everyone working, living and visiting southwest Michigan. Socioeconomic data, a SWOT Analysis and public engagement informed the Committee on the priorities of the region. The CEDS can be found at www.swmpc.org.



Goals

Quality of Place

The quality of place is the features of the natural and built environment as well as the human networks and systems that combine to make a location a healthy, desirable, competitive and economically viable place to live.

Education and Workforce

An educated and talented workforce is vital for the continued growth and development of the region's economy.

Business Support

Supporting local business – both large and small.

Infrastructure

Infrastructure includes many aspects of the built environment around us including roads, bridges, air, rail, utilities and broadband internet. These elements drive the economy forward.

Economic and Environmental Sustainability

Economic development should be conducted in a way that helps minimize the risk of future economic hardship and protects the environment for generations to come.

Equity and Inclusion

Economic prosperity should positively impact all members of the community and never should further disadvantage underserved populations.

Making Southwest Michigan More Resilient

From our understanding of the region's vulnerabilities, we can start to suggest projects that will help make southwest Michigan more resilient for future economic downturns. We have built four tiers of proposed focus areas that range from bringing our economy back to pre-pandemic conditions to projects that have the potential to transform the region's economy. Only ideas and suggestions populate the following pages and to achieve a more resilient economy, strong partnerships within the community are necessary to drive these ideas forward.

Restorative - Represents the opportunity to bring us back to pre-pandemic conditions

Incremental - Actions that bring a modest improvement over pre-pandemic conditions

Exponential - Actions with a significant improvement over pre-pandemic conditions

Transformational - Actions that substantially reorient the region

What the Southwest Michigan Planning Commission Proposes

The Southwest Michigan Planning Commission is only one entity out of hundreds of interested organizations, governments, and businesses within our region. In order to build a stronger, more resilient economy, collaboration is essential.

SWMPC is committed to the facilitation of partnerships in our region and created a tool to help connect and visualize the region. Starting in the first quarter of 2023, the SMWPC will roll out this tool - Organizational Orbits and will provide staff resources to start facilitating discussions around the proposed projects and focus areas outlined in the following pages.

How will this work?

Through the StoryMap platform, SWMPC will upload a survey in January 2023 asking for interested organizations and experts to select topic areas where they have a strong interest and would like to reserve a seat at the table for future discussion. We ask that this survey be shared widely within our region to reach a diverse group of organizations.

SWMPC staff will then create teams within Organizational Orbits that will link organizations and experts with the interests they selected in the survey. Additional organizations and experts will be invited over time to ensure everyone who should be at the table is present.

SWMPC staff will be able to assist teams with virtual meeting preparation and momentum to get the discussion started with the expectation that teams will become independent over time.



Restorative

Represents the opportunity to bring us back to pre-pandemic conditions

Promote Policies that Reduce the Burdens for Migrant Workers and Increase Business Ability to Hire Migrant Workers

Support the Development and Implementation of Recovery/ Resiliency Plans for Business and Government

Incremental

Actions that bring a modest improvement over pre-pandemic conditions

Assistance to Small Businesses to Ensure an Online Presence and Competency

Build a Constructive Dialogue Between Business and Labor on the Topic of Attractive Workforce Benefits in the Post-Pandemic Environment

Create Policies and Support Services that Open the Region to Immigrants Who Aspire to Citizenship

Expand Programs that Provide Capital to Small Businesses During their First Years of Operation

Food Hubs or Aggregation Resources for Small and Medium-Sized Farms

Expansion of Food Processing Sector

Exponential

Actions with a significant improvement over pre-pandemic conditions

Home-to-Work Multi-Modal Transportation Network

A Region-wide Network of Public Transportation able to be Resilient to Shock, and Responsive to Labor, Health Care, and Human Resource Needs

Robust Network of Child Care Options

Support for Strongest Possible Links Between Business and Workforce Education/Training

Shock Resistant and Resilient Network of Primary Schools

Develop Economic Sectors in Ways that Allow for Entry Level Employees to Ladder Up Through the Sector as Their Experience Grows

Grow Businesses that Optimize the natural and constructed assets (water, sand, prime farm soil, port access, aviation, highways, fruit, berries, vegetables) Available Within or in Close Proximity to the Region.

Transformational

Actions that substantially reorient the region

Affordable, Quality Childcare

Universal Region-Wide Broadband Access

Broadband-Enabled Precision Agriculture

Industrial-Scale Freshwater Fish
Farming/Aquaculture

Industrial Scale-Beverage Bottling

Additional Plans and Resources

Berrien County - Strategic Initiative Priorities 2022: A 10 Year Plan to Build Resilience in Berrien County



"This report will emphasize the unique opportunity for funding and strengthening Berrien County. In such circumstances, we encourage the county to adopt funding strategies that will stretch the money to gain as much leverage and partnerships as possible. In fact, other than direct county needs, the county should not provide any funds to projects where the county would be the only investor. There should and must be other investors and partners. Moreover, we encourage investments in enduring assets—public infrastructure from parks to county facilities. Thoughtful investments in partnerships with other public sector entities and non-governmental organizations will contribute to the resiliency or adaptive capacity of Berrien County. Funding can be successful if it results in completion of projects, but it is more successful if funding can also generate long term partnerships between concerned units of local government."

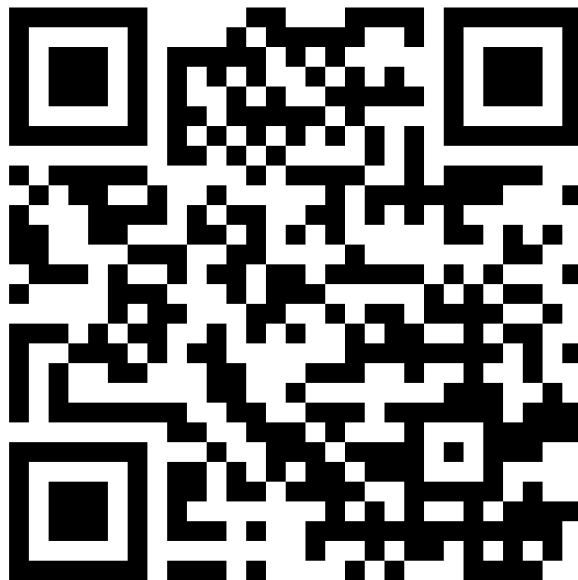
Women in the Michigan Workforce



"The COVID-19 pandemic has brought increased attention to the role of women in the workforce in the past year. While the Michigan economy overall experienced historic contraction in 2020, the impact on women has been especially felt, exacerbating many of the long-standing workforce inequalities that have persisted for decades across the state and nation. This report examines key information on the role of women in the workforce, addressing both recent challenges they have faced considering the effects of the pandemic and the longer-term gender disparities in the Michigan economy and labor market."

