Welcome to Battle Creek
Economic Development

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

• 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

• Levering Community Assets
Achieving Economic Success

• Creative application of State/Federal programs
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)
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

• Straight out of the ED Playbook
Achieving Economic Success

• Straight out of the ED Playbook

What is the Difference-Maker?
Achieving Economic Success

“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 and issue or development.”

- Development of FCIP (recruiting foreign investment)
- City/Township merger
- Railroad consolidation
- Runway expansion
- BRAC reversals
BC Vision
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.
Step One: Identify champions and engage the community.

BC Vision
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
Step Two: Know the data. Analysis and Synthesis
Step Three: Design and engage.

Guided by five key principals and three pillars of success.
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.
BC Vision

JOBS

BC Vision

TALENT
Build the talent pipeline by increasing kindergarten readiness and college and career readiness

CULTURE OF VITALITY
Strengthen civic pride, unity, collaboration, and trust in Battle Creek
City of Battle Creek

BC Vision

Michigan Economic Development Strategy (MEDS)

**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)

**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

**Jobs**
- Increase the number of permanent jobs
  - Business Action Team
  - Small Business Action Team
- Increase the number of BC residents connected to jobs
  - Workforce Development Action Team

**Talent Development**
- Increase college and career readiness
  - College and Career Readiness Action Team
- Increase kindergarten readiness
  - Great Start Collaborative

**Culture of Vitality**
- Increase the civic pride, unity, collaboration, and trust among the residents of Battle Creek
  - Culture of Vitality Action Team
Step Four: Develop the action plan and engage.

BC Vision
BC Vision

• 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

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Attract new businesses that leverage Battle Creek’s core competencies</th>
<th>Develop qualified workforce and remove barriers to employment</th>
<th>Strengthen community advocacy capabilities</th>
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</thead>
<tbody>
<tr>
<td>• National Defense Opportunities</td>
<td>• Account management system with employers</td>
<td>• Develop government officials engagement strategy</td>
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<tr>
<td>• Aviation</td>
<td>• Case management with employees</td>
<td>• Create citizen-advocacy strategy</td>
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<tr>
<td>• Food and Agriculture</td>
<td>• Create cross-sector partnerships</td>
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<tr>
<td>• Logistics</td>
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<tr>
<td>• Manufacturing</td>
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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
## Talent Development: Kindergarten Readiness

### Strategies

<table>
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<tr>
<th>Promote a county-wide, shared definition of kindergarten readiness</th>
<th>Recognize and adopt early childhood education as workforce development strategy</th>
<th>Increase quality of early learning experiences through the coordination, alignment &amp; implementation of PD/training &amp; coaching</th>
</tr>
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<tbody>
<tr>
<td>• Research and create readiness definition</td>
<td>• Strengthen existing and develop new partnerships with employers</td>
<td>• Identify quality improvement needs</td>
</tr>
<tr>
<td>• Support community readiness to implement identified strategies</td>
<td>• Share research on importance of early childhood education</td>
<td>• Develop strategies based on data</td>
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<tr>
<td>• Implement identified strategies</td>
<td>• Co-develop and implement cross-sector training for identified shifts in policies and practices</td>
<td>• Implement identified strategies</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Increase coordination &amp; alignment of policies, services &amp; supports that impact families with children</th>
<th>Increase access to quality and culturally appropriate early learning &amp; child care opportunities</th>
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<tbody>
<tr>
<td>• Create partnerships, review and shift policies</td>
<td>• Identify gaps in access to 2nd &amp; 3rd shift care</td>
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<tr>
<td>• Engage in BC Pulse Action Learning to support data-driven decision making</td>
<td>• Gather data, develop data-driven strategies</td>
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<tr>
<td>• Support effective implementation</td>
<td>• Implement identified strategies</td>
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</table>
City of Battle Creek

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)

Explore a merger among Battle Creek area school districts
# Culture of Vitality

## Strategies

<table>
<thead>
<tr>
<th>Create a positive media campaign for Battle Creek</th>
<th>Promote Battle Creek’s cultural and historical assets</th>
<th>Create visual cues to trigger pride in the community</th>
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<tbody>
<tr>
<td>• Encourage a positive narrative that gives that “Pure Michigan” campaign feeling to residents</td>
<td>• Promote cultural and historical assets</td>
<td>• Create billboards and storefronts showcasing diversity and school achievements / activities</td>
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<td></td>
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<td>• Develop family-friendly green spaces</td>
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<tr>
<td>Invest in events that bring the community together and attract visitors</td>
<td>Strengthen volunteer programs which help those in need</td>
<td>Incentivize “living where you work”</td>
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<tr>
<td>• Plan music nights and events</td>
<td>• Reach out to volunteer programs, collect information on what they need</td>
<td>• Conduct research on strategies to incentivize people to live in Battle Creek</td>
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<tr>
<td>• Start a youth “hang out” spot downtown</td>
<td>• Encourage employers to engage employees in volunteer service</td>
<td>• Explore free WiFi for the entire city</td>
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<tr>
<td>• Neighborhood Planning Councils host more cleanups, projects, picnics, etc.</td>
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<tr>
<td>• Provide conflict resolution resources for residents</td>
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City of Battle Creek
Step Five: Implement strategically and engage.

BC Vision
Kellogg Company Commitments

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

Building a Strategy for Success