

269

MAGAZINE

inside:

A GLIMPSE INTO THE WORKSPACE
OF WSI'S JEFF O'BRIEN

AN ANCHOR FOR ATTRACTION

THE QUEST FOR A **LARGE-SCALE ENTERTAINMENT VENUE**
IN THE HEART OF SOUTHWEST MICHIGAN



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PRODUCTION LINES

**From Farm to Table:
Honee Bear Canning Serves
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1937

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1947



Norman's son, Ronald joins the 3rd generation laundry

1977 - 1982



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ROCK ON

Everyone remembers their first concert. We do!

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CHARLOTTE YOUNG

*The Ozark Mountain Daredevils.
And bonus: my local, hometown band
and I became life-long friends!
@ronkitchens*

*I started with live music at the ripe age of two.
My time at a Sesame Street Live show at the
Fox in Detroit was cut short, however, when
I was removed from the audience for being
“rambunctious and disruptive towards Big Bird.”
@iamadamrossi*

*Aerosmith! Dow dow dow dowwwww!
@NickRiashi626*

*The first real concert I went to was
Chicago at Wings Stadium in 1978.
My older brother and his friends took
me, and I thought I was so cool.
@jillblandSMF*

*My parents took me to see James Taylor when
I was in elementary school. We listened to his
albums (tapes, at the time) on long road trips. I
remember being awed by how many people were
there and that we saw someone famous in person!
@s_mansberger*



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 build a home, go to work, and bring dreams to reality.

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BY HEATHER BAKER
EDITOR IN CHIEF

PHOTO BERNARDBODO (ISTOCK)



Don't (Just) Talk to Strangers

MAKE MEMORIES WITH THEM

CAN YOU REMEMBER WHAT YOU DID EVERY DAY AFTER SCHOOL IN SIXTH GRADE?

I do. At precisely 3:20 p.m., my school bus stopped in my neighborhood to let me off. I then sprinted home, bolted through the front door, dropped my backpack on the floor, and tuned the television to the hottest show on at the time: “General Hospital.” Oh, I still savor the memories of that sweet escape into the lives of the Spencers, Quartermaines, and Cassadines! Would Luke and Laura be on that day? Or would Robert Scorpio of the fictional WSB spy agency be featured? Even better yet, would I catch a glimpse of Dr. Noah Drake, played by Rick Springfield? In those days, Rick Springfield was everywhere (which, in 1982, meant on television and radio).

There is something to be said about places that bring friends together. Places where you can see and experience something special for the first time.

When my friends and I learned that the singer of “Jessie’s Girl” and “Don’t Talk to Strangers” was headed to a town forty minutes away for a concert tour, we formulated a plan to get there. The plan centered on begging each of our mothers for the \$11.50 ticket and a ride. It worked!

I could barely focus in school that autumn day on September 18, 1982. I was about to go to my very first rock concert. The forty-minute ride to New Haven Veterans Memorial Coliseum in Connecticut seemed to take forever. Once in the arena, the lights, sounds, ’80s big hair, and aura that surrounded Rick Springfield overwhelmed me. It didn’t even bother me too much that I lacked any extra money to buy a Coca-Cola or a T-shirt emblazoned with “Success Hasn’t Spoiled Me Yet.” Though those souvenirs would be long gone by now, I still possess that ticket stub and memories of a night shared with Rick and my best friends Lisa, Kristy, and Tracy.

Since then, I’ve attended more performances by my other favorite performers, like Aerosmith, AC/DC, Taylor Swift, and the Black Eyed Peas. My kids and I have enjoyed Disney on Ice and Dragon Tales Live. I’ve cheered on the 49ers in Candlestick Park and the Yankees in the Bronx. Celine Dion has entertained me on the Las Vegas Strip. But those good times all pale in comparison to what I experienced at 7:30 pm that Friday night back in 1982.

There is something to be said about places that bring friends together. Places where you can see and experience something special for the

first time. Places where life-long memories are created. How great would it be to have such a place right here in Southwest Michigan?

Let the music (or games) begin!

READ ON,

Heather

Tell us about your dreams for Southwest Michigan’s future @269Mag with #MyFutureSWMI!

CORRECTIONS

IN THE PREVIOUS ISSUE (APRIL/MAY 2018) OF 269 MAGAZINE:

THE “COMMUNITY COMMENT” SECTION, PAGE 9, FEATURED AN INCORRECT SPELLING OF JOANNA I. JOHNSON’S NAME. HER TITLE WAS ALSO INCORRECT. IT IS MANAGING DIRECTOR, ROAD COMMISSION OF KALAMAZOO COUNTY.

“PRODUCTION LINES,” PAGES 18-19, FEATURED AN INCORRECT SPELLING OF PROTEOS PRESIDENT MARY SHUCK’S NAME. THE LIST OF SERVICES THAT PROTEOS, INC. OFFERS ALSO INCLUDED AN ERROR. PROTEOS PROVIDES THE FOLLOWING PROTEIN PRODUCTION SERVICES: PROTEIN EXPRESSION, PROTEIN PURIFICATION, ANTIBODY PRODUCTION, BACULOVIRUS TITERING, AND THERMAL SHIFT ANALYSIS.



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What excites you about the concept of a regional arena/gathering space?

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BUILDING A REGIONAL ARENA IN THE RIGHT LOCATION BRINGS WITH IT THE OPPORTUNITY TO IMPROVE THE NEIGHBORHOODS AROUND DOWNTOWN KALAMAZOO.

Nothing is more exciting to me than to see the town I grew up in expand and grow. A modern arena in Kalamazoo would provide much needed space for sports, concerts, and events. Downtown has come far in recent years, and I believe it is vital to our growth as a region to continue the momentum built by the dedicated business owners who have poured their lives into this region. Little Caesars Arena in Detroit is an example of the right location leading neighborhood growth.



MARCUS BRUSSEE

VICE PRESIDENT, COMMERCIAL LENDER
MERCANTILE BANK OF MICHIGAN

AN ARENA/EVENT CENTER IN SOUTHWEST MICHIGAN WOULD BE VERY EXCITING.

Personally, I believe this would be the catalyst that pushes our community to the next level. It would most likely revitalize a desolate area of downtown and spur significant investment in the surrounding areas, while creating a number of jobs. More than that, I think it would craft an identity for our downtown area and bring visitors in to see our city. With the potential for hosting numerous athletic teams and competitions along with concerts and various events, it would certainly create a lasting buzz. There are many success stories from similar cities as close as Grand Rapids to model an arena after, while providing something unique for Kalamazoo. In short, the main reason I am excited about the concept of a new arena is the fact that this would drive economic development in the heart of the city while creating new opportunities and jobs.



KAJ CARLSON

CHIEF OPERATING OFFICER
WEBSTER ELECTRIC, INC.

AT THE CORE OF ANY GROWING CITY, THERE IS A CENTRALIZED PLACE THAT POSITIVELY IMPACTS THE LOCAL COMMUNITY AND ITS CULTURE.

With the heart of downtown Kalamazoo expanding, we need a positive shift to help bring the core of our community back together in an encouraging way. Building a centralized facility that would host collegiate and professional sporting events, concerts, and local conventions could be the catalyst needed to create that type of positive change. As a young professional in the community, I am excited and committed to helping create a solid foundation, a healthier purpose, and a “sticky culture” that will energize the younger generation in our area. The ensuing, positive economic and cultural changes of a centralized performance arena/event center would create the foundation needed for the unique culture of downtown Kalamazoo to thrive.



JON RUMOHR

SENIOR MECHANICAL ENGINEER
TOWERPINKSTER

THE CONCEPT OF A REGIONAL ARENA/EVENT CENTER IN DOWNTOWN KALAMAZOO EXCITES ME BECAUSE OF ITS (POTENTIAL) ABILITY TO BE A CATALYST FOR EXPONENTIAL GROWTH WITHIN THE REGION.

Its development would bring people to the heart of the city, enhancing existing businesses and spurring the need for additional shopping, restaurants, and housing. It would help to increase the appeal of the area to millennials and contribute to the continued growth and prosperity of Southwest Michigan. In addition to bringing people to the region, a downtown arena could be able to serve the long-standing goal of increasing the city’s connection to Western Michigan University by housing both the Bronco hockey and basketball teams. The opportunities are endless!

AN ANCHOR FOR ATTRACTION





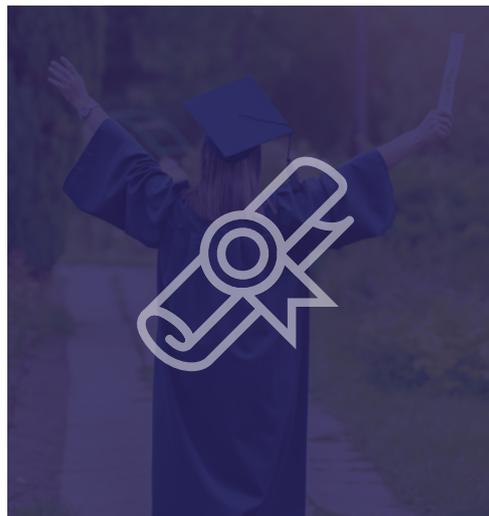
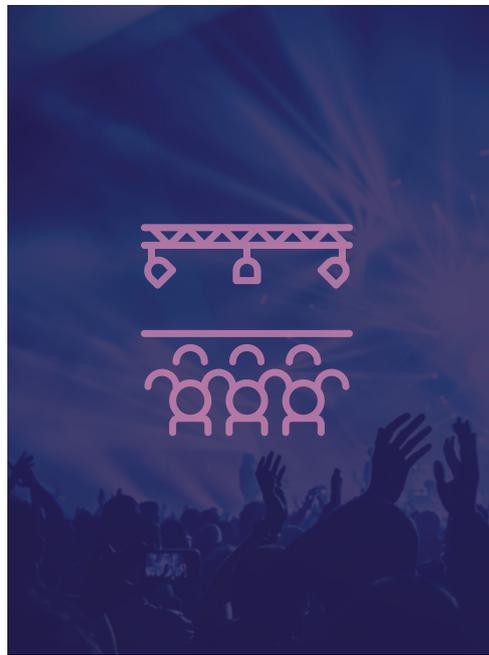
AS SOUTHWEST MICHIGAN CONTINUES ITS SOCIAL AND ECONOMIC RENAISSANCE, THE CREATION OF A MULTIUSE EVENT CENTER REMAINS A DOABLE DREAM FOR THE REGION'S OPTIMISTS.

