

It all  
adds up.



WEST MICHIGAN  
**STRATEGIC**  
**ALLIANCE**

2007-2008 ACTION REPORT

# Create a Regional Mindset

WMSA's mission is to be a catalyst for regional collaboration. A good portion of this work involved encouraging those in our seven counties to take on a regional perspective. Leaders in Michigan and around the country are noticing that collaboration in West Michigan adds up to a sum greater than its parts.

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Lyman Parks, Jr., Progressive AE  
Milt Rohwer, Frey Foundation

Many thanks to these board members  
who have served so well in the past:

George Bosnjak, The Right Place, Inc.

Sue Higgins, The Macatawa Area  
Coordinating Council

Patricia Oldt, Ph.D.,  
Grand Valley State University

## Dear West Michigan Strategic Alliance Supporters,

The pressures of global economic downturn, local job losses, and mortgage foreclosures are increasing, but the seven counties in West Michigan are rising to these challenges by working together. The list of collaborative work going on in West Michigan is long and impressive. Local governmental units are working with their neighbors; economic developers are cooperating to recruit talent and jobs to the region; educational systems are linking to provide services in underserved areas; and our region's chambers are teaming up to address diversity.

This is called synergy—a state in which the whole is greater than the sum of its parts. That's what happens when we all work together to increase the triple bottom line for West Michigan.

At WMSA, we believe collaborative efforts engaging participants from multiple sectors are more likely to produce workable solutions to regional challenges. WMSA encourages dialogue and cooperation among diverse stakeholders and provides tools like the West Michigan Vital Signs or the Alternative and Renewable Energy Cluster Analysis to cultivate innovative solutions. In some cases, WMSA steps up to convene people from around the region to address a specific issue, such as educational attainment. This report briefly outlines some of our most critical work. We encourage you to visit our website to learn more.

West Michigan is developing a reputation for working together. This synergy equals a better quality of life for our region. We hope you will add your voice and hands to those of many others producing great results for West Michigan.

Counting on you,



Steve Heacock  
Chair

Greg Northrup  
President

## West Michigan Vital Signs

The first version of West Michigan Vital Signs was published in April 2007. This set of 15 measures was instrumental in identifying Educational Attainment (increasing the percentage of people in the region ages 25 to 34 with a four-year college degree) as a very critical issue for the region. This indicator is helping WMSA and others in the region take action to improve our performance.

Consistent with our commitment to measuring the region's performance, an update of the Vital Signs will be published in April 2008 on [www.wm-alliance.org](http://www.wm-alliance.org) showing the change in data in one year's time.

Enhancements and modifications are planned for the regional indicators in the next couple of years. These will include:

1. Digging deeper to enhance data choices made in 2007
2. Establishing benchmarks with 10 comparable regions
3. Setting strategy to gather unique West Michigan data in the areas of Land Use, Energy, Water Quality, Education and Diversity
4. Implementing and utilizing available unique local data
5. Maintaining a web presence and access to regional data

Focusing on the right data will add up to a better basis for regional decision-making in the years ahead. Please visit [www.wm-alliance.org](http://www.wm-alliance.org) for access to 2008 data and to see how you can participate in the West Michigan Regional Indicators Initiative.

## Regional Indicators Technical Team

George Erickcek, W.E. Upjohn Institute for Employment Research

Steve Faber, The Delta Strategy

John Koches, Annis Water Resources Institute, GVSU

Pam Landes, Think Again

Gustavo Rotondaro, Community Research Institute, GVSU

Greg Northrup, West Michigan Strategic Alliance

Collaboration that truly benefits the region requires new connections for people and information. WMSA helps to provide some ways to connect.

## DO THE MATH...

- 60 meetings of 10 or more people were convened by WMSA in 2007.
- 1,093 unique individuals participated in a WMSA meeting or event in 2007.
- People around the region devoted more than 6,692 hours to WMSA meetings and events.
- The WMSA database of individuals and organizations seeking involvement increased by 50.3% in 2007.
- Website traffic saw a 31% increase with 11,957 unique visitors for 21,826 total visits in 2007.
- Visits to the Regional Indicators portion of the website exceeded 5,600.
- The Vital Signs information was downloaded 5,793 times.

