February 2016

Partnering for Prosperity

Economic Development Strategy for Southeast Michigan

SEMCOG Southeast Michigan Council of Governments
Developing Regional Solutions

MAC Metropolitan Affairs Coalition
Improving quality of life and creating economic opportunity through regional cooperation

SEMCOG. . . Developing Regional Solutions

Mission

SEMCOG, the Southeast Michigan Council of Governments, is the only organization in Southeast Michigan that brings together all governments to develop regional solutions for both now and in the future. SEMCOG:

- Promotes informed decision making to improve Southeast Michigan and its local governments by providing insightful data analysis and direct assistance to member governments;
- Promotes the efficient use of tax dollars for infrastructure investment and governmental effectiveness;
- Develops regional solutions that go beyond the boundaries of individual local governments; and
- Advocates on behalf of Southeast Michigan in Lansing and Washington.

MAC Metropolitan Affairs Coalition

Mission

The Metropolitan Affairs Coalition (MAC), a non-profit public/private partnership, is the only group that brings business, labor, government and education leaders together to build consensus and seek solutions to regional issues. It promotes regional cooperation and dialogue, and works to advance policies and programs that enhance the region's economic vitality and quality of life. With its partner organization SEMCOG (the Southeast Michigan Council of Governments), and the diverse perspectives of its members, MAC is uniquely positioned to be a catalyst for change and help move the region and state forward. For more information about MAC please go to www.mac-web.org.

Partnering for Prosperity:
Economic Development Strategy for Southeast Michigan

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Abstract

Partnering for Prosperity employs a comprehensive approach to economic development for the seven-county Southeast Michigan region. Created by SEMCOG, the Southeast Michigan Council of Governments, and Metropolitan Affairs Coalition (MAC), *Partnering for Prosperity* is built upon extensive public outreach, research, and data analysis. A task force composed of government, business, economic development, education, workforce, labor, nonprofit, and other representatives guided development of the strategy that spans the region's community assets, business climate, and talent and innovation. It reflects Southeast Michigan's current and future needs, and identifies opportunities for building on our strengths and assets and addressing our challenges in order to grow investment, businesses, jobs, and create economic opportunity for residents.

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Executive Summary

Figure 1
Economic Development Strategies

Partnering for Prosperity employs a comprehensive approach to economic development. It is comprehensive in both the scope of its set of interrelated strategies and in its focus on regional collaboration to advance them. It will take the efforts of many public, private, educational, and nonprofit organizations to carry out the breadth of actions set forth in these strategies . . . all of which are necessary to truly benefit Southeast Michigan's economy and its residents.

Figure 1 displays the 11 broad-based economic development strategies that encompass community assets, business climate, and talent and innovation. These are all important factors in growing investment, businesses, and jobs.

Creation of these strategies, and their associated action steps, was informed by extensive public and stakeholder participation; research and data analysis; review of other plans and reports that relate to the region; and guidance of the Economic Development Strategy Task Force. These strategies reflect Southeast Michigan's current and future needs, and identify opportunities for building on our strengths and assets and addressing our challenges. A list of regionally significant projects, that advance the strategies, is also presented. Following is a brief description of each of the strategies.

Community Assets Strategies

Marketing the Region: Market the region to local, regional, statewide, national, and international audiences. Highlight Southeast Michigan's advantages as a choice location to live, work, visit, and conduct business. Continue and strengthen collaborative efforts to grow business, jobs, and tourism at a local, national, and international level.

Strengthening Quality of Place: Support efforts, at the regional and sub-regional level, to expand upon, create, and publicize a diverse set of places sought by residents and businesses making location decisions. Promote a range of experiences, services, and infrastructure that attract creative workers and industries, increase hospitality and retail business clientele, and support tourism. Use natural assets and outdoor recreational opportunities to develop small businesses, and attract residents and visitors to the area. Contribute to a positive image and promote emerging green-economy industries by highlighting and encouraging sustainable development.

Investing in Critical Infrastructure: Maximize infrastructure investments and, where appropriate, make efficient use of resources by better coordinating different types of infrastructure projects. Engage in collaborative efforts and seek innovation in financing, building, operating, and maintaining infrastructure systems. Take actions that sustain the region's economy and quality of life.

Enhancing Transportation Connections: Use transportation assets to sustain our economy, attract new business, and connect people at various stages of life with opportunities for employment, education, health care, and other services. Maintain and enhance the safety, efficiency, condition, and resiliency of the region's transportation system by investing in transportation needs, as set forth in SEMCOG's Regional Transportation Plan. Pursue adequate funding at federal, state, and local levels to sustain and enhance the system. Support development of Intelligent Transportation Systems, connected vehicles, and other emerging technologies to help address regional transportation system challenges. Sustain resilient, reliable, and efficient international border connections with Ontario to reinforce Southeast Michigan's ability to serve as host to the primary ports of entry to Canada, the United States' largest two-way trading partner.

Business Climate Strategies

Expanding Trade and Investment: Build upon core and emerging business clusters (e.g., automotive and advanced materials), increase export of goods and services, attract business investment, and diversify the economy. Link strategies focused on existing clusters and target industries with growing exports and foreign direct investment.

Supporting Business Growth: Support business growth by improving the ease and cost of conducting business in a manner that meets community values and maintains vital public services and infrastructure.

Increasing Capital Funding: Match businesses with the appropriate sources of financial capital needed to launch or operate their enterprise. Increase availability of capital to businesses, both in the amount of funding and its accessibility. Continue building funding availability across a continuum of business financing sources, including equity, debt, and less traditional sources such as venture capital, angel capital, and early-stage financing. Connect business owners with these financing sources, including those located in economically distressed and underserved communities.

Growing Entrepreneurship: Encourage business ventures by making it easier for entrepreneurs to take calculated risks to start and grow small businesses. Match aspiring entrepreneurs and small businesses with the information, business finance, and technical resources they need to succeed. Help entrepreneurs identify growth sectors.

Talent and Innovation Strategies

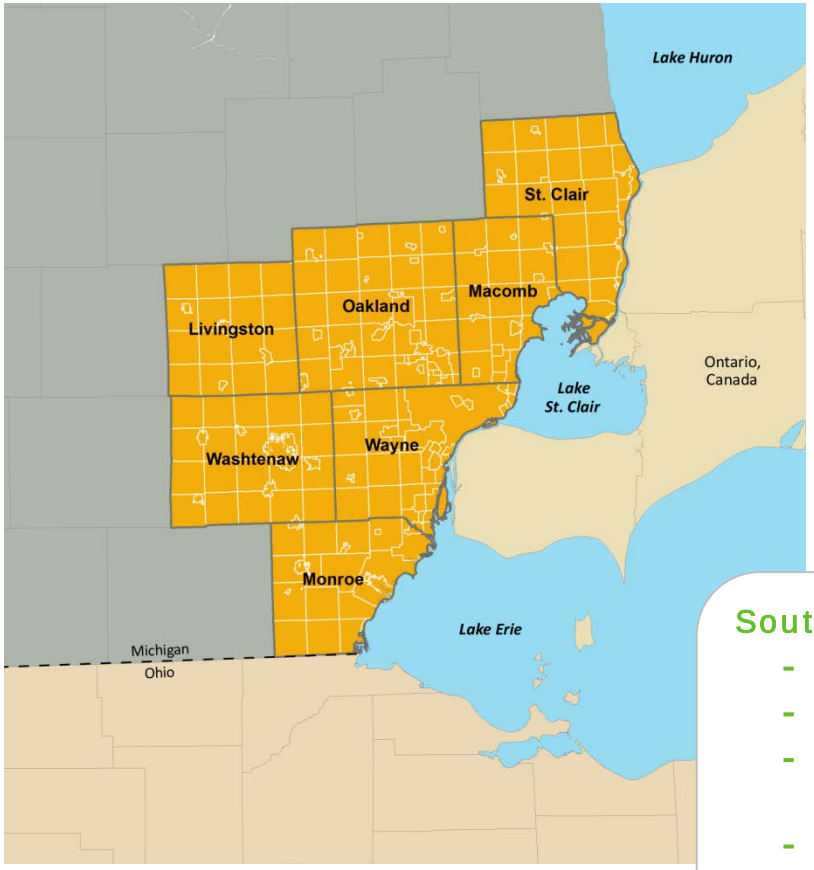
Advancing Innovation and Technology: Build upon Southeast Michigan's business expertise, research and educational institutions, and other support services to grow investment and jobs in existing industries as well as other fields that diversify the economy. Ensure that workforce skills and training continue to evolve to take advantage of new economic and career opportunities.

Educating Our Future Workforce: Strengthen and build collaboration between education and business to ensure students develop problem solving, critical thinking, analytical, and other skills needed for lifelong learning and career success. Promote best practices for creating career- and college-ready students through collaborative programs such as career technical education, early/middle college, and community college programs. Develop career pathways in partnership with employers to help students identify potential areas of interest and make informed decisions about post-secondary education options and careers.

Connecting People and Jobs: Identify causes of the disconnect between people and employment opportunities. Develop recommendations, strategies, and tools to connect people with jobs and career advancement opportunities. Strengthen collaboration among workforce development agencies, education and training organizations, state and federal agencies, labor organizations, employers, and others to further develop an infrastructure for improving access to jobs, which may include transportation and support services, career readiness programs, and training for in-demand careers.