Like early 19th-century explorers in search of a northwest passage, the Gold Rush forty-niners, or contemporary entrepreneurs, inventors, and creators, those who support a new event center in downtown Kalamazoo remain buoyed by optimism.

Ken Miller, for one, vividly recalls the 2009 effort to build a 9,000-seat, \$81 million arena in downtown Kalamazoo. Miller, CEO and principal partner of Millennium Restaurant Group, and a cluster of supporters tried to convince the county to float a bond issue to repay most of the cost with a countywide food and beverage tax. Lacking support among rural communities and some members of the county board, the proposal never even made it to a ballot.

While he remains convinced of the project's viability, Miller says he's ready to pass the torch. "My own point of view is that it will take new faces, a younger crowd, to bring this project to fruition," he said. "I have presented this argument close to a hundred times. My advice is you'd have to start from scratch, other than the ideology behind the event center."

The time might be ripe for a Southwest Michigan event center, as young professionals and families alike have a revived interest in city centers for both work and play. According to Keith Schneider in a 2018 New York Times article titled "Welcome to the Neighborhood: America's Sports Stadiums Are Moving Downtown," "The explosion in mixed-use



developments like these is owed, in part, to the urban American economic renaissance. City populations grew faster from 2010 to 2016 than those in the suburbs, reversing a 60-year trend that started in 1950, according to census data. And cities—not suburbs—are the now primary

NEW OUTLOOK BRIGHTENS EVENT CENTER VISION

BY RICK VAN GROUW
PHOTOS HANNAH ZIEGLER
ILLUSTRATIONS ADAM ROSSI

generators of the nation's economic growth, according to research compiled by the Federal Reserve.”

Several success stories from around the state of Michigan provide inspiration.

When something of this magnitude comes into an area, what happens that second year, that third year, is that it keeps building and expanding. A successful venue like this just rewrites the game plan for the entire area.

THE DOW EVENT CENTER IN SAGINAW

At the turn of the 21st century, downtown Saginaw was in decline. General Motors had pulled the rug out from under the local economy. The city center was falling to pieces, including its 30-year-old, 7,600-seat arena that had lost money for years under city management and needed \$17 million worth of repairs.

In 2001, the city passed ownership of the event center to the county, and everything changed. Through an effort led by the Saginaw County Chamber of Commerce, residents voted very narrowly to tax themselves to keep the arena's doors open and hire a management company to run the place.

Bob Van Deventer, current chamber president and CEO, arrived on the scene in 2003, when the region's downtown redevelopment effort—centered around a revived event center—was gaining steam. Today, the event center “is a very positive element” in the local economy, Van Deventer says. “It has fingers that go out through the community, and they're all positive. We look at it primarily as an economic development opportunity, one reason companies would consider moving to the area. They look at churches, schools, and other amenities, the tax structure—but they also want to know, ‘What is there to do with your family for entertainment?’”

As Van Deventer recalls, that first countywide millage was a tough sell, especially among rural farmers. “We targeted the campaign to people who were on the border or who would vote yes. Six percent of our acreage is agriculture, and they were worried they would pay a bigger piece of the whole pie. There was no effort to convince the farmers,” Van Deventer says. “Our strategy was to get as many yes voters as we could.”

The result of the May 2001 special election was a squeaker 51-to-49-percent victory.

In 2010, the millage came up for renewal. This time, the measure passed handily—60 percent to 40 percent.

In 2014, the agreement that sold naming rights for the venue to Dow Chemical of Midland for around \$2.5 million in 2004

was renewed for an additional 10 years and \$1.42 million.

When Saginaw County took over the event center in 2001, it brought in SMG, a property

management firm based in Pennsylvania, to operate the facility. SMG handles more than 200 venues across the country, including Cobo Hall in Detroit and Van Andel Arena in Grand Rapids.

“When SMG and the county took over, downtown Saginaw was still in pretty rough shape,” recalls Jon Block, general manager of The Dow. Block, who has worked for SMG since 2016 but started his current job in March, grew up in Frankenmuth and recalls traveling to Saginaw with his family. “We visited the event center as kids prior to 1996 and attended ice shows, hockey games with the Saginaw Generals, Saginaw Wheels, and Saginaw Lumber Kings, and other events,” Block says. Later, from 2006 to 2017, he lived in a renovated loft above a downtown business very close to The Dow.

According to Block, offering a variety of entertainment is key to an event center's

success. In addition to 34 home hockey games plus playoffs and exhibition games, Block said his aim for The Dow is to bring into the area a range of acts and events. “The Saginaw Spirit is one piece to the puzzle,” he said, referring to the Ontario Hockey League team purchased in 2002 by local auto dealer Richard Garber. “But we can't limit ourselves to that. We are truly diversified—comedy, sports, the circus, children's shows, Broadway, outdoor festivals—we don't turn anyone away.”

“The more options we provide, the more traffic we bring downtown,” Block added. “Ever since The Dow and Temple Theatre opened up, it really drove a lot of development downtown. And that development continues. We're not where we want to be yet, but we're definitely moving in the right direction.”

NEIGHBOR TO THE NORTH

SMG also oversees Van Andel Arena in Grand Rapids. Since the \$75 million Van Andel Arena opened in the fall of 1996, Grand Rapids, too, has seen significant development around its downtown event center.

“It's not only the direct businesses that benefit from a venue like this—the restaurants, the lodging—but secondary business are impacted as well, including the construction trades,” according to Dante Villarreal, vice president of business services for the Grand Rapids Area Chamber of Commerce.

In 2016, the 12,000-seat arena's 20th anniversary year, Van Andel hosted 31 concerts, 34 family shows, 44 sporting events, and a handful of other events, like college graduations.

“It's clear to see, when something of this magnitude comes into an area, what happens that second year, that third year, is that it keeps building and expanding,” Villarreal said. “A successful venue like this just rewrites the game plan for the entire area.”

THE DISTRICT DETROIT

Also moving in the right direction is a major urban revival in Detroit—a rebirth that revolves around another event center: Little Caesar's



Concerts, games, expos, and more **could** attract more than 1,440,000 visitors, spectators, and participants of all ages to the region annually. Development of underutilized space **could** bring complementary scalable, multiuse developments and a change in regional culture. An expansion of entertainment and recreation in the form of restaurants, hotels, bars, businesses, and housing **could** increase the number of inhabitants, visitors, and employment opportunities. What **could** it all mean?



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\$80-85 million

2000
PERMANENT JOBS
AND UP TO
7000
CONSTRUCTION JOBS

BY THE NUMBERS
THE POTENTIAL BENEFITS OF A DOWNTOWN EVENT CENTER

In 2003, community leaders first floated the notion of an arena in downtown Kalamazoo. Fifteen years later, the idea still carries weight for the city that lies roughly at the center of the Southwest Michigan region.

5- to 15-minute walk from downtown Kalamazoo

CAPACITY
6,800
TO
9,000



ANNUAL EVENTS
160
TO
200

IN ADDITIONAL RESTAURANT SPENDING
\$26 million

Improved parking

ANNUAL VISITORS

1,440,000

Arena. The heart of a downtown revitalization project called The District Detroit, the arena is the epicenter of multiuse development.

“Little Caesar’s Arena is a critical component for The District Detroit, especially for the area we wanted to help rejuvenate,” said Eddie Saenz, director of communications for Olympia Development of Michigan, the company behind the \$1-2 billion project. Saenz says Olympia Development of Michigan is developing a large-scale, mixed-use commercial and residential district.

“If you were to do an arena by itself, the returns would be much less than what we’re doing,” Saenz said. “We offer an arena plus office space, plus retail space, plus education space, plus medical offices, plus residential, plus historic redevelopment of buildings. I think that is where we see the difference.”

According to Saenz, The District Detroit will create 3,000 permanent jobs in addition to 20,000 construction and other related jobs. And “The vast majority of our contracts went to

local—Detroit-based—businesses,” he said. “It does demand a concerted effort to support the local community. It doesn’t just happen.”

Saenz said public-private partnerships are key to the success of a project like The District Detroit.

“We have provided the vast majority of funding for the development here,” he said. “It’s been great to know that we have the support of the city and the state so that we’re doing this together. There’s skin in the game on all sides. It’s increasingly the case that developments like these are more successful with a public-private partnership.”

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BULLS VERSUS BEARS

Some economists are bullish on the economic impacts of downtown sports and entertainment venues. Mark Rosentraub, Bickner Endowed Professor of Sport Management at the University of Michigan, is one such individual. He consulted on the The District Detroit project.

