# › BC Vision Plan

June 18th, 2015

- Executive summary
- Process
- Context
- Strategies and actions
- Metrics and accountability
- On-going support and structure
- 100 day plan
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# ›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.*

# AN OPEN LETTER TO > Battle Creek

Nearly one year ago, the W.K. Kellogg Foundation and Kellogg Company convened a meeting of local leaders and residents to discuss how, together with the community at large, we could spark transformation in Battle Creek and improve the economic conditions of the community for our residents. At that meeting, the group agreed that we needed to create a shared vision for the community and an action plan that would guide our efforts to create a vibrant and equitable Battle Creek.

Since then, we have hosted more than 50 community meetings, engaged 183 different organizations, knocked on 30,000 doors and spoke with more than 8,000 Battle Creek residents to gather input and feedback from as many community leaders and citizens as possible. As a result of the tireless efforts and dedication of hundreds of individuals representing every sector and many neighborhoods, we are able to present a shared vision and action plan for the community that focuses on jobs, workforce development, and creating a culture of vitality.

While we have made great strides in the creation of the plan, we know there is still more work to do. As we implement the plan, we remain committed to a process of continuous improvement knowing we will learn valuable lessons as we move forward together that can strengthen our plan to advance our vision.

We also remain committed to ensuring this plan will have equitable outcomes for everyone in the community, no matter their race, ethnicity, gender, or income. Battle Creek has a rich foundation of honorable values, civil rights advocacy, and entrepreneurship, and this plan and our work together will embody this legacy.

As we launch the Battle Creek Vision plan it is important to remember that no single institution or individual can achieve the ambitious vision we have set for our community. It will take all of us working together and supporting each other to create a thriving community where people want to live, work, and play.

Thank you to everyone who has already supported the work of BCVision and to those who will join our efforts.

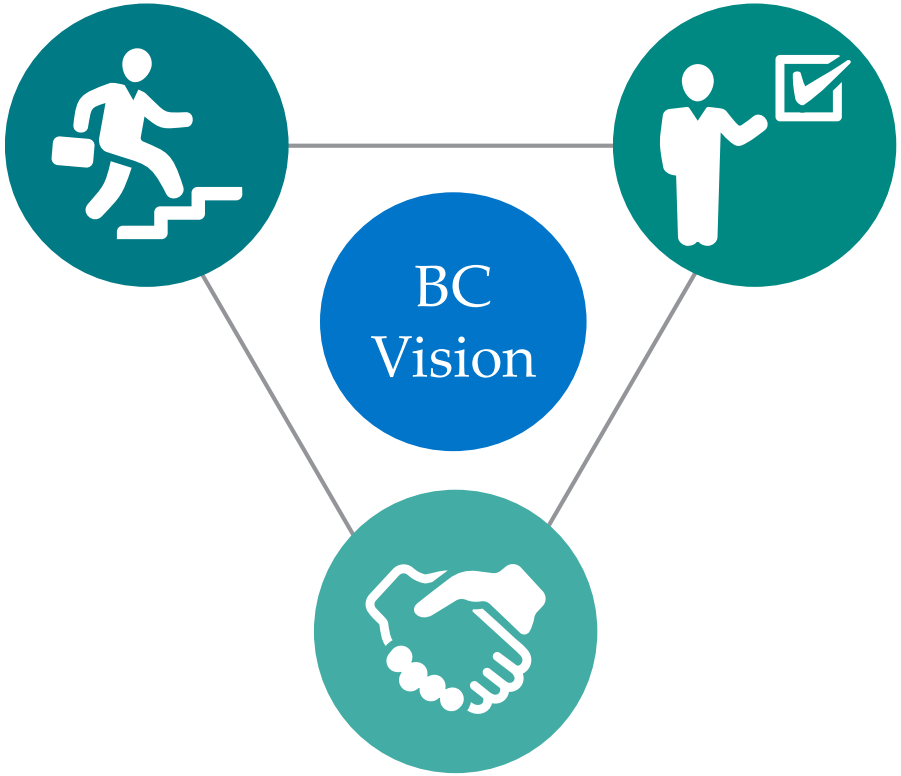
**#BCVision STEERING COMMITTEE**

# BC Vision was launched with a focus on increasing jobs, talent, and the culture of vitality in Battle Creek

## JOBS

Increase the number of permanent jobs and the number of Battle Creek residents with the skills and opportunities for employment

*Pages 7-9, 19-20, 26-44, 60-65*




## TALENT

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

*Pages 10-11, 21-22, 45-54, 65-67*

## CULTURE OF VITALITY

Strengthen civic pride, unity, collaboration, trust, and healthy lifestyles among Battle Creek residents

*Pages 12, 23-24, 55-56, 68*

#BC Vision

# Task forces and community groups were engaged to develop plans for each of the five priorities that emerged from community meetings

**Main Focus areas**

## Jobs

**Priority areas**

1. Increase the number of permanent jobs
   - Business Task Force
   - Small Business Task Force
2. Increase the number of BC residents connected to jobs
   - Workforce Development Task Force

## Talent

3. Increase college and career readiness
   - College and Career Readiness Task Force
4. Increase kindergarten readiness
   - Great Start Collaborative

## Culture of Vitality

5. Increase the civic pride, unity, collaboration, trust and healthy lifestyles among Battle Creek residents
   - Resident Engagement Task Force
   - Young Professionals Group
   - Youth Advisory Group

Note: All Task Forces were asked to incorporate a focus on a culture of vitality into the development of strategies

# INCREASE THE NUMBER OF PERMANENT JOBS: ATTRACT AND RETAIN BUSINESSES

## GOAL

Battle Creek's large employers will collaborate to retain and attract businesses to increase the number of jobs and ensure a strong workforce is connected to these jobs, ultimately envisioning jobs for all citizens and strong talent for employers

## STRATEGIES

### ATTRACT NEW BUSINESSES

Attract new businesses that leverage Battle Creek's core competencies

### SUPPORT WORKFORCE DEVELOPMENT

Work in partnership with those supporting workforce development to help improve qualifications of the local workforce and remove barriers to employment

### STRENGTHEN ADVOCACY EFFORTS

Strengthen community advocacy capabilities to attract regional, state, and federal support and resources

#BC Vision

# INCREASE THE NUMBER OF PERMANENT JOBS: CREATE A THRIVING SMALL BUSINESS ECONOMY

## GOAL

Battle Creek will be home to a thriving small business economy characterized by an increasing number of successful small businesses and growth in jobs

## STRATEGIES

### CREATE SINGLE POINT OF CONTACT

Reduce burden on small businesses by developing single point of contact for government services and streamlining regulations

### ENCOURAGE LOCAL PROCUREMENT

Spur small business growth by developing supports to increase medium company, large company, and government procurement from local small businesses

### CREATE ENTREPRENEURIAL ECOSYSTEM

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

### LEVERAGE GOVERNMENT OPPORTUNITIES

Pursue regional, state, and federal government funding, programs, and services to accelerate progress in small business growth

# INCREASE THE NUMBER OF RESIDENTS WITH THE SKILLS AND OPPORTUNITY TO ACCESS EMPLOYMENT

## GOAL

All Battle Creek residents – regardless of race, gender, or socioeconomic background – have equitable opportunities to gain the required skills for permanent jobs that provide both access and visibility into career advancement as well as lead to family economic security

## STRATEGIES

### INCREASE ALIGNMENT AMONG ORGANIZATIONS

Create a formal employer, funder, education, and service provider partnership to increase alignment with job and career opportunities and to remove barriers to employment

### INCREASE AWARENESS OF JOB OPENINGS

Create an integrated website where employers in Battle Creek can highlight critical openings for the community

### INCREASE ACCESS TO EMPLOYMENT SUPPORTS

Work with employers and service providers to increase access to services that support individuals in securing and sustaining employment, including transportation and childcare

### REMOVE BARRIERS TO EMPLOYMENT

Partner with employers to remove barriers to employment, whether through changes in human resource practices or through providing integrated employment supports within one physical location

# INCREASE COLLEGE AND CAREER READINESS

## GOAL

All students—regardless of race, gender, or socioeconomic background—will be successful in pursuing careers and life paths that lead to their economic stability

## STRATEGIES

### CREATE ACADEMIC AND CAREER PATHWAYS

Foster an equitable community-wide culture of academic and career pathways for students

### TRANSFORM BATTLE CREEK AND LAKEVIEW DISTRICTS

Pursue rapid acceleration of transformation efforts in Battle Creek Public School and Lakeview Districts to create destination school districts

### EXPLORE MERGING DISTRICTS

Explore the benefits, risks, and costs of a merger between Battle Creek Public School and Lakeview School districts. For example, determine if likely to improve student academic performance and outcomes / achievements, stabilize or increase enrollment, and improve efficiencies and cost savings

# INCREASE KINDERGARTEN READINESS

## GOAL

Every child will have a great start; they will be safe, healthy, prepared, and eager to succeed in school and in life

## STRATEGIES

### PROMOTE A SHARED DEFINITION

Promote a county-wide, shared definition of kindergarten readiness

### ADVOCATE FOR EARLY EDUCATION

Recognize and adopt early childhood education as an equitable workforce development strategy

### IMPROVE QUALITY OF SERVICES

Improve quality of early learning experiences through the coordination, alignment, and implementation of professional development/training and coaching

### INCREASE COORDINATION

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

### INCREASE ACCESS TO CARE

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

# STRENGTHEN THE CULTURE OF VITALITY

## GOAL

Increase civic pride, unity, collaboration, trust, and healthy lifestyles among the diverse community members that live, work, and play in Battle Creek

## STRATEGIES *(To be refined)*

### CREATE A POSITIVE MEDIA CAMPAIGN

Develop a positive media campaign, similar to the "Pure Michigan" campaign, to promote Battle Creek

### PROMOTE LOCAL ASSETS

Promote Battle Creek's historical, cultural, community, and environmental assets more broadly

### CREATE VISUAL CUES

Create billboards, murals, and other visual cues to trigger pride in the community

### INVEST IN COMMUNITY EVENTS

Develop new and expand existing events that bring the community together and attract visitors

### STRENGTHEN VOLUNTEER PROGRAMS

Strengthen and expand volunteer programs that help those in need

### INCENTIVIZE "LIVING WHERE YOU WORK"

Develop incentives, such as tax breaks that encourage employees to live near where they work

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# The starting point for BC Vision

The charge for BC Vision:

*Within one year, in partnership with residents and leaders across all sectors, co-create a vision and an actionable long-term sustainable community and economic development plan that leads to a vibrant and equitable transformation of Battle Creek*

This community plan was developed by parents, students, leaders of local institutions and businesses, members of city government, and many other passionate residents of Battle Creek.

BC Vision has been and remains a dynamic process of transformation that will require us all to learn, refine our strategies and approaches, and improve over time. Please consider this BC Vision plan as a living document that builds on our assets, captures our aspirations, and provides a starting point for our transformation.

# The BC Vision planning process was guided by five core principles

1. **Transform the community:** Commit to community change for the benefit of all with an emphasis on equity

2. **Plan and work together:** Involve key stakeholders across sectors; value and leverage community assets

3. **Partner with the community:** Engage community members as genuine partners

4. **Use shared data:** Identify common metrics set the agenda and improve over time

5. **Champion the cause:** Be an ambassador for community change

#BC Vision

# The plan was developed over 12 months, through an intensive community-engaged process

**GOAL:** Within one year, in partnership with residents and leaders across all sectors, co-create a vision and an actionable long-term sustainable community and economic development plan that leads to a vibrant and equitable transformation of Battle Creek.

## PHASE 1 ▶

**RESEARCH & DESIGN** (April – August 2014)

**ENGAGEMENT:**
- Focus groups, interviews and stakeholder meetings
- Funders Group
- Data collection, analysis and synthesis

**OUTCOME:**
Human resources in place to support and design a 12 month action process to reach overall goal

## PHASE 2 ▶

**CO-DESIGN ENGAGEMENT FRAMEWORK** (August – October 2014)

**ENGAGEMENT:**
- Focus groups, interviews and stakeholder meetings
- Community kick-off meeting (Sept. 29)
- Community readiness series (Oct. 24, 25)

**OUTCOME:**
Co-design framework for a multi-sector stakeholder process

## PHASE 3 ▶

**ACTION PLAN DEVELOPMENT** (November 2014 – May 2015)

**ENGAGEMENT:**
- Priority action meetings (Nov. 11, 12, Dec. 11, 16)
- Action planning labs (Feb. 23, Mar. 12, Apr. 13-14)
- Steering committee (Mar. 23, May 2, May 18)
- Plan development and refinement
- Community canvassing
- Community updates

**OUTCOME:**
Community-informed action plan emerging from a shared vision

## PHASE 4

**STRATEGIC IMPLEMENTATION** (May 2015+)

Implementation begins and more complex elements of the plan are further refined

Ongoing research and learning

Ongoing engagement of business, residents, educators

Steering Committee

#BC Vision

# Throughout that time, thousands of Battle Creek's residents provided input to the plan

**50** meetings since May 2014

**183** participating organizations

**811** individuals participating in at least one meeting

**1,195** Facebook members

**2,500** community survey participants

**8,210** conversations

**30,009** **households canvassed**

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# Context: Jobs (1/2)

Please see the appendix slides 81-87 for more detail

## KEY CHALLENGES

- Many jobs in the Battle Creek labor market remain unfilled because of a lack of qualified applicants
- Job forecasts suggest that, in the years to come, jobs will require employees to have a higher level of educational preparation and skills – including for entry level positions
- Certain populations in the community are struggling at disproportionate rates, particularly people of color and residents with a high school diploma or less, limited English speaking skills, and/or limited work experience
  - These populations are more likely to be unemployed or under-employed, with African Americans and Hispanics having an unemployment rate close to 20%, compared to 13% for Whites
- Some employers noted applicants' substance abuse and lack of proficiency in reading and math as key barriers to employment
- Many small businesses, which could drive job growth, struggle to grow as they need access to smaller amounts of capital and/or higher risk capital than is available from current lending sources
  - Many of the available services are perceived as inaccessible or not tailored to specific needs of small business owners, especially different people of color groups
  - There is a challenging regulatory/policy environment for businesses, including limiting zoning and land use requirements, restrictive barriers around types of businesses permitted downtown, and a complicated business permitting process



Source: November 2014 Priority Action Team and Spring Task Force meetings, Small Business Administration, 2011; Corporation for Enterprise Development, 2011, US Census

# Context: Jobs (2/2)

Please see the appendix slides 81-87 for more detail

**OPPORTUNITY:** Battle Creek has five core competencies that can serve as the basis for attracting and retaining new businesses; in addition, Battle Creek has a small business community that is committed to transformation

## ASSETS

- Battle Creek has five core competencies:
  - National defense
  - Aviation
  - Food and agriculture
  - Logistics
  - Manufacturing
- Manufacturing in the Battle Creek region is evolving, with transportation equipment, primary metal manufacturing, and fabricated metal products manufacturing all becoming increasingly important, creating the potential for new job creation
- Non-manufacturing industries, such as health care and aviation-related support activities are emerging industries that are becoming more important to the region
- Several local programs that provide job training and placement support have had initial success (although the scale is limited), and there are emerging partnerships between educational institutions, training providers, and employers
- Several local funds and tax incentives work to support small business growth (e.g., BCU Direct Investment Fund, Local Property Tax Abatement, MEDC Debt Funding), and the Battle Creek Area Chamber of Commerce is focused on promoting a business-friendly environment through advocacy
  - Several organizations provide training, coaching, and space for business incubation in Battle Creek (e.g., Chamber of Commerce, Center for Entrepreneurship, Inge's Place, WMU's Small Business Development Center)
- Several programs are providing workers with infrastructure supports to access and maintain employment (e.g., BC Rides)



Source: November 2014 Priority Action Team and Spring Task Force meetings, Small Business Administration, 2011; Corporation for Enterprise Development, 2011, US Census

# Context: Talent (1/2)

Please see the appendix slides 89-93 for more detail

## KEY CHALLENGES

- Today, there are 108 licensed child care homes, centers, Great Start Readiness Program classrooms, and Head Start centers to serve the ~4,350 children, ages 0 - 4 in Battle Creek; however, program capacity is insufficient to meet demand, and programs struggle to hire and retain qualified staff
- Children are not performing at grade level in school, with only 34% of Battle Creek students achieving proficiency in math and 55% achieving proficiency in reading by the 3rd grade
- A significant educational achievement gap exists among different subpopulations and communities; for example, African American and Hispanic residents are less likely to have a high school diploma and postsecondary degree than their white counterparts
- In interviews, employers noted that many applicants with a high school diploma were not career ready due to inability to pass literacy, math, and substance use screens



Source: November 2014 Priority Action Team Meetings, Spring Task Force meetings, Michigan School Data, 2010 –2011 EDI Data

# Context: Talent (2/2)

Please see the appendix slides 89-93 for more detail

**OPPORTUNITY:** There are a set of strong programs within Battle Creek which can meaningfully contribute to developing the workforce of tomorrow

## ASSETS

- Early Childhood Connections (ECC) began serving children and families in Battle Creek in 2010, providing coordinated services so that kids are developmentally ready for kindergarten. Services including Welcome Baby Basket visits, Home Visits, Toddler Playgroups, and training and support for quality childcare and preschool
- Kellogg Community College (KCC) , Miller College, the Math & Science Center, and Western Michigan University all have strong educational programs linked to career opportunities
- KCC offers several programs providing counseling and financial support to students in need (Upward Bound, Starting Here and Now program)
- Miller College is currently working to enhance its focus on community outreach and student supports, while also strengthening the transfer process from KCC to Miller
- Many robust community programs currently provide services to students to connect them to postsecondary education



Source: November 2014 Priority Action Team Meetings, Spring Task Force meetings, Michigan School Data, 2010 –2011 EDI Data

# Context: Culture of vitality (1/2)

Please see the appendix slides 95-98 for more detail

## KEY CHALLENGES

- There has been a tendency among Battle Creek residents to focus on Battle Creek's "glory days," rather than expressing pride in Battle Creek today and excitement about its future
- Structural inequality and differences in social mobility and social capital among racial and ethnic groups undermine Battle Creek's culture of vitality



Source: November 2014 Priority Action Team Meetings, Spring 2015 Community Planning Meetings

# Context: Culture of vitality (2/2)

Please see the appendix slides 95-98 for more detail

**OPPORTUNITY:** Battle Creek is a community with a strong sense of belonging and history that can contribute to a culture of vitality