## GET CONNECTED...



Our website has been revamped to improve access to information related to WMSA's initiatives and to connect you to our many partners—all working toward the triple bottom line for West Michigan.

# Foster a Prosperous Economy



## The Talent Factor

Dan Barcheski, President, Axios, Inc.

“We have always had an active education program, but WorkKeys provided us with a more uniform profile of our group here and helped our 55 employees identify growth opportunities,” said Barcheski. “We’re now starting to roll WorkKeys out to the 5,000 full and part-time people we have contracted to help us better match needs and skills in the long-term.”

“As more and more employers use WorkKeys, our region can begin to profile our workforce and better market our skill-sets to companies looking to expand or setup here.”

## WIRED West Michigan Initiative

Workforce Innovation in Regional Economic Development West Michigan (WIRED) was created as a launching pad for new ideas and new initiatives, called Innovations, each offering the potential to multiply the impact of the \$15 million grant from the U.S. Department of Labor into long-term job opportunities, economic growth and workforce development for the region.

The West Michigan formula for economic success is well-established: Combine private and public partnerships, factor in opportunity and risk taking, and subtract out anyone who says it can’t be done. WIRED West Michigan is itself a result of this unique genius. The formula adds up to a net gain. In less than three years’ time, WIRED West Michigan has succeeded in piloting, then launching, several Innovations that have generated real-world benefits.

### Add it up:

#### 2007 Actions and Milestones for WIRED West Michigan

- Through the National Career Readiness Certificate (NCRC)/WorkKeys Innovation, more than 12,500 of our region’s workers will have received this national certificate demonstrating tangible evidence of their skills. More than 160 companies representing more than 40,000 employees have signed letters of intent to request and/or require the NCRC for both new hires and current employees.

Much of our work in West Michigan on NCRC/WorkKeys served as a catalyst for the Michigan Council for Labor & Economic Growth to develop a plan for a statewide career readiness credential based on this model.

- The West Michigan TEAM Innovation replicated its first successful SOURCE program “cluster” with a group of eight employers in Northwest Kent County. These companies worked together to develop career ladders to create advancement opportunities across companies. The program also brings case workers onsite to help employees deal with social issues that affect workplace performance. This approach resulted in significant savings to the companies from improved employee retention, reduced hiring costs and increased output from training courses. Area community foundations have pledged their support to sustaining this Innovation.
- The Re-entry Employment Resource Center program (RERC) placed nine ex-offenders in private-sector jobs. This program aims to significantly reduce recidivism by integrating ex-offenders back into the community so they do not commit repeat crime and return to prison, at a cost to Michigan’s taxpayers.
- The Health Care Regional Skills Alliance (RSA) Innovation is sharing best practices and helping displaced manufacturing employees receive the training to move into health care occupations. Twenty private-sector healthcare employers from the region formed a Health Care Employer’s Council to forecast demand for new healthcare jobs and establish training priorities for the region’s higher education and workforce development sectors. The RSA also supported development of a career ladder program that allows nursing students to move seamlessly from an Associate degree at Montcalm Community College to a Bachelor of Science in nursing at Ferris State University.



## WIRED West Michigan Policy Council

Fred Keller, Cascade Engineering (Co-Chair)  
Lynne Sherwood, JSJ Corporation (Co-Chair)

Jim Bachmeier, Grand Valley State University  
Wayman Britt, Kent County

Keith Brophy, NuSoft Solutions, Inc.

Elizabeth Cherin, Fremont Area Community Foundation

Jane Clark, Holland Chamber of Commerce

Nancy Crandall, WMSA Board of Directors

Jim Fisher, Padnos Shoreline Recycling, Inc.

Steve Heacock, WMSA Board of Directors

Haig Kassouni, NK Manufacturing, Inc.

