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Millennial Attraction to Southwest Michigan – Retaining and Attracting Millennial Talent to Our Region’s Companies

Robert Nyhuis

Western Michigan University, robert.a.nyhuis@gmail.com

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Millennial Attraction to Southwest Michigan
—
Retaining and Attracting Millennial Talent to Our Region's Companies

Robert A. Nyhuis
Bachelors of Business Administration: Marketing & Management

Thesis Defense: April 21, 2017
Thesis Chair: Robert G. Samples
Committee: Dr. Ann Veeck



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Meet the Team



Robert Nyhuis
Undergraduate Student
Haworth College of Business
BBA Marketing & Management



Professor Bob Samples
Thesis Chair
Instructor of Marketing



Dr. Ann Veeck
Thesis Committee Member
Professor of Marketing

Executive Summary

Businesses in our region and in our country today have a unique opportunity being presented to them. Four generations of employees are walking through the doors of our companies each day. To expect that each generation can be catered to the same would be ignorant for a CEO or manager to believe. It's common knowledge that this new generation entering the workforce, the millennials, are unlike any other generation to come before in regards to their workplace necessities and demands. Technology, diversity, and flexibility just scratch the surface when it comes to what the millennial generation is looking for when searching for a career.

Southwest Michigan has a great opportunity to present themselves as an attractive place for millennials to live and work. There may not be skyscrapers or subways, but the bulk of what millennials are looking for in a place to settle down and start their career is all housed right here in beautiful Southwest Michigan.

This is more than just about retaining and attracting millennial talent, it's about becoming a region of excellence. Understanding whom millennials are and how they function gives us a better understanding of how we can reach this goal of becoming a region of excellence. Further understanding why millennials matter and how their generation plays a significant role in the future of our companies holds strong significance when looking to attract them to our region. From finding a place to live and work to landing a job at the perfect company, Southwest Michigan has a lot to offer to this sought after generation. However, the story of our region isn't being told in a way that is currently reaching the millennial demographic, which lands us at the premise of this thesis: retaining and attracting millennial talent to our region's companies.

Who are Millennials?

The term millennial is often over simplified. There's a common misconception that millennials are only the individuals who are currently in the late-high school to college age demographic when by definition, a millennial There is also a great deal of variation between sources on what the age range of millennials truly is. Generally speaking, a millennial is anyone born between the years of 1980 and 2000. In a literal sense it is those born at the cusp of the new millennium or coming to the age of maturity as society crossed the millennial line in time. This means that the millennial age range is roughly between 16 and 37. To say that a millennial aged college graduate who is entering the work force and a mid 30's millennial are interested in the same things when identifying a place to live and work would, again, be a gross over simplification. This proves a challenge for employers when trying to identify how to retain and attract "millennials" because of the wide age gap and difference in appeals and desires in a workplace. With this in mind, not only are employers catering to four generations of employees, they are also trying to identify how to attract the new millennial workforce.

Millennials are often categorized as lazy, entitled, and addicted to technology. According to *The Millennial Mindset*, and article found in a recent edition of 269 Magazine, millennials are "sometimes called the Net Generation because they've known a world without the Internet. Because this group grew up in the era of 24-hour news cycle, they are used to receiving information quickly, perceive social media as a means of connecting and communicating, and aren't afraid to leave a job that doesn't mesh with their personal values" (Patton). Along with speaking truth about the relationship between millennials and technology, as digital natives, this statement packs quite a hefty punch in regards to how vastly different the four generations are

that comprise the current workforce. The millennial generation, also known as Gen Y, has different expectations, goals, and aspirations than generations that came before them. Different things motivate them, technology in the workplace is essential, and a workplace culture that promotes ethics, diversity, and sustainability is imperative.

The Millennial Mindset goes into detail on several myths about millennials including:

- Millennials feel entitled.
- Millennials are referred to as lazy, addicted to social media, and irresponsible.
- Millennials are digital addicts who want to do – and share everything online without regard for personal or professional boundaries.

As the article debunks these myths, one statement stands above the rest: “Millennials prefer that their supervisors start with the why. We want to know that what we’re doing matters” (Patton). This is just a taste of how millennials prefer to approach a problem, a project, or situation within their place of employment. Millennials currently have, and will continue to gain, a strong voice in Corporate America. Understanding the role they play in corporate culture, as discussed later in the document, is of great importance when looking at the future of millennial retention in our region’s companies.