Introduction

Figure 2
Southeast Michigan Region



Partnering for Prosperity employs a comprehensive approach to economic development for the Southeast Michigan region, which includes Livingston, Macomb, Monroe, Oakland, St. Clair, Washtenaw, and Wayne Counties. The economic development strategy spans the region's community assets, business climate, and talent and innovation. It reflects Southeast Michigan's current and future needs, and identifies opportunities for building on our strengths and assets and addressing our challenges, in order to grow investment, businesses, jobs, and create economic opportunity for residents.

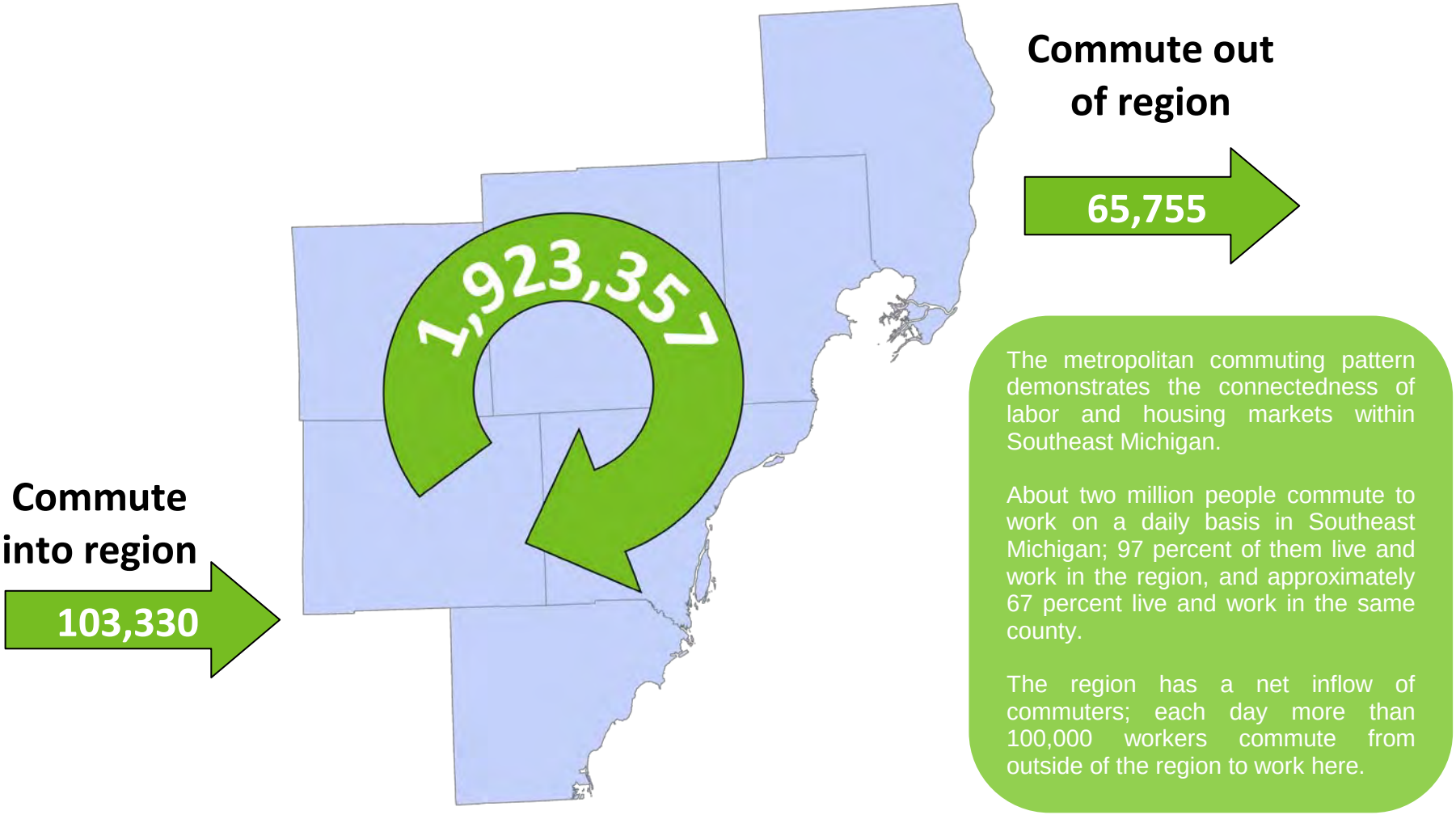
With a gross domestic product (GDP) of $243 billion[1], the regional economy is larger than that of a number of states.

Southeast Michigan is home to:

- About **4.7 million** people, **48 percent** of state's population
- **7** counties, **93** cities, **24** villages, **115** townships
- **Over 100,000** private-sector businesses that employ over **1.7 million people**
- More than **2,500** businesses with **over 100 employees**
- More than **100** businesses with **over 1,000 employees**

[1] inflation-adjusted 2009 dollars.

Figure 3
Commuter Flows in Southeast Michigan, 2009-2013



The metropolitan commuting pattern demonstrates the connectedness of labor and housing markets within Southeast Michigan.

About two million people commute to work on a daily basis in Southeast Michigan; 97 percent of them live and work in the region, and approximately 67 percent live and work in the same county.

The region has a net inflow of commuters; each day more than 100,000 workers commute from outside of the region to work here.

Source: 2013 Census Transportation Planning Products.

Informing *Partnering for Prosperity*

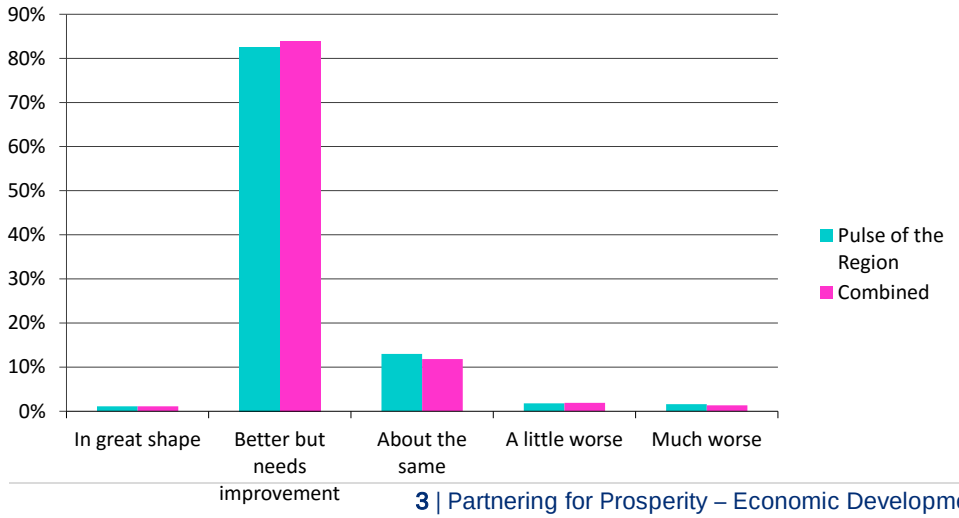
Partnering for Prosperity includes 11 broad-based economic development strategies and associated action steps that advance the strategies. As discussed below, creation of the strategies and action steps was informed by:

- extensive public and stakeholder participation that included information gathered from a Pulse of the Region Survey, SEMCOG and MAC meeting sessions, public forums, county-level meetings, and other meetings;
- research and data analysis;
- review of other plans and reports that relate to the region; and
- Economic Development Strategy Task Force guidance.

Pulse of the Region Survey and Meeting Results

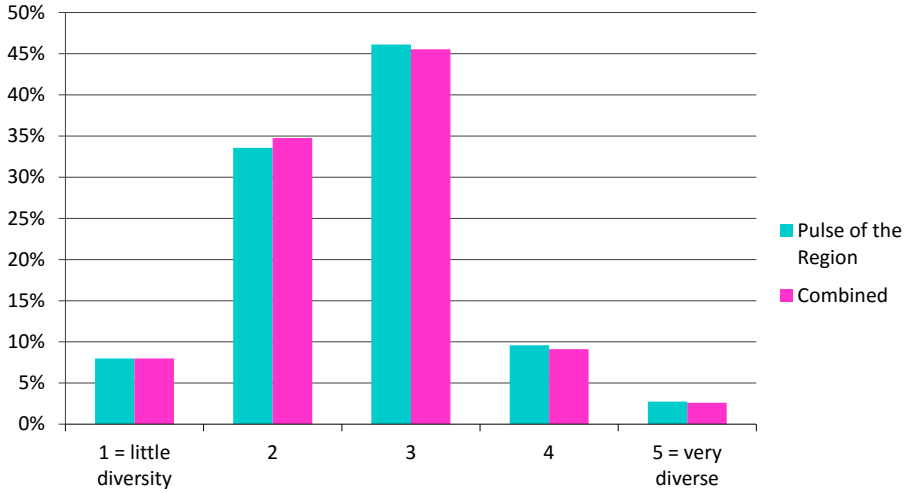
Area residents voiced their opinions about a variety of factors that contribute to Southeast Michigan's economy in an online Pulse of the Region survey. These questions were also posed at a SEMCOG General Assembly meeting and a MAC Board meeting. The results follow (blue bars are Pulse of the Region survey responses; pink bars reflect survey responses, plus responses from the SEMCOG and MAC meetings).

