



STRATEGIC PLAN 2018-2023

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PREFACE

Battle Creek Unlimited (BCU) is pleased to share its new five-year Strategic Plan. The BCU Board of Directors and staff are excited to launch the next chapter of economic development in Battle Creek. For over 45 years, BCU has had a rich history of bringing jobs and investment to the Battle Creek community. During that time, BCU diversified the local economy, creating over 13,000 jobs and attracting over 80 companies with a strong emphasis on foreign direct investment (FDI), especially from Japan. This Strategic Plan is a pivot for BCU, building on past successes while also positioning the community for future growth.

This document prioritizes the focus and resources, human and capital, of BCU for the next five years. The Strategic Plan charts a course, for both the Board of Directors and BCU staff, to execute a vision that will lead to additional jobs and investment in the City of Battle Creek through 2023. This plan addresses industries with deep roots in Battle Creek, in which new technologies and business models will generate new opportunities. It also addresses emerging technologies and how they can complement the Battle Creek region. The Strategic Plan is crafted to be nimble, which will allow BCU to adjust and tackle future opportunities as they arise, leading to improved quality of life for Battle Creek residents.

BCU will focus on the following growth sectors: Automotive and OEM Supply Chain; Aviation and Defense; Food and Beverage; Logistics and Services; and Energy Storage. The strategy to grow these industries in Battle Creek includes reaching out to both foreign and domestic companies. To ensure that we can meet the needs of these growth sectors, BCU is committed to working with local partners to grow and develop the regional workforce. These efforts will lead to increased vibrancy and quality of life in Battle Creek.

Unique in the Strategic Plan is the intentional overlap between economic development, community development, and workforce development, along with the call to raise private capital. BCU understands the vital role each contributes to improving the overall economic climate and community vibrancy; as such, BCU will take a lead role on these specific initiatives as necessary.

BCU will measure its progress by tracking 12 metrics over a five-year period: Jobs Created; Capital Investment; Lead Development; Company Attraction; Retention Visits; Land Development; Foreign-Trade Zone Utilization; Private Capital; Direct Investment Fund; Community Development Projects/Assists; Work-Ready Talent Assists; and Media. Meeting the targets associated with these metrics will define success for the organization within Battle Creek's economic development ecosystem.

Regards,



Joe Sobieralski
President & CEO
Battle Creek Unlimited

HISTORY

Battle Creek Unlimited, Inc. (BCU) has been expanding and diversifying the economy of Battle Creek for over 45 years. It facilitates regional wealth creation and economic opportunities for businesses and residents. BCU is a private, nonprofit corporation, serving as the business and economic development arm for Battle Creek. It provides services such as: business attraction; site selection; redevelopment assistance; financing; business retention; workforce research assistance; and after services.

BCU was established in 1972, under contract with the City of Battle Creek, to market and manage the conversion of a 3,000-acre former military base. Now known as the Fort Custer Industrial Park (FCIP), the transformation was the nation's first and most successful base conversion project. This set the stage for city, state and national leaders to institute innovative measures and create assets for a prosperous future.

- **1972** Archway Cookies and Embossing Printers, Inc. relocated from landlocked, antiquated facilities in downtown Battle Creek to the FCIP (an effort BCU was tasked with to rid the downtown of blighted facilities)
- **1975** Keiper GmbH, the first German company to locate in the FCIP
- **1976** Customs Port of Battle Creek designation
- **1977** Hi-Lex, the first Japanese company to locate in the FCIP
- **1978** Foreign-Trade Zone #43 grant of authority giving businesses considerable advantages in international operations
- **1980** Public Act 450, Battle Creek Tax Increment Finance Authority became the first TIFA in Michigan
- **1980** NipponDENSO opens \$1 million distribution center in the FCIP on a 30-acre site

Forward thinking led to the city's initiation of the TIFA, thereby ensuring a long-term revenue stream to support future infrastructure needs in the industrial park and economic development for the community. Through stunning early wins attracting international manufacturers, BCU continues its aggressive outreach, collaborative approach, and proactive development of an asset base for economic growth and social resilience. Moreover, BCU positioned Battle Creek among the first communities to make a marketing strategy of workforce development and customized skills trades training. This was done in partnership with Kellogg Community College's leadership to create the Regional Manufacturing Training Center (RMTTC) in 1989, which is situated in the heart of the FCIP.

At over 3,000 acres, the Fort Custer Industrial Park is Michigan's largest state-certified industrial park. It is home to over 80 companies and over 13,000 employees. The FCIP hosts a diverse mix of businesses, with more than two dozen international companies from Japan (18), Germany (3), Canada (2), Austria (1), and Denmark (1). It is also the third-largest industrial park in the Midwest, in total acreage. Furthermore, it is the only industrial park managed by an economic development entity.

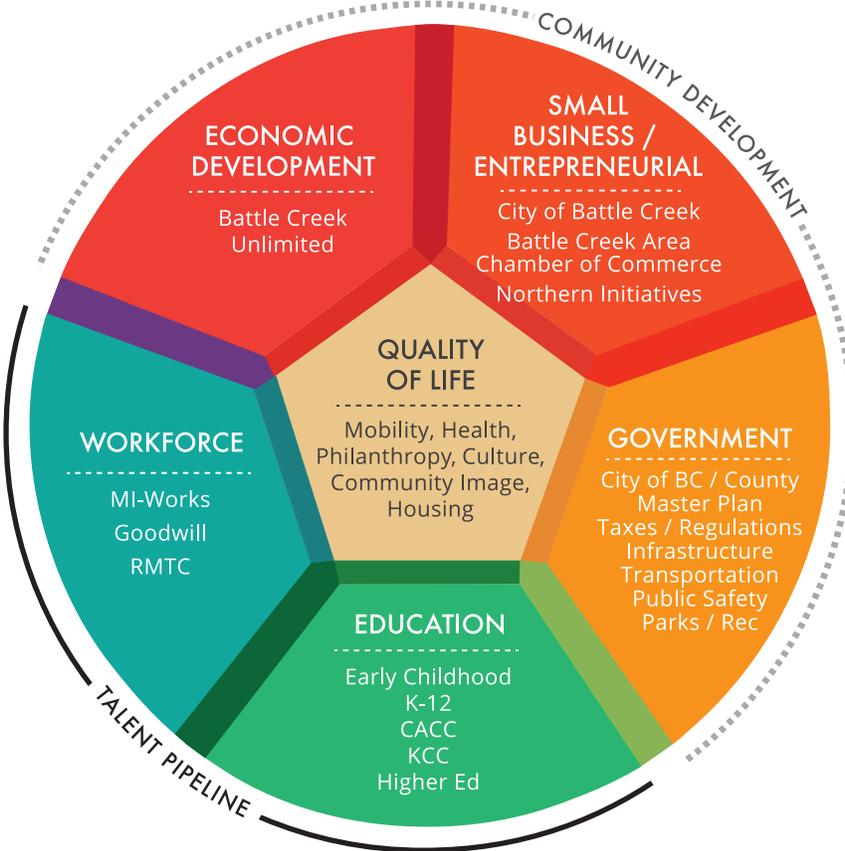


Battle Creek Unlimited (BCU) was honored to present a commemorative road sign for Shiga Drive at the 50th anniversary celebration of the Michigan-Shiga sister state relationship. BCU President & CEO Joe Sobieralski and Michigan Governor Rick Snyder presented the sign to Shiga Governor Taizo Mikazuki in Japan in September 2017. Shiga Drive is the newest road in Battle Creek and was dedicated in August 2017.

