

# Muskegon Area First

## An Annual Report to Community Stakeholders From Muskegon Area First

January 1 – December 31, 2006

Muskegon Area First was organized as a private non-profit corporation in September 1999 to serve as a countywide economic development organization. The corporation is recognized as a 501 (c) (6) organization.

### Our Mission:

*Muskegon Area First strives to enhance the economic vitality of Muskegon County consistent with its quality of life. Our focus is on job and wealth creation by assisting with business start-ups, expansions, and the attraction of private investment.*

### Our Staff:

*President/CEO: James B. Edmonson  
Director of Procurement Services: Pamela Vanderlaan-Poort  
Business Development Specialist: Eugenia Brown  
Main Street Manager: Dan Rinsema-Sybenga  
Business Development Specialist: Rich Houtteman  
PTAC Technical Specialist: Shelia Polacco  
Research Specialist: Monica Holmes*

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[www.muskegonareafirst.org](http://www.muskegonareafirst.org)

# Muskegon Area First

## Introduction

2006 was a roller coaster year for employment. On one hand, the number of Muskegon County residents employed hit an all time high at 86,677. However, we ended the year in December (84,268) slightly above the number we started with in January (83,301). Despite this up and down in the state numbers, our numbers indicate that 436 jobs were lost and 1,461 gained for a net job growth of 1,025, seasonally unadjusted. As we only track large employers, the difference could mean a large number of small employers laid off individuals. We also suspect the state numbers contain some irregularities. Investment in buildings and equipment continued despite the mixed employment numbers. Large employers invested \$37,600,000 in buildings, machinery and equipment and created 938 new jobs. Residential construction was off slightly. Within manufacturing, roughly 252 jobs were lost, but 636 were gained. The primary metals industry remained strong, including defense, aerospace, heavy trucks and equipment. Even the automotive sector did well with importers finding more West Michigan suppliers. During the year, total employment reached a peak of 86,677 in June; unemployment hit a low at 6.1 percent in October. See page 15.

In 2006, MAF's annual submission of projects to the Michigan Economic Development Corporation (MEDC) and Site Selection Magazine totaled nearly \$37,600,000. See page 6. Our local companies were not only busy servicing their customers and expanding markets, they made substantial investment in advanced manufacturing practices, research and development and lean production methods, keeping Muskegon companies and our workforce one of the best in the world. Manufacturers participated in 24 workshops through the Manufacturer's Council. See page 4. Two additional Tool & Die Recovery Zones were approved that included Muskegon County companies. MAF applied on behalf of the Muskegon Tooling Alliance and First Choice Machining Solutions and received approval from the MEDC.

Administratively, we are the management of Muskegon's Main Street Program and the Muskegon Area First Procurement Technical Assistance Center. During the year we added three new programs to manage for area government and business. This includes the City of Whitehall Downtown Blueprint and two tool and die collaboratives. We also received additional funding from the federal government for our PTAC operations, and we started the County's Wastewater Market program. We transferred operations of the Whetstone incubator to the private sector. As a result of these changes, our operating budget increased 22.5% over the previous year. Our Main Street programs and Downtown Muskegon, in general, were nominated by the Grand Rapids Business Journal as one of 10 *Newsmaker Stories* of the year. In addition, Muskegon County made the short list for 2 national site selection competitions; recruited one major manufacturer to the County (Tower Laboratories); increased use of the County Wastewater Management System by liquid waste-haulers ten fold; and sold 14 development lots for the DMDC.

Our daily activities increased last year. We made 181 retention calls, our web site traffic increased by 36% and our fulfillment of requests for information increased by 56%. In addition, we continued our participation in One Muskegon, Muskegon Area Plan, and the West Michigan Strategic Alliance; adopted a community vision statement and became a charter member of Muskegon's Sustainability Council.

As we head into 2007, we will continue our target industry-marketing program under the guidance of Whittaker Associates; encourage start-ups and expansions through our retention program; promote the community through our marketing programs; and operate the PTAC, Main Street, Blueprint, Tool & Die, Smartzone Pre-Seed and façade grant programs.

