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MAGAZINE™

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THE LIST:
HOLIDAY PARTIES,
TREE FARMS, AND
OLD ST. NICK

Infrastructure

KEEPING THE HEART
OF SOUTHWEST
MICHIGAN HEALTHY



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It's true: two heads *are* better than one.

In order to establish a formidable presence in Grand Rapids, Greenleaf Trust knew it had to recruit some of the city's most talented wealth managers. High on our list was John Grzybek, a former director of wealth strategies for the family office of a major bank, and a self-described financial wonk who excels in leveraging tax laws to each client's maximum advantage. The more he learned about us the more appealing we became. So it caught us by surprise when John, soon after joining us, offered this advice: "Hire someone else."

Not as his replacement, fortunately, but as a counterweight. The "someone" was Tom DeMeester, senior wealth strategist for Northern Trust and a well-regarded former colleague of John's. Not looking to jump ship, Tom was nevertheless intrigued by his friend's move to Greenleaf Trust and soon came to learn that we stand for everything he believed in professionally: financial stability, by way of our \$8.5B in assets; a corporate charter that ensures we'll remain privately held in perpetuity; no conflict of interest between our clients' financial priorities and our own; fiduciary excellence, underpinned by a culture of "honest and honorable;" consistently high marks in client satisfaction; and deep, permanent roots in Michigan. It was a combination his reputable yet publicly traded, out-of-state employer couldn't offer.

For those reasons and more, Tom DeMeester and John Grzybek rejoined forces earlier this year and are now heading up our Grand Rapids operation: Tom as managing director, and John as director of The Family Office at Greenleaf Trust. In tandem with the full complement of Greenleaf Trust's considerable skills and resources, they'll create holistic and robust wealth management strategies for our appreciative clients. Perhaps you should be one, too. Just call us. We'll give you at least two good reasons why.

John Grzybek

Tom DeMeester

 GREENLEAF TRUST®

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KEEPING *the* Heart of SOUTHWEST MICHIGAN Healthy

STRONG INFRASTRUCTURE MEANS STRONG REGIONAL GROWTH

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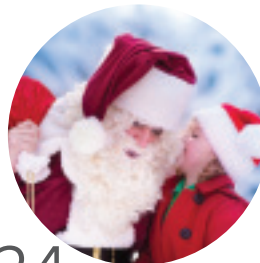
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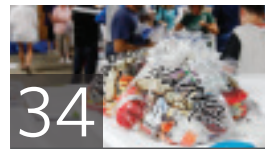


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"Focusing on extending and receiving the grace of the season."

"Going over the river and through the woods to Grandmother's (my parents') house."

"Enjoying Red Rider BB Guns, Eggnog, and scrumptious pistachio desserts."

"Entertaining, spending time with family, and traveling."

How will you spend the holidays? From Thanksgiving to New Year's Day, we all have traditions.



"Watching the Western Michigan Broncos football team in a VERY significant Bowl Game."

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Our hope is that the readers of 269 MAGAZINE™ will become active participants in the world around them and join our mission to make *Southwest Michigan* the place to make a home, go to work, and bring dreams to reality.

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Tick Tock



TIME IS RUNNING OUT IN THE INFRASTRUCTURE RACE FOR GLOBAL COMPETITIVENESS

If you are lucky enough to own a *Royal Oak* by Audemars Piquet, you have no excuse but to be on time.

For those of you, like me, who thought “Royal Oak” was referring to a king’s tree, allow me to briefly share that Audemars Piquet manufactures what many regard as the finest timepieces in the world, including the *Royal Oak* collection. These watches are considered second to none and highly sought after by those who can afford their price tag ranging from \$11,000 to \$39,000. Technically precise, made with the finest parts and at the forefront of innovation, a *Royal Oak* by Audemars Piquet is nothing less than aesthetically magnificent.

“Aesthetically magnificent” can also describe the world’s best cities that run like clockwork. Why? Their internal parts—building structures, electrical supply, water availability, telephone and communications networks, public transportation, highway systems, and local airport flight schedules—allow their residents and visitors to easily move from place to place to conduct business and take advantage of surroundings.

Think Dubai with the Burj Khalifa and Emirates Towers. Or the city of Vancouver’s commitment to energy efficiency,

which will require zero emissions from new buildings by 2030. The ultra-modern airports of Singapore, Hamburg, and Düsseldorf. London’s public transportation system, which links airports, underground buses, and rail. There’s the MTR in Hong Kong, which handles an estimated 90 percent of all travel within the city. The scenic commutes of Copenhagen, Denmark, by canal or bike. Subway systems that are stunning in Munich and intricate in New York City. The autobahn—federally-controlled, eight lanes wide, and capable of withstanding average automobile speeds of 88 mph through Frankfurt. The architecture of Sydney, Australia, juxtaposing both old and new structures. Then, there are the top wired cities—Seattle, Atlanta, Raleigh, and San Francisco—tops in broadband availability and usage.

These places are not just outstanding in the one exceptional thing pointed out; they are great in all the other areas too. So good, that if you were to climb the tallest building in any one

Our region's infrastructure can be kindly described as currently enabling the flow of business. But, when compared to other places, it direly needs maintenance, and in some areas, a lot of maintenance.

of them and look down, pedestrians, cars, planes, trains, and airplanes would appear to be moving like clockwork.

What if Southwest Michigan were to start viewing its own infrastructure as the parts of a fine timepiece?



STORY HEATHER BAKER
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**Large-scale,
well-maintained
infrastructure is
a must-have for
any competitive
economy.**

Our region's infrastructure can be kindly described as currently enabling the flow of business. But, when compared to other places, it direly needs maintenance, and in some areas, a lot of maintenance. With respect to innovation, saying it could use "some" is being too kind. Our region is not alone. The global financial crises over the last few years hit many areas hard and infrastructure quality deteriorated around the globe. During the tough times, places like Hong Kong, Singapore, and the Netherlands, which esteemed quality infrastructure, skyrocketed to the top of the list of countries with the best infrastructure on the planet, according to The World Economic Forum's The Global Competitiveness Report 2015-2016. The United States ranked eleventh.

Large-scale, well-maintained infrastructure is a must-have for any competitive economy. And that infrastructure must be supported by a long-term commitment to maintenance and perpetual innovation of that infrastructure. It may sound like a tall order to climb back on top and stay there, but it can be done.

Audemars Piquet has done it, even in the face of tough competition. The Swiss company could have resigned itself to thinking that a watch was simply a face with ticking hands attached to a wristband. But, its innovations throughout history include the smallest five-minute repeater caliber, jumping

second hand, thinnest watch, perpetual calendar wristwatch, multiple self-winding mechanisms, and first watch made with moss agate.

Moss agate. Just when you wonder what will come next, it's moss agate.



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Melissa Gilbert, Assistant Vice President First National Bank of Michigan, with Troy Thrash, President and CEO of the Air Zoo, in the new flight simulators.

One local bank always reaches for the stars.

A long-time First National Bank of Michigan customer, the Air Zoo trusts their local bank to help them fuel the imagination of visitors. "We work together to benefit the community," Troy Thrash said. Needing to upgrade 11-year-old technology and purchase new flight simulators, the Air Zoo turned to Melissa Gilbert to develop the final financing package. "First National Bank of Michigan believes in us and enables our mission to reach for the stars."


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What infrastructure improvements would most impact regional growth?



Greg Vaughn

**CHIEF OPERATING OFFICER/VICE PRESIDENT
OF BUSINESS DEVELOPMENT**

Cornerstone Alliance

Enhancing the road conditions of the I-94 corridor from the Indiana State line throughout Berrien and Van Buren Counties, as well as expansion of a third lane (westbound and eastbound), would significantly impact regional growth in Southwest Michigan.

Our transportation structure enables our businesses to serve 60% of the U.S. and Canadian markets within 24 hours, making I-94 a crucial piece in economic development. This nearly 50-mile span of interstate feeds to I-80 and I-90, and having this highly traveled highway in optimal condition bodes well for business attraction and expansion initiatives.



Stacey Hamlin

PRESIDENT & CEO
CTS Telecom

In today's competitive business landscape, fiber optic infrastructure is as important as any other utility. Most businesses today can't fully maximize their potential without it.

Access to fast, high quality Internet and data services has an enormous impact on attracting, retaining, and growing companies in our region. We have many of our own customers that have made strategic decisions to expand their businesses in our area based on the availability of this resource.

Customer demand for Internet has doubled in the past 12 months! We predict this trend will continue in the future as technology further integrates itself into business processes and everyone's daily lives. Infrastructure and networks need to be built in order to support this fast paced growth.



Vince Pavone

DEALER PRINCIPAL
Lakeview Ford Lincoln

What infrastructure investments would I make in our region if it were up to me? Repair the roads and bridges? Expand public transit? Improve our drinking water? So many areas of Southwest Michigan's infrastructure need attention that I believe it's unwise and, frankly, impossible to prioritize spending without a methodical assessment process.

In fact, we wouldn't even have to build this process from scratch. The American Society of Civil Engineers Michigan (ASCEM) developed an infrastructure report card for the state that our region can easily adapt. The state's assessment tool grades aviation, dams, wastewater, energy, and five other areas. Used with data specific to our region, a custom version of this infrastructure report card would help local counties, cities, and economic development agencies to prioritize infrastructure based on an impartial evaluation.

Speaking of impartiality, I think that developing this tool should be an apolitical and transparent process that builds regional consensus. Taking people's individual agendas out of the equation and relying on a methodical assessment process is the best way to avoid arbitrary spending and set priorities for the region that everyone can get behind.

KEEPING
the
Heart
of SOUTHWEST MICHIGAN
Healthy

STRONG INFRASTRUCTURE MEANS STRONG REGIONAL GROWTH

In the very concrete form of roads and bridges, utility lines, underground pipes, and broadband cable, infrastructure shapes our lives in vital ways for better or worse. For business, infrastructure can be the pathway to success or a roadblock to growth.

Regions and cities with access to good roads, rail, and airport hubs have a leg up in the race for prosperity. Indeed, executive surveys peg transportation infrastructure as one of the top factors in business location decision-making.

“It is not that highways, railways, seaports, or airports are more important than labor force, available land, suppliers, or educational institutions—it is that transportation infrastructure is how these resources are linked together,” according to *Site Selection Magazine*. “In today’s complex global economy, transportation connections enable a business to locate in any region offering the best possible combination of labor, land, tax, and cost—while competing worldwide.”

Yet infrastructure is so ubiquitous in our daily lives, it is easy to constantly overlook and neglect it until the costs of upkeep and expansion are overwhelming. Poorly maintained infrastructure—resulting in such problems as highway, airport, and seaport congestion—costs hundreds of billions of dollars a year in lost productivity, according to the Business Roundtable.

“Transportation infrastructure is the backbone of a modern, competitive, and productive economy. Once the envy of the world, America’s highways, bridges, railways, airports, transit systems, and waterways are deteriorating due to inevitable wear and tear,” the Business Roundtable concluded. “Stretched beyond capacity by the demands of today’s global economy and a growing population, America’s transportation infrastructure provides an opportunity for policymakers to reinvest in a critical driver of our entire economy.”

So, for Southwest Michigan, future infrastructure strategy can be a competitive advantage to drive prosperity. Or, crumbling infrastructure can drag down the region.

