



Agenda

Committee of the Whole Meeting

City of Kalamazoo

Monday, April 3, 2023

5:00 PM

City Commission Chambers – 241 West South Street

A. CALL TO ORDER/ROLL CALL

B. COMMUNICATIONS

C. PUBLIC COMMENTS

D. SPECIAL AGENDA ITEMS

E. COMMITTEE OF THE WHOLE

F. WORK SESSION

1. Southwest Michigan First: Regional Economic Development Update

G. COMMISSIONER COMMENTS

H. ADJOURNMENT

CITY OF KALAMAZOO

Economic Development Update

JONAS PETERSON

2022: year in review

job creation wins

- New projects | 34
- New jobs | 1,657
- Retained jobs | 872
- Investment | \$1.4 billion
- Square footage | 1.963 million sq. ft



Zoetis - Kilgore Rd. - Kalamazoo

2022: year in review

job creation wins



Hydro Aluminum – April 2022 – Cassopolis



IP USA Speculative Building – Milham Road – Kalamazoo

IMPACTFUL EVENTS

- **NUMBER OF EVENTS/MEETINGS HOSTED | 350**

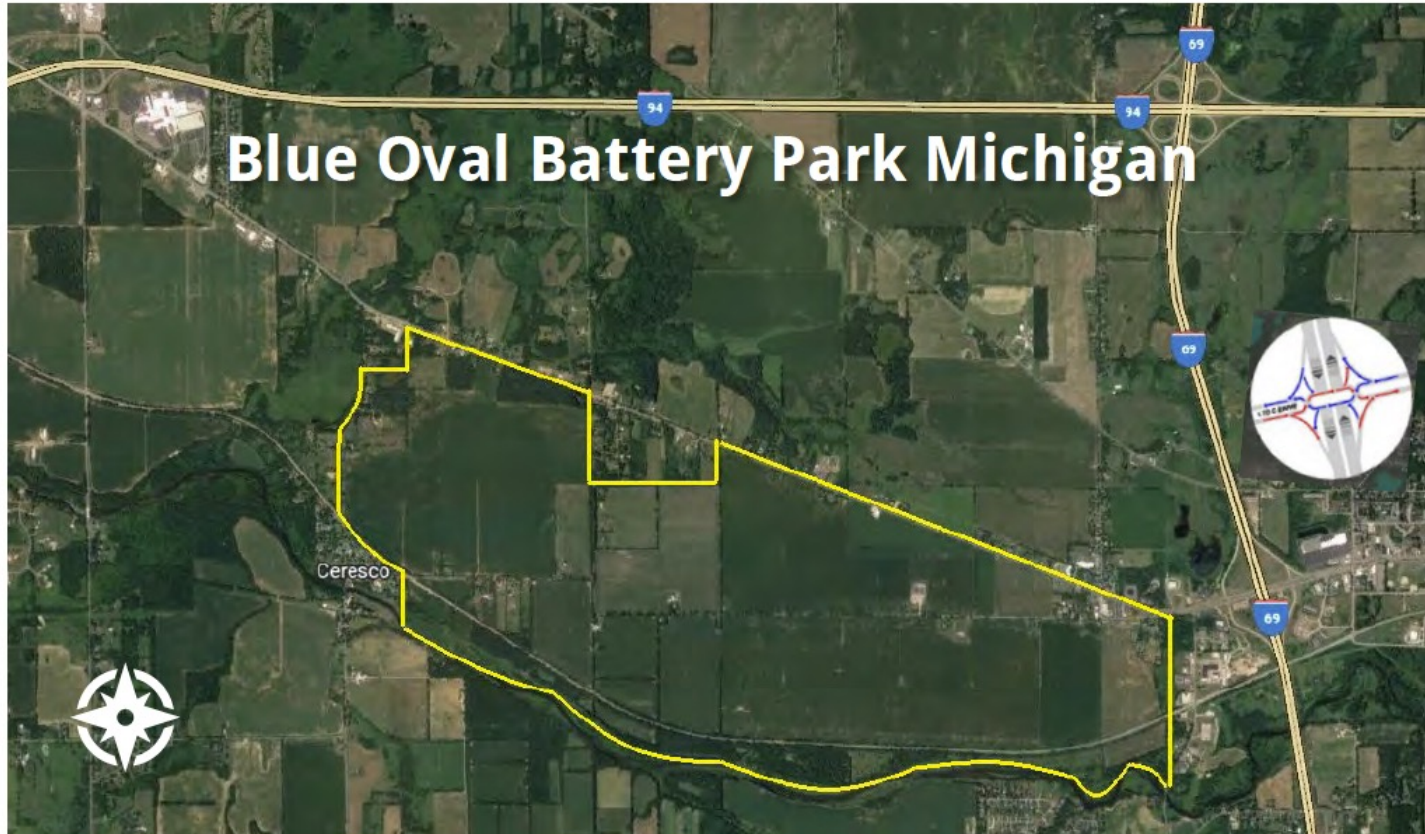
- **Chamber:** Chamber Connects, Business Breakfast Roundtables, Ribbon Cuttings, Black & Brown Mixers, Coffee/Cocktails with Clarence, Connect for a Cause, Townhalls
- **Economic Development:** Business First Series, First Path, Supplier Summit, Sustainability, Regional Partner Meetings
- **Workforce Development:** MIX, Leadership Kalamazoo, Private Leadership Contracts, Leadership Coaching, Catalyst University
- **Consultant Connect:** ECONOMIX, Summits, Private Contracts
- **Investor Engagement:** First & Foremost, Council of 100 Celebration, Small Group Lunches
- **Community Development:** Solar 101, Event Center Workgroups



