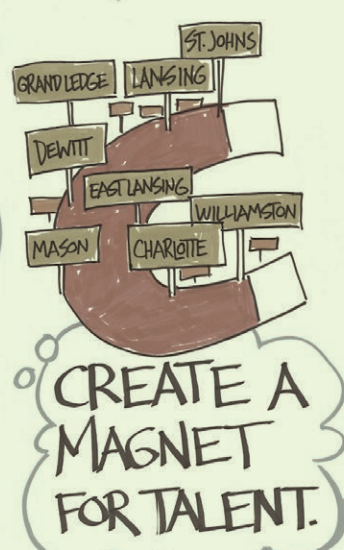


CATALYST





CATALYST

CAPITAL REGION PROSPERITY PROJECT

2014 Report

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As Michigan's economic recovery continued in 2014, the time was right for its Capital Region to develop a shared vision for future prosperity.

A group of partner organizations—each of which possesses a unique capacity to provide economic, policy and educational leadership for the region—convened a full-day event aimed at generating ideas and strategies for local growth.

Facilitated and supported by MessageMakers, these organizations came together to develop a strategic agenda for accelerating long-term economic transformation. Their efforts took a major leap forward on Oct. 21, 2014, when 275 entrepreneurs, professionals, academicians, nonprofit executives, talent developers, and community leaders convened to share their vision for Ingham, Eaton, and Clinton counties.

The guided discussions that occurred at the event are feeding into a larger, sustained economic development effort known as the CATALYST Capital Region Prosperity Project. The action items identified during the Oct. 21 event are now being captured, documented, and organized into a broad regional action agenda. This report synthesizes many of the CATALYST ideas and offers recommendations for future follow-up and specific, measurable goal-setting activities.

BACKGROUND

The roots of CATALYST stretch back to March 2013 and the Governor's Economic Summit. There, Gov. Rick Snyder announced a unified system of regions for Michigan to guide collaborative economic development and replace the spaghetti-like tangle of regional borders used previously. Clinton, Eaton, and Ingham counties together made up Region 7.

The State of Michigan put resources behind this concept through a voluntary competitive grant process called the Regional Prosperity Initiative (michigan.gov/regionalprosperity), administered through the Department of Treasury, Management and Budget (DTMB). The initiative was designed to encourage local partners to create unified regional strategies for economic prosperity.



In September 2013, Tri-County Regional Planning Commission (TCRPC) convened a team of regional leaders, including representatives of Lansing Community College (LCC), Michigan State University (MSU), Lansing Regional Chamber of Commerce (LRCC), Lansing Economic Area Partnership (LEAP) and Capital Area Michigan Works (CAMW). The team prepared and submitted a successful application for the program, which detailed plans for gathering broad stakeholder input and collaborating to deliver 21st-century economic outcomes. The Oct. 21 event provided a clear point of entry into the planning process—one that was seized by hundreds of local business and community leaders.

PLANNING

The primary audience for the event consisted of professionals from across Region 7, which suffers from something of a branding challenge: how to include both its largest community, Lansing, and all of the other smaller suburban communities in the region. The working group opted to take its cue from the Capital Area District Library (CADL) and Capital Area Transportation Authority (CATA), both widely respected, boundary-crossing institutions.

The intent from the start was to make CATALYST more than a single-day summit or symposium, but to highlight its ongoing purpose as a regional project. However, the initial convention of stakeholders for a comprehensive visioning session would be essential to ensure the scope, appropriateness and effective implementation of all identified action steps.

The CATALYST partnership knew there were many strong precedents for their work. For example, in 2009 a group of business and education leaders came together developed the Michigan Turnaround Plan, a holistic, fact-based agenda for helping bring the state back from its economic recession and spur future growth. The MTP established clear benchmarks and action steps and is annually revisited to ensure its effectiveness and continuing applicability.

The MTP contemplates the value of independent groups like CATALYST, proposing an overarching framework for local regions to use in formulating their own plans for growth. Regional economic outcomes are routinely measured and made available so local leaders can keep pace with their own action agendas. In its emphasis on regionalism, the MTP influenced the direction of economic development for the state, and may have contributed to Gov. Snyder's decision to direct attention toward regional prosperity.

Building from this initial work and others, the CATALYST partnership began with three key areas of inquiry:

- Where are we as a region? What do we **know**?
- Where do we want to be? What do we **dream**?
- How do we get there? What will we **do**?

What we **know** was addressed prior to the event and in its first segment, through online conversations on the event website (*catalystcapitalproject.com*), social media postings, and the State of the Region Report, a compilation of key excerpts from previous regional planning efforts. The 2009 Greater Lansing NEXT report served as the central orienting document, as it took a similar regional perspective on prosperity. In addition, all participants were invited to share their thoughts on priorities in an online survey (*results attached as Appendix 1*).

The survey results showed that while the region had been successful in expanding entrepreneurship and innovation services, work to improve first impressions was not advancing as rapidly. Respondents felt they had the power to support placemaking improvements, expand talent attraction and retention, and strengthen our regional mission. Placemaking, transportation, education, and talent retention were their highest priorities. They offered a wealth of suggestions for desired changes, inspirations, and resources. These findings guided the planning team as they moved forward to develop an agenda that would answer the second and third of their core questions—what do we dream and what will we do?

All together, event planning, organization, and structuring took the team 4 months of regular meetings and preparation. Through this process, the team was able to identify a series of core issues and ensure the right stakeholders would be in attendance to help frame a roadmap to economic growth.

With the assistance of the Governor's office and all of the key partners, a broad invitation list was developed and relatively personal invitations were issued. Registration was then opened to the public. Responses were rapid and favorable, reflecting a very high degree of local interest in preparing for economic growth.

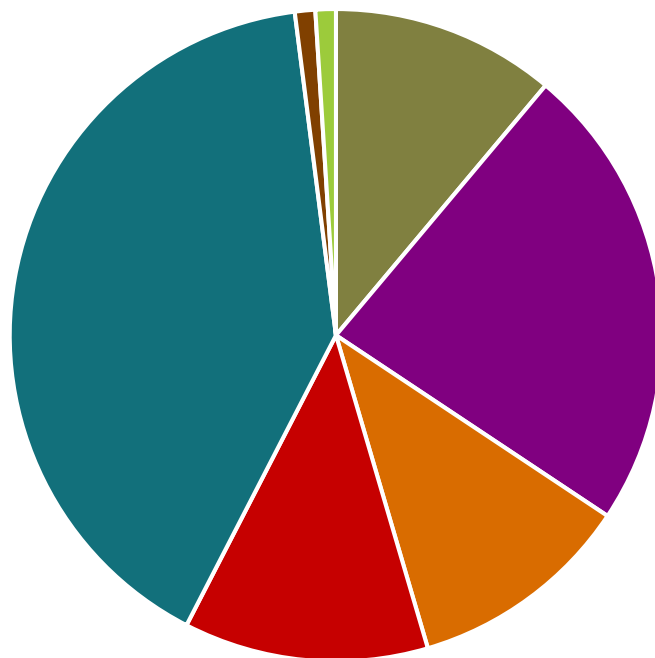


PARTICIPANTS

One of the keys to the success of CATALYST was its diverse group of 275 participants, most of whom stayed for the entire full-day event. Many conferences experience significant attrition over the course of the event (indeed, this was a major concern for the planning group), and the commitment of CATALYST participants reflected their engagement and dedication to the region.

Participants in the day's events included:

- Members of the private sector, including local banks, law firms, advertising/marketing agencies, economic development specialists, real estate consultants, infrastructure developers, and others
- Nonprofit leaders speaking for an array of constituencies and community action agendas
- Talent development leaders
- Economic developers
- Educational leaders and organizations from K-12 and higher education
- Health care providers
- State and local policymakers



HIGHLIGHTS

The day's discussions offered a clear path forward for the Capital Region, through encouragement from Gov. Snyder, the sense of energy and possibility sparked by the dreamer presentations, and the actions participants committed to take in the breakout sessions.

Lansing mayor Virg Bernero opened the event as part of an opening dialogue between the event hosts, who took on the roles of an optimist and a cynic to present contrasting views of the region's current status.

Our alternative economic visions were brought to life by a group of individuals identified as “dreamers”. Eight speakers were invited share a fast-paced, focused pitch for their personal vision of the region's business, academic and community future. The intent was to avoid putting the same prominent faces and familiar messages in front of participants, and instead highlight new voices and perspectives, representing the range of ages, ethnicities, and outlooks in the Capital Region.

- **Joe Ford**, Managing Partner, Netvantage Marketing
- **Darcy Kerr**, VP Human Resources, Accident Fund Holdings Inc.
- **Skyin Yin**, International Student and Scholar Advisor, Michigan State University
Office of International Students and Scholars
- **John Kaczynski**, Director, Center for Public Policy Service, Saginaw Valley State University
- **Bobby Bringi**, CEO, Michigan Biotechnology Institute
- **David Hornak**, Principal, Horizon Elementary School
- **Barb Whitney**, Executive Director, Lansing Art Gallery
- **Lauren Aitch**, Founder, Lady Aitch / Our Own / The Aitch Foundation

Following each presentation, the hosts asked questions to draw out a rounded perspective on the dreamer's vision, and participants received an opportunity to discuss the highlights of each in groups at their tables.



Stakeholder response to the “dreamer” presentation format was very positive. Often, groups need a starting point to serve as a framework for their discussions, rather than starting with a blank page. The “dreamer” presentations were rapidly and expertly delivered, providing the starting point most attendees needed.

After lunch, Governor Rick Snyder gave a brief speech highlighting his support for regional cooperation on economic development, which helped set the tone for afternoon work sessions.

He recognized the significant progress of Region 7, its history of working together, and its value as a model for other regions in the state.

“ We ended up in a lost decade because we spent all this time fighting with one another. Instead of re-inventing ourselves, we had a lot of dumb arguments. When I was running for governor, all I heard about was “Detroit versus Michigan,” or the east side of the state versus the west side of the state. Much of this had been going on for decades.

We need to get over that. We need to recognize that our future is about winning together because we’re solving problems together - not arguing about things because we’re different. That was a waste of time. Instead, I want to bring the regions together to show how we can innovate together – and win together.”

– Gov. Rick Snyder





Finally, in shaping what we **do** next, participants engaged in one of five work sessions, led by trained facilitators, on topics selected by the working group as core focus areas:

- **PLACE:** Placemaking & Transportation
- **GROWTH:** Jobs & Entrepreneurship
- **TALENT:** Education & Retention
- **CORE:** Downtown & Density
- **GLOBAL:** Visibility & Investment

In the course of the work session, participants shared their ideas for each focus area. They responded to the following questions, tailored to their area:

- What other companies, organizations, individuals should be involved?
- What do I wish someone else would do?
- What are the major challenges for the Capital Region?
- What are our sources of inspiration?
- What resources do we have?



At the conclusion of these sessions, participants committed to take action by filling out an action plan for their own next steps, and exchanged contact info with a partner to hold each other accountable for following up. A copy of each plan was returned to the working group and analyzed; see the Outcomes section starting on page 14 for a summary.

In other aspects of the day, participants were given an opportunity to explore Lansing's downtown for lunch, followed by networking and live music at the event.

To close out the event, George Franklin, former vice president for worldwide government relations for Kellogg Company in Battle Creek and board member of Southwest Michigan First, spoke on the potential for strong public/private partnership for regional prosperity.

Using the hashtag #BeACatalyst, many engaged prior to the event, and shared photos and reactions in real time, through social media conversations on Twitter, Facebook, and LinkedIn.



IDEAS & FEEDBACK

Participants highlighted the following high-level areas of economic emphasis, growth and activity:

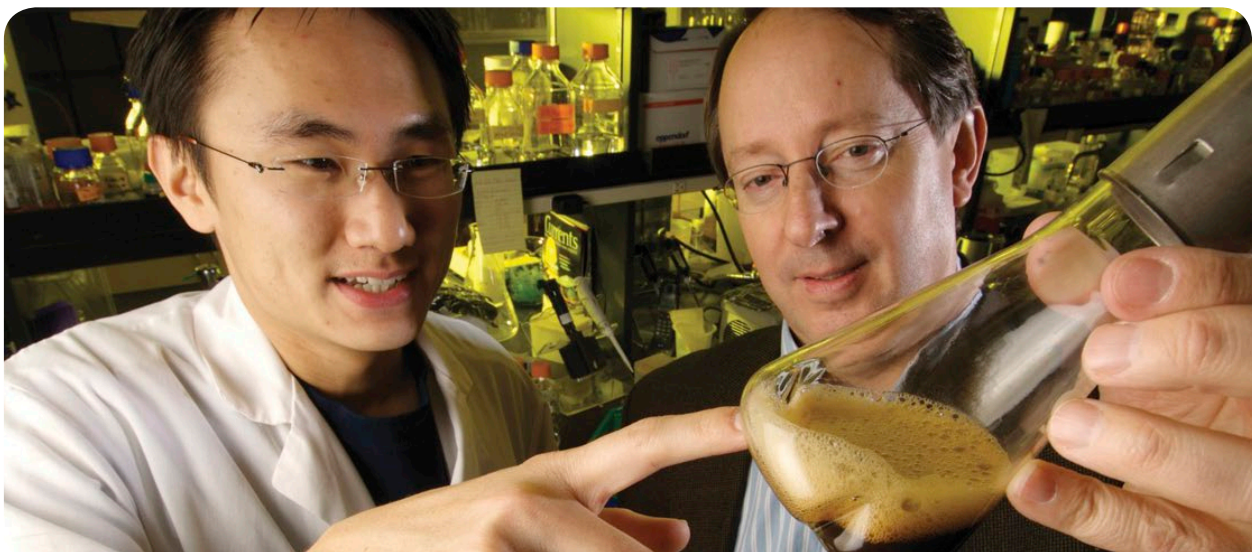
- Greater support for **new and expanding businesses** in the Capital Region is crucial. Business incubators, incentives, and other locally-grown solutions are viewed as powerful tools for accelerating growth (particularly for start-ups), and for encouraging regional businesses to promote the advantages of their mid-Michigan location as they promote their own products or services.
- Ensure the Capital Region's **fiscal and regulatory structures** remain healthy. Job providers are attracted to locations that offer high value and low costs.
- Identify and leverage **local assets** capable of generating strong economic growth and develop a plan for the Capital Region that makes use of these assets in ways that make sense and are widely supported by regional stakeholders.
- The challenge of **attracting and retaining skilled talent** remains an area of critical emphasis. This may involve rebranding to nurture and sell an emotional connection to Lansing; promoting the region internationally through selected and trained “ambassadors”; demonstrating the advantages of a mid-size, mid-market city; and burnishing Lansing’s image to clearly show its competitive advantages.
- Ensure the Capital Region maintains an **infrastructure** capable of supporting long-term economic growth. Public and private investment in transportation infrastructure such as rapid public transit and regional transportation, in education through strong K-12 partnerships with the private sector, and in housing and walkable green spaces will support long-term growth.
- Event participants expressed a strong interest in supporting regional quality of life through **culture and the arts**. These assets could generate support for a burnishing of the regional image and “brand,” while simultaneously acting as a driver of economic activity and supporting talent attraction/retention.



Region 7 Economic Results

- Region 7 has the lowest unemployment rate in the state, with a rate that is 1.4 percent lower than the statewide average.
- Educational attainment in Region 7 is the state's highest. The number of residents age 25–64 with an Associate's Degree or higher exceeds the statewide average by 3.6 percent.
- Region 7 population growth is 3rd highest in the state, and exceeds the statewide average by 0.1%.
- The region has ground to make up in the area of personal income growth.