THE QUALITY OF LIFE VEINS OF A REGION

The infrastructure equation also extends to how we enjoy life—and where we choose to do so. Consider how entertainment venues and professional stadiums add to the livability quotient that makes workers more likely to put down stakes in a community. More and more—especially for Millennials—high-speed Internet connectivity has become an essential tool for both work and leisure. So, too, is robust public

transportation, as Millennial professionals often list that as an asset they weigh in their location choice.

“You have places like Austin, Houston, Dallas, places with very dynamic economies,” said Kurt Metzger, one of Michigan’s leading demographers. “Cities like Denver and Salt Lake City are investing in regional transit. These cities and regions are getting the importance of investing in infrastructure. Millennials want bike lanes and they want mass transit, all these things we keep hearing from Millennials.”

Consider Salt Lake City, which has invested \$2.5 billion in a combination of light rail, commuter rail, street car, and expanded bus service that has changed the face of the metropolitan area. The light rail system links downtown with Salt Lake City International Airport and has stops within a couple blocks of most key downtown and university venues in this city of 190,000. With a top speed of 79 mph, the 88-mile commuter line along the Wasatch front connects residents of two counties to the heart of city. In 2014, annual ridership in the entire system topped 45 million.

While modest by comparison, transit took an important step forward in 2015 in the Kalamazoo area when voters approved a .75-mill tax to allow more frequent bus runs and late-night service on selected routes, as well as adding daytime service on Sundays on 16 routes. The expanded service is expected to boost ridership, in part by transporting more second- and third-shift workers to and from their jobs.

I-94: A CHOKED ARTERY

Highways are key. One place to look for improvement in Southwest Michigan is I-94.

Jonathan Start, executive director of the Kalamazoo Area Transportation Study (KATS), said the interstate corridor is a vital link in the region’s transportation network, carrying 100 million tons of freight a year through Kalamazoo County. The county ranks ninth in Michigan in originated intrastate trucking, with 6.32 million tons of freight annually leaving the county.

Already congested with an average of 55,900 vehicles a day, that is expected to rise to nearly 60,000 a day by 2045.

Adopted earlier this year, the KATS 2045 transportation study concluded, “Freight is vital to the Kalamazoo area’s economic prosperity. Having an integrated freight network within the Kalamazoo area that is connected to different modes of



Michigan demographer Kurt Metzger said Millennial professionals are looking for livable cities with bike lanes and robust public transportation.

Bridge

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**STORY TED ROELOFS
IMAGES TVERDOHLIB
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transportation will be critical to the area's economic future.”

To understand what happens when that corridor breaks down, just recall January 2015. A section of I-94 near Galesburg became a virtual war zone of mangled cars and trucks in a 193-vehicle pileup during heavy snow and high winds. The incident killed one, sent 22 to the hospital, and closed the interstate for two days. A subsequent study commissioned by the Michigan Department of Transportation recommended the addition of a third lane on eastbound and westbound I-94 between mile marker 79 and the I-94 Business Loop in Kalamazoo County. MDOT officials said they plan to spend \$67 million in 2020 to add a third traffic lane between Lovers Lane and Sprinkle Road.

Local officials would like to add a third interstate lane all the way from Kalamazoo to Jackson. A realistic projection of state funding priorities indicates that could be a decade or more down the road.

The KATS study also concluded that crumbling major streets and highways ranked as the second worst aspect of the region's transportation system.

“It's not getting around and going to and from work,” executive director Start said. “There are those who say that the quality of roads is a draw or hindrance for people thinking about relocating a business.”

In that regard, Southwest Michigan fares no better than much of Michigan. Given the state's failure

to reverse a pattern of dwindling funds to local governments for road repair and construction, it is predictable that the region's local roads have continued to decline.

At least 70 percent of roads in the seven-county region are rated in poor or fair condition by the Michigan Transportation Asset Management Council. In two counties, Van Buren and Cass, more than 50 percent of roads are rated in poor condition, and in Berrien County, more than 40 percent are rated poor.

Though it is hard to pin down the precise economic price Southwest Michigan pays due to substandard roads, a 2014 study by a national research group pegged the yearly cost of bad roads in Michigan at \$686 dollar per motorist. The same road conditions add to the overhead costs of any business that relies on local ground transportation.

BROADBAND: THE INVISIBLE ARTERY

In a digital world, concrete and asphalt are by no means the only roadways vital to commerce and vibrant communities—broadband cable and Wi-Fi are in many ways becoming the oxygen of innovation.

Communities, like Minneapolis and Amherst, are leading the way in extending free Wi-Fi to virtually all their residents.

In Minneapolis, residents and visitors can access free Internet from 117 wireless hotspots scattered throughout the city of 400,000. Though on a much smaller scale,

the Town of Amherst in Massachusetts has turned its downtown into a nexus of lightning-fast free Wi-Fi. With a fiber-optic backbone, the system relies on 37 access points installed on buildings and street lights, connecting users through centralized controllers.

In 2013, Amherst Information Technology Director Kris Pacunas put it this way: “If your Internet is down, it's like losing electricity.”

By comparison, some portions of Southwest Michigan have room for improvement.

Kalamazoo County is well-connected, with 97 percent of residents having access to broadband speeds of at least 25 mbps, above the statewide average of 88 percent. The remainder of the region falls below the state average—in Calhoun and Van Buren counties, less than 70 percent have access to those broadband speeds.

AIRPORTS: THE ARTERY OF THE SKY

Access to a major airport hub—another form of connectivity—can be an important driver of regional growth as well.

In that regard, Southwest Michigan lags behind many comparative regions in takeoffs and landings at Kalamazoo-Battle Creek International Airport (AZO). Among those regions, Minneapolis predictably ranked first, with more than 400,000 takeoffs and landings. Austin was second, with nearly 200,000. AZO was 12th of 14 regions considered, with just over 40,000 takeoffs and landings, just ahead of Peoria and South Bend.

Still, AZO continues to serve a niche role as a small regional airport, aided by the important recent addition of United as a carrier. Many regional residents and business travelers will continue to fly from the much larger Gerald R. Ford International Airport, 40 miles to the north. That Grand Rapids airport has five carriers with 23 nonstop destinations and an annual passenger count of about 2.5 million—10 times that of AZO. Other Southwest Michigan-based air travelers may continue to fly out of Detroit or Chicago. For residents in the southern part of Southwest Michigan, South Bend International Airport is another option. With three carriers and non-stop flights to nine cities, it posts 38,000 takeoffs and landings, comparable to Kalamazoo-Battle Creek International Airport.



At least 70 percent of the roads in Southwest Michigan are in poor or fair condition, a hindrance to economic growth.

WATER & SEWER: THE UNDERGROUND CIRCULATION SYSTEM

Recent events in Flint have taught us that safe, clean tap water is not a resource to be taken for granted in any municipal water system. Thousands of children were exposed to unsafe lead levels after the city switched in 2014 to the Flint River as its water source, leaching lead from its lead service lines. It is an ongoing crisis that threatens the city's already depressed real estate values and undermines the area's appeal in the site selection market.

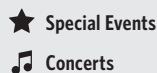
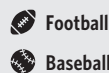
But experts warn that Flint may not be an isolated example of infrastructure failure. The American Society of Civil Engineers gives Michigan's water systems a grade of D, estimating that municipalities will need to spend nearly \$14 billion over the next 20 years to maintain and upgrade the systems, not including replacement of thousands of lead service lines. It estimated that nearly \$4 billion will be needed to upgrade the state's wastewater systems.

Appointed by Governor Rick Snyder, the 21st Century Infrastructure Commission is to recommend by November how to modernize the state's transportation, water, sewer, energy, and communication infrastructures.

While Kalamazoo has about 4,300 known lead service lines out of 46,000 service lines in the system, it has consistently met federal clean water standards. To that end, it has used corrosion control measures since 1956 and a proactive annual lead and copper service replacement capital improvement program for over twenty years. But for Kalamazoo and the rest of Southwest Michigan, it will be critical in the years ahead to invest in and maintain these critical parts of infrastructure.

Major Sport, Entertainment Facilities and Economic Impact

REGION	FACILITY	PURPOSE	CAPACITY	ANNUAL ECONOMIC IMPACT (IN MILLIONS)*
Akron OH	Infocision Stadium		30,000	-
	Canal Park		9,097	-
	Akron Civic Theater	★	5,000	-
Austin TX	Circuit of the Americas**		120,000	\$897.0
	Texas Memorial Stadium		100,119	\$77.7
	Frank Erwin Center		17,900	\$8.1
	Austin360 Amphitheatre		14,000	\$49.0
Boise ID	Dell Diamond		11,631	-
	Taco Bell Arena		13,390	-
	Ford Idaho Center	★	13,067	\$10.9
	Memorial Stadium		3,427	-
Greensboro NC	CenturyLink Arena	★	6,800	\$7.7
	Greensboro Coliseum Complex****	★	23,500	\$26.6-\$35.5
Yadkin Bank Park			7,500	-
Greenville SC	Bon Secours Wellness Arena	★	15,951	\$46.6
	Timmons Arena	★	6,000	-
	Fluor Field at the West End		5,700	-
Huntsville AL	Louis Crews Stadium		21,000	-
	Von Braun Center	★	10,000	-
Knoxville TN	Neyland Stadium***		102,455	\$90.6
	Thompson-Boling Arena***		21,678	-
	Smokies Stadium		6,412	-
Minneapolis MN	U.S. Bank Stadium		65,400	\$145.0
	Target Field		39,022	-
	Target Center		18,000	\$100.0
	Xcel Energy Center		13,011	-
Omaha NE	TD Ameritrade Park		24,000	\$50.0
	Century Link Center	★	17,000	\$350.0
	Werner Park		9,023	\$17.4
Peoria IL	Carver Arena	★	12,036	-
	Dozer Park		7,500	-
Rochester NY	Blue Cross Arena	★	14,000	\$42.0
	Frontier Field		13,500	-
South Bend IN	Notre Dame Stadium		80,795	\$50.0
	Covelski Stadium		5,000	\$0.7
Southwest Michigan	Kellogg Arena (Battle Creek)	★	6,200	\$13.2
	Wings Event Center	★		
Springfield MO	JQH Arena	★	11,000	-
	Hammonds Field		10,486	-



Sources available online

ENTERTAINMENT VENUES: KEEPING THE REGION'S FUN ARTERIES PUMPING

Often overlooked in the wider discussion of infrastructure, a region's entertainment venues can be a vital contributor to its economic pulse. In Grand Rapids, for example, completion of Van Andel Arena in 1996 proved to be a key ignition point for a downtown revitalization that continues to this day. Built with \$21 million in private funds and \$56 million in public funds, the arena spawned a vibrant entertainment district and was in turn followed by a boom in downtown housing.

In this regard, Southwest Michigan has its challenges. Comparative regions tend to have more and larger entertainment and stadium venues, which boast a larger economic impact.

Opened in 1974, Wings Stadium in Kalamazoo is outdated, despite a recent \$2 million upgrade to add a new video scoreboard, concourse monitors, flooring, and fresh paint. The arena has a seating capacity of 6,000 for concerts, limited for a regional population of 780,000. For now, a proposal to build an \$81.2 million arena project to revitalize downtown appears in limbo.