Why do Millennials Matter?

It is critical that employers and executives begin to understand, or continue to understand on a deeper level, why millennials matter for the future of their companies. There are 80 million millennials in the United States and 2.5 billion worldwide. The millennial generation is the

largest yet and is the most ethically and racially diverse. By 2020, 50% of the workforce will be comprised of millennials and 75% by the year 2030. According to the W.E. Upjohn Institute and Southwest Michigan First's 269 Magazine, nearly one-third of Southwest Michigan's workforce and nearly half of all its supervisors are currently eligible to retire. Labeled the "Silver Tsunami" by Forbes, The Economist and other pundits have noted that; the exiting Baby Boomer generation is retiring at a rate of 10,000 workers per day in the USA according to the Bureau of Labor Statistics. Who is going to fill these vacancies? Who is going to fill the emerging jobs of the future? The answer: millennials. Simply put, the focus needs to be put on the current and incoming millennial employees as they begin to take over the current workforce.

Southwest Michigan's Current Demographics

- The following counties are covered when describing the Southwest Michigan region:
 - Berrien
 - Branch
 - Calhoun
 - Cass
 - Kalamazoo
 - St. Joseph
 - Van Buren
- Labor Force: 383,589
- Employed: 363,928
- Unemployed: 19,661
- Unemployment Rate: 5.1%
- Median Income: \$46,640
- Population: 781,788
- # of College Student: 44,690
- 15,789 Companies
- 377,136 Jobs
- 5 Community Colleges
- 3 Private Colleges / Universities
- 1 Research University

Importance of Southwest Michigan First

Southwest Michigan First (SMF) is the local economic developer located in downtown Kalamazoo and has a Board of Directors that consists of local CEOs, vice presidents, executives, and educators. Being the sole leaders of economic development, retaining and attracting millennial talent starts with this office. In the summer of 2016, Southwest Michigan First conducted a survey that yielded 250 millennial responses. Found in Appendix A, this survey successfully identified key areas that are important to millennials when choosing a place to live and work. It only makes sense to use this data as a foundation building block for identifying what Southwest Michigan can do to retain and attract millennial talent.

As aforementioned, SMF's Board of Director's is populated with our region's greatest leaders, which provides a strong variety of channels and avenues for this information to travel through. Considering the fact that Southwest Michigan First has conducted and presented research on the millennial generation, presenting the following information on how to attract and retain millennial talent to our region's companies only provides further opportunity for the economic developer's to better serve the region in filling jobs vacancies, attracting companies to relocate to the region, and convincing millennials that Southwest Michigan is the place to be. Each year Southwest Michigan First hires a team of interns to conduct research, gain leadership experience, and share first hand millennial insight. The desire is there to become a millennial hub. The opportunities are out there for our region to successfully retain and attract millennial talent. With the help of the economic development team at Southwest Michigan First, the region will become a millennial hot spot of its own and will continue to grow as a thriving location for millennials to come live and work.

What is Important to Millennials?

Finding a Place to Live & Work

The Southwest Michigan First Millennial Survey found that the top six priorities of millennials in determining a place to live were job opportunities, cost of living, location, safety, education, and recreation/entertainment in that order. The following are important statistics to consider from the SMF survey in regards to what millennials are looking for in a place to live and work:

- **88.6%** of respondents indicated that the presence of quality higher education opportunities is important in deciding where to live.
- **79.4%** of respondents agreed or strongly agreed that Southwest Michigan has attractive higher education opportunities.
- If a job were to be available, **77.1%** of respondents said that they would live in the same community as they attended college.
- **80.1%** of Millennials put Cost of Living as one of the Top 5 things they look for in a city.
- **82.8%** of survey respondents listed an active hobby or outdoor recreational activity as one of the top 3 things they do in their free time.
- **82%** of survey respondents said that Southwest Michigan offers enough of the activities they enjoy.