Compared with 2010, do you feel that the economy is:



More than 80 percent of respondents think that the economy is doing better than it was in 2010 – when the region was suffering the effects of the Great Recession – but it still needs improvement.

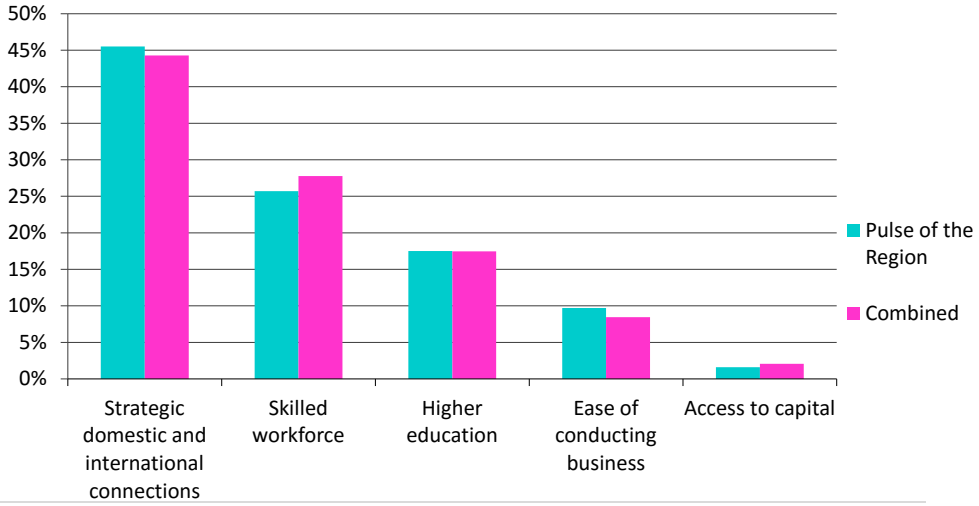
On a scale from 1 to 5, how economically diverse is Southeast Michigan?



About 80 percent of all respondents ranked Southeast Michigan's economic diversity as a 2 or 3 . . . with 1 meaning little diversity and 5 being very diverse.

In this case, economic diversity speaks to the different types of businesses in the region. Regions with more diversity among types of businesses are generally more economically resilient, as this diversity makes them better able to weather industry/economic downturns.

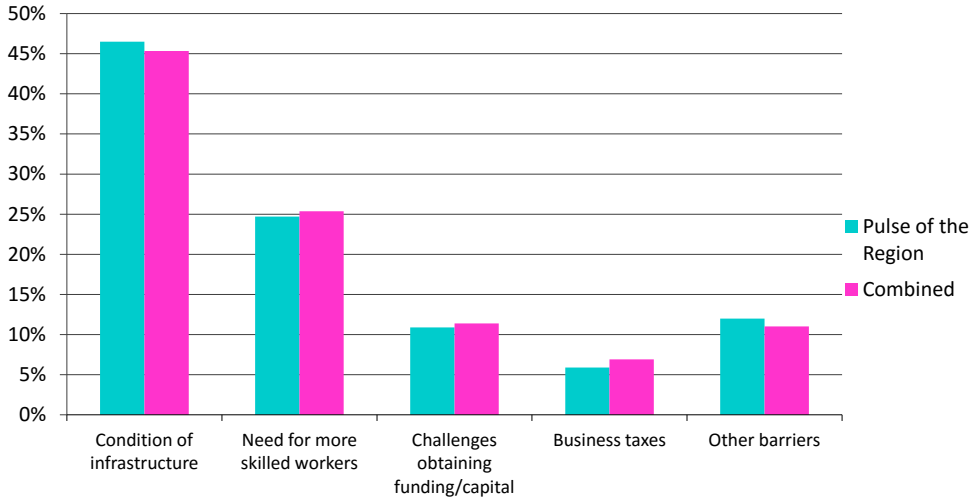
What do you think is Southeast Michigan's greatest asset to attract or grow business?



Nearly half the people said strategic domestic and international connections are the region's greatest assets to attract and grow business.

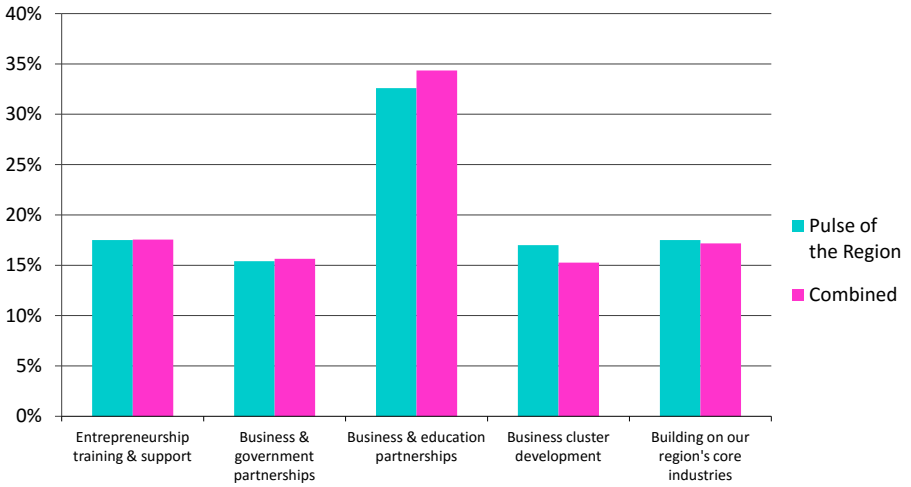
These are connections that facilitate trade . . . across North America, including with our neighbor Canada and with Mexico. Many respondents also consider our skilled workforce and higher education to be strong regional assets.

What do you think is the biggest challenge to creating more jobs in Southeast Michigan?



Almost half of respondents think that the condition of infrastructure is the biggest challenge to creating more jobs in our region. About a quarter of them think the need for more skilled workers is our biggest challenge.

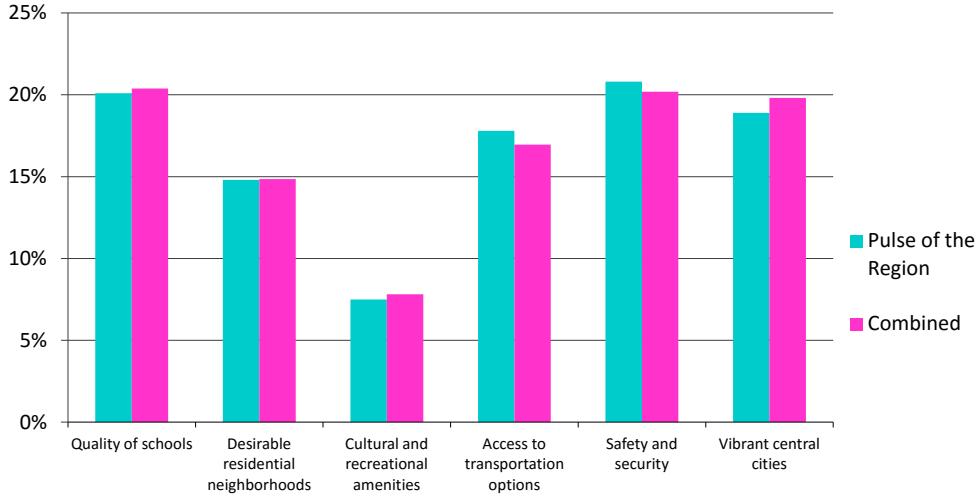
How do we support job growth at all income levels?



Business and education partnerships received the highest response for growing jobs at all income levels. The breadth of the other responses also tells us that it's important to do all of these things:

- engaging in business and government partnerships,
- building on our region's core industries,
- developing business clusters, and
- supporting entrepreneurship.

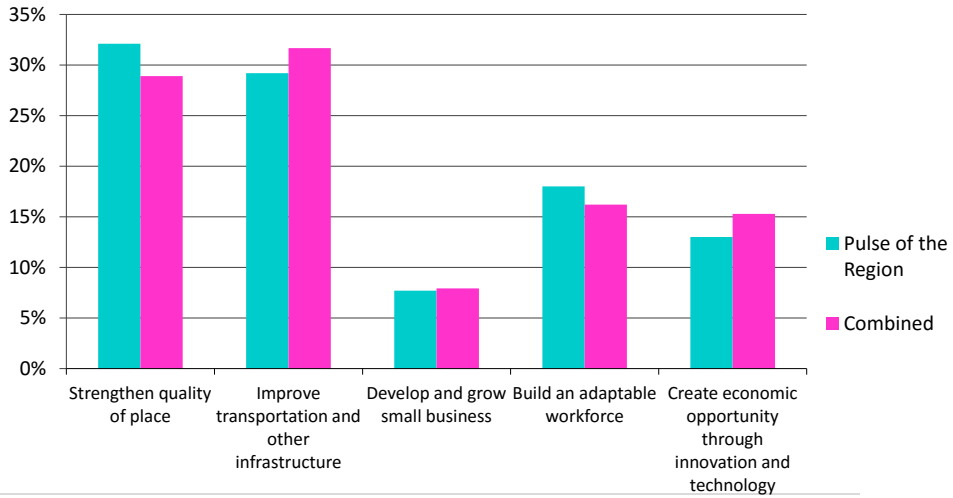
Which of the following quality-of-life factors do you think is most important in attracting and retaining employees?



