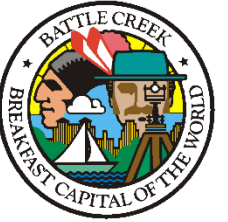


Welcome to Battle Creek



City of Battle Creek



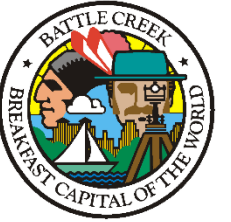


Economic Development

City of Battle Creek



A focus on economic development strategies and tools, and success stories from the field.

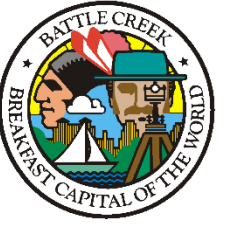


Challenging Economic Times

City of Battle Creek

- Battle Creek Unlimited/City of Battle Creek
 - Fort Custer Industrial Park
 - 90+ Companies
 - 25 International Companies
 - 9,400+ employees
 - 21st Century Cereal Economy
 - Food manufacturing and processing
 - Food innovation, food science and food protection





Achieving Economic Success

City of Battle Creek

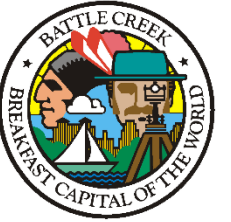
- Levering Community Assets



Kellogg Company World Headquarters



W.K. Kellogg Foundation



Achieving Economic Success

City of Battle Creek

- Creative application of State/Federal programs



City of Battle Creek

Achieving Economic Success

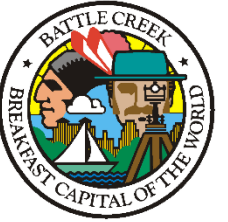
- Creative application of State/Federal programs
- Local economic development incentives
 - Battle Creek Tax Incremental Finance Authority (BCTIFA)
 - Downtown Development Authority (DDA)
 - Lakeview Downtown Development Authority (LDDA)
 - Columbia and Dickman Rd. Business Improvement Districts (BIDs)
 - Local Development Finance Authority (LDFA)
 - Brownfield Redevelopment Authority (BRA)