In Battle Creek, Kellogg Arena has hosted basketball games, ice shows, and concerts since it opened in 1980. It also serves as a convention center. Though the aging, city-owned downtown facility was forced to extend a deficit-reduction timeline from 2015 to 2018, its economic impact on the community remains important—the Calhoun County Visitors Bureau estimates it generates more than \$10 million annually in local spending.

*Where available

**Race track for motorsports, including F1

*** Economic impact is combined number for two facilities.

**** Impact study includes other facilities within complex

High-Speed Rail in Southwest Michigan

Big Vision, Significant Hurdles

The long-term vision for high-speed rail through the Southwest Michigan corridor is exciting... Whisk rail passengers from Detroit through Kalamazoo to Chicago at continual speeds of more than 100 miles per hour. Triple the number of daily trips from three to 10. And shave 90 minutes off the five and a half hour trip.

While that vision is only a work in progress, state rail officials say there's reason to believe this 300-mile corridor for Amtrak's Wolverine line one day will set a Midwest standard for high-speed rail. If and when it's all finished, Michigan's top rail official predicts, it will be a game-changer.

"The ridership, we believe, will explode," said Tim Hoeffner, who directs the Office of Rail for Michigan's Department of Transportation.

To date, the U.S. Department of Transportation has already committed about \$383 million to upgrade the 135-mile segment between Detroit and Kalamazoo to speeds of up to 110 miles per hour. In 2011, the feds awarded MDOT nearly \$200 million for track and signal improvements and another \$140 million to purchase the track from Virginia-based freight operator Norfolk Southern Corp.

Hoeffner expects the track upgrade from Kalamazoo to Detroit to be finished by November 2017. The 97-mile segment between Kalamazoo

and Porter, Indiana, has already been upgraded to speeds of up to 110 mph. The Wolverine line also includes a segment from Detroit to Pontiac.

The biggest challenge remains—high-speed travel from Chicago to Porter, a section that includes perhaps the heaviest freight traffic into Chicago. Delays are a nearly daily headache, as passenger trains compete for space with long, lumbering freight trains. At times, passenger trains are forced to a dead stop on a side rail while freight trains creep by, or the passenger trains get stuck behind freight trains at 20 miles per hour.

In 2014, the *Detroit Free Press* analyzed Amtrak data and concluded Amtrak's Michigan trains to Chicago—including its Port Huron-to-Lansing-to-Chicago Bluewater line—had an average on-time record of about 33 percent, with its three Wolverine trains on time 32 percent to 39 percent of the time.



Tim Hoeffner
MDOT Director of the Office of Rail

But as the Wolverine speeds up and travel time shortens, Hoeffner expects ridership on the busiest passenger rail line in Michigan to continue to climb. In 2001,

The proposed solution—construct a separate, dedicated line for passenger use, among other improvements—is estimated to cost \$2.5 billion to \$3 billion. Those funds have yet to be budgeted.

By comparison, Greenville, South Carolina—with a metropolitan area of 862,000—imploded the deteriorating Greenville Memorial Auditorium, nearly 20 years ago. Across the street, Bon Secours Wellness Arena opened in 1998. With 30 luxury suites and 840 club seats, it can seat up to 16,000 for concerts and has played host to professional basketball, ice hockey, and arena football. A 2012 analysis of its economic impact estimated that it generated \$56.6 million in annual economic impact. That included 33,000 hotel room nights tied to arena events, in addition to the creation of 540 full-time equivalent jobs. It estimated that a single major concert added \$1.4 million to the local economy. The arena has fueled the revitalization of Greenville's downtown over the past two decades, from vacant storefronts and abandoned warehouses to a prosperous central business district with residential lofts and condos, upscale restaurants, and mixed-use developments.



High-speed rail track improvements for the Detroit-to-Chicago Amtrak line are scheduled to be complete in 2017, but a slow section of track from Chicago to Indiana remains a major hurdle.

annual ridership stood at 294,570—rising by nearly 40 percent to 458,710 in 2015, slightly below its peak of more than 500,000 in 2010. In 2015, nearly 60,000 passengers boarded the train in Kalamazoo as did nearly 20,000 in Battle Creek. Painless connectivity for Western Michigan University and Kalamazoo College students to travel home or to a new city for the weekend also hints at amplified ridership.

Hoeffner estimates the improvements between Kalamazoo and Detroit will shave 30 minutes off travel time. The improvements between Chicago to Porter—whenever they are done—should save another 30-40 minutes. Other operating and equipment upgrades might cut another 30 minutes—slicing overall travel time to about four hours.

CONTINUED ON PAGE 48

Comparatively, Southwest Michigan is at a competitive disadvantage to attract NCAA sporting events, and their much sought-after economic impacts, because of limited space and seating in the region.

Transportation, a fundamental building block of commerce, will be a constraint on progress if the region's road grid continues to deteriorate as it has for more than a decade.

Opened in 1927, the historic Kalamazoo State Theater has proven a durable piece of the region's cultural heritage. With a capacity of just 1,500, it has nonetheless hosted acts from punk rockers The

Ramones to jazz icon Chick Corea to blues guitar legend Johnny Winter. Likewise, Western Michigan University's Miller Auditorium has hosted everything from symphonic performances to Broadway shows including *Phantom of the Opera* and *Chicago* to stars including Bob Dylan and Bruce Springsteen. With a capacity of 3,500, it is the fifth largest auditorium in Michigan.

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CONTINUED ON PAGE 48



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COVER STORY VIEWPOINT

RICK SNYDER

GOVERNOR, STATE OF MICHIGAN
LANSING, MICHIGAN

My vision for governing our great state is guided by a singular imperative: the need to solve long-term problems with long-term solutions that benefit all Michiganders. No undertaking of my administration realizes this vision more fully than the Gordie Howe International Bridge.

In Michigan, we are fortunate to live in a bustling trade corridor at a major international crossroads. More than 25 percent of all merchandise trade between the United States and Canada crosses the border between Detroit and Windsor. Trade volume there is expected to significantly increase in coming years.

Detroit-Windsor's border crossing system is in need of increased capacity to meet future traffic demands, redundancy for commercial traffic, improved border processing capabilities, and predictable highway-to-highway access demanded by manufacturers in today's era of just-in-time-delivery.

For these reasons, I have made it a top priority to work with our Canadian partners to ensure that the Gordie Howe International Bridge, a project exhaustively studied with all required approvals in place, actually gets built.

I have made it a top priority to work with our Canadian partners to ensure that the Gordie Howe International Bridge actually gets built.

The Gordie Howe is a massive undertaking, one of the biggest infrastructure projects in North America. It consists of a new six-lane bridge spanning the Detroit River and anchored by two state-of-the-art inspection plazas, both of which will connect directly to highways: I-75 in Michigan and the Rt. Hon. Herb Gray Parkway in Ontario.

And I have no doubt that, before long, the Detroit skyline will be framed by a magnificent new span, one that will generate thousands of well-paying jobs and whose beauty will rival the world's most iconic bridges. The Gordie Howe International Bridge will benefit our entire region and far beyond by unclogging our logistics supply chain, decreasing the costs of delivering goods, and increasing capacity and reliability for cross border freight shippers and receivers located throughout Michigan.

Just as important, the bridge will symbolize our collective ability to achieve great things together.

Canada, which is generously financing the project in its entirety, has repeatedly provided assurances that it is fiercely committed to the project. A critical milestone was reached recently with the release of the request for proposals (RFP), the voluminous document that will be used to select Canada's private-sector concessionaire.

An immense amount of preparatory work on both sides of the Detroit River has already been completed. The \$1.4 billion connecting Parkway is already open to traffic. Canada anticipates investing approximately \$160 million for preparatory work, and the work is in various stages of completion. Excavators and bulldozers are common sights in Windsor.

In Michigan, we have obtained more than 50 percent of properties located within the Gordie Howe International Bridge footprint and land acquisition is on schedule. Tens of millions of dollars in demolition, utility relocation, and environmental work have been contracted here, as well.

Michigan and Canada also are working hand-in-hand, working to ensure that the communities nearest to the Gordie Howe International Bridge, including the historic Delray neighborhood in Detroit, are treated equitably, and that their interests and quality of life are protected.

The Gordie Howe project is exciting not just because it is a once-in-a-lifetime infrastructure project. It has the potential to catalyze an economic transformation in ways that some may have not yet fully visualized.

For starters, the Gordie Howe International Bridge will bring with it to southwest Detroit a massive, technologically advanced and aesthetically pleasing customs plaza that will make crossing this border efficient, safe, and secure. The bridge also will enable Michigan to receive approximately \$2.2 billion in federal transportation matching funds; thus, the Gordie Howe will be leveraged to improve Michigan's transportation infrastructure for years to come. Finally, we are aggressively studying how the Gordie Howe could spur the creation of an internationally competitive transportation hub that would revolutionize the logistics industry in Michigan.

A famed journalist once wrote: "It so happens that the work which is likely to be our most durable monument, and to convey some knowledge of us to the most remote posterity, is a work of bare utility; not a shrine, not a fortress, not a palace, but a bridge."

Just as important, the bridge will symbolize our collective ability to achieve great things together.

These words appeared in *Harper's Weekly*, in 1883, upon the opening of the Brooklyn Bridge. One day, in the not-too-distant future, I believe similar tributes will be made in honor of the Gordie Howe International Bridge.

More about **Governor Rick Snyder** and issues key to Michigan's future can be found at www.michigan.gov/snyder.

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COVER STORY VIEWPOINT

JEFF MAYES

DIRECTOR OF ECONOMIC DEVELOPMENT STRATEGY FOR CONSUMERS ENERGY
BAY CITY, MICHIGAN



One of the most important decisions business leaders will make is whether to locate or expand in Michigan. Your growth, profitability, and success depend on making the best siting decision with the information and resources you have.

Chances are, you'll consider questions such as these during the process:

- Will this site advance my long-term growth strategy?
- Do the benefits of doing business here outweigh the costs?
- Will this site help attract new customers and expand existing relationships?
- Can I find employees with the right skills?
- Are nearby educational institutions teaching those skills?

Too often, however, businesses wait or fail entirely to ask a critical question about a potential site:

- Does it offer affordable, reliable energy infrastructure to serve my long-term energy needs?

Consumers Energy is working each day to help ensure the answer is “yes” for businesses locating or expanding in Michigan.

Businesses like these expect and deserve reliable, cost-effective energy—and energy providers, such as Consumers Energy, can serve as entry points to siting decisions.

We encourage all businesses to engage Consumers Energy early in the site selection process or as they consider expanding an existing location. We can help businesses eliminate risk by developing a solid plan for electricity and natural gas, and providing additional resources to ensure long-term growth and success.

Here are three key energy-related questions Consumers Energy's economic development team likes to discuss—and we strongly encourage all businesses to ask—when considering locating or expanding in Michigan:

Do you understand my business?

No matter the industry, all businesses exist to succeed and grow, and most can locate anywhere. Be sure your energy provider can help usher in success and growth in Michigan by first understanding your short- and long-term plans, with focus on growth. Desired locations, expanding product lines, and more play a part in selecting sites that can confidently accommodate business goals now and in the future.