(Southwest Michigan First Survey 2016)

Further research shows that millennials want a strong presence of quality higher education opportunities. Factors like urban housing, shopping, availability of bars and restaurants, and entertainment all play a role in determining an attractive place to live for millennials as well. Big picture items like diversity, arts & culture, and a commitment to giving back to the community

are also strong contenders when making a decision. It's hard, however, to say exactly how diverse a culture needs to be, what the arts and culture scene needs to look like, or what community service opportunities need to be available in order for a region to be attractive to all millennials. Similar to many other pieces of the puzzle, there is no clear definition behind these attributes, just the fact that they need to be present in some way, shape, or form in order to add to the attractiveness of a place to live.

Millennials in Corporate Culture

In the January/February 2016 edition of 269 Magazine, an article titled *The Race for Millennials* explores the ins and outs of millennials within corporate culture. Ted Roelofs goes into detail about how companies can better serve the overwhelmingly large generation entering the workforce and taking leadership roles. The following topics were discussed in his article:

- Technology & Education
- Culture & Creativity
 - Mobility
- Flexible Scheduling
- Telecommuting Options
- Paid Volunteer Days
- Humble Leadership
- Health & Fitness Options
- Fitness Classes
- Constant Feedback
- Accountability
- Stability & Opportunity
- Diversity
- Sustainability

This is not an exhausted list but merely some of the most important factors that millennials are looking for in choosing a place to work. Taking a glance at the region's current corporate cultures across the board, some companies are excelling while others are lagging behind. Catching everyone up to speed and making sure every company within the region is offering at least some of the aforementioned qualities will ensure that our region as a whole becomes more and more attractive to millennials as we try to retain and attract top talent.

Beyond basic workplace culture, there are a number of intrinsic pieces about a company's culture that need to click with a millennial in order for them to enjoy the company they work for and the work that they're doing. Research from Southwest Michigan First, the Deloitte Millennial Survey, and 269 Magazine show that millennials are more values based than what originally meets the eye. They want to be recognized for their values in the workplace, not just their strengths. As seen in the following paragraph, corporate ethics and values are an important factor that millennials consider when determining whether or not they fit within a workplace environment.

Ethical values are important, but millennials want the "why" first. They want to know that their work is going to be meaningful. If there is a more efficient way to complete a task they will be sure to point it out. The sky is the limit in their minds. Without the feeling of doing meaningful work, companies are likely to see a lower and lower tenure of employees. It is often noted that millennials don't stay at their companies as long as previous generations have, but a great deal of it has to do with not feeling as though they are doing meaningful work. Additionally, this comes from the feeling that the boss is a boss versus a coach. Collaboration, teamwork, and

communication have been at the core of the evolving millennial lifestyle; it's how they work best. Management that yields more of a coaching leadership style versus an autocratic boss / dictatorship style has proven to be significantly more effective in reaching millennials on a corporate level. The overarching theme is that millennials need to be rewarded for longevity, faithfulness, and making things happen. Affirmation in these areas will make them feel appreciated and as if they are making a difference with the work they are performing.

Southwest Michigan First's Millennial Survey and the Deloitte 2016 Millennial Survey revealed the following about millennials desires in corporate culture:

- More than half of Millennials surveyed reported they would prefer to create their own schedule/have flexible hours (**52%**) or would prefer to not work a typical 8 am to 5 pm workday (**11%**).
- **84.8%** of respondents listed their desired number of hours they wished to work per week as 40 hours or greater.
- Those intending to stay with their organization for more than five years are twice as likely to have a mentor (**68%**) than not (**32%**).
- **56%** of Millennials have ruled out ever working for a particular organization because of its values or standard of conduct.

(Southwest Michigan First Millennial Survey)

(Deloitte – The 2016 Millennial Survey)

Further Recommendations

1. Tuition Reimbursement Programs

The presence of quality higher education opportunities is an extremely important factor millennials consider when choosing a place to live or work. Looking beyond undergraduate programs, millennials consistently want to be “lifelong learners”, learning both in and out of the workplace. There are a number of companies in the region currently participating in tuition reimbursement programs that allow employees to work and obtain further education at a college or university without having the burden of such hefty education costs. Local companies like DENSO, Eaton, Whirlpool, Fabri-Kal, and Summit Polymers have solidified tuition reimbursement programs, promoting and encouraging employees to obtain a higher level of education during their career. This also includes short term skill development, like WMU’s executive education programs such as the Emerging Leaders Development Program.