City of Battle Creek

Achieving Economic Success

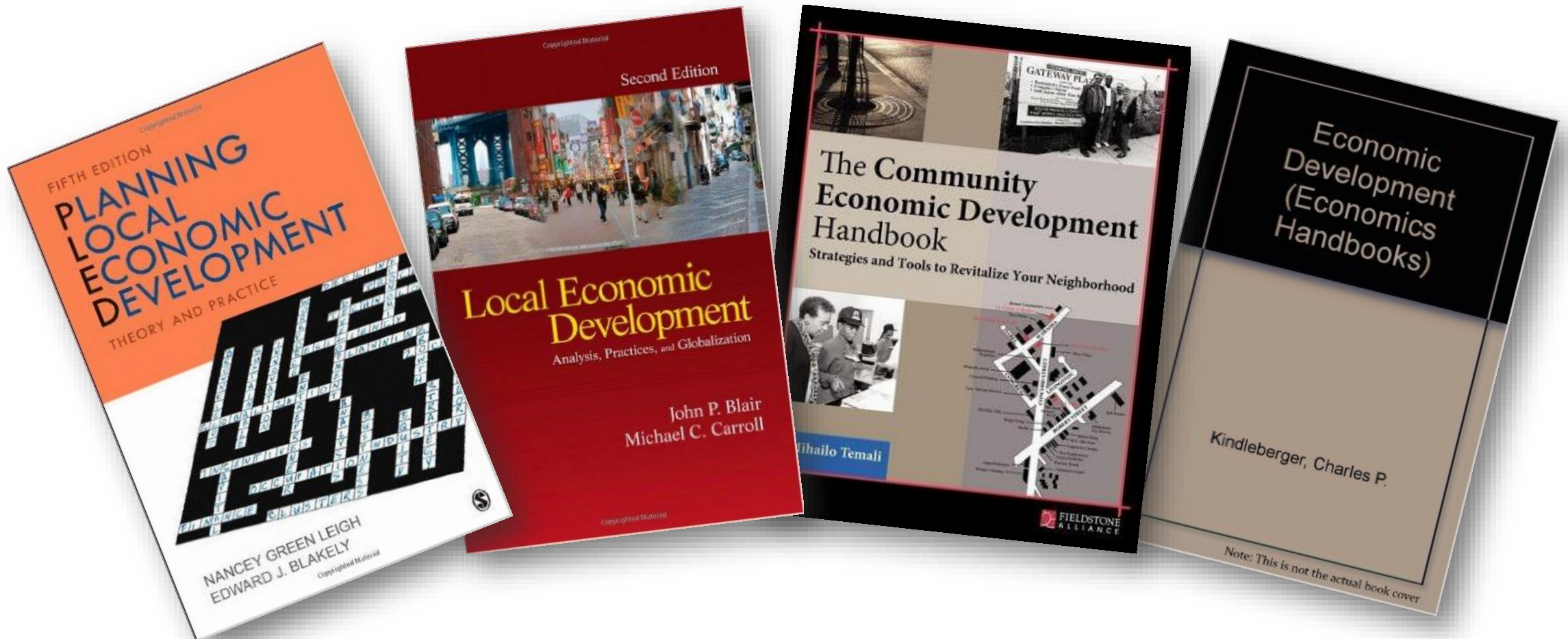
- Creative application of State/Federal programs
- Local economic development incentives
 - Plant Rehabilitation and Industrial Development Districts (IFT)
 - Obsolete Property Rehabilitation (OPRA)
 - Commercial Rehabilitation Act
 - Commercial Redevelopment Act
 - Personal Property Tax abatements
 - Neighborhood Enterprise Zones (NEZ)
 - Renaissance Zones
 - Community Development Block Grant
 - HOME dollars, etc., etc., etc.



Achieving Economic Success

City of Battle Creek

- Straight out of the ED Playbook





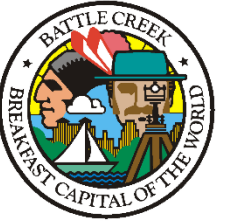
Achieving Economic Success

City of Battle Creek

- Straight out of the ED Playbook



What is the Difference-Maker?

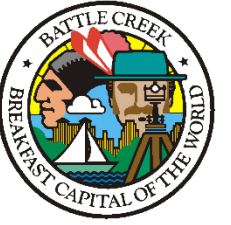


Achieving Economic Success

City of Battle Creek

“The times where we have been the most successful are those times when we’ve been the most collaborative – engaging all of our various stakeholders to rally, with a single purpose and intent, around an issue or development.”

- Development of FCIP (recruiting foreign investment)
- City/Township merger
- Railroad consolidation
- Runway expansion
- BRAC reversals

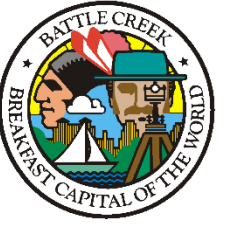


City of Battle Creek

Vision And Plan



BC Vision



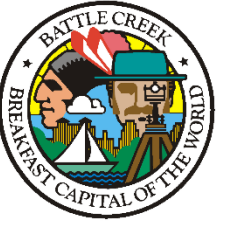
City of Battle Creek

Vision And Plan



BC Vision

Battle Creek is a thriving community for people to live, work and play, where there is equitable opportunity for all residents to have the income, education, and resources they need to be successful.

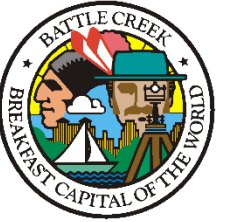


City of Battle Creek

Step One:
Identify
champions
and
engage the
community.