Consumers Energy is proud to work with Southwest Michigan First, other local agencies, and the Michigan Economic Development Corporation (MEDC) to understand growth goals and help identify sites that meet them. Access to reliable electric and gas infrastructure—whether existing or proposed—is essential.

Can you provide more than numbers?

The best energy providers do much more than react to requests for information because they understand economic development is a team sport. To set a strong foundation for long-term success, energy providers must offer businesses value beyond energy to help them thrive.

Consumers Energy maintains deep working relationships with the MEDC and local community agencies to bring real value to prospective businesses.

For example, Consumers Energy, Southwest Michigan First, and other agencies maintain a shared inventory of available sites in our service area that are “energy ready,” including three in the Kalamazoo area. The inventory includes key utility infrastructure information. Understanding where pipes and wires lie

We can help businesses eliminate risk by developing a solid plan for electricity and natural gas, and providing additional resources to ensure long-term growth and success.

helps us customize proposals, estimate costs, and develop rate analyses based on how customers use energy.

Can you help reduce or eliminate upfront and long-term energy costs?

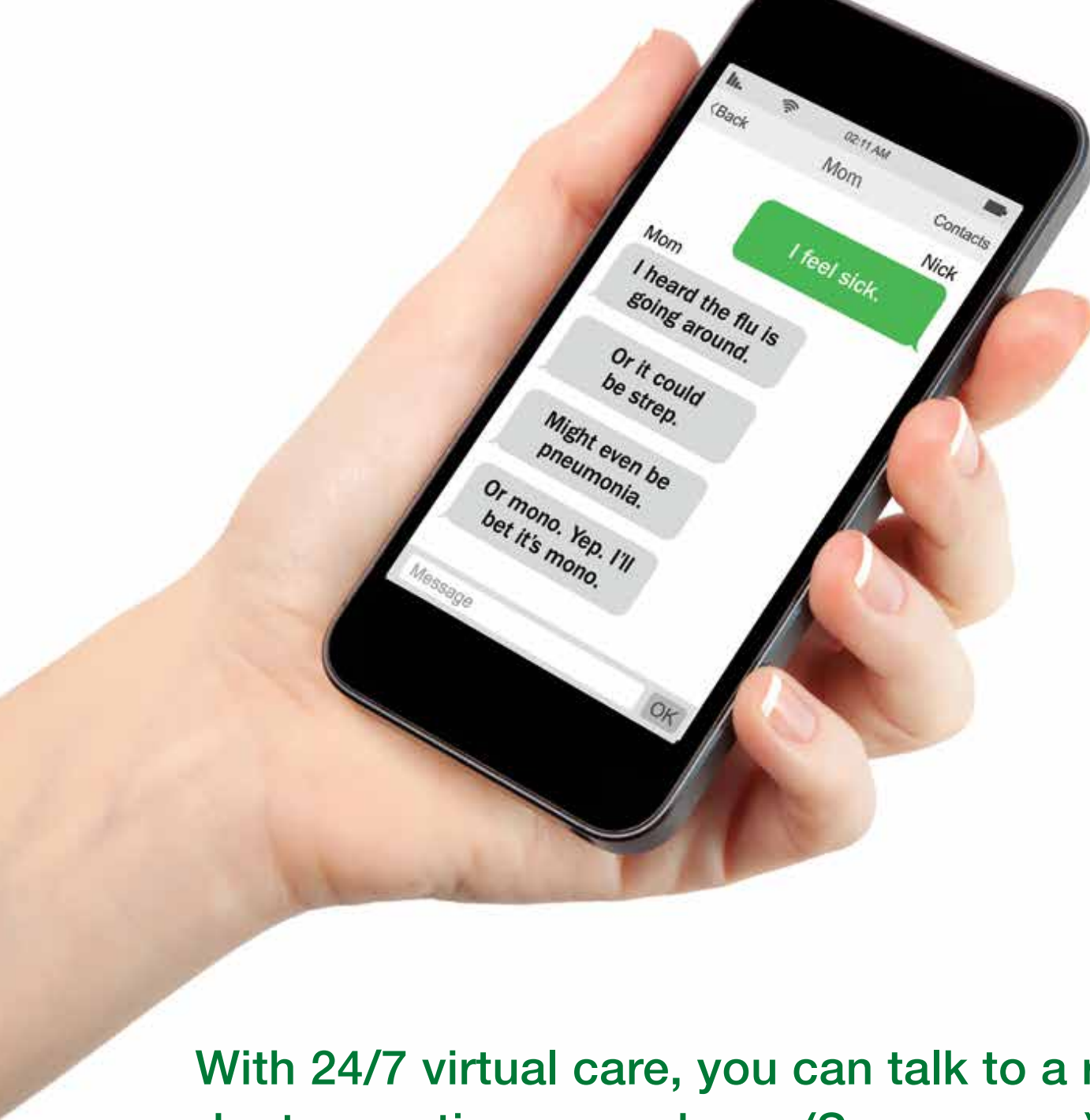
Consumers Energy can help reduce or eliminate energy infrastructure costs. We also offer rate options with growth plans in mind.

Keeping energy costs low is critical for long-term success, and energy providers should offer resources to help.

We offer new construction and energy efficiency incentives based on current and planned energy efficient equipment and buildings. We also assign an energy advisor at no cost to help identify opportunities to maximize energy efficiency incentives, reduce costs, and become more efficient.

In fact, Consumers Energy's energy efficiency programs have helped our business and residential customers save \$1 billion since 2009. These dollars are put to work in a variety of ways, including helping Michigan businesses create

CONTINUED ON PAGE 49



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		Minneapolis, MN	99.4%
		Knoxville, TN	99.2%
		Omaha, NE	98.1%
		South Bend, IN	97.4%
		Huntsville, AL	91.3%
		Boise, ID	82.7%
		Austin, TX	36.9%

*25 megabytes/second

SOURCE: BROADBAND NOW

Road Quality by County

Rated roads. Some roads are not rated.

■ Poor
 ■ Fair
 ■ Good

KALAMAZOO (730 miles)



CALHOUN (683 miles)



ST. JOSEPH (414 miles)



BRANCH (438 miles)



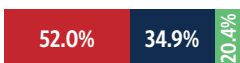
VAN BUREN (570 miles)



BERRIEN (750 miles)



CASS (365 miles)



SOUTHWEST MICHIGAN (3,950 miles total)



SOURCE: Michigan Transportation Asset Management Council, 2014-2015

Infrastructure

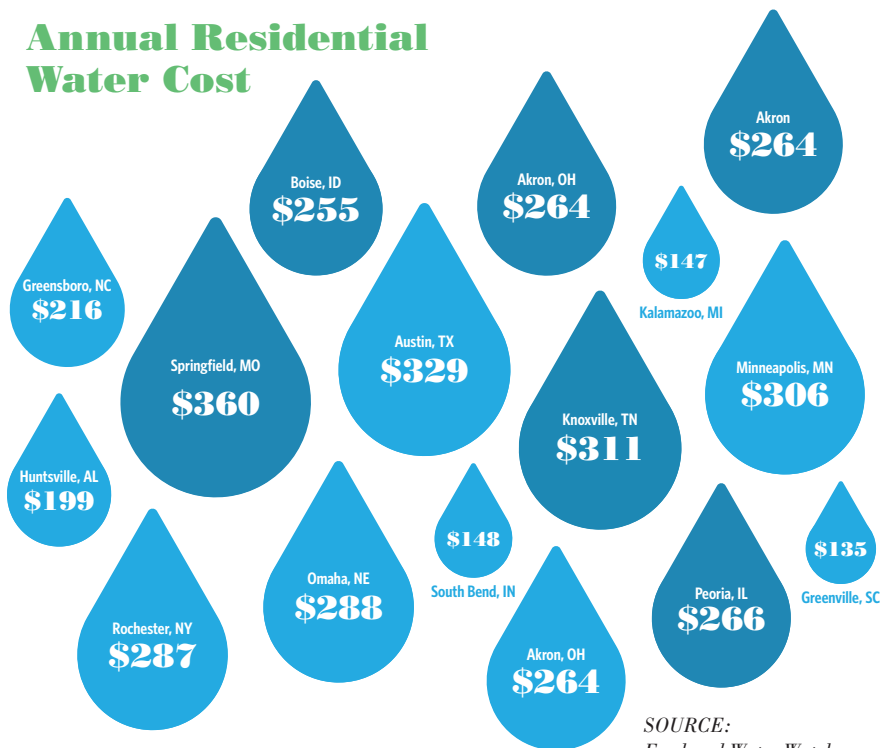
BY THE NUMBERS

Takeoffs & Landings

MAIN AIRPORT	FROM BEYOND REGION				LOCAL		TOTAL
	Air Carrier	Air Taxi (Charter)	General Aviation	Military	Civil	Military	
Minneapolis, MN	303,357	86,497	11,691	2,829	0	0	404,374
Austin, TX	114,068	15,358	49,146	8,002	3,871	748	191,193
Boise, ID	40,797	10,380	39,676	10,047	24,772	6,302	131,974
Omaha, NE	42,758	23,350	19,252	2,579	5,992	1,664	95,595
Knoxville, TN	11,136	30,021	27,699	11,596	5,020	9,843	95,315
Rochester, NY	20,259	24,116	16,958	1,709	18,924	1,825	83,791
Greensboro, NC	20,760	25,609	23,652	1,491	4,235	468	76,215
Akron, OH	12,985	15,011	22,424	1,417	15,698	574	68,109
Huntsville, AL	9,151	12,544	10,719	10,627	1,994	13,546	58,581
Greenville, SC	13,122	20,051	8,200	1,305	340	418	43,436
Springfield, MO	5,648	15,188	15,737	3,397	2,400	854	43,224
Kalamazoo, MI	942	6,051	17,524	204	16,181	30	40,932
Peoria, IL	2,463	14,398	11,893	4,473	3,033	3,241	39,501
South Bend, IN	4,017	12,664	12,660	172	8,318	169	38,000

SOURCE: FAA, 2015

Annual Residential Water Cost



SOURCE: Food and Water Watch

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thechambermarshall.com/event/marshall-christmas-parade

Marshall | (269) 781-5163
November 28, 2016 | 7pm

2. The Crossroads Mall

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thecrossroadsmall.com

Portage | (269) 327-3500
Select Mall Hours



Places For Holiday Parties

3. Schuler's Restaurant & Pub

The trademark hospitality of Schuler's makes this historical restaurant a go-to place to welcome your guests for breakfast, lunch, or dinner.

schulersrestaurant.com

Marshall | (269) 781-0600

4. Fieldstone Grill

Enjoy private dining or a table by the fire while you savor a traditional Fieldstone Steak or seasonal fare.

millenniumrestaurants.com/fieldstone/index.php

Portage | (269) 321-8480

5. BOLD Restaurant & Catering

Add a little spice to your holiday meals at BOLD. Each dish is specially prepared to give the gift of big flavor.

bolddining.com

Kalamazoo | (269) 375-8551

6. Tosi's Restaurant

At Tosi's, northern Italian cuisine is served with a side of warm hospitality.

tosis.com

Stevensville | (269) 429-3689

7. Latitude 42 Brewing Company

For a lively event, book the private dining room to toast well wishes to your family and friends.

latitude42brewingco.com

Portage | (269) 459-4242

8. Malia Mediterranean Bistro

At Malia Mediterranean Bistro, passion for extraordinary cuisine and the freshest local ingredients cook up a total food experience.

maliafoods.com

Battle Creek | (269) 441-2900

Tree Farms



9. Badger Country Christmas Tree Farm

Balsam Fir. Scotch Pine. Blue Spruce. This is the place to choose your favorite tree along with a fir wreath or garland.