Here, we see support for all of these quality-of-life factors to attract and retain employees. This indicates that safety, schools, vibrant central cities, cultural and recreational amenities, desirable neighborhoods, and transportation options are all important.

Of the following, which is the most important to our region's future?

Respondents voted for strengthening quality of place as most important to our region's future; improving transportation and other infrastructure is a very close second.



Public Forums

Public forums were held to delve deeper into three issue areas – Community Assets, Talent and Innovation, and Business Climate. During a facilitated discussion at each forum, participants shared thoughts on economic development opportunities and challenges, and suggested ways to build on our strengths and address our problems. Following is an overview of thoughts expressed at the forums.

Community Assets Forum

Participants discussed Southeast Michigan's Community Assets – those place-based resources such as quality-of-life amenities, transportation system, and other infrastructure – that make our region a desirable location to live, work, visit, and conduct business. They addressed the following questions:

- What are some types of community assets within our region?
- How can we continue to build upon/leverage these assets?
- What challenges may need to be addressed?
- What other assets do we need in our region?

It was noted that Southeast Michigan is unique in the number and breadth of assets and diverse recreational and cultural experiences in the region. However, people do not think about all of our natural assets. It was suggested we **increase marketing** of these assets within and outside of Southeast Michigan and showcase them to prospective businesses and residents.

Our **natural environment**, our waterways, land and water trails, parks, international wildlife refuge, and nature centers were identified as community assets. People shared ideas for marketing them, as well as for potential business opportunities. The **importance of the burgeoning local food economy** – including farmers' markets, agriculture, and community gardens – was also raised.

Continuing the marketing theme, people said we should **leverage our cultural and entertainment resources** through outreach and programming. **Downtowns and neighborhoods** were identified as components of thriving communities and participants shared thoughts on how to create more desirable communities.

Business and institutional assets, such as health care institutions, technology and defense, and research design capabilities, were also identified as community assets. People discussed **transportation and utility assets** and noted that **those without a car** have problems getting to work, accessing services, and so forth. They identified **internet connections** (both coverage and speed of service), our **transportation network**

(including airports and water ports), and **access to international markets** as assets upon which to build our economy. They also said we have **reliable industrial infrastructure/utilities**, and **abundant water** for business and residential use. To build on these assets, participants made suggestions like **creating better transportation connections**, **fixing the roads**, and **improving public transportation**.

Regional cooperation and **ideas on collaboratio**n also surfaced in this forum, as well as thoughts on talent and education.

Talent and Innovation Forum

Discussion centered on our workforce, education/training, innovation, and entrepreneurship, which are critical components of growing a 21st Century economy and creating well-paying jobs for Southeast Michigan residents. Participants addressed four broad questions:

- Does Southeast Michigan have a skills gap?
- How can we strengthen the entrepreneurial pipeline?
- What are the main challenges and opportunities for ensuring that the workforce has the education and skill levels needed by employers?
- How can we leverage the region's competitive advantages in technology and engineering?

Abundance of talent, existing workforce skills, and our education system are seen as assets to leverage. Conversely, participants agreed there's a **skills gap** – at all skills levels – between skills employers need and those possessed by the workforce.

Community assets, such as community colleges, universities, research institutions, and advanced manufacturing expertise, give Southeast Michigan a competitive advantage. These strengths can be translated to different industries.

It was noted that there are good careers beyond those that require a four-year degree. Students, parents, counselors, and others should be made aware of the **range of career possibilities and the educational options** to prepare for skilled-trades careers that often result in well-paying jobs.

Several **challenges related to education policy** need to be addressed, including lack of education funding and difficulty accessing quality schools. Participants discussed the **need to identify and promote future high-growth careers** where people can get a good job after completing the appropriate education or training.

Suggestions were also presented for **retaining college graduates** and **providing family support services** for those getting an education or entering the workforce.

Business Climate Forum

Attendees shared thoughts on creating an environment that is conducive to business growth and job creation. They addressed four broad questions:

- What factors would cause a business to locate or expand in our region?
- How can we on build on/leverage our region's business climate strengths?
- What are the challenges that may need to be addressed?
- What policies are needed to build on opportunities or address challenges?

Participants felt we need to **better market our region** as a desirable location to live and conduct business, and dispel negative perceptions. Suggestions included branding to attract business, and building upon the Pure Michigan campaign to expand messaging beyond tourism.

People talked about some of our **cost advantages**. They also discussed the importance of an up-front understanding of the site plan review, permitting, and regulatory process, as well as the need to be able to **move through this process in a timely manner**.

Participants also discussed **challenges** such as buildings that don't meet current standards and the difficultly of land assembly. Points were also raised about the **need for financial resources, other business support, and having a stable, predictable business environment**. This touched on the need for state economic development and other resources, as well as **collaboration** across municipal boundaries and levels of government, and across groups such as government, business, economic developers, foundations, and others.

Participants also identified **community assets** and **talen**t as factors that would cause a business to locate or expand in Southeast Michigan.

Economic Development Meetings

SEMCOG and the Metropolitan Affairs Coalition conducted public meetings in Livingston, Monroe, St. Clair, and Washtenaw Counties. During facilitated discussion, participants addressed the following questions about community assets, business climate, and talent and innovation.

- Where are you focusing your economic development efforts?
- How can we grow the economy by:
  - Building on unique characteristics?
  - Building on strengths?
- What challenges need to be addressed?

These discussions addressed broader, as well as more location specific, information about economic development opportunities and challenges to be addressed. They helped delve deeper into what should be considered in the economic development strategy and informed the types of actions that can be applied regionwide – or in different parts of the region – to benefit the economy. Information shared during these sessions is reflected in *Partnering for Prosperity's* strategies and action steps.

SEMCOG General Assembly Meeting

SEMCOG's October 2015 General Assembly meeting focused on the talent component of the economic development strategy. Information shared at this meeting helped inform strategies and action steps related to workforce development, education, training, and connecting people with jobs.

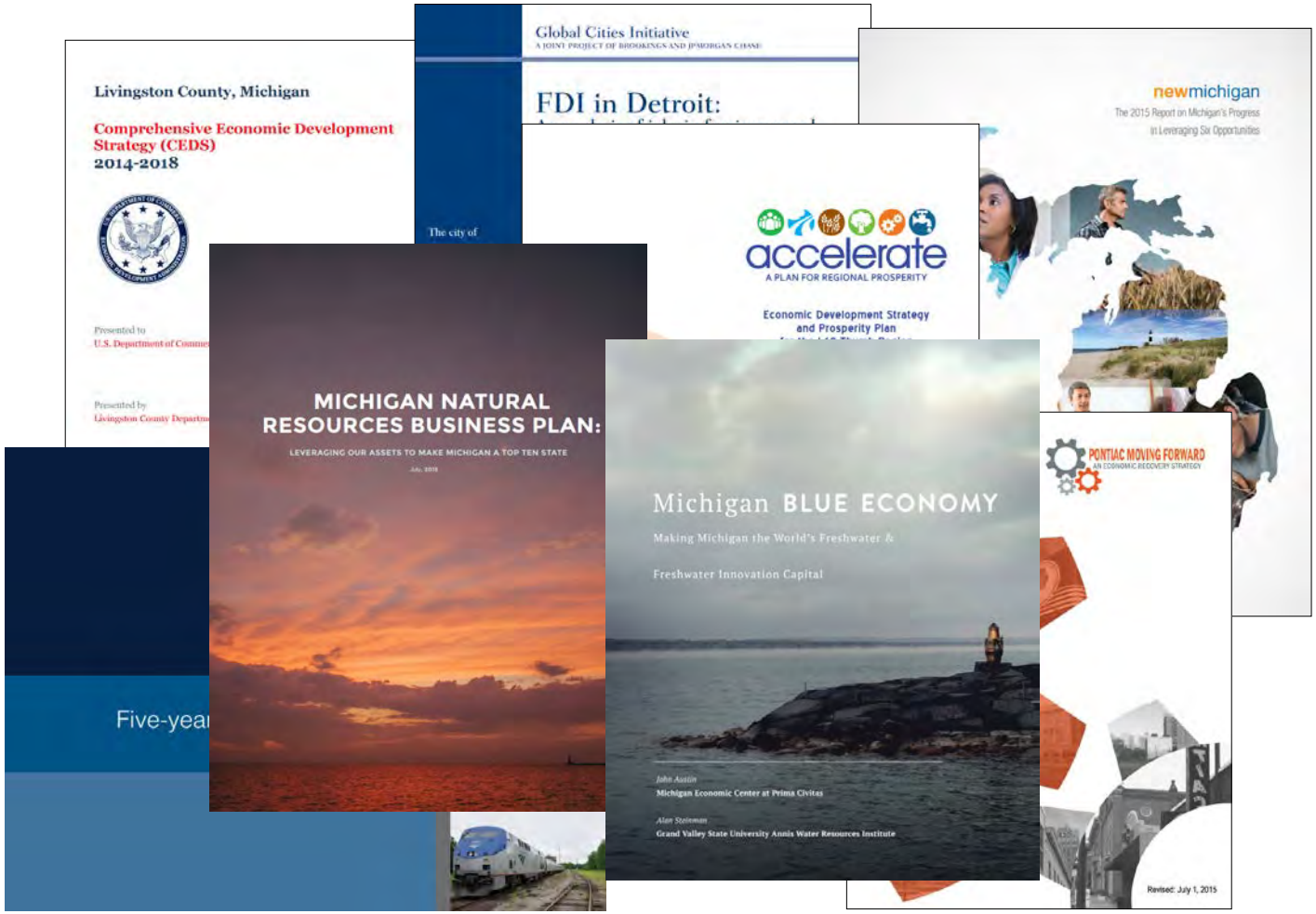
Governor Rick Snyder discussed the importance of education and training to our economy – particularly in the science, technology, engineering, and mathematics fields, or STEM, as it's commonly called, as well as the skilled trades.