2500 Direct -Jobs
\$3.5 Billion Investment
2.5 Million Square Feet



10,000 In Direct -Jobs
\$29.7 Billion in personal
income over 20 years







Community Benefits



ANNUAL
NUMBER OF EVENTS

236



COUNTY
SALES TAX

\$1.5M



ADDITIONAL COUNTY
LODGING TAX

\$246,000



ANNUAL
ATTENDANCE

548,000



ANNUAL HOTEL
ROOM NIGHTS

36,378



ANNUAL
DIRECT
SPENDING

\$32M



ANNUAL
INTEREST/INDUCED
SPENDING

\$22M



ANNUAL
ECONOMIC
OUTPUT

\$54M



ANNUAL
PERSONAL INCOME

\$22M



ANNUAL EMPLOYMENT
(FULL & PART-TIME JOBS, COUNTYWIDE)

699

The NEXT CHAPTER.

We are emerging from the pandemic with momentum and optimism. However, we also face intense competition and significant challenges. Southwest Michigan First is perfectly positioned to unite our entire region and turn challenges into opportunities.

**It's time to act with courage, as a region.
It's time to choose the path to regional prosperity.**



Where Southwest Michigan Stands.

Indicator	Trend	Southwest Michigan	Michigan	U.S.
Population Growth Rate (10 Year)	↑	0.6%	2.0%	7.4%
Median Household Income	↑	\$55k	\$59k	\$67k
Educational Attainment (Bachelor's)	↑	17%	30%	32%
Poverty Rate	↑	13.5%	12.6%	11.4%

Sources: U.S. Census Bureau Population Estimates, American Community Survey, IPUMS USA, 2016-2020 average

PATH TO REGIONAL PROSPERITY

**ACTION PLAN
(2023 – 2025)**

southwest michigan  **first**
THE GREATEST FORCE FOR CHANGE IS A JOB

Mission and Vision.

Our mission is to increase **economic prosperity for all** in Southwest Michigan.

We pursue our mission by advancing regional strategies and catalytic initiatives in the following areas:



Economic Development

Retaining, Expanding, and Attracting Businesses



Workforce Development

Enhancing, Preparing, and Aligning our Workforce



Community Development

Advocating for, Enhancing, and Promoting Vibrant Business Environments and Communities

OUR VISION

We envision Southwest Michigan as one of the most economically prosperous regions in Michigan and the United States.