Lawrence, Otsego & Portage | (269) 217-6743

10. Wahmhoff Farms Nursery

Pre-cut or U-cut? The choice is yours! With 150 acres of trees, you're sure to find one that will deck the halls.

mitrees.com

Gobles | (269) 628-4308

11. Tall Timbers Tree Farm

Don't forget to bring your camera! Memories are made at the Century-Old Barn, complete with hayrides and hot chocolate.

talltimberstreefarm.com

Hartford | (269) 463-5750

12. Pinecrest Christmas Tree Farm

Take a ride into this family-owned farm's field of trees on a horse-drawn or tractor-drawn wagon.

pinecrestchristmastreefarm.com

Galien | (269) 545-8125

13. Bredeweg Acres

Beat the hustle and bustle and head to Bredeweg Acres before the other elves select the best trees.

bredewegacres.com

Stevensville

(269) 422-2731

15. Butler Christmas Tree Farm

Make your Christmas tree hunt a full family experience! Rumor has it that Santa has even been known to stop by.

www.butlertrees.com

Dowagiac | (269) 782-4650

16. Murdoch Nursery

Presents come in all sizes and so do trees at Murdoch Nursery. Here you'll find a large selection of cut-your-own and potted trees.

South Haven | (269) 637-4220

17. Wilson's Tannenbaum Farm

Enjoy roaming Michigan's wilderness in search of the perfect spruce to serve as the centerpiece for a verse of *O Tannenbaum*.

wilsonstreefarm.com

Battle Creek

(269) 781-2433



14. Timberly Tree Farm

Jingle all the way to choose a tree with sizes up to 20 feet. Next, dash through the snow to the farm's holiday store for extra cheer!

timberlytreefarm.com

Sturgis | (269) 651-3784



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A Model for Progress

WHIRLPOOL CORPORATION PARTNERS WITH BENTON HARBOR TO BUILD COMMUNITY

STORY RICK VAN GROUW
IMAGES BARRY ELZ

To people outside of the region, Benton Harbor, Michigan, may seem an odd locale for the world's number one major appliance manufacturer.

Its main street has all the hallmarks of a tired old Midwestern industrial town: faded brick facades, a shuttered and dilapidated State Theatre, an old rail line. But signs of new life are popping up all over.

An abandoned seven-story building is now a combination of apartments and offices. Decaying old bars have been acquired and converted into hip brewpubs. Walking trails bring people together. And Whirlpool Corporation is involved, directly or indirectly, in much of the restorative life being breathed into Benton Harbor. "It's kind of neat to see how things are kind of a domino effect; one thing leads to another," said Jeff Noel, Whirlpool Corporation's vice president of communications and public relations. "It's like dominoes in reverse—we're lifting this place up instead of knocking it down."

Indeed, Whirlpool Corporation, with annual sales of around \$21 billion, is woven into the social fabric of Benton Harbor and its near neighbor, St. Joseph. The company's history started in 1911 when Lou Upton and his Uncle Emory launched a household equipment venture. Three years later, Lou's uncle Emory and brother Fred joined the gambit, which was then called Upton Machine Co. Its first order was for 100 washing machines. Although Whirlpool Corporation closed its last Benton Harbor factory in 2010, today over 4,000 employees and full-time contractors still work and live in the Twin Cities.

In 2006, Whirlpool Corporation completed a \$1.7 billion acquisition of Maytag. "After we acquired Maytag we found ourselves in 17 locations from the growth," Noel said. "In 2010, we decided to consolidate into three campuses, which included the new building on Riverview."

Meanwhile, with the endorsement and support of state regulators, Whirlpool continued to build a community legacy with the construction of Harbor Shores.

Harbor Shores is a residential golf community and marina that bridges Benton Harbor, St. Joseph, and Benton Charter Township. It boasts a Jack Nicklaus signature golf course, a 61-slip marina with dock space that will accommodate 150-foot yachts, a four-star hotel, and plans for nearly 500 cottages and homes that sell in the \$300,000 to \$1 million range. The development was built on abandoned industrial land—including the acquisition of 130 parcels.

"We had to address considerable contamination," said Bob McFeeter, managing director of Evergreen Development Company, which developed Harbor Shores. "It was primarily a brownfield site that contained a Superfund site. Some land was already zoned residential but had derelict houses on it. The majority of the land was industrial and contained derelict buildings, tons of waste, and old city dumps." It took McFeeter a year to start getting permits from the state and the U.S. Army Corps of Engineers. Construction on the golf course began in September 2007; it opened in

July 2010 and has hosted the 2012, 2014 and 2016 Senior PGA Championships and will do so in even years through 2024.

"This is about the whole area," McFeeter said. "Brownfield development is difficult and expensive, but it's also an opportunity if you do it correctly. The money Whirlpool Foundation has invested—they're a leader. In Michigan, you have the opportunity here to not be held liable for existing contamination if you did not create it. If you are prepared to take a brownfield site and remediate but not exacerbate, you're not liable for it. That is a big incentive that Michigan gives."

Meanwhile, the notion of a new corporate office complex downtown continued to percolate. As the company had expanded over the years through growth and acquisitions, it acquired new office space in Benton Harbor to accommodate a growing staff. By the early 21st century, the company's Twin City offices occupied some 17 buildings in Benton Harbor.

"We took space on an as-needed basis," said Lee Utke, Whirlpool Corporation's senior director of global corporate real estate. "It became pretty difficult for organizations to be co-located and overall collaboration was missing."



In 2008, company CEO Jeff Fettig moved forward with plans to construct new corporate offices.

"He saw that we had an opportunity and asked everyone, 'If we could, how would we start from a blank sheet of paper?'" Utke said. "How would we change things? And sure, some of those changes were about being more cost-efficient. But they were also about being more engaging, more collaborative."



COMMUNITY ALLIES

Linking Community Interests

Among its community allies, Whirlpool Corporation lists state and municipal governments, the Cornerstone Alliance, the Consortium for Community Development, the First Seed Program, Boys & Girls Clubs, United Way, Habitat for Humanity, and FIRST Robotics, among others.

Whirlpool Corporation is also one of 300 company members of the Cornerstone Alliance, an economic development organization founded in 1987. Among its missions is to attract and retain workers for its members. As always, partnership is a two-way street.

"There is no stronger validation of a community project than when a private-sector company publicly based the project or vision," said Rob Cleveland, President and CEO of the Cornerstone Alliance. "Berrien County is incredibly fortunate to have so many companies that

CONTINUED ON PAGE 29



"It's not investing in the community, it's investing for your employees. If you can find the right talent, you're just investing in trying to retain that talent."

It took two years of research and brainstorming to start building. But six years and \$155 million after breaking ground, the project is complete. Spanning several blocks in downtown Benton Harbor, the complex consists of:

- 1 Lakeview Campus, the company's global headquarters;
- 2 Riverview Campus, the company's North American Headquarters Refrigeration Technology Center; and
- 3 Technology Campus, which comprises three technology centers.

The result is a modern, efficient, and engaging work place.

"What we tried to create is a more open, engaging environment," Utke said. "It allows people to talk to each other in a less formal way. It allows people to see each other. And being the world leader of appliance manufacturing—think about it—if you hold a party in your home, people tend to gather around the kitchen table; we tried to create as many of those casual gathering places as we could."

Whirlpool Corporation employees in Benton Harbor report 85 percent satisfaction with the new space. "We believe that's a validation that what we've done has been successful," said Noel. "If you ask the human resources department, it has contributed to attracting top talent. We compete against Silicon Valley, and we spent a lot of time on the West Coast looking at not only IT firms, but firms known to be magnets for top talent. We didn't replicate what they're doing, but we tried to adapt it."

At Whirlpool Corporation, community support goes beyond erecting pretty buildings for itself. "Every



COMMUNITY ALLIES (CONTINUED FROM PAGE 27)

play a large role in making our community a more vibrant place to live, work, and play. We have companies of all sizes and from all sectors of the economy that routinely answer the call and find ways to fund projects that have long term impact on our citizens.”

Cleveland cited the new Hanson Technology Center at Lake Michigan College. “The community supported the world-class facility by raising more than \$7 million to construct a facility that will ensure manufacturing talent for Berrien County businesses for generations to come,” Cleveland said.

Community organizations recognize and appreciate Whirlpool Corporation’s participation in the community.

“Whirlpool Corporation does so much for the community—as a corporation and certainly the foundation,” said Brian Saxton, CEO of the Boys & Girls Clubs of Benton Harbor, which has 1,700 members and hosts about 350 kids each day. “The corporation is a major source of our annual operating income with events and things that are done. We wouldn’t have the programs we’ve seen over the last four years if it wasn’t for the financial support from Whirlpool Corporation.”

The company’s commitment to social responsibility manifests in its workforce, Saxton said. “As you get deeper into the

organization, we get a great deal of support from the employees,” he said. “Three employees at the Benton Harbor tech center showed up one day with a load of school bags they had purchased and stuffed and folks at the tech center got behind that as a project. Then there are special events like the Maytag Day of Dependability, a corporate-wide effort that goes on where we have 30 volunteers from Whirlpool Corporation working with kids on projects. And all that’s important. They’re building relationships. They have a trusting relationship with adults.”

The club’s robotics program is run by Whirlpool Corporation engineers. “Everything they do—materials, opportunities, instructions—is a big part of our robotics program,” Saxton said. “The kids love it because they get relationships with some folks not from around here, and the last part of the robotics program is they’re doing things in the tech centers. They get to see engineers in their environment.”

Saxton said 50 of the club’s 51 high school seniors graduated last year, and 65 to 70 percent of its third graders are proficient in reading—“far higher than county, state, and local academic performances,” he said.

The allies of Whirlpool Corporation are working together to make their community a better place for all.

investment our company makes has to stand alone, but wherever we can benefit the community that’s where we want to go,” Noel said. “Our chairman said, ‘Let’s put our new facility downtown. Let’s concentrate 1,100 of our people there. That will spur additional community development.’ Now there’s a new bank, and 4 and 5 star restaurants. Buildings are being renovated as mixed-use space with stores on the ground floor and housing above. A lot of Whirlpool Corporation people live downtown. Bike trails connect through the community including downtown and the arts district. Things come together when everybody benefits along the way. The greatest success from a business perspective is when suddenly private money from outside the community

starts coming in and hotels get built.”

But Whirlpool Corporation’s involvement is not charity. It’s a partnership. “It’s not investing in the community, it’s investing for your employees,” Utke said. “If you can find the right talent, you’re just investing in trying to retain that talent.”

“I don’t believe a company should invest by itself in the community; it should invest with fellow community members to make a difference,” Noel said. “We work closely with community groups, including the city governments. When we have a business need, we always work with the community. When we have an opportunity, we ask how does it fit with the community and how can it be a win-win.”