The City of Battle Creek and BCU are committed to providing a cost competitive location and business-friendly environment to promote community growth. As of 2016, BCU's efforts have resulted in:

- \$5 billion direct impact and \$1 billion indirect impact totaling \$6 billion annually. That equates to 75% of the total output for the entire City of Battle Creek.
- Employment in the FCIP accounts for a third of Battle Creek's 41,000 jobs.
- Over 7,000 people work directly in the FCIP and live in the City of Battle Creek.
- The FCIP employee earnings total almost \$700 million annually and contribute over \$4 million in income tax to the City of Battle Creek.
- The average salary in the FCIP is \$51,000.
- Most recently, companies like Toda America (2010), Cosma Casting (2013), One Earth Packaging (2016) and Bowers Aluminum (2017) have set up operations in the FCIP.

BATTLE CREEK ECONOMIC DEVELOPMENT ECOSYSTEM SNAPSHOT



MISSION

Build a strong community by driving strategic investment and job creation.

VISION

Engage the community to meet the opportunities and challenges of the future.

COMMITMENT

By July 2023, BCU will generate a quarter of a billion in capital investment and 750 new jobs paying an average wage of \$17 per hour with benefits.

We will do this through retention, expansion, and attraction of targeted next-generation industries and talent.

- Job Created** Goal: 750 new jobs paying average of \$17 with benefits
- Capital Investment** Goal: \$250,000,000
- Lead Development** Goal: 20 lead developments
- Company Attraction** Goal: 7 new companies
- Retention Visits** Goal: 415 visits
- Land Development** Goal: 200-250 acres of shovel-ready sites inventory
- FTZ** Goal: 10 new users
- Raise Private Capital** Goal: \$1,000,000
- Direct Investment Fund** Goal: 10 new loans
- Community Development Projects / Assists** Goal: 10 company projects
- Work Ready Talent Assists** Goal: 50
- Media** Goal: 85% positive media

GROWTH SECTORS

-  AUTOMOTIVE / OEM SUPPLY CHAIN
-  AVIATION / DEFENSE
-  FOOD / BEVERAGE
-  LOGISTICS / SERVICES
- BATTERYCIT**
Plug into Battle Creek
ENERGY STORAGE

BATTLE CREEK'S STRATEGIC ADVANTAGES

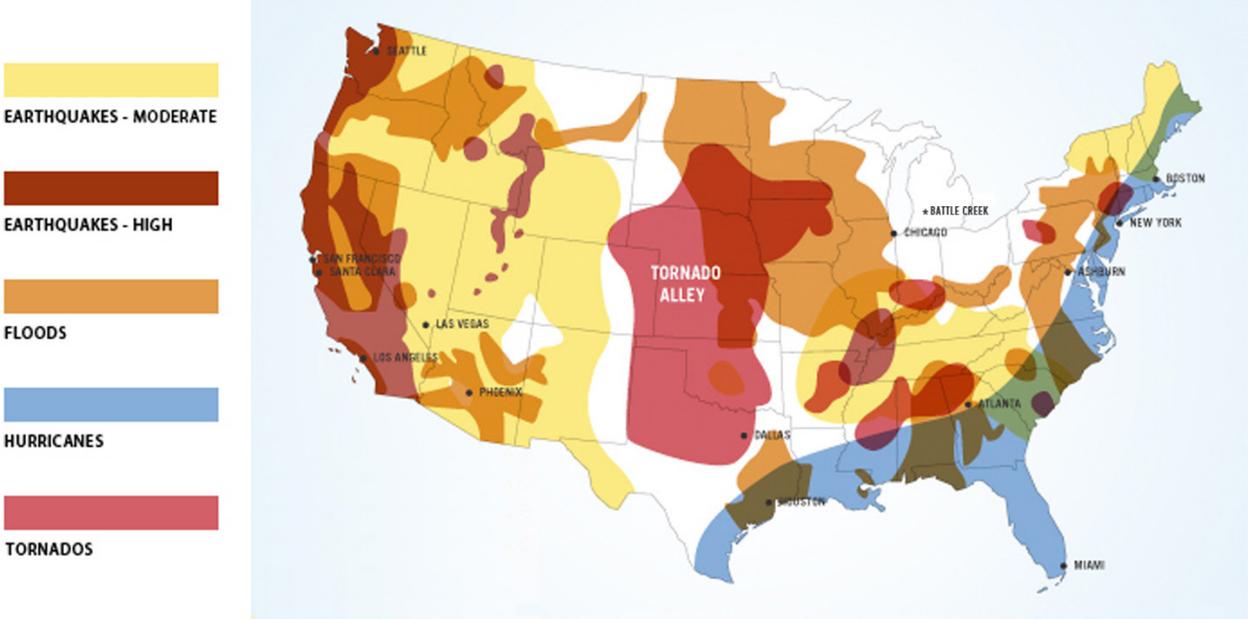
New investments in Battle Creek should build on existing industries and leverage the region's strengths. The City of Battle Creek is ideally positioned with several assets and resources, including:

- **Location** Battle Creek is centrally located between Detroit and Chicago. It provides convenient transportation access: Interstate 94 connects with Interstate 69 just 16 miles east; U.S. 131 is 20 miles west; and I-80/90 is approximately 50 miles south. Approximately 90 million people – more than a quarter of the nation's population – are within a one-day drive from Battle Creek. More than 40 trucking lines provide service to the area.
- **Workforce** Battle Creek has a population of nearly 52,000, with more than 2.8 million people within a 60-mile radius.
- **Cost of Living** According to Sperling's BestPlaces.com, the overall cost of living index in Battle Creek is below 80, 10% lower than the Michigan average and 20% lower than the U.S. average. The cost of goods and services in Battle Creek is 6% lower than the Michigan average and 11% lower than the U.S. average.
- **Fort Custer Industrial Park** The FCIP, located minutes from downtown, is the largest industrial park in the State of Michigan and third in the Midwest. More than 80 companies employing over 13,000 people are based in the industrial park, including over two dozen international manufacturers. The park boasts robust infrastructure, complete with water, sewer, electricity, natural gas, and advanced high-speed fiber connectivity, part of the community-wide OC-48 optical Ethernet fiber ring.
- **Tax Increment Finance Authority** The FCIP is located within the Battle Creek Tax Increment Finance Authority District (TIFA). It was the first industrial TIFA in Michigan, created in 1980. The BCTIFA development district includes the FCIP and the W.K. Kellogg Airport. The BCTIFA District captures the incremental growth in the tax base above the 1982 base year and uses the proceeds to fund infrastructure improvements and land developments within the TIFA District, and provide wraparound economic development services.