In addition to providing tuition reimbursement for millennials, offering scholarship and programs that assist high school graduates with paying for college is an additional step companies can take to attract talent to their companies. Not only do millennials want to further their education, they want to know that there will be financial security when sending their children off to college. Similar to The Kalamazoo Promise, our region’s companies can provide scholarship programs to better engage high school graduates and encourage them to pursue higher education opportunities.

Currently, the typical internship opportunity is offered to undergraduate students after their junior or senior year of college. Shifting the focus of internships to first and second year

undergraduate students allows for a new relationship to be built. Starting the internship process earlier on in a student's college career fosters a potential longer-term relationship between the intern and the company. This plays directly into the efforts of our region to retain millennial talent. Assuming the success of an intern, the company can then offer a full-time employment opportunity to the intern with confidence knowing that they align with the corporate culture, have a strong work ethic, believe in the company's brand, and can be a brand ambassador as they move forward in their career.

2. Emphasize the Recreation of the Region

As found through Southwest Michigan First's research, recreation is one of the important factors for millennials to consider when choosing a place to live and work. Attracted to the healthy living lifestyle, millennials are looking for ways to be active, engage in their community and enjoy the outdoors. Southwest Michigan has a broad spectrum of opportunities for millennials to be engaged in the outdoor recreation scene. Here are some of the top outdoor recreational activities that Southwest Michigan has to offer, as presented by Southwest Michigan First:

- Take a Trip to the Beach: Southwest Michigan has the great privilege of being on the coast of Lake Michigan with some of the best beaches in the country
- Explore Michigan's Wine Country: Our region is host to vineyards and wineries galore offering a unique experience with locally-aged and hand crafted wines.
- Bike the Outdoor Trails: With new trails just recently added to the region, millennials can spend their free time biking miles of trails across the region.

In addition to these outdoor recreational activities, there are a number of activities to keep millennials entertained, engaged, and interested in what the region has to offer. Unique craft

beers, local farmer's markets, zoo's and museums, and a number of eccentric nightlife opportunities await. On top of the amazing opportunities offered within the region, if you need to get out of town, you can "jump in your car and head to Detroit to catch a Tigers baseball game or Chicago for a Bears football game in two hours or less! Grand Rapids is less than one hour to the north or you can really head "up north" to Petoskey, Mackinac Island or Traverse City" (Southwest Michigan First, n.d.). With this prime location that allows a day trip to Chicago or a trip around Pure Michigan, the offerings and opportunities of living in Southwest Michigan are limitless.

3. Rebrand the Region

The materials are there; they are just not being presented properly. What does this mean? It means that Southwest Michigan has the assets and qualities it needs to attract millennials to our region, it just isn't being presented to them in a manner that is effective. The goal is to become a region of excellence and attracting millennial talent is on the forefront of achieving this goal. How can the region's companies and educators better present what Southwest Michigan has to offer? A simple marketing mix will identify key areas that our region can focus on to better attract and retain millennials to Southwest Michigan. Broadly identifying the target market in this case is simple:

- Millennials (Male & Female / All Ethnicities)
- Aged 18-37
- Current student or college graduate
- Seeking a place to live or employment