Organizational Orbits

When individuals from diverse affiliations collaborate, each collaborator's priorities, purpose, and motivations are usually not well articulated. When individuals collaborate, achieving a successful result happens when the actions of the collective simultaneously realize the individual priorities of the collaborators. If collaborators could clearly understand the priorities, purpose, and motivations of their fellow collaborators, then they would increase the likelihood of a mutually successful result. Therefore, a better way of articulating individual priorities and presenting them yields a better result. Organizational Orbits, a data visualization of business leaders in Southwest Michigan and their shared skills and interests, is our solution to help teams in our area better collaborate.



Over decades of regional planning work, the SWMPC has found that some of the most effective problem-solving comes from connecting individuals from diverse affiliations. With time, individuals come to know the priorities, purpose, and motivation of their peers. If skillfully facilitated, the collaborators build an understanding of the worlds they share and how their interests interrelate. The Regional Economic Resiliency Plan contains numerous observations about components of the regional economy that, if reimagined, would result in more resiliency. The individuals and organizations that have roles in these various components of the economy may not know that their interests interrelate. Because of the challenges posed by this kind of disconnect, the SWMPC has designed a computer application called Organizational Orbits, to accelerate more effective collaboration among those who would play a part in a reimagined, resilient regional economy.

When individuals collaborate, achieving a successful result happens when the actions of the collective simultaneously realize the individual priorities of the collaborators. If collaborators could clearly understand the priorities, purpose, and motivations of their fellow collaborators, then they would increase the likelihood of a mutually successful result. The interrelatedness of individuals in a collective is complex and often takes multiple meetings to comprehend. The interrelatedness between individuals and its impact on a collective is often undervalued and left to the members themselves to navigate. This is especially necessary for individuals who drive our economy as they must have an unflinching focus on the bottom line. By recognizing as early as possible in the process, the value of how members of a collective interrelate, a collective could understand itself more completely, and become more effective, in less time. Therefore, a tool that could facilitate this understanding would create efficiencies of time and money, and produce better results.

Building shared connections and commonality deserves detail and clarity. It should reflect the individual organizational priorities alongside those of their peers. Moreover, properly executed, it might also represent where various intersections in priorities might exist that were not previously visible. This opportunity to be both rich in description while also graphically demonstrated is where “Organization Orbits” resides. Organizational Orbits makes it possible on the very first day they meet, for a collaboration to know why they belong together. Moreover, it continues to evolve with the collaborative as their organizations evolve. It is a tool to save time and add depth and dimension as we connect across the breadth of the regional economy.

The Organizational Orbits app has been designed to organize information provided by the users into a visual representation that is clear and logical. The description that informs the graphic representation is derived from an initial survey of information from each member of the collaborative. The survey is the front-page interface between the user and the back-end architecture that reproduces that information as a graphic end product. Over the lifespan of the group, any changes instituted by the individual participant organizations are integrated back through the user interface and on to the graphic end-product.

Understanding complex human and institutional relationships within a collective requires a simple, intuitive, visual convention. In any given collective, the nature of interrelatedness happens across multiple scales. A visual convention representing interrelatedness in collectives must be able to account for the multiple scales in which the participants relate. The use of a visual convention to represent interrelatedness should be at once intuitive and also capable of representing almost infinite layers of scale. Organizational Orbits uses the visual convention of stars and galaxies to accomplish this. This convention is almost universally intuitive and understandable. Where individual organizational priorities are shared with those of their peers, they are represented as inhabiting a common orbit around a shared planet. Collectively, the entirety of those shared planets and common orbits comprises the unique galaxy of the collaborative. More specifically, the interrelationship of participants across the regional economy can be viewed as a single, connected network.

COVID-19 Pandemic

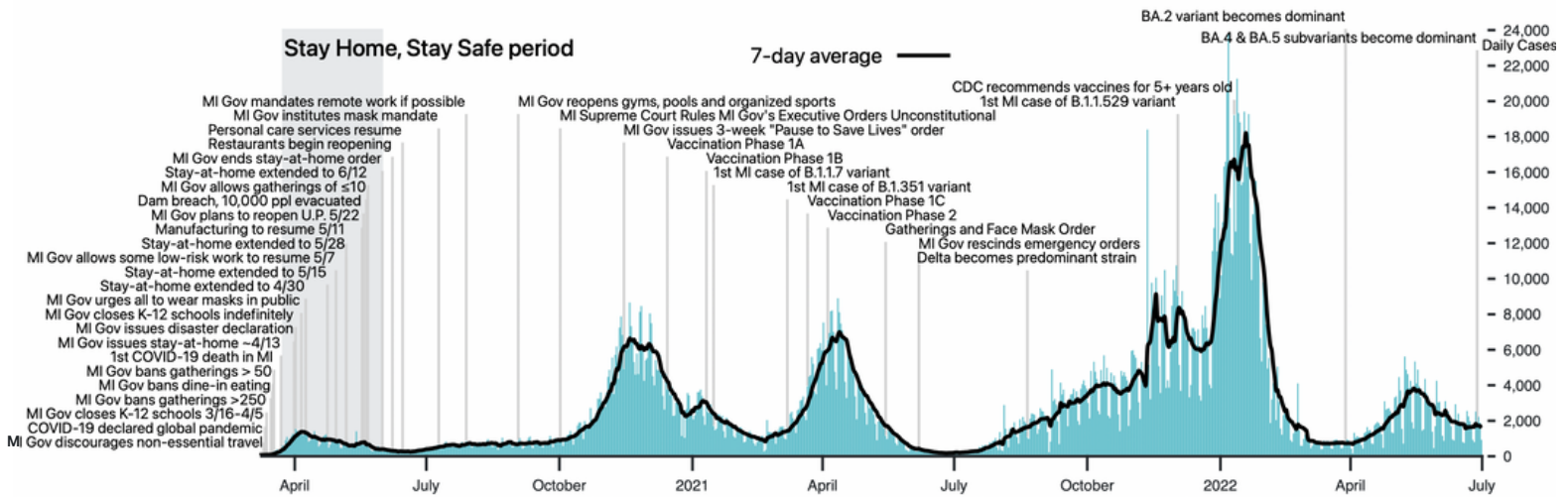
What Happened?