BC Vision



City of Battle Creek

BC Vision

- Over the last year, thousands of Battle Creek's residents provided input to the plan



50 meetings since May 2014

183 participating organizations

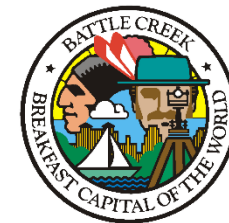
811 Participating in at least one meeting

1,195 Facebook members

2,500 Community survey participants

8,210 Conversations

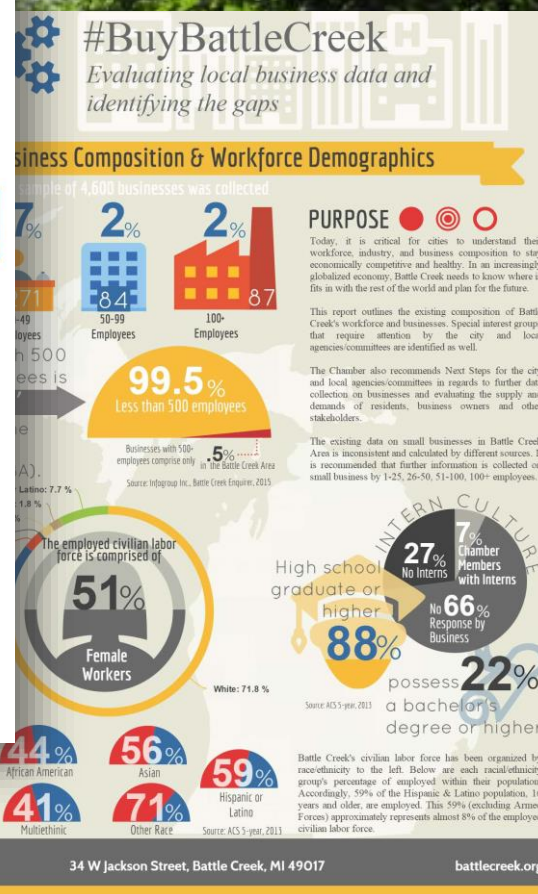
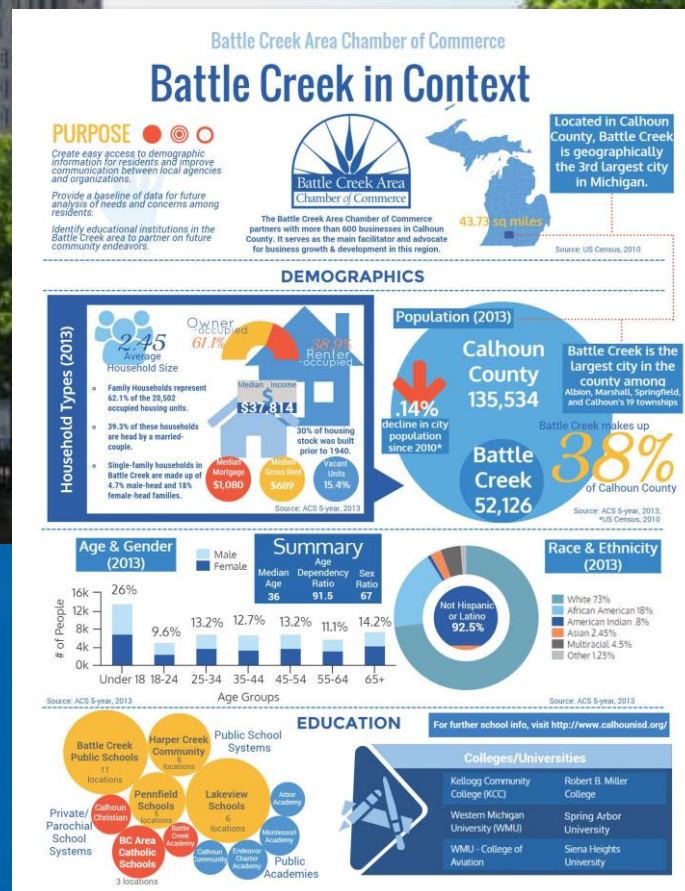
30,009 Households canvassed



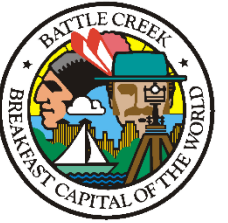
City of Battle Creek

Step Two: Know the data.