Bruce Los, Gentex Corporation

Dr. Susan Meston, Muskegon Intermediate School District

Phillip Rios, WIRED West Michigan (Project Manager)

## West Michigan Sustainable Manufacturing Initiative

WMSA is working in partnership with The Right Place, Inc. and Sustainable Research Group on this two-year project, funded by the U.S. Environmental Protection Agency. The initiative is designed to create an extensive Green Supplier Network, develop a long-term business plan and demonstrate sustainable principles with the implementation of the GrandWalk Sustainable Community Initiative.

### Add it up: 2007 Actions and Milestones for the Sustainable Manufacturing Initiative

- Sustainability Key Performance Indicators were identified and have been adopted by the Business and Institutional Furniture Manufacturers Association (BIFMA).
- On the way to a goal of 25, 13 companies are in the process of completing an assessment process to be certified as Green Suppliers.
- Training curriculum was designed to help manufacturing companies decrease their environmental footprint and increase the bottom line.
- The Alternative and Renewable Energy Cluster Analysis was presented to the region. The analysis reveals the opportunity to create 4,200 new jobs and leverage \$800 million in new investment.
- Creation of a recycling business cluster has begun in the Grand Walk area with the relocation of Enterprise Iron and Metal recycling company.

## The Talent Factor

Gary Smith, Engineer, 2K Tool, Wyoming, Michigan

When Gary Smith first discovered the Alternative and Renewable Energy Cluster Analysis created by the Sustainable Manufacturing initiative online, he said he “read it four or five times.”

2K Tool, has been making injection and compression molds for the military, aerospace, furniture and automotive business since June 2003. “Investing in alternative energy will help diversify 2K Tool and support the local economy and environment. We feel that alternative energy is something we all need to work toward in the future,” Smith said.

## Users Group

Scott Boles, BISSELL Homecare

Chuck Davison, Access Business Group

Joe Fraam, Pridgeon & Clay, Inc.

Bob Johnson, Harbor Industries, Inc.

Melissa Kilbride, DENSO International America, Inc.

Karl Lanka, Shape Corporation

Doug Plesner, Crystal Flash Energy

Rick Chapla, The Right Place, Inc. (Project Manager)

Bill Stough, Sustainable Research Group (Facilitator)

## Key WIRED Partners

West Michigan Strategic Alliance

2G Tech

ACT, Inc.

Alliance for Health

Continuous Quality Improvement Network

Grand Rapids Community College

Grand Valley State University

IRN, Inc.

KeyTrain

Lakeshore Advantage

Lambert, Edwards & Associates

Metrics Reporting, Inc.

Michigan Career Readiness

Certificate Advocates

Michigan Food & Farming Systems

Muskegon/Oceana Consortium

New Urban Learning

Regional Intermediate School Districts

Leadership Team

Regional Michigan Works! Agencies

Steelcase Inc.

The Council for Adult & Experiential Learning

The Right Place, Inc.

The Starting Block, Inc.

W.E. Upjohn Institute for Employment Research

West Michigan Team

Work Design Collaborative, LLC

# Ensure a Sustainable Environment



## The Talent Factor

Ben Koenig, Lab Manager, TUV SUD America, Inc.

“Initially, I came to Holland because of work, but I stay because of the green space. My wife and I enjoy the lake and the various parks and trails, and the more involved I get with the Macatawa Greenway Partnership, the more excited I get about our future here.” Koenig is actively engaged in the group’s effort to “protect and connect” the corridor along the Macatawa River.

“WMSA’s Green Infrastructure Initiative and its objectives will go a long way in ensuring the growth and prosperity of West Michigan. A commitment to the environment and green space is pretty instrumental as far as attracting a younger generation,” said Koenig. “The next generation of workers do not want to live and work in a concrete jungle.”

## JOIN US...

for this year’s Natural Connections Summit on September 25, 2008.

Green Infrastructure is defined as “an interconnected network of green space and environmental assets that conserves the functions of native ecosystems and provides associated benefits to people.”

Protecting this network and the health of a region’s environment is directly linked to quality of life and economic prosperity. We must plan for, finance and maintain our green infrastructure with the same urgency with which we plan for, finance and maintain our “grey” infrastructure such as roads or utilities.