As the COVID-19 pandemic took hold, Governor Gretchen Whitmer issued a "Stay At Home Order" to slow the communal spread of the virus. Data shows this effort in addition to other executive orders related to the public health emergency saved lives. Workers and consumers staying at home, either voluntarily or not, caused a deep, but short lived-recession.

In response to people staying home and businesses shuttered, the federal and state government started injecting money into the economy to keep things afloat. This included additional federal unemployment funds for individuals out of work, money to local governments that faced a steep decline in tax revenue, and forgivable business loans that continued to pay workers even with their doors shut.

Officially the COVID-19 recession only lasted two months, the shortest in American history (February 2020 to April 2020). Lingering effects are still being felt however. There continues to be supply chain issues, inflation is at a 40-year high, and overall consumer sentiment remains low.

Timeline of Events



Governor Whitmer declares stay-at-home order
March 23, 2020

K-12 schools closed through the end of the school year
April 2, 2020

Manufacturing able to re-open again
May 11, 2020

Restaurants able to reopen with COVID-19 safety rules
June 8, 2020

Personal care business resume
June 16, 2020

Mask mandate
July 10, 2021

Remote work, if possible
July 29, 2020

Gyms, pools, and organized sports resume
September 3, 2020

Vaccination effort begins
December 15, 2020

Gathering limits and masks required again
May 15, 2021

Governor Whitmer rescinds emergency orders
June 7, 2021

Economic Impact

The five economic sectors that were hit hardest in terms of employment losses included:

1. Accommodations and Food Services
2. Manufacturing
3. Other Services
4. Health Care and Social Assistance
5. Retail Trade

Detailed information for each are included in the following pages.

Drawing on regional, state, and federal data, we can conclude that women and racial minorities were disproportionately impacted. This was due to the above mentioned economic sectors minus manufacturing tend to employ women and people of color in greater number than white males. Challenges around childcare was also an important factor in keeping women away from the workforce during this time.

Accommodations and Food Services



Employment

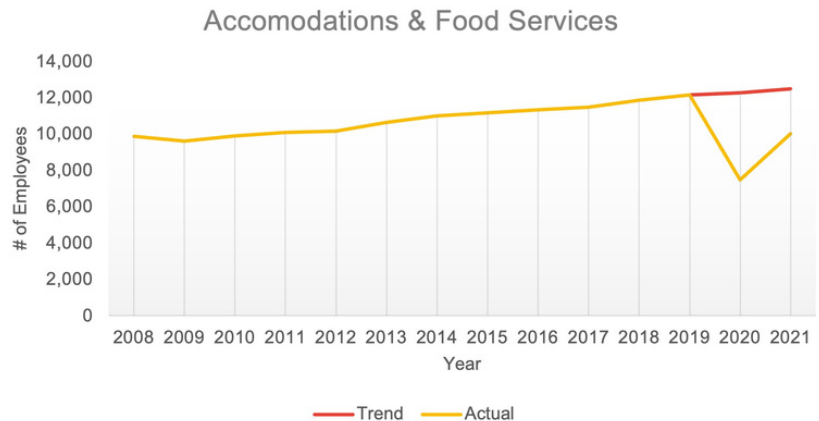
2019 to 2020 Q2



5,865 jobs lost



93.39% decline
in employment



57 percent
are women



\$22,783
median yearly income



432,772,909

Total value added to
regional economy in 2019

As shutdowns took place to slow the pandemic, it is no surprise that the Accommodations and Food Services sector was hit the hardest in terms of employment. This industry is characterized by a low median yearly income, lower skillset/education requirement and predominately female. A 93.39% employment decline shows that an already vulnerable population was hit hardest by the pandemic.

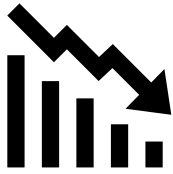
The Accommodation and Food Services sector comprises establishments providing customers with lodging and/or preparing meals, snacks, and beverages for immediate consumption. The sector includes both accommodation and food services establishments because the two activities are often combined at the same establishment.

Manufacturing



Employment

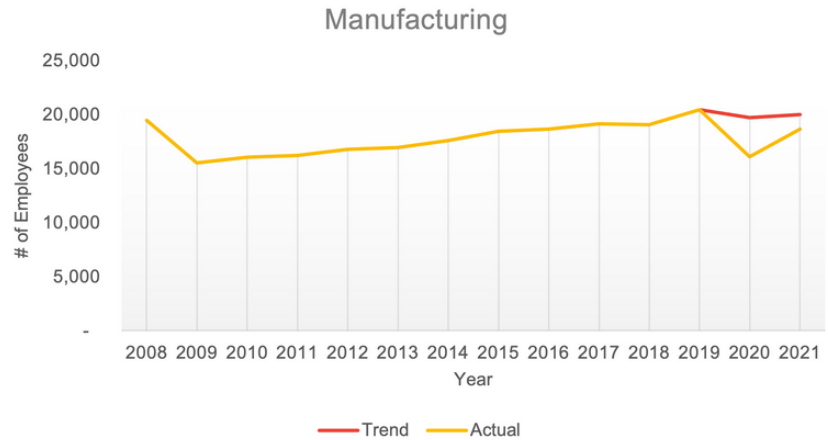
2019 to 2020 Q2



5,685 jobs lost



38.54% decline
in employment



28 percent
are women



\$57,946
median yearly income



2,960,701,081

Total value added to
regional economy in 2019

While the Manufacturing was hit hard at the start of the pandemic, it recovered faster than most other sectors and remains the largest employer and provides the greatest value added to our region.

The Manufacturing sector comprises establishments engaged in the mechanical, physical, or chemical transformation of materials, substances, or components into new products.

Establishments in the Manufacturing sector are often described as plants, factories, or mills and characteristically use power-driven machines and materials-handling equipment. However, establishments that transform materials or substances into new products by hand or in the worker's home and those engaged in selling to the general public products made on the same premises from which they are sold, such as bakeries, candy stores, and custom tailors, may also be included in this sector. Manufacturing establishments may process materials or may contract with other establishments to process their materials for them. Both types of establishments are included in manufacturing.