MADE IN (269)

THE DATA

COMPANY

MANN+HUMMEL USA

WEBSITE

mann-hummel.com

HEADQUARTERS

Lugwigsburg, Germany

LOCATIONS

70+ (20,000 employees worldwide)

REGIONAL LOCATION

6400 S Sprinkle Rd, Portage, MI 49002

REGIONAL FOOTPRINT

440,000 Square Feet

YEAR FOUNDED

1941

LOCAL EXECUTIVE

Kirk Wilks

Vice President and General Manager
MANN+HUMMEL USA

SALES REVENUE

3.04 Billion Euros

WHAT THEY MAKE LOCALLY

Air Cleaners, Intake Manifolds,
Technical Plastic Parts

RECIPE FOR SUCCESS

Doing the right things right.

PRODUCT BRANDS

MANN-FILTER, WIX-Filters,
FILTRON, Purolater,
MICRODYN-NADIR

MARKETS

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Automotive Aftermarket, Industrial
Filtration, Water Filtration

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It's a Family Affair

MANN+HUMMEL'S ROOTS SPREAD CULTURE

STORY HEATHER BAKER

IMAGES COURTESY OF MANN+HUMMEL USA, INC.

By 1941, Germany's wartime efforts weighed heavily on the nation's economy. Even more so at textile manufacturer Willh. Bleyle GmbH, which struggled to stay afloat amidst declining profitability and Nazi criminal charges levied against its leadership. The Bleyle family tasked two long-time employees, Adolf Mann and Dr. Erich Hummel, to save the company as its owners were carted off to jail.

Mann and Hummel signed a licensing agreement with piston manufacturer Mahle to take on the production of oil and air filters in an effort to save employees' jobs.

Fast forward to today. Political and social structures have shifted. Industrial innovations and consolidations have changed the face of manufacturing. For 75 years, MANN+HUMMEL's commitment to customers and its workforce have remained steadfast.

Family still plays an important part in the company's decision-making, as does treatment of its locations as home. Thomas Fischer, grandson of Adolf Mann, currently represents the interests of the Mann family



FAST FACT

Every second, 24 MANN+HUMMEL filter elements are produced, shipped, sold, and installed worldwide.

as Chairman of the Supervisory Board of the MANN+HUMMEL Group. Ludwigsburg, Germany, one of three original locations, remains headquarters. And when the company puts down roots in a new location, it makes every effort to grow in the community.

Focus
Integrity
Leadership
Teamwork
Excellence
Respect

In 1997, MANN+HUMMEL acquired Geiger Technik in Portage, Michigan, which produced cooling and brake fluid reservoirs and employed about 100 people in a 50,000-square-foot plant locally. Driven by its **core FILTER values**, MANN+HUMMEL's local footprint now stands at 440,000 square feet with about 550 associates.

"MANN+HUMMEL is passionate about working every day to live our values. We can't claim to be absolutely perfect at focus, integrity, teamwork, leadership, excellence, and respect but, I can tell you, we're perfect at trying," said Kirk Wilks, Vice President and General Manager MANN+HUMMEL USA. This passion was acknowledged most recently with the 2015 Ford World Excellence Award and

General Motors' Supplier of the Year and Prime Supplier recognition.

This passion carries over into how the company treats its employees and community members—much like members of a big family. "We have a strong foundation for employee involvement based on how MANN+HUMMEL started," shared Wilks.

Most engagement activities focus around employees' families. "Family Day is our annual picnic for employees and their families right here on campus. We have lots of food, fun, and activities for kids. When we go offsite to catch a Kalamazoo Growlers game, family is included. And, we allow flex time in ways that allow people to take care of what they need to outside of work," explained Wilks.

MANN+HUMMEL gives a few unique perks too, due to the company's automotive connections. Last year, the company administered a rebate-matching program and offers an ongoing filter payback package. "Employees who purchased new vehicles received a \$500 rebate from our customers and we matched it," said Wilks. "We also pay for your car filters—if you use our brand."

"Access to infrastructure, talent, and a supportive business climate here drives us to continue to invest in Southwest Michigan," added Wilks. That investment even happens outside of the company's physical campus. "Each quarter, we select a charitable organization within the community to support like the Kalamazoo Gospel Mission, Habitat for Humanity, blood drives, or even community planting areas. Employees put together proposals in support of their favorite charity and functional areas rotate selection of what to support."

Investment is also made towards the company's future workforce. "We have a great relationship with Western Michigan University and offer a number of internships in areas such as engineering and supply-chain management. We're even working with local high schools on identifying internship candidates that can work with us now with the potential for post-graduation employment. Because of our commitments, we have people who started here in internships that are now working at our leadership table," Wilks concluded. "We're a company that puts roots down and stays."

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“A designer makes sense out of a lot of noise and chaos.”

a conversation with
Jason Julien

CREATIVE DIRECTOR at NEWHALL KLEIN

What does a creative director do?

My job is split between doing hands-on design, whether it's web design, graphic design, branding work, or coming up with names for companies or products. The rest of the time is managing my team, which consists of graphic designers, product artists, web developers, and copywriters. Within that, there's being the voice for the client from a visual and messaging standpoint.

What does a designer do?

In my words, a designer makes sense out of a lot of noise and chaos.

What does your typical day look like?

A typical day is pretty varied, at least here at Newhall Klein, just because we do everything from naming, logos, and branding work, all the way through package design, and websites. Each day, I'm usually touching any of those things. If it's early on in the project, it'll be brainstorm sessions, whiteboarding, sketching, really more loose and conceptual, all the way through actually doing the design work with various applications, and readying files for print, for web, or even, we've expanded into doing videos and television commercials as well.

Why did you decide to become a designer?

I wanted to be an architect, but I sucked at math. I had one teacher who encouraged me by saying, "You know, since you are technical, but you are an artist, there's this whole field called graphic design."

What sparked your interest in design?

I still vividly remember going as a kid to the grocery store with my mom. I saw a Chips Ahoy bag and thought, "Why are those letters spaced awkwardly? It looks like four words instead of two words." That moment, I saw things that weren't right and had that desire to fix them.

STORY REGAN DEWAAL
IMAGE RHINO MEDIA

What is your favorite part about being a designer?

It's that feeling you get when someone recognizes something that you did as being good.

Where do you find inspiration for the designs that you create?

It's really just the art of observation. Whether it's watching a movie and seeing a scene that is composed a certain way, taking a walk in nature, or lying down outside and looking at clouds with my kids. If there's a cloud that kind of looks like something else, I'll snap a picture and then bring that into an application and draw the "monster that I saw in the closet."

What skills are important for a successful career in design?

Being able to think and come up with ideas—lots of them.

What is your favorite creation or project that you've worked on?

I used to do a lot of work for General Motors (GM). At the time, GM was introducing a vehicle to the U.S. called the Astra. My team came up with a bunch of really solid ideas. After hearing them, GM asked, "You got anything else?" I had this idea in my head and said, "We'll have this website called kissmyastra.com where individuals can submit photos of themselves at a dealership kissing the Astra. People can vote for a winner who gets an Astra." GM said, "We love it! Let's do it." It was one of those things that were kind of a bad idea, but crazy enough to throw out there."

How do you balance a big idea that seems a bit too crazy with reality?

It depends on the client, of course. How comfortable they are with pushing boundaries—whether it's an idea similar to what they already have, or pushing boundaries because it's one of those things that they've never done before? I think there's part of me as a designer, a creative person, who always wants to push their comfort level a little bit. It's not necessarily to be weird or different.

It's just because, when a company or person is uncomfortable and stretched, that is when some really cool things can happen.

How do you balance creativity with business?

I've always been a little bit more entrepreneurial in nature. That has helped in working with clients in the business world, because I know, ultimately, that they're trying to make money or get people to stay at their hotel, or whatever their objective happens to be. I always want to know what that is first, so that gets me in their mindset so that a design is not just making something pretty: It's actually driving a business goal.

What is the biggest lesson that you've learned since you began your career?

There's the whole 80/20 rule. Within design, I used to spend 80 percent of my time working on doing a very small amount of what needed to be done. Then, all the avenues weren't explored and I spent a considerable amount of time going in the wrong direction with the design. I've learned over the years to get a lot of designs and ideas thrown out quickly, and then spend the bulk of time refining that good idea instead of wasting time on what could have been an average idea. Now, I work a lot quicker so that a lot of the mistakes or bad ideas are out of my system or out on the table.

Who do you view as the master of your craft?

Paul Rand, Milton Glaser, or some of these people who really left their thumbprint on the world. Paul Rand designed the IBM logo. Certainly iconic designers, their work has been around for decades.

Is there any website that you find helpful, or find intriguing in any of that?

There's one called dribbble.com: D-R-I-B-B-B-L-E. If you go to the site, it's a grid of images, the latest things that people are working on.

How do you keep your creativity sharp?

I think it's good to have downtime, not emptiness, but just thinking about or participating in things that are not design or

CONTINUED ON PAGE 49



A Company That **Volunteers Together,** Stays Together

COMPANY VOLUNTEERISM RESULTS IN UNTOLD BENEFITS

STORY CATHY KNAPP
IMAGES BARRY ELZ

It's no secret that happier, healthier employees are more productive and fewer days absent than their less positive counterparts.

Nutritious snacks offered around the office and fun activities are obvious choices to engage a workforce—so too is volunteerism.

Getting out of the day-to-day work environment to volunteer builds teams when co-workers unite around a common and

worthwhile goal. Employee satisfaction levels are boosted too when company leadership recognizes and supports their employees' passions outside of the office.

In “3 Benefits of Volunteering As a Company,” a guest post on *VolunteerMatch*, the Internet's largest volunteer engagement network, the act of volunteering “has been shown to lessen symptoms of chronic pain, heart disease, and depression, while also reducing stress and improving overall mental health and happiness.”

A local model for company volunteerism is found at Walther

Farms in Three Rivers. A site visit to the Paw Pack program they manage provides an inspirational look at a team united in a worthwhile goal.

A blur of positive energy buzzes throughout the Paw Pack warehouse every Friday morning. An eclectic crew of retirees, students, Walther Farms employees, teachers, and other volunteers from the community are lined up along an assembly line stocked with microwavable meals, fruit and pudding cups, cereal, juice boxes, and more. They are busy packing weekend food supplies for local school-age children who might otherwise not have enough to eat until Monday.

Large posters with cheery artwork crafted in a rainbow of crayon colors adorn the walls—thank you gifts from the kids who have enjoyed the weekend nourishment.

Laughter and friendly banter abound as the group works at a feverish pace, completing their benevolent task in a little over an hour. The students bustle aboard the bus heading back to school, employees return to their normal work day, and community volunteers disperse to other daily rituals. The overhead door is closed, lights are extinguished, and the warehouse lapses into silence.

“In the beginning it took us an hour and a half to do fifty backpacks,” said Jason Walther, President and CEO of Walther Farms and a Friday volunteer. “Now, we can do 474 packs in an hour.”

The monumental project and volunteer teams are impressively orchestrated by Nancy Poynter, Accounting Assistant at Walther Farms. She also leads several hours of preparation each week prior to the assembly operation. Poynter explained how the initiative was born, “One of our employees saw an article in the newspaper about a food program. It was exciting because the food was distributed directly to the kids.”

Such a program did not exist in Three Rivers at the time where over half of the students at Three Rivers Community Schools rely on free or reduced lunch for their weekday meals. Walther Farms encourages all of its locations to volunteer and the Three Rivers facility had found the perfect project.