Economic Development Strategy Task Force Co-Chairs Fred Shell, Vice President of Corporate & Government Affairs at DTE Energy, and William Wild, Mayor of Westland, moderated a panel discussion focused on workforce and education. Panel members shared thoughts on the issues and trends of talent in Southeast Michigan and discussed their organizations' efforts to grow the talent pool to help meet employer needs. Those participating in the panel discussion were:

- Dr. Rose Bellanca, President, Washtenaw Community College;
- Superintendent Michael DeVault, Macomb County Intermediate School District;
- Dr. Robert Leadley, Dean of Occupational Programs and Economic Development, Schoolcraft College; and
- Mayor Jack O'Reilly, City of Dearborn.

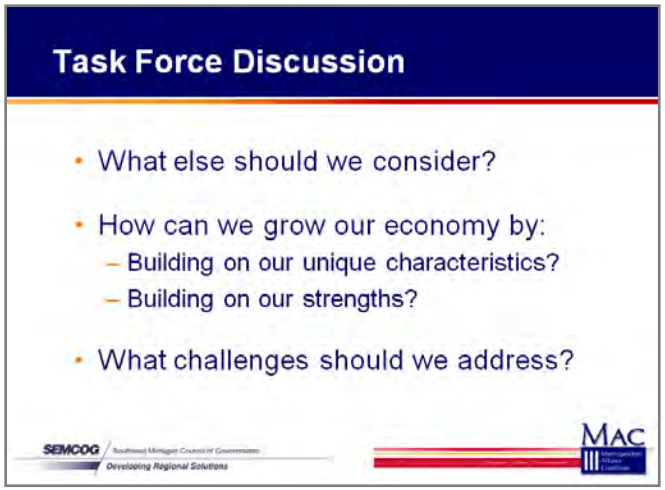
Reviewing the Work of Others

We looked at what others are doing that can positively impact our regional economy. This included reviewing where the State of Michigan, local economic developers, and others are focusing attention, as well as looking at a variety of other resources that relate to the 11 broad-based economic development strategies presented in *Partnering for Prosperity*.



Economic Development Task Force at Work

A SEMCOG/MAC task force composed of government, business, economic development, education, workforce, labor, nonprofit, and other representatives guided creation of *Partnering for Prosperity*. The collaboration and work of the task force was critical to developing a comprehensive strategy that meets our region's current and future needs.



The task force reviewed survey, meeting, and public forum results. They then addressed the questions to the left as part of a continued discussion and analysis of Southeast Michigan's strengths, weaknesses, opportunities, and challenges.

The task force also reviewed data and analysis of the region's business clusters. They considered questions and shared thoughts on existing and emerging clusters as well as ideas about what is needed in the economic development strategy to support business clusters and grow business investment, exports, and jobs.

Task force working session focused on creating economic development strategies and action steps.

Partnering for Prosperity Economic Development Strategy review and discussion.

Latest Trends

Southeast Michigan's economy is getting better, but needs more improvement. The region has recovered half of the jobs lost during the previous decade; output has grown for four straight years; real per capita income is recovering; and the economy is gradually diversifying. Still, challenges remain. Labor underutilization is higher than it was 10 years ago, poverty is stubbornly high, and while Southeast Michigan is more educated than the U.S. as a whole, it lags educational attainment rates found in most metropolitan areas. Moving forward, growth will hinge on the region's ability to grow and diversify its economic specializations, prepare its workforce for technologically advanced industries, and find solutions to expected labor shortages.

Information is presented below that illustrates these trends. This includes the following eight performance measures that we use to track our economic progress:

1. Gross Domestic Product (GDP)
2. Per Capita Income
3. Persons in Poverty
4. Labor Underutilization Rate
5. Number of Jobs
6. Percent of Population with Some College or Associate Degree
7. Percent of Population with Bachelor's Degree or Higher
8. Economic Diversity: Employment Composition

Figure 4
Change in GDP (Dollar Level), Southeast Michigan

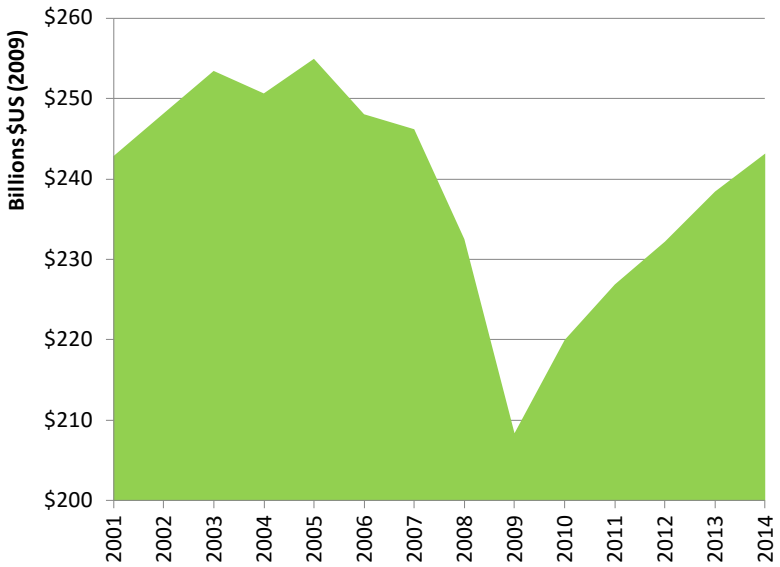
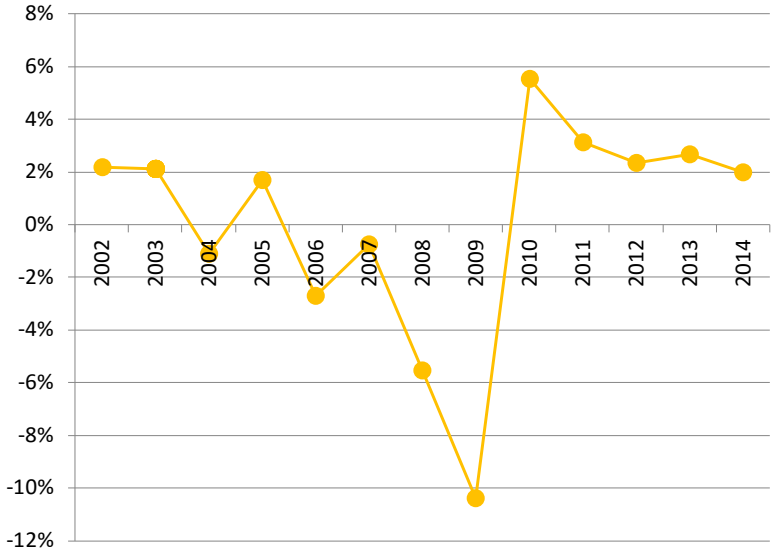


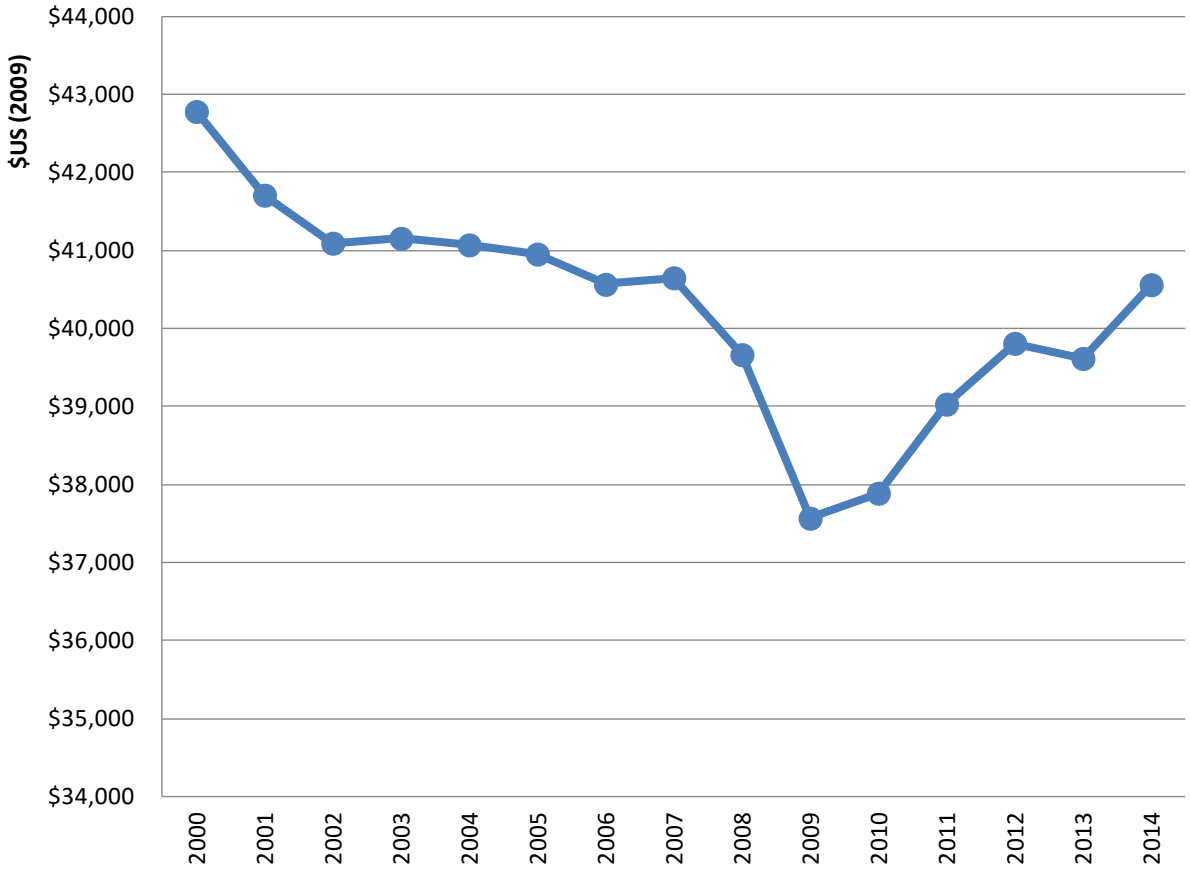
Figure 5
Change in GDP (Annual Percent Change), Southeast Michigan