## ASSETS

- Battle Creek is a small but diverse community with many long-term residents
- Battle Creek has a rich history of civic engagement, including a variety of community organizations working diligently to improve the quality of life
- There are noteworthy efforts to promote racial equity and multi-cultural awareness, as well as build strong working relationships among diverse community groups
- There is some positive momentum around building a stronger culture within Battle Creek, likely due, in part, to programs like the Downtown Transformation Initiative
- A large number of people have been involved in launching BC Vision
- There are several active arts institutions (e.g., symphony, music school, art center)



Source: November 2014 Priority Action Team Meetings, Spring 2015 Community Planning Meetings

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# ATTRACT AND RETAIN BUSINESSES IN BATTLE CREEK

**Large Business Goal**

Battle Creek's large employers will collaborate to retain and attract businesses to increase the number of jobs and ensure a strong workforce is qualified and connected to these jobs, ultimately envisioning jobs for all citizens and strong talent for employers

# Strategy #1: National Defense

| | |
|---|---|
| **Opportunity** | • Leverage corporate and community influence to advocate for Ballistic Missile Defense System, cyber security squadron and remote controlled drones |
| **Progress to date** | • Secured funding for full 10,000-foot runway<br>• Identified Battle Creek Area Chamber of Commerce to lead citizen engagement activities<br>• Identified BCU to lead elected official engagement; secured meetings with various government leaders |
| **Key actions** | • Develop more comprehensive plan that includes ongoing citizen engagement, ongoing elected official engagement plan and expansion of advocacy efforts beyond Battle Creek to the regional, state and national level (where appropriate) with clear targets including number of activities organized, number of elected officials involved, number of citizens taking action, etc. |
| **Who** | • BCU, Battle Creek Area Chamber of Commerce ("BCACC"), City of Battle Creek, Air National Guard, with support from Kellogg Company and business community |

#BC Vision

# Strategy #2: Aviation

| | |
|---|---|
| **Opportunity** | • Leverage strong aviation capabilities including WMU College of Aviation, Duncan Aviation, 10,000 foot runway, proximity to I-94, Chicago and Detroit, Air National Guard presence and local airport to explore aviation industry expansion opportunities |
| **Progress to date** | • City of Battle Creek approved investment to hire a top airport management firm to develop a plan, including business development opportunities, for the airport; process will take 12 -18 months<br>• Identified growth opportunities: 1-5 years<br>- Advocated for state funding to expand WMU College of Aviation, estimated to be $19 million<br>- Supported eventual expansion of Duncan Aviation<br>- Created access and develop open land on the southwest side of the airport<br>• Identified growth opportunities: 5-10 years<br>- Explored business jet management complex<br>- Secured flying missions for the Air National Guard<br>- Explored possibility to serve as alternate landing site for Chicago<br>- Supported Ballistic Missile Defense |
| **Key actions** | • Support City of Battle Creek airport management consulting project; implement plan when approved<br>• Continue advocacy efforts for WMU expansion |
| **Who** | • City of Battle Creek, BCU, and BCACC with support from WMU, Duncan Aviation, Air National Guard and business community as needed |

# Strategy #3: Food and Agriculture

| | |
|---|---|
| **Opportunity** | • Leverage Michigan's diverse agriculture base and local food manufacturing expertise to attract food processing and other related food manufacturing opportunities |
| **Progress to date** | • Engaged with regional stakeholders including International Food Protection Training Institute, Michigan Department of Agriculture and Rural Development, local farmers and area businesses to better understand local potential; identified the following opportunities to explore:<br>- Food processing industrial park<br>- Juicing; some farmers sending produce to WI for processing<br>- Artisan food products<br>- Food inspector training programs<br>- Food transportation<br>- Wet and dry grain milling<br>- Agri-tourism/Food Prize |
| **Key actions** | • Partner with Michigan Department of Agriculture to seek leadership role for Battle Creek within state initiative<br>• Prioritize above opportunities and develop more detailed action plan for top priorities |
| **Who** | • BCU and IFPTI with support from food manufacturers including Kellogg, ConAgra Foods, Post, Prairie Farms and others as interested |

# Strategy #4: Manufacturing

**Opportunity**

- Leverage existing competencies in auto parts manufacturing, food production and other manufacturing to expand existing business and recruit new businesses to the region; initial focus should be on filling existing jobs and meeting the needs of current employers and then focus on recruiting new businesses; see workforce development plans

# Additional Opportunities for Future Exploration

- Healthcare industry could leverage health care systems and nursing program at Miller College
- Leverage existing packaging industry and Michigan State University, which has a strong school of packaging
- Potentially pursue other opportunities to leverage fiber optics

# These strategies will support increased equity in several ways:

- Opening the dialogue between large employers and employees allows the community to identify trends and create individualized solutions to meet the needs of employers and employees
- The existence of the task force has allowed for an evolving conversation that is solution-oriented, resulting in businesses having a stronger connection to the community and improving collaboration across sectors

# CREATE A THRIVING SMALL BUSINESS ECONOMY

**Small Business Goal**

Battle Creek will be home to a thriving small business economy characterized by growth in revenue and jobs, and an increasing number of *successful* small businesses

# Strategy #1: Create a single point of contact for government services and streamline regulations for small businesses

| | |
|---|---|
| **Rationale** | • Confusing and outdated regulations, combined with a historically weak customer service orientation, makes navigating city regulatory processes inefficient and frustrating for current and prospective small business owners<br>• Aligning and streamlining services and regulations will promote growth and provide a culture of small business support |
| **Key actions** | • Create a position within city government to serve as a single point of contact for small business owners *(already under way)*<br>• Coordinate with key stakeholders in city government to identify what is needed to streamline regulations (e.g., 211 model of this approach)<br>• Track progress of regulations and new government position<br>- Potentially consider revision on a quarterly basis<br>• Implement more training opportunities in multiple languages for small businesses to learn about city processes and appropriate entry points |

# Strategy #2: Encourage local procurement

| | |
|---|---|
| **Rationale** | • There are beneficial reasons for businesses to purchase products and services at the local and regional level<br>• Having medium and large companies and government procure an increasing amount of products and services from small businesses will support growth in local revenue and jobs |
| **Key actions** | • Conduct assessments of what medium and large companies and government need; determine if local small businesses could offer those goods and/or services<br>• Bring together small, medium, and large business owners to align on a shared goal for increasing medium and large company purchases from local small businesses, potentially through a vendor fair or conference<br>• Explore options for public policies to incentivize local procurement<br>• Provide continued educational support (e.g., website, point person) to medium and large businesses on how to buy local and to small businesses on how to enter the procurement process |

# Strategy #3: Create an entrepreneurial ecosystem

| | |
|---|---|
| **Rationale** | • Efforts that support entrepreneurs will need additional investment to offer the kind of interconnected network of resources and comprehensive support entrepreneurs require for business success<br>• Investing in a strong ecosystem will help existing small businesses grow and increase the likelihood of success for new businesses |
| **Key actions** | • Map current ecosystem (e.g., incubators and accelerators, investors, foundations, and education programs)<br>- Identify areas where no or limited resources exist, and where resources can be expanded or further aligned; especially note where services can be strengthened to better reach people of color and women owned businesses<br>• Connect entrepreneurs and established businesses; support development of mutually beneficial partnerships<br>• Accelerate work of current local organizations<br>• Invest in developing physical infrastructure for the Center for Entrepreneurship to support an entrepreneurial culture, benefiting growth of both new and existing businesses |

# Strategy #4: Research and pursue government programs

| | |
|---|---|
| **Rationale** | • Many regional, state, and federal programs exist to support small business growth; progress in creating a thriving small business economy could be enhanced by increased use of these programs |
| **Key actions** | • Research regional, state, and federal programs that aim to accelerate small business growth<br>• When appropriate, identify allies needed and pursue government resources |

# These strategies will support increased equity in several ways:

- Large company procurement from local businesses will instill community pride and can support people of color- and women-owned businesses
- A cohesive ecosystem will bring the community together through collaboration and allows the chance to increase outreach to entrepreneurs who have not typically been included
- Single point of contact will level the playing field and build relationships

# CONNECT BATTLE CREEK RESIDENTS TO EMPLOYMENT OPPORTUNITIES

**Workforce Development Goal**

All Battle Creek residents – regardless of race, gender, or socioeconomic background – will have equitable opportunities to gain the required skills for permanent jobs that provide both access and visibility into career advancement as well as lead to family economic security

# Strategy #1: Increase awareness of job openings

| | |
|---|---|
| **Rationale** | • Many Battle Creek residents are out of work, yet a number of jobs go unfilled<br>• A need has been identified to increase residents' awareness of job openings, and, in particular, to focus on African-American and Latino residents given their higher unemployment rates |
| **Key actions** | • Confirm need for single website to communicate current job openings by reaching out to employers, community partners, and the general public<br>• Collect feedback on ideal components to improve current website (potentially Battle Creek Works) so that it is better able to handle additional traffic and meet the needs of BC employers, community partners, and other residents (e.g., more clearly delineating requirements of low / middle / high-skill jobs)<br>• Conduct targeted outreach to specific neighborhoods to ensure that those who are most disconnected from the workforce are able to access the website and learn about key opportunities |

# Strategy #2: Improve access to infrastructure supports, including transportation and childcare

| | |
|---|---|
| **Rationale** | • There is a large population of "working poor" in Battle Creek who face barriers to maintaining employment, such as lack of childcare or reliable transportation<br>• Providing additional workforce supports would help address these inequities and make it possible for more Battle Creek residents to pursue and maintain jobs |
| **Key actions** | • Conduct outreach to employees to identify largest gaps in infrastructure support and on-site services (e.g., social workers, subsidized on-site childcare centers)<br>- Note: This should build on Great Start Collaborative's existing efforts to identify gaps in access to quality early learning opportunities for children of 2nd and 3rd shift manufacturing employees<br>• Research existing models of infrastructure supports that help fill these gaps (e.g., Chambliss, Cascade Engineering); investigate feasibility for replication in Battle Creek with the lens of decreasing inequity<br>• Identify strategies to support employers and other organizations in implementing best practices and additional services |

# Strategy #3: Remove barriers to employment

| | |
|---|---|
| **Rationale** | • Battle Creek currently has many community assets to support employees, but not all residents are aware of the services, or have the time and/or resources to access them<br>• There is a shared desire among several service providers to further integrate and streamline their services |
| **Key actions** | • Bring together key stakeholders (e.g., employers, Kellogg Community College, unions) to build on shared desire to remove barriers to employment, whether through changes in human resource practices or through providing integrated employment supports within one physical location<br>• Research best practices for changes in human resources practices, aligned wrap-around employment support models, and a physical or virtual employment / career center<br>• Support employer pilots of changes in human resources practices; share updates with larger stakeholder group<br>• Build a business plan for launching an employment / career center in an accessible location for current and prospective employees with the greatest needs; secure funding to execute on business plan and begin implementation |

# Strategy #4: Align opportunities through a formal employer, funder, education and service provider partnership

| | |
|---|---|
| **Rationale** | • Currently, there are many organizations working to improve adult workforce development in Battle Creek<br>• There is opportunity for further alignment and partnership among employers, funders, and education and service providers to accelerate the development and hiring of an educated and trained workforce |
| **Key actions** | • Identify and reach out to key stakeholders who will need to be engaged<br>• Conduct thorough research on current job openings and skill gaps within the Battle Creek workforce as well as future job needs; map out current efforts to decrease these gaps<br>• Develop a shared vision of how to further develop the talent pipeline in Battle Creek, including expanding current programs and creating stronger connections between training, education, and on-the-job experience for students of all ages and underrepresented subpopulations<br>• Evaluate models for cost-sharing and on-going collaboration between education / training providers and employers<br>• Implement pilot programs, actively track feedback, and publicize success as appropriate |

# These strategies will support increased equity in several ways:

- Target outreach to neighborhoods and faith-based organizations in communities, especially those with high unemployment rates; adapt communications to community needs
- Offer supports for individuals who have more barriers to entering the workforce

# INCREASE COLLEGE AND CAREER READINESS

**College and Career Readiness Goal**

All students—regardless of race, gender, or socio economic background—will be successful in pursuing careers and life paths that lead to their economic stability

# Strategies

## Strategy #1: Create academic and career pathways

**Foster an equitable, community-wide culture of academic and career pathways for students**

*Rationale*: Many students are currently graduating without the skills or guidance they need to succeed in postsecondary training or in the workplace. Increased connection between schoolwork and future academic and career opportunities will help students stay motivated and graduate ready for the next step.

## Strategy #2: Transform Battle Creek and Lakeview school districts

**Pursue rapid acceleration of current transformation efforts in Battle Creek Public School and Lakeview Districts to create destination school districts**

*Rationale*: Excellent schools are critical to attracting new businesses to and retaining residents in Battle Creek. The Battle Creek Public School district is losing students annually; there is currently energy and support for district reform in order to turn around both Battle Creek and Lakeview schools to increase student outcomes.

## Strategy #3: Explore merging districts

**Explore the benefits, risks, and costs of a merger between Battle Creek Public and Lakeview school districts. For example, determine if likely to improve student academic performance and outcomes / achievements, stabilize or increase enrollment, and improve efficiencies and cost savings**

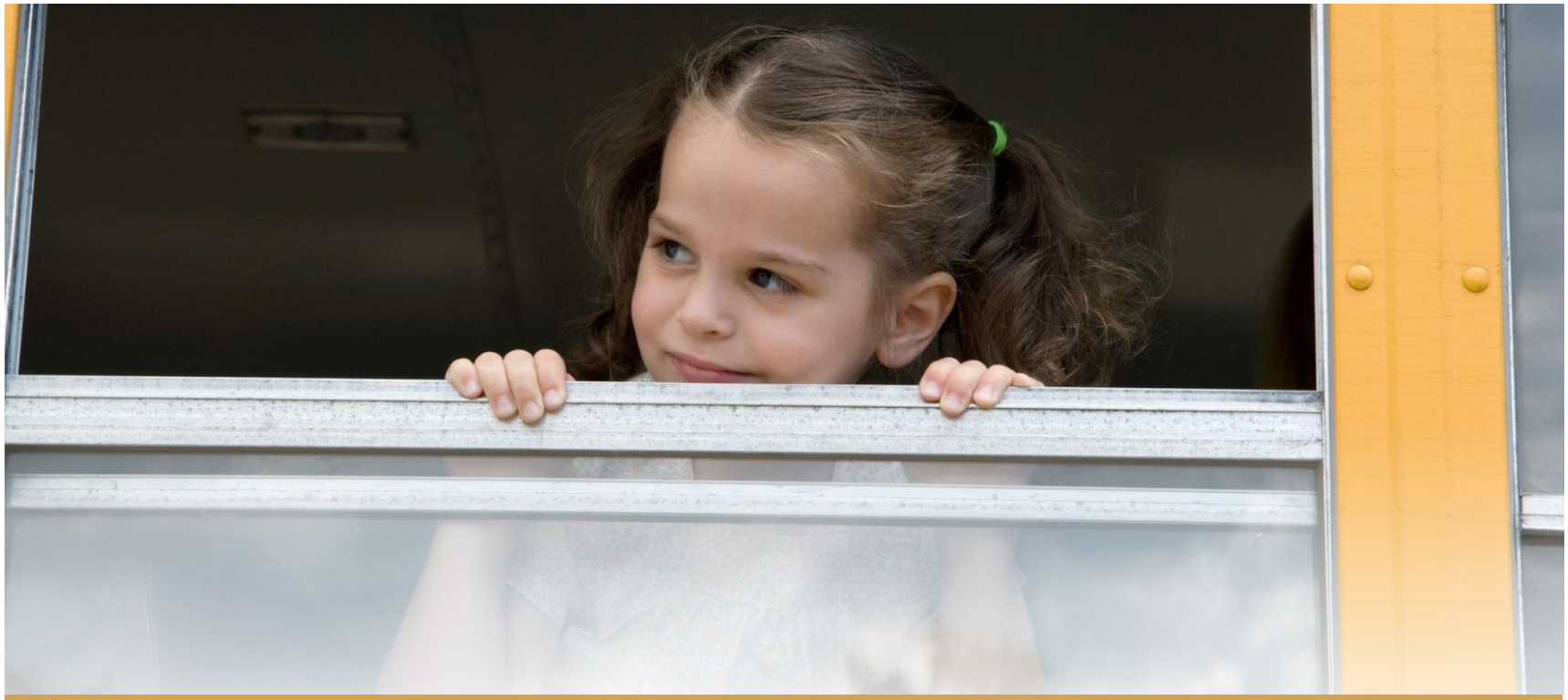
*Rationale*: School district transformation will be more easily achieved with a combined school district where efforts and resources can be combined. There also may be opportunities for cost savings and resource sharing between school districts.

Strategies will be further refined during the first 100 business days.