In the complex arena of property rights, local regulations and our planet’s ecosystem, the Green Infrastructure Leadership Council (GILC) is stimulating discussion and helping to develop new tools for identifying, preserving, protecting and managing green infrastructure as it relates to these priorities:

- Protection of critical areas of biodiversity
- Dune and shoreline preservation
- Watershed management and planning
- Farmland preservation
- Trails and greenway systems
- Incorporating green infrastructure into urban settings and developments

## Add it up:

### 2007 Actions and Milestones for Green Infrastructure

- Our partners at the Annis Water Resources Institute (AWRI) and Seidman College of Business at Grand Valley State University, along with colleagues at Michigan State University, developed the Integrated Valuation of Ecosystem Services Tool (INVEST) at [www.invest.wri.gvsu.edu](http://www.invest.wri.gvsu.edu). INVEST allows users to determine dollar values associated with various types of environmental assets by considering the benefits they provide to people, such as: producing food, controlling erosion, or supplying water.
- The Natural Connections Summit in October 2007 featured Professor Tom Daniels from the University of Pennsylvania where Lancaster County has made substantial investments in farmland preservation. More than 120 attendees from around the region participated in three “Best Practices” breakout sessions. The Summit also included a panel discussion by 2007 Charrette participants.
- A strategic plan for Green Infrastructure has been completed for 2007 to 2010. The plan is available at [www.wm-alliance.org](http://www.wm-alliance.org).



## Green Infrastructure Leadership Council

### LEADERSHIP PARTNERS

- Bonnie Blackledge, Cannon Township Clerk (Chair)
- Ryan Coffey, MSU Extension, Newaygo County (Vice Chair)
- Andy Bowman, Grand Valley Metropolitan Council
- Rick Chapla, The Right Place, Inc.
- Rodney Denning, Annis Water Resources Institute, GVSU
- Amy Haack, West MI Shoreline Regional Development Commission
- Rachel Hood, West MI Environmental Action Council
- Cynthia Price, Greater Grand Rapids Food Systems Council
- John Scholtz, Ottawa County Parks & Recreation Commission
- Alan Steinman, Annis Water Resources Institute, GVSU
- Elaine Sterrett Isely, Annis Water Resources Institute, GVSU
- Julie Stoneman, Land Conservancy of West Michigan
- Bill Stough, Sustainable Research Group
- Derk Walkotten, Macatawa Greenway Partnership
- Greg Northrup, West Michigan Strategic Alliance
- Ken Freestone, WMSA (Interim Green Infrastructure Project Manager)

### Three Multi-Jurisdictional Charrettes

A charrette is a high-energy design workshop. Facilitated by design professionals and involving public participation, the cyclical process of “review, critique, refine” synthesizes input from many different sources, resulting in visuals to support the ideas and aid in understanding.

With leadership from the Grand Valley chapter of the American Institute of Architects (AIA), a second round of three multi-jurisdictional West Michigan Regional Urban Design (WMRUD) charrettes involving 85 participants was completed in April 2007. These charrettes help adjoining jurisdictions create a shared vision for revitalizing areas with a focus on achieving the triple bottom line.

WMSA and AIA are seeking ways to replicate and expand this multi-jurisdictional approach to land use planning.

### Add it up: 2007 Actions and Milestones for WMRUD Charrettes

Three multi-jurisdictional charrettes were completed in 2007:

Chicago Drive and U.S. 31 in the Holland area

- The City of Holland
- Holland Charter Township

South Division from 36th to 60th Streets

- The City of Kentwood
- The City of Wyoming

White Lake Road and U.S. 31 near Michigan’s Adventure

- Muskegon Township
- Dalton Township
- Fruitland Township
- Laketon Township
- Blue Lake Township

### The Talent Factor

Phil Meyer, Director of Community and Neighborhood Services, City of Holland

By combining the talent of professional designers and neighboring local jurisdictions, new innovative solutions to land use challenges will arise.

“The charrettes have provided the City of Holland and Holland Charter Township an opportunity to work together on issues of common concern, and to do so in a manner that leverages the expertise of many design and engineering experts in a form that is highly visual and readily communicated. The process has created greater insight into our municipal relationships and offers momentum for planning collaboratively with our neighbor.”