Analysis and Synthesis



➤ BC Vision



BC Vision

City of Battle Creek

#BuyBattleCreek

Evaluating local business data and identifying the gaps

Business Composition & Workforce Demographics

Data from a sample of 4,600 businesses was collected

89%	7%	2%	2%
3,621	271	84	87
1-19 Employees	20-49 Employees	50-99 Employees	100+ Employees

99.5% Less than 500 employees

Businesses with 500 or less employees is 'small business' according to the Small Business Association (SBA).

5% of businesses with 500+ employees comprise only 5% of the Battle Creek Area

Source: InfoGroup Inc., Battle Creek Enquirer, 2015

EMPLOYED CIVILIAN LABOR FORCE

51% Female Workers

16 years and older

Source: ACS 5 year, 2013

53%	44%	56%	59%
White	African American	Asian	Hispanic or Latino
41%	41%	71%	
Native American	Multiracial	Other Race	

Source: ACS 5 year, 2013

INTERNSHIP CULTURE

27% Chamber Members with Interns

7% No Interns

66% No Response by Business

88% High school graduate or higher

22% possess a bachelor's degree or higher

Source: ACS 5 year, 2013

Battle Creek's civilian labor force has been organized by race/ethnicity to the left. Below are each racial/ethnicity group's percentage of employed within their population. Accordingly, 59% of the Hispanic & Latino population, 16 years and older, are employed. This 59% (excluding Armed Forces) approximately represents almost 8% of the employed civilian labor force.

269.962.4076 | 34 W Jackson Street, Battle Creek, MI 49017 | battlecreek.org

Battle Creek in Context

Battle Creek Area Chamber of Commerce

PURPOSE

- Create easy access to demographic information for residents and improve communication between local agencies and organizations.
- Provide a baseline of data for future analysis of needs and concerns among residents.
- Identify educational institutions in the Battle Creek area to partner on future community endeavors.

The Battle Creek Area Chamber of Commerce partners with more than 600 businesses in Calhoun County. It serves as the main facilitator and advocate for business growth & development in this region.

43.73 sq. miles

Located in Calhoun County, Battle Creek is geographically the 3rd largest city in Michigan.

DEMOGRAPHICS

Household Types (2013)

2,45 Average Household Size

61.1% Owner occupied

38.9% Renter occupied

Family Households represent 62.1% of the 20,892 occupied housing units.

39.3% of these households are head by a married couple.

Single-family households in Battle Creek are made up of 4.7% male-head and 18% female-head families.

Median Income: \$37,814

30% of housing stock was built prior to 1940.

Median Mortgage: \$1,080

Median Gross Rent: \$689

Median Home Value: \$15,400

Median Units: 15.4%

Source: ACS 5 year, 2013

Population (2013)

Calhoun County: 135,534

Battle Creek: 52,126

Battle Creek is the largest city in the county among Albion, Marshall, Springfield, and Calhoun's 19 townships.