# These strategies will support increased equity in several ways:

- Incorporate dialogues and trainings that intentionally address racial tensions, which may arise from strategy implementation
- Increase the pool of resources available for schools that serve Battle Creek's disadvantaged subpopulations

# INCREASE KINDERGARTEN READINESS



**Kindergarten Readiness Goal**

Every child will have a great start: they will be safe, healthy, prepared, and eager to succeed in school and in life

# Strategy #1: Promote a county wide, shared definition of kindergarten readiness

| | |
|---|---|
| **Rationale** | • Data from the 2014 Pulse Survey indicates that only 57% of parents over age 25 and a mere 23% of parents under age 25 are confident in preparing their child for kindergarten. |
| **Key actions** | • Research, create and incorporate input on readiness definition<br>- Ready Schools work group to create a draft of the definition and identify opportunities to align with State of Michigan Readiness Assessment (TS Gold) once formally announced<br>- Collect and incorporate stakeholder input on promotional materials and strategies in support of approved final draft<br>• Support community readiness to implement identified strategies<br>- Secure additional funding to support strategies<br>- Support the active promotion of the message of readiness through multiple channels (e.g., bookmarks, billboards) and to multiple audiences through cross-sector training and implementation support<br>- Establish agreements for cross-sector partnerships<br>• Implementation of Identified Strategies<br>- Actively promote the message of readiness through multiple channels (e.g., bookmarks, billboards) and to multiple audiences<br>- Exploration of opportunities as they emerge from new partnerships |

# Strategy #2: Recognize and adopt early childhood education as a workforce development strategy

## Rationale

- Based on data from Michigan Department of Education, children who participate in high quality early learning programs, such as the Great Start Readiness program are more likely to be ready for kindergarten, more proficient in math and reading, less likely to repeat a grade, and more likely to graduate on time from high school. With a long-term focus on talent development and workforce development investing in children early is strategic
- With the expansion of the Great Start Readiness Program in Calhoun County, there is a shortage of highly qualified early childhood educators. Recruiting and supporting new teachers in the early childhood field is a workforce development strategy that supports both parents looking for work and children who need highly qualified teachers

## Key actions

- Strengthen existing and develop new partnerships with corporations and small businesses
  - Create learning opportunities that connect early childhood professionals with business sector and workforce development professionals
  - Explore opportunities for partnership and create partnership agreements
- Share research and data about the importance of early childhood to future community success
  - Create a repository for research and data
  - Analyze and create themes for the data and research and provide report based on findings
  - Facilitate action learning to identify necessary shifts in systems (policies/practice)
- Co-develop and implement cross-sector training in support of identified shifts in policies and practices
  - Identify key stakeholders (multiple perspectives impacted by shifts in policies and practices)
  - Co-develop training utilizing input from the identified stakeholders
  - Implement developed training
  - Assess training and provide support for ongoing implementation

# Strategy #3: Increase quality of early learning experiences through coordination, alignment and implementation of PD/training and coaching

| | |
|---|---|
| **Rationale** | • Quality matters! According to Harvard University's Center on the Developing Child, "The quality of a child's early environment and the availability of appropriate experiences at the right stages of development are crucial in determining the strength or weakness of the brain's architecture which, in turn, determines a child's later success in school, postsecondary education and in the workforce." |
| **Key actions** | • Identification of quality improvement needs<br>- Identify quality improvement needs<br>- Provide resources (human and financial capacity) for learning opportunities<br>- Create Memorandums of Understanding<br>- Shift evaluation practices to measure effectiveness<br>• Develop strategies based on collected data<br>- Active engagement and contribution in action learning in the development and implementation of strategies<br>• Implementation of identified strategies<br>- Promote professional development opportunities through multiple channels and to multiple audiences<br>- Coordination of training and professional development<br>- Participation in training and professional development<br>- Shift practices based on learning<br>- Provide coaching to support a change in practice<br>- Evaluate effectiveness |

# Strategy #4: Increase coordination and alignment of policies, services and supports that impact families with children

| | |
|---|---|
| **Rationale** | • Increased coordination and alignment of policies, services and supports will eliminate duplication of services, promote smooth transitions from one program to another for families, and foster collective learning and a coordinated response to the needs of children and families in the community. Currently there is a lack of collaboration between sectors to collectively support families with young children. |
| **Key actions** | • Create partnerships; review and shift policies<br>- Develop intentional partnership between early childhood and workforce development<br>- Shared review of existing policies impacting families with young children<br>- Commit to shift policies in response to shared learning<br>- Provide resources (human and financial capacity) for implementation<br>• Engage in BC Pulse Action Learning<br>- Develop and facilitate shared action learning agenda to support data-driven decision making<br>• Support effective implementation<br>- Increase understanding of and improve referral practices in response to shared learning<br>- Co-develop family-focused workplace policies to support families with young children |

#BC Vision

# Strategy #5: Increase access to quality and culturally appropriate early learning and child care opportunities

| | |
|---|---|
| **Rationale** | • According to the Pulse Survey, 69% of African American parents and 71% of families with a yearly income of less than $10,000 report they have difficulty finding the care they want for their children.<br>• According to Michigan's Great Start to Quality database, there are only 93 second and third shift slots in licensed child care homes throughout the Greater Battle Creek area. Traditionally, these slots are consistently full. With no center-based second and third shift care available in Battle Creek, there is a gap in services for families who need care for their children while they work |
| **Key actions** | • Identify gaps in access to second and third shift care<br>- Identify gaps in access (including but not limited to second and third shift gaps in childcare options)<br>- Develop cross-sector partnerships to address identified gaps<br>- Provide human and financial resources<br>- Explore business models in support of addressing gaps in service<br>• Gather data and develop data-driven strategies (e.g., feasibility study)<br>- Active engagement and contribution in action learning in the development and implementation of strategies<br>- Access to employees (through workplace surveys)<br>• Implementation of identified strategies<br>- Engage in needs assessment and feasibility study around second and third shift care<br>- Identification of and support for potential second and third shift care provider(s) |

# These strategies will support increased equity in several ways:

- Early learning opportunities are available in multiple languages and locations to meet needs of diverse families
- Staff represents the cultures present in our community

# STRENGTHEN THE CULTURE OF VITALITY

**Culture of Vitality Goal**

Increase civic pride, unity, collaboration, trust, and healthy lifestyles among the diverse community members that live, work, and play in Battle Creek

# Illustrative strategies

*Rationale: A strong culture of vitality is necessary in order to make Battle Creek a place where people want to live, work, and play as well as to increase the attractiveness to new businesses and residents.*

**Strategy #1: Create a positive media campaign**

**Develop a positive media campaign, similar to the "Pure Michigan" campaign, to promote Battle Creek**

**Strategy #2: Promote local assets**

**Promote Battle Creek's historical, cultural, community, and environmental assets more broadly**

**Strategy #3: Create visual cues**

**Create billboards, murals, and other visual cues to trigger pride in the community**

**Strategy #4: Invest in community events**

**Develop new and expand existing events that bring the community together and attract visitors**

**Strategy #5: Strengthen volunteer programs**

**Strengthen and expand volunteer programs that help those in need**

**Strategy #6: Incentivize "living where you work"**

**Develop incentives, such as tax breaks, which encourage employees to live near where they work**

Specific strategies will be developed during the first 100 business days.

- Executive summary
- Process
- Context
- Strategies and actions
- Metrics and accountability
- On-going support and structure
- 100 day plan
- Appendix

#BC Vision

# The community will hold itself accountable to achieving aspirational goals in each of the priority areas

| Action team | Metric | Now | 2020 Goal |
|---|---|---|---|
| **Business** | *Number of better-paying, newly created, full-time jobs* | *Average of 250 new jobs per year* | *1,000 new jobs over next 3 years** |
| **Small Business** | *Number of small business employees* | *7,500 employees* | *8,300 employees* |
| | *Number of women and people of color owned small businesses* | *N/A*** | *15% growth* |
| | *Total small business payroll* | *$230M* | *$265M* |
| | *Total people of color- and women-owned small business payroll* | *N/A*** | *20% growth* |
| **Workforce Development** | *Median household income* | *$36,112* | *$41,529* |
| | *Median household income of people of color* | *$25,566* | *$31,958* |
| | *3 year average unemployment rate* | *14%* | *10%* |
| | *3 year average unemployment rate for people of color* | *20%* | *10%* |
| | *Level of educational attainment* | *8.8% Associates, 14.3% Bachelors, 8.4% Graduate* | *12% Associates, 16% Bachelors, 11% Graduate* |
| | *Level of educational attainment gap by race* | *15-50% gap* | *50% reduction* |

*The Business Task Force developed their job goals in relation to a broader regional economic development plan. Therefore the timing for the goal is aligned to a three year horizon rather than five year.
** Metrics marked N/A do not have a reliable data source, method for tracking data will be determined in the next 100 days

#BC Vision

# Three actions teams are still in the process of developing metrics

## COLLEGE AND CAREER READINESS

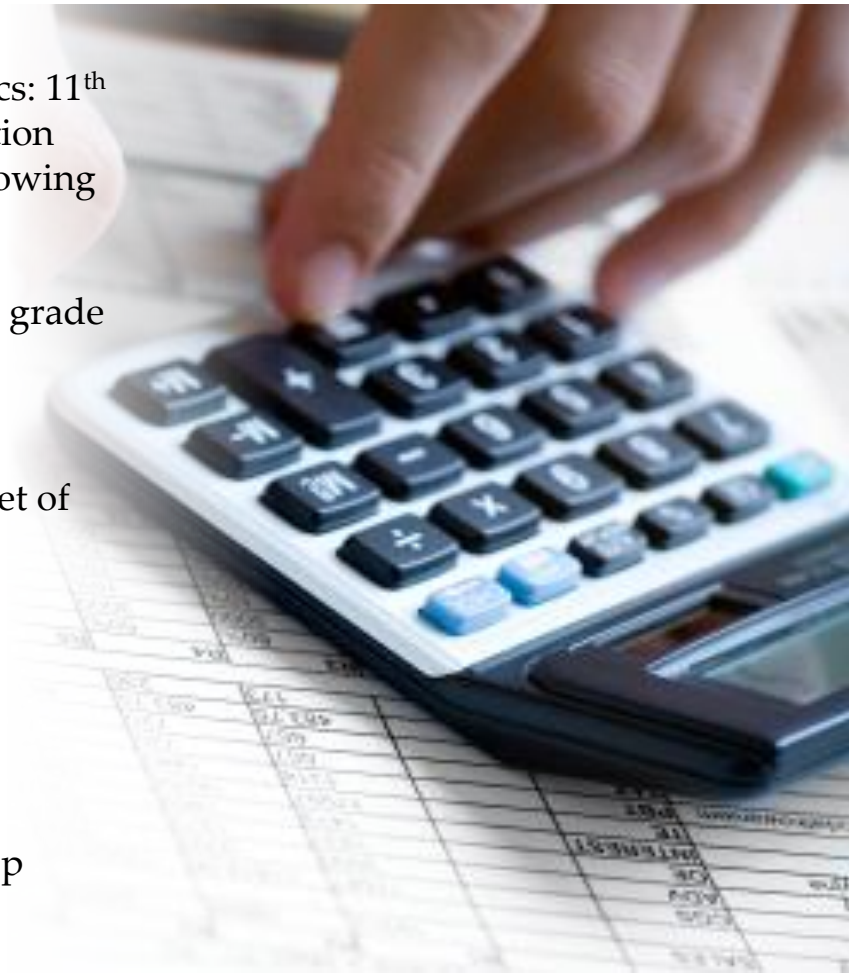
- The action team initially confirmed the following metrics: 11th grade Michigan merit exam scores, high school graduation rate, postsecondary matriculation rates (detailed in following slides)
- They are still exploring the possibility of other metrics aligned with strategies including, but not limited to, 3rd grade reading and 8th grade math scores

## KINDERGARTEN READINESS

- The Great Start Collaborative identified a preliminary set of metrics and is working to establish a data collection mechanism and set aspirational goals (chosen metrics detailed in following slides)

## CULTURE OF VITALITY

- The Culture of Vitality priority area is still under development
- Once strategies are in place, the action team will develop metrics



# Metric: *Large Business*

**PRIMARY JOB GROWTH**

Increase by 25% the number of newly created, better paying, full-time jobs over the next 3 years

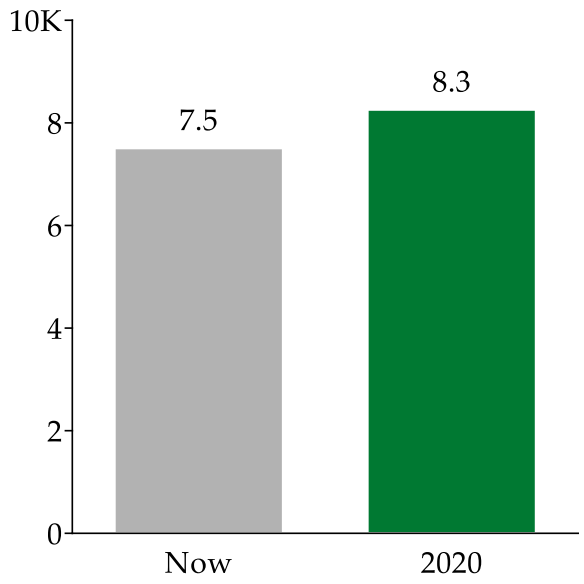
# Key Metrics: *Small Business*

## SMALL BUSINESS EMPLOYEES

**2020**..... Growth by 10%

**Now**..... 7.5K jobs

Number of small business employees at firms with <20 employees*

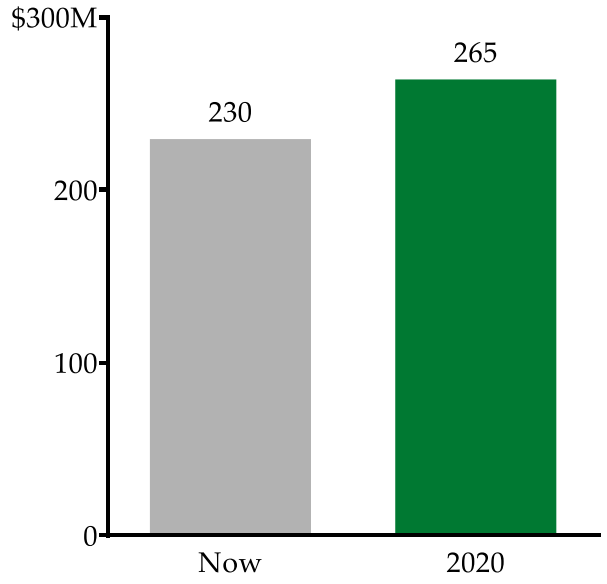



## SMALL BUSINESS PAYROLL

**2020**..... Growth by 15%

**Now**..... $230M

Annual total payroll for small businesses




Note: Data for "now" based on benchmarks from 2011; a 2012 data set will be published in June 2015 which might provide stronger subpopulation data
Source: Small Business Administration, 2011; Corporation for Enterprise Development, 2011

# Equity metrics: *Small Business*

| SMALL BUSINESS OWNERS | SMALL BUSINESS PAYROLL |
|---|---|
| **2020**..... Growth by 15% of people of color and women owned small businesses | **2020**..... Growth by 20% in payroll for people of color and women employees (greater than overall target in order to close gap in outcomes) |
| **Now**..... Data not available currently; data capture process will need to be developed | **Now**..... Data not available currently; data capture process will need to be developed |

Note: The most recent Census data on minority- and women-owned firms in Calhoun County was not statistically significant enough to be represented in the 2007 data set. A 2012 data set will be published in June 2015, which might provide stronger subpopulation data
Source: Small Business Administration, 2011; Corporation for Enterprise Development, 2011

# Key Metrics: *Workforce Development*

## MEDIAN HOUSEHOLD INCOME

**2020**..... Growth by 15%

**2013**..... $36,112

## UNEMPLOYMENT RATE

**2020**..... Reduction of 4pp

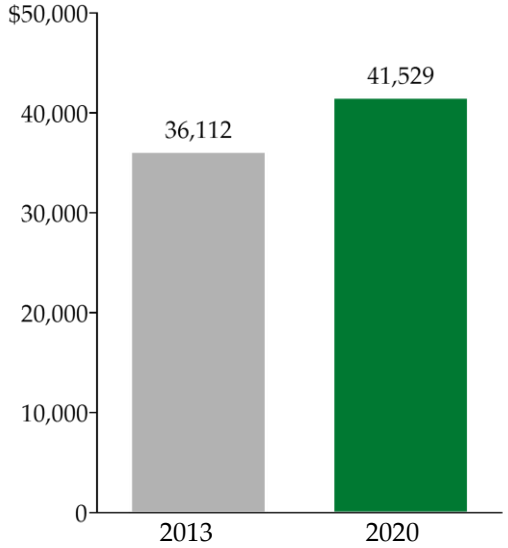
**2013**..... 14.0% (Note: based on 3-year average*)

## EDUCATIONAL ATTAINMENT

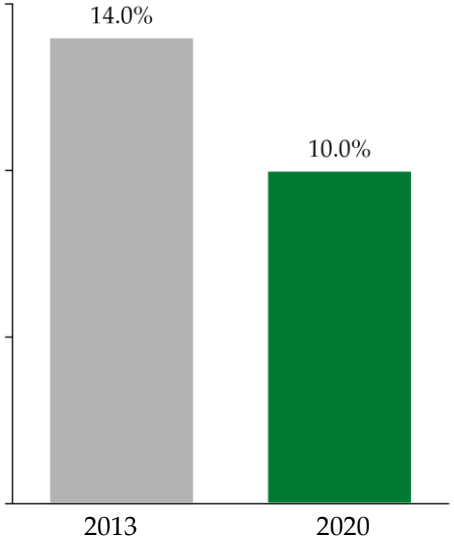
**2020**..... 12% Associates, 16% Bachelors, 11% Graduate

**2013**..... 8.8% Associates, 14.3% Bachelors, 8.4% Graduate

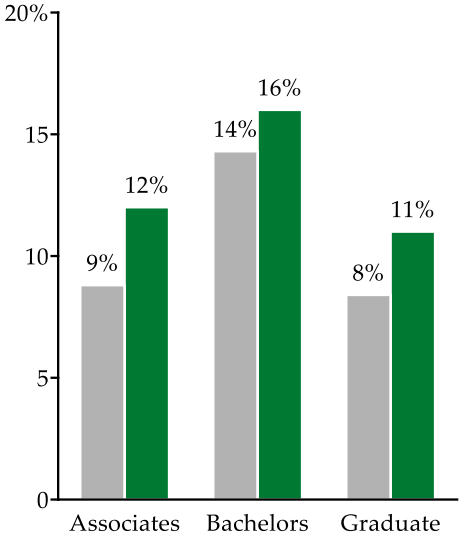
Battle Creek median household income




Battle Creek unemployment rate




Battle Creek educational attainment




*3-year average rate used for metric given the ability to disaggregate data by race; more recent datasets have sample sizes and projections that are too limited to be able to provide data broken out at the level of specificity necessary to support the emphasis on people of color, which is part of strategies; Bureau of Labor Statistics estimates current unemployment rate at 5.2% for Battle Creek as of March 2015.