### SUPPORTING PARTNERS

- Joanne Barnard, Barry Conservation District
- James Ferro, Ada Township
- Craig Hondorp, Progressive AE
- John Koches, Annis Water Resources Institute, GVSU
- John Legge, The Nature Conservancy
- Milt Rohwer, Frey Foundation
- Roger Sabine, Kent County Parks
- Janice Tompkins, State of Michigan, Department of Environmental Quality
- Kendra Wills, MSU Extension, Kent County

### GREEN INFRASTRUCTURE PARTNERS

- Annis Water Resources Institute, GVSU
- Grand Valley Metropolitan Council
- Land Conservancy of West Michigan
- Macatawa Area Coordinating Council
- West MI Shoreline Regional Development Commission

# Ensure a Sustainable Environment



## Clean Cities Steering Committee

Clinton Boyd, Sustainable Research Group  
Rick Chapla, The Right Place, Inc.  
Norman Christopher, Sustainability Initiative, GVSU  
Rachel Hood, West Michigan Environmental Action Council  
Kelley Losey, Cascade Engineering  
Greg Northrup, West Michigan Strategic Alliance  
Courtland Overmyer, City of Grand Rapids  
Bill Stough, Sustainable Research Group (Technical Coordinator)  
Lisa Locke, Sustainable Research Group

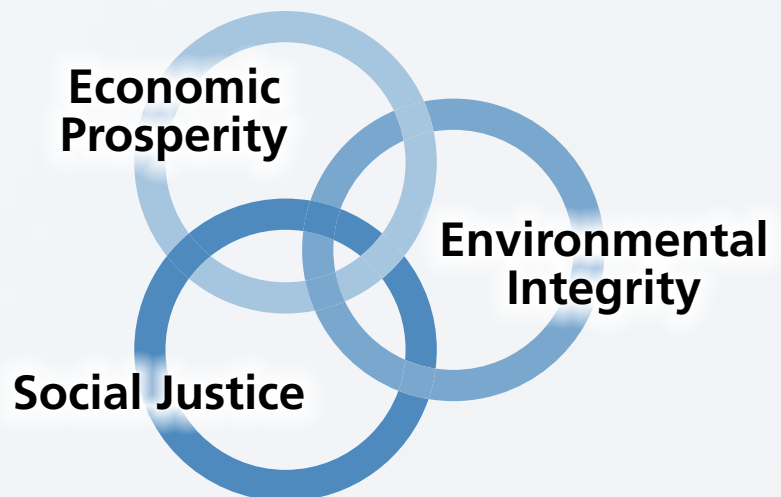
## Clean Cities Coalition

The West Michigan Strategic Alliance, in partnership with Sustainable Research Group as the Technical Coordinator for the program, is creating a Clean Cities Coalition. The focus of this regional initiative is developing local markets for alternative transportation fuels, refueling sites and clean vehicle technologies and supporting alternative fuel corridor growth in West Michigan. This first phase of the project is designed to result in a full proposal to the U.S. Department of Energy for funding the local initiative.

### Accomplishments in 2007

- A draft application for the region being designated as a Clean Cities Region was developed for submittal to the U.S. Department of Energy in June 2007.
- The West Michigan Clean Cities Coalition Advisory Committee was established with more than 55 participants from around the region.
- Baseline data was collected on the number and type of alternative fleet vehicles and alternative fuel infrastructure for the region.
- Commitments were obtained from members of the West Michigan Clean Cities Coalition Advisory Committee for expanding the use of alternative fuels and alternative fueled vehicles.