“Sports and entertainment don’t produce wealth, they don’t follow wealth. They reallocate where wealth occurs,” Rosentraub said. “What it means to Detroit to have Little Caesar’s Arena—this is a market of 4.7 million people. You could build an arena anywhere in the area and it would serve that

population handsomely. But if you build in a suburban area, it generates no economic benefit for the city of Detroit.”

The concept of The District Detroit—a central event center surrounded by secondary and tertiary development—is both transferrable and scalable, Rosentraub said.

“If you build an arena and nothing else, nothing’s going to happen,” he said. “But if you develop the real estate around it, it attracts more and more regional economic activity. People who say it doesn’t generate anything are missing the point. It’s not an economic issue. It’s an urban economic issue. It’s figuring out where wealth is.”

Despite compelling anecdotes from Block, Villarreal, and others, there are those who maintain significant reservations about the economic impact of event centers on the communities they serve.

“The evidence suggests little to no positive economic impact,” says William Kern, an economics professor at Western Michigan University. “If you’re going to build an arena, the creation of new jobs and the increase of incomes is not going to happen. This comes from multiple studies over multiple years by multiple people. It’s nearly unanimous.”

HOLLAND GETS IN ON THE ACTION

Banking on the positives, the city of Holland is nearing the completion of a \$14 million upgrade of its 64-year-old civic center. As in Saginaw and Grand Rapids, business leaders in the Holland area espouse an “if you build it, they will come” strategy.

“Having some type of centralized or event center is critically important for a thriving community,” says Jennifer Owens, president of Lakeshore Advantage, a nonprofit economic development organization. “In the case of Holland, the Civic Center was old and dated and badly in need of a major restoration. What Holland was lacking was a first-class event and education center to draw businesses into the community, not only for tourism, but also for educational opportunities.”

When completed in October, the 2,000-person venue will be able to hold conferences and other events that will bring people downtown, Owens said.

Named the George and Lucile Heeringa Holland Civic Center after its largest donors, who contributed \$2 million, the facility is scheduled to open in October. Already, downtown improvements have attracted businesses; Owens said The Stow Company, a manufacturer of custom closets, is in the process of moving its corporate headquarters from Holland Township to a refurbished historic building in the downtown.

“Sometime this summer, one hundred-plus people will be relocating to downtown Holland, where they can walk to lunch and enjoy the amenities,” Owens said. “This is a direct tie-in to talent attraction.”

If you build an arena and nothing else, nothing’s going to happen. But if you develop real estate around it, it attracts more and more regional economic activity. People who say it doesn’t generate anything are missing the point.

SOUTHWEST MICHIGAN OUTLOOK

In Kalamazoo, talk of building an event center remains quiet and cautious.

“I think it’s very early in this new process, but there are a couple of folks around town who have said now’s the time,” said Derek Nofz, director of public policy at Southwest Michigan First, who has been working on breathing new life into the event center proposal. “All options are on the table. I don’t want to say the funding mechanism would be the exact same as suggested last time. Perhaps that will take a vote of the people or the county commission. From the conversations we’ve had so far, they’ve been pretty positive.”



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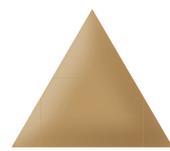
Justin Horn, Bryan Todd, Nancy Turtle, Kim Labadie, and Marcus Brussee

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Ben Welke, Managing Owner
Penn Station East Coast Subs

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BY HEATHER BAKER PHOTOS HANNAH ZIEGELER

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WHAT THEY DO

Process quality fruits and vegetables in multiple packaging options—canned, glass, frozen, and co-manufactured—to enhance customer experience. The produce inside the sealed food packaging comes in a variety of forms including whole, pickled, cut, diced, tips, spears, soup, and pie fillings.

WHAT'S INSIDE THOSE PACKAGES?

Fruits and vegetables sourced from over 100 Michigan farm families and beyond when demand outpaces the ability to source locally. Fourth-generational relationships open doors for the company to source the highest grade:

- Asparagus
- Cherries—both sweet and tart
- Blueberries
- Plums—purple
- Potatoes
- Carrots
- Dried beans

THAT'S UNCANNY!

In one day, Honee Bear Canning is capable of processing over 60,000 15-ounce cans of asparagus spears or producing more than 250,000 15-ounce cans of asparagus cuts and tips.

HUNGRY?

You'll find their products on the shelves of retail grocery stores and chains under a variety of labels across North America, Central America, Europe, Asia, and as far away as New Zealand. The company also manufactures products for the U.S. Department of Agriculture (USDA) for food service programs that aid communities across the U.S.

LABELING: WHAT DOES IT ALL MEAN?

Co-manufactured production means Honee Bear doesn't sell certain product lines directly to retailers or foodservice operators. These lines are produced for Honee Bear's customers using recipes provided by the customer. The finished product is labeled with the local, national, or international brand labels and then shipped back to the customer who ultimately sells the branded product to retailers.

Private-label products are manufactured and offered under store brand labels like those belonging to a grocery or retail chain. These products are often positioned as more affordable alternatives to well-known brands.

Honee Bear also makes and sells products under its own label—Michigan Made.





**In one day,
Honee Bear
Canning is
capable of
processing
over 60,000
15-ounce cans
of asparagus
spears.**

LOCATION

72100 M-40
Lawton, MI 49065

YEAR FOUNDED

Honee Bear Canning was founded in 1943 as a partnership between Ronald Packer, current CEO and President Steve Packer's grandfather, and another local family. In 1967, the Packer family became the sole owner and formed Packers Canning Company, dba Honee Bear Canning.

REGIONAL FOOTPRINT

- Almost 300,000 square feet of processing area on over 200 acres supporting food processing, warehousing, and administrative operations.
- Proximity to I-94 speeds up shipments to and from the site.
- Plant size enables the company to operate specialized equipment in different sections depending on the crops in season.

NUMBER OF EMPLOYEES

Employing 90 full-time employees year-round, Honee Bear's numbers ramp up to 200 during the height of growing season from May through July to accommodate high volumes of asparagus and cherries.

WHO WORKS THERE

Line and production workers, food safety and quality assurance specialists, mid-level supervisors, maintenance workers, and office personnel.

INTERESTED IN A CAREER?

Contact a Honee Bear Canning representative directly at 269.624.4681.

TO LEARN MORE, VISIT HONEEBEAR.COM

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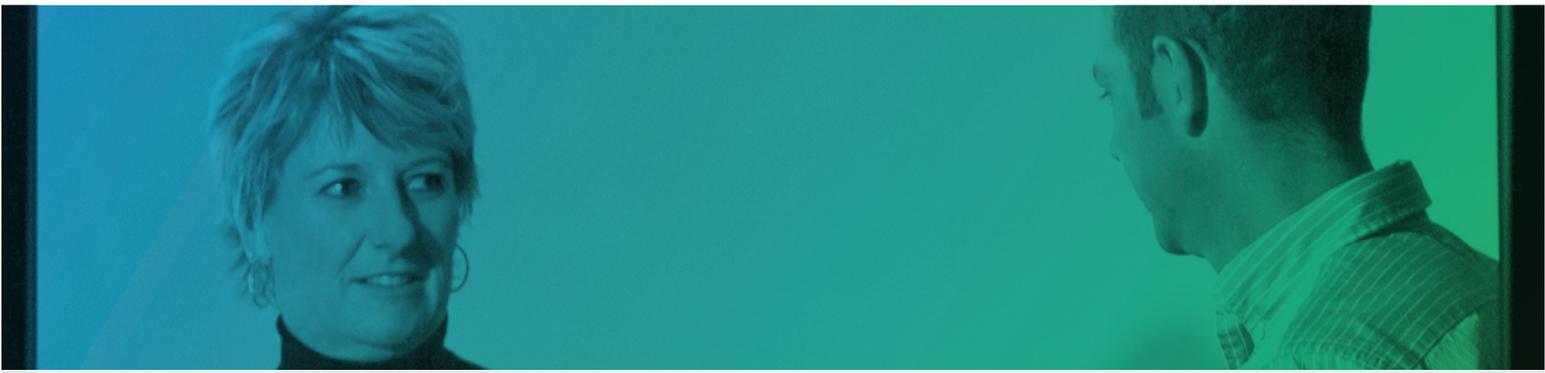
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SHAPING ENVIRONMENTS

A Q+A WITH SONDRA PHILLIPS

OWNER OF SKP DESIGN

BY JAKE FREDERICKS
PHOTOS BY HANNAH ZIEGELER

We have to understand people and how they behave. We consider how people interact with an environment and what effect a physical space will have on an individual.



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WHAT SERVICES DOES SKP DESIGN PROVIDE?

SKP Design is a boutique interior design company—in fact, we are the only interior design firm in Kalamazoo. We have both residential and commercial clients and can do everything from new construction to remodeling. Clients come to us because they're changing, moving, growing, or launching a new product line. If a client wants people to think a certain way when they walk into their space, we figure out how to make that happen. Essentially, our job is to make sure that an area makes sense visually.

HOW DO YOU CREATE A UNIQUE ATMOSPHERE?

Interior design employs a lot of psychology and sociology. We have to understand people and how they behave. We consider how people interact with an environment and what effect a physical space will have on an individual.

For example, even though you can't quite put your finger on why, when you walk into a coffee shop in the morning, you immediately feel a sense of calm. Every aspect of the space is fine-tuned to make you feel that way. At the same time, we want a company to have an environment that makes sense for its image, employees, and workflow. Our task is to optimize the flow and atmosphere of a location to make sure that everyone involved has a fulfilling experience.

