



January 18, 2023

Hello Investors -

Thank you for your support and commitment to the mission of the Strategic Leadership Council as we all strive to make *Michigan's Great Southwest a vibrant and prosperous region to live, learn, work, invest, grow, play and retire for everyone!*

While 2022 brought many new challenges to our region thanks to the ongoing recovery from the Global Pandemic, I can say, with confidence, that the board of directors and the many volunteers of this organization have continued to focus on the big and important goals that will define our collective future. 2022 Highlights include:

- Another New Member to the Governmental Best Practices Committee (21/39 in total)
- An agreement of cooperation for the communities who share the Inner Harbor of St. Joseph (Benton Harbor / City of St. Joseph / St. Joseph Charter Township)
- New Cohort of 24 successfully graduated from Leadership Accelerator (thank you Lake Michigan College)
- The "Friends of Berrien County Trails" Master Plan meets fundraising success and launches county-wide master plan + Marquette Greenway Partnership

And, in 2023 we launch the update to the SLC's Housing Diagnostic Tool and form the subcommittees necessary to launch the SLC's Berrien County: Vision 2030 labor supply/demand interactive tool! *Please review the documents attached that show the scope of work expected for these important projects.*

The effort to successfully move the needle, in each of these important areas, will continue this year and beyond. Please join us in this important movement to improve the lives of all of the residents and families in Michigan's Great Southwest.

Thank you for your commitment and your investment in Michigan's Great Southwest Strategic Leadership Council.

Truly,





John Proos  
Executive Director






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## Fall 2022 SLC Action Dashboard





### 1. BEST PRACTICES COMMITTEE

- a.  Explore sustainability in local government
- b.  Engage new Communities in Ask the Experts Series
- c.  ASK THE EXPERTS SERIES of Best Practices
  - i. June and November 2022-Proposal A and Headlee Local Impacts
  - ii. Short Term Rental and Local Municipal Impact
- d.  Local Municipalities to Join BPC
  - i. 21 of 39 communities committed
  - ii. 1 additional communities considering resolutions of support



### 2. HARBOR REDEVELOPMENT

- a.  Support Establishment of Harbor Governance Committee
  - i. SJCT Approved
  - ii. SJ City Approved
  - iii. BH City Approved
- b.  County of Berrien Drafting Articles of Agreement
- c.  Provide "Air Cover" to Local Elected Officials

### 3. TRANSPORTATION

- a.  County of Berrien Supporting cooperation with Niles / Buchanan
- b.  Final Agreement with Niles/Buchana executed
- c.  TCATA Coordination and Demand Response Services
- d.  SLC to Re engage Transportation Committee

### 4. SLC HOUSING DIAGNOSTIC TOOL

- a.  Updated Scheduled for Q1 contract
- b.  Development of New Subcommittees for Updated Project

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- c. ● Fall Summit 2023 Review
  - d. ● Current Subcommittee engagement
    - i. Business, Industry, Developers, Lenders and Trades
    - ii. Not for Profit and Humans Services (Housing Resource Network)
    - iii. Government Best Practices

## 5. LEADERSHIP ACCELERATOR

- a. ● Evaluate 2022 Cohort Partnership
- b. ● Coordinate Leadership Advisory Committee oversight of curriculum
- c. ● Engage Local Support and new business interests through Berrien County Chambers of Commerce
- d. ● Nomination for 2023 Cohort
- e. ● Alumni Engagement and Committee/Chamber of Commerce Partnership

## 6. BERRIEN COUNTY: "WHO WE ARE WHAT WE WANT TO BE"

- a. ● Engage Board Members in new project
- b. ● Determine data sets necessary to proceed
- c. ● Seek Contractor support for Berrien County "DashBoard"
- d. ● Develop subcommittees to evaluate data and engage solutions.

## THE LABOR SUPPLY/DEMAND MISMATCH - BUILDING A PLAYBOOK TO RESPOND

### THE PREMISE

Upstream there is a mismatch between the demand for skilled workers and the regional supply.

Downstream, the mismatch constrains the expansion and cost of essential components of our economy, including housing construction, health care capacity, government services, infrastructure construction and maintenance, and education resources.

### THE PROPOSAL

Give policy makers, educators, business leaders, human service organizations what they need to fully see the issues, and a playbook to respond to the identified challenges. By exploring the best available data, workforce mismatches will be specified, defined, and quantified. Mismatches will then be translated into a series of clearly stated problems and solutions specifically tailored to each of them.

### THE OUTPUT

Develop a dynamic online StoryMap through which users can interact with the data, the resulting problem statements, and the inventory of proposed solutions.