## The Triple Bottom Line



**Better Quality of Life**

# Work In Progress

## Strengthen Community Through Diversity

In our shrinking world, the strength and vitality of West Michigan will be dependent on an atmosphere of cultural openness. WMSA has created a subcommittee of the Board of Directors to support current diversity initiatives underway in our region. We applaud the work of:

- Partners for a Racism-Free Community ([www.prfc-gr.org](http://www.prfc-gr.org))
- 2008 Lakeshore Region Summit on Racism – May 20, 2008 Hope College, Holland, MI ([www.ethnicdiversity.org](http://www.ethnicdiversity.org))
- West Michigan Chamber Coalition report: Strategies for a Culturally Competent Region to support a diverse and culturally competent region. ([www.westmichiganchambercoalition.org](http://www.westmichiganchambercoalition.org))

## InnovationWorks

InnovationWorks is a regional initiative dedicated to the acceleration of commercialization of new products, processes and services. Serving the seven-county West Michigan region, it provides an integrated infrastructure of resources designed to mine inventions and new technologies, connect companies and individuals to resources and coach them through the commercialization process. Funded by WIRED West Michigan, InnovationWorks was developed by the Right Place, Inc. in collaboration with its West Michigan economic development partners.

“Economic Development today is much more than bricks and mortar. It is also about bringing opportunities to our companies to diversify their products offerings and markets,” said Right Place President & CEO Birgit Klohs. “Through InnovationWorks, we have created the infrastructure through which West Michigan companies and entrepreneurs can access intellectual property, share best practices and gain access to critical resources to develop new markets and products. This investment will ultimately lead to the retention of our existing companies, creation of new businesses and jobs, and secure our region’s position in the global marketplace.”

## West Michigan ISDs Partner on Global Standards for STEM

WIRED West Michigan is partnering with the region’s seven Intermediate School District superintendents to jointly implement a West Michigan Global Education Network focused on two sets of student competencies:

- Knowledge/skills in science, technology, engineering and mathematics (STEM).
- Knowledge and skills in the cross-cultural competencies required for success in the global economy such as fluency with other languages and social systems.

## Brownfield Redevelopment

Currently 32 local units of government and 4 counties have created Brownfield Redevelopment Authorities. WMSA is pursuing the formation of the West Michigan Brownfield Leadership Council to integrate our region’s overall redevelopment approach with efforts to preserve and protect areas.

## Talent 2025

Emerging from the work of WIRED West Michigan, Talent 2025 envisions a multi-decade commitment to improving, integrating and transforming the talent development system in the region—from preschool through adulthood. Still in its early stages, Talent 2025 is evaluating how to make West Michigan a national model for talent development and retention.

“We have to make dramatic, systemic change impacting each part of the workforce continuum if we’re going to have a globally competitive workforce,” said Jim Fisher, President, Padnos Shoreline Recycling, Inc. and Talent 2025 Advisory Group member.

## Internship Web Portal

With a focus on the importance of young talent for West Michigan’s economy, WMSA is exploring a strategy to increase the number of internships in West Michigan by 3,000 in three-years.

A new website where employers can easily access qualified interns from most of the institutions of higher education in Michigan is being developed in collaboration with the Southeast and Mid-Michigan WIRED groups to be a statewide resource.

# Funding



This data is our way of summing up one great big

*Thank you!*

WMSA is responsible and accountable to the region's stakeholders. We work to get the best impact for each dollar entrusted to us.

Funding for the organization comes from state and federal grants, foundation grants and private contributions. The vast majority of expenses are committed directly to our initiatives with a small operating budget.

## Revenue (1/1/2007 - 12/31/2007)

Contributions - Memberships & Corporations .....	\$122,506.00
Government Grants and Contracts .....	\$73,091.00
U. S. Department of Labor/Employment Training Administration .....	\$5,578,904.00
U. S. Environmental Protection Agency .....	\$155,149.00
Foundations .....	\$121,500.00
Other Income .....	\$958.00
Total Revenue .....	\$6,052,108.00

## Expenses

### PROGRAM SERVICES

WIRED .....	\$5,348,911.00
Green Infrastructure .....	\$127,160.00
Regional Indicators .....	\$50,485.00
Sustainable Manufacturing .....	\$132,046.00
Clean Cities .....	\$17,327.00
Other Convenings .....	\$4,493.00

### SUPPORT SERVICES

Management & General .....	\$319,783.00
Fundraising .....	\$38,719.00
Total Expenses .....	\$6,038,924.00