WHAT DOES A TYPICAL DAY LOOK LIKE FOR YOU?

Unlike at big architectural firms where an interior designer may work on only a few large projects, we work on many projects of various sizes at the same time. Because of this, every day is different. We start each Monday with a team meeting where we sit down together and put everything on the table. Then, we travel to speak with our customers or source different materials. I'm on my feet most of the time, but I enjoy the variety. Interacting with local businesses allows me to make connections that I could never have imagined. With a community this size, there are talent and resources that we can bring together to complete amazing projects.

WHAT HAVE BEEN SOME OF YOUR FAVORITE PROJECTS?

We created Biggby Coffee's interior design in 2006. The company asked us to create a happy environment for their



clientele, and nothing could be more fun than that. We also designed terrazzo flooring and commissioned art at the Kalamazoo/Battle Creek International Airport. When you walk through the airport, you will see Stephen Hansen sculptures, colorful paintings, and even art glass. It feels so great to be a part of these local initiatives and to be more connected with the greater community.

I am inspired by art fairs, architecture, and the work of other interior designers, but my job is to solve problems.

HOW DID YOU DECIDE TO BECOME AN INTERIOR DESIGNER?

Art runs in my family. My father is a graphic designer, and when I was young, he would take me to the Merchandise Mart in Chicago. It's a 25-story building filled with furniture showrooms, and we would walk through each one together. Later, I went to the University of Michigan and got my bachelor's degree in interior design. However, it wasn't until after graduation when I moved to Chicago that I began to become enamored with that path.

I got a job at a downtown Chicago interior design firm called Tilton & Lewis. It was in this beautiful glass building overlooking the river—just across the street from the Merchandise Mart that my dad used to take

me to. At the time, all the resources I needed were available at my fingertips in Chicago, but I was able to bring some of those things back here to Kalamazoo when I started SKP Design in 1996.

WHERE DO YOU FIND INSPIRATION?

I am most inspired by art fairs, architecture, and the work of other interior designers, but my job is to solve problems. I distill all of that information into an original solution. My creative problem solving is better done when I have that space to myself. Just being in a relaxing and soothing environment allows me to sort through that inspiration and make something unique out of it.

WHAT IS YOUR DREAM PROJECT?

I'm sure that my dream project is something I haven't even thought of yet. Some of the unique projects that have come across my desk are ones I would never have conceptualized.

WHAT ADVICE DO YOU HAVE FOR ASPIRING DESIGNERS?

Being multi-disciplined is essential. In this day and age, you can't afford just to do one thing. You have to know how to write, create a website, take photos, and how to communicate with clients. Writing is especially important; one of my number one responsibilities is proposal writing.

PURE MOBILITY



As the automotive world moves toward fully connected and self-driving cars, it's no surprise who's driving the future of the industry. Michigan. Home to the world's first and only real-world testing facility for autonomous vehicles, Michigan leads the country in research, development, innovation and technology. And it all makes up the epicenter of mobility known as PlanetM. To learn more, visit planetm.com

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LOCAL HINGE MANUFACTURER BANKS LONGEVITY ON QUALITY

BY GATHY KNAPP PHOTO COURTESY OF SELECT PRODUCTS LIMITED AND JOSH NOWICKI OF HOLT BOSSE

TEAM MEMBERS AT SELECT PRODUCTS LIMITED HAVE A GREAT STORY TO TELL.

The geared continuous door hinge they produce survived an independent test of 25 million open-and-close cycles. The test required over four years to complete. Every other component in the door failed except the hinge.

That's a product the team is proud to develop, produce, sell, and support! In fact, the company has a continuous warranty that never expires.

Pride in the product is one part of a culture developed over the company's 27-year history. Walking the floor at the facility, visitors are greeted by energetic smiles from employees who are on a mission. The atmosphere exudes confidence. The team is experienced and it takes great pride in being a small but "fiercely independent" company.

"We take care of our people and therefore can do what's best for our customers," said Mike Anderson, President and General Manager at SELECT. "New team members are matched with an experienced 'sponsor' and provided on-the-job training. The team helps select new members because they earn monthly profit sharing and have a stake in the outcome. Successful employees are team-oriented multi-taskers."

Anderson said turnover is low amongst the 35 members. In addition to the profit sharing, the company provides generous benefits, including paying 100 percent of the healthcare plan, a pension plan, and 401k options.

To help employees succeed, the company provides technical training. Plus, the team continually learns from each other through interactions with sales managers, weekly new product

meetings, and shared customer service call experiences. Employees enjoy quarterly meetings featuring catered lunches where sales and product information is shared.

"Many of our research and development ideas come from our customers," Anderson said. He cited a patented ligature-resistant device created for behavioral health institutions.

It's a method that works, evidenced by the company's 14 percent growth rate last year. Current trends indicate an even better 2018. This spring, the company, currently located in Portage, will break ground on a new 50,000-square-foot facility in Oshtemo Township that includes space for four new employees.

"Assuming continued growth, our next major step in the future would be to vertically integrate, adding our own anodizing facility and bringing in additional employees," Anderson said.

Anderson has no fear that a company creating a hinge that lasts 60 years will eventually run out of customers. "The original patent on the hinge has been out there for almost 40 years," he said. "But we still encounter hardware professionals at trade shows that have never seen it."

WHERE THE NEW JOBS ARE

As reported by the regional economic development partners Battle Creek Unlimited, Marshall Area Economic Development Alliance, and Southwest Michigan First.

SELECT PRODUCTS LIMITED

OSHTEMO TOWNSHIP, MI
SELECT-HINGES.COM

NEW JOBS: 4

TENNECO

MARSHALL, MI
TENNECO.COM

NEW JOBS: 54

LAWSON AVIATION

THREE RIVERS, MI
FACEBOOK.COM/LAWSONAVIATION

NEW JOBS: 2

ALL THAT JAZZ

STURGIS, MI
ALLTHATJAZZONLINE.COM

NEW JOBS: 20

PRAIRIE FARMS DAIRY

BATTLE CREEK, MI
PRAIRIEFARMS.COM

NEW JOBS: 16

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LOVING THE LOCAL FLAVOR

WITH ANDY CULLEN

BY JAKE FREDERICKS | PHOTO HANNAH ZIEGELER

ON THE JOB

My job at National Flavors spans both the development and IT worlds, so my responsibilities consist of everything from fixing surprise bugs in our homemade business software and constructing new capabilities in our data software to building a new online customer portal. My previous experience as a lab assistant helped me fit into the company culture quite well, but the main thing that helps me thrive in this position is the wide range of experiences I have gained from my instructors at Kalamazoo Valley Community College (KVCC).

EXPERIENCE IS KEY

I have been with the company since the end of April 2017, when I started as an intern. I was hired as a full-time associate within just a few months. It's a beautiful thing that I found a great job before I graduated. I give a lot of credit to the software development program at KVCC. Completing an internship was a graduation requirement, and KVCC has excellent internship coordinators with active local company partnerships. My advice would be to never pass up an internship opportunity! It's the easiest way to get a sneak-peek into an industry and fast-track your career.

ON THE HORIZON

My department has a weekly training hour for continuing professional growth. We learn and discuss newly emerging skills in the fields of IT and software development. More importantly, National Flavors has offered to pay my tuition to Western Michigan University should I decide to pursue a further degree in my field. I definitely hope to take advantage of that!

A TASTE OF SOUTHWEST MICHIGAN

After work, I spend time with my wife and friends. We compete in team trivia and solve the puzzles in the escape rooms at Escapology in Portage. We also have a longstanding goal of visiting every restaurant in the city.

Southwest Michigan has everything we could want. It's great to know that a short drive away, we can explore a big city or a small town on the shores of Lake Michigan. We love fossil-hunting on massive stretches of sand, kayaking down the river, hiking through the forest and dunes, and better yet, enjoying the fruits of local wineries and breweries.

EDUCATION

Kalamazoo Valley Community College (KVCC)

Web Design and Development (A.A.S.) '17

Software Development (A.A.S.) '17

EMPLOYMENT

Junior Software Development Engineer,
National Flavors

HOMETOWN

Belleville, Michigan





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INVESTING IN DEVELOPMENT

CONSUMERS CREDIT UNION KNOWS IT CAN COUNT ON **KAYLA POOLE**

BY JAKE FREDERICKS | PHOTO HANNAH ZIEGLER



MEET KAYLA

HOMETOWN

Jackson, Michigan

EDUCATION

Western Michigan University
Accounting and Aviation Management Double Major
Expected Graduation: Spring 2018

POSITION

Staff Auditor Intern at Consumers Credit Union

THE KICKOFF

When I first started my internship program, all the new hires began in a group together to do training and orientation. Then, we moved into different departments to learn specific skills. For continuing professional development, interns meet every week as a group with the HR Department. They have different people come in to talk about resume building, interviewing, and other skills. Consumers Credit Union wants to grow you as a person as much as possible.

FINDING A PATH

I began as an accounting intern, but also worked with the Risk Management Department and then the Collections Department for one day a week. This variety helped me decide what path I wanted to pursue. Now, I am in the Risk Management Department, which is very much related to accounting. We are in charge of all of the internal audits, all the retail audits, and loan audits. We're checking for things like employee fraud and making sure that everything is accurate and well-represented.