Source: U.S. Census Bureau; America Community Survey 2013 5-year estimates

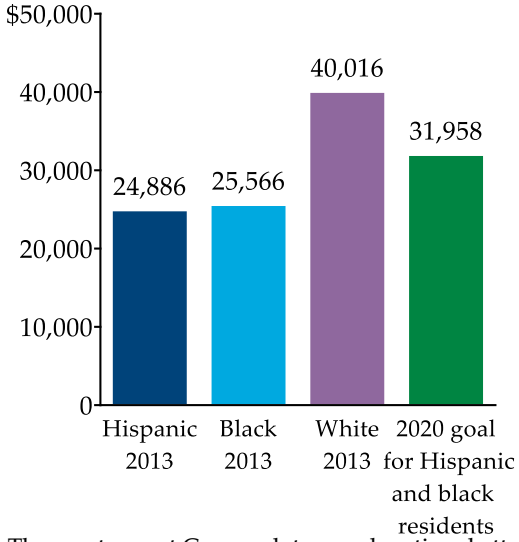
# Equity metrics: *Workforce Development*

## MEDIAN HOUSEHOLD INCOME

**2020**..... Growth by 25% for people of color households

**Now**..... On average, black and Hispanic households have 63% the **median household income** of white households

Median household income

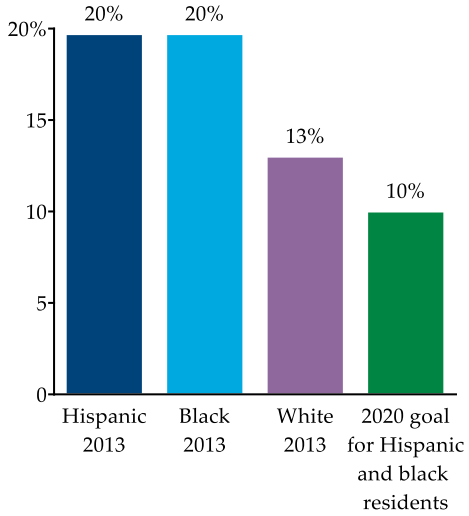



## UNEMPLOYMENT RATE

**2020**..... Reduction of 10pp for people of color

**Now**..... On average, Hispanics and blacks have a **1.5x higher unemployment** rate than white residents

Unemployment rate by race

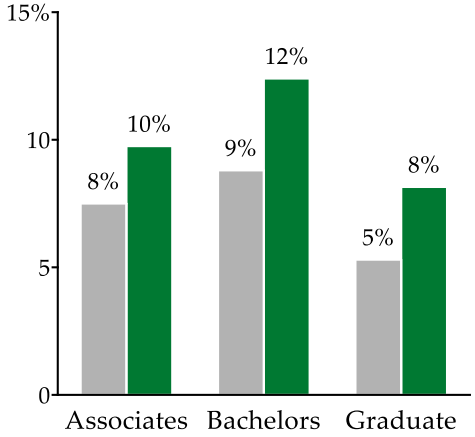



## EDUCATIONAL ATTAINMENT

**2020**..... Gap in combined rate of degree, certificate, and credential attainment by race reduced by 50%

**Now**..... On average, Hispanics and blacks have postsecondary education attainment rates 15-50% less than whites

Battle Creek educational attainment




Note: The most recent Census data on educational attainment by subpopulation is not statistically significant enough to represent here. A 2012 data set will be published in June 2015 which might provide stronger subpopulation data

Source: U.S Census Bureau, American Community Survey 2013 5-year estimates

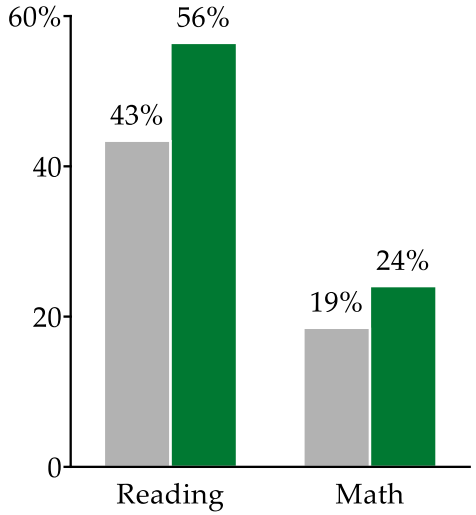
# Key metrics: *College and Career Readiness (in progress)*

## 11TH GRADE MICHIGAN MERIT EXAM SCORES

**2020**..... Increase proficiency rates in each subject by 10%

**Now**..... 43% of Battle Creek students are proficient in reading, 19% in math

Percent 11th grade MI Merit Exam proficiency across all BC area districts (2014)

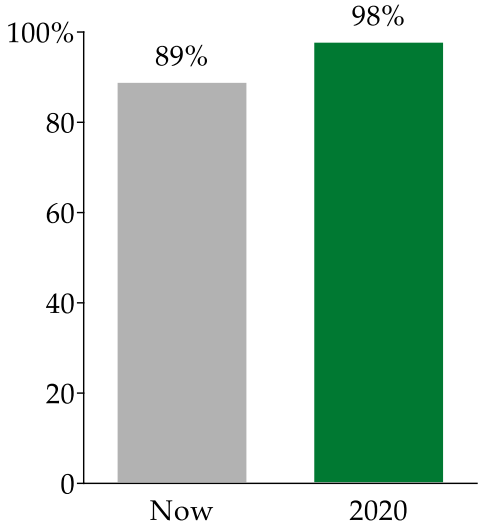



## HIGH SCHOOL GRADUATION RATE

**2020**..... Increase by 10%

**Now**..... 89% of Battle Creek students graduate high school in 4 years

4-year HS graduation rate across all BC area districts




## POSTSECONDARY MATRICULATION RATES

**2020**..... Increase by 10%

**Now**..... *Not currently measured systematically by the U.S. Census Bureau*

Source: MI School Data websites

# Key metrics: *College and Career Readiness (in progress)*

## 11TH GRADE MICHIGAN MERIT EXAM SCORES

**2020**..... Gap in MI Merit exam proficiency by race reduced by 50%

**Now**..... On average, white students are **nearly twice as likely** to be proficient than other subpopulations

## HIGH SCHOOL GRADUATION RATE

**2020**..... Gap in 4-year high school graduation rate by race reduced by 50%

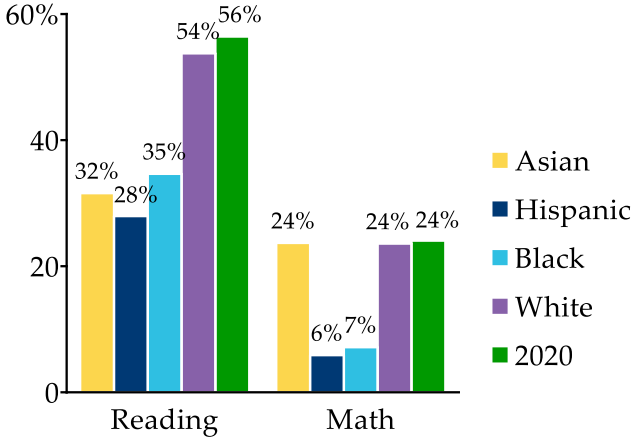
**Now**..... On average, white students are slightly more likely to graduate in 4 years than other populations

## POSTSECONDARY MATRICULATION RATES

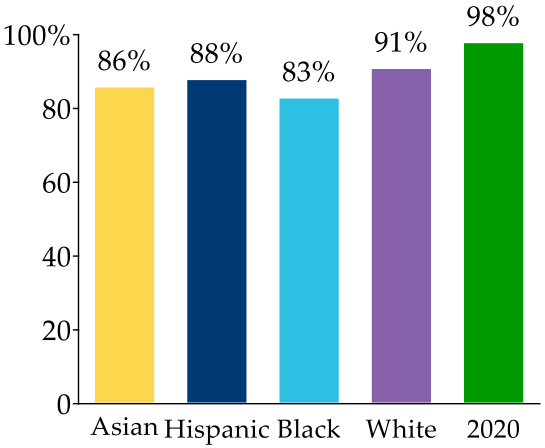
**2020**..... Gap in combined rate of degree, certificate, and credential attainment by race reduced by 50%

**Now**..... *Data not available currently; data capture process will need to be developed*

Percent 11th grade MI Merit Exam proficiency across all BC area districts (2014)




4- year HS graduation rate across all BC area districts (2014 )




Source: MI School Data websites

# Key metrics: *Kindergarten Readiness (in progress)*

## GREAT START READINESS PROGRAM ASSESSMENTS

- Data is generated by the Calhoun Intermediate School District
- Tracks students' academic and developmental progress
- **Current focus for Great Start Collaborative:** integrating this data with Head Start data to provide a more comprehensive portrait of pre-K outcomes

## KINDERGARTEN ASSESSMENT

- State-mandated assessment for all school districts
- **Current focus for Great Start Collaborative:** working with local Intermediate School District to ensure that assessment will include data related to Raising A Reader, including: letter identification, sound identification, concepts about print, hearing and recognizing sounds in words, Clay Read and Clay Write

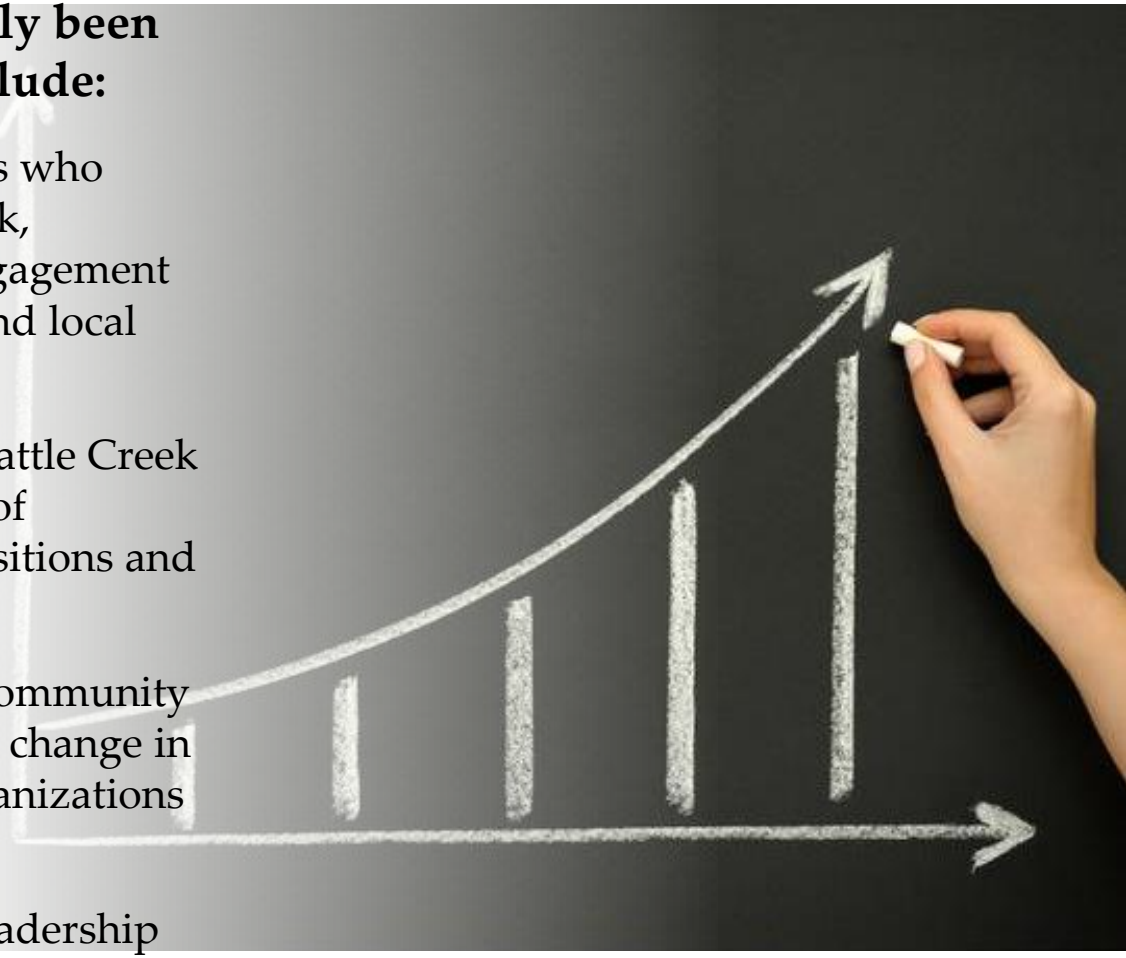
## MICHIGAN LITERACY PROGRESS PROFILE

- Assessments are designed to provide information on milestone tasks to assure that steady progress is sustained through the child's literacy development
- Milestone areas are: oral language, oral reading, comprehension, writing, and literacy attitudes
- **Current focus for Great Start Collaborative:** collecting data across schools to develop comprehensive assessment of literacy rates within Battle Creek

# Key metrics: *Culture of Vitality (in progress)*

**Some metrics that have previously been suggested by the community include:**

- Increased percentage of residents who express civic pride in Battle Creek, reflected through their active engagement with the life of the community and local politics
- Increased reflection of unity in Battle Creek through broader representation of subpopulations in leadership positions and decreases in inequity
- Increased collaboration among community organizations to achieve positive change in Battle Creek, e.g., number of organizations involved in BC Vision
- Increased trust in Battle Creek leadership



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#BC Vision

# To ensure effective implementation of strategies, BC Vision will establish a clear implementation structure

**Steering committee**

*Role*: Sets initial high level community goals and approves key indicators of progress related to these goals; holds action teams accountable to achieving overarching goals

**Project management support**

*Roles:* To be defined: Could, for example, support steering committee; help facilitate development of strategies and alignment of activities; provide technical assistance and project management support to action teams

**Action teams**

*Role*: Defines strategies, participates in aligned activities, engages community members, designs interventions

#BC Vision

# The implementation structure is still in development, with key decisions to be made over the next 100 business days

- The steering committee has appointed ambassadors to the action teams; these ambassadors will help catalyze the start of the implementation phase in each priority area. The role of the ambassadors is to:
  - Act as champions of the action team's work in the community
  - Increase the Steering Committee's understanding of the action team's work
  - Provide counsel to action team leaders

- The following Steering Committee members will be ambassadors:
  - *Business:* Marie Briganti, Battle Creek Unlimited
  - *Small Business:* Jorge Zeballos, Kellogg Community College; Kara Beer, Battle Creek Area Chamber of Commerce
  - *Workforce Development:* Christina Khim, Burmese American Initiative; Ben Damerow, Upjohn Institute
  - *College and Career Readiness:* Dr. Linda Hicks, Battle Creek Public Schools; LaJune Montgomery, W.K. Kellogg Foundation
  - *Kindergarten Readiness:* Pastor Ivan Lee, New Harvest Christian Center
  - *Culture of Vitality:* David Kemp, Youth Leader; Karissa Lee, Youth Leader

- The steering committee will discuss and approve a governance plan within the first 100 business days

- Executive summary
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# BC Vision's First 100 Business Days

**We are committed to turning BC Vision into action.** The Steering Committee has worked with the community through this planning process. Public targets will be finalized and announced, and by regularly sharing how we are doing in reaching these targets, we will hold ourselves accountable for results. In addition, the task forces are now called action teams to signal the shift towards implementation.

**This document marks a turning point for Battle Creek**. The BC Vision planning process has engaged thousands within our community. To achieve the change we seek, we need everyone to pull together towards this vision of Battle Creek as a thriving community for people to live, work and play, where there is equitable opportunity for all residents.

#BC Vision

# Key objectives for priority area action teams during first 100 business days

- Solidify composition of the action teams
- Develop 1-3 year action plans to implement strategies
- Identify quick wins
- Identify resources needed (human and financial)
- Ensure equity is embedded in priority area strategies
- In October 2015, the community will come together to check in on progress made in the first 100 business days

# Appendix

- Process notes
- Case for change
  - Survey results
  - Jobs
  - Talent
  - Culture of Vitality
- List of participating organizations

# By May 2015, each task force reached different levels of detail in their resulting recommendations

| | BUSINESS TASK FORCE | SMALL BUSINESS TASK FORCE | WORKFORCE DEVELOPMENT TASK FORCE | COLLEGE AND CAREER READINESS TASK FORCE | GREAT START COLLABORATIVE | COMMUNITY PLANNING GROUPS |
|---|---|---|---|---|---|---|
| **Membership** | • Business leaders of large employers in the Battle Creek Area | • Small business owners and key intermediary organizations (e.g., Chamber of Commerce) | • Leaders of economic development, workforce training, and post secondary education programs and community groups | • School district officials, workforce training providers, parents, youth leaders, and college and high school students | • Community leaders, parents, families, and local nonprofits | • Leaders of local nonprofits, faith – based and youth organizations, neighborhoods, parents, and the BC Visitors Bureau |
| **Process used** | • Series of planning meetings beginning in September 2014 | • Sequence of three open community planning sessions beginning in February 2015 | • Sequence of three open community planning sessions beginning in February 2015 | • Sequence of three open community planning sessions beginning in February 2015 | • BC Vision planning linked to an existing collaborative already focused on kindergarten readiness | • Series of community meetings with different groups providing input at different intervals, specific focus on culture of vitality |
| **Resulting recommend-ations** | • **Five** strategies, key actions to be taken, aligned stakeholders | • **Three** strategies, key actions to be taken | • **Five** strategies, key actions | • **Two** strategies, commitment to ongoing collaboration | • **Five** strategies , key actions to support implementation and aligned stakeholders | • **Two** main strategies, supporting six potential ideas |