Other Services



Employment

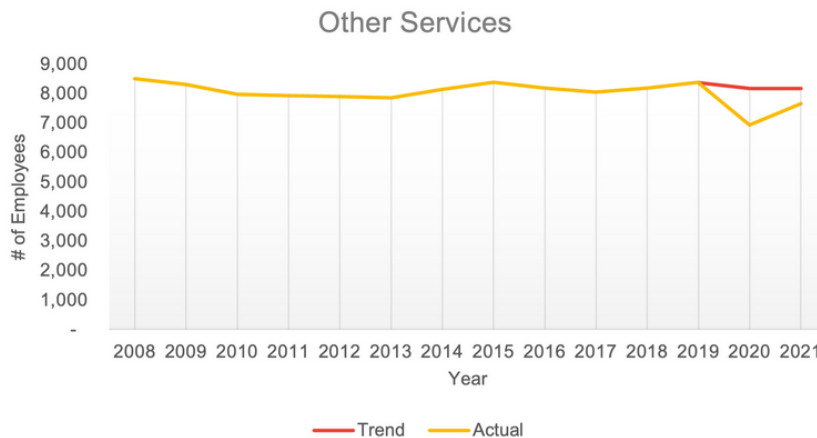
2019 to 2020 Q2



2,303 jobs lost



37.35% decline
in employment



52 percent
are women



\$27,523
median yearly income



409,245,108

Total value added to
regional economy in 2019

The Other Services sector has been flat/slight decline in employment since 2008.

The Other Services (except Public Administration) sector comprises establishments engaged in providing services not specifically provided for elsewhere in the classification system. Establishments in this sector are primarily engaged in activities, such as equipment and machinery repairing, promoting or administering religious activities, grantmaking, advocacy, and providing drycleaning and laundry services, personal care services, death care services, pet care services, photofinishing services, temporary parking services, and dating services.

-North American Industry Classification System

Health Care and Social Assistance



Employment

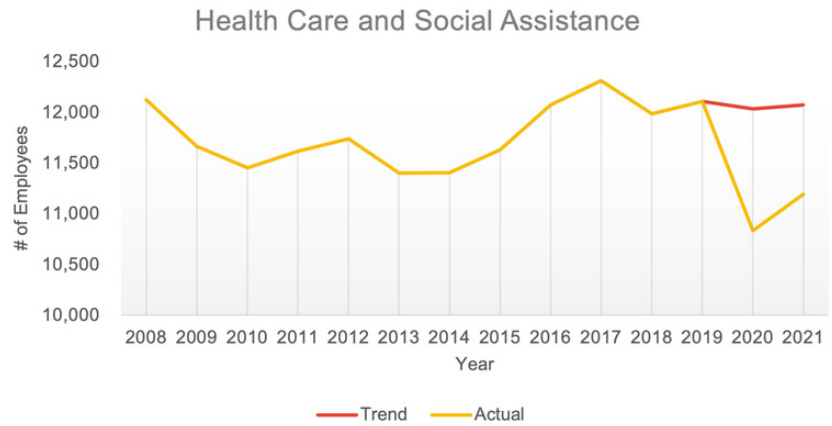
2019 to 2020 Q2



1,585 jobs lost



15.07% decline
in employment



80 percent
are women



\$44,793
median yearly income



768,912,536

Total value added to
regional economy in 2019

While the Manufacturing was hit hard at the start of the pandemic, it recovered faster than most other industries and remains the largest employer and provides the greatest value added to our region.

The Health Care and Social Assistance sector comprises establishments providing health care and social assistance for individuals. The sector includes both health care and social assistance because it is sometimes difficult to distinguish between the boundaries of these two activities. The industries in this sector are arranged on a continuum starting with those establishments providing medical care exclusively, continuing with those providing health care and social assistance, and finally finishing with those providing only social assistance. The services provided by establishments in this sector are delivered by trained professionals. All industries in the sector share this commonality of process, namely, labor inputs of health practitioners or social workers with the requisite expertise. Many of the industries in the sector are defined based on the educational degree held by the practitioners included in the industry.

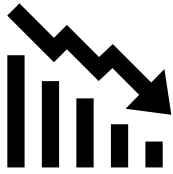
-North American Industry Classification System

Retail Trade



Employment

2019 to 2020 Q2



1,551 jobs lost



15.75% decline
in employment



49 percent
are women



\$31,925
median yearly income



478,311,688

Total value added to
regional economy in 2019

While the Manufacturing was hit hard at the start of the pandemic, it recovered faster than most other industries and remains the largest employer and provides the greatest value added to our region.

The Retail Trade sector comprises establishments engaged in retailing merchandise, generally without transformation, and rendering services incidental to the sale of merchandise.

The retailing process is the final step in the distribution of merchandise; retailers are, therefore, organized to sell merchandise in small quantities to the general public. This sector comprises two main types of retailers: store and nonstore retailers.

-North American Industry Classification System

Federal and State Efforts

Coronavirus Preparedness and Response Supplemental Appropriation Act of 2020

Families First Coronavirus Response Act

The Families First Coronavirus Response Act (FFCRA or Act) requires certain employers to provide employees with paid sick leave or expanded family and medical leave for specified reasons related to COVID-19.

Coronavirus Aid, Relief, and Economic Security (CARES Act)

- Central Liquidity Facility (CLF)
- Insured Deposits Threshold
- Temporary Relief from Troubles Debt Restructurings
- Paycheck Protection Program
 - Over 6,000 local businesses participated
- Optional Temporary Relief from Current Expected Credit Losses (CECL)
- Credit Protection During COVID-19
- Foreclosure Moratorium on Single Family Mortgages and Consumer Right to Request Forbearance
- Forbearance of Residential Mortgage Loan Payments for Multifamily Properties with Federally Backed Loans

Paycheck Protection Program and Healthcare Enhancement Act

The bill provides \$484 billion in additional funding to replenish and supplement key programs under the CARES Act, including the Paycheck Protection Program (PPP), small business disaster loans and grants, hospitals and health care providers and testing. The small business loan programs authorized under the CARES Act had been quickly depleted after only two weeks of operation.