Finally, our future success is directly tied to the quality of our workforce; therefore we will encourage the development of programs that increase the education attainment levels of all Muskegon County residents.

James B. Edmonson  
President/CEO

# 1

## Existing Business Services & Programs

This section highlights Muskegon Area First's (MAF) dealings with area manufacturing companies, other base employers and service providers. Major activities include: business retention calls; programs and workshops offered through our Manufacturer's Council; and expansion projects that generated additional tax base and employment opportunities.

MAF's business outreach program led to direct contact with decision-makers from 300 Muskegon area business enterprises in 2006 (a representative list of those firms is included on page 5). In addition to offering valuable information and follow-up support to a number of these firms, MAF played a role in assisting manufacturing companies expand including: GMI Composites; Johnson Technology; Aerofoil; Coles Quality Foods; TGW Ermanco; L-3 Communications; Erdman Machine and others.

Other highlights of 2006 included:

- With the Chamber, we hosted a first ever Manufacturing Summit. Nineteen manufacturers attended and established programming priorities.
- MAF received MEDC approval for the Muskegon Tooling Alliance and the First Choice Machining Solutions under the tool and die recovery program.
- MAF's Procurement Technical Assistance Center (PTAC), annual report ending September 30th was 283 awards totaling \$92,499,854 in contracts touching 2,186 jobs.
- Manufacturers added a net increase of approximately 384 jobs. See page 6.

### **CASE STUDY: GMI Composites**

**Muskegon Area First assisted the company with incentive programs and utility issues that lead to the investment of \$1.1 million, 42,000 sq.ft. expansion of its Roosevelt Park plant that created 8 full-time jobs. The company specializes in molding structural composites, such as polyester and epoxy by using several different processes, including injection and compression molding and resin transfer molding.**

### **Procurement Technical Assistance Center**

The MAF Procurement Technical Assistance Center (PTAC) serves a 14-county region from Big Rapids to Holland including Muskegon and Grand Rapids. Funded by the U.S. Defense Logistics Agency (DLA), the Michigan Economic Development Corporation (MEDC), and local business, the center helps businesses sell products and services to all agencies of the federal and state governments. Last year, the center helped area businesses secure \$92 million in contracts that supported 2,186 jobs. This led the center to the number one ranking among the 13 PTAC's in the state. In addition, the center provided training seminars covering RFID Technology, How to Contract with the Government and Procurement 101 classes. In addition, the Center applied for and received additional federal funding in the amount of \$25,855 to increase the number of businesses assisted.

### **Manufacturer's Council**

The Muskegon Area Manufacturer's Council continued to offer a variety of educational programs, information on best practices, and peer-to-peer learning opportunities for manufacturing firms including: the Manufacturing Matters Luncheon and Early Bird Breakfast, the Educator in the Workplace program, and a year-long lean manufacturing class covering 5-S procedures. In all, 202 Muskegon companies participated in these programs. A table outlining council programs is below.