Battle Creek makes up 38% of Calhoun County

14% decline in city population since 2010*

Source: ACS 5 year, 2013; US Census, 2010

Age & Gender (2013)

Age Group	Male	Female
Under 18	26%	26%
18-24	9.6%	9.6%
25-34	13.2%	13.2%
35-44	12.7%	12.7%
45-54	13.2%	13.2%
55-64	11.1%	11.1%
65+	14.2%	14.2%

Source: ACS 5 year, 2013

Summary

Median Age: 36

Age Dependency Ratio: 91.5

Sex Ratio: 67

Race & Ethnicity (2013)

Not Hispanic or Latino: 92.5%

White	73%
African American	18%
American Indian	.8%
Asian	2.45%
Multiracial	4.5%
Other	1.25%

Source: ACS 5 year, 2013

EDUCATION

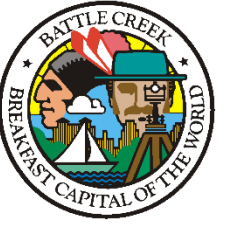
For further school info, visit <http://www.calhounisd.org/>

Colleges/Universities

Kellogg Community College (KCC)	Robert B. Miller College
Western Michigan University (WMU)	Spring Arbor University
WMU - College of Aviation	Siena Heights University

Public School Systems

- Battle Creek Public Schools (11 locations)
- Harper Creek Community Schools (2 locations)
- Pennfield Schools (1 location)
- Lakeview Schools (5 locations)
- BC Area Catholic Schools (3 locations)
- Calhoun Christian Schools (1 location)
- Calhoun Community Schools (1 location)
- Calhoun Charter Academy (1 location)
- Endeavor Charter Academy (1 location)
- Montessori Academy (1 location)
- Arbor Academy (1 location)
- Public Academies (1 location)



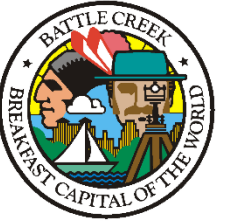
City of Battle Creek

Step Three: Design and engage.

Guided by five
key principals
and three
pillars of
success



BC Vision

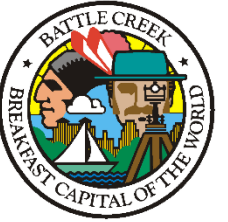


City of Battle Creek

BC Vision

- Guiding Principles

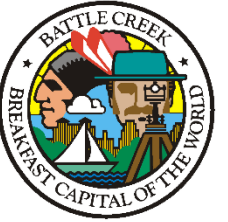
- **Transform the community:** Commit to community change for the benefit of all with an emphasis on equity.
- **Plan and work together:** Involve key stakeholders across sectors; value and leverage community assets.
- **Partner with the community:** Engage community members as genuine partners.
- **Use shared data:** Identify common metrics, set the agenda and improve over time.
- **Champion the cause:** Be an ambassador for the community change.



City of Battle Creek

BC Vision



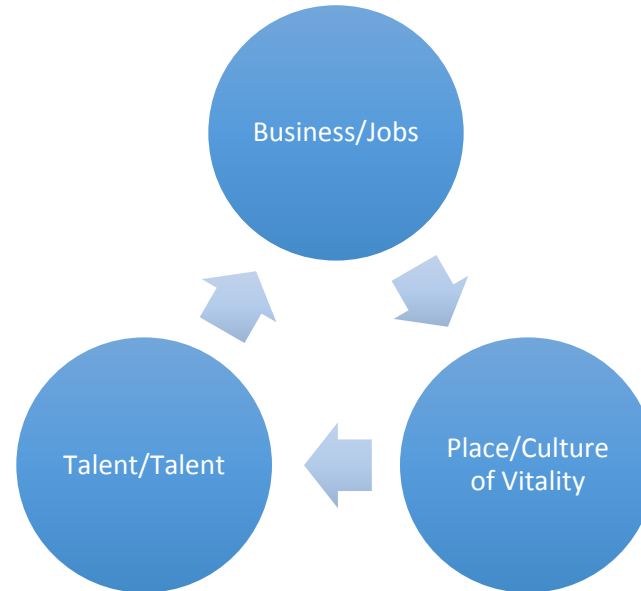


BC Vision

Business: Dynamic and innovative entities positioned for success in the global economy. (MEDS)