	Region 7 Avg. (Regional Rank)	Statewide Avg.
2013 Unemployment Rate	7.4% (1st the state's best!)	8.8%
2007-12 Employment Growth	0.7% (3rd)	2.7%
2008-13 Labor Force CAGR	-1.4% (4th)	0.5%
Educational Attainment (2008-12)	41.0% (1st)	37.4%
2012 Per Capita Income	\$36,811 (5th)	\$40,122
2007-12 Per Capita Income CAGR	-0.2% (9th)	-0.9%
2013 Population	467,321 (7th)	9.896 M
2008-13 Population CAGR	0.2% (3rd)	0.1%
2013 Degrees Conferred	1.8% (8th)	1.2%
2013 Critical Skills Degrees Conferred	4.7% (6th)	0.8%





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RENTALS SALES SERVICE PARTS

JLG LIFT
www.jlg.com

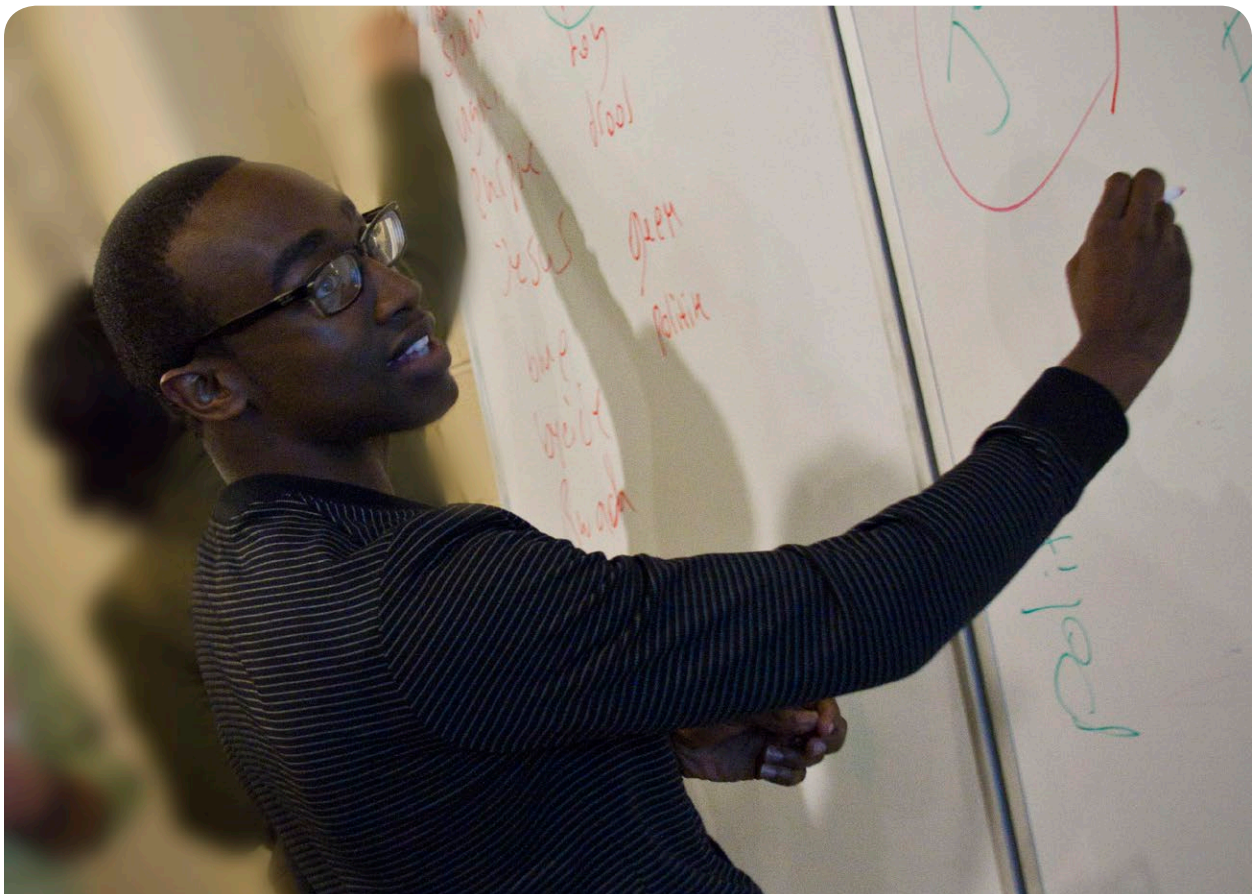
TITAN EQUIPMENT 866-TITAN-75
RENTALS SALES SERVICE PARTS

DIALOGUE OUTCOMES

As mentioned previously, CATALYST participants were asked to engage in one of five work sessions, led by trained facilitators, on topics selected by the working group as core focus areas:

- **PLACE:** Placemaking & Transportation
- **GROWTH:** Jobs & Entrepreneurship
- **TALENT:** Education & Retention
- **CORE:** Downtown & Density
- **GLOBAL:** Visibility & Investment

Each facilitator tracked and synthesized the remarks made during the work sessions, with the aim of supporting the development of solid action plans. The pages that follow include high-level summaries of both the feedback received and the next steps proposed.



PLACE

People choose to live in places that offer the social, professional, and transportation infrastructure needed to support jobs, income, skillbuilding and growth.

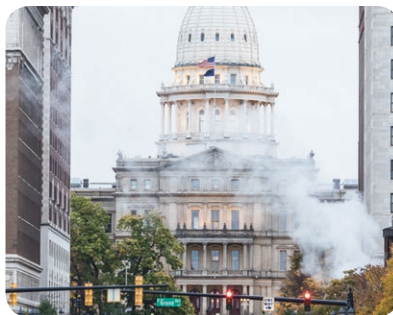
Participants told us they believe investment in education, roads and bridges, public transit, housing and walkable green spaces will help support long-term growth in the area. They further expressed an interest in boosting artistic and cultural opportunities to help welcome a diverse array of job makers and skilled workers.

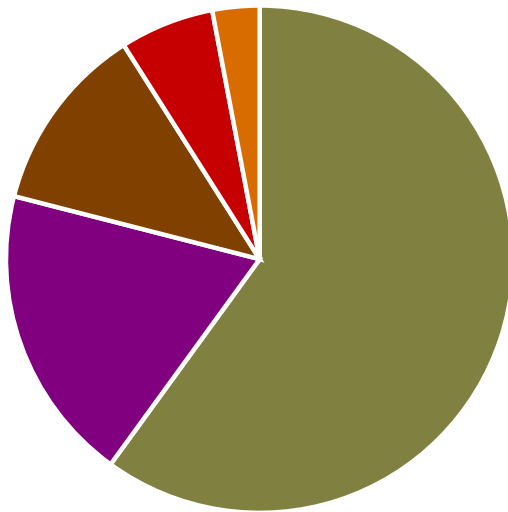
Goals

1. Ensure branding for the region encompasses the entire area, and that it is embraced by all stakeholders.
2. Help each community in the region take pride in the diversity and success of its peers and work collaboratively to incentivize employer and talent recruitment.
3. Ensure entry points to all communities are visually attractive.
4. Include arts and culture in planning and the development of environmental and infrastructure projects.
5. Develop multimodal transportation options on major corridors.

Challenges

1. Regional branding tensions between Lansing and surrounding communities.
2. Blight along major corridors.
3. Competition and rivalry between communities in the region.
4. Resistance to change.
5. Walkability of the region needs improvement.





PLACE

- Work on community/neighborhood/project/plan
- Share positive info about region
- Promote corridor project
- Improve transportation
- Other (Related "Place" concept)

Next Steps

Participants expressed intentions in the following categories in action plans related to PLACE. An example is provided for each.

- **60%: Work on community/neighborhood/project/plan:** "Connect to artist community in Capital region and connect to business and economic development communities. Create inspirational, surprising, unique experiences through art."
- **16%: Share positive info about region:** "I will serve as an ambassador for our region. Focus on inclusive networking, openness, diversity of backgrounds and ideas. The infrastructure is all there, just a matter of raising awareness and tailoring programs to meet needs."
- **12%: Promote corridor project:** "Stand strong as an advocate for the Michigan Avenue Corridor – for its improvement in better design, transit, form, etc. Michigan Avenue is the main street of our region; how it looks matters to all of us."
- **6%: Improve transportation:** "Support walkable communities through establishing a non-smoking trail connection to Holt Public Schools, to connect communities, promote physical health and increase public safety."
- **3%: Other:** "Ask deep and thought-provoking questions."

GROWTH



Growth deals with jobs and entrepreneurship. The Capital Region is committed to building a vibrant economy that has a place for everyone.

Participants suggested identifying and leveraging local assets capable of generating strong economic growth. There was some discussion of developing a fact-based plan for the Capital Region.

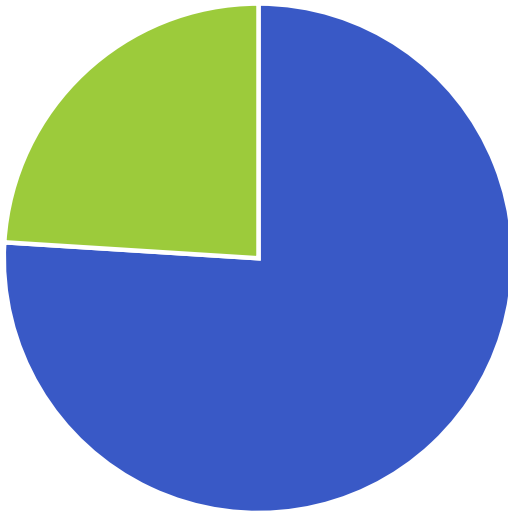
Goals

1. Ensure sufficient financial capital is available to support economic development.
2. Provide resources and venture capital support to second-stage businesses.
3. Develop strategies to ensure university graduates are recruited as employees to stay in Lansing.
4. Achieve consensus on top priorities for strategic funding.

Challenges

1. Flawed transportation system that does not support downtown growth.
2. Inconsistent jurisdictions, i.e. tax base, codes and regulations, transportation.
3. Poor diversity of housing stock.
4. Lansing viewed as a commuter city.





GROWTH

- Promote regional/Capital Area businesses & investment
- Promote partnership

Next Steps

Participants expressed intentions in the following categories in action plans related to GROWTH. An example is provided for each.

- **76%: Promote regional/Capital area businesses and investment:** “Develop curriculum for entrepreneurs in Regional Innovation Network of incubators. Connect one new local business with Capital Gains to publish their success story. Promote the Capital region to at least 2 other companies outside our region.”
- **24%: Promote partnership:** “Work to engage the out-county areas in regional initiatives. Identify potential government and private sector partnerships.”

TALENT



Talent means both education and retention. Education creates intellectual capital, which in turn creates prosperity when retained, concentrated, and allowed to flourish.

By capitalizing on its K–12, higher education, and workforce development assets, the Capital Region is well positioned to attract out-of-state and international students, retrain displaced workers, and ensure program quality at all levels.

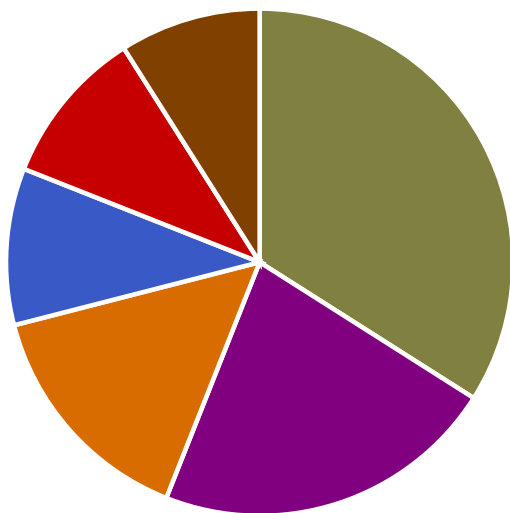
Goals

1. Involve more companies in educational internships, workshops and training.
2. Increase high school graduation rate and readiness of graduates.
3. Engage the private sector in exploring partnerships.

Challenges

1. Disconnect between the public and private sectors over roles in education and training.
2. Regional wages are not competitive.
3. Skills are not matched to needs of employers.
4. Some employers are unwilling to offer flexibility or work-life balance.





TALENT

- Promote Talent
- Advocate internships/training/ continued learning
- Work with LCC on recruiting talent
- Work with public high schools to cultivate talent
- Recruit tech talent
- Work with MSU on recruiting talent

Next Steps

Participants expressed intentions in the following categories in action plans related to TALENT. Examples provided for each.

- **34%: Promote talent:** “Assist area colleges in understanding industry needs in talent for improved marketability. Create work group of [specific names] for ongoing dialogue and coordination of effort. Make one connection to eliminate “silo” effect and improve our reach.”
- **23%: Advocate internship/training/continued learning:** “Assist area employers with skilled trades training fund (STTF) grant to train new hires and current employees. Become more involved in Keep Learning. Implement a long-term internship program to help student growth.”
- **15%: Work with LCC on recruiting talent:** “Build industry partnerships to LCC to create more internships and jobs for students. Schedule meetings with key leaders regarding youth entrepreneurship. LCC needs to be closely aligned in providing skills needed for the future.”
- **10%: Work with high schools to cultivate talent:** “Find opportunities to partner with the Lansing School District, to help with mentoring students and showcase the business side to students. High quality education is critical to the success of our region.”
- **10%: Recruit tech talent:** “Introduce college students to local tech companies for internship and employment opportunities. Increase diversity in tech careers.”
- **9%: Work with MSU on recruiting talent:** “Invite international students from LCC and MSU to come to Mason and welcome them to our community. Join intern networking initiative at MSU to help mentor and connect regional interns to young professionals in Greater Lansing.”

GLOBAL



Global visibility and investment: to succeed in a globally competitive economy, we need to develop and strengthen the international aspects of our community.

Job providers are attracted to locations that offer high value and low costs. At the same time, work to promote the region’s assets globally, attracting out-of-state and international students and businesses to the Capital Region.

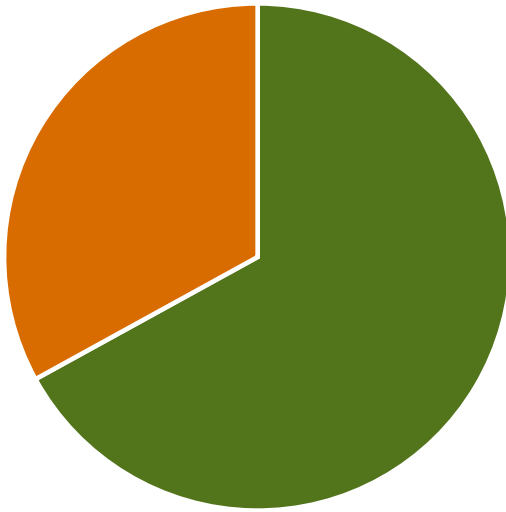
Goals

1. Demonstrate core academic, economic and strategic strengths of region to global leaders.
2. Prepare businesses to effectively develop and retain international talent.
3. Expand ways to welcome international visitors to our community.
4. Ensure the Capital Region’s fiscal and regulatory structures remain healthy.

Challenges

1. Lack of employer competency in regard to international employees.
2. No clear place for local employers and international community to meet and connect.
3. Capital Region International Airport and Port Lansing are underutilized assets.
4. Global opportunities are rarely “top of mind” for decision makers.





GLOBAL

- Promote intercultural activities
- Work on international community

Next Steps

Participants expressed intentions in the following categories in action plans related to GLOBAL. Examples provided for each.

- **67%: Promote intercultural activities:** “Be pro-active in welcome international students to the area. Attend MSU International Student Coffee. Promote intercultural understanding and establish communication channels. Market global opportunity registry to groups of international students.”
- **33%: Work on international communities:** “Understand the needs of the immigrant and international community in the region. Discrimination must stop. Clear communication across income and culture barrers.”

CORE



Core addresses downtowns and density. Dense core districts can create a critical mass of business, cultural, and intellectual activity in a virtuous circle of excellence attracting excellence.

Event participants expressed a strong interest in supporting regional quality of life through culture and the arts. In addition, infrastructure development and a regional strategic plan also play key roles in the establishment of a strong urban core.

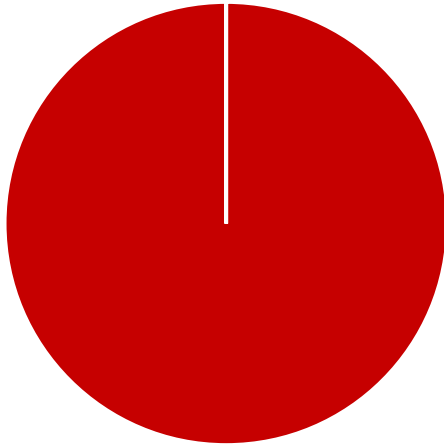
Goals

1. Create demand, attention and growth for all other communities in the region by concentrating on investment in downtown core of Lansing
2. Build sense of community by creating districts within the region with distinctive identities.
3. Increase downtown density by repurposing buildings for more housing and business development.
4. Provide activities beyond “eat and live” in the downtown.

Challenges

1. Core is only as strong as its supporting communities (and vice versa).
2. Fast traffic downtown reduces walkability.
3. Political silos inhibit communication and cooperation.
4. Perception issues around gateways to the downtown.





CORE

■ Promote Core/Downtown area

Next Steps

Participants expressed intentions in the following categories in action plans related to CORE. Examples provided for each.

- **100%: Promote core/downtown area:** “Advocate for improved way-finding (signage) in downtown core area. Make the community more welcoming to visitors and encourage engagement by region citizens. Seek out opportunities to discuss the importance of increasing residential density in Downtown Lansing.”

NEXT STEPS

Before departing the Oct. 21 CATALYST event, each participant was asked to list a few action steps they could take immediately to help advance the region's prosperity. These action steps were shared with both other attendees and with the sponsoring partner organizations for follow-up and accountability purposes.

Each partner organization then took time to comb through and process all the initial stakeholder feedback. They shared participant comments, analyzed action plans and other data, and discussed ways to advance regional prosperity.

For the sake of simplicity and clarity, the hundreds of individual action items received are not included in this report. Rather, we have attempted to aggregate and share results in the previous sections of this document.

A follow-up phone survey with CATALYST event participants on action plan progress is on-going. The majority of those contacted to date have completed all of the actions they identified; the remaining have completed 50% of their actions. Those not completed were identified as long-term projects that will take more time to complete.