VALUES



LEADERSHIP

We believe in the transformational power of leadership. Our work is advanced by harnessing the collective power of our existing leaders while cultivating, fostering, and equipping the next generation.



EXCELLENCE

We provide the highest level of service and value to the region and believe that we can achieve more when we collaborate and work together. We value and develop our employees' diverse talent, initiative, and leadership to provide superior quality in all that we do.



INCLUSIVITY

We believe that diverse, equitable and inclusive communities and workplaces create greater vibrancy and engagement. We value everyone and treat people with respect, dignity, and professionalism.



INTEGRITY

We build trust through honest and transparent relationships. We make responsible decisions that support community vitality and are ethical.



INNOVATION

We research, anticipate, and respond to emerging trends to ensure a vibrant future for the region. We believe that the future is bright and we can curate the future through curiosity, collaboration, and unwavering commitment to challenge and change our best every day.

STRATEGIC SHIFTS, MILESTONES, AND ADVANCEMENTS

Through this Action Plan, we'll make the following strategic shifts:



**Reposition SMF as a
Community and Economic
Development Organization**



**Unite Regional Partners
Around Shared Goals
and Strategies**



**Enhance and Align
Regional Workforce
Development Efforts**



**Integrate Diversity, Equity,
and Inclusion within
all Focus Areas**



**Position SMF as the Regional
Convener of Catalyst Projects
and Big Ideas**



**Revise Organizational Structure
to Drive Results through Internal
Focus Areas and Divisions**

Key Strategies

Focus Areas



Economic Development

Retain, Expand, and Attract Businesses

1. RETAIN, SUPPORT, AND EXPAND EXISTING BUSINESSES
2. IDENTIFY AND ATTRACT NEW COMPANIES, JOBS, AND INVESTMENT
3. PROVIDE MARKET INTELLIGENCE TO KEY STAKEHOLDERS
4. SUPPORT AND GROW SMALL BUSINESSES AND ENTREPRENEURS (SMF Chamber)
5. STRENGTHEN AND LEVERAGE SITE SELECTOR RELATIONSHIPS
6. ENGAGE COMMUNITY AND BUSINESS LEADERS IN THE ECONOMIC DEVELOPMENT PROCESS



Workforce Development

Enhance, Prepare, and Align our Workforce

1. ALIGN EDUCATION AND TRAINING PARTNERS WITH INDUSTRY NEEDS
2. INSPIRE AND EQUIP LOCAL LEADERS
3. NEW: RELAUNCH AND ENHANCE INTERNSHIP MATCHMAKING PROGRAM
4. ATTRACT NEW TALENT
5. CONNECT EMPLOYERS AND EMPLOYEES



Community Development

Enhance and Promote our Communities and Business Environment

1. ADVANCE PRO-BUSINESS POLICY AT ALL LEVELS OF GOVERNMENT
2. PROMOTE SOUTHWEST MICHIGAN AS AN IDEAL LOCATION TO LIVE, WORK, AND ENGAGE
3. LEAD, ORGANIZE, AND ADVOCATE FOR KALAMAZOO EVENT CENTER
4. INITIATE INNOVATIVE MARKETING TACTICS
5. SUPPORT AND CATALYZE INDUSTRIAL SITE DEVELOPMENT
6. IDENTIFY AND TRACK COMMUNITY AND ECONOMIC VITALITY
7. HOST COMMUNITY BUILDING AND NETWORKING EVENTS
8. STRATEGICALLY PROMOTE SMF'S ROLE, ACCOMPLISHMENTS, AND IMPACT



Operations

Maintain Organizational and Operational Excellence

1. SECURE ADEQUATE FUNDING TO DELIVER RESULTS - RESPONSIBLY STEWARD FUNDS
2. ATTRACT, DEVELOP, AND RETAIN AN EXTRAORDINARY TEAM OF PEOPLE
3. INTEGRATE DIVERSITY, EQUITY, AND INCLUSION WITHIN ALL FOCUS AREAS
4. OPERATE EFFECTIVELY AND EFFICIENTLY
5. PLAN AND EXECUTE IMPACTFUL EVENTS