- **W.K. Kellogg Airport** The W.K. Kellogg Airport is a city-owned, joint civil-military airport with a 10,000-foot runway, capable of landing aircraft of any size. The airport has two additional runways: a parallel runway of 4,100 feet, and a crosswind runway of 4,835 feet. The airport supports air cargo and corporate flight operations, MRO and defense, and is the home of Waco Aircraft Corporation and Duncan Aviation as well as Western Michigan University's College of Aviation. The W.K. Kellogg Airport is also home to an FAA Flight Inspection Field Office (FIFO) which serves the Great Lakes and Central regions. The airport is adjacent to the FCIP and includes approximately 200 acres of airside developable land.
- **Military Presence** Between the Fort Custer Army National Guard Base, the Air National Guard Base, the Defense Logistics Agency at the Hart-Dole-Inouye Federal Center, and the VA hospital, Battle Creek has a strong military presence. Fort Custer has been in continuous use since 1917 and is utilized by four branches of the military. More than 175,000 military service members train in Battle Creek each year.
- **Existing Company Base** The FCIP is home to more than 80 companies, including more than two dozen international firms. In total, these companies employ over 13,000 people and had combined local revenues in excess of \$3.8 billion in 2016. These companies all have the potential to grow their investment in Battle Creek as well as provide introductions to the suppliers, partners, and customers.
- **Port of Entry** The Port of Battle Creek is an uncongested inland port of entry where imports clear customs in a timely manner. U.S. Customs Services and Border Patrol has an office in the FCIP. Unlike larger coastal ports, goods can arrive in Battle Creek, be cleared by Customs then be ready for use within 24 hours.
- **Foreign-Trade Zone** Companies conducting international trade can utilize Foreign-Trade Zone #43 (FTZ), located right in the Fort Custer Industrial Park. Foreign and domestic merchandise may be admitted into foreign-trade zones for storage, exhibition, assembly, manufacture, production, and processing, without formal customs entry procedures, the payment of customs duties or the payment of federal excise taxes.
- **ISO Rating** The City of Battle Creek carries a favorable ISO Public Protection Classification (PPC) rating of 3, among the top ratings for municipalities in Michigan. The ISO Rating measures a community's capacity for fire prevention and fire suppression, which can favorably impact a company's insurance rates.
- **Universities** Thirty-nine four-year universities are within a 90-minute drive of Battle Creek, including the University of Michigan, Michigan State University, Western Michigan University, Kettering University, Wayne State University, and Grand Valley State University. These provide continual access to a young professional workforce.
- **Direct Investment Fund** The Direct Investment Fund (DIF), available within the City of Battle Creek, may provide financial support up to \$750,000 within the Economic Development Fund or \$250,000 within the Downtown Development Authority Fund at competitive rates and flexible terms.

- Unified Community Effort** The entire Battle Creek community is focused on attracting jobs and revitalizing the local economy. Community stakeholders have come together to work on a plethora of issues such as workforce development, education, transportation, and healthcare.
- Battle Creek Unlimited** BCU has a demonstrated track record, which dates back more than 45 years. The organization has led the development of the FCIP and has been successful recruiting foreign and domestic companies to the region. BCU also has a tremendous track record for providing after services to companies who locate in Battle Creek.
- Low Risk Location** Michigan is the only state in the contiguous 48 without regular natural disasters. According to the American Red Cross and National Oceanic and Atmospheric Administration (NOAA), every other state has a frequent risk of natural disasters like earthquakes, tornadoes, flooding, and hurricanes.





AUTOMOTIVE / OEM SUPPLY CHAIN

DEFINITION

Automotive and OEM Supply Chain entails the manufacture of materials, parts, and equipment for use in the production of automobiles, heavy trucks, construction machinery, and farm equipment. Original Equipment Manufacturer (OEM) refers to a company that produces parts and equipment which are then sold as part of a finished product.

BACKGROUND

Battle Creek's central location and robust transportation infrastructure make it an ideal location for supply chain manufacturers to access Michigan's dense concentration of OEMs. The city is conveniently located within hours of the headquarters and engineering centers of some of the world's largest automotive companies, including Ford, General Motors, Fiat Chrysler, Nissan, Toyota, Volkswagen, and Hyundai. Sixty-one of the top 100 North American automotive suppliers are also here. Michigan has the highest concentration of industrial designers and engineers, R&D professionals, and skilled trade workers. The state produces approximately 23 of the vehicles manufactured in the U.S. and is home to 12 automobile assembly plants and 35 parts and components plants.

RATIONALE

Since the mid-1970s, the number of automotive parts manufacturers has significantly increased in Battle Creek. Today there are many automotive parts makers operating in Battle Creek, employing well over 8,000 people. DENSO, the Japanese Tier 1 auto parts manufacturer, is the city's largest employer. It employs more than 3,400 workers and has over 1 million square feet of manufacturing space. In addition to DENSO, there are more than a dozen Japanese companies with a presence in Battle Creek. Most of these are part of the DENSO supply chain and chose Battle Creek to be close to DENSO.

In addition to its proximity and existing company base, Battle Creek has a deep pool of skilled workers and local resources to develop the next generation of production talent. The Kellogg Community College's Regional Manufacturing Technology Center (RMTC) offers customized recruitment, screening, workforce training, and degree programs in the industrial trades that manufacturers require. The Advanced Manufacturing Assembly (KAMA) training course is a four-week program focused on preparing workforce for high-wage, in-demand manufacturing careers. In addition, Battle Creek is close to Western Michigan University, Michigan State University, the University of Michigan, and Kettering University, which have some of the best automotive engineering programs in the world.



AUTOMOTIVE / OEM SUPPLY CHAIN

WORKFORCE

More than 8,600 people in the region work in the automotive manufacturing industry. Wages in Battle Creek for automotive manufacturing jobs are generally lower than the national average. The automotive sector in Battle Creek has a location quotient (LQ) well over 3.0, with vehicle parts manufacturing and electrical equipment manufacturing above 20.0. LQ measures a region's industrial specialization compared to national averages. An LQ of 1.0 means that the region and the nation are equally specialized, whereas an LQ of 1.25 means the region has a 25% higher concentration than the nation as a whole.

STRATEGY

Leveraging the supply chain of companies already in Battle Creek is key to attracting new automotive companies. BCU will work closely with those companies to identify suppliers and strategic partners that may be considering new locations. As a part of this, BCU will make a concerted effort to engage with the foreign-based companies that have invested in Battle Creek, especially those from Germany and Japan. We will reach out to these companies in the U.S. and abroad to build relationships and promote investments in Battle Creek. BCU will also work with lead generation consultants and site selectors as well as the MEDC to connect with prospective investors. We will engage with partner organizations like JETRO, JAPIA, Japan America Society, the Japanese Chamber of Commerce, the German American Chamber of Commerce, and the European American Investment Council to meet new prospects. In addition, there are specialized industry groups like the Original Equipment Suppliers Association (OESA), Center for Automotive Research (CAR) and MichAuto which BCU can work with to market Battle Creek. Finally, BCU will work with companies in Battle Creek to identify barriers to growth and work to create solutions.





AVIATION / DEFENSE

DEFINITION

Aviation involves the development and production of aircraft, engines, parts, drones, and space vehicles, as well as aviation maintenance, repair and overhaul operations. This sector is closely related to the Defense industry, which produces equipment intended for military use, such as military aircraft, missiles, unmanned aerial vehicles, and components for defense products.