## 2006 Community Programs

	2006 Meetings	Participants	Companies	Discussion Topics
<b>Global Users Group Luncheon</b> February 22, 2006	1	39	35	RFID: "Are you ready?", with Suzanne Fisher, packaging engineering manager, for Herman Miller, Inc.
<b>Educator in the Workplace</b> April 27, 2006 November 9, 2006	2	110	8	Events hosted by Fluid, Earnest C. Brooks West Shoreline Correctional Facilities, MAREC, L3 Communications, Consumers Energy BC Cobb Electric Plant, Clear Channel Radio, Muskegon County Wastewater Management System, & Mercy General Health Partners.
<b>Energy User Group</b> February 21, 2006 May 9, 2006 August 10, 2006	3	81	67	"What's Happening Now? GVSU and Light Corporation are leading the way!!!" with Dr. Imad Mahawili, executive director of MAREC, "Update on Consumers Energy Assessment Service" with Lee Nelson, corporate account manager for Consumers Energy, and "Energy update" with Chuck Hadden, vice president of government affairs, Michigan Manufacturing Association.
<b>Lean Manufacturing User Group</b> January 18, 2006 February 23, 2006 March 22, 2006 April 26, 2006 May 2006 June 20, 2006 October, 10, 2006 December 7, 2006	8	146	40	"5S Workplace Organization" presented by April Lothschutz of "Not So Basic Training". The idea is to help participants develop an environment that promotes an efficient and effective working environment.
<b>Manufacturers Advisory Council</b> March 2006 June 2006 September 2006	3	11	11	Planning for future Council User Groups/Meetings.
<b>Health Care Users Group</b> Spring 06	3	15	6	The group explored self-funded health clinics and programs to lower current health care costs including wellness.
<b>Economic Development Roundtable Discussion</b> November 16, 2006	1	24	16	Discussion with George Erickcek, Senior Regional Analyst, of Upjohn Institute
<b>Inventor's Workshop</b> March 28, 2006 October 25, 2006	2	60	General Public	"Patenting Your Idea, Worth it?" with Dan Girdwood of Price, Heneveld, Cooper, DeWitt & Litton, LLP, Orville Crain of Orville's Marketing, LLC, Jerry Conrad of the Michigan Small Business & Technology Development Center, Dave McLeod of the Service Core of Retired Engineers, and Pamela Vanderlaan-Poort of the Muskegon Area First Procurement Technical Assistance Center.
<b>Manufacturer's Summit</b> September 28, 2006	1	32	19	1 <sup>st</sup> Annual Muskegon Manufacturing Summit. Helping to sustain Muskegon manufacturing into the future. Event facilitated by Mary Robb, MSU Extension Program Director
<b>Grand Totals</b>	<b>24</b>	<b>518</b>	<b>202</b>	

## 2006 Manufacturer's Council

<p><b>Chairperson:</b> Tim Zwit, CSS Trading</p> <p><b>Members:</b> Jim Alderink, Perfect Circle Division, Dana Corporation Jill Batka, Dynamic Conveyor Jan Berge, Port City Group Scott Erdman, Erdman Machine Dave Ernvall, E-Coaters of West Michigan Dave Fazakerley, Eagle Alloy David Harris, Ameriform Jim Heethuis, CWC Textron Roger Hill, ADAC Plastics Craig Smith, Yale Lift-Tech Jim Vresics, Howmet Castings, Alcoa</p>
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The following table lists MAF's annual submission of projects to the Michigan Economic Development Corporation (MEDC) and Site Selection Magazine.

## 2006 Governor's Cup

Municipality	Name of Company	Jobs Created	Amount Invested	Type of Investment
City of Muskegon	Cole's Bakery	10	\$ 2,000,000.00	Machinery
City of Muskegon	SAPPI Fine Paper	0	\$ 4,100,000.00	Machinery
City of Muskegon	ESCO	0	\$ 3,400,000.00	Machinery
City of Norton Shores	Johnson Technology	30	\$ 5,000,000.00	Machinery
City of Norton Shores	Nowak Machined Products	3	\$ 4,100,000.00	Machinery
Fruitport Township	Meijer Inc.	450	\$ 6,000,000.00	204,000 square feet
City of Roosevelt Park	Walmart	400	\$ 9,000,000.00	213,000 square feet
City of Montague	Tower Labs (effervescent)	45	\$ 4,000,000.00	Turnkey Purchase
<b>Grand Totals</b>		<b>938</b>	<b>\$ 37,600,000.00</b>	

## Manufacturing Jobs

Company	New Jobs	Jobs Lost
Brunswick		110
Perrigo		77
Bekaert		65
Howmet	210	
L-3 Communications	200	
Tower Laboratories	60	
Ameriform	38	
Johnson Technology	30	
TGW Ermanco	21	
Snook	15	
Aerofoil	15	
Coles	14	
MI Spring & Stamping	25	
GMI Composites	8	
<b>Grand Totals</b>	<b>636</b>	<b>252</b>

## 2

## New Business Development – Business Attraction

MAF continues to expand its business attraction initiatives. Corporate executives and site selection consultants continue to be an important audience for these efforts. We continued to execute a targeted marketing program prepared by Whittaker Associates aimed specifically at industrial firms. Another way to create community wealth is to create new businesses. MAF continued these efforts last year with workshops and resources.