Product: Southwest Michigan

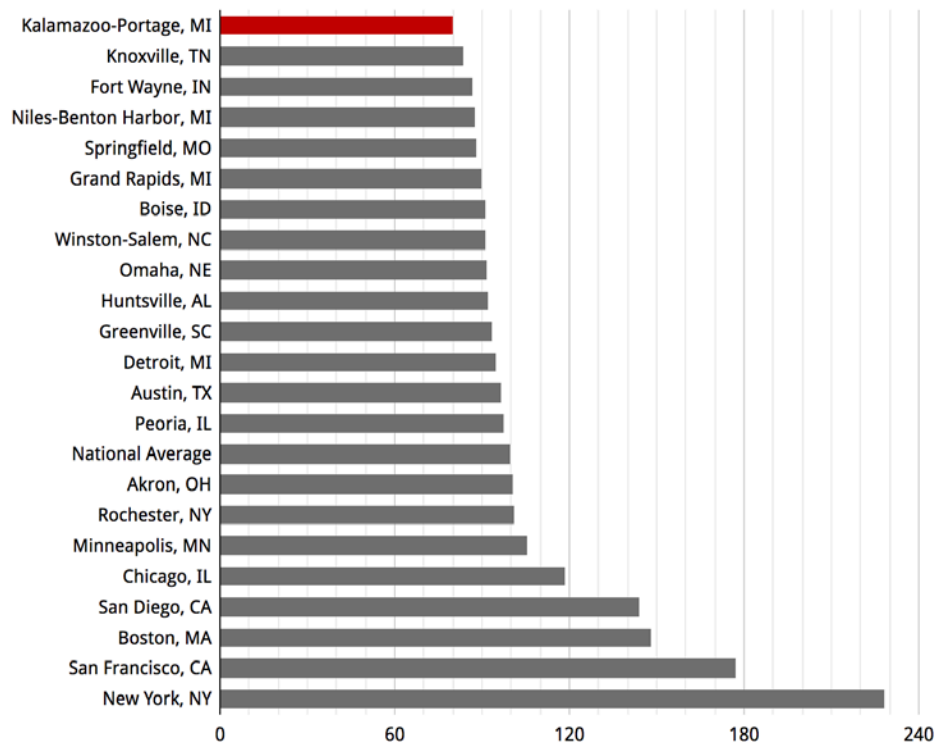
The “product” being sold in this case is the region. Convincing and proving to millennials that Southwest Michigan is an attractive place to live and work is the ultimate end goal. This seven-county region has much to offer including a low cost of living, respected higher education opportunities, Fortune 500 companies, a plethora of outdoor recreational activities, and much more. The largest part of selling the region consists of recruiting talent to our companies. In an ideal world, a millennial will have the ideal job with the ideal location.

Once someone is sold on a company or a job opportunity, it is then time to show off what the location has to offer. There are some instances when someone has a certain level of affinity to an area where they will look solely in that area to start their career. Millennials often have an idealized image of where they want to live and what they want their career to look like right out of college. For some, the goal is achieved. Unfortunately, there is no trend in regards to whether millennials choose to find work across the country, stay close to home, or look to move to a big city – it’s all a matter of preference and what aligns with individual goals and aspirations. This is where our region’s leaders can step in and show the millennial generation what our region has to offer. Combining elite job opportunities with regional excellence will continue to retain and attract millennial talent.

Price: Cost of Living

What is the price of the product? “According to 2016 annual average data found in the Cost of Living Index by the Council for Community and Economic Research, [Kalamazoo] boasts a cost of living 19.9% less than the national average” (Southwest Michigan First, n.d.). Data taken from

the Southwest Michigan First Millennial Survey yields that cost of living ranks second most important behind job opportunities for when choosing a place to live and work. It's specifically the affordable cost of living in the region that continues to drive the low cost of living for Southwest Michigan. "Among the 264 urban areas that participated in the 2016 index, the after-tax cost for a professional / managerial standard of living ranged from more than twice the national average in New York (Manhattan), NY to almost 20 percent below the national average in McAllen, TX. The Kalamazoo-Portage MSA ranked in the Top 5 Urban Areas in the U.S. with the most favorable cost of living" (Southwest Michigan First, n.d.). A low cost of living allows for more saving, investing, and spending of money on necessities further allowing individuals to enjoy every aspect of Southwest Michigan. Below is a visual representation of how Kalamazoo compares to other cities in the country in regards to cost of living:



(The Council for Community and Economic Research, 2017)

What is the price of getting the message out to our region's leaders and economic developers? With an initial presentation of information to Southwest Michigan First, the local economic developer, word-of-mouth will be the primary source of information to the rest of the region. This method of getting the word out essentially costs nothing. The marketing and advertisement costs come into play when looking at the retention and attraction pieces of millennial talent. Most of the cost will be incurred with the rebranding of the region.