BACKGROUND

Over the past decade, aviation and defense have become the most resilient sectors of the U.S. economy. While total U.S. manufacturing employment declined between 2006 and 2016, aviation companies have added nearly 20,000 workers. Given global trends and continued technological innovations, the aviation and defense sectors are both expected to continue to grow. For example, the International Air Transport Association projects that the number of air passengers worldwide will double over the next 20 years. The increase in air passenger volume will require a significant increase in the number of available planes. Boeing currently projects demand of more than 38,000 new aircraft through 2034. Growth in traditional aviation markets will be complemented by new opportunities in areas such as ascent sub-markets, like unmanned aerial vehicles (UAVs). According to the Teal Group, an industry research group, the worldwide market for UAVs already totals \$2.6 billion annually and the global market is expected to quadruple in size during the next 10 years.

RATIONALE

Michigan's business – friendly climate has made it one of the top states for aerospace manufacturing. In 2017, the global accounting firm PwC ranked Michigan #2 in its Aerospace Manufacturing Attractiveness Ranking. Battle Creek has a vibrant and growing aviation and defense industry, with companies like Duncan Aviation, Pratt & Whitney, and WACO Aircraft Corporation based at the W.K. Kellogg Airport. With a central location, excellent transportation, and a highly skilled workforce, Battle Creek is an ideal place to join the more than 600 aerospace-related companies doing business in the state. Battle Creek's W.K. Kellogg Airport has over 200 acres of airside land ready for development. This land can provide direct access to a 10,000 foot runway, something few other airports can provide. Western Michigan University (WMU), College of Aviation, located at W.K. Kellogg Airport, is the third largest aviation program in the nation, with over 700 undergraduate students. The College of Aviation has degree programs in Avionics Maintenance Technology, Commercial Piloting, and Airport Operations. It plans to invest \$30 million in the coming years to increase enrollment and expand program offerings. WMU's College of Engineering also has a program in Aerospace Engineering, as do the University of Michigan, Purdue University, and the University of Notre Dame, all of which are within a short drive of Battle Creek.



AVIATION / DEFENSE

WORKFORCE

The region has thousands of employees in the aviation and defense industry, and many of the related job classifications have a location quotient (LQ) over 2.0. LQ is an analytical measurement of a region's industrial specialization relative to a larger area, typically the whole country. An LQ of 1.0 is equal to the national average while an LQ of 1.25 means the region has a 25% higher concentration than the national average. The pipeline for aviation talent starts at the high school level with repair, maintenance, and operations (RMO) certification programs offered at the Calhoun Area Career Center – a Battle Creek based tech/trade/skill center for high school students. Additionally, Kellogg Community College supports the region with technical training opportunities through its main campus and the Regional Manufacturing Technology Center (RMTC), located in our industrial park. The pipeline of talent development continues through the WMU College of Aviation located at the Battle Creek W.K. Kellogg Airport. Additionally, there are over 39 four-year colleges and universities within a 90-mile drive radius of Battle Creek.

STRATEGY

To bring aviation and defense companies to Battle Creek, BCU will partner with MEDC and lead generators. We will work with groups such as the Michigan Aerospace Manufacturing Association (MAMA), the Aerospace Industry Association of Michigan (AIAM), and the Michigan Defense Center to identify opportunities to proactively market the city's unique assets to aviation and defense companies. This includes participating in some of the large aviation and defense trade shows like the Farnborough International Airshow, the International Paris Air Show, or the EAA AirVenture in Wisconsin. We will work with the Roosevelt Group in Washington, D.C., to keep current on the status of different defense procurement projects. BCU will also reach out to regional aviation and defense companies to connect with strategic partners which may benefit by having a facility in Battle Creek.





FOOD / BEVERAGE

DEFINITION

Food and Beverage refers to the processing of raw agricultural ingredients into finished consumer items. This encompasses a variety of inputs, such as fruits, vegetables, grains, meats, and dairy products. This may include well-known brands such as Kellogg, Post Consumer Brands, New Holland Brewing, or Frito-Lay, or third-party contract manufacturers that provide products for private labels.

BACKGROUND

As consumer preferences shift, food and beverage manufacturers have responded with healthier, natural food offerings. Food processing firms often cluster in communities with competitive wages and an abundance of inexpensive energy and water sources. Proximity to a large consumer market is also a plus. Food processing remains a large and growing employer within the U.S., with more than 1.5 million employees. In total, the U.S. food processing industry is estimated to generate more than \$1 trillion in sales.

RATIONALE

Battle Creek has long been known for the cereal industry. The Kellogg Company has been headquartered in Battle Creek since 1906 and both Post Consumer Brands and Kellogg have large manufacturing facilities here. Several other food and beverage producers have a presence in Battle Creek, including Prairie Farms, Snackwerks, and Lotte. These companies take full advantage of the Battle Creek's access to transportation networks and proximity to major markets like Chicago, Detroit, and Indianapolis.

The Battle Creek area also boasts a plentiful water supply and ample waste water capacity, crucial to many food and beverage manufacturers. Battle Creek's water system has a daily capacity of 30 million gallons a day – three times the current average use. Michigan has successfully built up its craft brewing industry; as of 2016, Michigan had 330 craft breweries, which generated nearly \$2.1 billion in economic impact. Additionally, Battle Creek has a deep labor pool with the skills food and beverage manufacturers and distributors require. With its abundant resources, experienced labor force, and strategic location, Battle Creek is an ideal location for food and beverage companies. There are numerous food production incubators and accelerators within a 90-minute drive radius. These facilities are supported by anchor institutions such as the Food Production and Innovation Center at Michigan State University, Eastern Market in Detroit, the Fair Food Network in Ann Arbor, and Downtown Market in Grand Rapids. Additionally, there is strong state support for food and beverage production through the Michigan Dept. of Agricultural and Rural Development.



FOOD / BEVERAGE

WORKFORCE

Battle Creek's long history with food and beverage production means the city has a deep pool of experienced talent. More than 2,900 people are employed in the food and beverage industry locally. Battle Creek's location quotients (LQ) for food and beverage jobs are very strong, many above 10.0. LQ measures the concentration of a particular industry or occupation compared to the nation as a whole. An LQ of 1.0 is equal to the national average. Wages in the food and beverage sector in Battle Creek are competitive with state and national averages. Additionally, many of the local colleges and universities offer food science related programs, including Kellogg Community College, Western Michigan University, Michigan State University, University of Michigan, as well as a number of regional two-year colleges.

STRATEGY

To attract more food and beverage companies to Battle Creek, BCU will work with lead generation consultants and site selectors to connect with prospective investors. In addition, we will identify relevant industry groups such as the Michigan Food Processors Association, the Michigan Food and Beverage Association, the Food Processing Suppliers Association and the American Beverage Association, and related events that can provide networking opportunities. We will work with partner organizations such as the MEDC and the Michigan Department of Agriculture and Rural Development (MDARD) to proactively market Battle Creek to prospective companies. We will also engage with local food and beverage companies to understand their concerns and work with them to address any potential issues. Finally, BCU will enlist local companies to help us connect with strategic partners and suppliers that may be looking to expand.





LOGISTICS / SERVICES

DEFINITION

Logistics and Services comprise the transportation and storage of goods along the supply chain to the end user. This includes companies providing warehousing, freight forwarding/customs brokerage, kitting, distribution, order fulfillment, inventory management, fleet management, material handling, and air/marine/rail/trucking transportation services.

BACKGROUND

In the era of globalization, just-in-time manufacturing, online shopping, and next-day delivery, the logistics industry plays a vital role in the modern economy. Battle Creek has historically been, and continues to be, a city built on manufacturing; first, food and agricultural products, and now automotive components and next-generation battery materials. Raw materials and components are brought in every day to Battle Creek from around the world, transformed into high-value parts and finished goods, then shipped out in a constantly revolving door. In 2015, spending on logistics and transportation in the U.S. totaled \$1.48 trillion.