Many successes reported were behavioral such as "Regionalism is something I now carry with me [as a topic] when I go to speak and meet employers". Others were product related such as "I now have an informal agreement, but not a formal signed agreement [with a partner organization] as I had hoped".

Stakeholder action items are also being used in the development of the following upcoming partnership activities:

- In-depth data review, asset mapping, and SWOT analysis to determine regional areas of opportunity and growth.
- Development, review, and adoption of a 5- and 10-year strategic plan containing measurable action steps and objectives.
- Implementation of all plan activities and objectives in partnership with key partners and stakeholders.
- Ongoing stakeholder engagement including future CATALYST events, symposia, and opportunities for online and face-to-face learning and dialogue.
- Active policy support for key areas of investment and growth, including higher education and transportation infrastructure.
- Annual benchmarking and reporting of progress against strategic objectives.

As a community-wide project, CATALYST is stronger as participation and local involvement increase. Please visit our project website at www.catalystcapitalproject.org, follow us on social media, contact us via email, and stay tuned for future project updates.





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LansingChamber.org



PureLansing.com



CAMW.org



LCC.edu



MSU.edu



MICapitalRegion.com









MessageMakers.com







Appendix I

Pre-Survey Results








Which of these has been most successful over the last five years?

		Response Percent
1. Expand Business Assistance, Acceleration, and Attraction Efforts		21.4%
2. Expand Talent Attraction and Retention Efforts		0.0%
3. Support Placemaking Improvements		9.5%
4. Enhance Cultural and Creative Assets		7.1%
5. Improve First Impressions		14.3%
6. Expand Entrepreneurship and Innovation Services		38.1%
7. Strengthen and Expand Our Regional Mission		9.5%






Which of these has been least successful?

		Response Percent
1. Expand Business Assistance, Acceleration, and Attraction Efforts		7.1%
2. Expand Talent Attraction and Retention Efforts		26.2%
3. Support Placemaking Improvements		2.4%
4. Enhance Cultural and Creative Assets		11.9%
5. Improve First Impressions		45.2%
6. Expand Entrepreneurship and Innovation Services		0.0%
7. Strengthen and Expand Our Regional Mission		7.1%

Which do you have the most power to enact over the next five to ten years?

		Response Percent
1. Expand Business Assistance, Acceleration, and Attraction Efforts		4.8%
2. Expand Talent Attraction and Retention Efforts		23.8%
3. Support Placemaking Improvements		38.1%
4. Enhance Cultural and Creative Assets		4.8%
5. Improve First Impressions		4.8%
6. Expand Entrepreneurship and Innovation Services		2.4%
7. Strengthen and Expand Our Regional Mission		21.4%

Which of the following focus areas is most important to you?

		Response Percent
PLACE: Placemaking and Transportation		45.9%
GROWTH: Jobs and Entrepreneurship		10.8%
TALENT: Education and Retention		27.0%
CORE: Downtown and Density		13.5%
GLOBAL: Investment and Visibility		2.7%

Appendix II

Breakout Session Data

Breakout Session Data Analyses

Highlights for the Breakout Session Outcome

The top three response for “What Should Change?” by group:

- Group 1 - Place
 - 29%. Improve transportation, including BRT, expanded /multi-modal transportation system, roads etc.).
 - 15%. Promote regionalism
 - 12%. Develop corridors, including Michigan Ave. and E. Saginaw St.

- Group 2 - Growth
 - 42%. Invest in human capital, including attracting talent, improving education system, and promoting training.
 - 17%. Encourage small business and entrepreneurship.
 - 11%. Improving roads and transportation system.

- Group 3 - Talent
 - 46%. Advocate for training program connecting businesses & school, including after-school programs and internship programs.
 - 15%. Improve transportation system.
 - 12%. Think globally; make our students competitive globally.
 - 12%. Work toward better K-12 programs.

- Group 4 - Global
 - 46%. Promote regional identity globally, such as establishing regional governing body, and regional business environment.
 - 39%. Promote global culture, including attracting international students.
 - 15%. Connect MSU with Lansing Areas.

- Group 5 -Core
 - 45%. Improve transportation system, including sidewalks, bikes, roads, and public transit.
 - 20%. Repurpose buildings, create districts, set boundaries, and engage in development projects such as centering rivers.
 - 19%. Improve schools’ quality, such as promoting incentive programs.

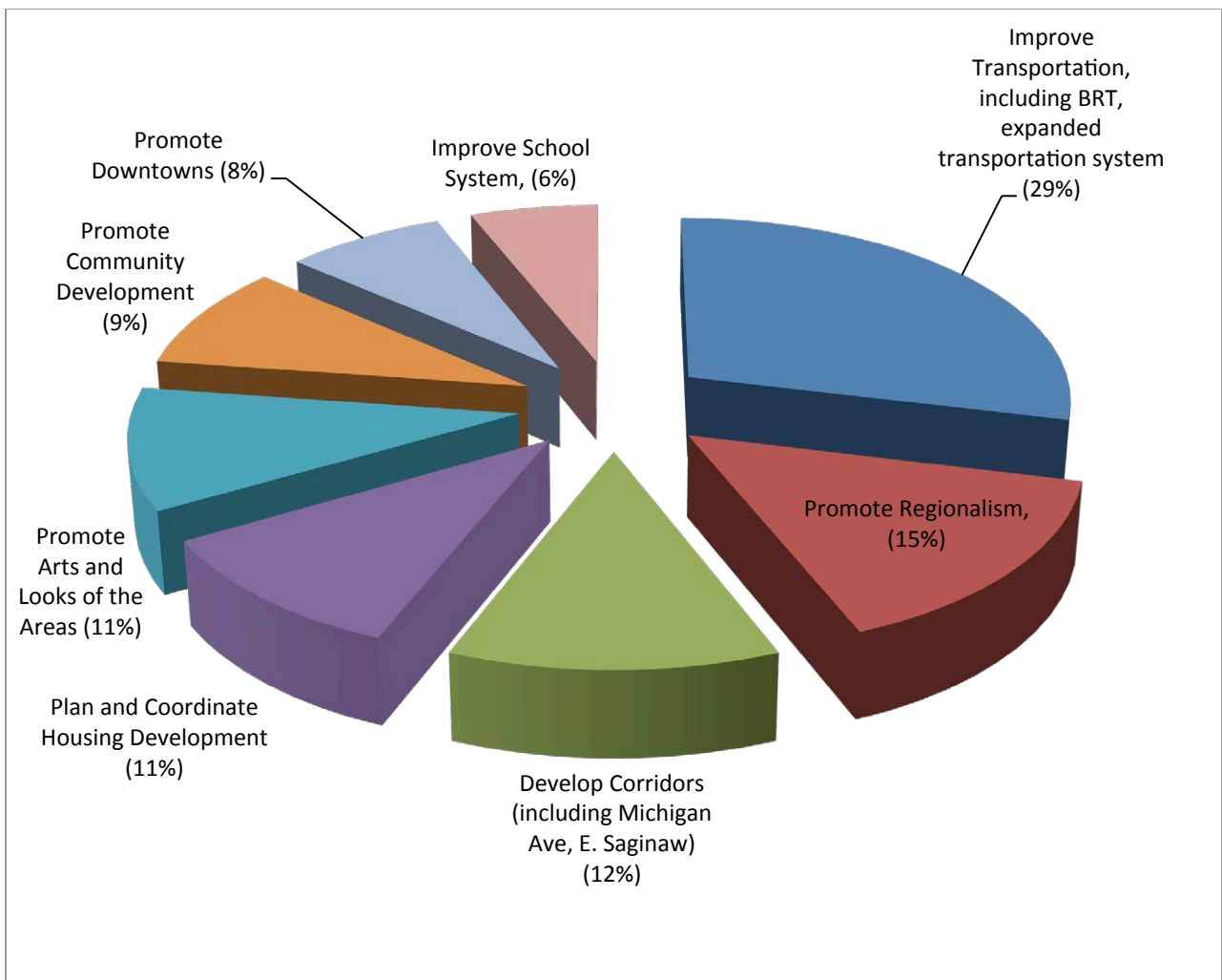
Across all groups, improving the transportation and school/education systems were the top responses, followed by promoting regionalism and advocating globalism.

A. Group 1. Place: Placemaking & Transportation

What Should Change? Top 3 Responses:

- ❖ 29%. Improve transportation, including BRT, expanded /multi-modal transportation system, roads etc.).
- ❖ 15%. Promote regionalism
- ❖ 12%. Develop corridors, including Michigan Ave. and E. Saginaw St.

Chart 1. Response breakdown for Place.



WHAT SHOULD CHANGE?	WHY?
<ul style="list-style-type: none"> • Support Education at every level in every school • Efficiency czar/committee with power to fix issues: geographic barriers • Universal healthcare 	<ul style="list-style-type: none"> • People make location decision based on education attainment for themselves and businesses • Municipal borders imparts efficiencies and transportation • Freedom of labor movement
<ul style="list-style-type: none"> • Private vs Public Sector evaluation • Giant indoor beach resort • Agriculture & food system expanded capacity 	<ul style="list-style-type: none"> • Discrepancies in wages cause issues of competitiveness • Tourism – support airport • To support local economy
<ul style="list-style-type: none"> • Eliminate local school districts • Promote social policies that attract young talent • Consolidate smaller districts 	<ul style="list-style-type: none"> • Allow for greater efficiency, school setting, programs • Allows greater acceptance • Efficiency, if ISD system is off the table
<ul style="list-style-type: none"> • Entry points to community are visually attractive: <ul style="list-style-type: none"> ○ Plants; weed ○ Remove utility poles ○ From all directions, including from airport ○ Pleasantville 	<ul style="list-style-type: none"> • If we look interesting, then we are • Attracts visitors • Community cares • Residents feel good
<ul style="list-style-type: none"> • Act on Michigan/GR Ave. corridor: <ul style="list-style-type: none"> ○ Visual Impacts ○ Planning infrastructure ○ High density 	<ul style="list-style-type: none"> • Michigan Ave. is a good key location <ul style="list-style-type: none"> ○ Employment helps ○ Image for entire community
<ul style="list-style-type: none"> • BRT happening on Michigan Ave. corridor to create connectivity 	<ul style="list-style-type: none"> • Create visually pleasing corridor • Creating livable communities • Provide amenities to people that they can access without using a car
<ul style="list-style-type: none"> • Plenty of transit options: walking, cars, parking, bus, bike, taxi, air service, BRT 	<ul style="list-style-type: none"> • For reasons of liability & accessibility
<ul style="list-style-type: none"> • Regional Planning: transit, road planning, economic development, concentrative growth back into existing areas 	<ul style="list-style-type: none"> • Lack of resources to keep expanding
<ul style="list-style-type: none"> • Place making and create districting 	<ul style="list-style-type: none"> • For identity • Density of amenities
<ul style="list-style-type: none"> • High quality Michigan Ave Corridor: <ul style="list-style-type: none"> ○ Connect capital campus-mall ○ Transit roads 	<ul style="list-style-type: none"> • Main street • Face to face • Pride

WHAT SHOULD CHANGE?	WHY?
<ul style="list-style-type: none"> ○ Lower I-127 to remove barrier between E. Lansing (MSU) and Lansing ○ Attractive street scape 	
<ul style="list-style-type: none"> • Branding for the region & education for residents – festivals, community events, what’s great about Lansing? • Transportation – awareness, accessibility 	<ul style="list-style-type: none"> • People understanding all that we have here already! Awareness • Making use of services offered; ease of travel across regions safely
<ul style="list-style-type: none"> • Education community members, providing opportunities for international students & families to connect • Invested college population; through tourism? Volunteerism? • Internship opportunities at small/mid companies HERE (hands on valuable experience) 	<ul style="list-style-type: none"> • Address perception issues on both sides • Retention of talent – Make this HOME • Retention and economic growth for the local businesses
<ul style="list-style-type: none"> • RCAH example of civic engagement, more colleges adopting that • Walkability and appearance – lively, colorful art, murals, etc. 	<ul style="list-style-type: none"> • Retention • Public art brings people together
<ul style="list-style-type: none"> • Buy regional robust support for local producers • New initiatives – breaking away from traditional norms. Adopt systems approach in local government • Regional urban service boundary: water/sewage. Governed by regional planning commission with delegated authority and funded by shared tax revenue • Collaborative approach to info sharing 	<ul style="list-style-type: none"> • To grow/increase financial gain • To be more inclusive of alternative ideas • To support urban core and protect rural environment • To increase service delivery and assist more members of the population
<ul style="list-style-type: none"> • Regional Trail authority supported by its own millage • Revised zoning ordinance • Introduce a consolidated school system • Adopt a new funding model for Habitat for Humanity, Lansing • Inclusionary Development 	<ul style="list-style-type: none"> • Trail systems are fragmented and currently they vary between jurisdictions • Outdated and not flexible • To maximize resources for each student • For sustainability • To accommodate multi-housing opportunities for multi-generations

WHAT SHOULD CHANGE?	WHY?
<ul style="list-style-type: none"> • Buying Local – Robust campaign • Food Trucks • Unique and authentic local – Buy local (Lansing made) • Regional transportation – get people to where jobs are • Mixed- millage concept activated public space 	<ul style="list-style-type: none"> • Test market • Low investments • Become bricks and mortar • Demand for it • Non-cooperation among organization
<ul style="list-style-type: none"> • Art-active installation along capital corridor • Rivertrail: clean – add to walking trail, mix shops/art/housing • Continuum of housing diversity of types/options • Time banks 	<ul style="list-style-type: none"> • Interest artists invested in community • Multi-reason to use rivertrail • Lifespan living • Alternative to money, welcome & connecting
<ul style="list-style-type: none"> • Lansing region deserves high-quality development – political will power • Real Regionalism <ul style="list-style-type: none"> ○ Eaton & Clinton ○ Lansing is over focused • Volunteerism – younger demographic • Become individual producers – fruit and nut trees 	<ul style="list-style-type: none"> • We can do better • Good branding is critical • Reverse recycling • Create wealth
<ul style="list-style-type: none"> • Corridor beautification/Improvement • Coordination of street lights • BRT implementation 	<ul style="list-style-type: none"> • More inviting for business and multi-model transportation • Regional transportation • Bring students to MSU campus and everywhere in region (more continuous downtown)
<ul style="list-style-type: none"> • Improved housing and rental stock in core neighborhoods (affordable) • Promotion of running/jogging • Internship programs for everyone 	<ul style="list-style-type: none"> • Bring people into core neighborhoods • Sign of vibrant/healthy community (and safe) • More welcoming to international students; encourages young talent to stay
<ul style="list-style-type: none"> • Promoting pet-friendly atmosphere • Inclusion of arts in culture in planning and built environment • Encourage pop-up businesses (underutilized storefronts) 	<ul style="list-style-type: none"> • More activity/business; encourages walking • Economic and social impacts and generates economic activity • Good use of vacant space and show potential; supports entrepreneurship;

WHAT SHOULD CHANGE?	WHY?
	encourages economic activity
<ul style="list-style-type: none"> Continued growth and development in CR BRT system Coordination of housing development across the region 	<ul style="list-style-type: none"> Hopeful with income, work with state Encourages small business growth To meet needs of all residents in the region
<ul style="list-style-type: none"> More urban housing in downtown Changes Washington Square Make the corridor to and from communities and neighborhoods attractive and welcoming 	<ul style="list-style-type: none"> More project work and betterment of place The first impression of visitors should be more than sandwich stores To make the entrance and travel walking, biking, attractive to all
<ul style="list-style-type: none"> One size does not fit all. Have to have options for diversity in housing Reactivate 2000 block Better access to river and use 	<ul style="list-style-type: none"> Do not overload or make it all the same This was a place of food, party store, books... Bring and keeps people within city for more than just work
<ul style="list-style-type: none"> Delivery services Light rail/bus rapid transit Additional hotels Solutions to make parking more efficient in downtown Development of school for blind campus Michigan avenue corridor fully developed "center side" 	<ul style="list-style-type: none"> Expand service area Get people moving beyond ours New disposable increase and full conventions Make parking easier A major asset that needs to be saved and repurposed Michigan's main street
<ul style="list-style-type: none"> Character building for the community development along the river World's largest porch party (virtual porch party) Development of new stadiums for non-traditional sports like lacrosse, soccer, tennis, etc. Portable search party 	<ul style="list-style-type: none">
<ul style="list-style-type: none"> Elevated rail system More comprehensive bike sharing Coleman road extension Development pads in cities for public art installations 96 additional lane from 496 to 96/127 	<ul style="list-style-type: none">