Jobs: The number and connectedness to jobs for BC residents. (BC Visions)

Michigan Economic Development Strategy (MEDS)

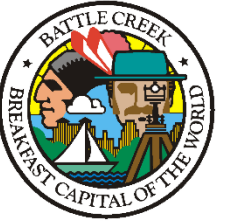


Talent: Educated and highly skilled workforce. (MEDS)

Talent: Kindergarten and college and career readiness. (BC Vision)

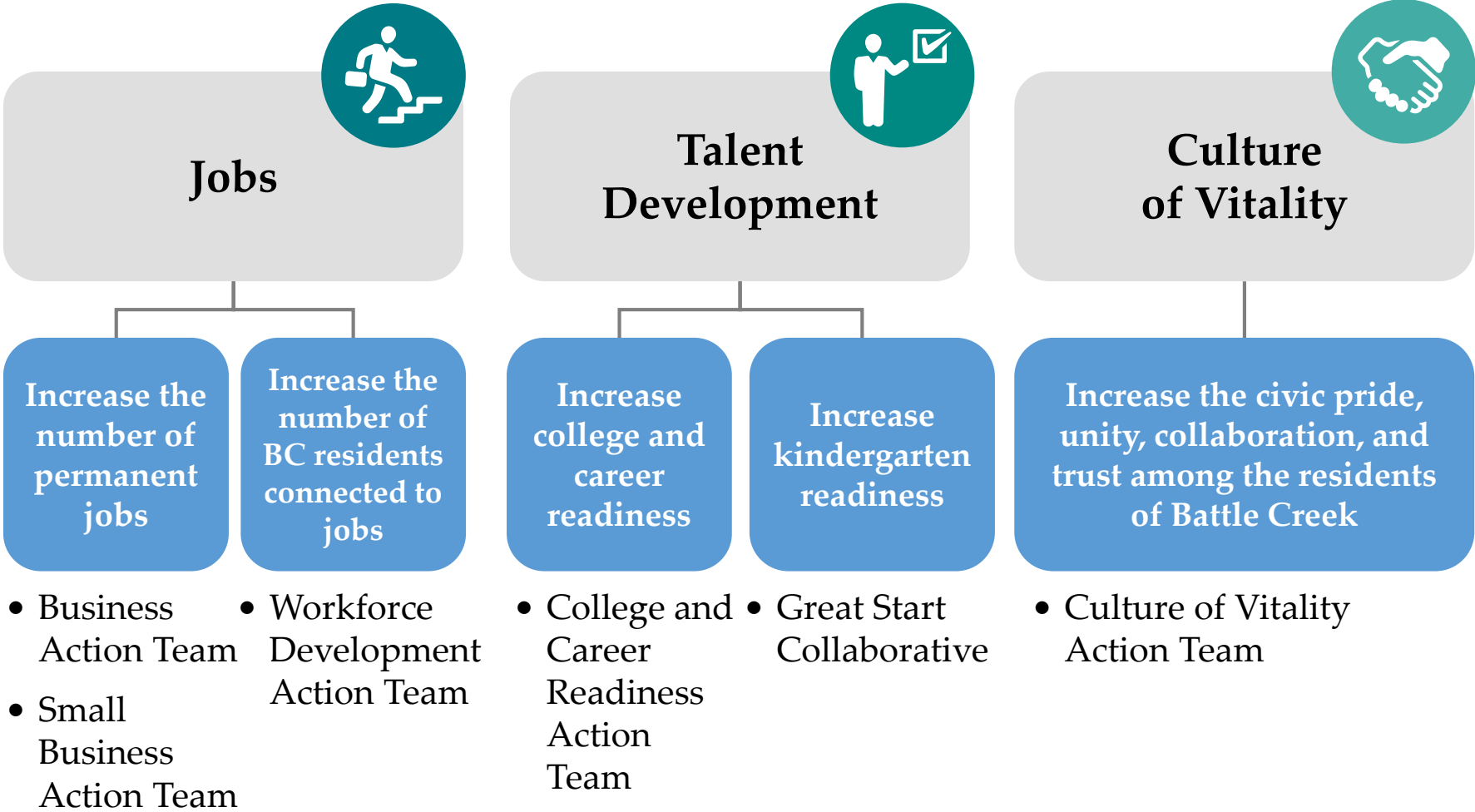
Place: Quality places that offer broad living choices, are walkable and full of amenities that matter the most. (MEDS)