RATIONALE

Unlike some cities with service-oriented economies, Battle Creek is a city where goods are made. Combined with the city's location along the confluence of the nation's interstate highway network, Battle Creek offers a number of advantages to transportation and logistics companies. Battle Creek is on I-94 between Detroit and Chicago, with major north-south (I-69) and east-west highways (I-80/90) nearby. This central location provides easy access to 90 million people and major commercial centers from St. Louis to Pittsburgh, all within an eight-hour drive. Rail service is also abundant, with Battle Creek and the FCIP serviced by multiple Class I railroads. In addition, the industrial park has its own port of entry and Foreign-Trade Zone #43, which can provide significant cost savings to companies importing and exporting goods. Battle Creek is only two hours away from the Port of Detroit, the largest port in Michigan, as well as five other deep-water ports with connections through the St. Lawrence Seaway to the Atlantic. The city is home to a U.S. Customs and Border Patrol office, a large regional airport with excess capacity, and is a short drive to the international airport hub in Detroit. The FCIP provides immediate access to I-94, putting the Midwest's major regional markets within a day's drive of Battle Creek. These include:



LOGISTICS / SERVICES

- Detroit, Michigan (125 miles)
- Chicago, Illinois (170 miles)
- Indianapolis, Indiana (225 miles)
- Cleveland, Ohio (240 miles)
- Columbus, Ohio (260 miles)
- Milwaukee, Wisconsin (270 miles)
- Cincinnati, Ohio (280 miles)
- St. Louis, Missouri (440 miles)
- Nashville, Tennessee (510 miles)
- Minneapolis, Minnesota (580 miles)



WORKFORCE

The Battle Creek area has lower wages than the state average and national average for the logistics sector. There are over 4,000 employees in the region who work in the transportation and warehousing industry. Additionally, there are many training opportunities for warehouse equipment maintenance and operations. The Regional Manufacturing Training Center (RMT), located in our industrial park, provides logistics-related training in an open and convenient learning environment. The area has location quotient (LQ) scores averaging greater than 1.35 for logistics jobs, especially for general freight, pipeline transportation, refrigerated warehousing, and farm product warehousing. LQ measures the concentration of skills in a region compared to the national average. An LQ of 1.0 is equal to the national average whereas an LQ of 1.25 means the region has a 25% higher concentration than the national average.

STRATEGY

BCU will work with the MEDC, lead generation companies, and site selectors to connect with logistics companies that may be seeking expansion. We will also engage with industry associations such as the International Warehouse Logistics Association, National Industrial Transportation League, and the Intermodal Association of North America to discuss opportunities for networking. BCU will promote investments in Battle Creek at events like MODEX, the IWLA Conference & Expo, and the 3PL & Supply Chain Summit. In addition, we will tap into companies in the Battle Creek region to help connect us with strategic partners that may already be operating in the area and would benefit from having a facility here. We will utilize targeted marketing to promote Battle Creek's competitive advantages to logistics companies. BCU will also consult with local firms to understand their challenges and work to address any issues they may have.



DEFINITION

Energy Storage includes battery technology for electric and hybrid vehicles as well as utility-scale grid storage solutions. Energy Storage encompasses those companies engaged in: battery material manufacturing (i.e., cathode, anode, and electrolyte); battery manufacturing (lithium ion, solid state, microbattery, etc.); charging station manufacturing; fuel cell manufacturing; and other related components.

BACKGROUND

New battery technologies are bringing about a shift in the transportation and energy generation sectors. As these technologies continue to evolve, they are rapidly becoming more cost competitive with existing products. For example, electric vehicles (EVs) are expected to cost the same as conventional internal combustion vehicles by 2020. According to Frost & Sullivan's 2018 Global Electric Vehicle Market Outlook, global sales are poised to climb from 1.2 million in 2017 to 1.6 million in 2018 and further upwards to an estimated 2 million in 2019. Automakers are in a rush to bring new electric models to market, with global sales projected to reach 25 million units by 2025. GM, Toyota, and Volvo have each declared a target of 1 million units in EV sales by 2025. In spring 2018, Volkswagen announced that it had placed orders for \$48 billion worth of batteries, and that Volkswagen would partner with Walmart to install charging stations at more than 100 stores in 34 states.

RATIONALE

This technological shift represents a new opportunity for Battle Creek. In order to meet the demand for EVs, battery makers will have to dramatically increase their capacity, which will require the construction of new manufacturing facilities. The world's top five lithium-ion producers – Panasonic, CATL, BYD, LG Chem, and Samsung SDI – are expected to triple investment by 2020.

The Battle Creek region has long been recognized for high quality manufacturing, especially in the automotive sector. The FCIP has a concentration of automotive manufacturers covering multiple tiers. Battle Creek's automotive suppliers benefit from a short two-hour drive to Detroit. And while lithium-ion technology in the United States is in its infancy, the gravity of Michigan's auto-related pull is already clear. In 2013, LG Chem of South Korea opened a \$300 million facility in Holland, Michigan, 85 miles west of Battle Creek. The facility has expanded multiple times and now employs more than 500 workers. Of the major players in the lithium-ion supply chain, 23 facilities are in Michigan alone. The next closest state, among these same companies, has only 10, while the rest have only a few.

Until now, battery material production in the U.S. has been limited; the major players are concentrated in Asia, most notably Japan. As new technology continues to take root and evolve, OEMs will need local manufacturing to keep costs low. Battle Creek already has a head start, with its strong base of international manufacturers. This includes BASF Toda America, LLC (formerly Toda America), which produces advanced cathode materials for lithium-ion batteries. The city is well positioned as the nucleus within a network of major Midwestern cities and suppliers to become a center of energy storage manufacturing.

WORKFORCE

While the energy storage sector is a new focus for Battle Creek, there is opportunity to leverage the region's strong manufacturing workforce. For example, Battle Creek's location quotient (LQ) for vehicle parts manufacturing is 3.0 and electrical equipment manufacturing more than 20.0. LQ measures a region's industrial specialization compared to national averages. An LQ of 1.0 is equal to the national average. A number of major battery manufacturers are located within 100 miles of Battle Creek, including BASF Toda, LG Chem, and Dyson (formerly Sakti3). Battle Creek is located close to major universities with strong energy storage research programs such as the University of Michigan, Ohio State University, and Penn State University. The technical talent in the area is supplied by these universities along with electrical, mechanical, chemical, industrial, and other engineering graduates from other major four-year universities, such as Western Michigan University, University of Notre Dame, Michigan State University, Michigan Technological University, Ferris State University, and Kettering University. Locally, workforce development is supported by a pipeline that includes skilled trades and technology programs at the Calhoun Area Career Center for high school students to programs at Kellogg Community College's Regional Manufacturing Training Center.