Consolidated Appropriations Act

American Rescue Plan Act (ARPA)

- Economic Impact Payments
- Child Tax Credit
- State and Local Fiscal Recovery Fund
- Capital Projects Fund
- Homeowner Assistance Fund
- Emergency Rental Assistance
- State Small Business Credit Initiative
- Employee Retention Credit and Paid Leave Credit Programs
- Unemployment Compensation

Direct US Treasury Payments to Local Units of Government:

- Berrien County \$29,796,346
- Cass County \$10,059,018
- Van Buren County \$14,699,370
- City of Benton Harbor \$9,825,764
- City of Niles \$7,031,749

Michigan Economic Development Corporation Programs

- SBA Economic Injury Disaster Loans
- Detroit Development Fund
- Metro Community Development
- Northern Initiatives Program
- MI State Trade Expansion Program
- MSF Awardee Relief Initiative
- Capital Access Program
- Community Capital Resources
- Initiate Business Retention Training Series
- Reopen Main Street

Regional Efforts

Market Van Buren

- 143 Jobs Retained
- 12 Businesses Retained
- 80 Jobs Created
- \$11.5 Million Capital Investment
- 12 loans to local businesses (total of \$240k)

Greater Niles Area Chamber

The Greater Niles Chamber of Commerce (Chamber) has distributed an approximate \$100,000 to small businesses across the greater Niles region as part of the Greater Niles Chamber Emergency Relief Program (ERP) in order to support businesses affected by the COVID-19, coronavirus pandemic and the subsequent mitigation efforts. 17 businesses were awarded grants, seven of which were awarded in the first round that concluded on Friday, April 17, and 10 additional businesses were selected to receive funding after the conclusion of the second round on May 1, 2020

- On April 7, 2020 the Chamber introduced the Greater Niles Chamber Emergency Relief Program in response to recent developments concerning the COVID-19, coronavirus public health crisis. The ERP was designed to support the greater Niles businesses that are affected by COVID-19 and the subsequent mitigation efforts within the region. Although originally presented as a low-interest loan program, the ERP was converted to a grant program in an effort to better assist the regional business community.
- The Greater Niles Chamber Emergency Relief Program was designed for locally owned, small business members (less than 100 employees) located within the Greater Niles Chamber of Commerce's designated service areas of the City of Niles, Niles Township, the City of Buchanan, Buchanan Township, Bertrand Township, and Howard Township that were affected by recent closure mandates. Applicants had the opportunity to request up to \$10,000 in grant funding.

Cornerstone Alliance

Cornerstone Alliance, Berrien County's lead economic development agency, partnered with the Berrien Community Foundation and the Southwestern Michigan Tourist Council to create a zero-interest loan program for Berrien County businesses and nonprofit organizations that have a rent or mortgage payment due in April and May of 2020.

Rent and Mortgage Payment Program (RAMPP)

- 61 loans provided
- Over \$90,000 disbursed

Southwest Michigan Regional Chamber

- Buy Local Berrien! Facebook Group (approx. 10,000 members)
- Berrien Reopens Coalition – community wide collaborative effort to assist companies in a planned and thoughtful restart of the local economy
- See St. Joseph – virtual tour of downtown St. Joseph & it's businesses
- Southwest Michigan Safe – providing businesses with best practice information for operating, as well as a listing to consumers of who has taken the pledge to boost confidence
- COVID-19 Tool Kit – providing critical information for the business community including financial assistance, Executive Order updates, unemployment benefit updates, and public health guidelines
- Virtual connect opportunities, including weekly networking, free webinars, and industry cluster meetings
- Weekly/Bi-Weekly business support/education media updates (MailMax, Leader Publications, Mid-West Family, WHFB Radio)
- Involvement with the state-wide advocacy for an official recovery agenda, including: liability protection, taxpayer relief, regulatory assistance, and economic investments

Southwest Michigan Planning Commission

Broadband -

In 2019, the SWMPC began an intelligence gathering effort that gradually built our perception of the technological, sociological, political, and logistical challenges that orbit within the broadband universe. Experts were found that could be ongoing resources. Solutions were identified from other states and countries that included pieces that might someday be applied in southwest Michigan. As intelligence gathering continued, leaders were drawn in from county government as the recognition of the importance of broadband began to germinate. Now the region finds itself with two of our three counties (Berrien and Van Buren) with active Broadband Task Forces. As with most counties across the state, each of the three counties are moving at their own chosen pace. Cass County is just beginning the creation of its task force and building toward action. The Pokagon Band of Potawatomi represent another unit of government where opportunity remains somewhat untapped.

In the most recent broadband work, the SWMPC has acquired and become skilled with a type of software that can be used to model potential build-out costs where gaps exist in the existing broadband infrastructure. The GEO Partners Crowd Source software has been used to estimate the projected costs for townships to serve those households that are currently unserved or underserved. The reports from this modeling are then used in grant applications by the townships that have been studied. There are two members of the SWMPC team that are skilled in the use of the GEO software.

Berrien and Van Buren counties have been particularly active in collecting data on existing service provision and where gaps in the network of service exists. Berrien County has conducted a countywide survey to understand where households have internet service, the speed of that service, the household needs and use of internet, and preferences for improvements to that service. The results of this ambitious survey have shown significant discrepancies between FCC maps of service provision and the actual network of service infrastructure. In succession following Berrien County's internet survey, Van Buren County commissioned an extremely detailed parcel level data collection of existing internet service. Each parcel was identified as served or unserved by existing internet infrastructure. The provider of service for each identified parcel was also identified. Taking Van Buren County's lead, Berrien

County followed suit with the same detailed countywide internet data collection.

As a result of the above work over the last decade, many of the local leaders in both the public and private sectors who have been engaged on broadband issues have been identified. They have been involved to develop solutions to needs across a range of scales; the highly local, the township level, the county level, and the multi-county regional. Existing and prospective Internet Service Providers (ISPs) are being invited into discussions about their interests in filling the gaps that exist.

The SWMPC has responded to an invitation from the Michigan Economic Development Corporation to act as one of ten regional broadband Navigators. SWMPC would serve the three southwest Michigan counties when the Navigator award process is completed.

Grant Applications -

The SWMPC assisted several communities with state and federal grant applications during the pandemic. These included applications for CARES Act and ARPA Economic Development Administration funding. Our region was successful at securing funding for New Buffalo public marina improvements, Midwest Energy and Communications SMART Park in Cassopolis, and the Palisades Economic Recovery Initiative. Our region was also successful with MDNR grants.

Economic Modeling



100

new day care jobs
adds over

\$22 million

in value added to
southwest Michigan
and an additional

293 jobs

in other sectors

Top Industries Impacted

1. Child day care services
2. Offices of physicians
3. Medical and diagnostic laboratories
4. Management of companies and enterprises
5. Offices of dentists
6. Outpatient care centers
7. Home health care services
8. Elementary and secondary schools
9. Individual and family services
10. Full-service restaurants

DAY CARE MODEL

EMPLOYMENT IMPACT

For every day care job created in southwest Michigan, a total of 3.93 jobs are added to the economy.

VALUE ADDED

For every dollar invested in day care, the total value added to the region's economy is \$5.85.