A DAY IN THE LIFE

On normal days, I have a lot of work to accomplish. On audit days, we start much earlier than normal at one of Consumers Credit Union's 19 branches. On those days we come in a lot earlier than normal and meet at one of the offices. We get there before the branch's team arrives to surprise them. During the audit, we ask them questions, count cash, and look at their documents to make sure they're all accurate and compliant. Then, we have a closing meeting with the team and talk to the managers, then our team returns to the office to write up a report.

LESSONS LEARNED

Before I started, I didn't know what field I wanted to get into. I think the most important thing that I got out of my internship was that I actually enjoy accounting—it helped me decide to make it my major. The experience has also taught me a lot about how to be a professional. I'm constantly writing reports and talking to my co-workers, my boss, and other managers. More than that, I've learned how important workplace culture is when it comes to choosing a company to work for.



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– *Stacie Hale*

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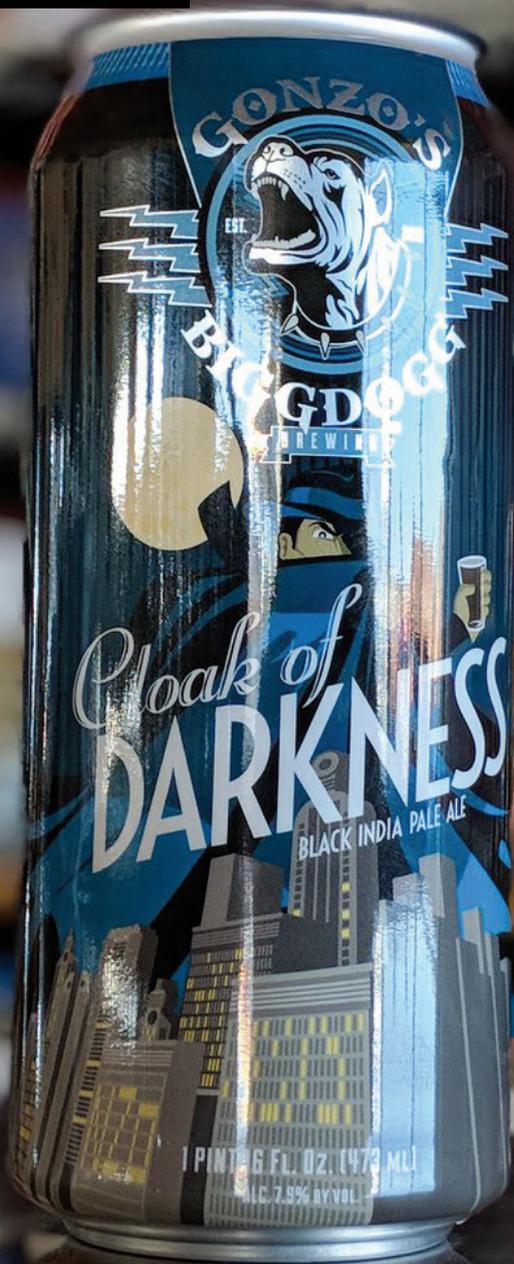


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RECRUITMENT & STAFFING



CAN IT!

CRAFT BEER TRENDS & SOUTHWEST MICHIGAN BREWERIES

BY CHARLOTTE YOUNG PHOTOS COURTESY OF GONZO'S BIGGDOGG BREWING AND CHARLOTTE YOUNG

THERE ARE NEARLY 300 BREWERIES, MICROBREWERIES, AND BREWPUBS OPERATING IN MICHIGAN WITH OVER 30 OPERATIONS IN THE 269 AREA CODE ALONE.

“You are never more than an hour from a fresh pint of hand-crafted beer. Brewing operations are located in communities throughout the entire state, many of which are revitalizing main streets and resurrecting historical buildings,” according to the Michigan Brewers Guild. “Brewery tap rooms and restaurants are diverse, unique gathering places that are connected and committed to their local communities. Additionally, local breweries have a profound impact on Michigan’s economy.”

It’s true: communities in Southwest Michigan are embracing the business of brewing. The area is saturated with a range of craft beer enthusiasts, from rookies to self-proclaimed beer snobs. With so many great breweries in the region, patrons of the local craft beer scene may be fiercely loyal to the brewery in their corner of town, willing to explore and try new things, or both. It isn’t just locals who frequent area breweries either. Southwest Michigan is a bona fide tourist destination, bringing in craft beer drinkers from near and far.

From Calhoun to Kalamazoo to Berrien and all the counties in between, there are many opportunities to try something local and new. With area businesses recognizing the value of beer tourism, you will find establishments offering unique hotel and spa packages, special transportation and tours, ale trails, and more. A growing number of businesses have embraced the opportunity to add craft beer to their customer’s experience in the form of local craft brews on tap, draft beer to go growler stations, craft beer caves, and build your own six-pack options.

A 'CAN-DO' ATTITUDE

Like many other businesses, craft breweries often consider their environmental impact and sustainable options when making decisions about packaging. Now widely accepted, you may notice more craft beer hitting the shelves of Southwest Michigan in 12-ounce and 16-ounce cans instead of the old standby brown glass bottles, and for good reason. Trevor Eberstein, sales representative for Kalamazoo's Gonzo's BiggDogg Brewing, says, "16-ounce cans have become very popular in Michigan."

"You are never more than an hour from a fresh pint of hand-crafted beer."

—THE MICHIGAN BREWERS GUILD

The advantages of canning beer are many. Beer brewers and drinkers alike have both opened their hearts and eyes to understanding the huge advantages of canning technology, acknowledges the Aluminum Association. Some of the most respected craft breweries in the world, including those in Southwest Michigan, are now utilizing this container. "Every beer style makes sense in cans," says Pat Kleppert, brewer at Boatyard Brewing Company, also located in Kalamazoo.

Aluminum cans are the most recycled beverage container. The average can contains 70 percent recycled metal, and a recycled aluminum can becomes a new can in as little as 60 days in most cases. Cans are lightweight and easily stacked. This provides storage and shipping efficiencies and limits overall transportation carbon emissions through logistic and supply chains. Aluminum cans are more than 15 times lighter than the old standard glass bottles, allowing breweries to package and transport more beverages to thirsty craft beer fans using less material. Protection from light and oxygen are two more benefits of aluminum packaging. Beer and the hops used to brew beer are extremely sensitive to light. Exposure

to light can cause the compounds in hops to break down and react with traces of sulfur compounds in the beer, causing it to taste and smell skunky. Also, oxygen can manipulate the flavor of beer so that it tastes like cardboard.

CANNING MADE CONVENIENT

A unique business has brought the possibility of craft beer canning to breweries throughout Southwest Michigan and the entire state. Michigan Mobile Canning is part of the growing network of mobile canners that bring canning to those who might not otherwise have the equipment or resources to bring their beer to the patrons in this package. The people of Michigan Mobile Canning travel across the state, partnering with breweries to bring an honorable idea to life: "Together we can."

"As little as five years ago, canning was out of reach for most Michigan craft brewers. With the advent of mobile canning and the high demand for craft beer in local stores, canning has exploded in Michigan," Kleppert says. "Breweries need distribution to help grow their brands and sales, and these full-service labeling and mobile canning units fill those needs without a company owning a complete canning line, which saves capital. Sourcing cans and labels from right here in Michigan to get Michigan-made brews out into the market is a true honest example of a company with a positive effect on its local economy. We schedule with Michigan Mobile Canning when



we have multiple beers ready to can and they come in and set up the morning of canning day."

In addition to Boatyard Brewing, located on Kalamazoo's north side, Gonzo's BiggDogg Brewing, located downtown, also uses the services offered by Michigan Mobile Canning. "Michigan Mobile Canning provides all the equipment we need," agrees Tim Koss, Assistant Brewer at Gonzo's BiggDogg Brewing. "We package right off our bright or serving tanks."

Boatyard and Gonzo's both use 16-ounce cans as their packaging of choice and confirm it is doing very well for them. Brewers around Southwest Michigan are indeed saying, "Can it!"

As little as five years ago, canning was out of reach for most Michigan craft brewers. With the advent of mobile canning and the high demand for craft beer in local stores, canning has exploded in Michigan.

—PAT KLEPPERT, BREWER AT BOATYARD BREWING COMPANY

Look for Gonzo's flagship brands, Yummy Hoppy Double IPA, Geyser Brown Ale, Burning Sun Red Ale, and Vanilla Porter, at your favorite craft beer store. Look for Porch Appeal Peach Wheat, also in 16-ounce cans, throughout the summer months. Boatyard currently offers almost a dozen beer styles in 16-ounce cans, including West Michigan IPA, Lake Effect Double IPA, and Hazy Sunset New England style IPA.

Charlotte Young is Creative & PR Manager at Imperial Beverage, a long-standing member of the Michigan beverage distribution community. Established in 1933 after the repeal of prohibition and purchased by Kalamazoo's Cekola family in 1984, Imperial has grown from a one-county beer distributor to a top-10 statewide beer, wine, and spirits wholesaler. With 330 employees and three locations in Kalamazoo, Livonia, and Traverse City, Imperial provides statewide coverage that serves every Michigan County, every week, all year long.



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POSITIVITY, PASSION, AND A KALEIDOSCOPE



THERE'S MORE THAN ONE ANGLE
TO WSI'S JEFF O'BRIEN

A QUICK LOOK AT THE DESK OF WSI PRESIDENT AND CHIEF EXECUTIVE OFFICER JEFF O'BRIEN REVEALS A LOT ABOUT HIS COMPANY.