### THE METHODOLOGY

#### Analysis

Understand Existing Labor *Supply*

- Amount, type, demographics
- Historic trends

Understand Resources Available to Train and Produce Skilled Labor

- Type, capacity
- Qualifications, characteristics, traits, investment necessary for individual participation

Understand Existing Labor *Demand*

- Amount, type
  - Sort by economic sector

Inventory of Goals for Economic Growth and Development

- Survey existing business, industry HR professionals
- Survey practitioners in economic and community development
- Translate goals into “aspirational” needs for types and amounts of labor

#### Assessment

Derive Supply/Demand Mismatch Conclusions from Analysis Data

- Where does supply meet economic sector demand (existing, projected/future)?
- Where does supply not meet economic sector demand (existing, projected/future)?

Compare Available Training Resources to their Ability to Meet Existing and Future Demand

- Will Existing Demographics Exceed, Meet, or Be Insufficient to Meet Demand?

Problem Statements

Translate Supply/Demand Mismatches into Clearly Defined Problem Statements

Proposed Solutions

Use Research of the Best Available Information to Provide Detailed Solutions

- Consult with professionals, practitioners, academics
- Solutions must have a strong likelihood of plausible implementation

Action Strategies

Step-by-Step Instructions on How to Implement Identified Solutions

**PROPOSED COST**

\$27,000

## BERRIEN HOUSING TOOL 2.0 – PROPOSED SCOPE OF WORK

### **THE PREMISE**

There is almost universal recognition that Berrien County is in the midst of a housing problem. There is not consensus of exactly what the definition of the problem is. The best way to define the housing problem is to ask questions of the best available data and seek out those locally engaged in the housing sector to help inform the answers. From those answers, the most effective actions can then be mapped and pursued.

The first version of the Housing Tool (v.1.0) was built with the supposition that as data periodically refreshed and the tool itself was used, there would continually be opportunities to update it. Since the 1.0 Tool's completion in 2020, new data is now beginning to reflect post-COVID realities. Additionally, there is both qualitative and quantitative data available from regional non-profit organizations that can give a more robust accounting of the existing housing challenges for lower-income and ALICE households.

### **THE PROPOSAL**

Revisit the Housing Tool StoryMap Version 1.0. Begin with a thorough search for refreshed data from the sources that were the foundation of Version 1.0. In 2020, most data sources had not yet collected information from 2019 forward. Thus, the impacts of COVID were difficult to see. In 2023, it is expected that data will be more reflective of a new reality in housing. Next, locally sourced data can be added from organizations that administer programming to those experiencing housing challenges. With more of the post-COVID realities reflected in a Version 2.0 of the Housing Tool data analysis, the assessment of gaps and needs that will grow out of that analysis is likely to show different results from the previous version. The possible actions to best respond to the needs will be provided in detail.

### **THE OUTPUT**

The SWMPC will revise its dynamic online StoryMap through which users can interact with the data, the resulting problem statements, and the inventory of proposed solutions and action steps.

### **THE METHODOLOGY**

#### Demand Side Data

- What kind of housing do people want?
- How much housing satisfies the need?
- Our job supply = what kind of “earners” want to live here?
- When the marketplace has not met the need, what can we learn from organizations who attempt to fill the gaps?
  - Rent assistance, CARES fund, etc

#### Supply Side Data

- What is the composition of our housing stock for owners?

- What is the composition of our housing stock for renters?

#### Revisit The Problem(s)- Problem Definition Layer One

- Where are there mismatches between supply and demand?
  - What does the data tell us?
    - Does what the data tell us match what the local experts tell us?
- Housing Advisory Committee (SLC) + SWMPC as Facilitator
  - Meetings: Present Data, Oversupply/Undersupply? Which Earnings Cohorts?
- Establish Initial Problem Definition

#### Orbit The Problem(s)- Problem Definition Layer Two

- SWMPC Analyzes initial problem statement using more complex parameters: mobility/access, healthcare access, infrastructure, social cohesion, economics.
- SWMPC Analyzes other organizational, governmental expertise, or studies that have weighed in on the problem.

#### Revisit The Design Of The Solution(s)

- Housing Advisory Committee (SLC) + SWMPC as Facilitator
  - Answer the questions: WHO is involved in implementing the solution? What is the SCALE of the solution? When is it started and completed? Where is it implemented? How is it implemented?

#### Daylight The Solution(s)

- Housing Advisory Committee (SLC) Processes Input, Refines the Solution(s)

#### SLC Formally Endorses Solution(s)

- Solution(s) generated & delivered to SLC

#### **PROPOSED COST**

\$13,500