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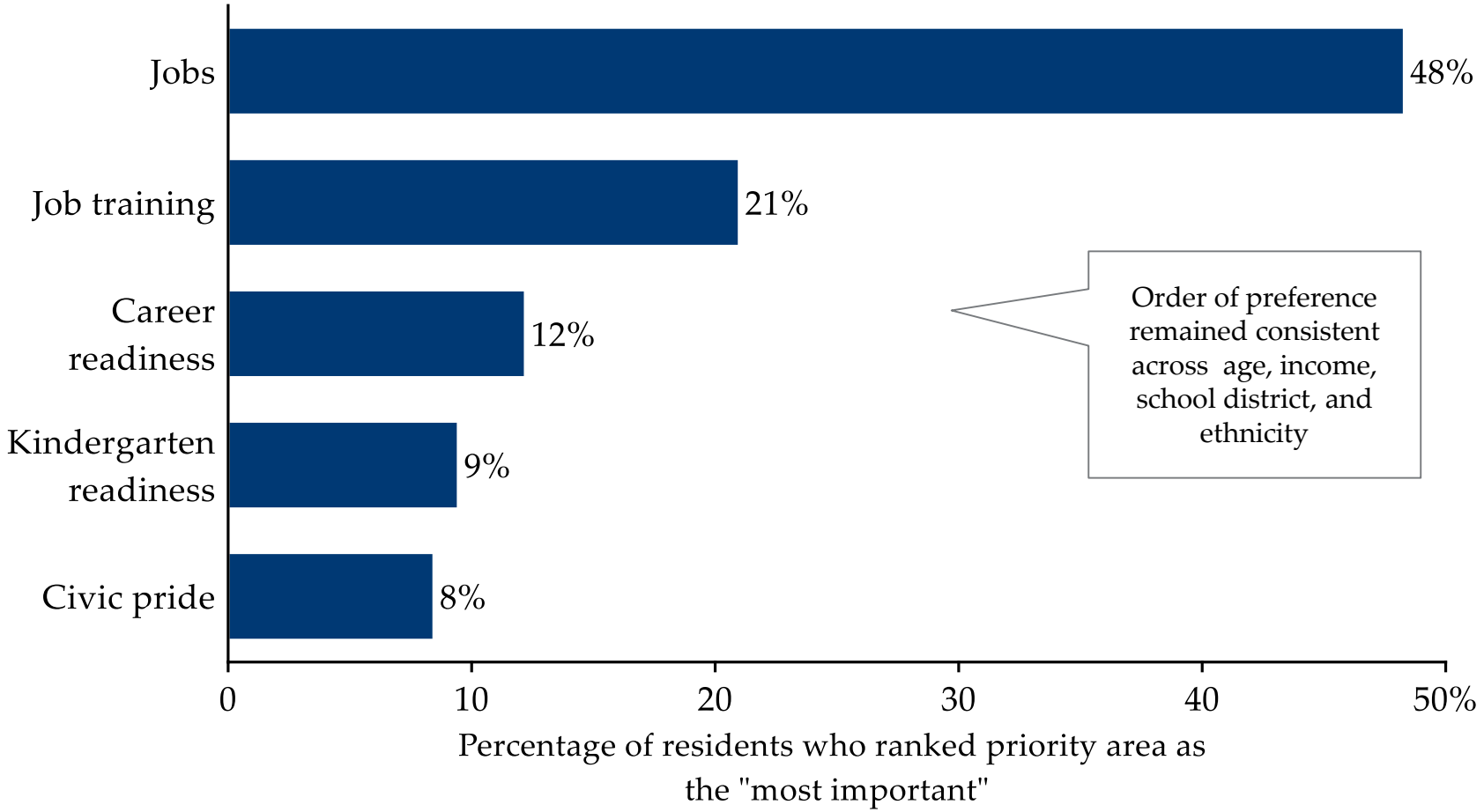
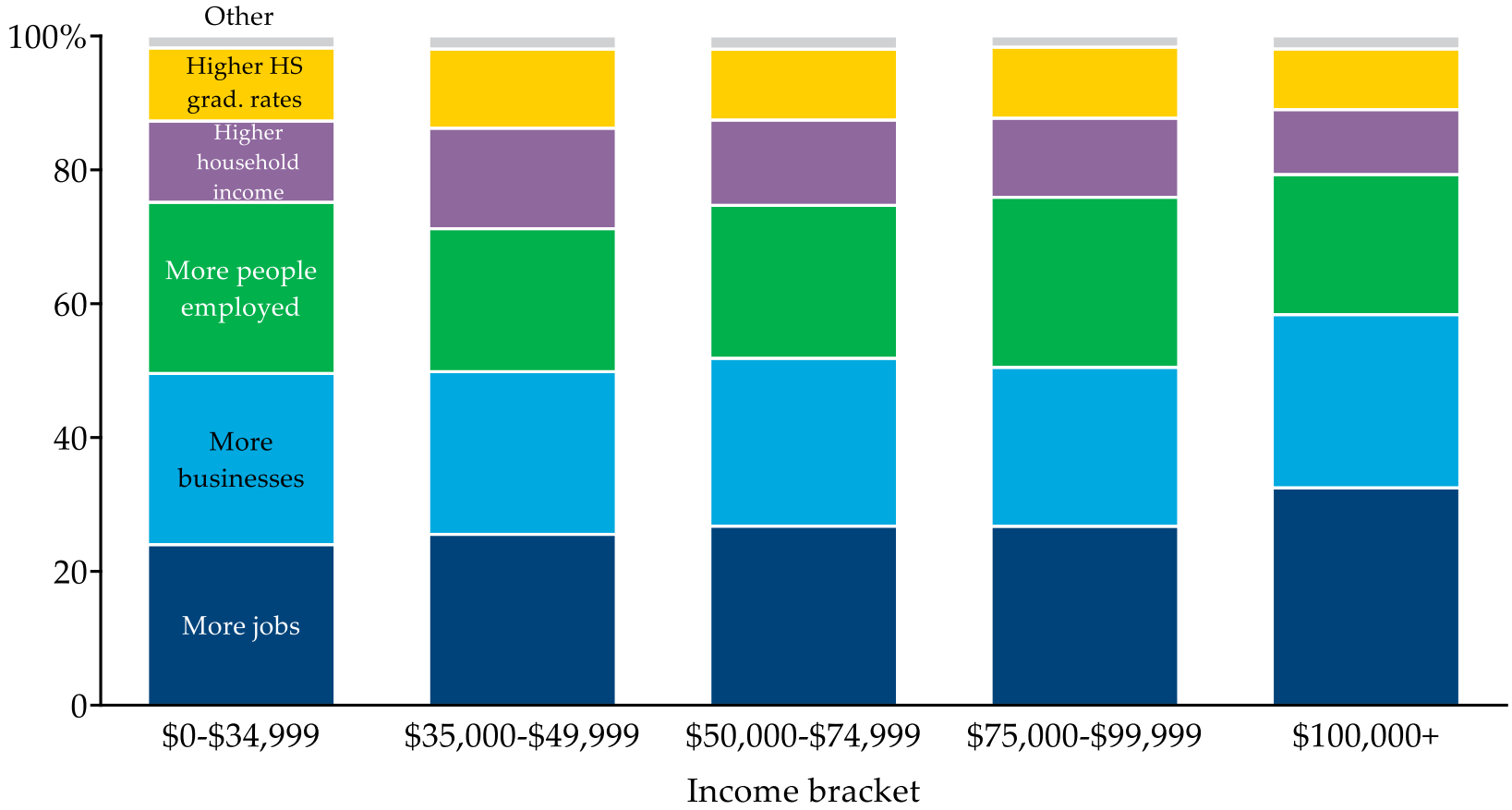
# The Spring 2015 canvassing effort showed residents overwhelmingly ranked jobs, followed by job training, as the most important priority areas




Source: Black Diamond Spring 2015 canvassing effort

# Residents across income brackets agreed that business, jobs, and employment are the most important factors to show economic progress in Battle Creek

What is the most important factor to show economic progress in Battle Creek?




Source: Black Diamond Spring 2015 canvassing effort

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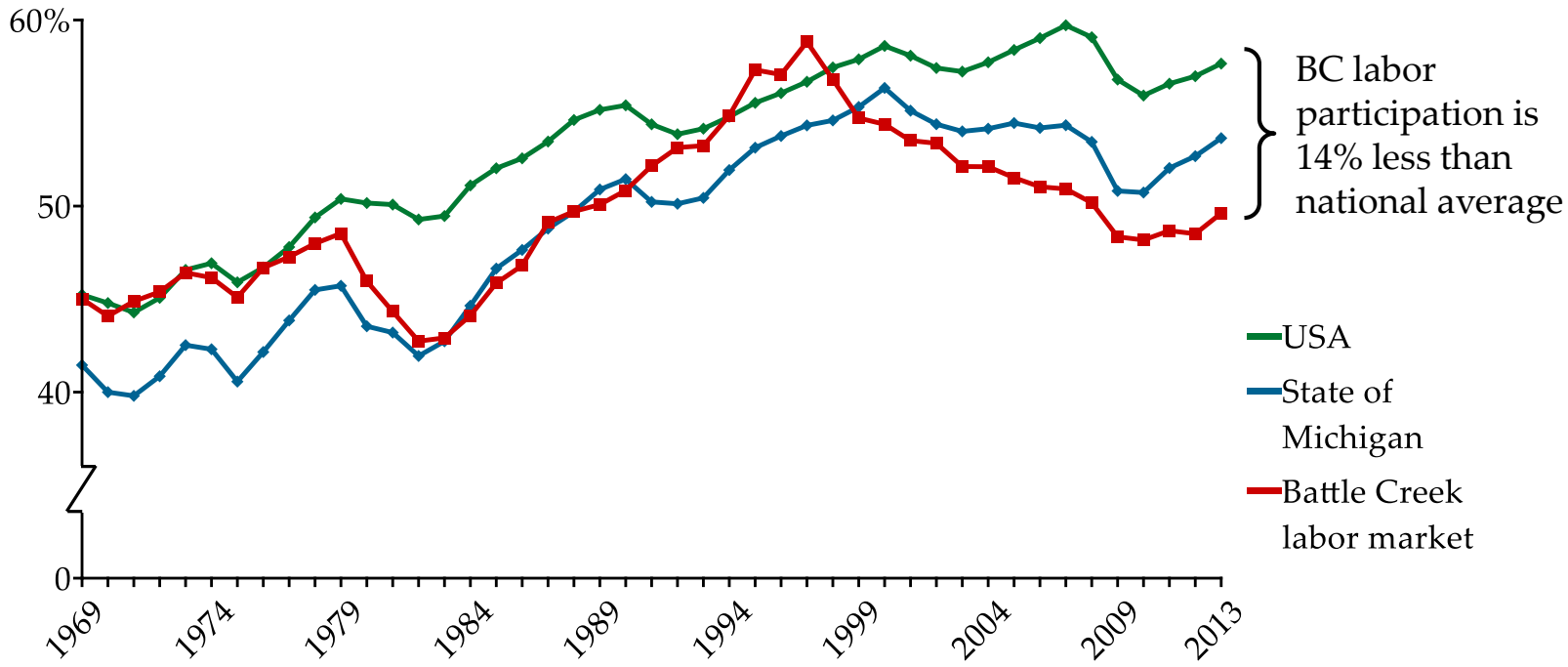
# In 2013, less than 50% of the population was employed, which is a lower rate than in both Michigan and the US overall

Employment ratio trends in Battle Creek vs. Michigan and US




Source: Bureau of Economic Analysis

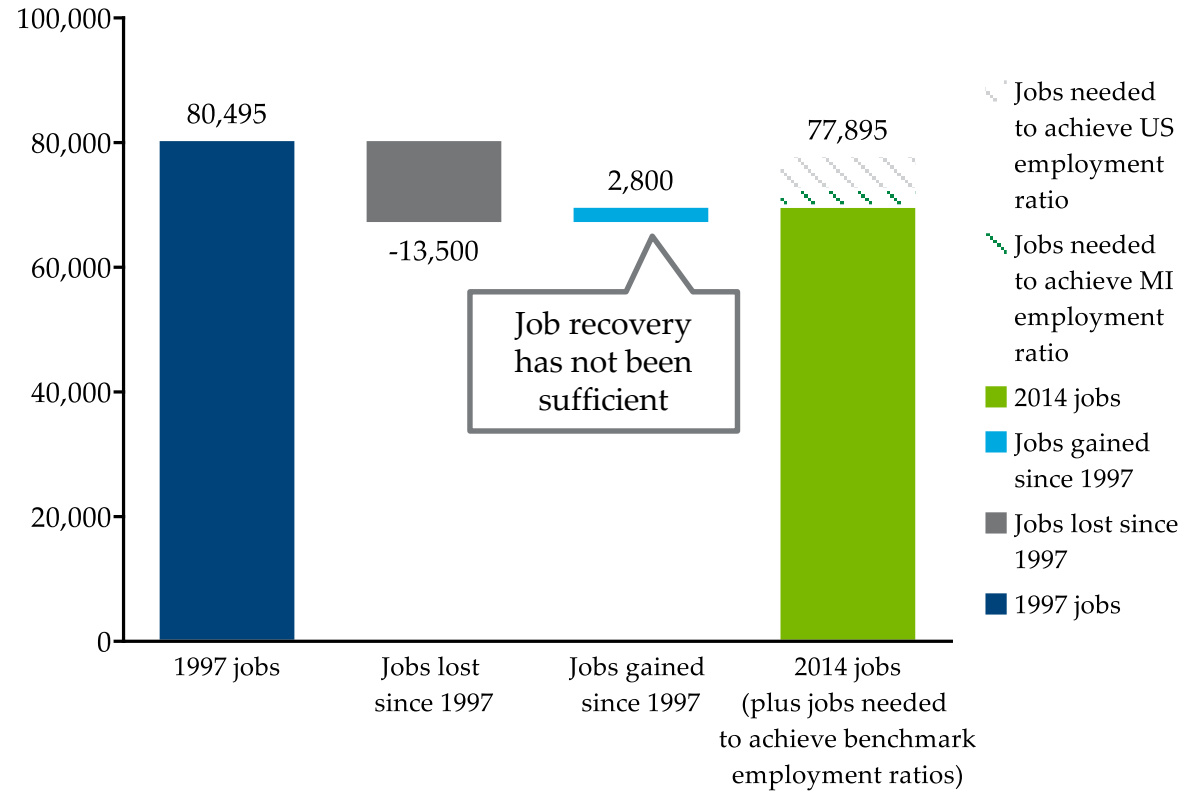
# Over the past two decades, Calhoun County has experienced significant job loss and low employment rates

In the past 18 years, **Battle Creek has lost nearly 11,000 net jobs**.

Despite the current low unemployment rate of 5.2%, a large percentage of the population in Battle Creek is not working. The employment ratio* trails both the U.S. and Michigan at less than 50%.

**JOB LOSSES AND GAINS FROM 1997 TO 2014**

Job losses and gains, relative to pre-recession job numbers



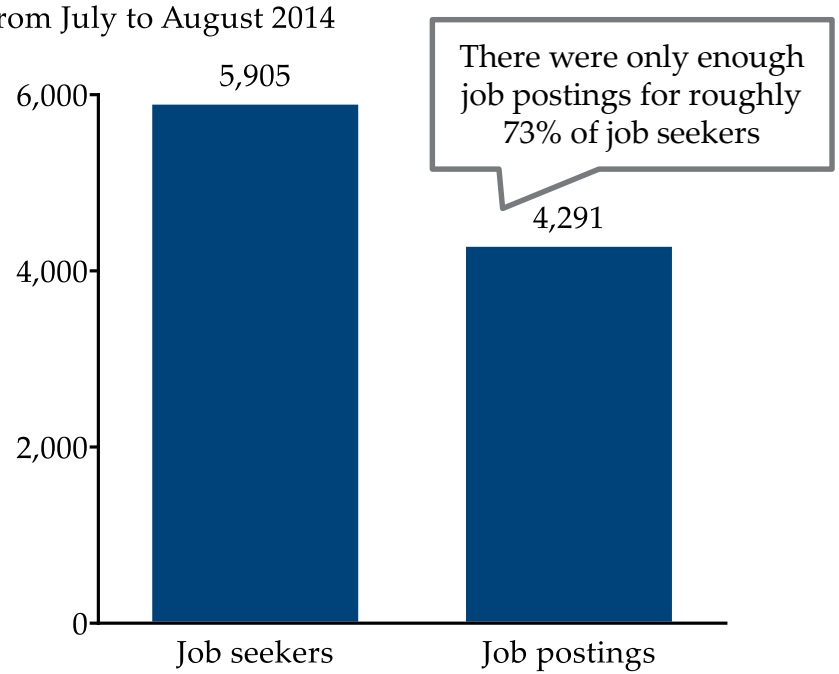

* The employment ratio, also known as the 'employment-to-population ratio', is the percent of the total working age population (age 15 to 64) that is currently working

Source: BC, MI, and USA Employment Trends Data since 1969

# In part due to these losses, today there are not enough jobs to provide employment for all of the registered job seekers, and available jobs do not align with seekers' interests

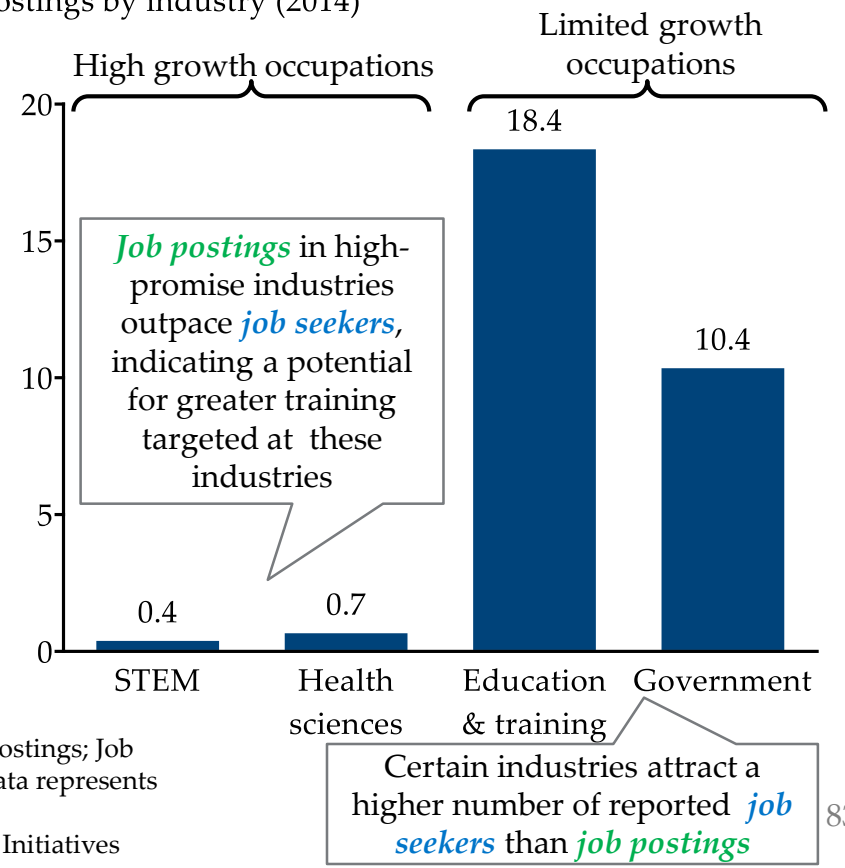
## THERE ARE FEWER JOB POSTINGS THAN JOB SEEKERS

Number of registered job seekers to job postings in the Talent Connect system for Battle Creek from July to August 2014




## JOB SEEKER PREFERENCES INDICATE SKILLS MAY NOT MATCH OPEN JOBS

Ratio of job seekers to job postings by industry (2014)