Place: 5 Community Colleges, 3 Private Colleges / Universities

It only makes sense to work on retention before focusing on attraction. If we are unable to convince the millennials that are currently here to stay in the region to live and work, the task of attracting millennials from other regions becomes significantly more challenging. When selecting a college or university to attend, a perspective student isn't going to choose to attend the school where no one had school spirit, the students hated the school culture, and there was no one to back the credibility behind the college. The same applies when the millennial generation is choosing a place to live and work. Focusing efforts first on retention and then on attraction will yield long-term results. Initiating retention efforts should begin in the five community colleges and three private colleges / universities within the region. There are 44,690 millennials at the fingertips of employers that just need convincing that this region has to offer exactly what they're looking for. According to data found at Southwest Michigan First, there are over 300,000 college students within a 2-hour driving radius of the region offering our companies and employers a strong pool of millennial talent to choose from when hiring new employees. With this in mind, the best place to market the region's benefits is at the local colleges and universities.

With the youngest millennials just graduating high school and entering college, growing the affinity to the region is essential. The Kalamazoo Promise is a great asset for our region in regards to retaining and attracting individuals and young families to the Kalamazoo area. With minimal time left before the entire generation is in the workforce, there is no better time than now to focus regional marketing efforts on retaining and attracting new millennial talent. It will be more of a challenge to attract a millennial in their late 20's / early 30's as they have likely started their careers as well as started their families. This leaves us with current undergraduates and soon to be high school graduates as the prime target for these attraction and retention efforts. Starting with the local colleges and universities is the best place to start in kick-starting these efforts.

Promotion: Rebranding & Communication through Technology

The best way to reach millennials is through the devices that they are commonly known for being addicted to. Television commercials, radio advertisements, and newspaper articles are not the best forms of communication when trying to reach the millennial generation. With the rebranding of our region, the best way to communicate the benefits of living and working in Southwest Michigan will be through social media campaigns and online advertisements. The “Pure Michigan” campaign is a great example of a much larger rebranding done at the state level. If you were to search the hashtag “#puremichigan” on Instagram, more than three million posts have been made using the hashtag. There are often negative connotations around millennial usage of technology. However, given that it is currently one of the more constant factors with the generation, it only makes sense to use it as a primary source of communication when trying to attract and retain this specific audience.

Who Receives this Information?

This information and research is best suited for our region's CEO's, economic developers, and our local political leaders. With connections to all three of these facets, Southwest Michigan First is the initial target in presenting this information. With this information, they will be able to make logical decisions in regards to how we can better retain the millennial talent in our region.

From there, it's a matter of selecting which companies require the most attention in regards to acquiring and retaining millennial talent. A number of companies already have tuition reimbursement programs in place. Additionally, companies are beginning to understand the necessity of technology in the workplace and are implementing new technologies into their company culture. As stated throughout, the region isn't failing in regards to having what millennials want; it is falling short in making them aware that they have it.

The end goal is for this message to reach the millennial audience. First, the message is to be received by millennials who live within the region as to focus primarily on retention and then received by millennials who are searching for a place to live and work on a national level as to shift the focus on attraction of millennial talent.

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Southwest Michigan First – Millennial Survey

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Appendix A: Southwest Michigan First – Millennial Survey

Q1 What is your age?

Q2 What is your gender?

- Male (1)
- Female (2)
- Choose not to respond (3)

Q3 Please identify your ethnicity:

- White (1)
- Black or African American (2)
- American Indian or Alaska Native (3)
- Asian (4)
- Native Hawaiian or Pacific Islander (5)
- Other (6)

Q4 What city did you grow up in?

Q5 What city do you currently live in?

Q6 Where did you / do you / plan to attend college?

Q7 Are you currently enrolled in college?

- Yes (1)
- No (2)

Q8 Rank the following in order of importance in choosing a city in which to live (most preferred item at the top):

- _____ Cost of Living (1)
- _____ Education (2)
- _____ Entertainment / Recreation (3)
- _____ Food & Drink (4)
- _____ Job Opportunities (5)
- _____ Location (6)
- _____ Public Transportation (7)
- _____ Retail (8)
- _____ Safety (9)
- _____ Size (10)
- _____ Urban Housing Availability (11)
- _____ Walk-ability (12)
- _____ Other (13)

Q9 If you prioritized Other above, what do you value that was missing from our list when choosing a city in which to live?

Q10 Which of the following types of areas would you prefer to live in?

- Urban (1)
- Suburban (2)
- Rural (3)

Q11 How far are you willing to travel to work?