ABOUT THIS MODEL

Assumptions made in modeling this scenario include the ability of parents to rejoin the workforce. It is expected that most parents that would return are women. We calculated that an additional 100 day care workers would allow for 400 more children to be watched. Assuming 2 children per family and one parent already at work, 200 parents (primarily mothers) would return to the workforce. Industries that employ a sizable number of women include social assistance, educational services, and healthcare.

Value Added is the summation of labor income, taxes on production, and other property income

Top Employment Multipliers

1. Flour milling
2. Coffee & tea manufacturing
3. Other animal food manufacturing
4. Animal, except poultry, slaughtering
5. Flavoring syrup & concentrate manufacturing

Top Value Added Multipliers

1. Flour milling
2. Grain farming
3. Animal, except poultry, slaughtering
4. Coffee & tea manufacturing
5. Other animal food manufacturing

AGRICULTURE & FOOD MANUFACTURING MODEL

EMPLOYMENT IMPACT

Eight agriculture/food manufacturing sub-industries have an employment multiplier over 3. This means that for every job generated in that sub-industry, two or more additional jobs are also created in the region.

VALUE ADDED

For every dollar invested in 10 agriculture/food manufacturing sub-industries, the total value added to the region is more than doubled.

ABOUT THIS MODEL

Agriculture remains a strong economic sector in southwest Michigan and shows potential for growth. While the negative effects of climate change will be felt, this is one sector that should continue to do well in our region given future climate trends compared to other parts of the country.

Value Added is the summation of labor income, taxes on production, and other property income





Southwest
Michigan is on
track to spend
an additional
\$36 million
on housing
expenses next
year

HOUSING MODEL

THE COST OF INACTION

The cost of shelter has greatly increased in recent years, especially for families earning less than \$15,000/ year, who on average saw a 22% increase from 2019 to 2020.

If no action is taken to address increasing housing costs and current trends continue, the region will collectively pay \$36 million more next year on housing expenses.

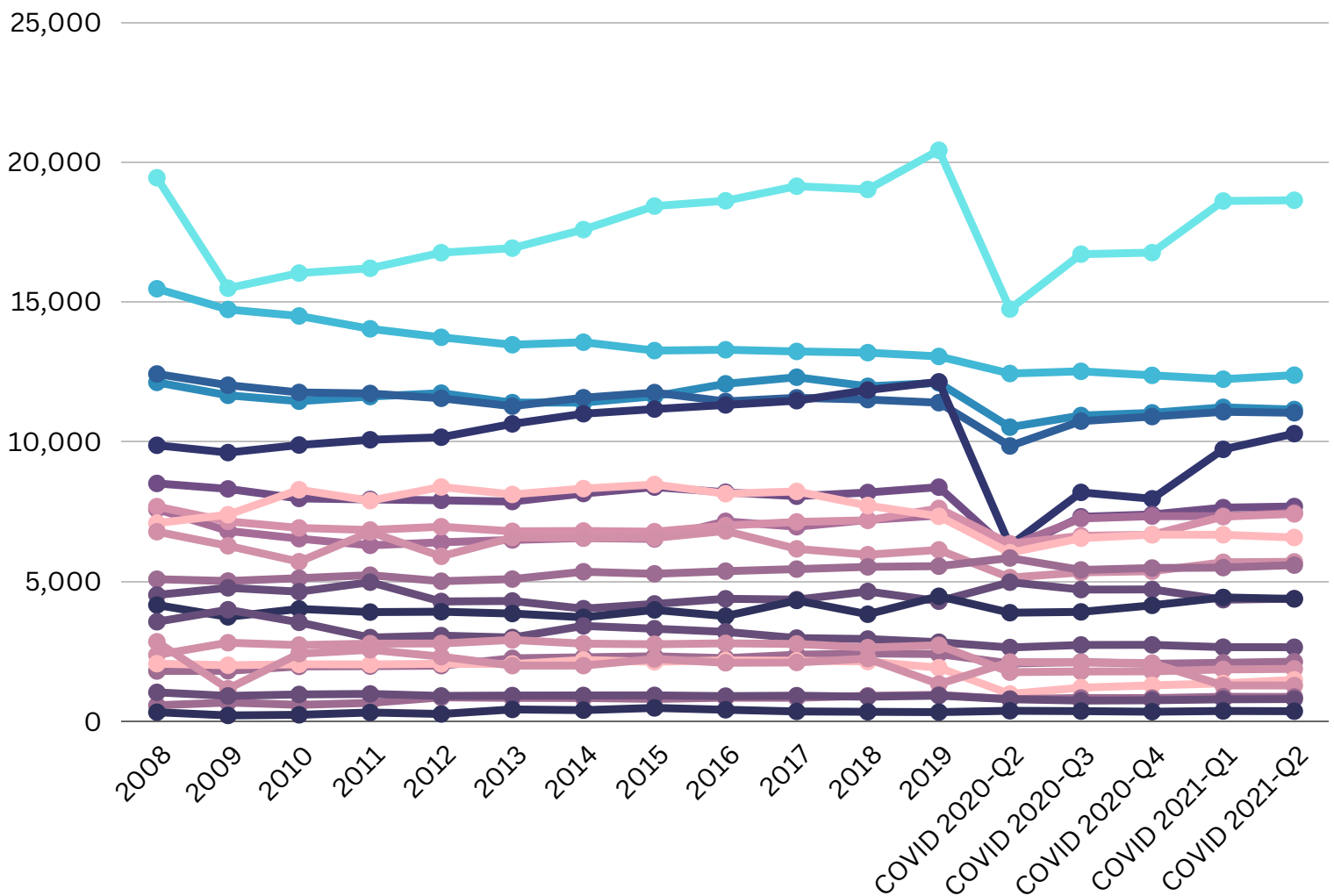
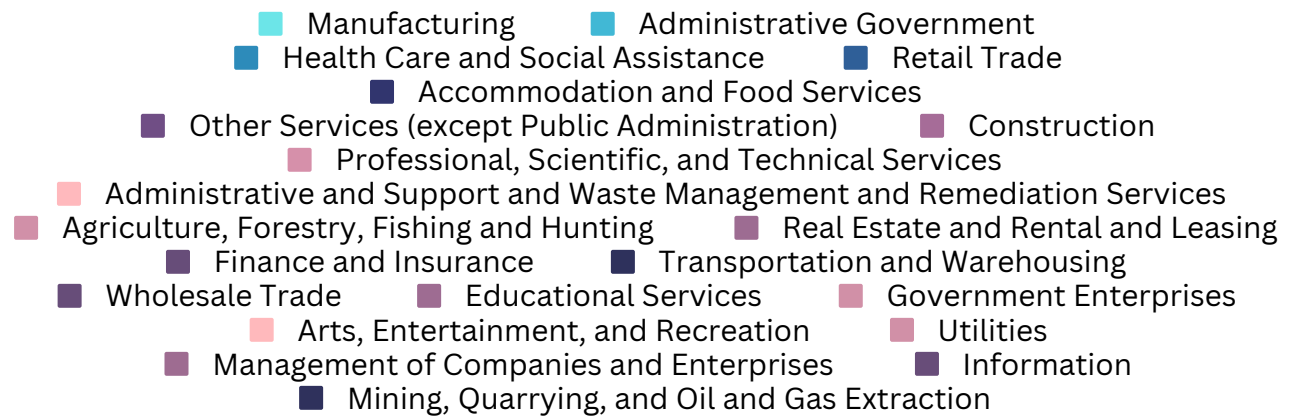
While some of this money would stay in the region, it would result in furthering budget constraints for families making under \$40,000/ year. It would also affect the \$50,000 - \$70,000/ year and \$100,000 to \$150,000/ year income cohorts though to a lesser degree.