**Increase/(decrease) in net assets ..... \$13,184.00**



## Governmental Members

Allegan Township  
Allendale Charter Township  
Alpine Township  
Blue Lake Township  
Brooks Township  
Cascade Charter Township  
Cedar Creek Township  
Chester Township  
City of Belding  
City of Coopersville  
City of Ferrysburg  
City of Fremont  
City of Grandville  
City of Grand Haven  
City of Grand Rapids  
City of Grant  
City of Holland  
City of Hudsonville  
City of Kentwood  
City of Muskegon  
City of Norton Shores  
City of Portland  
City of South Haven  
City of Whitehall  
City of Wyoming  
City of Zeeland  
Fillmore Township  
Fruitland Township  
Fruitport Charter Township  
Gaines Charter Township  
Grattan Township  
Hastings Charter Township  
Holland Charter Township  
Holton Township  
Ionia County  
Kent County  
Laketon Township  
Lowell Charter Township  
Manlius Township  
Monterey Township  
Muskegon Charter Township  
Muskegon County  
Newaygo County  
Ottawa County  
Park Township  
Polkton Charter Township  
Salem Township  
Spring Lake Township  
White River Township  
Village of Lakewood Club  
Village of Middleville  
Village of Spring Lake

Every contribution adds up to help make West Michigan a best place to live, learn, work and play.

The West Michigan Strategic Alliance is grateful for the generous financial support of West Michigan.

## 2007 Cash Contributors

AIA Grand Valley  
Allegan Rotary Club  
Betty Blase  
Andy Bowne  
The Brooks Family Foundation  
John & Suzette Buchan  
James R. & Kathryn Buck  
Michael Campbell  
Celebration! Cinema  
Charlevoix Trading Company  
Consumers Energy  
Comerica Bank  
Community Foundation of the Holland/  
Zeeland Area  
Ryan Cotton  
Donald K. & Nancy L. Crandall  
Kathy Crosby  
Robert J. & Katherine M. Daverman Fund  
Richard and Helen DeVos Foundation  
Janet DeYoung  
DTE Energy Foundation  
Martin Dugan  
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Rosemary Ervine  
Paul & Cheryl Eshenaur  
Thomas V. Fehsenfeld  
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GMB Architects-Engineers  
Grand Rapids Community Foundation  
The Grand Rapids Press  
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Jim Knack  
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Development Organization  
Patricia Oldt  
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Owen-Ames-Kimball Company  
People and Land  
Gwen Powers  
Professional Administrative Resources LLC  
The Rapid  
Tino Reyes, Sr.  
Rhoades McKee PC  
The Right Place, Inc.  
Phil & Susan Rios  
River Ridge Dairy Company, Inc.  
Milton Rowher  
Charles & Stella Royce  
Saint Mary's Health Care  
Sebastian Foundation  
Sirius Resources, LLC  
Steelcase Inc.  
Sustainable Research Group  
Think Again  
Carol L. Townsend  
Peter M. Turner  
United Way of the Lakeshore  
URS Corporation  
Stuart Vander Heide  
Warner Norcross & Judd  
The Wege Foundation  
West Michigan Environmental  
Action Council  
Zeeland Board of Public Works

Special thanks to our many partners  
who have contributed in-kind time  
and resources to the work of the  
West Michigan Strategic Alliance.

Visit [www.wm-alliance.org](http://www.wm-alliance.org)  
to be a part of the solution.

### Participate

WMSA counts on the support of participants with diverse perceptions and points of view. Participation in any WMSA sponsored activities or initiatives is open to all citizens.

To be a part of making West Michigan a place to live, learn, work and play, visit the WMSA website or give us a call at 616-356-6060.

### Send us your link

If you are part of the collaborative work for the improvement of West Michigan, please let us know. WMSA would like to link to your web page. Visit [www.wm-alliance.org](http://www.wm-alliance.org) to learn more.

### Subscribe

Sign-up for our E-newsletter which will be delivered to your email address with the latest information on WMSA's initiatives and activities.

### Contribute

Please join the many people and organizations from around West Michigan who support the work of regional collaboration with a tax deductible contribution to the West Michigan Strategic Alliance. It's easy to contribute via Pay Pal available at [www.wm-alliance.org](http://www.wm-alliance.org).

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**STRATEGIC**  
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