### Highlights from 2006 include:

- We successfully attracted Tower Laboratories of Connecticut to the former Perrigo Co. plant in Montague.
- We initiated an Inventor's Workshop series in which 60 creative individuals attended in the first two programs. We helped form the Muskegon Inventors Network
- We submitted two proposals for locating a large manufacturer in the county.
- We made the final list of communities for a 500-seat call center.
- We attracted the attention of life science, bio-fuels and alternative energy companies.
- We maintained the Business Resource Center located at Hackley Library.

### CASE STUDY: Tower Laboratories Ltd.

A maker of effervescent antacid, the Centerbrook, Connecticut company expanded to Muskegon County to assume Perrigo's private label operations which was about to close. The company created 45 immediate jobs and has plans to employ about 60. Tower made about a \$4 million investment for the 85,000-square-foot building and some equipment. MAF assisted Perrigo and Tower with the sale and IFT applications to the City of Montague.

### Muskegon Area First Target Industry Program:

In 2006 MAF received 26 manufacturing leads from Whittaker Associates. To date about 8 remain on our list of companies still interested in Muskegon for future expansion. Our target industry sectors are: robotics/automation equipment manufacturing; medical equipment manufacturing; food processing; transportation equipment manufacturing; creative cluster; sustainable development companies; software and Internet related businesses; and hospitality/retirement living.

### Muskegon Wastewater Treatment Site Marketing Program:

In 2006, MAF contracted with the County of Muskegon to market the wastewater treatment site to new companies. To date, our results include increasing the revenue generated by liquid waste haulers from several thousand dollars a month to nearly \$70,000 per month. In addition, we have identified four prospects that like the site and our discussions will continue into 2007. We created a new web site for the facility ([www.muskegoncountywastewater.com](http://www.muskegoncountywastewater.com)); created a birding brochure and began the process to pre-certify the site, which will be one of only several in the mid-west of this size.

# 3

## **Infrastructure & Real Estate Development**

MAF continues to be active with infrastructure and real estate development projects particularly in downtowns. 2006 highlights include the following:

- We continued our work on behalf of the Downtown Muskegon Development Corporation (DMDC), marketing the site and assisting with the coordination of infrastructure development. MAF led the DMDC to close two deals and negotiated five other purchase agreements that account for 14 lots. Western Avenue was constructed and groundwork for utility development took place.
- On behalf of the Muskegon Main Street Program, we assisted with the reuse of a number of downtown properties. Formerly underused properties have been changed to retail/commercial use, including the locations where the Clay Avenue Station & Cellars, Topsy Toad, Level 6 are now open. The pump seems to have been primed with a growing number of projects in the pipe to continue this rebuilding period.
- MAF and the City of Whitehall kicked off the City's Downtown Blueprint program. MAF is working under a fee-for-service arrangement with the city to implement the program. In 2006 we held the first meeting.
- Provided basic infrastructure guidance to the County throughout the year for the Business Park North, Whitehall and Apple Avenue Wastewater property.

### **CASE STUDY: Downtown Muskegon – Taking Off!**

2006 was a banner year for Downtown Muskegon Investment. Investment totaling \$83 million touched 2006. Projects got underway throughout the downtown area leading downtown Muskegon development to be a Newsmaker of the Year Finalist as determined by the Grand Rapids Business Journal. In the Heritage Landing subzone a Lakeshore bike path was completed, marina improvements took place, the ArtWorks lofts opened, as did the Topsy Toad and the Clay Avenue Station. At the heart of the Main Street District 6 projects were announced for the former mall site, representing \$21 million in imminent investment. In the Edison Landing, Terrace Lots area, Parmenter O'Toole's office opened, Green Condos began construction, a waterfront office complex was announced, Harley Davidson began work on it's new 40,000 sq ft building, a brewpub was announced, and the city began buildings its new Public Safety building.