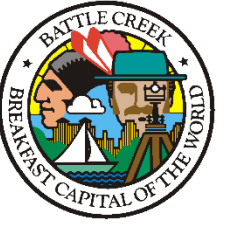
Culture of Vitality: Pride, civic unity, collaboration and trust among residents. (BC Visions)



BC Vision

City of Battle Creek





City of Battle Creek

Step Four:
Develop the
action plan
and engage.



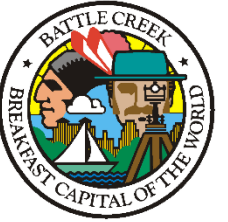
BC Vision



BC Vision

City of Battle Creek

- Core Competencies:
 - National Defense
 - Aviation
 - Food and agriculture
 - Logistics
 - Manufacturing
- Challenges
 - Grade level performance
 - Career readiness
 - Structural inequities



BC Vision Action Plans

Jobs: Large Business

Strategies

Attract new businesses that leverage Battle Creek's core competencies

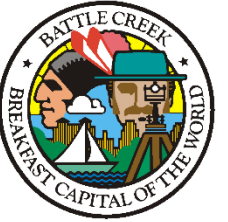
- National Defense Opportunities
- Aviation
- Food and Agriculture
- Logistics
- Manufacturing

Develop qualified workforce and remove barriers to employment

- Account management system with employers
- Case management with employees
- Create cross-sector partnerships

Strengthen community advocacy capabilities

- Develop government officials engagement strategy
- Create citizen-advocacy strategy



BC Vision Action Plans

Jobs: Small Business

Strategies

Create a single point of contact in government services to meet business needs

- Create single point of contact and collaborate to streamline regulations
- Implement training in multiple languages

Increase large company procurement from small businesses

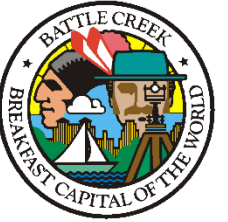
- Explore shared goal with small and large businesses
- Evaluate local procurement incentives
- Provide educational support

Create public / private partnerships to build an equitable, cohesive entrepreneurial ecosystem

- Map current ecosystem
- Support partnership development
- Accelerate work of organizations like the Center for Entrepreneurship

Pursue regional, state, and federal programs to accelerate progress

- Leverage existing economic development programs and resources



Jobs: Workforce Development

Strategies

Increase awareness of job openings

- Confirm need for single landing page
- Benchmark job search websites
- Conduct targeted outreach

Increase access to infrastructure supports (e.g., transportation, childcare)

- Identify largest gaps
- Research infrastructure support models
- Support employers to implement models

Partner with employers to remove barriers to employment

- Evaluate costs / benefits of shifting hiring practices
- Identify employers to champion effort

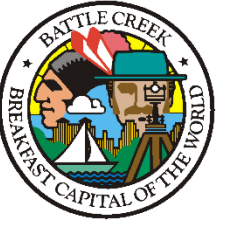
Integrate employment supports within one physical location

- Engage stakeholders
- Research best practices for wrap-around support model

Create formal employer, funder, education and service provider partnerships

- Conduct research on current job openings and skill gaps
- Develop shared vision for talent pipeline
- Develop models for cost-sharing and on-going collaboration