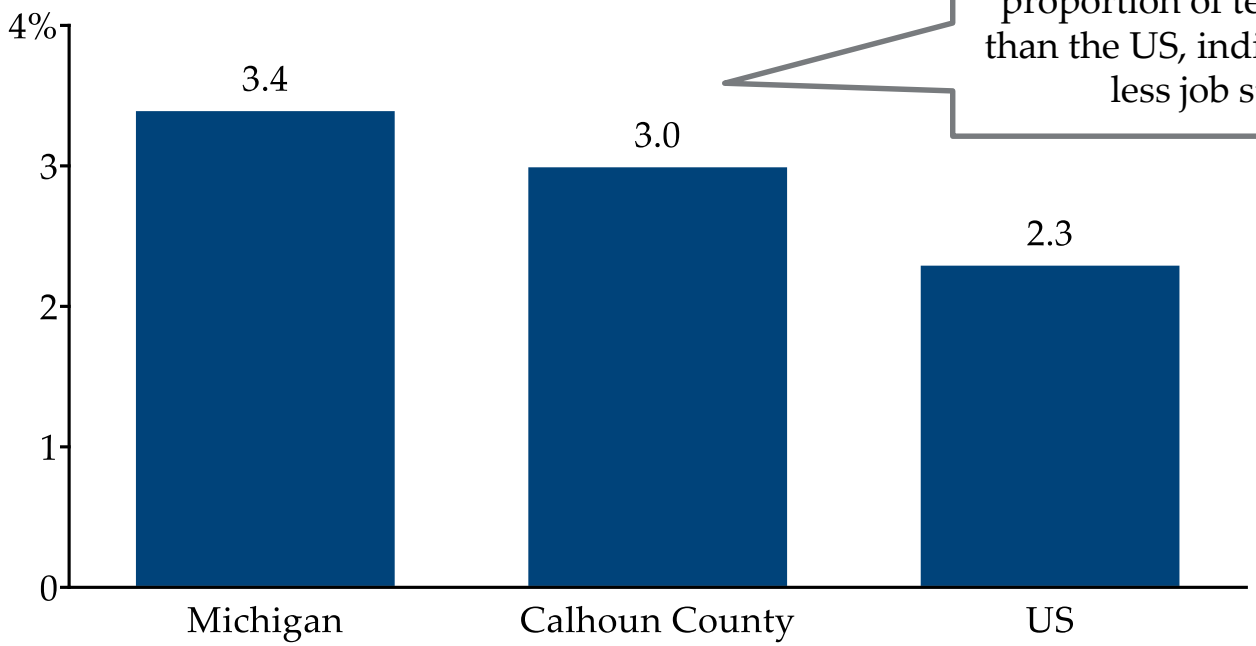



Note: Job postings number might be duplicative, as it does not filter out for unique postings; Job categories (i.e., Education & training, Government) are defined by Talent Connect; data represents job postings and seekers at a Calhoun County level

Source: Talent Connect data from Bureau of Labor Market Information and Strategic Initiatives

# There is also a need for more permanent jobs; Calhoun County, like Michigan, has a higher percentage of temporary jobs compared to the US

2014 percent of temporary jobs vs. all jobs



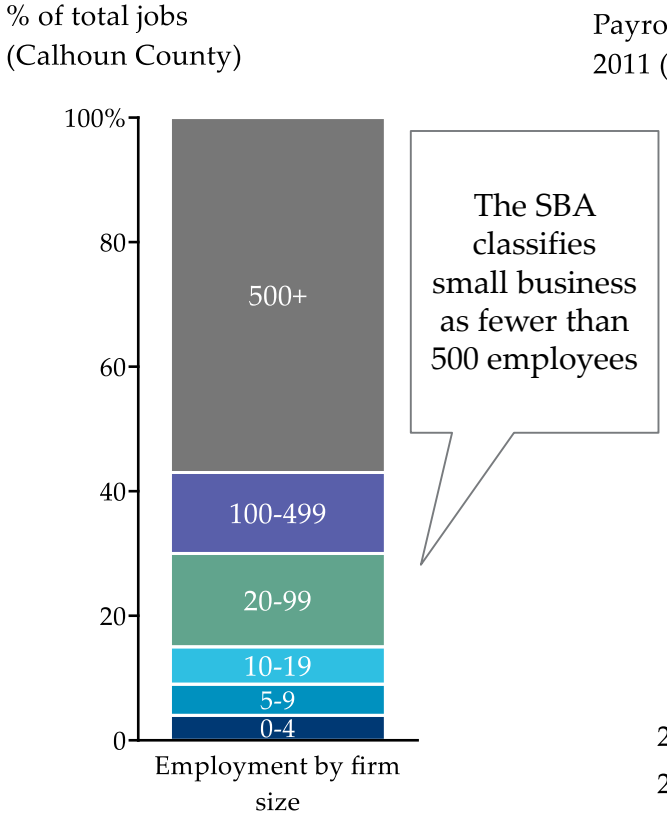

Both Calhoun County and Michigan have a greater proportion of temporary jobs than the US, indicating slightly less job stability

Examples of temporary jobs in Calhoun County include Laborers/Freight Movers, Team Assemblers, General Office Clerks, and Substitute Teachers

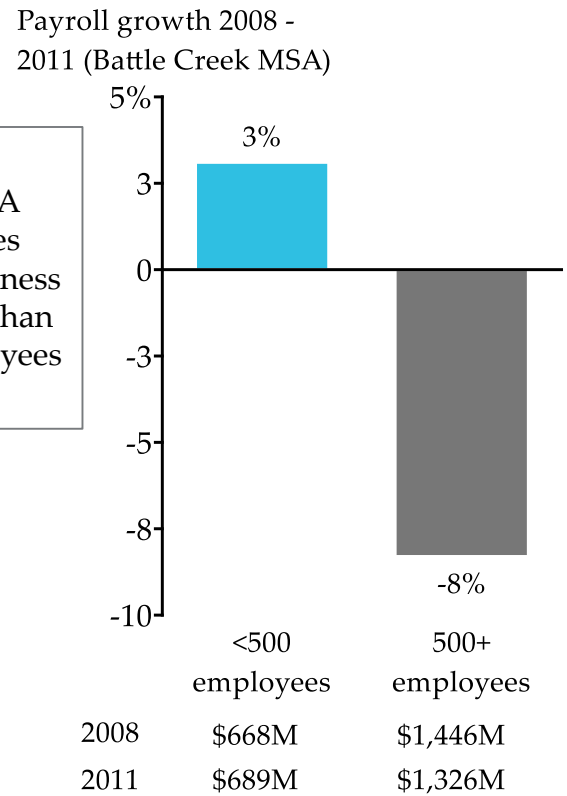
Source: NAICS 56132 data; MI Department of Labor and Economic Growth; Bureau of Labor Market Information and Strategic Initiatives

# Small businesses are an important source of jobs in Calhoun County, but small business ownership rates are relatively low

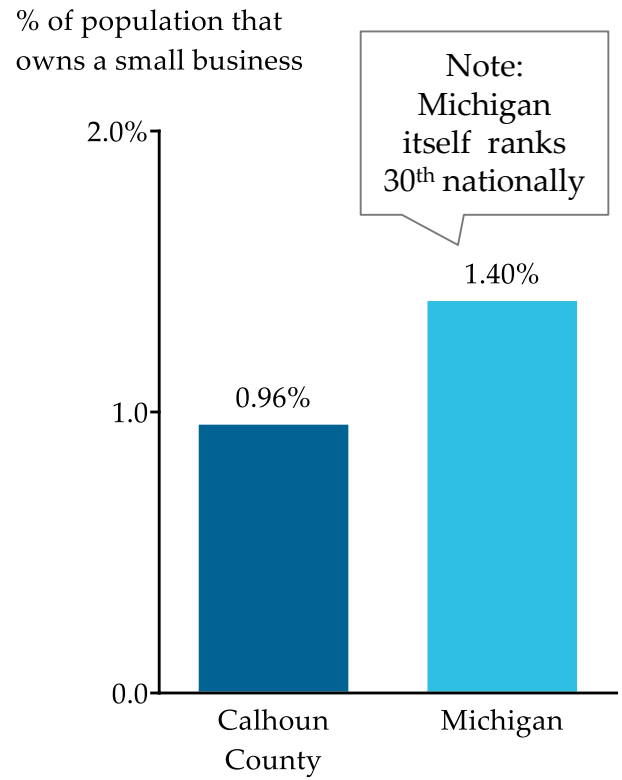
## SMALL BUSINESSES MAKE UP NEARLY 43% OF JOBS IN CALHOUN COUNTY




## DESPITE RECESSION, FIRMS WITH <500 EMPLOYEES WERE ABLE TO GROW PAYROLL FROM 2008-2011



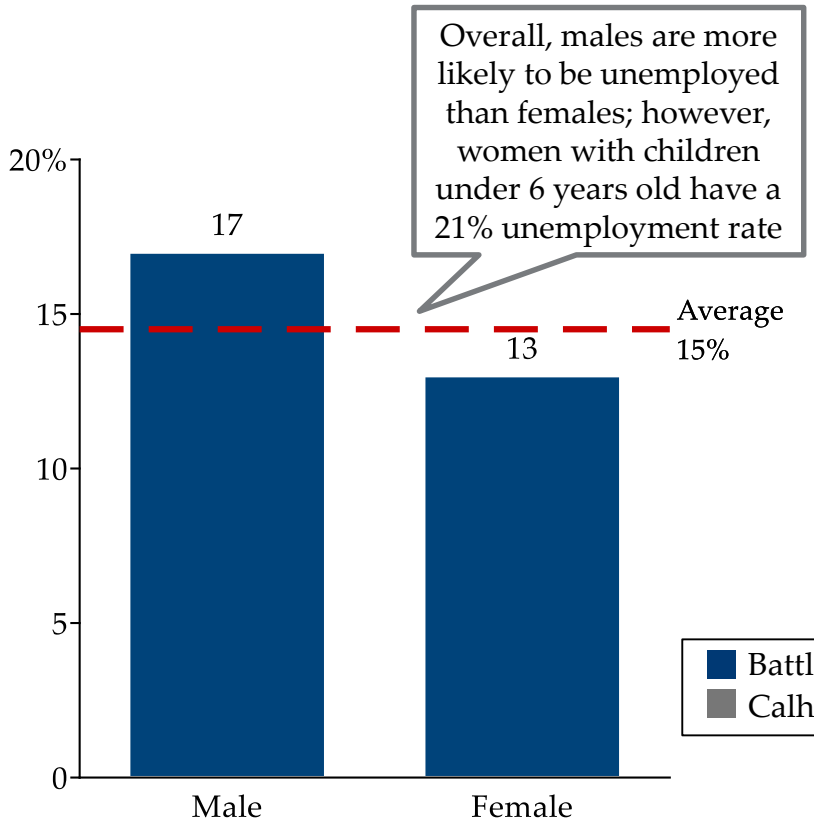

## BUT SMALL BUSINESS OWNERSHIP RATE IS LOWER THAN MICHIGAN



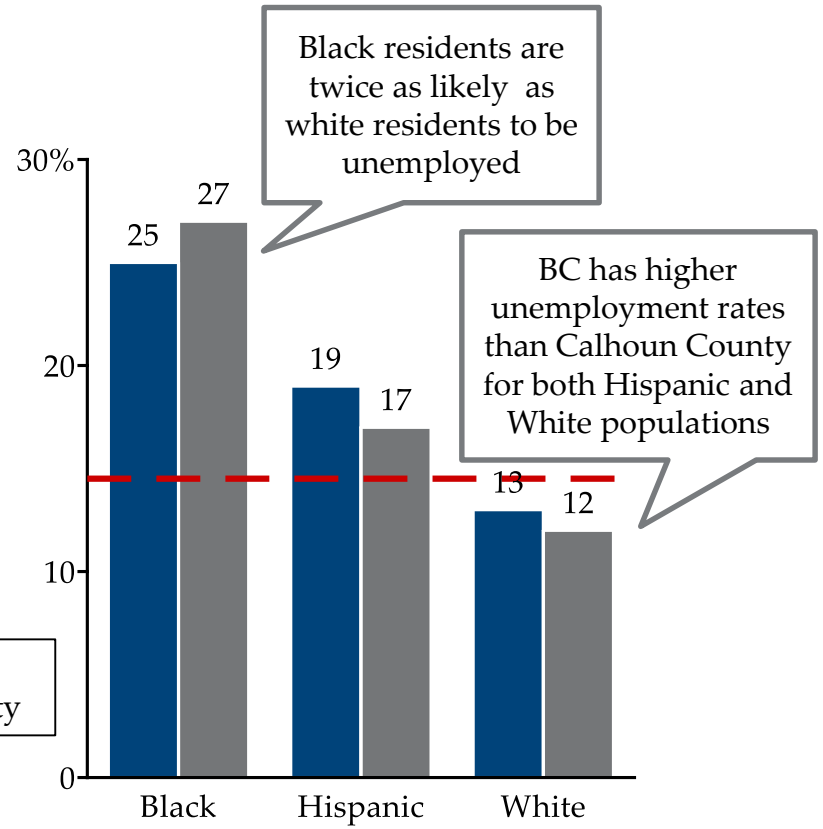

Note: The most recent Census data on minority- and women-owned firms in Calhoun County was not statistically significant enough to be represented in the 2007 data set. A 2012 data set will be published in June 2015 which might provide stronger subpopulation data
Source: Small Business Administration, 2011; Corporation for Enterprise Development, 2011

# Many Battle Creek residents are not connected to the workforce; unemployment rates are higher for men and black people

## 2010-12 AVERAGE UNEMPLOYMENT BY GENDER




## 2010-12 AVERAGE UNEMPLOYMENT BY RACE

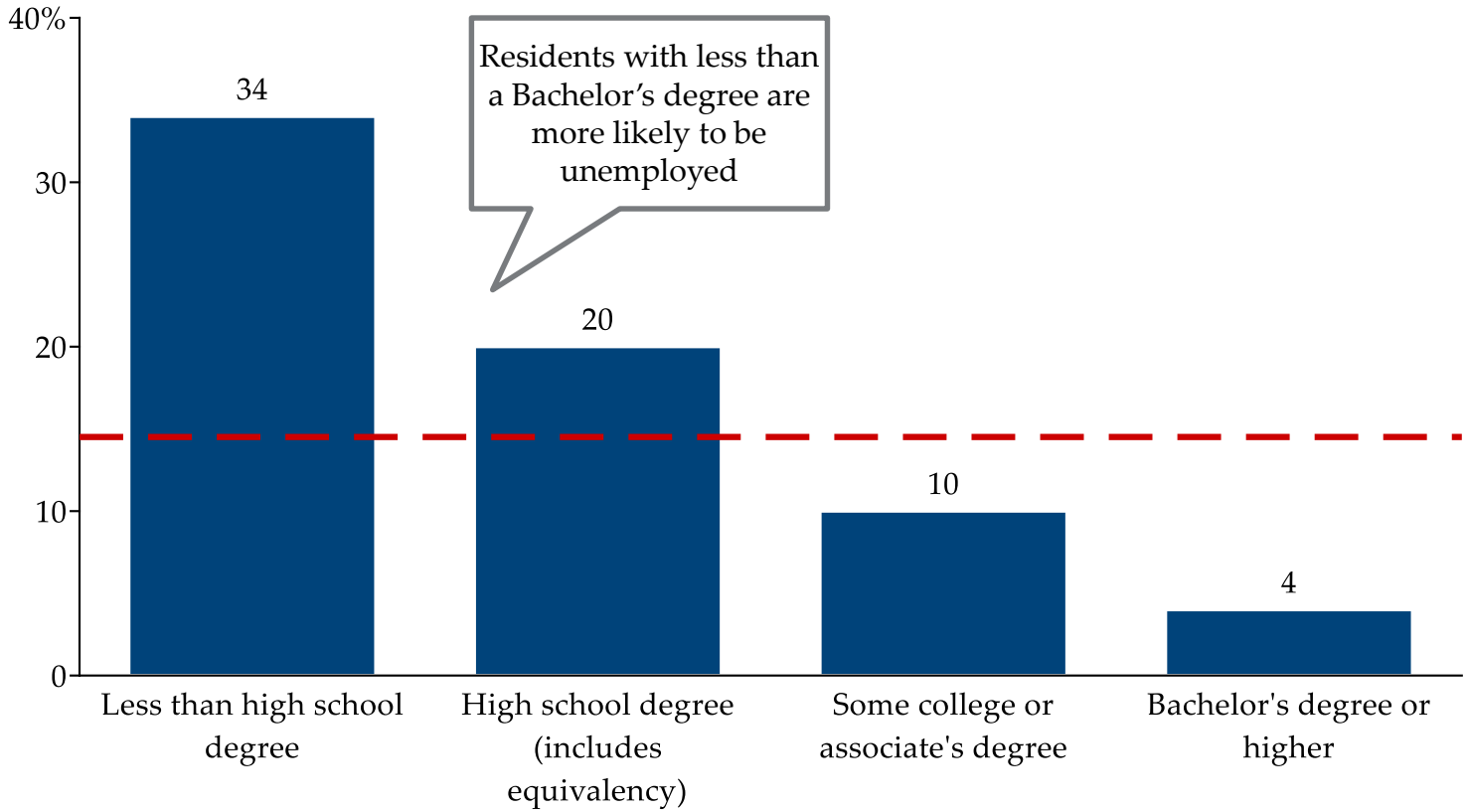



Source: US Census Bureau, American Community Survey 2010-2012 3-year averages

The ACS average unemployment rate in Battle Creek from 2010-2012 was 15%

# In Battle Creek, residents with a lower level of education have also faced much higher levels of unemployment in recent years