# 4

## Communications, Marketing, and Fundraising

Throughout the year, MAF maintained our aggressive marketing and communications campaign, focused on promoting Muskegon as an excellent location for investment. See Muskegon in the News on page 16. Highlights from the 2006 program include the following:

- Continued to improve the downtownmuskegon.org website to the point it is attracting over 425 hits a day.
- Produced 4 issues of the Downtown Insider, which serves as high quality, bi-monthly event calendar of events taking place downtown Muskegon.
- Created a community sponsored Arts & Entertainment portal on the downtown Muskegon website.
- Promoted commercial development opportunities in Muskegon County, at International Council of Shopping Centers (ICSC) events, and participated in the planning of the 2007 ICSC West Michigan event.
- Helped organize and emcee a Chamber Early Bird presentation on downtown development.
- Provided funding and technical advice to the West Michigan Shoreline Regional Development Commission (WMSRDC) for the implementation of the Muskegon Area Wide Plan (MAP).
- Maintain all five web site content. MAF's traffic increased 36%. Monthly traffic for all sites in 2006 averages about 28,000 sessions.
- We continued our direct email program with nearly 2,000 contacts. In 2006 we made seven mailings.
- With Verizon's support, MAF presented the State of Muskegon County, with George Erickcek of the W.E. Upjohn Institute for Employment Research, MAF and the Employers Association of W. Michigan for the Chamber's Early Bird Breakfast series.
- We continued our monthly roundtable breakfast for local community and economic development practitioners and leaders.
- We continued our alliance with the Best Michigan, our 7-county regional partnership.

### **CASE STUDY: Going Digital: MAF Promotes Muskegon through the Web**

A sea change has occurred in the way people seek information. The economic development field is no different and Muskegon Area First has been at the forefront of pushing Muskegon-related economic development material on the World Wide Web. Muskegon Area First has helped to kick-start and maintain 5 unique websites that address economic development goals. These include the muskegonareafirst.org, downtownmuskegon.org, muskegoncountywastewater.com, downtownwhitehall.com, and wtcmi.com. All of these websites focus on the good news and enticing investment opportunities. As web dynamics change, MAF is changing with them, by drawing return visitors via webcam, blog, event calendaring, and video.

## 2006 MAF Website Statistics

	Number of Sessions
Quarter 1 (1/01/06 - 3/31/06)	32,274
Quarter 2 (4/1/06 - 6/30/06)	31,953
Quarter 3 (7/1/06 - 9/30/06)	28,248
Quarter 4 (10/1/06 - 12/31/06)	33,308
<b>Grand Total</b>	<b>125,783 (+36%)</b>

## 2006 Hot Topic Electronic Mail Announcements

Date	Topic
January 9, 2006	Manufacturing: Muskegon's Hidden Jewel
March 19, 2006	Job Thinks Rank Muskegon Tops In Michigan
April 28, 2006	Muskegon Tops Inc. Magazine List For Overall Best Cities
May 16, 2006	Forbes Magazine Rated Muskegon #10 In The Nation For Culture And Leisure
July 17, 2006	Livin' At Vida Nova
August 14, 2006	Developer Chooses Muskegon
September 28, 2006	Muskegon Manufacturers Plot Future Course

## 2006 Monthly Information Requests

Month	Number of Requests
January	105
February	307
March	277
April	197
May	156
June	174
July	249
August	176
September	143
October	189
November	127
December	75
<b>Total</b>	<b>2,175(+56%)</b>
<b>Average per Month</b>	<b>181</b>

# 5

## Special Projects

### Muskegon Main Street

During 2006, Muskegon Area First continued to take lead the role in directing downtown Muskegon development. A highlight was the achievement of being selected as a top ten candidate for Newsmaker of the Year by the Grand Rapids Business Journal. Muskegon Area First continued oversight of the Muskegon Main Street program, in addition to a contract with the Downtown Muskegon Development Corporation, which engages Muskegon Area First in the marketing of the former Muskegon Mall site. These two projects were tied more closely together when the Muskegon Main Street board, in December, voted to expand the boundaries of the Main Street district, to include Western Avenue, extending north through the former Mall site. Many improvements on the Main Street Four Point approach including design, promotion, economic restructuring and organization were realized. Facades were renovated, special events held, marketing materials distributed, new businesses and major development projects were announced.