WHAT SHOULD CHANGE?	WHY?
peel off	
<ul style="list-style-type: none"> • Upon approaching the city, improving the first impression of the city • Making entry points more attractive 	<ul style="list-style-type: none"> • Creates a positive impression of the city
<ul style="list-style-type: none"> • Having large donors invest in the area 	<ul style="list-style-type: none"> • To launch some new initiatives • Create basis for more capital
<ul style="list-style-type: none"> • Stronger k-12 public school system 	<ul style="list-style-type: none"> • Bring more people to stay in the region
<ul style="list-style-type: none"> • Eliminate the overlapping government entities 	<ul style="list-style-type: none"> • Cut costs, more efficient
<ul style="list-style-type: none"> • Adjust geographic cliff but CATA/Clinton and service to people (b13 model & service, se/bath reed) • Utilize LAN International/domestic flights, increase service area (freight & travel) • Continue/Standardize 	<ul style="list-style-type: none"> • Support Regional Growth
<ul style="list-style-type: none"> • Airport reed become regional transit (reed infrastructural support) • Incorporate manufacturing HUB • Region wide multimodal transportation 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • 69/127 concur – congested, need infrastructure to communicate in traffic • Some economic growth w/all of the above • Keep on expanding retail/restaurant (don't forget about unskilled labor) 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Change in family for infrastructure • Job growth not in service • Consensus vision around for revitalizing the E. Saginaw economic corridor 	<ul style="list-style-type: none"> • Asphalt manufacture • Pay money • To guide activities, policy and make our plan successful
<ul style="list-style-type: none"> • Information based decision re :infrastructure • Expanded transportation (time and distance) • Interconnected trail system 	<ul style="list-style-type: none"> • More educated decision, better use of public funds • People have access to more opportunity • Enhances quality of life
<ul style="list-style-type: none"> • More emphasis on infrastructure maintenance • Rental property regulation and inspection in all municipality 	<ul style="list-style-type: none"> • Curb appeal; cost effectiveness • Decline of Adverse health outcomes • Facilitate ease of transit

WHAT SHOULD CHANGE?	WHY?
<ul style="list-style-type: none"> Expanded fixed routes 	
<ul style="list-style-type: none"> Mixed use development in downtowns with more funding – focused on a corridor or a neighborhood or geographic concentration MSHDA money and Housing part & MEDC has money for businesses 	<ul style="list-style-type: none"> The money available is not always enough i.e. \$40,000 HUD and permit), Need more money for each unit
<ul style="list-style-type: none"> Change our regional to VALUE the outdoor landscape of our community Create a well-designed built environment (i.e. foreign language signs) 	<ul style="list-style-type: none"> Creating and caring for our outside places will make it easier to show what a great place this is “placemaking”
<ul style="list-style-type: none"> Political and financial commitment to implement the sustainable communities plans and activities 	<ul style="list-style-type: none"> The HUD-Tri-County Planning funding is ended – but need at least 3 more years to implement more
<ul style="list-style-type: none"> HIAP BRT Implemented Renewable energy, for new construction incentive 	<ul style="list-style-type: none"> Health connections Environment and economy Long-term sustainability
<ul style="list-style-type: none"> Increased public transit options into rural areas Frondor/Red Cedar Redevelopment including US-127 bridge made anesthetically better Increase partnerships in the public availability of data 	<ul style="list-style-type: none"> Increase mobility – jobs, school, food, etc. Stanger collaboration, attracting talent Improves efficiency, holistic understanding of issues, increased engagement as a result of decreased knowledge
<ul style="list-style-type: none"> Non-Motorized transportation planning and adaptation Increased private sector engagement and investment in transportation solutions Increased private sector engagement in the education system (not necessarily financial) 	<ul style="list-style-type: none"> Safety, exercise, food We need more resources and educating Would help solve the supply/demand issues in the workforce

CHALLENGES

- Socio-economic stratification or discrimination (2)
- Building new instead of rehabbing
- Cultural insensitivity (2)
- Lack of multi-generational housing
- Coordinated regional use of river
- Branding – not Lansing region, include all of region
- Each community to have pride in diversity of communities. Each community not competing.
- “String of pearls” -> corridor example
- Limited vision
- Litter
- Slum lords
- Negative self image
- Siloed agendas
- Regionalization and homogenization
- Resistance to change
- Misunderstanding of highest and best use
- Funding
- Laziness
- Lack of business leadership
- Lack of unified vision
- Code enforcement
- Political demarcations (1)
- Old buildings (1)
- Failing infrastructure (2)
- Funding (public and private) (2)
- Blight along corridors (esp. MI/Cedar Ave.) (1)
- Large vacant areas
- Zoning (prevent density) (1)
- Competition between groups (1)
- Keep green space (1)
- Public and private buy-in/NIMBY (2)
- No regional proactive “structure” for placemaking (need regional plan)
- “Electeds” are change-resistant
- Accountability amongst regional leaders

Summary of challenges:

- Our region is resistant to change.
- It includes many eyesores and areas of decay (blight, code enforcement failures, failing infrastructure, expansion instead of rehabilitation.)
- Branding for the region needs to encompass the entire area, not just (or even primarily) Lansing.
- Leadership may be lacking in accountability, and may be perceived as pursuing personal or siloed agendas rather than the highest and best use.

RESOURCES

- Local businesses / groups (3) □
- Community / neighbors (3)
- Local service orgs / non-profits (2)
- Neighborhood assoc. (2)
- Development authorities (2)
- Local government (2) – planning parks, department
- State government (3) □
- Local media (2) = working with, not against
- Educational institutions (2)
- Public/private transportation (2)
- Religious institutions (2)
- Advocacy and community organizing groups (3)
- Leaders (2)
- Money (2)
- Private developers (3)
- National grants (2)
- Brownfield redevelopment (2)
- Nature preserves (2)
- Urban design professionals (2)
- Local places crowdfunding (patronicity)
- Schools (1)
- Seniors (1)
- Kids! and youth (1)
- Artist community! (1)
- Historical societies (1)
- Car clubs/train/hobbyists (1)
- Existing infrastructure (1)
- Master plans (1)
- Volunteers (1)
- Foundations (1)
- Alumni groups (1)
- Individual estates (1)
- Miplace.org
- Project for Public Spaces
- You
- Facebook / social media
- Professional orgs (APA, MAP)
- Examples elsewhere (MML ULI/MTA case studies)
- MAC/MTA/MML
- Kickstarter

INSPIRATION

- Pop-up activities
- Charrettes and Master Plans
- Beautification projects
- Food truck rallies
- Utilization of public spaces
- Signature regional events
- Highlight historical preservation
- Crowdfunding
- Live music
- Other communities
- Public art
- Sporting events
- Tall buildings
- Neighborhood groups
- Intercommunity transportation
- Nature
- Branding
- Education
- Clear, legible, attractive (multi-lingual?) signage throughout region
- Philanthropy
- Quality Health Care
- Seeing friends leave the region!!!
- Way-finding systems and signs
- Activated “engagement” zones
- Iconic building promotion
- Utilize vacant buildings
- Multi-cultural
- Film

WHAT I WISH SOMEONE ELSE WOULD DO

- Adopt an urban services boundary/management area
- Places NEED to be maintained (volunteer/advocacy/ownership)
- Diversity of development (Higher quality/income diverse/form-based codes/design & style)
- Green spaces! (rivers/trails/parks)
- Clean up
- Downtown Lansing hotels
- Expand downtown nightlife
- 24/7 regional transit
- Be OPEN TO CHANGE!!!
- Get youth involved
- Pet-friendly businesses
- Corridor business buy-in (lighter/quicker/cheaper)
- Pool funding dollars
- Create and USE coordinated plans
- Comprehensive services catalog
- Develop School for the Blind site
- Non-violent offenders “put to work” maintaining PLACE

WHO ELSE SHOULD BE INVOLVED?

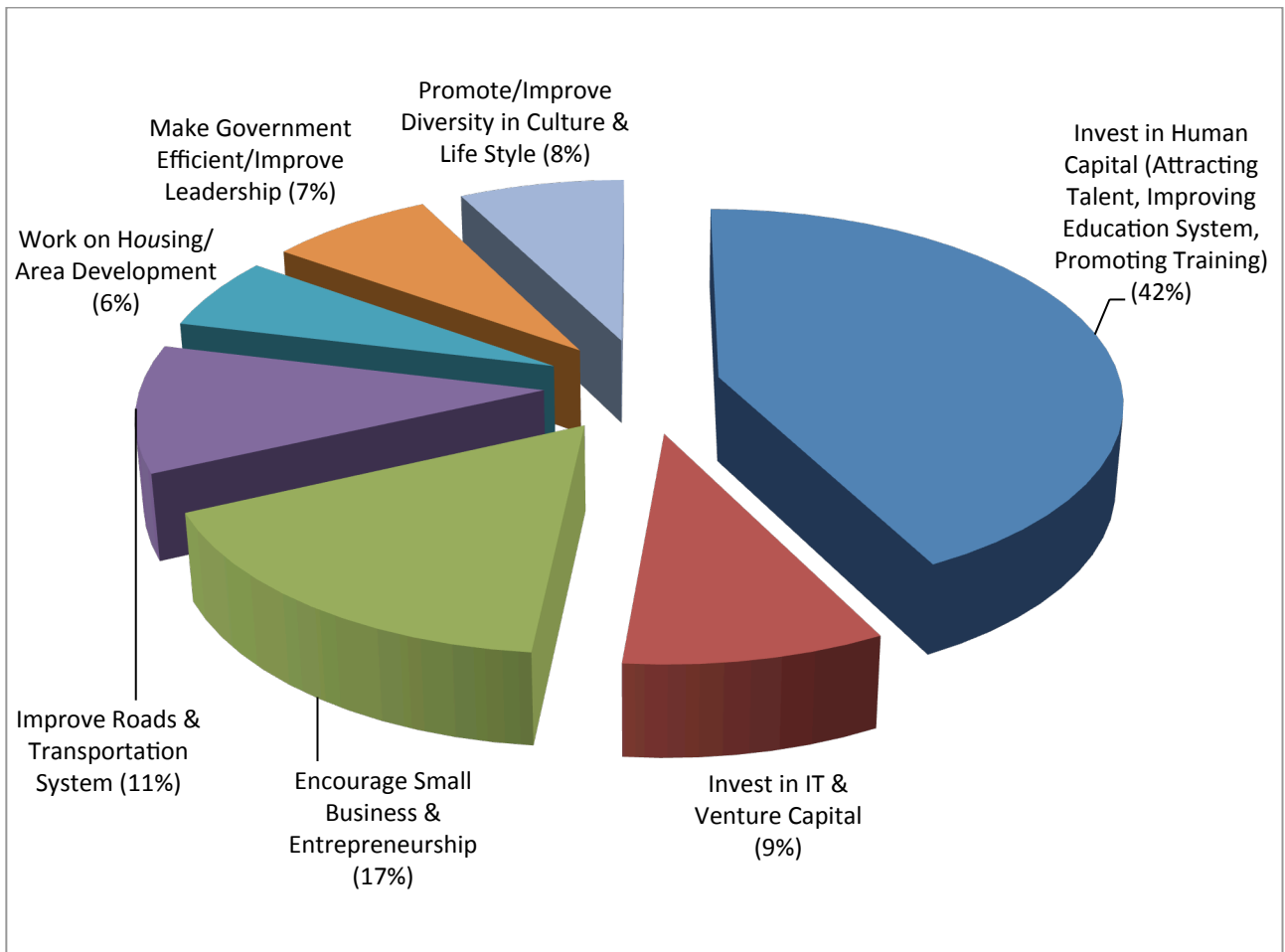
- Foundations
- Private sector
- Students organizations
- Health care industry
- GM
- AARP
- Neighborhood orgs
- K-12
- Insurance industry
- Disability network
- Senior citizen orgs
- Multi-cultural orgs
- State Gov't
- All colleges/universities
- Non-profits
- Theaters
- Museums
- MEDIA
- Local police
- Code enforcement
- Local Transit providers
- Potential residents/businesses
- Investors
- Entrepreneurs
- Fed Gov't
- Advocates
- MDCH
- MSHDA
- Historic preservation office
- Dan Gilbert and other ALUM
- DART
- Eydes
- Gillespie
- Philanthropists
- Utilities
- Arts council
- Agri-business
- LGBT groups
- Immigrants/refugees
- Thinkers and Doers

B. Group 2: Growth: Jobs & Entrepreneurship

What Should Change? Top 3 Responses:

- ❖ 42%. Invest in human capital, including attracting talent, improving education system, and promoting training.
- ❖ 17%. Encourage small business and entrepreneurship.
- ❖ 11%. Improving roads and transportation system.

Chart 2. Response breakdown for Growth.



WHAT SHOULD CHANGE?	WHY?
<ul style="list-style-type: none"> • Exponential Growth • Less red tape around policies & performance • Lower the barriers of bureaucracy • More tax dollars to deliver services 	<ul style="list-style-type: none"> • More paying jobs • Better training, ability to target train future e-players • For public services/roads
<ul style="list-style-type: none"> • Right type & Employee for this in region • Increase collaboration of services between municipalities in Capital Region Transportation 	<ul style="list-style-type: none"> • CATA • CAL • Need transportation corrections • Walkability
<ul style="list-style-type: none"> • Focus on more industry sectors • Schools – Focus back to K-12 	<ul style="list-style-type: none"> • Larger employer base • More insulated • Industry needs to focus to get the workforce their wants
<ul style="list-style-type: none"> • More vocational education (shop) K-12 • Greater partnership between industry & LCC/education • Capitalize on innovation in energy 	<ul style="list-style-type: none"> • People aren't prepared for today's jobs • Students can find a job • Too much regulation dictates what needs to be done
<ul style="list-style-type: none"> • Wages raised across the board • More women in engineering & technology • Affordable housing stock in area 	<ul style="list-style-type: none"> • People would rather be unemployed due to low wages • Increase a pipeline of highly skilled talent • Unaffordable hinders ability to attract workers
<ul style="list-style-type: none"> • Elimination of schools of choice • Change perception of community college • Tropical Climate 	<ul style="list-style-type: none"> • Disenfranchisement of students. Draining the talent pool • Increase visibility • Attract talent
<ul style="list-style-type: none"> • Transportation funding approval • Enhance youth entrepreneurship • Globally linguistic friendly for visitors • Tax incentives/breaks for small businesses 	<ul style="list-style-type: none"> • Would give them more work to do • Give them more hope, fills pipeline & economic development • Could develop graduate level cohorts; increase enrollment • Can grow faster to meet demand
<ul style="list-style-type: none"> • Metropolitan diversity → sense of belonging in the city • Build network of entrepreneurial support/organizations • Incentives for large businesses to do business with smaller, local businesses 	<ul style="list-style-type: none"> • Can attract & retain their knowledge • Make it easy, accelerate business growth in startups • Improve local economy • Increase opportunities

WHAT SHOULD CHANGE?	WHY?
<ul style="list-style-type: none"> • Increase private investment in project • Use educational cohorts with business professionals • Improve health of communities within the region • Remove testing from schools & focus on non-traditional teaching methods • More funding for small businesses 	<ul style="list-style-type: none"> • Share knowledge between further development • When they are healthy, they have money to put back into community • Benefit communities by broadening the scope of education • Increase the number of jobs & amount of work for small businesses
<ul style="list-style-type: none"> • Sustainable Funder – For lower income • More things right in downtown Lansing –Ex. Grocery stores, convenience stores, a liveable downtown • Keep liberal arts students in region. Create collaborative spaces downtown. Open communication between Lansing & E. Lansing • More apprenticeship opportunities, More viable options, student loan programs & within communicate • Job & Career Fairs - more Michigan companies represented, especially locally base. Lansing specific career fair • Scholarship reimbursement for Michigan graduates staying with Michigan companies • IT incubator – awareness? LEAP?. Building upon assets • Changing the negative cultural perception of Lansing 	<ul style="list-style-type: none"> • Lower income stabilized would benefit Lansing economically • Keeps & attracts residents living/working downtown • Talent retention downtown will increase • Need for manufacturing – fill that need with students • Education graduates first career impression
<ul style="list-style-type: none"> • Attract and retain new talent • Identify who’s next • Endowment fund for entrepreneurs • Regional Transportation System 	<ul style="list-style-type: none"> • To keep employers here • Annual sustainable, disposable fund • Cost effective transportation for overall quality of life (work, shop, entertainment)
<ul style="list-style-type: none"> • Riverfront Development • Private investment fund • Creating a sense of place (placemaking) 	<ul style="list-style-type: none"> • Adds to quality of life • Facilitate economic gardening • Environment where people want to live & businesses want to locate
<ul style="list-style-type: none"> • Infrastructure improvement & development • Bridge gap between leadership 	<ul style="list-style-type: none"> • Creates a sense of place; strong foundation to build on • Improves/keeps relevant new ideas