Ongoing Threats

Inflation continues to be a threat nation-wide though there are signs of cooling heading into Q4 of 2022. The Federal Reserve has increased the Federal Funds Rate to 3-3.25%, the fastest the rate has been raised in decades. This is slowing inflation but also increasing interest rates for consumers and businesses alike making things like purchasing a home more expensive. Overall the economy is strong with low unemployment; however, consumer and business sentiment is lowering.

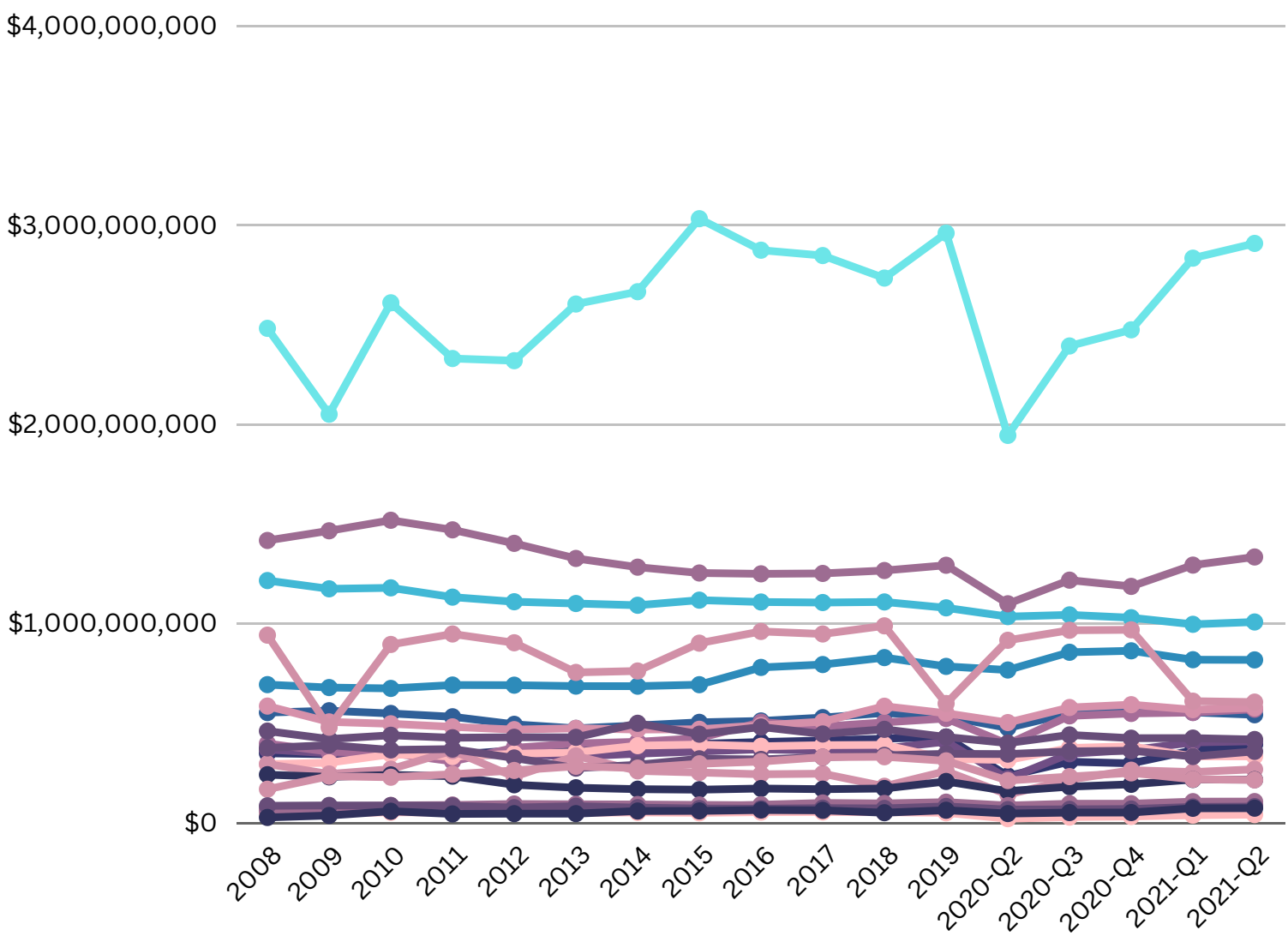
Appendices

Employment

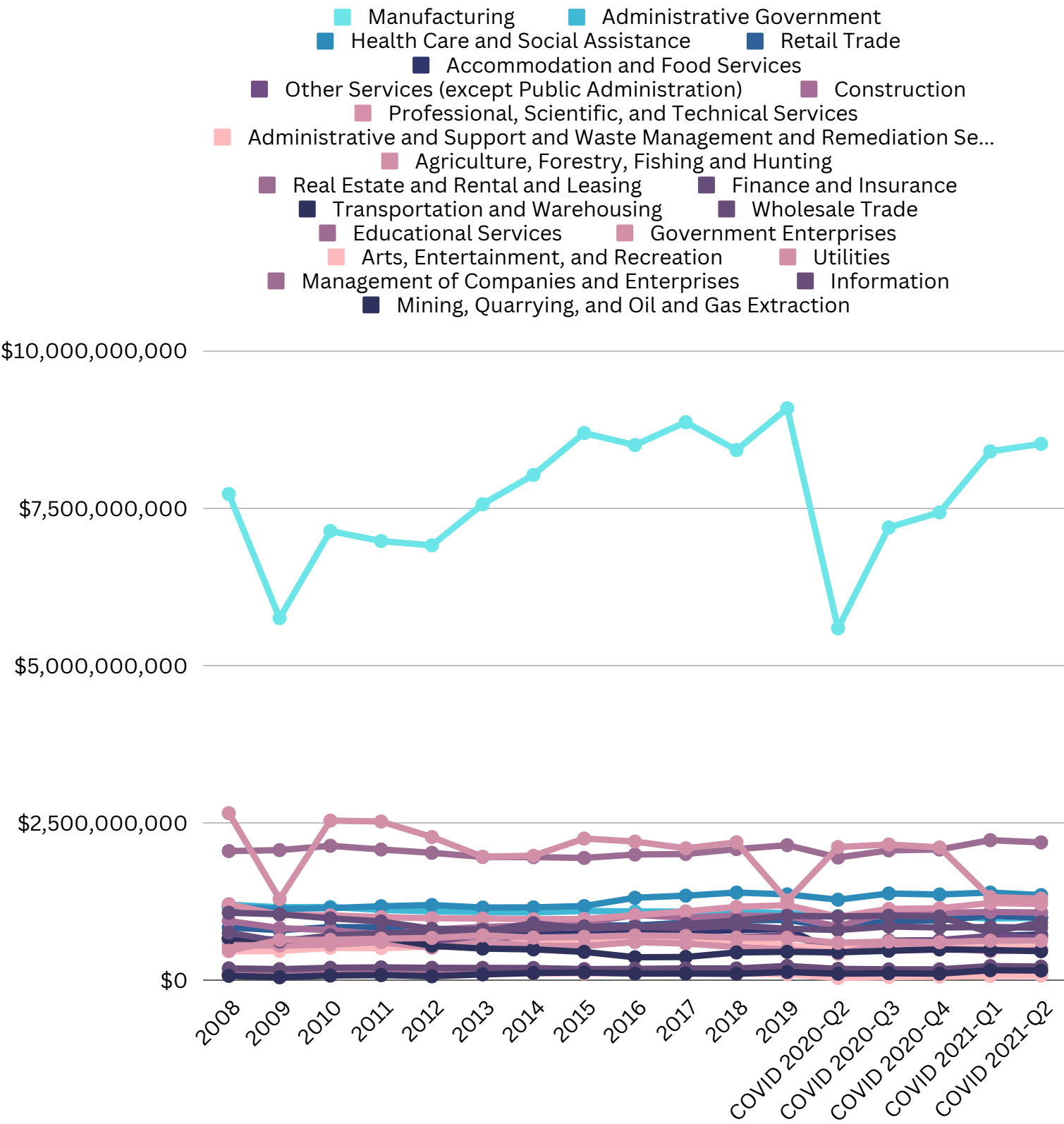


Value Added

- Manufacturing
- Administrative Government
- Health Care and Social Assistance
- Retail Trade
- Accommodation and Food Services
- Other Services (except Public Administration)
- Construction
- Professional, Scientific, and Technical Services
- Administrative and Support and Waste Management and Remediation Se...
- Agriculture, Forestry, Fishing and Hunting
- Real Estate and Rental and Leasing
- Finance and Insurance
- Transportation and Warehousing
- Wholesale Trade
- Educational Services
- Government Enterprises
- Arts, Entertainment, and Recreation
- Utilities
- Management of Companies and Enterprises
- Information
- Mining, Quarrying, and Oil and Gas Extraction



Output



Output				
Value Added				
Labor Income				
Intermediate Inputs	Employee Compensation	Proprietor Income	Taxes on Production and Imports	Other Property Income

NAICS	Description	2020 Jobs	2030 Jobs	2020 - 2030 Change	2020 - 2030 % Change	Avg. Earnings Per Job
31	Manufacturing	16,492	16,037	-455	-2.80%	\$95,209
90	Government	14,600	14,097	-503	-3.40%	\$63,773
62	Health Care and Social Assistance	9,609	10,366	757	7.90%	\$65,283
44	Retail Trade	9,362	8,797	-565	-6.00%	\$35,886