### 2006 Façade Improvement Grants

Company	Nature of Repair	Amount
Bill Seeback (Coastline Deli)	Brick Tuck Pointing	\$350
Radiology Muskegon	Brick Tuck Pointing	\$1,267
Tipsy Toad Tavern	Façade Restoration	\$5,000
<b>Grand Total</b>		<b>6,617</b>

### 2006 New Businesses on Main Street

Business	Product	Address
Level 6 Urban Gear	Skateboarding Supplies	February 2006
Clay Avenue Station & Cellars	Art & Wine	May 2006
Tipsy Toad	Bar & Grill	June 2006
Heggs Furniture	Furniture	To open in 2007
Fruteria Aguilar	Produce	To open in 2007
Sun, Wind & Rain		To open in 2007

In 2006, these activities are funded by an \$80,000 grant from the MSHDA Commercial Economic Development Fund of the Community Foundation for Muskegon County, a \$2,500 grant from the City of Muskegon, private contributors, members and Main Street businesses, and \$19,000 of in-kind services from Muskegon Area First.

### 2006 Downtown Muskegon Development Corporation Announcements

Entity	Investment	Concept
Western Avenue Properties	\$4 million	Rehabilitation of 3 historic buildings for retail, office and residential use totaling 39,000 sq ft.
Capstone Development/ Chamber of Commerce	\$2 million	Construction of 16,000 sq ft building for retail and office use.
Sidock Group	\$2 million	Construction of 16,000 sq ft building for retail and office use.
Baker College	\$5 million	Construction of a 20,000 sq ft culinary arts school including elements open to the public.

## **Whitehall Downtown Blueprint**

Downtown development is an emerging focus for economic development professionals in Muskegon County, and Muskegon Area First has been demonstrating leadership by consulting and taking on special projects related to downtown development throughout the county. This specialization led to a win-win agreement between Muskegon Area First and City of Whitehall to handle downtown development implementation activities, suggested by a Hyett Palma study completed for the City of Whitehall in 2006. Muskegon Area First staff are leading citizen committees moving towards downtown development in the areas of design, promotions, and business development. With an ambitious workplan established for 2007, improvement is just around the corner in downtown Whitehall.

## **Regional Collaboration**

Throughout the year MAF, continued its participation in Best Michigan, our 7-county marketing program, an off-shoot of the Strategic Alliance. We help coordinate the publication of an annual West Michigan Manufacturers' Directory, and we are the financial administrators of the Best Michigan Organization.

MAF continued its support of the One Muskegon effort, the countywide, multi-jurisdictional effort to streamline public services and to seek out opportunities for cost-saving collaboratives. We also provided financial support to WMSRDC's MAP implementation, West Michigan Strategic Alliance, and The Whitehall Road Joint Planning Commission.