WHAT SHOULD CHANGE?	WHY?
<ul style="list-style-type: none"> • Grow and enhance incubator system 	<p>(enhancement)</p> <ul style="list-style-type: none"> • Support new ideas, innovation, business growth • Remove barriers to starting businesses
<ul style="list-style-type: none"> • Job & Economic Growth • Larger contribution from MSU will allow more outreach for entrepreneur programs • More workforce development/grants to support talent enhancement initiatives • Funding 	<ul style="list-style-type: none"> • Helps people be more self-reliant/independent • Support local startups • Develop talent to meet changing employment demand • Do more outreach in the community
<ul style="list-style-type: none"> • Build stronger partnerships with county and state social services • Funding for better promotion for LEAP to increase awareness • More community awareness of Capital Area Michigan Works and how we can serve employees & potential employers 	<ul style="list-style-type: none"> • Would allow our organization to serve the vulnerable population better • Greater awareness leads to greater involvement • Leads to change
<ul style="list-style-type: none"> • Greater support from corporate community • More open mindedness to change 	<ul style="list-style-type: none"> • To help serve clients better • To evolve with the times
<ul style="list-style-type: none"> • Affordable & cultural opportunities; entertainment (local) • Attract new & specialized talent to region • Improve public transportation • Healthcare coverage pooling between small businesses 	<ul style="list-style-type: none"> • Distance from Lansing • Enable organizational growth • More activity • Gets you out of the trap
<ul style="list-style-type: none"> • Insurance & benefits availability for small business – pooling & coops • Office coop space • Nicer nest. & shopping/night life – evenings 	<ul style="list-style-type: none"> • People trapped by benefit dependence • Share resources, more efficient • Talent attraction & retention
<ul style="list-style-type: none"> • Enable & enhance investment in older housing stock • More education and training incentives for small business owners especially 	<ul style="list-style-type: none"> • Shove up values & longevity/sustainability • More credibility & competitive advantage
<ul style="list-style-type: none"> • Need a better transportation system for Clinton County – Regular route that can be depended on 	<ul style="list-style-type: none"> • Give people an opportunity to take advantage of county resources

WHAT SHOULD CHANGE?	WHY?
<ul style="list-style-type: none"> Expansion of creative production services and ? ad campaigns and marketing strategies for local small businesses Expansion of Internship program 	<ul style="list-style-type: none"> To grow small businesses in our community with proper marketing services, and internship programs to keep & retain talent in our community
<ul style="list-style-type: none"> Direct talent pipeline partnership with companies 	<ul style="list-style-type: none"> To provide needed talent
<ul style="list-style-type: none"> Internship program to provide talent 	<ul style="list-style-type: none"> To keep a retain talent in our community
<ul style="list-style-type: none"> Database showing where LCC graduates are working in the Lansing area 	<ul style="list-style-type: none"> Match needs & talent
<ul style="list-style-type: none"> Clinton county spends more resources in the southern sector 	<ul style="list-style-type: none"> We most taxes (southern tier) We should see county service
<ul style="list-style-type: none"> Improve HS graduation rate and quality of Lansing HS students 	<ul style="list-style-type: none"> Jobs Crime rate
<ul style="list-style-type: none"> Improving roads, traffic flows 	<ul style="list-style-type: none"> Impression to visiting talent Getting places quickly
<ul style="list-style-type: none"> More venture capital; 2nd stage 	<ul style="list-style-type: none"> Obvious
<ul style="list-style-type: none"> Recruit employees from Universities who want to stay in Lansing Attitude to trust same body 	<ul style="list-style-type: none"> Completion for students who go to larger firms Integrity, moral
<ul style="list-style-type: none"> Large companies setting aside a portion of their procurement for small or startup businesses Target 5% 	<ul style="list-style-type: none"> Doing more B2B now and 1st contract can completely Scale a new small business
<ul style="list-style-type: none"> More formalized opportunity for informal/formal pathways to centers of excellence in the region 	<ul style="list-style-type: none"> So many untapped resources

CHALLENGES

- MSU students perception of region
- City of Lansing viewed as commuter city
- Leadership
- Transportation system flawed
- Broadband service throughout
- Lack of live/work/play downtown
- Lack of clear BRAND for region
- Parking in downtown
- Municipal legacy costs
- Inconsistent jurisdictions
- Density to sprawl relation
- Re-brand region to Capital Region (gain support of outlying communities)

WHAT I WISH SOMEONE ELSE WOULD DO

- Put ALL stakeholders at the table, not just the “expected” group
- Government GET OUT OF THE WAY
- \$\$\$\$
- Strategic Funding (rally around top priorities)
- Measure results
- Set benchmarks
- More business-friendly environment
- Allow young people to lead
- Increase in private sector funding and support
- Less risk aversion
- Increase walkability
- Beautification
- Better mass transit for region
- A program to coordinate government and private sector projects
- Fix the roads

WHO ELSE SHOULD BE INVOLVED?

- Rotary
- MSU Product Center
- Chamber
- Arts Council
- Career Centers
- LEAP
- Insurance Sector
- Higher Education
- Health care sector
- Youth entrepreneurship
- Public schools
- State of MI
- MEDC
- Google
- Small biz
- Media
- GLCVB
- Religious sector
- CAF

RESOURCES

- LEAP
- MSU
- LCC
- CAMW!
- TCRPC
- MEDC
- Libraries
- Incubators
- Public schools
- Gov't grants and start-up programs
- SBIR/Fed resource funding
- Private investments
- Not-for-profit
- SBDC
- Angel funding
- Anchor Employers
- ISD and Career centers
- EDA
- Foundations
- Dept. of Labor
- Internships
- Mentorships
- Leadership
- Neighborhood groups

SOURCES OF INSPIRATION

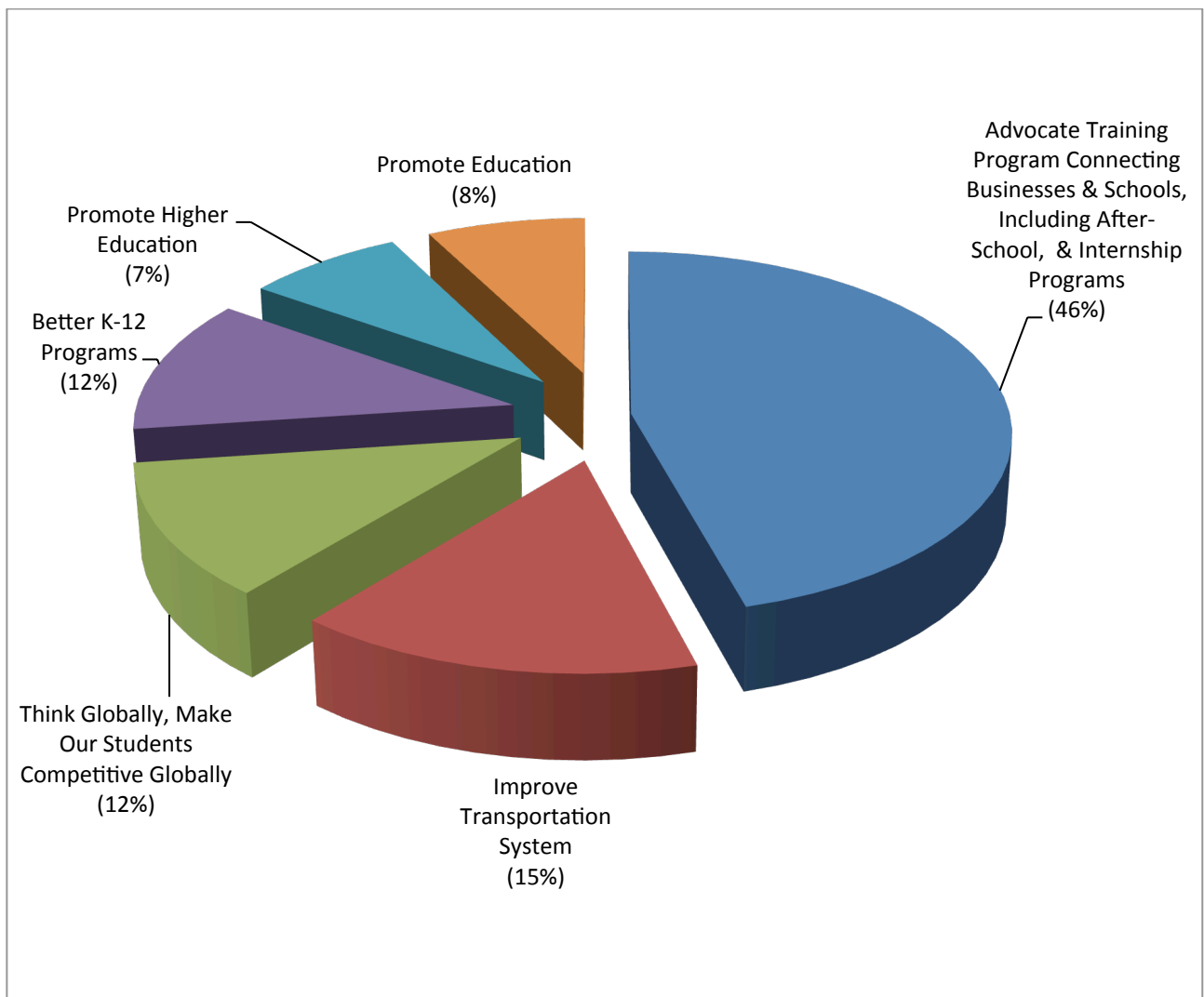
- Tim Daman
- Youth
- SPARK
- Economic exchange program
- Magic Johnson
- Mary Ellen Sheets
- Bob Fish
- Dantonio and Izzo
- Peer companies
- Indianapolis and other successful turnaround regions
- Sharing successes!
- Artserve
- Detroit
- GM
- Legacy stories

C. Group 3: Talent: Education & Retention

What Should Change? Top 3 Responses (tie):

- ❖ 46%. Advocate for training program connecting businesses & school, including after-school programs and internship programs.
- ❖ 15%. Improve transportation system.
- ❖ 12%. Think globally; make our students competitive globally.
- ❖ 12%. Work toward better K-12 programs.

Chart 3. Response breakdown for Talent.



WHAT SHOULD CHANGE?	WHY?
<ul style="list-style-type: none"> All students need to do better so we can compete globally Balanced Education 	<ul style="list-style-type: none"> People can't live off part time wages. Huge strain on the economy. Help retention and recruitment Better educational Outcome Global competitiveness
<ul style="list-style-type: none"> So everything in power to support teaches. Let's look up to them again Make homeownership available to everyone. Fix up houses and sell (Expand Habitat for Humanity) Rights of passage programs "starting point", exposure to opp's outside of school. 	<ul style="list-style-type: none"> Strengthen outcomes and draw better people into teaching. People feel housing is good community. Give students stability. Expose youth to possibilities.
<ul style="list-style-type: none"> Financial literacy for all Better community transit system (Ann Arbor) More bike paths 	<ul style="list-style-type: none"> Led to financial stability, economy More available to people Correcting communities
<ul style="list-style-type: none"> School partnerships with businesses while still in high school Recreating/revisiting partnerships with children at a younger age before secondary education Transportation to education/interviews 	<ul style="list-style-type: none"> Leads to increased talent
<ul style="list-style-type: none"> More insurance education in high school/secondary education 	<ul style="list-style-type: none"> Lansing is an insurance mecca
<ul style="list-style-type: none"> Change the number of people with degrees (double the number of graduates) Engaging talented children to help foster the learning of those on a slower learning track 	<ul style="list-style-type: none"> Number of graduates is a huge indicator of economic prosperity
<ul style="list-style-type: none"> Youth soccer league –more athletic field & facilities More quality after school programs from 3-5 p.m. 	<ul style="list-style-type: none"> More outlets for youth to participate at a low or free cost Youth looking to be engaged/productive
<ul style="list-style-type: none"> Stronger K-12 programs Business investment in schools Promote importance of higher 	<ul style="list-style-type: none"> Stronger students that are prepared for higher education Fears kids are getting the wrong

WHAT SHOULD CHANGE?	WHY?
education	message. <ul style="list-style-type: none"> Realize value
<ul style="list-style-type: none"> Get creative with work from home/10 hour/4 day work weeks Expand school programs/internships/co-ops that expose high school students to insurance industry 	<ul style="list-style-type: none"> Millennials want flexibility, work-life balance Win-win Companies need the talent/provides students with the opportunity for a stable/successful career.
<ul style="list-style-type: none"> More companies involved in educational internships, workshops, training, ins model at Farm Bureaus Keep Learning Internship to last 	<ul style="list-style-type: none"> Invest in next level of talent Too many – not unified forum
<ul style="list-style-type: none"> Training – Who pays first Training – Employers still want hands on experience, not just classroom, yet won't have without either Online way to connect employers training needs – fill classes together 	<ul style="list-style-type: none"> Mismatch Funds
<ul style="list-style-type: none"> Lack vision Think globally, not limited to region, chamber, etc. Works too hard to protect itself 	<ul style="list-style-type: none"> Create community Remove limitations
<ul style="list-style-type: none"> Municipal guidelines to shape environmental stability (energy, farm to table) for local business & municipalities 	<ul style="list-style-type: none"> Competitive talent retention (appealing to talent) Globally competitive
<ul style="list-style-type: none"> Regionally coordinated transportation 24/7/365 	<ul style="list-style-type: none"> Work & entertainment
<ul style="list-style-type: none"> Pride in this region, talk about, celebrate it Showcase international, more welcoming 	<ul style="list-style-type: none"> Excitement is contagious Change mindset More welcoming economy

MAJOR CHALLENGES

- Aging workforce and pipeline to fill it (2)
- Retention of the top students (2)
- Do we know what we are going to need in 5-10 years or 20 years – forecasting
- Alignment between emerging markets and workforce needs
- Capturing international talent
- Being globally competitive
- Having a sense of place for young people and families
- Aging-in-place – going into semi-retirement and engaging in community
- Regional collaborated accessible 24 hr/365 transportation
- Drug-free talent
- Healthy living
- Perception of Michigan / Detroit spiraling downward, vs. reality of areas of growth
- Matching skills to needs of employer
- Strengthen families (kids need to be ready to learn)
- Parent education
- Life skills – rite of passage
- Branding what we have – image
- Most responses are that “someone else” should DO something
- Mid-Michigan = heavy focus on relying on government / schools to solve problems
- Finding and retaining talent before someone else does (*)
- Pay rate does not draw talent = must focus on sense of place (*)
- Realistic \$ expectations vs. state wages
- Market to drive wages
- Micro-financing and the “biz-side” of a start-up

Summary of challenges:

- Perception / branding challenge, where Michigan as a whole is seen as “spiraling downward”
- Competitive sense of place challenge, to attract and retain both young people and families, and Baby Boomers looking for a place to retire while still engaging
- Public sector challenge, to assume the public sector will handle any problems rather than self-starting and exploring solutions

OTHER COMPANIES / ORGANIZATIONS THAT SHOULD BE INVOLVED

- Charitable nonprofits (2)
- Youth (3) listen to the kids!
- Policy makers (state level reps) (1)
- Faith communities (1)
- All educational partners, intermediate and local (2)
- Tourism / vision (1)
- Parents (1)
- Private sector (2) How do we convince long-term benefits?
- Media partners (2) to spread the opportunities in the area
- Investors (1)
- Major corporate partners – GM
- Local colleges and universities
- Youth development organizations
- Media
- LEAP
- Small Business Development Center
- State Dept. of Education
- All levels within organization (not just HR person)
- Neighborhood associations
- Engage retirees from various industries
- High school counselors
- Professional associations
- Alumni associations
- More Certified Tourism Ambassadors (expand to cab drivers and bus)
- K-12 teachers or talent developers
-
- Each person that wants something done about it
- Parents
- Junior Achievement

Summary of other partners:

- Youth and their parents: draw future regional talent and their parents into the talent conversation
- Private sector: illustrate long-term benefits of supporting talent development in cooperation with public sector
- Mentors: engage retirees, professional associations and alumni associations to support future talent

WHAT DO I WISH SOMEONE ELSE WOULD DO?