Source: SEMCOG Analysis of BEA data (includes Lapeer County).

Gross Domestic Product (GDP) is the most comprehensive measure of output for the economy. The region's GDP continues to grow. It was $243 billion in 2014, an increase of 16.7 percent since 2009, but it is still about $11.8 billion below the peak in 2005.

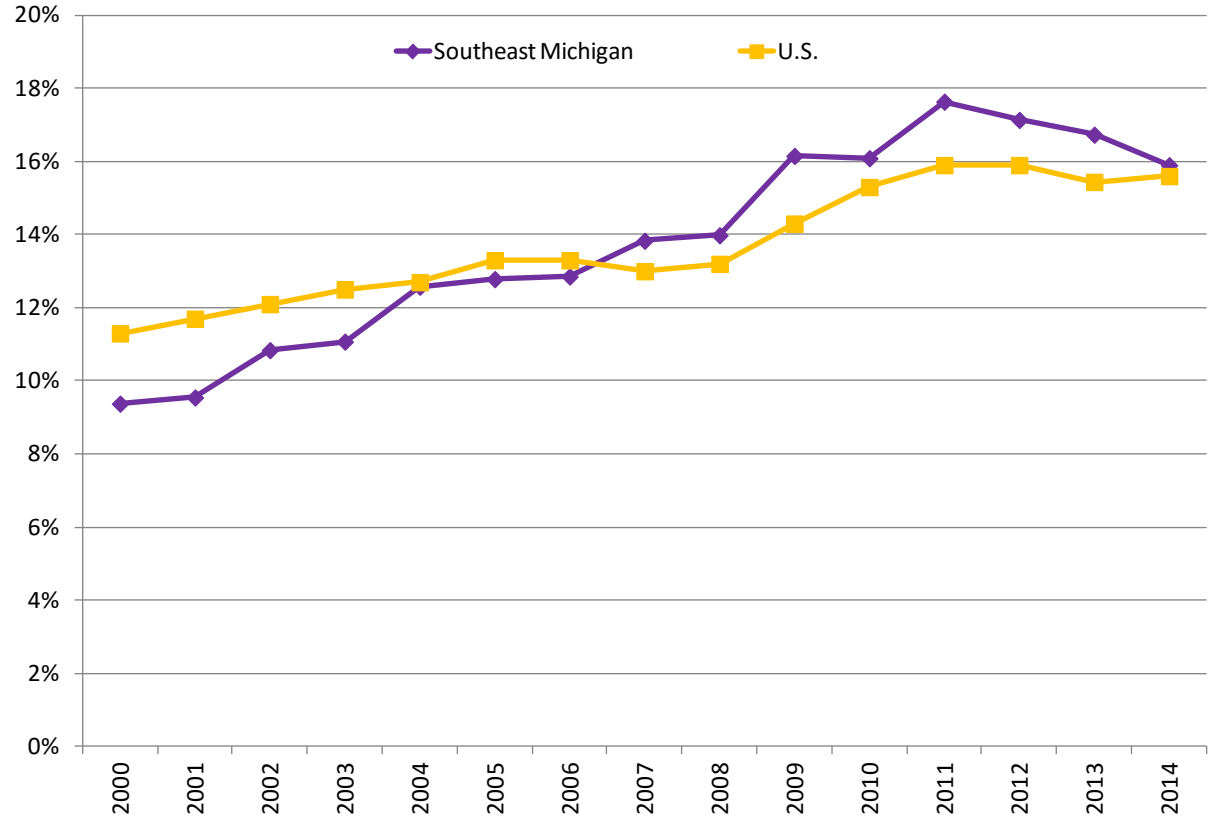
Figure 6
Real Per Capita Income, Southeast Michigan



Southeast Michigan has had several years of consecutive per capita income growth, but needs continued growth to recover to peak levels. For 2014, our inflation-adjusted (2009 dollars) real per capita income was $40,561, which is $2,219 below our peak of $42,780 in 2000.

Source: SEMCOG Analysis of BEA data.

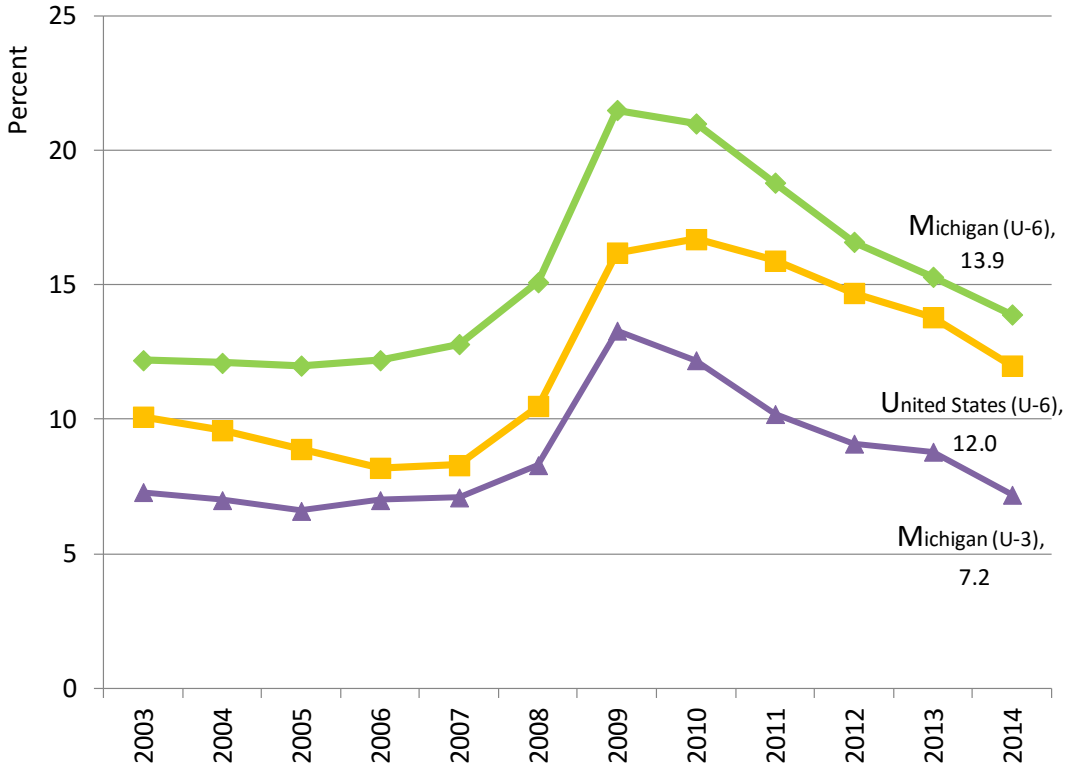
Figure 7
Persons in Poverty, Southeast Michigan



Source: American Community Survey, U.S. Census Bureau.

Southeast Michigan's poverty rate has returned to match the U.S. average, after almost a decade of poverty rates that exceeded the average national rate. While it has been declining, the percentage of people in poverty remains stubbornly high at around 16 percent.

Figure 8
Labor Underutilization Rate, Michigan and U.S.