## 2010-12 AVERAGE UNEMPLOYMENT BY EDUCATION LEVEL




Source: US Census Bureau, American Community Survey 2010-2012 3 year averages

The ACS average unemployment rate in Battle Creek from 2010-2012 was 15%

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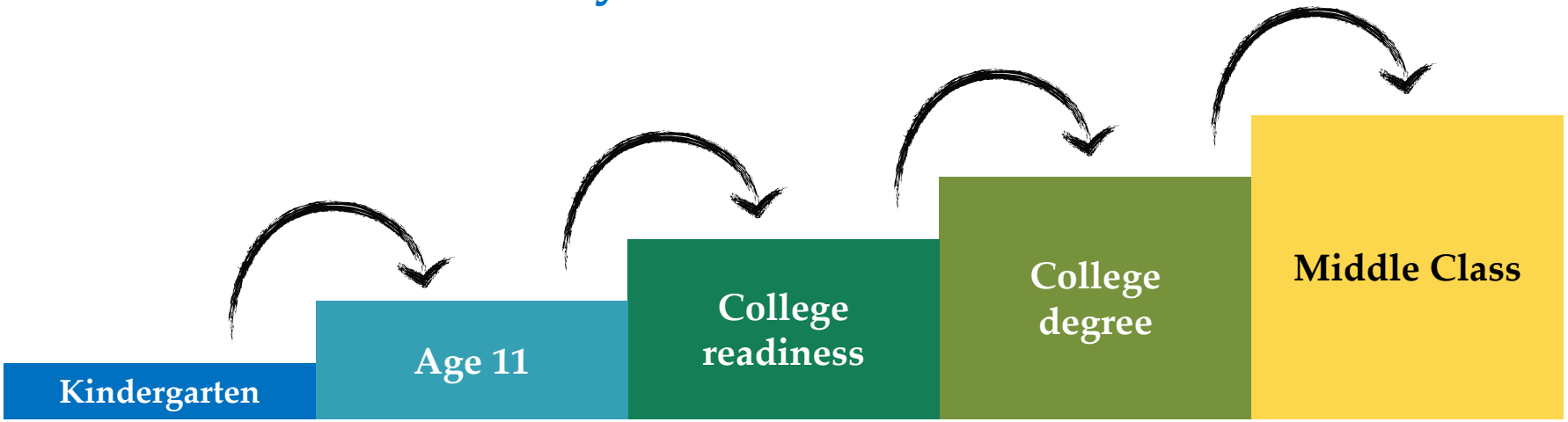
#BC Vision

# Research has shown that kindergarten readiness is critical to help children get on a stronger path to thrive in school and, ultimately, to achieve economic security for themselves and their families



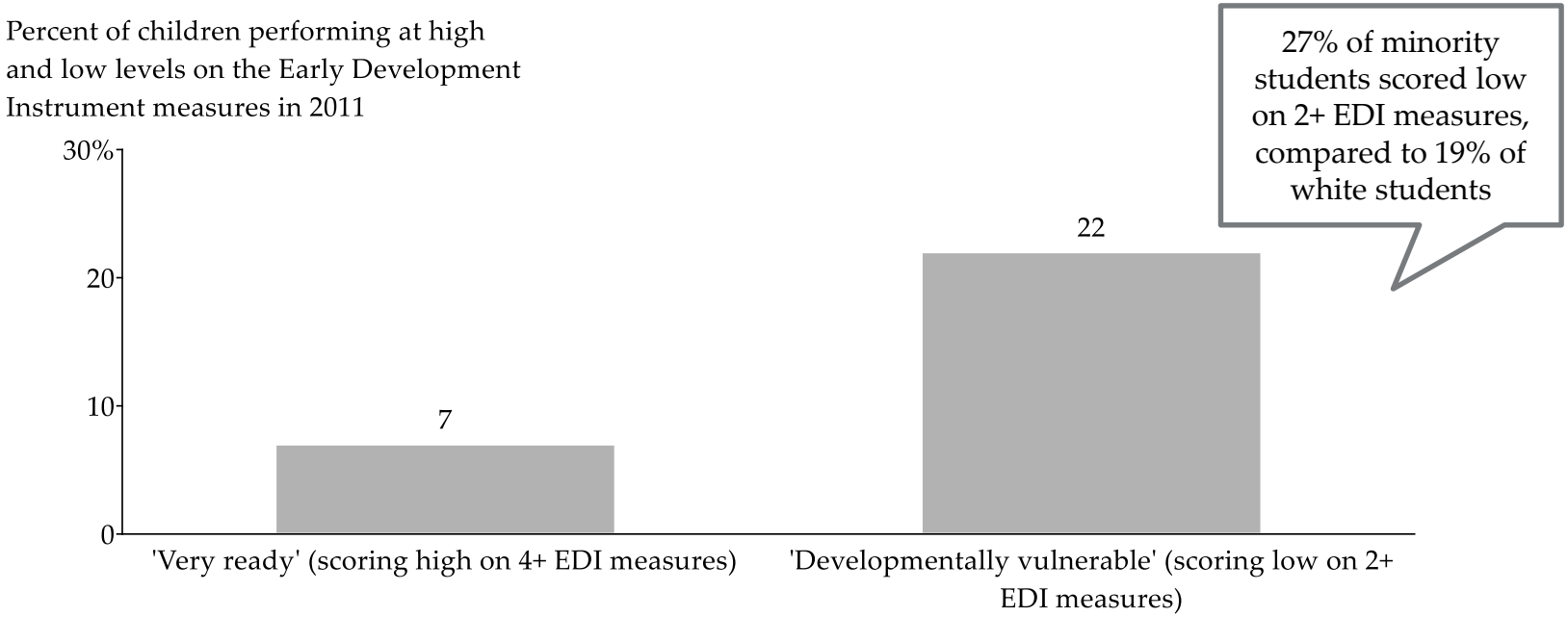

- 82% of children who enter school ready to learn master basic skills by age 11, compared with 45% of children who were not school-ready
- … Acquiring basic academic and social skills by age 11 increases college readiness by a similar magnitude
- … a child's chance of completing high school with good grades and risk-free behavior
- Which, in turn, increases the chances that a young person will acquire a college degree or the equivalent in income
- Success by age 29 doubles the chances of being middle class by middle age



Source: Sawhill, Winship, Grannis, "Pathways to the Middle Class: Balancing Personal and Public Responsibilities", 2012

# But today, only 7% of Battle Creek children are "very ready" for kindergarten – very few are starting school ready to learn and thrive

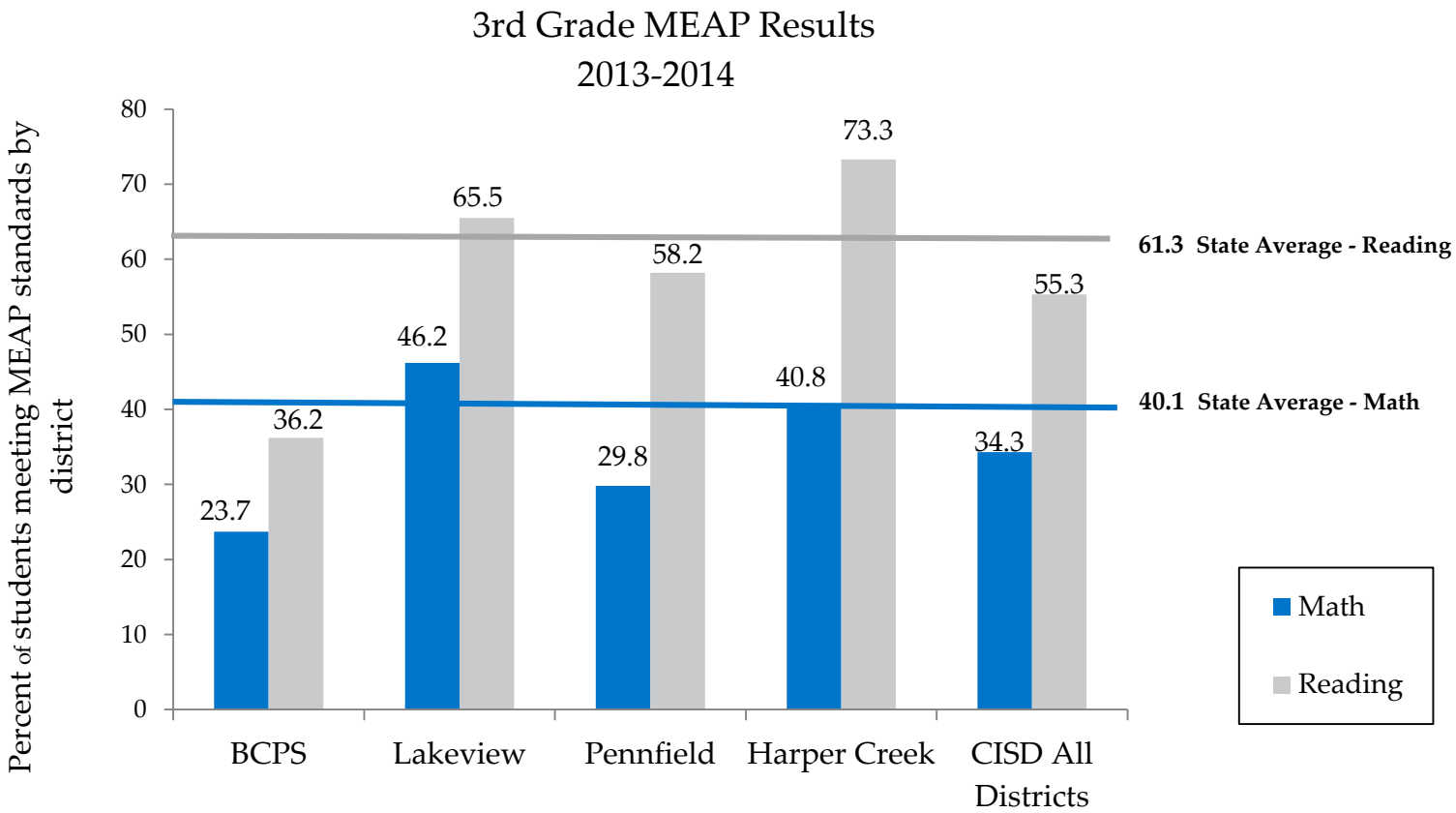
## 22% OF CHILDREN SCORED 'LOW' ON 2 OR MORE EDI MEASURES*




*** EDI Data was collected through surveys to kindergarten teachers, based on the teachers' perceptions of individual child readiness in the areas of: physical health and wellbeing, social competence, emotional maturity, language and cognitive development, communication skills and general knowledge.**

Source: 2010 –2011 EDI Data

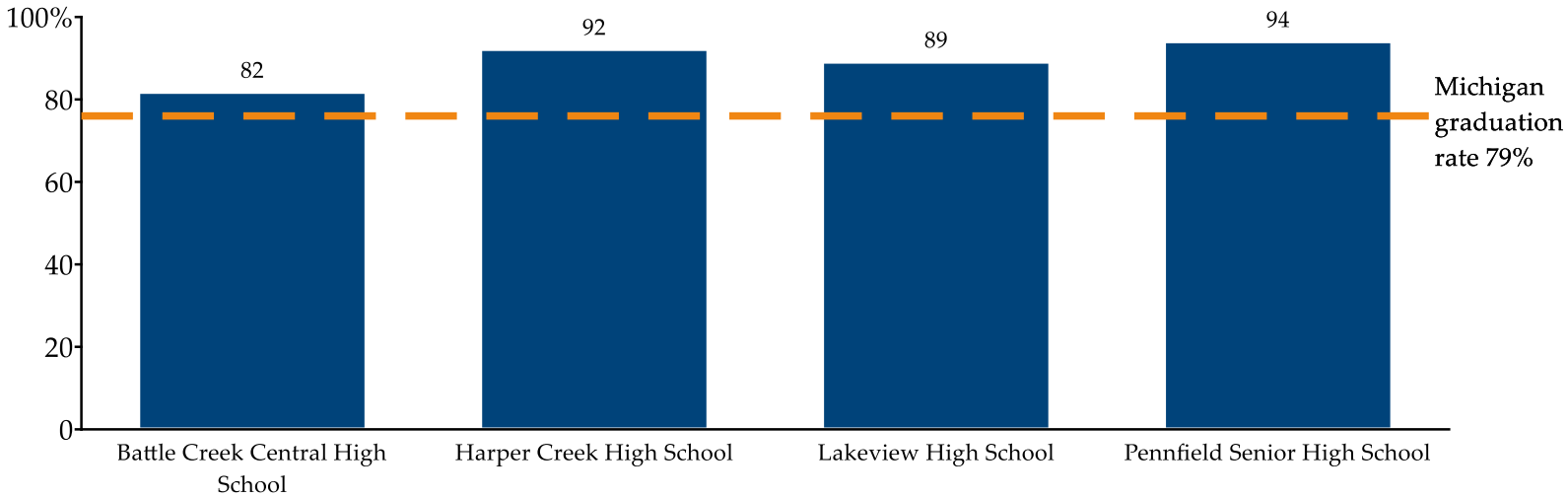
# These early difficulties persist; at 3rd grade, many students are not meeting standards and are not on a strong path to become college and/or career-ready




Source: MI School Data

# Although Battle Creek's high school graduation rates are above the state averages…

4-year high school graduation rates (2014)

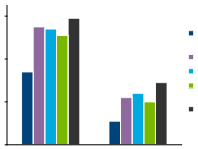



| | | Battle Creek Central High School | Harper Creek High School | Lakeview High School | Pennfield Senior High School |
|---|---|---|---|---|---|
| **HS grad. rates by race** | White | 80% | 92% | 91% | 94% |
| | African American | 81% | 80% | 87% | 83% |
| | Hispanic of any race | 91% | >95% | 86% | >95% |
| | Asian | 74% | >95% | >95% | >95% |
| | Other | 70% | >95% | 71% | >95% |
| **Overall district composition** | Number of students | 4,984 | 2,580 | 3,950 | 2,101 |
| | % non-white | 62% | 11% | 33% | 14% |
| | % economically disadvantaged | 73% | 37% | 57% | 45% |

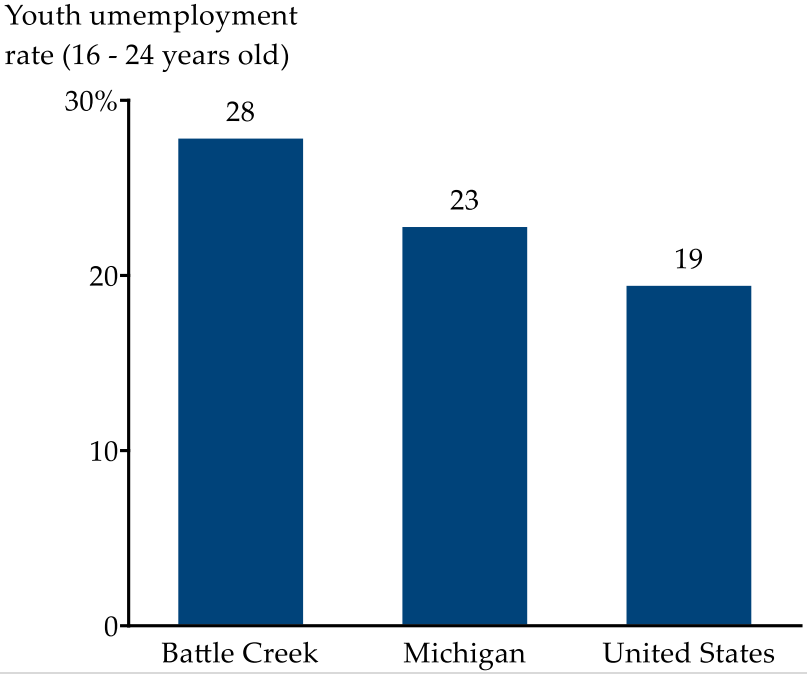
Note: Some percentages are shown as estimates due to student populations being less than 10 students, data regulations prevents exact data from being shared for such small populations to protect student privacy; Lakeview's low graduation rate of students in the "other" category is primarily due to low graduation rates among American Indian students—which reflect a small sample of the population; "Economically disadvantaged" is defined as students qualifying for free or reduced-price lunch
Source: Educational Development Instrument for Battle Creek, 2011; www.mischooldata.org; www.census.gov

# …Overall, many students are not gaining the skills they need to become college and/or career-ready, which limits their near- and long-term employment opportunities

## LESS THAN 50% OF BC STUDENTS PROFICIENT IN READING; 20% IN MATH



## YOUTH UNEMPLOYMENT RATE IS 40% HIGHER THAN NATIONAL AVERAGE




In interviews conducted for BC Vision, employers noted that many applicants with a high school diploma were not career ready due to inability to pass literacy and math screens

Note: 11th grade proficiency is a strong indicator of college readiness, as junior year is the last year on a transcript for college applications; Youth unemployment here is defined as 16-24 year olds that are in the labor force but are not currently employed; youth unemployment rates disaggregated by race are not available due to low sample sizes in the monthly Civilian Population Survey—the primary survey instrument used by the federal government to calculate unemployment rates

Source: The Coordinating Council of Calhoun County – Community Report Card 2013 – 2014; US Census Bureau American Community Survey, 2009-2013 (5 year estimates)

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# In BC Vision planning meetings, community members defined what it would mean to have a strong culture of vitality

**WE ASKED FOR COMMUNITY MEMBER DEFINITIONS OF THESE FOUR ELEMENTS:**

***Civic Pride***

*"To know that you have a voice in the community and your voice can/should be heard through active participation in community life, and especially in voting for the right leaders and priorities."*

*"Caring so much about my community and those who live here that I want to be engaged in any way possible."*

***Unity***

*"Collectively working together for a greater impact in the community for everyone."*

*"A group of individuals working together to communicate, understand, and respect each other's points of view."*

***Collaboration***

*"Working together honestly to achieve a specific, defined goal. Transcending past experiences while always maintaining mutual respect."*

*"Ability and willingness to work together, listen to a variety of viewpoints, and set personal issues aside in favor of a common goal – all done with mutual respect."*

***Trust***

*"A fundamental belief that your neighbors, colleagues, government, and local corporations are working towards a common goal."*