72	Accommodation and Food Services	7,871	9,361	1,491	18.90%	\$20,616
81	Other Services (except Public Administration)	4,160	4,776	615	14.80%	\$31,002
56	Administrative and Support and Waste Management and Remediation Services	3,962	3,177	-786	-19.80%	\$47,322
54	Professional, Scientific, and Technical Services	3,505	4,294	789	22.50%	\$71,673
23	Construction	2,885	2,718	-166	-5.80%	\$64,307
11	Agriculture, Forestry, Fishing and Hunting	2,846	2,246	-599	-21.10%	\$36,421
52	Finance and Insurance	2,542	2,632	91	3.60%	\$87,455
42	Wholesale Trade	2,344	2,467	123	5.30%	\$66,281
61	Educational Services	2,299	2,110	-189	-8.20%	\$27,892
22	Utilities	1,773	1,383	-390	-22.00%	\$219,978
48	Transportation and Warehousing	1,435	1,322	-113	-7.90%	\$71,897
55	Management of Companies and Enterprises	867	952	85	9.70%	\$108,549
71	Arts, Entertainment, and Recreation	782	765	-18	-2.20%	\$29,901
53	Real Estate and Rental and Leasing	652	746	94	14.40%	\$56,817
51	Information	541	735	195	36.00%	\$70,096
99	Unclassified Industry	178	269	91	51.40%	\$47,082
21	Mining, Quarrying, and Oil and Gas Extraction	98	120	22	22.00%	\$104,107

Data Source: Kinexus

Educational Level	2001	2010	2020	2030
Less than 9th Grade	10,928	9,479	6,574	5,349
9th Grade to 12th Grade	23,652	18,145	15,798	15,680
High School Diploma	64,495	65,394	57,527	50,391
Some College	43,146	44,905	47,138	47,336
Associate's Degree	14,249	16,205	20,793	23,361
Bachelor's Degree	21,360	24,653	31,038	35,294
Graduate Degree or Higher	12,296	15,137	18,759	20,810
Total	190,126	193,918	197,627	198,221
Education Level Category	2001	2010	2020	2030
High School Equivalent or Less	99,075	93,018	79,899	71,420
Some College or Associates Degree	57,395	61,110	67,931	70,697
Bachelor's or More	33,656	39,790	49,797	56,104

Southwest Michigan Planning Commission