City of Battle Creek



Talent Development: Kindergarten Readiness

Strategies

City of Battle Creek

Promote a county-wide, shared definition of kindergarten readiness

- Research and create readiness definition
- Support community readiness to implement identified strategies
- Implement identified strategies

Recognize and adopt early childhood education as workforce development strategy

- Strengthen existing and develop new partnerships with employers
- Share research on importance of early childhood education
- Co-develop and implement cross-sector training for identified shifts in policies and practices

Increase quality of early learning experiences through the coordination, alignment & implementation of PD/training & coaching

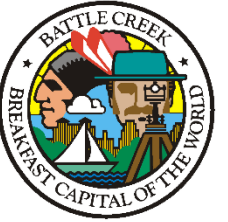
- Identify quality improvement needs
- Develop strategies based on data
- Implement identified strategies

Increase coordination & alignment of policies, services & supports that impact families with children

- Create partnerships, review and shift policies
- Engage in BC Pulse Action Learning to support data-driven decision making
- Support effective implementation

Increase access to quality and culturally appropriate early learning & child care opportunities

- Identify gaps in access to 2nd & 3rd shift care
- Gather data, develop data-driven strategies
- Implement identified strategies



Talent Development: College and Career Readiness

Strategies

Create an equitable culture of academic and career pathways for students

- Area school districts to work with post-secondary training programs, higher education, and employers to define and/or develop clear pathways for youth to pursue
- Enhance and align opportunities such as mentorship and internships, training and guidance

Pursue rapid acceleration of transformation efforts in BCPS and LPS

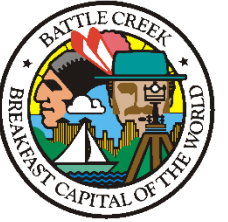
- Put in place and/or accelerate a process to rapidly improve student outcomes for our cities most vulnerable students

Explore a merger among Battle Creek area school districts

- Explore the benefits, risks, and costs of a school district merger (e.g., determine if likely to improve student outcomes and achievement, stabilize enrollment, improve efficiency)

City of Battle Creek

Culture of Vitality



City of Battle Creek

Strategies

Create a positive media campaign for Battle Creek

- Encourage a positive narrative that gives that “Pure Michigan” campaign feeling to residents

Promote Battle Creek’s cultural and historical assets

- Promote cultural and historical assets

Create visual cues to trigger pride in the community

- Create billboards and storefronts showcasing diversity and school achievements / activities
- Develop family-friendly green spaces

Invest in events that bring the community together and attract visitors

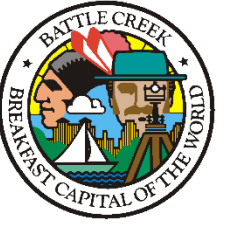
- Plan music nights and events
- Start a youth “hang out” spot downtown
- Neighborhood Planning Councils host more cleanups, projects, picnics, etc.
- Provide conflict resolution resources for residents

Strengthen volunteer programs which help those in need

- Reach out to volunteer programs, collect information on what they need
- Encourage employers to engage employees in volunteer service

Incentivize “living where you work”

- Conduct research on strategies to incentivize people to live in Battle Creek
- Explore free WiFi for the entire city



City of Battle Creek

Step Five:
Implement
strategically
and engage.



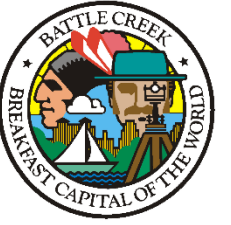
BC Vision



Kellogg Company Commitments

City of Battle Creek

- Seek to increase the amount spent by employees in Battle Creek
- Continue to leverage spend with Battle Creek suppliers
- Co-create curriculum with area educators, align with future needs
- Continue to make community investments
- Leverage employee talent to support community organizations/events
- Collaborate on BC Vision planning and implementation



City of Battle Creek

Creating an economic development plan built on a foundation of collaboration and community engagement.

➤ **Building a Strategy for Success**