STRATEGY

BCU will contract with lead generation companies to identify energy storage companies that may be looking to build new manufacturing facilities. We will work to expand the EV charging capacity within the city of Battle Creek. We will partner with groups like the MEDC, Consumers Energy, SelectUSA, EAIC, JETRO, and the German American Chamber of Commerce to meet energy storage companies and promote investments in Battle Creek. We will also participate in events like the Battery Show in Novi, Michigan, the Battery Show in Hannover, Germany, and the International Battery Expo in Osaka, Japan. We will make a proactive effort to market Battle Creek to energy storage companies. In addition, we will work with existing companies such as BASF-Toda America, DENSO and others to identify supply chain partners that may be considering expansion. Finally, we will reach out to local companies to better understand their obstacles for growth and collaborate to find solutions.



FOREIGN-TRADE ZONE #43

OVERVIEW

Foreign-Trade Zones (FTZ) are geographic regions wherein companies, or users, can (1) defer, (2) reduce, and (3) eliminate duties paid on imported components and raw materials. For U.S. Customs purposes, companies operating in a FTZ are considered outside of commerce; commercial merchandise has been admitted into the FTZ, but has not technically entered the country. Shipments arrive at a company's facilities as normal, but are sealed in bonded containers. Companies then process the merchandise, components or materials into a finished product. When the final product leaves the facility, it is then subject to its new, lower tariff classification – sometimes zero duty. Or, if the product is reexported, duties are eliminated altogether. FTZs are in or adjacent to a port of entry, which are not unique to coastal cities, and can be inland like Battle Creek.

BACKGROUND

The FTZ program was enacted by U.S. Congress via the Foreign-Trade Zone Act of 1934. In 1978, the City of Battle Creek was granted authority to establish and operate Foreign-Trade Zone #43. FTZs incentivize firms to keep projects domestic, which leads to new investment and job creation. The FTZ application and implementation process used to take upwards of one or two years. Today, the process has been frontloaded and made dramatically simpler; companies can typically activate their Zone within four to six months.

ADVANTAGES

FTZs significantly diminish production and operating costs, and the applications are seemingly endless. It is an incredibly flexible tool that can be tailored to fit the unique specifications of almost any company. Oftentimes there are glaring opportunities like tariff inversion and reduction of merchandise processing fees. Additionally, because merchandise can remain in a FTZ indefinitely, some find cost savings by purchasing in bulk. But, after implementing a FTZ, many companies' perspectives evolve. Users, looking at operations with shifted focus, find themselves sourcing and competing in new ways. Freeing themselves of duty constraints, suddenly firms can source from other countries or suppliers, where product quality may be superior, or begin to vie for new projects in which they were once uncompetitive.

FOREIGN-TRADE ZONE #43

ENGAGEMENT

Situated around the Port of Battle Creek, Foreign-Trade Zone #43 is a valuable attraction and retention tool in economic development. While the Zone has been underutilized, that is beginning to change. As the FTZ #43 administrator (de facto grantee), BCU is legally limited in the assistance it can provide a new Zone user. BCU targets those with greatest potential, illustrates the program, evaluates the cost-benefit scenario, and then implements their FTZ projects. Satisfying its fiduciary responsibility, however, BCU is obligated to provide like treatment to all interested parties within FTZ #43's 14-county service area.



FTZ #43 serves 14 counties in Southwest Michigan: Allegan, Barry, Berrien, Branch, Calhoun, Cass, Clinton, Hillsdale, Ionia, Jackson, Kalamazoo, Ottawa, St. Joseph, and Van Buren.



MILITARY PRESENCE IN BATTLE CREEK

OVERVIEW

The military sector is essential to Battle Creek. More than 6,000 people are employed at the Fort Custer Army National Guard Base, the Air National Guard Base, the Defense Logistics Agency at the Hart-Dole-Inouye Federal Center, and the Battle Creek VA Medical Center. This includes active duty service members from four branches of the military as well as civilian employees, many of whom are stationed in Battle Creek temporarily. In addition, more than 175,000 military service members visit Battle Creek each year. To successfully retain these facilities and attract new missions, it is important to understand the unique needs of the military community as well as government requirements which can impact location decisions.

BACKGROUND

Battle Creek's military history goes back more than a hundred years, to 1917, when Camp Custer was built for as U.S. Army training camp. More than 100,000 troops came through Battle Creek on their way to World War I. During the 1920s and '30s, the camp was used to train the Officer Reserve Corps and the Civilian Conservation Corps. In 1940, Camp Custer was renamed Fort Custer, and became a permanent military training facility. Following the outbreak of World War II, Fort Custer became the activation point for many Army inductees from around the Midwest. More than 300,000 troops trained in Battle Creek before being deployed. Today, Fort Custer's facilities are used by the Michigan National Guard and other branches of the armed forces (including ROTC students), primarily from the Midwest. The 177th Regiment Regional Training Institute, the Augusta Armory, and the Regional Maintenance Training Site are based at Fort Custer. Additionally, the FBI, the Michigan State Police, and other law enforcement agencies have used the area.

In addition, the Battle Creek Air National Guard Base, adjacent to the W.K. Kellogg Airport, is home to the 110th Attack Wing and hosts three separate missions: Flying Remotely Piloted Aircraft (RPAs), an Air Operations Group, and a Cyber Operations Squadron. With more than 370 full-time employees plus 400 indirect jobs, the Battle Creek Air National Guard is estimated to have a total economic impact of over \$79 million annually.

Downtown, the Defense Logistics Agency (DLA) is in the Hart-Dole-Inouye Federal Center. Its operations include Information Operations and Logistics Information Services. Located in what was once the Battle Creek Sanitarium, the building served as an army hospital during the 1940s. In 1954, it was converted into the Battle Creek Federal Center. It was renamed in 2003 in honor of Senators Philip Hart, Bob Dole, and Daniel Inouye, all of whom were treated at the facility during World War II. About 1,500 people are employed at the facility today.



MILITARY PRESENCE IN BATTLE CREEK

The Battle Creek VA Medical Center serves more than 200,000 veterans living in a 20-county area of West Michigan. Originally established in 1924 because of its proximity to Camp Custer, the facility today has 104 medical and psychiatric beds, 32 residential rehabilitation beds, and 103 nursing home care unit beds. The medical center offers a wide variety of inpatient and outpatient health care services. The facility employs more than 1,400 people.

ADVANTAGES

Battle Creek is an attractive location for the federal government for a variety of reasons. Battle Creek's lower cost of living means the city is among the most cost competitive locations in the country, both in terms of employee payroll and rent. The city's location in the Upper Midwest, with excellent transportation networks and proximity to major urban centers like Detroit and Chicago, ensure that Battle Creek is easily accessible. Perhaps most importantly, Fort Custer and the Battle Creek Air National Guard Base have ample space for expansion.

	Grade 1	Grade 7	Grade 15	Cost of Living
U.S. Average	\$21,285	\$40,634	\$119,139	100
Battle Creek	\$21,672	\$43,365	\$127,367	79
Detroit	\$23,716	\$45,266	\$132,718	73
Cincinnati	\$22,518	\$42,978	\$126,011	86
Atlanta	\$22,760	\$43,441	\$127,367	102
Dallas	\$23,181	\$44,244	\$129,722	95
San Diego	\$24,022	\$45,850	\$134,431	166
Minneapolis	\$23,175	\$44,233	\$129,690	109

* SOURCE: U.S. Office of Personnel Management
 **SOURCE: Sperling's Best Places Comparison



MILITARY PRESENCE IN BATTLE CREEK

ENGAGEMENT

Given the federal government's existing investments in Battle Creek, combined with the community's attractive location and cost of living, opportunities exist for the military to expand its presence here. It is also crucial that Battle Creek engage the federal government to ensure that it maintains its current posture in our community. BCU has taken the lead on reaching out to the local military community and is proactively building relationships with the Commanding Officers of Fort Custer and the Air National Guard Base as well as the Michigan Adjutant General. BCU has engaged the Roosevelt Group, a consulting firm based in Washington, D.C., to help connect U.S. with decision makers on Capitol Hill and at the Pentagon.