Consultant Connect

Provide Innovative Consulting Services to Economic Development Organizations

1. PROVIDE SITE SELECTOR ENGAGEMENT SERVICES TO ECONOMIC DEVELOPMENT ORGANIZATIONS
2. HOST ENGAGING AND RELEVANT EVENTS
3. PROVIDE FEE FOR SERVICE CONSULTING SERVICES
4. DELIVER AWARDS AND RECOGNITION FOR ECONOMIC DEVELOPMENT LEADERS
5. NEW: DIVERSIFY AND EXPLORE NEW REVENUE STREAMS

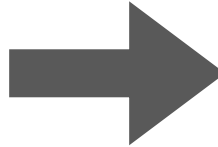
TURNING CHALLENGES INTO OPPORTUNITIES

Challenges

SOLUTIONS



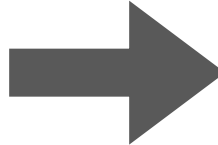
Population Decline + Aging



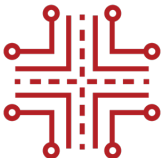
- Regional Talent Attraction + Quality of Life Campaign
- Enhanced Business Recruitment, Retention, and Expansion Services



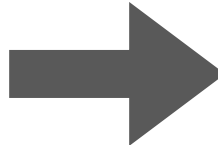
Workforce Shortage



- Regional Education + Training Alignment Strategy
- Enhanced Internship Matchmaking



**Shortage of "Ready" Industrial Sites,
and Limited Infrastructure
Availability**

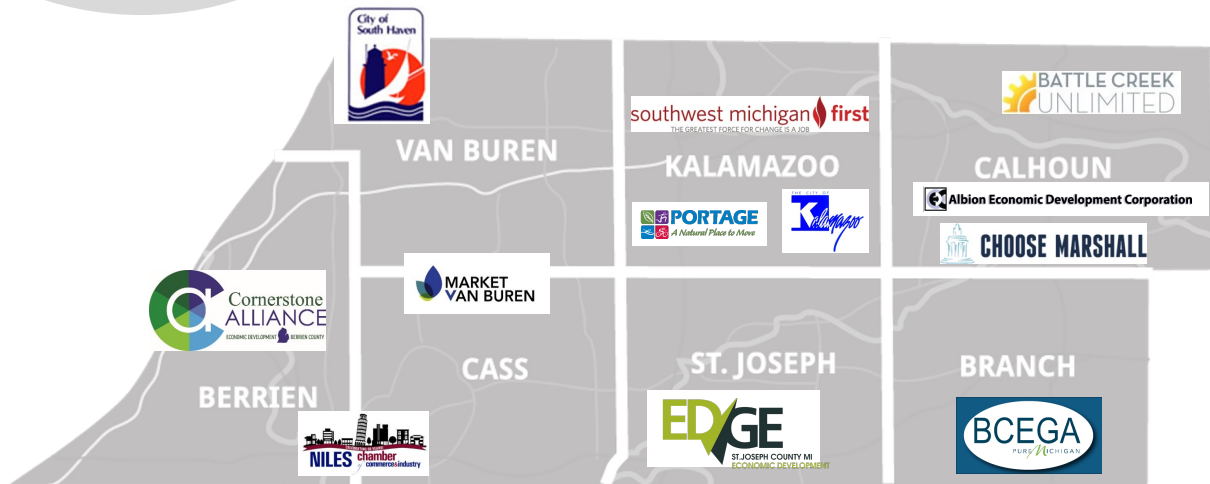


- Regional Policy Alignment + Advocacy
- Enhanced Industrial Site Development



ONE REGION. STRONGER TOGETHER.

LOCAL PARTNERS.



REGIONAL UTILITY PARTNERS.