“Feeding people. It’s what we do,” Poynter added simply. “Farmers make an impact on the community.”

A plan began to formulate.

“I went to the school board with the idea,” Poynter said. “The timing was perfect because there was an intern ahead of me on the agenda, and she spoke about how she couldn’t teach the kids on Monday mornings. Too many of them were hungry from not having enough to eat over the weekend.”

So in 2009, the Walther Farms crew began by assembling weekend food packs for 12 kids in Walther’s conference room.

Today, teachers and counselors refer children for whom they believe there is a need. Permission slips are completed by a student’s parents or guardians and no further questions are asked. All schools in the Three Rivers Community Schools system and the elementary school in White Pigeon are eligible for the program.

As word spread, the project outgrew the Walther Farms’ conference room and the initial employee team.

“This year, we started with serving 320 kids,” Poynter said. “More kids will be referred during the school year. Last year, we maxed out at 474 food packs. The need gets bigger every year. We

serve homeless kids and kids that are living on people’s couches.”

“The permission slips could make you cry,” she continued, visibly touched.

The weekend packs contain two breakfasts, two drinks, two lunches, fruit and pudding or Jell-O cups, and seven snacks. Also, every other week during the school year, a voucher is provided for a

When asked if the passion for this project affects the team back at the office, Poynter replied, “Absolutely. You’re energized. You’re emotionally impacted. We all cry a lot of tears together.”

free gallon of milk, one dozen eggs, and a loaf of bread. Quality is important and all of the food is name-brand.

Poynter described the magnitude of the program.

“It’s a series of partners,” she said. “The food comes from the Three Rivers Harding’s store. Tom, the local manager, and Spartan are so committed to





the community. They sell us the food at a discount, deliver it in one of their trucks, and unload it.”

When the project got too big for the conference room, Jamie Clark of Clark Logic brought forth a solution in the form of his warehouse building at 420 14th Street.

“He provides the space at very low rent,” says Poynter. “And, he takes away all the cardboard packaging for recycling.”

"We can affect the small needs in the community. These kids were falling through the cracks."

The volunteer crew has grown too. Toby Gose, Special Education Teacher at Three Rivers High School, brings his students, who gain a work study experience from their efforts. Walther Farms’ employees and

community volunteers, representing a diversity of ages and backgrounds, complete the team.

Funding for the program originated from the Walther Farms Foundation. The company takes a percentage of its profits and puts them into an endowment, providing financing for this and other programs.

“We can’t make an impact in a large footprint,” Poynter said. “But, we can affect the small needs in the community. These kids were falling through the cracks.”

When school is out during the summer, kids can pick up their Paw Packs weekly at the Three Rivers

Farmers Market with the added bonus of a three-dollar voucher they can use to buy fresh fruits and vegetables.

When asked if the passion for this project affects the team back at the office, Poynter replied, “Absolutely. You’re energized. You’re emotionally impacted. We all cry a lot of tears together.” The camaraderie that has resulted is clearly evident.

Poynter explained that the Three Rivers Paw Packs program is modeled after the Generous Hands program in Vicksburg. Generous Hands leaders assisted Walther Farms in starting Paw Packs. Since then, the Paw Packs leaders have helped a group in Marcellus start a similar program and are now working with a group in Hartford.

A gift that truly keeps on giving, volunteerism, as shown by Walther Farms, is an investment in people—within the company and the community.

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Define leadership.

Establishing trust among a group of people that you are doing the best you can to carry forward under a given vision.

Who has had a tremendous impact on you as a leader?

There's no doubt at all that it's Jesus Christ. I'm a person of faith. First and foremost, that's who I answer to and it's who leads me.

What excites you most about the future of Southwest Michigan?

I see a real commitment in terms of planning and action by leadership to inspire more leaders and to do what we can to make the best of this area.

What are the most important decisions you make as a leader of your organization?

The most important decisions are those that impact the foundational values of the tribe that can be applied to our people. We're talking about integrity, trust, and respecting our culture and our heritage.

What is one characteristic that you believe every leader should possess?

I think truth. I know that sounds like an obvious one. In recent years, my experience has been that there's this trend of where everything sounds like a sales pitch.

What is one mistake you witness leaders making more frequently than others?

Probably missing the talent side. Not taking seriously the people that they're hiring. It may be to try to save money. It may be because you're just not as keen on what talent does for your organization. I think there are a lot of hard lessons that come from not having the right people.

What do you do for fun?

Usually family stuff. I love to travel. When I can, I hop on a plane and go somewhere different, whether it's Dallas, Fort Myers, Orlando, or wherever. My life consists of work. It consists of church; I'm the assistant pastor at our church and teach Bible studies there. And, I read.

What's your "go-to" spot to eat lunch in Southwest Michigan?

Here in Dowagiac, it's either the casino or Zeke's.

If happiness was the national currency, what kind of work would make you rich?

I would be teaching Biblical studies, without a doubt.

If you could go to dinner with three people who would they be?

Billy Graham. Vladimir Putin. Hillary Clinton.

What are three things that you cannot travel on business without?

My phone, my Surface, and my Bible.

Briefcase or backpack?

Backpack.

How do you get your most creative ideas?

Generally, my most creative ideas come after I've had a hard day's work or when I've been through a lot in terms of thinking. What's extremely helpful for me in terms of decision-making is getting a quiet weekend or quiet day where I can sit down and let thoughts clear out and then come back to them.

What inspires you?

What inspires me is the knowledge that the work I do daily is going to have a real impact on people in one way, shape, or form. We always have to be considerate of what we do and how we do it because we know that it impacts how another person feels.

What is your favorite leadership book?

The Bible. In there are principles that explain and cover very basic precepts of leadership. It's leadership by humility and trust which can have a great effect on the organization and the people you lead.

What is your "Life Quote?"

It would be one of the pivotal verses in the Bible (John 3:16): "God so loved the world that he gave his only begotten Son. That whoever believes in him has everlasting life."



SYDNEY PARFET

Attorney/Partner

LAKE, PARFET, & SCHAU, PLC

Define leadership.

Learning from others. Guiding others. Mentoring others. Listening to others.

Who has had a tremendous impact on you as a leader?

My grandma, Martha Parfet. She is a modest, quiet leader, and she has made a tremendous impact in the community and continues to do so every day in a caring way.

What excites you most about the future of Southwest Michigan?

The growth and the development that's occurring here. I think it's really becoming a place for young professionals to establish a family and to create a life.

What are the most important decisions you make as a leader of your organization?

I think the most important decision I make every day is reminding myself that what I do matters to others and who I am matters to me. How I choose to be a lawyer every day is important to my clients, how they're represented, how their matters are handled. Every day, I have to make a choice, so who I choose to be that day is what's most important to the success of this firm and to my own career.

What is one characteristic that you believe every leader should possess?

I believe every leader should possess truth.

What is one mistake you witness leaders making more frequently than others?

Rushing to get a result before thinking it all through.

What do you do for fun?

In the summertime, I wake surf and play on the lake. In the wintertime, I ski. All year round, I run and exercise.

What's your "go-to" spot to eat lunch in Southwest Michigan?

Irving's Market. It's a great lunch to pick up and have back at my computer.

If happiness was the national currency, what kind of work would make you rich?

Working with people, helping them improve their own lives, and learning from them as they do it.

If you could go to dinner with three people who would they be?

Michelle Obama. Eileen Wilson Oyelaran. Tim Terrentine.

What are three things that you cannot travel on business without?

My cell phone, my iPad or computer, and my notepad.

Briefcase or backpack?

Handbag.

How do you get your most creative ideas?

Listening and learning from others.

What inspires you?

Kindness, truth, and integrity.

What is your favorite leadership book?

Lean In: Women, Work, and the Will to Lead by Sheryl Sandberg. But, the last book that I read was *The Commentaries* by Maurice Nicoll. It is a book on personal growth and how you can develop as a person.

What is your "Life Quote?"

Remember who I am and who I want to be. Set goals and desires based on that.

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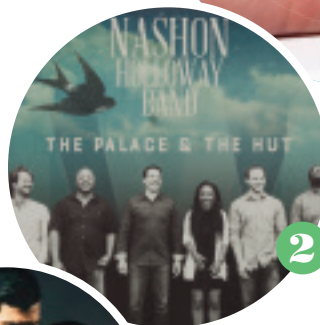
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1



2

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3

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5

WISE WORDS FROM CESAR CHAVEZ



7

269 BOOK CLUB

Opening Belle: A Novel
by Maureen Sherry

6

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STORY HEATHER BAKER
IMAGE WMU ATHLETICS

LEADER TIMELINE

○ June 23, 1972 | Title IX Passed

“No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving federal financial assistance.”

○ 1975 | Graduated from Loy Norrix High School

“I’m a proud graduate of the Kalamazoo Public Schools. I met my husband, Rick, in high school at Loy Norrix. We dated for eleven years before we got married.”

Athletic Director at the time asked if I would consider moving to the administrative side of the department and out of coaching. During the next nine years, we had four different athletic directors. When people ask me today about leadership and mentorship, I tell them that that period taught me how ‘I was not going to do business.’”

○ 1997 | Appointed to Athletic Director

“When WMU President Diether H. Haenicke appointed me Athletic Director, people had a lot to say because I was a female. Overall, the fact that the

KATHY BEAUREGARD

DIRECTOR OF ATHLETICS AT WESTERN MICHIGAN UNIVERSITY

(269) How did I get here?

○ 1976-1979 | Earned Bachelor’s Degree from Hope College

“As part of a competitive gymnastics team, the Kalamazoo Calisthenians, I had competed all over the state and learned gymnastics judging. I chose Hope College because the best gymnastics club in the state at the time was in the Holland area. I knew that I could continue with judging and coaching.”

community knew me made the transition easier with comments like: ‘She’s a woman, but she’s a Bronco.’

“At the time, I was one of seven women serving as an athletic director at one of the 128 schools in the Division 1 Football Bowl Subdivision (FBS). And, I was the only one that was married and had a child. What my family did for the job became ‘us.’ Rick and Brad, my son, would travel when I had to travel. Brad learned his numbers by watching the hockey team and finding players by their numbers. Our social life was involved as a piece of it because the job really never stops.”

○ 1979 | The Job Hunt

“There were not a lot of teaching opportunities; I applied for one. Although offered the position, I turned it down because I found out about the head women’s gymnastics coaching job at Western Michigan University (WMU). My parents cautioned, ‘You really think at twenty-three that you can do this?’ WMU offered the job to another female who turned it down for one at the University of Iowa. I took the WMU job and put the University of Iowa on our schedule thinking, ‘Let’s see how long it takes us to beat them, so I can prove I was the right choice for the job.’ It took us two years, but we did it.

○ 1997-2016 | Kathy’s Reflections on Leadership

“Your best laid plans can end with something happening and you have to be able to adjust. Hire a good team underneath you and let everybody know their responsibilities.

“I don’t play football. I hire people to coach football—to do their jobs.

“The amount of inclusion and diversity in our lives because of this job has been unbelievable.”

“I always tell up-and-coming students this: ‘It doesn’t matter how you got the job—whether you’re first, second, tenth, or a hundredth on the list. It’s your job. If you earned it, you got it. Believe it.’”