- < 15 Minutes (1)
- 15 - 30 Minutes (2)
- 31 - 45 Minutes (3)
- 46 - 60 Minutes (4)
- > 60 Minutes (5)
- Not a Determining Factor (6)

Q12 What is the desired number of hours you wish to work per week?

Q13 Do you prefer a typical 8 am to 5 pm workday?

- Yes (1)
- No (2)
- I would prefer to make my own schedule or have flexible hours (3)

Q14 Have you lived in the Southwest Michigan region?

- Yes (1)
- No (2)

Q15 I have most recently lived closest to or in:

- Battle Creek (1)
- Benton Harbor (2)
- Kalamazoo (3)
- I haven't lived near or in any of the above options (4)

Q16 I have most recently visited:

- Battle Creek (1)
- Benton Harbor (2)
- Kalamazoo (3)
- I've never visited any of the above options (4)

Q17 Do you agree or disagree with the following statements about Southwest Michigan:

	Strongly Agree (1)	Agree (2)	Neither Agree nor Disagree (3)	Disagree (4)	Strongly Disagree (5)
The location, relative to Chicago and Detroit, makes it a more desirable place to live. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is adequate downtown housing availability. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The location is attractive in choosing where to live / work. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There are enough family-friendly neighborhoods (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is a safe place to live. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is a safe place to visit. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would feel safe raising a family there. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There are attractive higher education opportunities. (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being able to walk to work is important in choosing the city where I live. (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q18 Do you agree or disagree with the following statements about Southwest Michigan:

	Strongly Agree (1)	Agree (2)	Neither Agree nor Disagree (3)	Disagree (4)	Strongly Disagree (5)
There is a sufficient amount of biking / hiking / walking trails. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is an active outdoor recreational community. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The nightlife caters well to millennials. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am interested in the Art & Festival activities. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There are sufficient concert venues. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is a diverse selection of restaurants. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There are affordable dining options. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The job market will continue to grow. (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is a sufficient amount of retail options. (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

There is sufficient public transportation. (10)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The climate would prevent me from living in the area. (11)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The public transportation is safe to use. (12)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public safety is adequate. (13)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q19 Do you agree or disagree with the following statements about the Kalamazoo area:

	Strongly Agree (1)	Agree (2)	Neither Agree nor Disagree (3)	Disagree (4)	Strongly Disagree (5)
The Kalamazoo area is a safe place to live (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Kalamazoo area is a safe place to visit (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The public transportation in the Kalamazoo area is safe to use (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would feel safe raising a family in the Kalamazoo area (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The safety officials adequately meet the needs of Kalamazoo area residents (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The nightlife caters well to millennials. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is a high level of political transparency. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The job market will continue to grow. (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<p>There are adequate job opportunities for millennials. (9)</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p>I am aware of the Kalamazoo Promise and the benefits it offers to KPS students. (10)</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p>The Kalamazoo Promise would encourage me to live in the area. (11)</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p>There are attractive higher education opportunities. (WMU, KCollege, KVCC) (12)</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p>Kalamazoo is a walkable city. (13)</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q20 Do you agree or disagree with the following statements about the Kalamazoo area:

	Strongly Agree (1)	Agree (2)	Neither Agree nor Disagree (3)	Disagree (4)	Strongly Disagree (5)
There is a sufficient amount of retail downtown Kalamazoo. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The retail caters to the needs of millennials. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My religious needs are met. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kalamazoo is a diverse community. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kalamazoo is open and accepting to diversity. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The population size makes it a more desirable place to live. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kalamazoo's parks are welcoming to the public. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The transportation system meets the city's needs. (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I am interested in the Art & Festival activities. (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with the amount of bars / breweries. (10)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is a diverse selection of restaurants. (11)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There are affordable dining options. (12)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with the amount of coffee shops / cafes. (13)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q21 Would you consider living in Southwest Michigan?

- Yes (1)
- No (2)

Display This Question:
If Would you consider living in Southwest Michigan? Yes Is Selected

Q22 Do you have any further suggestions on improving Southwest Michigan?

Display This Question:
If Would you consider living in Southwest Michigan? No Is Selected

Q23 What changes need to be made in order for Southwest Michigan to become a desirable place to live?