**Fiscal Year Statement of Income & Expense**  
*October 1, 2005 – September 30, 2006*

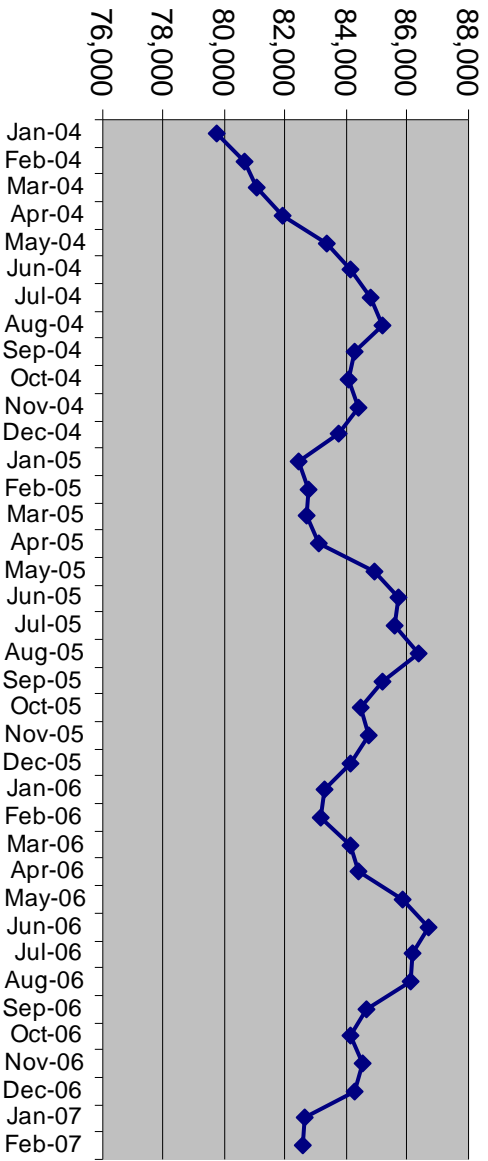
<b>Income</b>		
<b>Private Sector</b>		
	Business	20,363
	Chamber of Commerce	54,166
	Labor Institutions	250
	Non-Municipal Revenue – Other	10,000
	<b>Total Private Sector Income</b>	<b>\$84,779</b>
<b>Public Sector</b>		
	Cities	106,758
	Townships	34,753
	Muskegon County	35,000
	<b>Total Public Sector Income</b>	<b>\$176,511</b>
<b>Restricted Contributions</b>		
	County Wastewater	37,500
	Whetstone Project	21,700
	Community Foundation	50,025
	Main Street	12,744
	PTAC	130,016
	<b>Total Restricted Contributions</b>	<b>\$251,985</b>
	Interest Income	2038.27
<b>TOTAL INCOME</b>		<b>\$515,313.27</b>
<b>Expense</b>		
<b>Program Expense</b>		
	Special Project Expenses	42,957
	Marketing	15,309
	<b>Total Program Expense</b>	<b>\$58,266</b>
<b>Administrative Expense</b>		
	Employee Expense	368,389
	Lease – Service Contract w/ Chamber	30,600
	Meetings & Travel	26,338
	Office Supplies & General Admin Expense	32,315
	<b>Total Administrative Expenses</b>	<b>\$457,642</b>
<b>TOTAL EXPENSES</b>		<b>\$515,908</b>

## 2006 Board Members

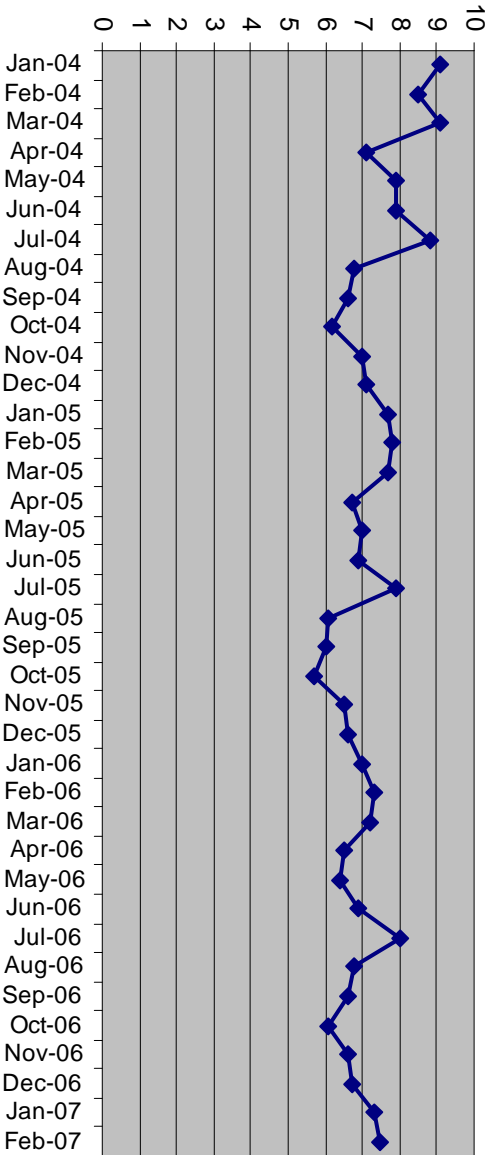
Organization	Name
City of Montague	<b>Henry Roesler – MAF Secretary*</b>
	John French (Alternate)
City of Muskegon	Steve Warmington
	Bryon Mazade (Alternate)
City of Muskegon Heights	Rillastine Wilkins
City of North Muskegon	Dennis Stepke
	Chris Witham (Alternate)
City of Norton Shores	Jerry Wiersma
	Dick Maher (Alternate)
City of Roosevelt Park	<b>Bob Young – MAF Treasurer*</b>
	W. David Boehm (Alternate)
City of Whitehall	Scott Huebler
	Mac Hatch (Alternate)
County of Muskegon	Don Aley
	Robert Scolnik (Alternate)
Blue Lake Township	Donald Studaven
Dalton Township	Scott Hladki
	Diane Misze (Alternate)
Fruitland Township	Gregory Boughton
	Janell Beard (Alternate)
Laketon Township	<b>Roland Crummel – MAF Chair*</b>
	Nancy Zellar (Alternate)
Muskegon Township	Pat Jordan
Whitehall Township	Dennis Babcock
	Tim Ryan (Alternate)
UAW-CAP	Roger Wade
Muskegon Area Chamber of Commerce	Cindy Larsen
Verizon Communications	<b>John VanWyck – MAF Vice Chair*</b>
MichCon/DTE Energy	Roger Royer
Conn, Geneva & Robinson	Rich Robinson