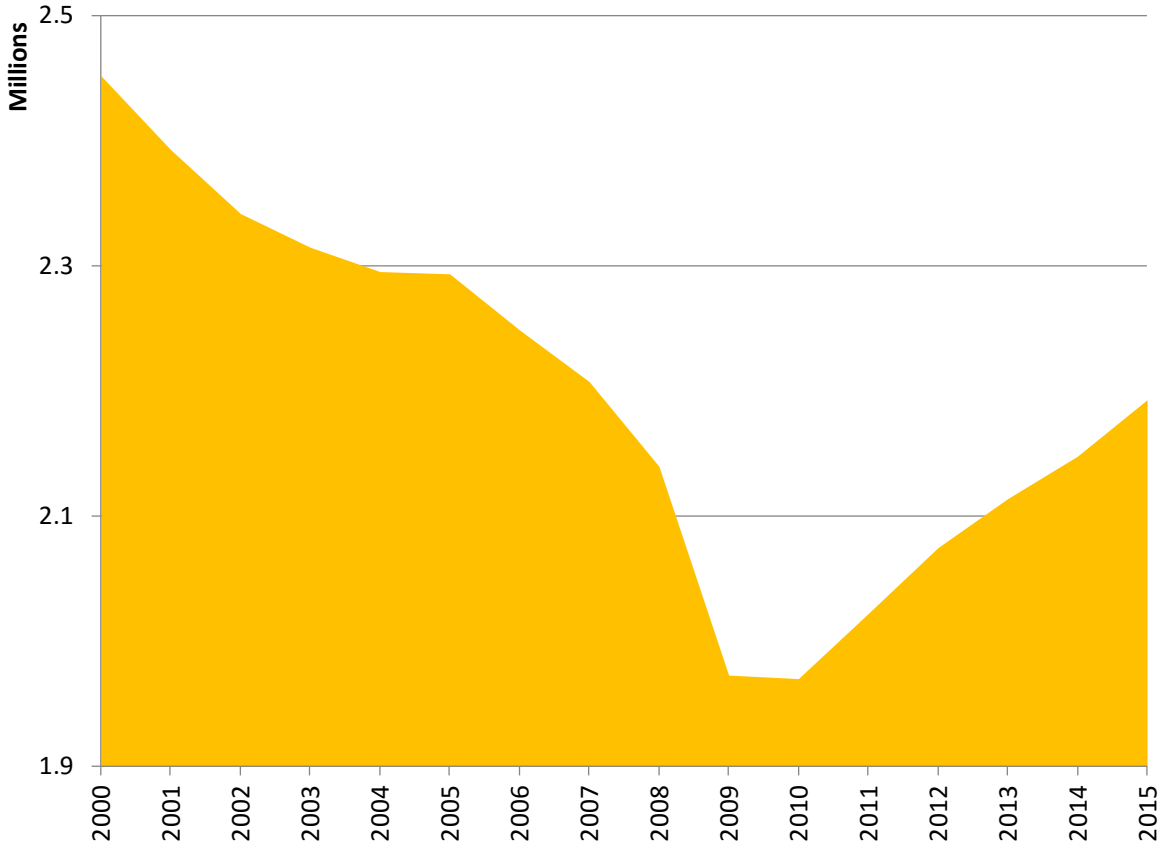
Source: Bureau of Labor Statistics.

Michigan's unemployment rate (U-3) is a closely followed measure of the state's economic health. For 2014, unemployment dropped to 7.2 percent; it stood at 5.0 percent for October 2015.

A more complete measure of the state's economic health is the labor underutilization rate (U-6). This rate measures not only people in the labor force who are unemployed, but also people who have stopped actively seeking employment and part-time workers who want to work full-time. While this figure has dropped to 13.9 percent from a high of 21.5 percent, the U-6 rate rose dramatically around 2009 and is still higher than 10 years ago, whereas the traditional U-3 unemployment rate has returned to pre-recession levels.

Compared to the U.S. average, our labor underutilization rate remains high, despite improvements in recent years.

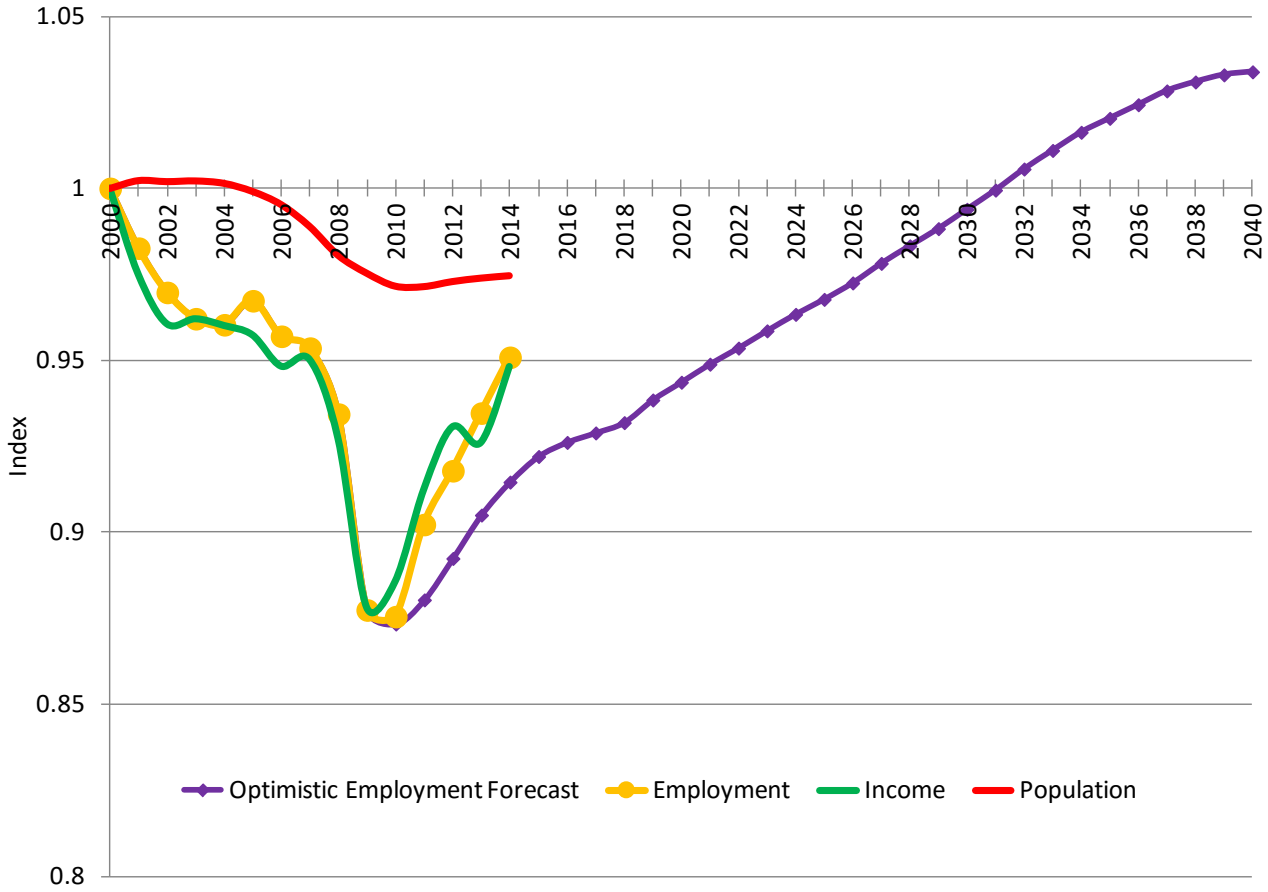
Figure 9
Number of Jobs, Southeast Michigan



Source: Current Employment Statistics, Bureau of Labor Statistics (includes Lapeer County).

Beginning in mid-2010, Southeast Michigan has experienced a period of modest, sustained job growth following a decade of job losses. As of 2015, more than 222,000 wage and salary jobs have been recovered – or 46 percent of the total jobs lost.