WSI, a recruitment and staffing specialist with offices throughout the Midwest, has impacted thousands of lives by helping people get full-time and temporary work assignments since 2001. Over the years, WSI has also dramatically increased the number of companies using its selection model to test the caliber of candidates. Beyond these successes, the one thing that O'Brien is most proud of is his team. He says, "I've never had a more collaborative, effective, enjoyable group of people to work with than I do currently. And that makes what we do fun."



VALUE CARDS

These cards are marked by our values: Expertise, Uncompromised Excellence, Integrity, Passion, Positive Attitude, Respect, and Responsiveness. We write notes to ourselves and each other on them. If I had to select one value that trumps all other values, it's positivity. In fact, positivity is the benchmark we use on all internal interviews to assess fit with our culture.



BULLSH*T BUTTON

Whenever I hear we can't do something and I feel that we can figure out a way collectively, I hit it [the button]. Occasionally, it's my joking way of calling someone out. The good news is I haven't had to hit it for at least four years.



A BOOK I'M READING

"Who: The A Method for Hiring" by Geoff Smart and Randy Street is about culture interviews and cultural fit. Its systemic approach to finding the right candidates and how to interview to discern between a good and bad fit is quite powerful.



KALEIDOSCOPE

Two of my vice presidents gave this **kaleidoscope** to me as a Christmas gift. When I asked them why a kaleidoscope, they said, "It speaks to the type of mind that can perceive any given situation from a multitude of perspectives—a mind that sees patterns, connections, and relationships that more rigid minds miss."



MAGAZINES

I'm reading a **great article** now about how building the right reputation can help win a company more business. For us, that's proven itself time and time again. Two pieces of our recognition that I'm particularly proud of are acknowledgements from the Best and Brightest Companies to Work For[®] competition (in both West Michigan and the nation) and Inavero's Best of Staffing[®] Award. Ultimately, the coolest thing about Inavero's award is that they go straight to our clients for feedback; less than two percent of the staffing firms in North America achieve the client satisfaction scores that we've achieved.

LEADER²LEADER

KAY CLARK

RELOCATION DIRECTOR AT JAQUA REALTORS

TOM WARD

DIRECTOR OF SERVICE AT CTS TELECOM

WHAT DOES IT MEAN TO BE A GOOD LEADER?

KAY CLARK: A good leader is somebody who not only has a vision but can also paint that vision for others. How do you get everybody involved on your team in making that vision come to reality and how will you keep them motivated? How do you continue to inspire and motivate? Great leaders have the ability to do all of those things.

TOM WARD: A good leader is a person who people look up to and want to follow. They're someone who is willing to sacrifice for their team, to set an example, and to set their people up for success.

HOW WOULD YOU DESCRIBE YOUR LEADERSHIP STYLE?

KAY: I was an athlete my whole life, so I'm a huge believer in teams. I surround myself with talent, and I'm very purposeful in hiring different skills. I work hard to construct a group of diverse talents because I believe that the whole is bigger than the sum of the parts. When everybody brings something valuable to the table, we can accomplish great things.

Virtue is the key to everything. Not just with leadership, but also in life.

KAY CLARK

TOM: My leadership style is built on support and trust. I trust my team to be able to get the job done without me having to micromanage. I also focus on aligning their strengths and their passions with projects to get the best results. I work on

building a connection with each one of my team members to understand what goals they have set forth, so I can align them with projects that pique their interest.

WHAT IS AN ESSENTIAL QUALITY FOR A LEADER TO HAVE IN TODAY'S BUSINESS CLIMATE?

KAY: Today and forever it will always be honesty and integrity. You have nothing if you don't have honesty. You can have every other quality, but people see right through you if you aren't truthful. Virtue is the key to everything. Not just with leadership, but also in life.

TOM: It's essential for a leader today to have open communication with their team and to create a meaningful connection with each individual of that team. It's vital that everyone knows that they're a valued person and not just another employee. It makes a huge difference just talking to people one-on-one, not only about work but around their personal lives.

WHAT IS THE BIGGEST RISK YOU HAVE TAKEN THAT EVENTUALLY PAID OFF?

KAY: Before I started in this position, I had pretty much been in human resources my whole career. I just fell into it. One day, I was approached and asked if I had any interest in becoming the director of relocation for Jaqua

Realtors. I honestly went to the interview just to find out why they would go after somebody who had zero experience in real estate. But after hearing about Jaqua's culture, I thought, "You have to take this job right now. This is you, Kay. This is everything you've always wanted." I knew I needed to take that leap of faith. I have never looked back.

TOM: About five years ago, I moved back home to Michigan from Oklahoma. It was a risk for me as I moved back really without a job lined up or a plan of action. I wanted to be back home in Michigan, and it paid off when I found a job with CTS Telecom—it's been a great fit ever since.

WHAT IS THE BEST ADVICE YOU HAVE EVER RECEIVED?

KAY: My dad was my role model and mentor. He grew up in poverty, put himself through the University of Michigan to get his masters, and ended up as a captain under General Patton in World War II liberating concentration camps. He always taught us to respect everyone no matter what their level is in this world. He would say, "I am nothing without all the people in the office doing everything for me so that I can be successful."

TOM: The best advice I ever received was from my dad. He would always say to me, "Fear is of the unknown." Meaning that something is

only scary because you haven't done it before and once you have done it, then it's something not to be scared of anymore. This has been great advice for me through my professional career as I have taken risks and as I go through doing things for the first time.

My leadership style is built on support and trust. I trust my team to be able to get the job done without me having to micromanage.

TOM WARD

WHAT PERSONAL GOAL DO YOU HAVE AS A LEADER?

KAY: My personal goal is to leave a mark on people. When I think back to all the people who influenced my life, it was because of something they did to build my confidence. I was a shy little kid, believe it or not. My nickname was Silent Sam. I'm not that person at all anymore, but it's because people believed in me. I want to pass that on and change the course of somebody else's life.

TOM: We have a motto at CTS, and that motto is, "We answer the call." A personal goal of mine, as a leader within the organization, is to make sure I set my team up in position to seize new opportunities and to make sure that we can quickly and efficiently answer the call. To approach this goal, I do a lot of preparation, training, and advancing the knowledge, working with individuals on my team to continue to raise the bar on what we're able to do so that we can efficiently and quickly answer that call.

WHAT DO YOU DO TO RELAX?

KAY: I love the beach. In the summer I try to get over there as much as I can on weekends. I'll even drive over after work to sit and watch the sunset. To me, the most relaxing thing in the world is to listen to those waves crash.

TOM: One of my favorite things to do to relax is to listen to music. I listen to all different types and genres, but I really enjoy '80s and '90s music.

WHAT ARE YOUR INGREDIENTS FOR A PERFECT SUMMER DAY?

KAY: During the summer, I love to go down to the farmers market on Saturday morning. I will pick some stuff out to take with me and go to the beach to have a picnic with a group of friends.

TOM: A perfect summer day to me would be out at the lake, on the beach, and in the water with friends and family. In Michigan, you have to take advantage of those times in the summer.

IF THERE WERE A MOVIE MADE ABOUT YOU, WHICH ACTOR/ACTRESS WOULD PLAY YOU?

KAY: Definitely Sandra Bullock. She is always happy. She's goofy. I think I am most like her character in "Miss Congeniality." I love to think that I'm this person who is like a ballerina with grace, but in reality, I am this happy, funny, big klutz.

TOM: The actor who I think would best be able to portray me is Matt Damon. He's a very versatile actor who can adapt to many different types of screenplays. He can be in a serious role, comedy, or action. Like him, I feel that I am very adaptable to my environment and can wear many different hats.

ON A BEAUTIFUL DAY, WHERE IS YOUR "GO-TO" PATIO SPOT TO EAT IN SOUTHWEST MICHIGAN?

KAY: It's always been Martini's. I love Martini's. But, I live on the west side, and Latitude 42 recently opened in that area. They did a fantastic job with that restaurant. And I am looking forward to trying their patio.

TOM: My favorite spot to go to is Jac's Cekola's Pizza in Portage. That's right where I live, so it's a great local place for me to go. It has a casual, comfortable setting and great food.

IF THERE WERE A
MOVIE MADE ABOUT YOU,
WHICH ACTOR/ACTRESS
WOULD PLAY YOU?



Sandra Bullock. I think I am most like her character in "Miss Congeniality." I love to think that I'm this person who is like a ballerina with grace, but in reality, I am this happy, funny, big klutz.

KAY CLARK



Matt Damon. He's a very versatile actor who can adapt to many different types of screenplays. He can be in a serious role, comedy, or action. Like him, I feel that I am very adaptable to my environment and can wear many different hats.

TOM WARD

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THOSE WHO WERE

Gretchen Rubin
will appear at
Catalyst University 2019
on **June 20, 2019** in
Kalamazoo, MI!

FIRST 

www.catalystuniversity.me

GRETCHEN RUBIN



The New York Times bestselling author and expert in human nature met with Ron Kitchens to talk about writing, happiness, and self-discovery.