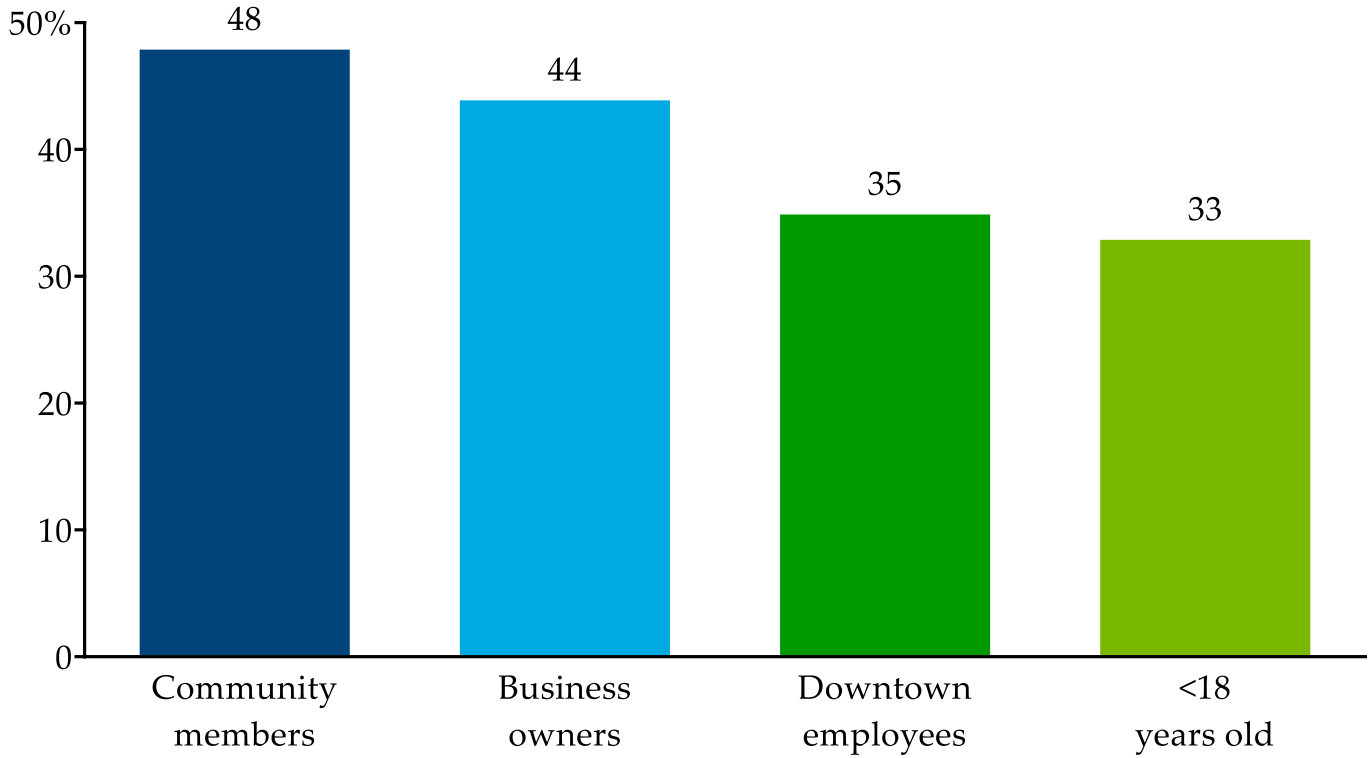
*"The allowing of others' ideals and ideas to be implemented without resistance."*

**The Steering Committee added healthy lifestyles to the above four elements. These combined elements are the "glue" that will bring the community together.**

Source: November 12, 2014 Community Voting at Action Team Meetings; December 2014

# Based on a recent study, pride in Battle Creek is on the rise

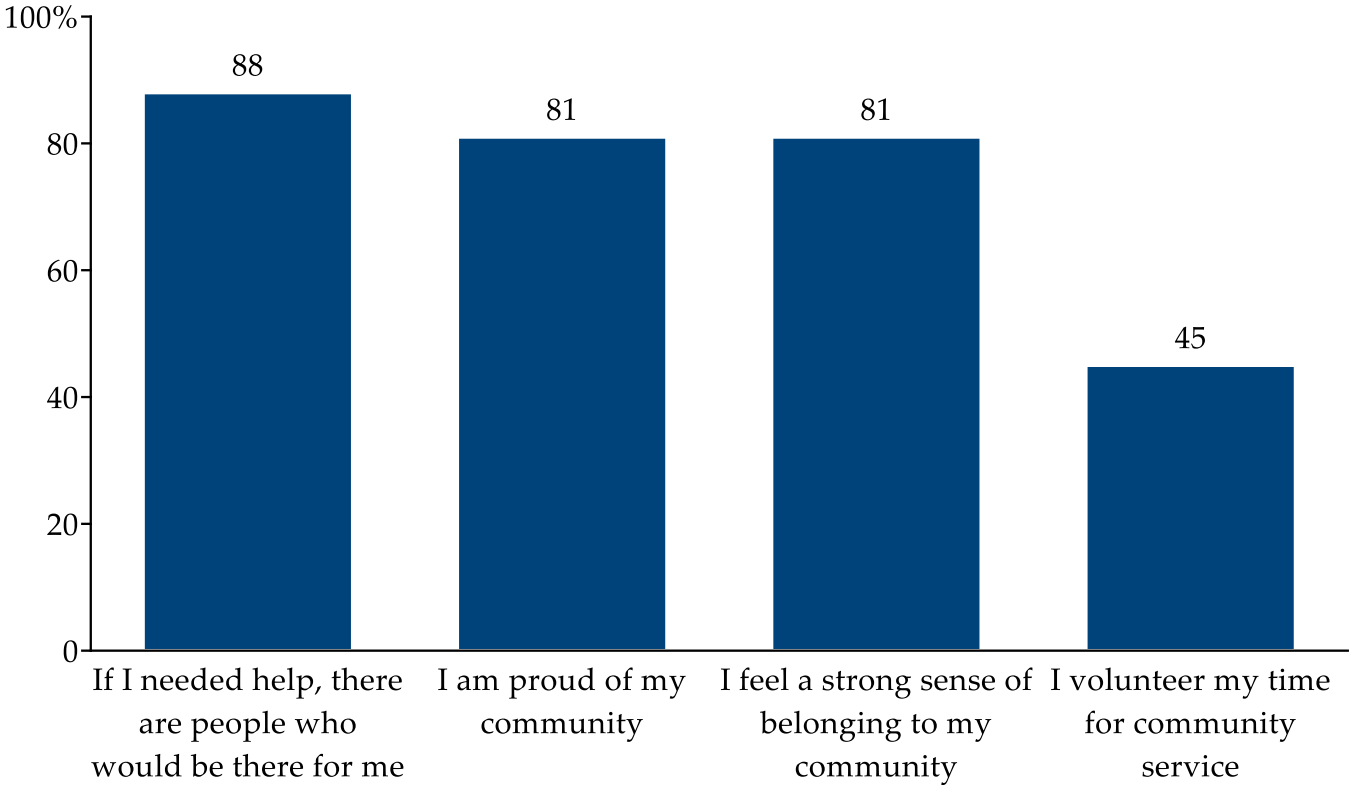
Percent of BC residents reporting increased pride in Battle Creek over past year




Source: Battle Creek Unlimited 2012-13 Annual Report; DTI Year Three Report

# The Spring 2015 canvassing effort demonstrated residents have a strong sense of belonging and are proud of their community

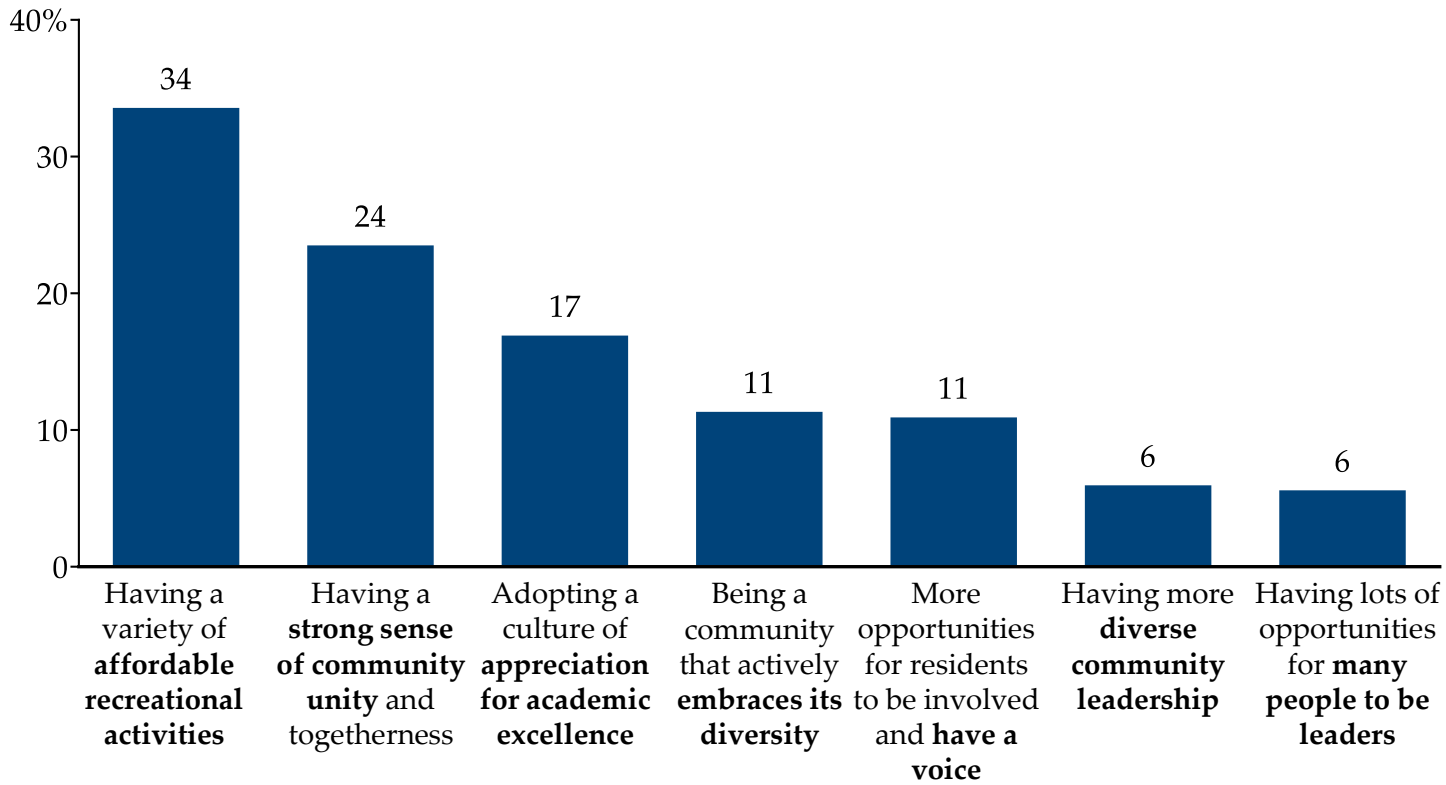
Percentage of residents who responded "yes" to the following questions




Source: Battle Creek Canvassing Effort, Spring 2015

# However, we know from many other conversations that members of the Battle Creek community believe there is room for improvement

Percentage of respondents who indicated the following priorities when asked: "What is *most* important for Battle Creek to be a thriving city where people want to live, work, and play?"




Note: Respondents were asked to select their top 3 priorities, meaning percentages can total to more than 100%
Source: Public Policy & Associates Community Survey

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# Participating organizations: Small Business Task Force

- Miller College
- MMSDC
- Motor Shop Electric
- New Harvest Christian Center
- New Level Sports Ministry
- Nina's Taqueria
- NPC 11
- Nueva Opinion
- Photography Business
- Professional & Personal Wellness
- Project 20/20/Remax
- Public Policy Associates
- Rabbit Patch Vegan Snacks
- Remax
- SCORE
- Shadey Bizness
- Skilled Workforce
- South Central Michigan Center for Entrepreneurship
- Southwest Michigan Partners
- Sprout Urban Farms
- Stewart Industries
- Sugar and Spice
- Train Store
- Upjohn Institute/Michigan Works
- 1 Exit Only
- Altrusa of Battle Creek
- Arcadia Brewery
- ASAP Solutions
- Assistant City Manager for Community and Economic Development
- Battle Creek Area Chamber of Commerce
- Battle Creek Books
- Battle Creek Community Foundation
- Battle Creek Unlimited
- BC City Commission
- BC Pulse
- Brownstone Coffee
- City of Battle Creek
- Generation E Institute
- Heritage Chevrolet, Inc.
- Inge's Place
- Kellogg Community College
- Kellogg Community College Diversity Inclusion & Innovation Center
- Kellogg Company
- Lakeview Ford Dealership
- Mango Health Fruit and Food
- Michigan Minority Business Development Council
- Michigan Small Business & Technology Development Center
- W.K. Kellogg Foundation
- Wirtz Family  Popcorn
- Woodlawn Pre-School
- YMCA

# Participating organizations: Workforce Development Task Force

- 1 Exit Only
- Altrusa of Battle Creek
- Battle Creek Area Chamber of Commerce
- Battle Creek Public Schools
- BC Pulse
- Burma Center
- CAASCM
- Calhoun Intermediate School District
- Christ Community Church ESL
- City of Battle Creek
- Early Childhood Connections
- Goodwill Industries
- Great Start Collaborative of Calhoun County
- JOHAH
- Junior Achievement
- KCC Interim Director (Workforce Solutions)
- Kellogg Community College
- Kellogg Company
- Manpower
- Miller College
- Neighborhood Inc. of Battle Creek
- New Harvest Christian Center
- POBLO (St. Paul Lutheran Church)
- Public Policy Associates
- RobertHalf
- Scene Publications
- Share Center
- Skilled Workforce
- Southwest Michigan Partners
- Sugar and Spice
- United Way of the Battle Creek and Kalamazoo Region
- Upjohn Institute/Michigan Works
- Urban League
- VOCES
- W. K. Kellogg Foundation
- W.E. Upjohn Institute For Employment Research
- West Michigan Team
- WKKF Family Economic Security Grantee Evaluator
- Women's Co-Op
- Woodlawn Pre-School
- YMCA

# Participating organizations: College and Career Readiness Task Force

- 1 Exit Only
- Albion College
- Battle Creek College Access Network
- Battle Creek Community Foundation
- Battle Creek Public Schools
- BC Pulse
- Calhoun County Vocational Center
- Calhoun Intermediate School District
- County Commissioner
- CSM Group
- Foundation for Behavioral Resources
- Harper Creek Community Schools
- Junior Achievement
- Kellogg Community College
- Kellogg Company
- Lakeview Public Schools
- Mairs Electrical Contracting
- Mann + Hummel
- Michigan Works!
- Miller College
- Nathional Honors Society Member
- New Harvest Christian Center
- Pennfield School
- Public Policy Associates
- Remax
- Southwest Michigan Partners
- United Way/Beacon
- Upjohn Institute/Michigan Works
- W.E. Upjohn Institute For Employment Research
- W.K. Kellogg Foundation
- Western Michigan University

# Participating organizations: Great Start Collaborative / Kindergarten Readiness

- 211
- Altrusa Kids Campus
- Battle Creek Christian Preschool
- Battle Creek City Commission
- Battle Creek Community Foundation
- Battle Creek Public Schools
- Battle Creek Rotary Club
- Battle Creek Urban League
- BC Pulse (Action Learning Groups)
- Binda Foundation
- Binder Park Zoo
- Calhoun County Health Department (CCHD)
- CCHD - WIC
- CCHD - Nurse Family Partnership
- CCHD - School Wellness
- Calhoun County Home Visiting Hub
- Calhoun Intermediate School District (CISD)
- CISD - Birth to Six, Early On
- CISD - Early Childhood Connection
- CISD - Great Start Parent Coalition/ALG
- CISD - Great Start Readiness Program
- CISD - Raising A Reader
- Charitable Union
- Child Care Resources
- Community Action - Head Start
- Community Cultural Center
- Community Fatherhood
- Community Unlimited - Union City
- Department of Health and Human Services
- Family and Children's Services
- Family Enrichment Center - Take A Break
- First Presbyterian Church
- Goodwill Industries
- Grace Health
- Jonah
- Kellogg Community College
- Kingman Museum
- Lakeview Ford
- Lakeview School District
- Learning Zone Preschool
- Lutheran Social Services
- Michigan Works!/Upjohn Institute
- Robert B Miller College
- Oaklawn Hospital
- Project 20/20
- Shamrock Center - Marshall Public Schools
- SNAP Preschool
- South Central Michigan Association for the Education of Young Children (SCMiAEYC)
- Stars & Stripes / Paws & Stripes Learning Centers
- United Way of Battle Creek and Kalamazoo Region
- Voces
- W.K. Kellogg Foundation
- Woman's Co-op
- Woodlawn Preschool
- Y Center of Battle Creek

# Participating organizations: Resident engagement and Culture of Vitality

- Architects Incorporated, PC
- Assistant City Manager for Community and Economic Development
- Battle Creek Area Chamber of Commerce
- Battle Creek Books
- Battle Creek Country Club
- Battle Creek Enquirer
- Battle Creek Schools
- Battle Creek Unlimited
- BC City Commission
- BC Pulse
- Berkshire Hathaway
- Binda Foundation
- Brass Band of Battle Creek
- Bridges to Cultural Understanding
- Burma Center
- Calhoun Area Career Center
- Calhoun County Board of Health
- Calhoun County Commissioner
- Calhoun County Visitors Bureau
- Calhoun Great Start Parent Coalition
- Calhoun Intermediate School District
- Centering Yoga
- City of Battle Creek
- Country Club Hills Assn
- Ducks Cant Fly
- Duncan Aviation
- Fair Housing SW Michigan
- FSMB
- Generation E Institute
- Graphix 2 Go
- Great Start Collaborative of Calhoun County
- Great Start Readiness Program
- Integrated Health Partners
- Jaqua Realtors
- Kellogg Community College
- Kellogg Community College Diversity Inclusion & Innovation Center
- Kellogg Company
- Music Center
- Neighborhood Inc. of Battle Creek
- Neighborhood Planning Councils 2-5, 9-11
- Neighborhoods, Inc.
- New Harvest Christian Center
- New Level Sports
- Nueva Opinion
- Pastor/Salvations Highway
- Pressure Free Living/Music Center
- Battle Creek Community Foundation
- Project 20/20
- Region 3A, Area Agency on Aging
- Scene Publications
- Snap Preschool and Child Care
- Solutions Highway
- South Central Michigan Center for Entrepreneurship
- Southwest Michigan Partners
- Southwest Michigan Partners
- Sprout Urban Farms
- Stetler Built Homes
- Sustainable Battle Creek
- United Way of the Battle Creek and Kalamazoo Region
- Urban League of Battle Creek
- VA Medical Center
- VOCES
- Volunteer/Retired
- Western Michigan University
- W.K Kellogg Foundation
- Woman's Coop
- Worgess Agency, Inc.
- YMCA