BCU will also engage with our local elected officials in Washington and Lansing to secure their support for expanding military operations in Battle Creek. This could include leading delegations of community leaders and stakeholders to interact directly with our elected representatives as well as the Army, National Guard, DLA, and the General Services Administration (GSA). We will also invite these representatives and agencies to Battle Creek to showcase the facilities and our community. At the same time, we will work with the local community to increase awareness of the military importance in Battle Creek. Finally, BCU is dedicated to addressing the needs of service members and their families who serve in Battle Creek. We understand that these families often have unique needs and BCU, along with our regional partners, is committed to making Battle Creek a welcoming and supportive community.



ATTRACTION STRATEGY

BCU utilizes several strategies and tools to attract companies to Battle Creek. These include:

- **Cash Incentives** BCU can incentivize companies to set up facilities in Battle Creek with cash grants, which are calculated based on the industry, total project investment, number of jobs created, and the average wage rate/benefits provided.
- **Market Visits** BCU regularly visits Japan and Europe to call on companies already established in Battle Creek to talk about their future expansion plans. At the same time, staff are also visiting domestic markets where there may be companies that fit BCU's target growth sectors and may be interested in establishing operations in the region.
- **Retention Visits** BCU conducts regular meetings with the executive leadership of key companies in Battle Creek. These meetings provide the opportunity for BCU to discuss possible expansion plans, address concerns and share information about the organization's activities.
- **SelectUSA** SelectUSA, part of the U.S. Department of Commerce's International Trade Administration, is the federal government's effort to promote inbound foreign direct investment. BCU participates in SelectUSA events like the USA Investment Conference in Washington, D.C., and the Japan Roadshow in Osaka and Nagoya.
- **Site Preparation** BCU's management recognizes the need to prepare sites within the Fort Custer Industrial Park for development. This includes conducting Phase 1 and 2 environmental reviews, clearing and balancing land, and installing access roads, utilities, and other infrastructure improvements.
- **Partnership with the MEDC** BCU maintains a close working relationship with the Michigan Economic Development Corporation (MEDC), the state's economic development agency. The MEDC distributes information on available land and buildings as well as state incentive programs. BCU also regularly participates in site selector attraction events organized by the MEDC.
- **Marketing of the Foreign-Trade Zone (FTZ)** BCU administers FTZ #43 and has a dedicated staff member who manages it. BCU has begun to strategically market FTZ #43 to regional companies and other regional economic development agencies, helping them better understand the benefits of utilizing the FTZ.
- **Lead Generation** BCU will utilize consultants to identify companies looking for expansion sites.

ATTRACTION STRATEGY

- **Targeted Project Grants** BCU will strategically deploy its financial resources for targeted development projects that have an immediate impact on the quality of life in Battle Creek. For example, BCU provided a cash grant to attract a brewery operator to downtown.
- **Reaching out to Partner Organizations** BCU will identify and partner with organizations that can provide access to prospective companies which may be interested in investing in Battle Creek. These could include the Japanese American Chamber of Commerce; the German American Chamber of Commerce; the European American Investment Council (EAIC); the Michigan Aerospace Manufacturing Association (MAMA); the Roosevelt Group; commercial real estate groups; regional utility companies; and others.
- **Financing** Through the Direct Investment Fund, BCU can aid companies as they locate and grow in Battle Creek.
- **Leveraging the Supply Chain** BCU works with local companies to identify suppliers and strategic partners that may have an interest in establishing operations in Battle Creek, thus creating a win-win situation.
- **Engaging Site Selectors** BCU will build relationships with site selectors who assist companies that are considering locations for new facilities.
- **Talent Attraction** Battle Creek Unlimited will devote resources for various strategies focused on importing talent to Battle Creek. BCU will also work with partner organizations to familiarize potential companies and employees with the Battle Creek area.
- **Targeted Marketing** BCU is focused on improving how it tells Battle Creek's story. Part of this involves developing relationships with media outlets, site selectors, and other interested groups to promote what is happening here. It also means generating our own content and distributing it through social media, the BCU website, BCU newsletter, industry tear sheets, ad campaigns, etc.
- **Events** BCU staff attend trade shows, conferences and networking events to promote economic development in Battle Creek. Staff will also seek opportunities to speak and be a part of panel discussions to promote the city and its strategic initiatives.

WORKFORCE DEVELOPMENT

Workforce Development refers to efforts designed to grow and strengthen the community and economic vitality of our city by developing people as key factors of business retention, attraction, and development. In doing so, this approach will support equitable individual and community growth through increased employment as we meet the needs of area employers. Additionally, our community members will increase their livelihoods, socioeconomic mobility, and will become a catalyst for additional job growth by serving as a strong business attraction tool.

As of June 2018, the unemployment rate in Battle Creek was 4.1% (BLS, June 2018). Additionally, the labor force participation rate for the Battle Creek MSA is 61.3%, which is in line with Michigan's state average of 61.5% and slightly below the national average of 62.7%. With the Midwest boasting a regional average of 65%, there still exists a sizable pool of workers based on the characteristics of our regional workforce (BLS, June 2018). Our population over the last five years has been flat with a 2017 MSA estimated population of 134,128, down just 0.03% from 2012, the majority of our in-migration has been through international immigration (Census.gov, March 2018). Michigan as a whole is experiencing a slight population increase.

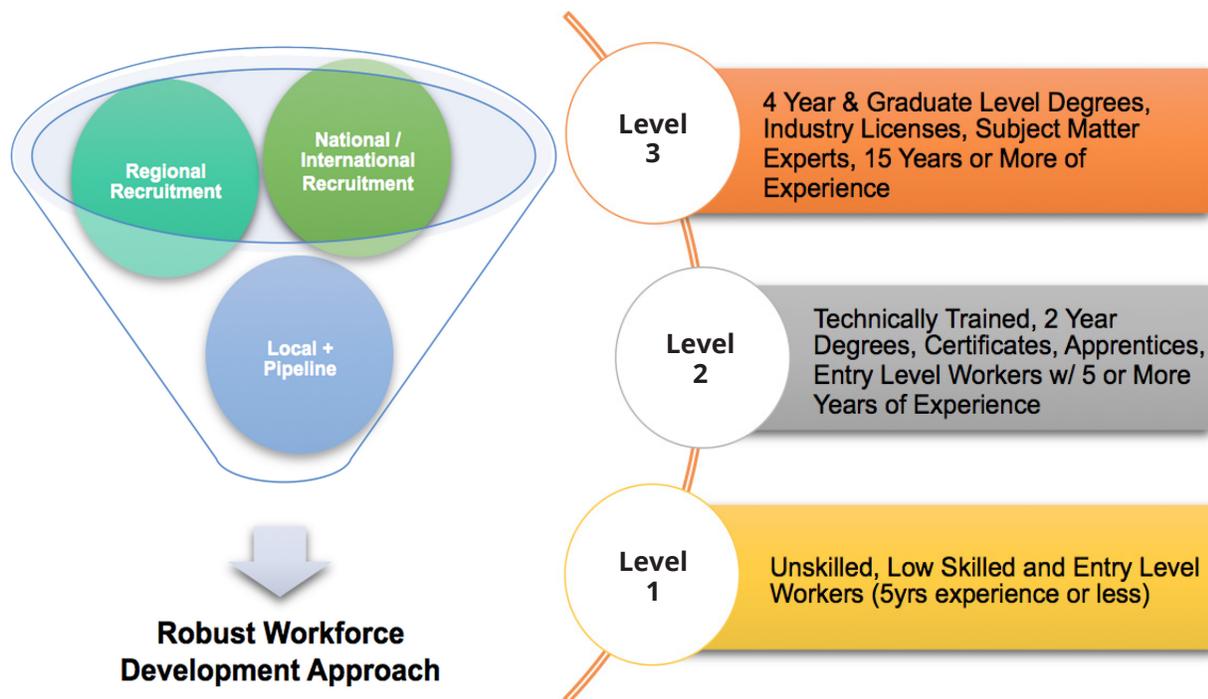
There is opportunity to align local schools with businesses to strengthen our talent pipeline. This increases the potential to retain graduates and capture potential boomerang talent. To engage these opportunities, BCU works to solve unique workforce challenges that our companies may face. This includes addressing specific needs in a multi-agency, partnership approach. When necessary, BCU will take a leadership role with targeted actions to address challenges that we are uniquely positioned to lead.