## Employment Trends

Number of Muskegon County Residents Employed



Muskegon County Unemployment Rate



## A Sampling of News Articles

Article	Circulation Date	Publication
WaterMark pioneers blaze new trail in Muskegon	December 11, 2006	MiBiz
Manufacturer Merging with German Firm	December 7, 2006	Muskegon Chronicle
Structural Concepts gets property tax break	November 25, 2006	Muskegon Chronicle
Plant purchase likely to save Montague jobs	October 26, 2006	Muskegon Chronicle
Manufacturers speak out to community leaders	October 16, 2006	GR Business Journal
Manufacturers talk, Chamber listens	October 16, 2006	MiBiz West
Government contracting office gets funding	October 3, 2006	Muskegon Chronicle
Kaydon Bearings: A National Asset	September 25, 2006	GRBJ
City awards 6-year tax break to manufacturer	September 20, 2006	Muskegon Chronicle
Building A Better Blade	August 28, 2006	GRBJ
Many Facets Fuel Muskegon Resurgence	August 28, 2006	GRBJ
SBT Demise As Change Catalyst	August 21, 2006	GRBJ
Livin' At Vida Nova	July 17, 2006	GRBJ
Alcoa-Howmet receives defense funding	June 20, 2006	Alco.com
Where The Banks Put Their Money	June 12, 2006	GRBJ
Muskegon Area First marketing industrial land to targeted companies	June 12, 2006	MiBiz West
L-3 soars past century mark	May 30, 2006	MiBiz West
Hurricanes blow in more sales for Five Peaks' portable sanitation products	May 15, 2006	MiBiz West
Howmet Installs New Furnace	May 10, 2006	Alcoa.com
Ameriform Inc. adds 38 new jobs to produce canoes, kayaks	April 19, 2006	Muskegon Chronicle
Cole's invests big bread for new Cheesesticks line	April 3, 2006	MiBiz West
TGW ERMANCO adds assembly and technology center in Muskegon	April 3, 2006	MiBiz West
ADAC Forms Alliance to Strengthen Global Footprint	March 6, 2006	MiBiz West
Muskegon bucks area trend	February 6, 2006	MiBiz West
Streamline Tooling Systems succeeds by diversification	January 23, 2006	MiBiz West
New industries targeted for wastewater land	January 16, 2006	Muskegon Chronicle
MEDC Announces 11 new Tool & Die Recovery Zones	January 9, 2006	MiBiz West