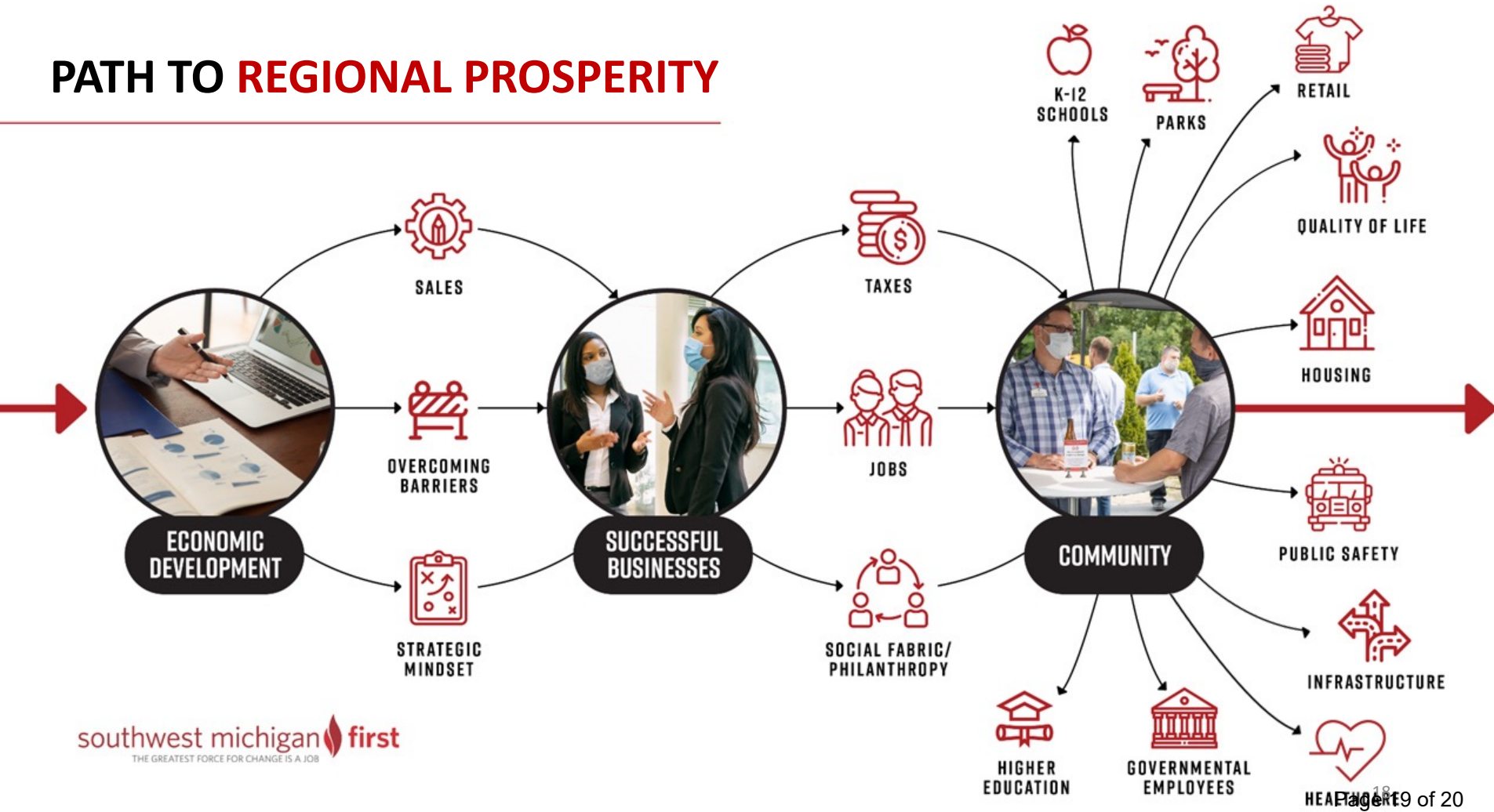


An AEP Company

BOUNDLESS ENERGY™



PATH TO REGIONAL PROSPERITY



choose the path.