WORKFORCE DEVELOPMENT

BCU's Workforce Development Strategy is based on four universal workforce development principles:

1. Engaging and Optimizing the Productivity of **Locally** Available Workers
2. Strengthening the **Pipeline** of the Next Generation's Talent and Retaining that Talent
3. **Recruiting** New Talent from within the **Greater Region** (six-hour drive radius)
4. **Recruiting** New Talent **Nationally and Internationally**



The tools to accomplish our workforce development goals will start with the local talent pipeline. The Battle Creek Area Math and Science Center is an advanced placement STEM center for regional high school students. Battle Creek is also home to the Calhoun Area Career Center, which trains high schools students from across the county in the jobs for the future and puts them to work after high school with industry recognized certifications. We are fortunate to have a state-of-the-art Regional Manufacturing Training Center (RMTC) located in heart of the Fort Custer Industrial Park. As part of the Kellogg Community College system, the RMTC provides workforce training, certifications, and upskill opportunities to workers in the region. With direct access to Western Michigan University, we have a Tier I university at our door step, with strong programs in engineering, chemistry, medicine, business, finance, and the third-largest College of Aviation in the United States. Additionally, we are within a 90-minute drive radius of 39 four-year colleges and universities, including premier research and engineering programs at the University of Michigan, Michigan State University, Ferris State University, and Kettering University.

COMMUNITY DEVELOPMENT

BCU defines community development through the lens of its economic development mission. As such, for BCU, community development refers to efforts designed to grow and strengthen the community and economic vitality of our city by addressing community related issues that affect the growth and stability of our economy through jobs and investment.

Our desire for increased population and workforce participation incentivizes our community to continue to improve certain amenities. This includes reducing barriers to population growth (in-migration) and retention.

BCU's approach to community development is in alignment with other efforts in the city and does not duplicate or usurp other activities. We work in partnership with key entities in the city to address community issues. However, BCU will take the lead or assist on community development projects when necessary.

We see the following areas as key community development focus points for BCU's involvement in leadership or assistance roles:

- **Housing** Support the increase and variety of housing options to facilitate social mobility of current and future residents and provide desirable options for in-migration from other areas.
- **Education** Help strengthen the talent pipeline and connectivity between the business community and education system.
- **Transportation** Work to support equitable transportation options for all residents with a key emphasis on workers and students.
- **Placemaking** Enhance the desirability of Battle Creek as a destination place for tourists, students, current residents, and potential new residents.
- **Downtown** Help increase the vibrancy of downtown Battle Creek as a talent attraction and retention tool.
- **Entrepreneurship** Partner with appropriate agencies to establish strong entrepreneurial services within Battle Creek.
- **Image and Reputation** Use positive media and communications to define and promulgate a favorable narrative of Battle Creek.
- **Infrastructure** Help develop assets for the next generation of community infrastructure technology, e.g. charging stations, energy storage projects, downtown/community Wi-Fi, etc.

COMMUNITY DEVELOPMENT

Transformational Community Projects

BCU recognizes the following projects not only as transformational in nature but critical to the future economic vitality of the City of Battle Creek. BCU also recognizes that it will take several years and resources (financial and staffing) beyond our current capacity to address. BCU is willing and able to take a lead role in administering, executing, and facilitating partnership to tackle these transformational projects when opportunities arise.

- Former Tree House Foods lot redevelopment
- Kalamazoo River naturalization
- Downtown building purchases and mixed-use redevelopment
- Former Kmart redevelopment
- Fountain/Division Streets (SEMCO) redevelopment
- West End corridor property acquisitions and redevelopments/housing
- Capital Avenue acquisitions/housing
- Riverside Drive acquisitions/housing
- Columbia Avenue corridor property acquisitions and redevelopments
- Wayfinding/Welcoming signage
- Dog parks/Parks
- Beckley Road retail corridor redevelopment
- Light rail/Transit

BC VISION / COMMUNITY ALIGNMENT

In alignment with the City of Battle Creek and Battle Creek Area Chamber of Commerce, BCU is working toward the combined goal of equitable economic opportunities for all Battle Creek residents. Together, the organizations identify the following community objectives:



- **Increase Population** Increase the retention of current community members. Increase the return of individuals and families with ties to Battle Creek. Grow the number of non-Battle Creek associated individuals and families who choose to live and/or work in Battle Creek.
- **Increase Housing Density** Increase the concentration of housing across multiple zoning districts to improve efficiency and allow for a wide variety of housing.
- **Facilitate Increased Job Creation** Grow the number of job opportunities in the city.
- **Increase Market Value** Grow the amount of private dollars invested into multiple sectors of the city.
- **Increase Investment in Battle Creek (Public/Private)** Grow capital investment in the City of Battle Creek.
- **Increase Education Attainment** Grow the college and career readiness of students progressing through the Battle Creek academic and training systems.
- **Increase Mobility** Grow and strengthen the opportunity for community members to engage all the community's offerings.
- **Increase Median Income** Grow the average income level of all City of Battle Creek community members in an equitable manner with a focus on living wages.

BC VISION / COMMUNITY ALIGNMENT



- **Decrease Blight** Reduce the deteriorated, dilapidated, or other unwanted physical conditions within the city.
- **Eliminate Involuntary Economic Disparity (Income and Wealth)** Reduce the involuntary difference between the incomes of the richer and poorer parts of our city.



- **Implement Sustainable Land Use** Integrating the management of land, water, biodiversity, and other environmental resources to meet human needs while sustaining ecosystem services and livelihoods.
- **Become a Destination of Choice** Create a vibrant community that attracts visitors, tourists, talent, and residents.
- **Promote Smart Policy** Eliminate regulatory barriers to growth and development.
- **Encourage New Business Development** Encourage new and diverse business startups, growth, and expansion within our community.
- **Support Business Retention and Growth** Support and services for existing companies.



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