- Exit interviews – find out what the real issues are
- Failure resume – change narrative, reduce fear
- Skills-based hiring
- Pay for training
- Provide better (and more) guidance counseling to high school students
- Emphasis on development of soft skills
- Regional transportation 24/7/365
- Create a culture of excellence
- It's up to me (2) (Be an ambassador – change starts with the individual)
- Inspire others to be involved
- Take responsibility for training and development
- Be committed to the effort
- Work together to create a plan (1)
- Invest in your employees to develop maximum potential (1)
- Immigration reform
- Toolkits for international professionals to “fast track” through licensing (Drs, etc.) (3)
- Incredible marketing campaign and talent recruitment about the region’s needs and features – “Keep Learning” committee (1)
- Transferable military cert / licenses / training
- Coaches, mentors, and modeling
- Better method of connecting kids with jobs in demand

Summary of “someone else”:

- Change the narrative around failure to embrace risk-taking and create a culture willing to pursue excellence
- Create a culture of continual investment in employees, both soft skills and certifications
- Embrace personal responsibility for starting the change process – commit to the effort, “it’s up to me”

RESOURCES

- Michigan Talent Connect (2)
- GATE (1)
- LCC Saturday School (1)
- CTE (2)
- MI Works (2)
- ISDs (2)
- Keep Learning... (2)
- GRC / Networking (2)
- Career Pathways (1)
- K-12 (1)
- MSU (2)
- Pre-school – Great Start (1)
- Head Start
- Innovation Center (MSU) (1)
- Incubators – Regional Incubator Club (1)
- LCC/BCI (1)
- Davenport (1)
- Baker (1)
- All major employers (1)
- Regional Skills Alliances (1)
- High school counselors and STEM teachers (1)
- Criminal justice system (1)
- Industry tours (1)
- LAMP
- CAHEP
- Internships – Michigan Internship Tool Kit
- Gap Year experiences
- Virtual Career Fair
- Social media – LinkedIn
- GLCVB
- MSU Alumni Association – any alumni association
- Foundations
- DeWitt and MI Creativity groups
- Impression 5
- Innovation 5
- Communication agencies
- TV Show – audience specific 2 talent
- Competition
- Davenport / secondary ed
- CWDA
- Curriculum – industry ready
- Existing workforce – needing further training
- College internship program
- Industry partnerships with colleges
- GTRI (Global Talent Retention Initiative)
- Civic orgs (pros and students)
- Neighborhood associations
- Faith community

Summary of resources:

- Resources identified seem poorly matched to identified challenges – are we under-utilizing these resources, are they not communicating with each other, or are they not powerful enough to meet the need?
- Several original ideas were identified, such as a Michigan Internship Toolkit, Regional Incubator Club, and involving the criminal justice system.
- Some resources need to be utilized more effectively / correctly, especially Michigan Talent Connect.

SOURCES OF INSPIRATION

- Social media (LinkedIn) (1)
- Apprentice opportunities (1)
- Sharing best practices (2)
- Local branding “Pure MI” campaign for the region (3)
- Sharing personal inspirational stories (2)
- Keep LEAP initiative [entrepreneurial program in schools?]
- Promote amenities (1)
- Promote all the local education opportunities
- Blue Ribbon Committee: Market region – 5 to 7 yr plan, focus on emerging technologies
- Near-peer “spokespeople” (campaign via YouTube, etc)
- Videos of career paths
- After school entrepreneur clubs
- Incentivize “Grand Challenge” competitions
- Family support for learning
- Support instead of/with validation
- Nurture the talent
- Taking advantage of diversity
- MSU
- Understanding skills and strengths at an earlier level to inspire career choice
- LAMP models for connect CAHEP business to K-12 ed
- Industry culture
- Promoting within/developing talent within
- Flexibility
- Perks that lead to quality of life
- Participate in strategic planning
- Create innovation
- Instant gratification

Summary of inspiration:

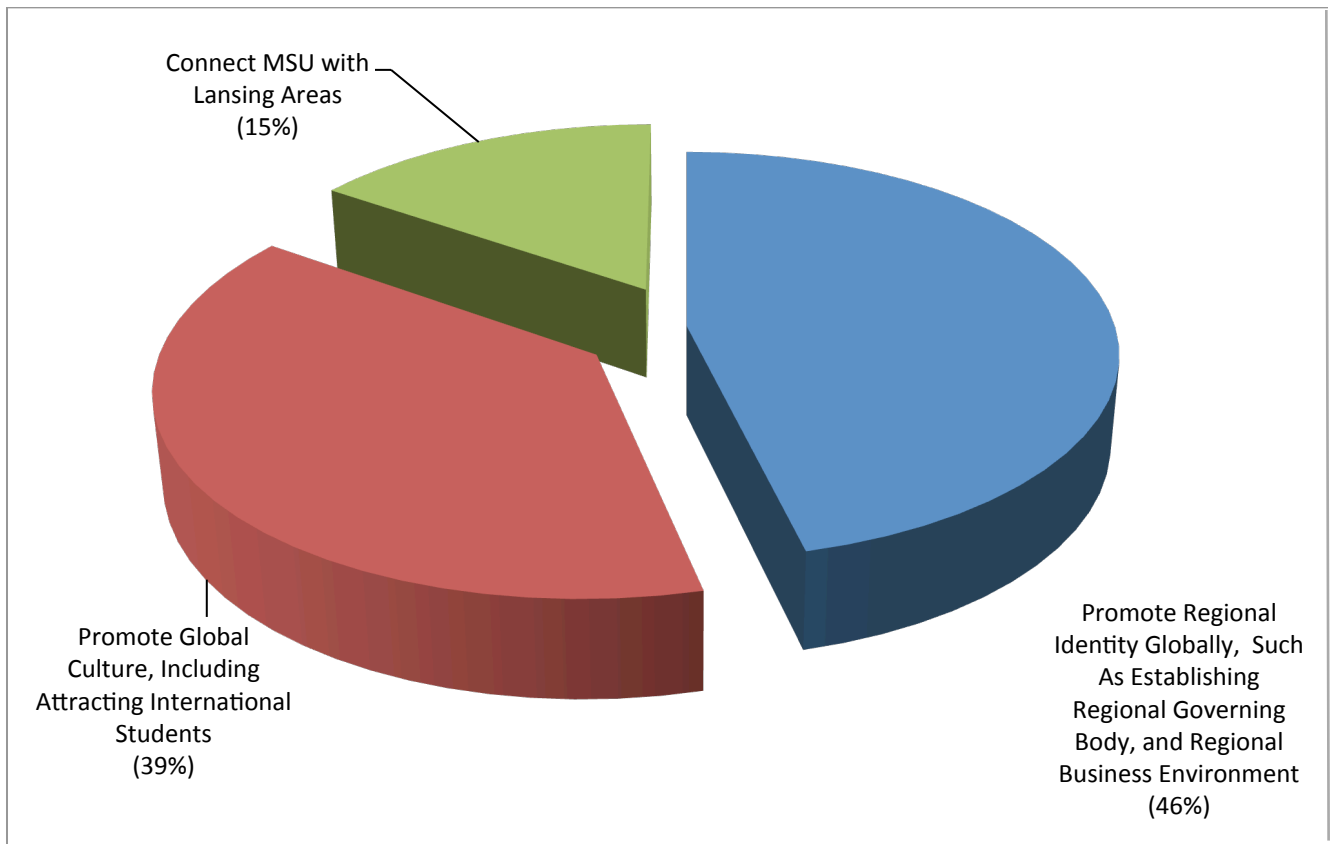
- Sharing with each other, across social media including YouTube, to visually distribute best practices, powerful stories, parallel experiences and career paths; an online “career curator” that brings together the best work of all partners
- Branding of the region for talent attraction and nurturing talent – to identify our unique cultural components that can draw talent and promote those (example: “Come to the Capital Region where you can cooperate, not just compete.”)

D. Group 4: Global: Visibility & Investment

What Should Change? Top 3 Responses:

- ❖ 46%. Promote regional identity globally, such as establishing regional governing body, and regional business environment.
- ❖ 39%. Promote global culture, including attracting international students.
- ❖ 15%. Connect MSU with Lansing Areas.

Chart 4. Response breakdown for Global.



WHAT SHOULD CHANGE?	WHY?
<ul style="list-style-type: none"> • Globally market region to bring in new businesses. Attract work conferences, internet • Create an “international student” booster club • Embrace regional expectation for services – regardless of origin. Ex: interactive with govt but don’t speak English • Regional Ombudsman, possibly @ CVB 	<ul style="list-style-type: none"> • Gives more to sell and more to talk about • Missing opportunity of retaining talent. Keep talent • Be more welcoming to international people • Meet people where they are at. Physically and culturally (ex: police officer presentation)
<ul style="list-style-type: none"> • Build a pure Lansing campaign • Focus on social mission of companies • Best leverage MSU intersection with LANS • Create narrative which brings ties to MSU and Lansing • Connect Lansing culturally with Global partners • Show core academic strengths of region to global leaders • Create better relationship • Create free trade zone • Be more globally substantive 	<ul style="list-style-type: none"> • Build on success of pure Michigan • Run globally, be proactive • Cultural competitiveness • To offer tax incentives
<ul style="list-style-type: none"> • Connect business and community- bring people together • Mid-Michigan council of government – tri county region • Need to promote our region • Understand each other – international students • MI open to outside world 	<ul style="list-style-type: none"> • Bring people together • Sustain economic development (more jobs, more money) • More comfort with other countries • Ambassador to Lansing

CHALLENGES

- Infrastructure
- Transportation
- Perception
- Awareness
- Cynicism
- Capacity
- Skills
- Politics
- Complicated immigrations laws
- Municipalities that resist growth
- Multiple jurisdictions
- Employer competency in regard to international employees
- Limited air [travel] options
- Little investment in support systems
- Low visibility
- Michigan does not just mean Detroit!!!
- Lack of economic diversity
- Population density
- Exposure

WHAT I WISH SOMEONE ELSE WOULD DO

- Better communication between academic and business world
- Economic development in emerging markets
- Stop becoming the world police
- Increase sister city functions
- Invest
- Trade missions
- Student exchanges
- Get communities to THINK GLOBAL (and what that really means)
- Learning from other cultures
- Simplify immigration policy
- Expand ways to welcome to our community

RESOURCES

- MSU
- LCC
- Agriculture
- Sciences
- Marketing organizations
- GLCVB
- OISS
- “Welcome America” and “Welcome Michigan”
- Manufacturing
- Health Care

INSPIRATION

- FRIB
- Global Detroit
- Welcome America
- Access to international scholars
- Manufacturing history
- Sports
- Cultural diversity
- MSU

WHO ELSE SHOULD BE INVOLVED

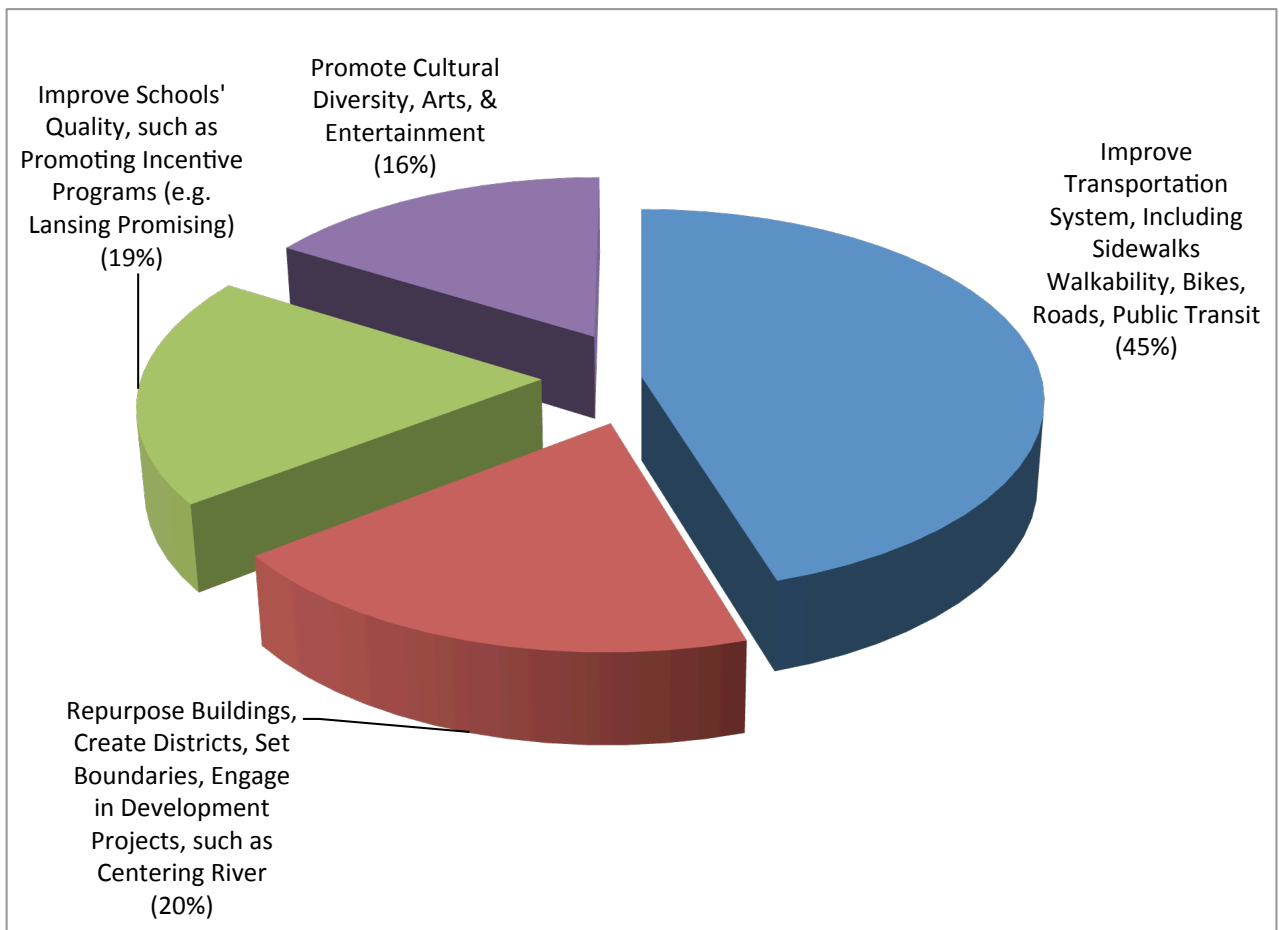
- International business associations
- K-12 schools
- Hospitality business
- Financial institutions
- Interpreters
- Host families
- Transportation
- Courts
- Health care
- Service providers
- Faith communities
- Arts and culture
- Immigration
- Realtors/rental companies

E. Group 5: Core: Downtown & Density

What Should Change? Top 3 Responses:

- ❖ 45%. Improve transportation system, including sidewalks, bikes, roads, and public transit.
- ❖ 20%. Repurpose buildings, create districts, set boundaries, and engage in development projects such as centering rivers.
- ❖ 19%. Improve schools' quality, such as promoting incentive programs.

Chart 5. Response breakdown for Core.



WHAT SHOULD CHANGE?	WHY?
<ul style="list-style-type: none"> • Change in culture • Parking-Public transit • More entertainment 	<ul style="list-style-type: none"> • To slow react • To many regulations • Not enough
<ul style="list-style-type: none"> • Infrastructure road • Urban • Performing arts • Dinner theater 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Focus on centers for development • Waterfront development 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • MI Ave walkable • Slow traffic • Bike 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Maintain toolbox for non-core communities • “Lansing Twp” example 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Marrying urban w/ nature • Walkability • Multi-use and functional all life stages • Mass transit 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Update water sewer lines and sidewalks • Creating the density downtown by repurposing buildings for more housing • Façade improvements 	<ul style="list-style-type: none"> • Essential services • More attractive
<ul style="list-style-type: none"> • Need downtown <ul style="list-style-type: none"> ○ Full store fronts ○ Variety retail/restaurants ○ Lots of people activity ○ Downtown grocery store ○ Culturally diverse activities 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Transportation <ul style="list-style-type: none"> ○ Walking, biking, multi-modal ○ West – east ○ Sidewalks ○ safety 	<ul style="list-style-type: none"> •

WHAT SHOULD CHANGE?	WHY?
<ul style="list-style-type: none"> • Engaging Architecture <ul style="list-style-type: none"> ○ Visually appealing ○ Interesting ○ Art ○ character 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Infrastructure <ul style="list-style-type: none"> ○ Building around river ○ Making nature center of development ○ Showcase river in buildings ○ Historic preservation ○ Directional signage 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Tri-County Partnership 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Density • Downtown should be repopulated with the help of policy and through placemaking. Growth and density will result in organic growth of amenities • Transportation, anchor retail store, free parking, grocery, build a friendly atmosphere • How do you fix schools? • A school of choice favors kids that have the ability to “committee” to a “better” district. Kids that can’t are left behind • Make the schools safe, find a solution • Arts, choir, athletics are critical to ensuring buy-in to making their school a place they are proud of • Lansing promise is part of the solution 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Drawing people downtown • Offer Walkability 	<ul style="list-style-type: none"> •

WHAT SHOULD CHANGE?	WHY?
<ul style="list-style-type: none"> • Education/Lansing school district <ul style="list-style-type: none"> ○ Make Lansing teachers highest paid in area ○ Lansing promise • Urban growth boundary <ul style="list-style-type: none"> ○ Growth only happens in downtown areas to curb sprawl. Protecting farmland, etc. 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • The most vibrant downtowns have vibrant arts and culture. Important for tourism. Most important for residents. Trumps safe roads. Sense of pride in region 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Regional Transportation agency/authority • Create downtown appeal for young, singles, getting career started. Figure out what they want re: placemaking 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Make skilled trades a good career option • Build sense of community by creating districts within the city (i.e. wringleyville, Lincoln Park, redtown, old town...) 	<ul style="list-style-type: none"> •

CHALLENGES

- Selling change / new ideas to teachers union
- School infrastructure: buildings, technology, etc.
- Community funding for schools
- Help to create friendly and dynamic business environment
- Public transportation
- Political silos – better inclusion of outlying in the tri-counties
- Gateways – not appealing
- Self-perception
- Lack of way-finding
- Airport
- Focusing on Lansing 20
- Activities (more than eat and live)
- (not) Marketing existing goings-on
- Contribution from major employers
- Private funding
- Lansing public schools
- First impressions
- Elected officials' regional vision and collaboration

Summary of challenges:

- The political environment is a challenge for downtown investment.
- Perception issues around gateways to the downtown and lack of adequate way-finding are also present.
- Lack of adequate non-public funding for school and downtown investment.