How did you get started as a writer? When I began my career after law school, I clerked for Justice Sandra Day O'Connor. But soon after I realized, "You know what? I'm doing all this work that most people would be doing if they were getting ready to write a book. Maybe I should do that instead!" I went to the bookstore and bought a book called "How to Sell, Then Write Your Nonfiction Book." I followed the directions and got published. **How did you find success as an author?** "The Happiness Project" is probably the book that made people aware of me as a writer, but it was my fourth book. You could say that after ten years of work, I eventually became an overnight success! **What are your favorite things to write about?** Ever since I started writing about happiness, I've been captivated by human nature and the human experience. For example, right now, I'm currently obsessed with color, our sense of smell, and the placebo response. I do all kinds of research, and sometimes it turns into a book, but not always—I just love to learn. **Tell me about the book you have out now.** "The Four Tendencies" is based on a personality framework that I created. I built it off my previous work called "Better Than Before," which is about how to break bad habits and establish beneficial ones. Writing this book was definitely the hardest intellectual challenge that I've ever faced. I tried to communicate how all these different patterns that I was seeing in people fit together. **What are the four tendencies that you discovered?** The four tendencies are: Upholder, Questioner, Obliger, and Rebel. We all face outer expectations—things that other people expect from us—and we face inner expectations

that we set for ourselves. These categories are based on how different people respond to these expectations. **What makes each tendency different?** Upholders readily meet outer and inner expectations; they keep the New Year's resolution without much fuss. Questioners tend to question all expectations so, if a request fails their inner standard, they will resist. Obligers are the third category who readily meet outer expectations, but struggle to meet inner expectations. This applies to anyone who excels at work, but can't seem to make themselves exercise. Finally, Rebels resist all expectations, outer and inner alike. They do things their way and in their own time. **Which category do you fall under?** My tendency is Upholder, which is interesting because of the four types, Upholder is the second smallest group. In case you were wondering, the most common tendency for both men and women is Obliger, while the smallest is Rebel. **How does knowing your tendency help you in life?** The nice thing about "The Four Tendencies" is that it's extremely practical. It gives you a set of instructions for each tendency. When you know your strengths and weaknesses, you can build that into your daily awareness. **How can leaders benefit from this knowledge?** When you know someone else's tendency, you can think about how you might set things up to give that person greater success. A subtle change to the way a process is set up or something is framed can make a huge difference in how responsive and enthusiastic people feel about any task. By playing to people's tendencies, you will have less burn out, less procrastination, and less conflict. ✨

MANAGING FROM THE MIDDLE

NAVIGATE THE SQUEEZE
WITH SOUTHWEST MICHIGAN FIRST

Are you a professional juggling the complex demands of middle management? If you answered yes (*we thought you might*), we invite you to explore what it takes to thrive as a leader of others while maintaining energy amidst the “squeeze” of it all.

TO LEARN HOW TO THRIVE IN THE MIDDLE, VISIT
CATALYSTUNIVERSITY.ME/MANAGING-FROM-THE-MIDDLE

BOUNCE BACK FROM BURNOUT

SHOW YOURSELF KINDNESS AS YOU NAVIGATE PERSONAL CHANGE

BY SARAH MANSBERGER | PHOTO CYAN066 (ISTOCK)

PURPOSE IS CENTRAL TO PERFORMANCE.

Align inward calling with external environment, and “BAM!” You’ve found the zone of magic where professional self-actualization can become a reality. It’s a dream scenario for the mission-driven and performance-oriented among us who possess the motivation to achieve, innovate, and build in accordance with a futuristic vision. But what if living in the zone of high performance pushes you into a different space altogether? One of exhaustion...even burnout?

It is easy to be caught off guard by burnout, particularly if many aspects of a job align with personal ambition, values, and a desire to achieve. But precisely the qualities that yield high achievement in a mission-driven environment are those that can lead a top performer to stumble into unhealthy behavior. Burnout happens when we over-identify with work to the neglect of outside hobbies and relationships, or underestimate our need for recovery between projects.

As work takes on greater and greater import in our lives, we experience gaps between an expectation of fulfillment and the reality we face—where projects are more politically fraught than we imagined, take more energy than we expected, or get done via half-accomplished to-do lists we rarely get to work all the way through because of what gets thrown at us during the day. When the gap between expectation and reality becomes a gulf, or when the idea of peak performance starts to feel like a chronic condition rather than an energizing high, it’s time to make changes before consequences mount.

Burnout manifests in different ways for different people. Telltale signs include feelings of exhaustion, inability to focus, persistent negativity, diminished problem-solving ability, loss of creative capacity, cynicism, and poor physical health. According to Dr. Judy Willis in “Rewire Your Burned-Out Brain” for “Psychology Today,” research into the effects of burnout on the brain

show that over time, burnout can mimic the influences of more severe trauma. When we are in a state of burnout, we become hyper-responsive to stressors and lose our ability to cope effectively.

The road to recovery is paved with pea gravel; though laying every pebble can feel tedious, there’s nothing but muck underfoot without it.

So, what can you do if you or a member of your team is facing burnout? Tune in, seek support, and make a tiny plan to help yourself bounce back.

Tune In. If burnout has crept into your working life, it’s time for an honest self-audit. How are you physically? Mentally? Spiritually? How are you showing up in your relationships? What are some of the factors, both temporary and ongoing, contributing to your sense of burnout? Treat your self-audit as a first step toward identifying changes you need in your life both personally and professionally and the crucial conversations required to make those changes happen.

Seek Support. Burnout can be a lonely problem. Some may withhold their true feelings for fear of losing face, but confiding in a trusted friend or coworker can help

alleviate the psychic burdens of burnout. As you navigate a way forward, make meaningful time for relationships that “fill your bucket,” such as an extra phone call to a friend or family member who boosts your spirits or intentional social time at lunch, after work, or over coffee to recharge and reconnect.

Make a Tiny Plan—And Stick to It.

The research discussed by Dr. Willis suggests that by showing yourself that you can make consistent, incremental progress toward a preferred end, you can reawaken your sense of agency and dampen negative emotional responses associated with burnout. Set a small, achievable goal you care enough about to follow through on, and act on it daily. Celebrate each small milestone as you achieve it. If it feels a little funny, you’re doing it right!

Whatever the path forward, remember that burnout takes time to address. Show yourself kindness as you navigate change and redraft your energy budget. The road to recovery is paved with pea gravel; though laying every pebble can feel tedious, there’s nothing but muck underfoot without it.



Sarah Mansberger is a partner at Southwest Michigan First tasked with curriculum development behind leadership programs like Managing From the Middle, Catalytic Cultures, First 50, and Leadership Kalamazoo. Learn more at catalystuniversity.me/programs.

How Did I Get Here?

GARY SCHULTZ

PRESIDENT AND CHIEF EXECUTIVE OFFICER, EDWARDS GARMENT

BY JAKE FREDERICKS
PHOTO HANNAH ZIEGELER

1952 | BORN IN ANN ARBOR, MI

Pioneer High School, where I went to school, sat kitty-corner to the University of Michigan football stadium; we felt very much a part of what went on at the campus. It was a time of great change for our nation, and the political unrest at my school mirrored what was happening in downtown Ann Arbor. At the same time, the high school benefited from its proximity to the university; the opportunities we had were unbelievable. We could choose to take classes in eight different foreign languages taught by University of Michigan faculty.

1975 | GRADUATED FROM MICHIGAN STATE UNIVERSITY

I ended up going to Michigan State—surprisingly, a lot of my classmates did the same! I went there because I decided I wanted to work in the hotel and restaurant industry. Michigan State had, and still has, the second-best hospitality program in the country.

GARY SCHULTZ ON HOW TO GET AHEAD

There is no doubt that, at each of the companies I have worked for, I did many different things and learned at every opportunity. There are lessons I learned during my first job at Michigan Bell that still help me today. Over the years, having a strong initiative has served me well. It also didn't hurt that I often seemed to be in the right place at the right time. That said, I would tell my adult kids to learn new things and go to new places whenever possible. You don't necessarily need to do it too often, but you never know what skills you can pick up that will be useful for your development.

As a part of the curriculum, I had to work in some type of service industry job. I chose Schuler's Restaurant & Pub. It is currently located in Marshall, but at the time they had eight locations across the state and one in Ann Arbor. Although it is a fantastic family business, working there made me realize that I would not be able to sustain a career in that industry after all. I never knew that you had to wake up at three in the morning and work weekends! After that, I didn't have a clue what I wanted to study. I was very disoriented until I eventually gravitated to organizational behavior management and changed my major.

1975-1977 | WORKED FOR MICHIGAN BELL

After graduation, I got a job in sales of all things. It was telemarketing before the term had even been invented. I worked for Michigan Bell, helping businesses use the telephone to increase sales and be more efficient. I would train them to use calling to supplement their face-to-face meetings, which everybody does now, but back in the mid-70s, it was a foreign concept. This gave me a chance to learn about many different

It took a little over two years, but one day he called me and said, "I found a uniform company in Kalamazoo that is looking for somebody to come and replace the President. Are you interested?"

types of businesses. I had to understand their products and customers; sometimes I would even ride along with the outside salespeople to get a better sense of their practices.

1979 | EARNED MBA FROM MICHIGAN STATE UNIVERSITY

While I was working towards my MBA in marketing from Michigan State, I got a job as an academic advisor for undergrads in the business school. Because I had graduated from the university myself, it gave me a chance to develop some mentoring skills. Students would come in not knowing what to do or which classes to take, but I was well suited to help them because I had been in their same position.

1979-1984 | BRAND PRODUCT MANAGER AT AMWAY

After I got out of school, I married a woman who I met at Michigan Bell. We decided that we liked Grand Rapids and wanted to stay there, so I looked around and was fortunate enough to get a brand product management job at Amway. As a new kid out of college, it was exciting to work with the products that got Amway started: laundry detergent and their

all-purpose liquid cleaner. They were the crown jewels of the company. I got involved in package redesign, graphic redesign, new product development, and reformulating existing products—the whole gamut.