○ The Future for WMU Athletics

“Today, I am still one of seven women serving as an athletic director at one of the 128 schools in the Division 1 FBS. Unfortunately we haven’t seen a lot of growth in the diversity of its leadership.

“I believe I have a very strong moral compass. I lead by my own instincts. To be in this position for so long, I’ve come to understand the business, know the business, communicate with my staff, and lead with the right vision, mission, and goals. Without a doubt, there’s nothing but an incredible future for Bronco athletics.”

○ 1981 | Earned Master’s Degree from Western Michigan University

○ 1987 | Became Associate Athletic Director, Then Senior Associate Athletic Director

“After winning two MAC championships and coaching gymnastics for nine seasons, the

○ 1957-1971 | My Early Years in Kalamazoo

“I Got a Gal in Kalamazoo...I think that song was written for me. I was born in Kalamazoo in 1957, the middle child of three girls. My parents were from the Grosse Pointe area, attended Western Michigan University, and stayed in this community. My father was a banker. My mother was a volunteer, the best mom in the world, and ran the house that everybody wanted to be at.

“I attended Kalamazoo schools when desegregation happened. I was in middle school. I’m proud of that experience and that education.

“I loved sports, but growing up, there weren’t many opportunities available to women. I was always the one girl playing at the baseball lot with the boys, and throwing and catching with my dad. One of my biggest inspirations in life was my dad telling me to quit ‘throwing like a girl.’ This made me mad, and made me want to make sure that I did not throw like a girl. I participated in gymnastics because it was one of the few sports offered to females through the public school community education program.”

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10 NEW JOBS



CONTINUED FROM PAGE 14:
KEEPING THE HEART OF SOUTHWEST MICHIGAN HEALTHY

EXERCISE IS NEEDED TO IMPROVE SOUTHWEST

MICHIGAN'S INFRASTRUCTURE HEART HEALTHY

Taken together, the components of infrastructure in Southwest Michigan will continue to be a key determinant of the region's growth profile. Those states and regions that prize infrastructure preservation, maintenance, and investment are likely to prevail in achieving positive economic development efforts—retaining, expanding, and attracting companies—as corporations place infrastructure assets at the top of the list of site selection priorities.

When it comes to prompting company growth, appealing to the Millennial population is vital from a workforce perspective. Millennials want to live in downtown, urban areas where cars are not a necessity. They crave trendy places to live and light rail, bus transit, and bike lanes for their commutes. To stay connected, Millennials text; Wi-Fi is a constant must-have. On the weekends, they demand

take-offs from local airports to visit friends and family. When Millennials decide to have kids, they plan moves to the suburbs, so road conditions cannot be ignored.

Transportation, a fundamental building block of commerce, will be a constraint on progress if the region's road grid continues to deteriorate as it has for more than a decade. It will take changes in state funding policy to upgrade local roads and additional federal investment in capacity on I-94 to put that aspect of the transportation network on proper footing.

Likewise, Southwest Michigan's smaller rural communities could look to places like Minneapolis and Amherst for examples of forward-looking innovation in high-speed Internet connectivity.

Salt Lake City is proving that serious investment in an array of public transportation can transform a region. Kalamazoo has made a start, with modest expansion of bus service, but could probably do more.

As for 42-year-old Wings Stadium, it could be time for Kalamazoo to rethink investment in a competitive downtown arena. These are projects which have helped transform other cities and regions. In South Carolina, a new Greenville arena has not only added more than \$50 million a year in economic impact but also sparked renewal of its downtown. That, in turn, makes the community as a whole a more desirable place to live, which can drive talent retention and attraction.

As the Brookings Institution has concluded: "Corporate headquarters tend to be found in cities that have excellent airline connections, an abundance of professional support services, and a high quality of life. Research and development functions share many of the location needs of corporate headquarters."

The heart will continue to beat in places that put infrastructure at the top of local priorities.



CONTINUED FROM PAGE 14:
HIGH-SPEED RAIL IN SOUTHWEST MICHIGAN

By then, Hoeffner said, the Wolverine should be at its "sweet spot," where its travel time is on par with drive time.

"There is huge potential between Detroit and Chicago and the various urban areas in Michigan. Just look at the traffic on I-94," he said.

"When you get to that travel time where you are competing with the auto, then you will see a diversion onto the train."

But even with track improvements, Amtrak faces other shortcomings if it is to attract larger volumes of business travelers and a public hooked on Internet connectivity.

And while Amtrak now features free Wi-Fi on its trains, the Amtrak website concedes: "Due to limited bandwidth onboard the trains, our Wi-Fi

does not support high-bandwidth actions such as streaming music, streaming video, or downloading large files." There have been numerous complaints along its eastern U.S. track network that Wi-Fi access is spotty and unreliable.

Of course, the term high-speed rail itself is relative.

Even a completed high-speed Detroit to Chicago rail line would lag well behind far speedier trains in countries like France or Japan. With some 1,500 miles of high-speed rail, France's newest sections boast speeds up to 200 mph. Japan's high-speed rail routinely runs at 200 mph, with plans to open a line between Tokyo and Nagoya, 180 miles away, at 300 mph. Using a technology known as maglev, these trains hover inches above the track, powered by electrically charged magnets. Test runs have approached 400 mph.



CONTINUED FROM PAGE 19:
VIEWPOINT JEFF MAYES

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Helping Michigan Win

Consumers Energy has powered Michigan's progress for 130 years. We know we won't sustain success unless our customers share in the prosperity. This vision for mutual success is shared by Southwest Michigan First, an array of local agencies across the state, the MEDC, and others.

As an example, Consumers Energy achieved our target to increase spending with Michigan

businesses by \$1 billion by 2015 through Pure Michigan Business Connect, a public-private initiative developed by the MEDC. We've since pledged to spend \$1 billion annually for the next five years, for a total of \$5 billion. It's an example of real dollars creating real jobs and real paychecks in West Michigan—and of the collaboration required to make great things happen.

Businesses have many choices when considering location or expansion. Energy providers, such as Consumers Energy, are playing a key role along with state and local agencies to help Michigan compete for and win jobs, growth, and investment.

Jeff Mayes is Director of Economic Development Strategy for Consumers Energy and is responsible for business attraction and retention in the company's service territory. Contact Jeff at (989) 667-5284 or jeffrey.mayes@cmsenergy.com. Learn more about Consumers Energy's services to businesses at ConsumersEnergy.com/businesscenter.



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A CONVERSATION WITH JASON JULIEN

creative-related. This could be reading a book, watching a movie, sitting on the deck, kicking back, whatever. You can't be going 100 miles per hour, 100 percent per hour, 100 percent of the time, or you will crash and burn. Creating these moments and keeping them sacred is important, and where I recharge.

What advice would you give to an aspiring designer?

I would probably tell them to spend time looking at designs, project-designed books, and some of the good design-related magazines like *Print Magazine* or *How Design*—not so much the Internet. There's something that happens in our brains when we're actually holding a printed document and looking through it, learning in that way doesn't happen in the same way on an iPad or a computer. It allows you to absorb information in a different way because you're slowing down and you're less distracted.

When you're online, it's a very "What's the next thing?" place. I always like getting more analog and encourage my younger designers to do that too. Get off the computer. Grab a pencil and a piece of paper, and write something. Get a book, look through it, and see how things have been done in the past. Design history books are good for that because you see these old masters that didn't have computers, and how were they able to arrive at their ideas.

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269 MAGAZINE is a regional publication covering what makes Southwest Michigan unique.

Inside 269 MAGAZINE is content that builds our region up and strengthens our voice.

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If We Build It...

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THEY WILL COME.

Back when I was 12 years old, I won a ticket to a Kansas City Royals baseball game by calling into a radio station contest as caller number 12.

I was thrilled! After a great deal of convincing, my mother finally agreed to drop me off in Springfield, Missouri, early in the morning on game day, about 14 miles away from my hometown of Ozark, in a shopping center parking lot where I would wait and take the 3.5 hour bus ride to Kansas City.

At this point in my life, I had never been to a baseball game, so I had no idea what to expect. Just outside the stadium, the bus stopped at the Bannister Mall where all the passengers went in to eat at the Heritage Cafeteria. I had never been to a cafeteria and therefore, did not eat because I had no idea what the rules were, and really, I had no money anyways. For the next hour, I just kind of sat there, feeling very out of place, but also very excited about the game.

The sky was such a vibrant blue that day, and the grass was so green it was glowing. When I got to the stadium, I noticed a group of kids standing against the railing by the field. I went down to see why and realized that they were there to get autographs. Of course, I did not have a pen or anything for the players to sign, but still I continued to stand there. After a few minutes, an older gentleman walked up and started talking to the kids, one by one, along the fence.

When he got to me, he asked what I wanted to be when I grew up, and I immediately answered that I would like to work here, for the Kansas City Royals. He replied, "Work here? Why don't you just own the place?" I replied that I could never do that and in that moment, felt compelled to download my entire life story to him. He stopped me and



asked me to wait in the second row of seats for him. I thought I was in trouble or that they had discovered I did not belong and were going to throw me out; instead he

came off the field and sat down next to me in the stands. He said, "You could own this place. I was no richer than you, and now I own this team. If I can, you can."

The man talking to me in the stands that day was Ewing Kauffman, owner of the Kansas City Royals. Before he got up to leave, he yelled down on the field to Dennis Leonard, a dominating pitcher at that time, and asked him to sign a ball for me. Dennis tossed a ball to Mr. Kauffman who handed it to me, stood up, thanked me for coming, and told me to enjoy the game.

From that day forward, my love for the game of baseball and everything associated with it grew. And, I've learned many valuable lessons from the game:

- Keeping score of what you do is important to your success: If you come to the Southwest Michigan First offices, you'll actually find a full-blown Scoreboard announcing our progress versus annual goals.
- Everyone loves bobble heads: Yes, if you give someone the perfect lagniappe, they will remember you.
- And, then there is the invaluable Field of Dreams approach with this unforgettable saying: "If you build it, he will come." Taken quite literally, sports stadiums can and do have a tremendous economic

influence on a community when done right; jobs, taxes, and tourism can be positively impacted.

Let's think big like this issue of 269 MAGAZINE encourages us to do. When it comes to planes, trains, and automobiles, the airports, tracks, and roads that bring people and companies to Southwest Michigan are paramount to relevance. As I'm in the business of economic development, company growth is especially important to me, and so too are the right sites to help companies grow. Our communities have experienced tremendous growth since our region's recovery from the Great Recession and a lot of our building inventory has been snatched up. Sites that have been readied in the past for development, like Harbor Shores, Midlink Business Park and Western Michigan University's Business Technology and Research Park, have succeeded in proving naysayers wrong. The people who imagined and built these facilities, with the assistance of public-private partnerships, took what might be dubbed a Field of Dreams approach. They believed that if they built it, companies and people would come. And they did.

In order for Southwest Michigan to grow, rise above the foundation, and start adding stories, our region must make itself competitive by continuing to invest in infrastructure that ensures our region becomes one of the most highly sought-after places in which to live and do business in the nation and the globe.

Let's build it. **THEY WILL COME.**

Always Forward.

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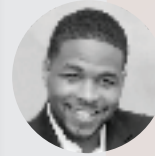
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