INSPIRATION

- Best practices from other communities (1)
- Community surveys -> focus groups
- Community pride / history
- Catalyst event
- International students
- Lauren Aitch's story
- Higher ed students connection with private companies
- Other cities – success stories
- Future generations
- Word of mouth
- Providing a living wage
- Quality of life!

Summary of inspiration:

- Look to best practices and success stories from other communities
- Talk about reasons to be proud of our community – our rich history, present quality of life, and promising future.

RESOURCES

- LEAP
- EDC
- COC
- TCRPC
- Trade Assoc.
- Local Rd. Commissions
- Fed./St. Gov. / Reps
- Neighborhood Assoc.
- Developers
- Higher ed
- Utility co's
- Regional cooperation
- Arts and cultural organizations
- DDA
- Religious groups
- Advertising media (TV, Radio, outdoor, print)
- CAMW
- Comm. Biz leaders
- GM
- CADL
- Youth
- Individual community members
- Private partnerships
- Foundations (1)
- Lenders
- Tech co's
- Community associations (GRC, Rotary)
- United front

Summary of resources:

- A united front of all downtown stakeholders, including arts, advertising, and religious groups, is needed to move the core forward.

WHAT DO WE WANT FROM OTHERS?

- Share their opinions
- Policy change
- Centralized leadership organization (LRCC, TCRPC, LEAP, CAMW, LCC, MSU)
- Topic-based workgroups – equal across all municipalities, start with 1 or 2 areas of focus
- Attend, learn, engage – GET INVOLVED
- Money = FUND IT \$\$ (1)
- Survey
- Build occupy (?) more housing downtown
- Make an urban growth boundary
- End war on unions
- Market Lansing as global destination
- Remove obsolete buildings

Summary of what we want from others:

- Others need to join the effort to attend, learn, engage and get involved.
- This might happen through topic-based workgroups, across all municipalities, starting with 1 or 2 areas of focus.
- A regional vision should emerge from centralized conversations and leadership.

WHO ELSE SHOULD BE AT THE TABLE?

- Hotels
- Arts – theatre
- Community leaders – public and private
- Community foundation
- Academia, LCC, MSU, etc.
- Religion
- Utility companies
- Power of We
- Housing
- Visitors Bureau
- Students – youth
- Major employers / millionaires, billionaires
- Entrepreneurs
- Health / health care
- Labor
- Government
- LEPFA

Summary:

- Another downtown hotel could be a significant addition to the region's core, and this may be the time to start building relationships with potential developers and investors.
- Utility companies and health care companies (i.e. Sparrow) are major stakeholders.

Appendix III

Action Plans Summary

2014 CATALYST ACTION PLAN REPORT

TABLE OF CONTENTS

- I. SUMMARY OF FINDINGS
- II. METHODOLOGY & PRINCIPAL RESEARCHER INVESTIGATOR (PRI)
- III. DEMOGRAPHICS OF RETURNED ACTION PLANS
- IV. ANALYSES

APPENDIX INDIVIDUAL ACTIONS IN DETAIL – WHAT, WHY, WHEN, HOW

I. Summary of Findings

- *The rate of return for Catalyst action plan survey is 39% (108/275).*
- *Among returned action plans, 56% are from private businesses, 23% from nonprofit organization, 11% from Government sector and 10% from Schools.*
- *Among returned action plans, 36% focus on the topic of TALENT, 35% focus on the topic of PLACE, 18% focus on the topic of GROWTH, 6% focus on CORE, and 5% focus on GLOBAL*
- *Actions by the business sector focus mostly on Talent (38%) and Place (32%). Actions by the Non-profit section focus mostly on Place (46%), and Talent (32%). Actions by Schools focus primarily on Talent (55%).*
- *On the topic of PLACE, 60% plan to work on Neighborhood project, 16% want to share positive info about the region, 12% want to promote Corridor project.*
- *On the topic of GROWTH, 76% want to promote regional/capital area business & investment; 24% want to promote partnership.*
- *On the topic of TALENT, 34% want to promote talent; 23% want to advocate internship/training/continue learning; 15% are going to work with LCC on recruiting talent.*
- *On action topic GLOBAL, 67% want to promote intercultural activities"; 33% want to work on international community.*
- *On action topic CORE, actions revolved around promote core/downtown area.*

II. Methodology & Principal Research Investigator (PRI)

METHODOLOGY

We use SPSS/IBM Statistics 22 for quantitative analyses and SPSS/IBM Text Analytics for Surveys 4.0 for qualitative analyses. The former software is known for its wide range of statistics capability and efficient data management. The latter software is known for its powerful natural language processing capacity in helping researchers transform unstructured texts into organized data accurately and efficiently.

Catalyst action plan data is a text-based data. Text analysis is applied to organize and categorize the data into major categories on different dimensions. Frequency analysis and crosstab then are used to show the particular pattern and distribution of the data.

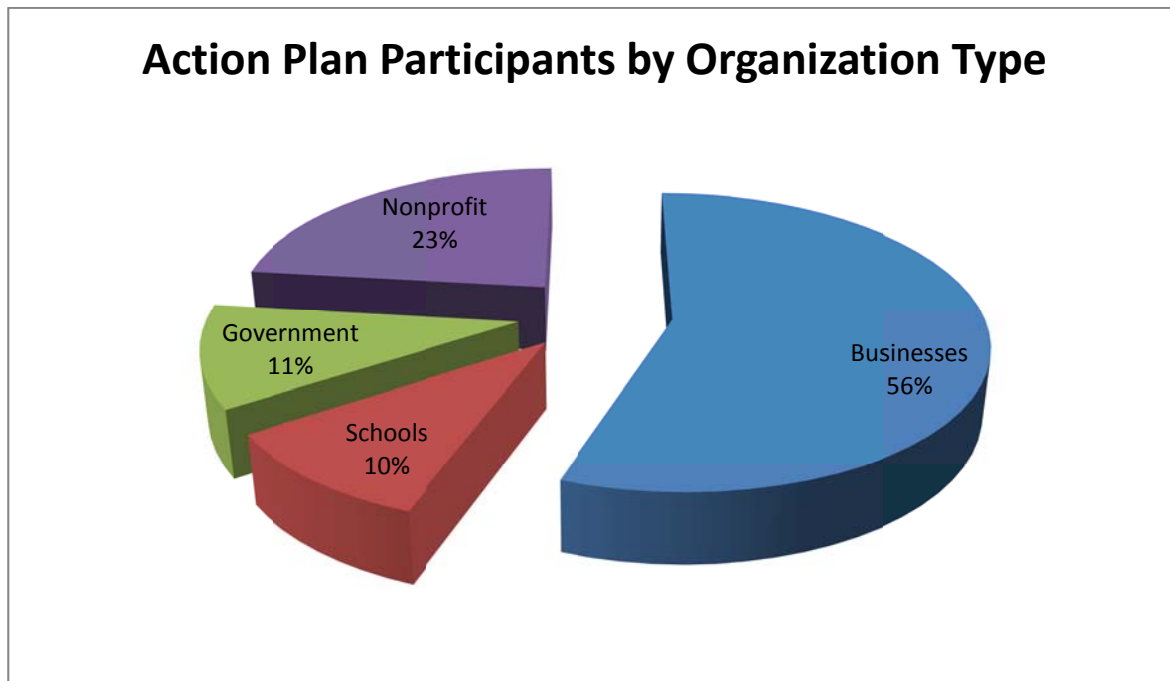
PRINCIPAL RESEARCH INVESTIGATOR (PRI)

Sophia Cheng, PhD, is the Research Director at MessageMakers. Her area of work includes conducting results measurements, success assessments, trend analyses and general surveys for clients' projects. She also provides consultancy on applied statistics. Ms. Cheng has been the PRI for success assessments for a variety of leadership training programs for over 10 years (2003- current), including Harley-Davidson U.S. H.O.G. Trainings, International H.O.G. Trainings, and Australia H.O.G. Officers Trainings. She was also the PRI for LCC BCI Branding Surveys (2013), MEDC Global Trade Days Action Plan Surveys (2013) and Michigan Association of Counties (MAC) Members Perception/Anticipation survey (2013). Ms. Cheng has a Ph.D. degree in Economics from Michigan State University with expertise on econometrics/applied statistics.

III. Demographics of Returned Action Plans

Among returned action plans from participants, 56% are from private businesses, 23% from nonprofit organization, 11% from Government sector and 10% from Schools

One hundred and eight (108) copies of action plans (out of 275 participants) were collected. **The rate of return for Catalyst action plan survey is 39%.** Among them, 56% are coming from private businesses; 23% from nonprofit organization; 11% from Government sector and 10% from Schools.



N=108

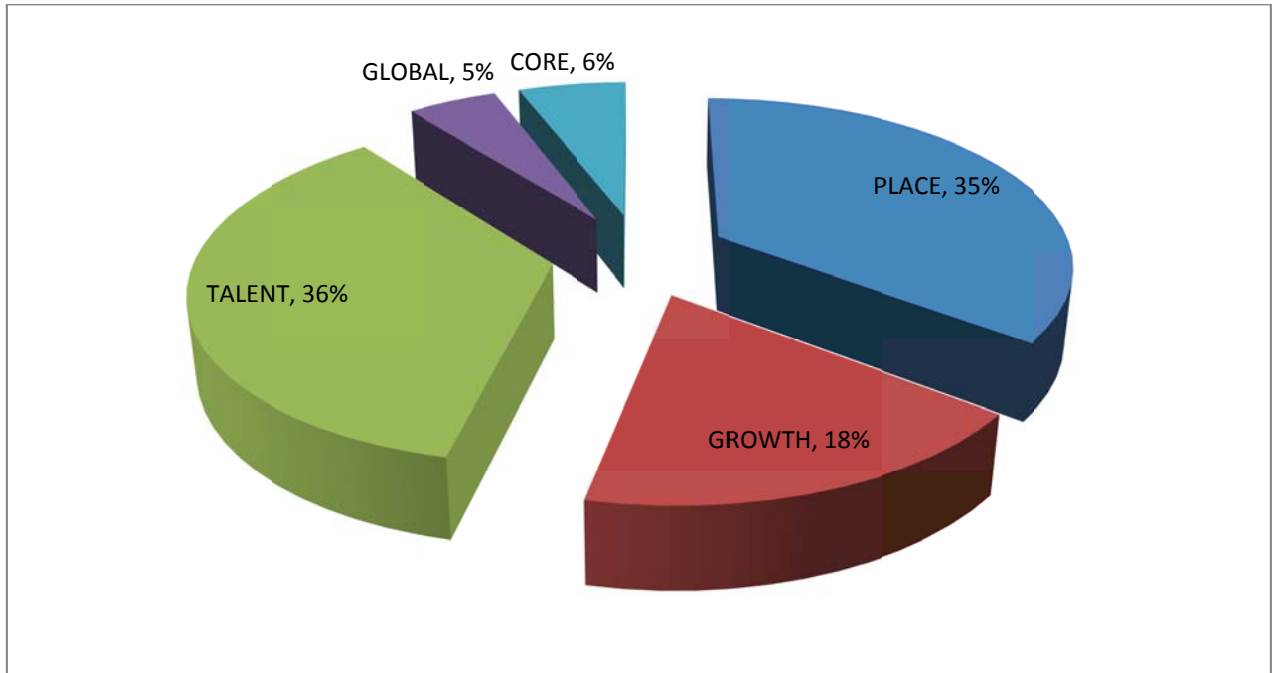
IV. Analyses

Among returned action plans, 36% focus on the topic of TALENT, 35% focus on the topic of PLACE, 18% focus on the topic of GROWTH, 6% focus on CORE, and 5% focus on GLOBAL

e

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percentage

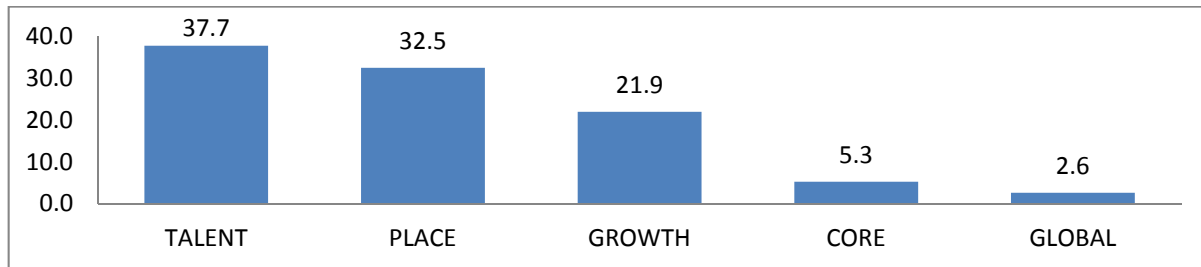


N (# of actions)= 189.

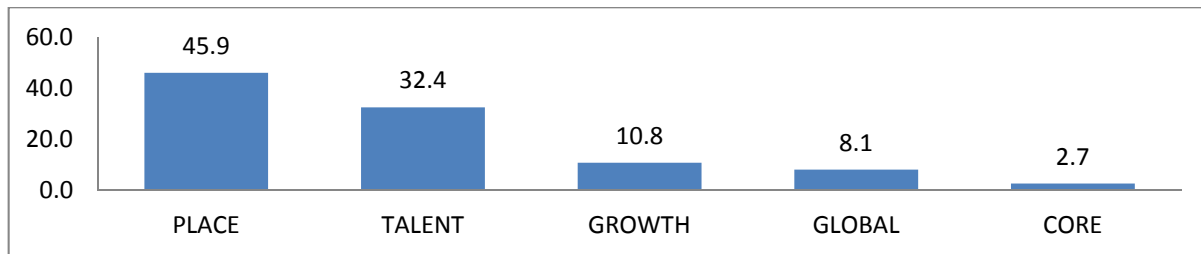
ACTIONS BY THE BUSINESS SECTOR FOCUS MOSTLY ON TALENT (38%) AND PLACE (32%). ACTIONS BY THE NONPROFIT SECTION FOCUS MOSTLY ON PLACE (46%), AND TALENT (32%). ACTIONS BY SCHOOLS FOCUS PRIMARILY ON TALENT (55%).

Actions by the business sector focus mostly on Talent (38%), and second on Place (32%), and third on Growth (22%). Actions by the Non-profit sector focus mostly on Place (46%), and second on Talent (32%). Actions by the education sector focus primarily on Talent (55%). Actions by the Government sector focus primarily on Place (63%), and second on Core (19%).