1984-1988 | PRODUCT MANAGER AT HAWORTH

I was hired to develop not a product as much as a service. The office furniture industry in the mid-80s was going crazy with the sale of cubicles. My job was to build a quick-ship service program that would enable the company to sell cubicles fast. That way, clients wouldn't have to wait for months. We created a narrow product variety that was pre-produced; all Haworth had to do was finish them off and ship them in five or ten days. At the time, that was much faster than the two to three months that other suppliers would typically take.

1988-2001 | BUSINESS DEVELOPMENT DIRECTOR AT HERMAN MILLER

Herman Miller, Steelcase, and a lot of the major furniture companies had been fighting over big corporate clients, but none had the time nor the people to go after that middle market. Herman Miller created a new division to speak to and go after that middle market, and I was given the job to build that capability. I led a team that worked to build a new tier of manufacturers to make chairs and tables at lower price points. We had to expand the product varieties of different distributors to suit the needs and smaller budgets of average consumers.

2001-PRESENT | PRESIDENT AND CHIEF EXECUTIVE OFFICER OF EDWARDS GARMENT

I knew a headhunter in Grand Rapids, so I reached out to him and told him to keep me in mind if anything interesting came up.



It took a little over two years, but one day he called me and said, "I found a uniform company in Kalamazoo that is looking for somebody to come and replace the President. Are you interested?"

If you had asked me when I first started college in 1971 where I thought I would end up in my career, I might have guessed that I would have become the owner of a restaurant somewhere. Clearly that was not meant to be. My career path didn't follow the plan that I initially laid out, but at the same time, I am now doing exactly what I wanted to be doing from the start: running a business. Since my time at Michigan State, I vowed to never work in the hotel and restaurant industry, but now I'm selling uniforms to that same industry! Luckily, my inside knowledge comes in handy

My career path didn't follow the plan that I initially laid out, but at the same time, I am now doing exactly what I wanted to be doing from the start: running a business.

because I am sensitive to the needs and the challenges facing my clients. I feel very blessed. It has been a roundabout path, but I can't imagine any place better.

POSITIVITY HELPS OUR REGION GROW



From farm to hospital table.

Advancing the health of our community starts with advancing the health of our patients. That's why almost half of the food we serve comes from local producers. It helps ensure our patients, visitors and staff receive the freshest, healthiest and most nutritious meals possible. That's good for everyone's health, including the environment's and our local economy's.

And since we believe you have to eat well to be well, we've partnered with Kalamazoo Valley Community College to create the Bronson Healthy Living Campus. It's teaching culinary students and healthcare professionals about nutrition, food production and sustainability. All while bringing locally sourced foods and the skills to prepare them to people in our community.

For more, visit bronsonpositivity.com.
Or follow us on Facebook.



A COMMUNITY DRIVER

SCHUPAN & SONS' RICH HOLTZ GOLF OUTING OFFERS PARTICIPANTS A HOLE-IN-ONE EXPERIENCE

BY JAKE FREDERICKS | PHOTOS ANDREA MCGINNIS



MARC SCHUPAN
CEO of Schupan & Sons

ORGANIZATION
Schupan & Sons, Inc.

EVENT
19th Annual Rich Holtz Golf Outing

DATE
June 14, 2018

TIME
11:00 A.M.

LOCATION
Gull Lake View Golf Club & Resort

WHAT MAKES THIS EVENT SO SPECIAL TO YOU?

This event is our way of doing something positive in the community while honoring an incredible employee. Rich Holtz had been an employee of Schupan & Sons since early in our company's history and served as the Vice President of Shipping and Recycling for many years. Rich constantly battled the diabetes that he had been diagnosed with as a child. At one point, he was nearly blind but still ran three of our facilities. That's just the kind of guy Rich was. He had incredible heart and never complained—he was an inspiration. So that's why we started a charity event for diabetes treatment. As time has gone on and the event has grown over the past 19 years, we now also support Big Brothers Big Sisters of America.

WHAT CAN PARTICIPANTS EXPECT?

From the moment people arrive in the morning, we want them to have a great day and not worry about anything but golf. After registration and a light breakfast, the games begin. We rent out two courses so there are many different friendly competitions going on. Seelye Auto Group also brings a car for each course; if you get a hole-in-one, it's yours. We also have two golf pros join us from Grand Rapids. They have one hole on each course where you can try to beat the pro, or pay five dollars to have them take your drive for you. After everyone finishes their last hole, guests come to the clubhouse where dinner awaits. During this time, I will say a few words. Then Rich's wife, who always attends, may also

From the moment people arrive in the morning, we want them to have a great day and not worry about anything but golf.



speak in memory of her late husband. The day concludes with a live charity auction. In the past, we auctioned off suite tickets for Western Michigan University football games. This year, we also have passes to Michigan International Speedway for NASCAR races.

WHAT IS THE IMPACT OF THE EVENT?

This event has a loyal following of people from all over. We have regular attendees from Tennessee, New York, Wisconsin, and even Alabama. But all the proceeds go directly to the community. Instead of the national American Diabetes Association, we're going to give the proceeds to Borgess Diabetes & Endocrine Center and our local Big Brothers Big Sisters. It's good to support national organizations, but there is a lot of need right here in our community.

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First 50

the
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STYLISH and STUNNING Uniforms Make a Difference

Born in Kalamazoo and raised on Edwards Street, we've been a part of the community for 150 years. We began our journey as the Kalamazoo Pant Company manufacturing men's and boys pants. In the late 1970s we transformed the organization into Edwards Garment, a premier career and uniform apparel supplier. Known today as Edwards, a special brand with a strong heritage and a bright future. Drawing strength from our deep roots in our quest to change, risk, innovate, reinvent and grow. Edwards is your single most reliable source for career and uniform apparel that helps organizations bring their brands to life by sending people to work and play looking great and feeling engaged. It's the reason why millions of people have gone to work wearing Edwards. Call for a local distributor near you.

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BY RON KITCHENS
PUBLISHER

PHOTO HANNAH ZIEGLER



From Covered Wagons to Civic Centers

THE FRAMEWORK OF A THRIVING COMMUNITY



WHEN THE GOLDEN SPIKE WAS DRIVEN, COMPLETING THE FIRST TRANSCONTINENTAL RAILROAD IN 1869, AMERICA CHANGED FOREVER. This revolutionary infrastructure project linked the east and west coasts, opening trade and setting the U.S. on the path to becoming an international superpower.

Later, during the Eisenhower presidency, the construction of our national Interstate Highway System connected Americans like never before. Trucks could easily transport goods, and families could pack up their cars and visit any city in the country. That was a far cry from the covered wagons that first crossed the Great Plains all those years ago.

Today, society has developed even further, but these days we tend to take basic infrastructure like roads, bridges, and utilities for granted. When we send a package by mail, even if the destination is across the country, we trust that it will be delivered on time. And when we charge our phones, we can depend on a steady supply of electricity no matter where we live. The average American rarely thinks about the power plants, water towers, and sewage systems that make modern life possible.

We need only look to Little Caesars Arena to see a modern marvel that mixes community and retail, breathing new life into Detroit.

But as a region, this is a topic we cannot afford to ignore. For a community to be relevant and modern, establishing cultural

infrastructure is the minimum ante into the game. Highways and railroads bring together faraway places, but local facilities are what give a community an identity. A city that does not develop a vibrant urban core will be just as lost as one bypassed by the railroads. Cutting-edge community centers have become the new standard that we simply cannot live without.

Now over 90 years ago, during the 1920s, Dr. William E. Upjohn saw a critical need in our region for art and philanthropy. Within a few short years, he funded the establishment of the Kalamazoo Institute of Arts, the Kalamazoo Symphony Orchestra, and the Kalamazoo Civic Theater. When you look back, while Dr. Upjohn certainly had a keen interest in the arts, he also wanted the best for the people who worked at his company and populated the community that he and his family called home. Dr. Upjohn knew that it was not only the performances, but the facilities themselves that would be critical to the growth of our community for generations to come.

Move forward to 1974, and Ted and Martha Parfet saw the same vision for the region. By heading up a group of investors to build Wings Event Center, they brought professional hockey, live performances, and, eventually, events like Catalyst University to our area. The arena has been impacting

lives ever since, but in recent years, forward-looking cities have gone even one step further. We need only look to Little Caesars Arena to see a modern marvel that mixes community and retail, breathing new life into Detroit.

Kalamazoo is particularly well-positioned for growth as it not only serves as the center of a region for almost 800,000 people, but is also home to more than 50,000 young college students. And as such, our leaders have a special responsibility. To recruit and retain the best college students and continue to give families reasons to stay in our community, we have to make sure, as Dr. Upjohn and the Parfet family have done in the past, that modern facilities are in place to serve as the cornerstone of our thriving future.

What new infrastructure projects will help our region continue to be competitive? Southwest Michigan has nowhere to go but forward, but if we do not answer this question as a community, we will be quickly left behind.

ALWAYS FORWARD,

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PLANNING FOR MICHIGAN'S ENERGY FUTURE

AS MICHIGAN'S LARGEST UTILITY, we are uniquely positioned to be a driving force for good. As we look to the future, we're viewing the world through a wider lens – considering how our decisions impact people, the planet and prosperity. That's why we recently announced plans to reduce carbon emissions by 80 percent and stop using coal to generate electricity by 2040.

LEARN MORE about what we're doing for Michigan at ConsumersEnergy.com/environment

Taking a Stand for Our Planet – BY 2040

80% reduction
in carbon emissions

Zero coal

40% renewable energy
and energy storage

Solar Gardens power plants are now operating at Western Michigan University and Grand Valley State University.