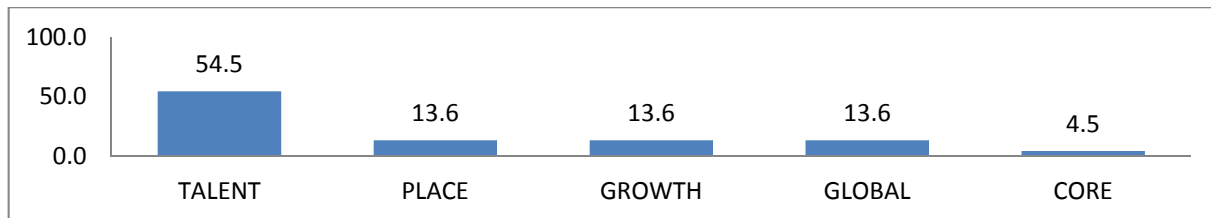
Business Sector – Action Plan Focus (%)



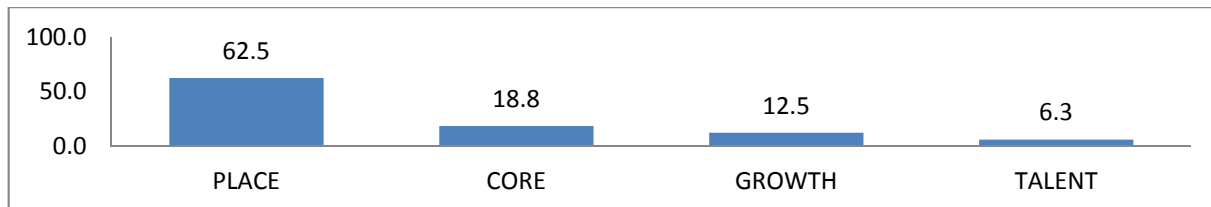
Nonprofit Sector – Action Plan Focus (%)



Schools – Action Plan Focus (%)



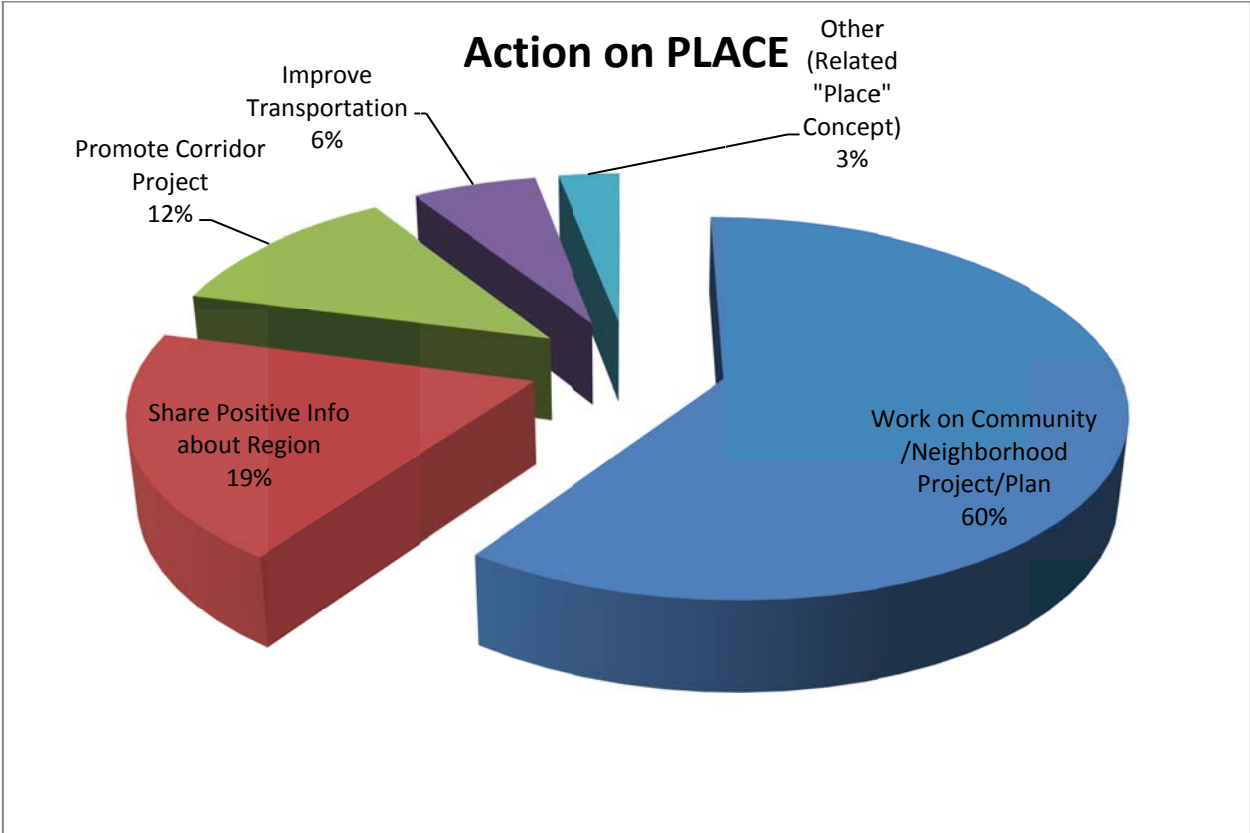
Government Sector – Action Plan Focus (%)



ON ACTION TOPIC PLACE, 60% PLAN TO WORK ON NEIGHBORHOOD PROJECT, 16% WANT TO SHARE POSITIVE INFO ABOUT THE REGION, 12% WANT TO PROMOTE CORRIDOR PROJECT

60% want to “Work on Neighborhood Project/Plan”; 16% want to “Share Positive Info about Region”; 12% want to “Promote Corridor Project”; 6% want to “Improve Transportation.”

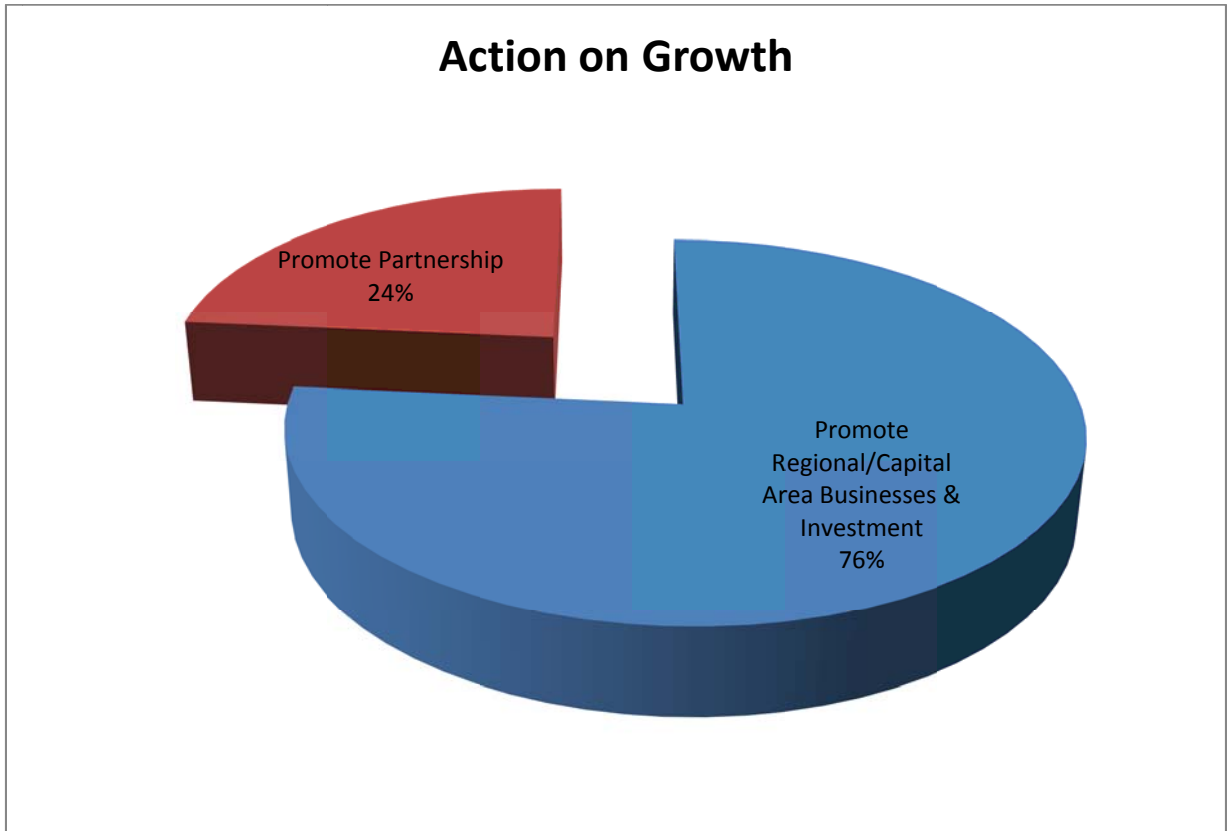
1. Action on PLACE



N (# of actions)= 67.

ON ACTION TOPIC GROWTH, 76% WANT TO “PROMOTE REGIONAL/CAPITAL AREA BUSINESS & INVESTMENT”; 24% WANT TO “PROMOTE PARTNERSHIP”

2. Action on GROWTH

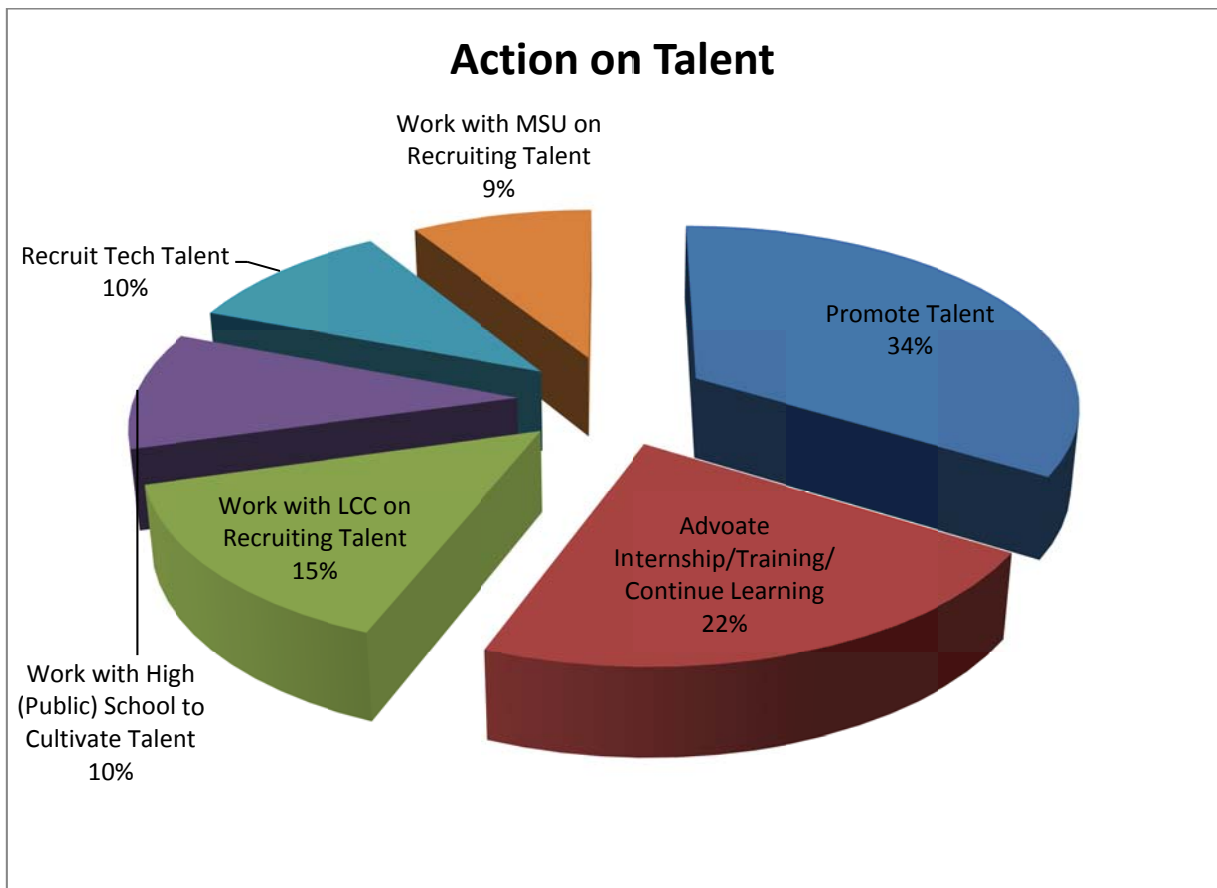


N (# of actions)= 34.

ON ACTION TOPIC TALENT, 34% WANT TO “PROMOTE TALENT”; 23% WANT TO “ADVOCATE INTERNSHIP/TRAINING/CONTINUE LEARNING”; 15% ARE GOING TO WORK WITH LCC ON RECRUITING TALENT”

On action topic TALENT, 34% of them want to “Promote Talent”; 23% want to “Advocate Internship/Training/Continue Learning; 15% are going to “Work with LCC on Recruiting Talent”; 10% want to “Work with High School to Cultivate Talent”; 10% want to “Recruit Tech Talent”; 9% want to “Work with MSU on Recruiting Talent.”

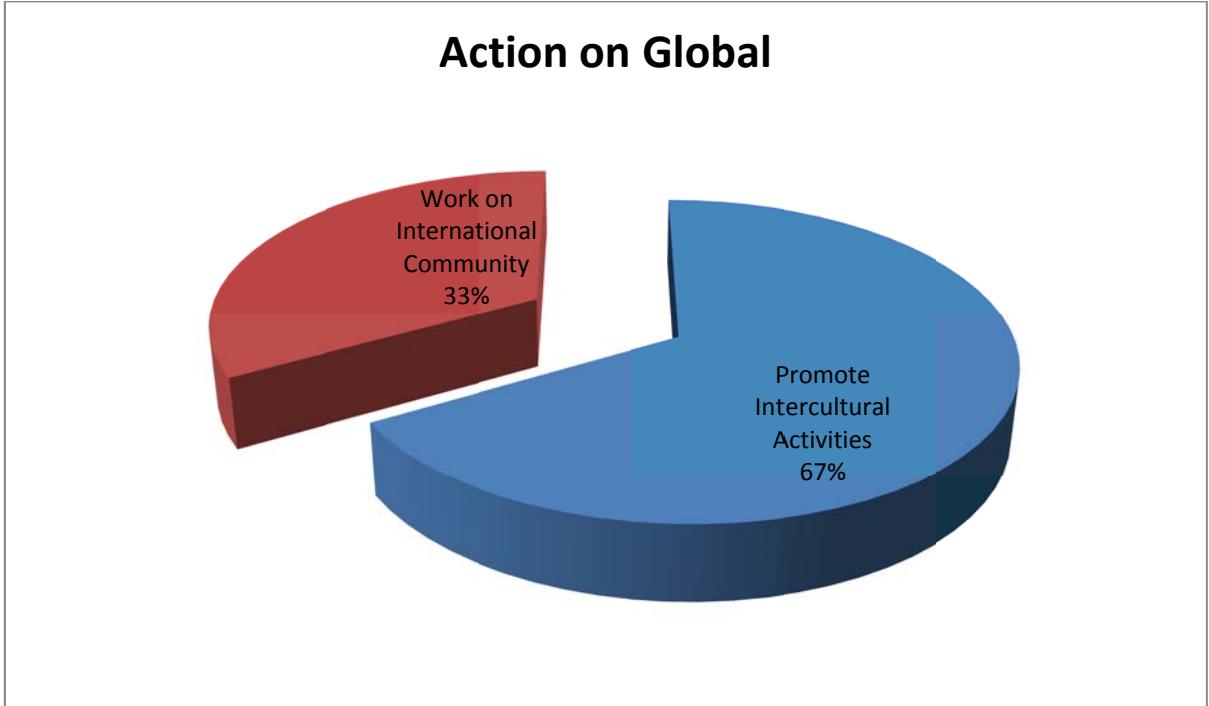
3. Action on TALENT



N (# of actions) =68.

***ON ACTION TOPIC GLOBAL , 67% WANT TO “PROMOTE INTERCULTURAL ACTIVITIES”;
33% WANT TO “WORK ON INTERNATIONAL COMMUNITY”***

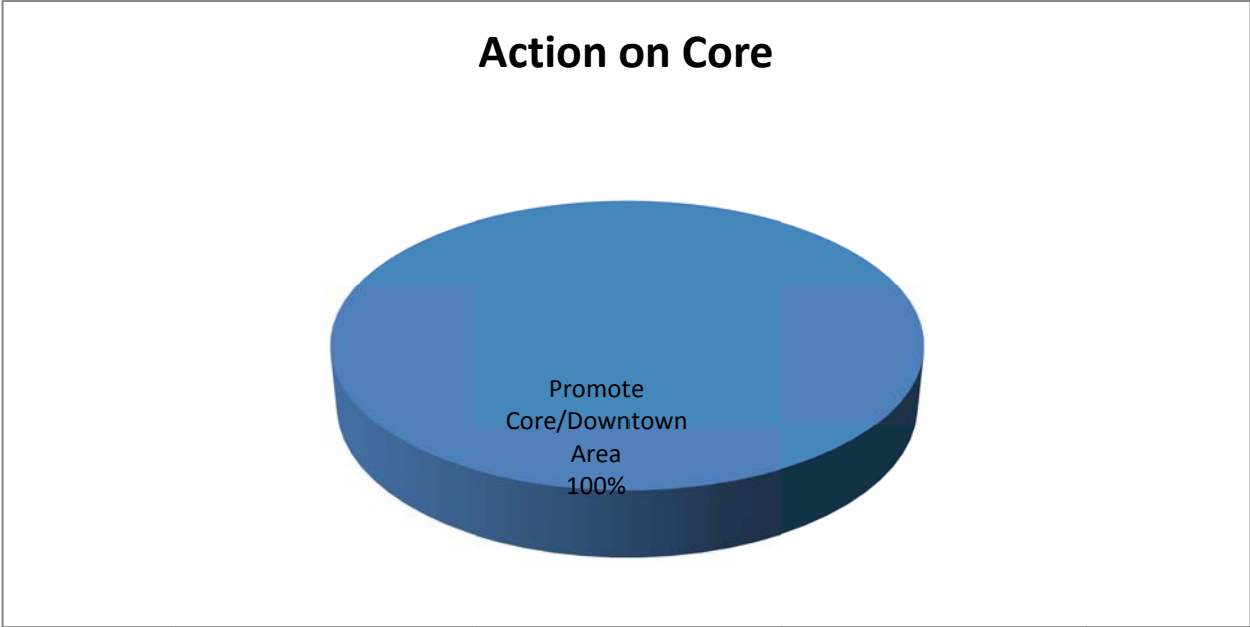
4. ACTION ON GLOBAL



N (# of actions) =9.

ON ACTION TOPIC CORE, ACTIONS REVOLVED AROUND “PROMOTE CORE/DOWNTOWN AREA”

5. ACTION ON CORE



N (# of actions) =11.