Figure 10
Population, Employment, and Income – Southeast Michigan

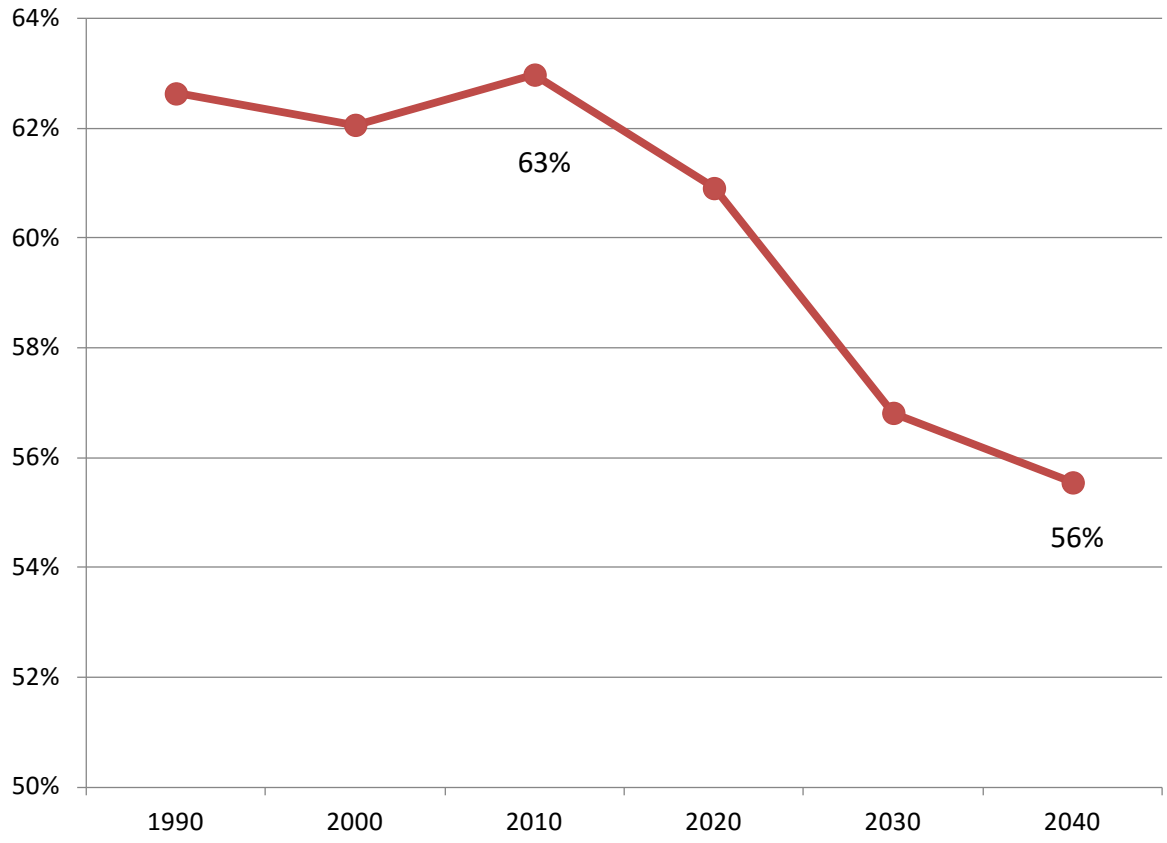


Broader measures of employment (which comprise both wage and salary, and self-employed jobs) show a similar trend. The region's total employment has been growing at a faster pace than the nation as a whole, averaging nearly 2.5 percent per year, and so far out-performing SEMCOG's most optimistic scenario for job growth from its 2040 Forecast. By this measure, our region recovered 60 percent of jobs lost since 2000.

Sources: SEMCOG 2040 Forecast, U.S. Census Bureau, and Bureau of Economic Analysis.

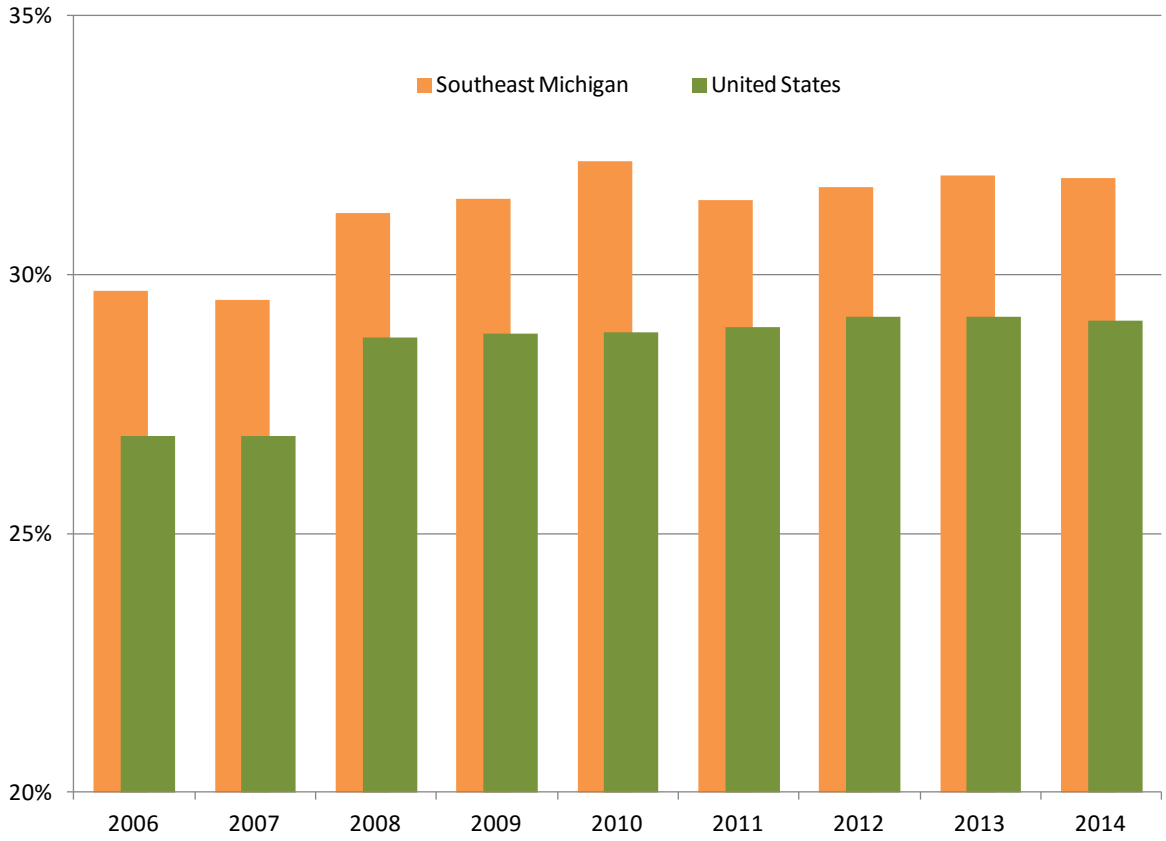
As our population continues to age, the share of our prime working age population will decline, from 63 percent in 2010 to 56 percent in 2040. This will result in a future labor shortage. The continuing demographic changes will present a serious challenge as the economy continues to improve.

Figure 11
Southeast Michigan Population, Age 18-64, 1990-2040



Source: SEMCOG 2040 Forecast.

Figure 12
Percent of Population with Some College or Associate Degree



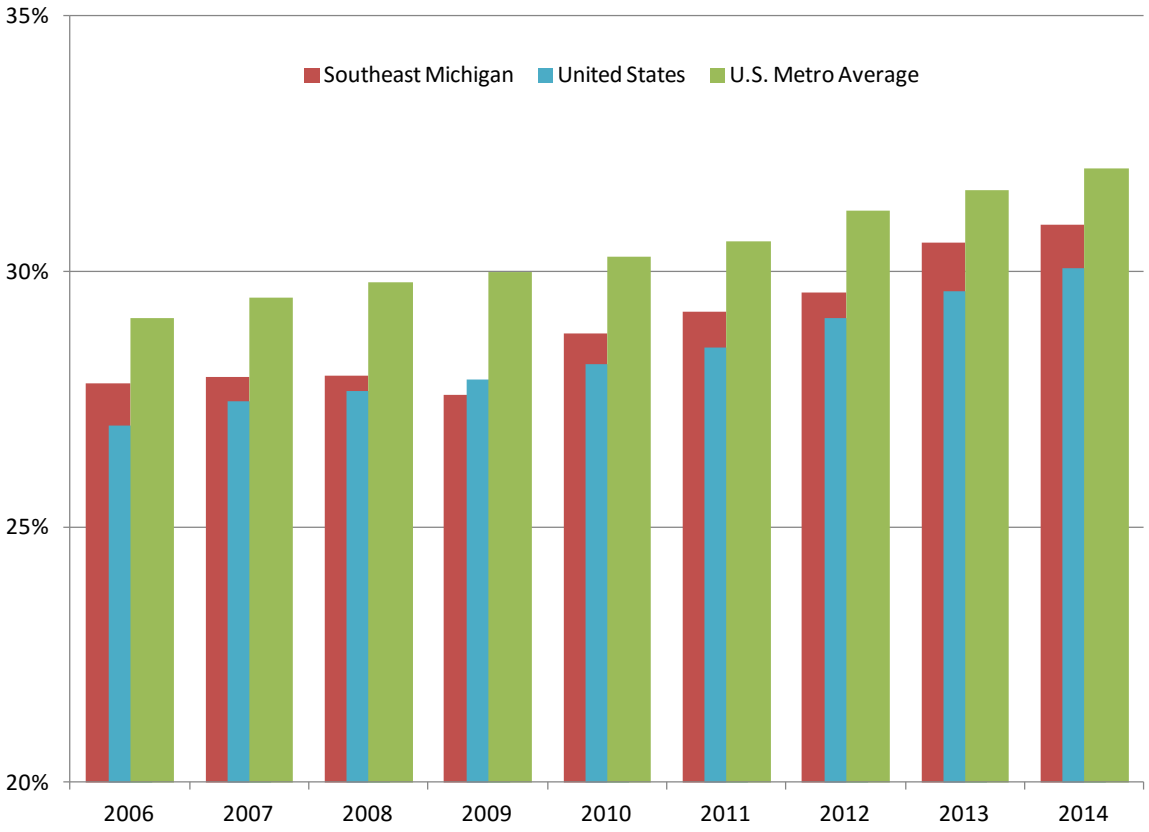
Source: American Community Survey, U.S. Census Bureau.

The percent of the population completing at least some college courses continues to rise. Almost 32 percent of Southeast Michigan residents age 25 or older had some college classes or an associate degree in 2014. This is higher than the U.S. average of 29 percent. Southeast Michigan's figure is slightly lower than its 2010 peak of 32.2 percent, but that is likely due to workers who went back to school because they could not find work.

The overall trend is clear. More people in Southeast Michigan are seeking further education to better compete in the transforming economy.

Pursuing an associate degree provides training and specialized education for high school graduates, displaced workers, current workers, and others, equipping them with specialized skills in less time and at a lower cost than a bachelor's degree. It can also serve as a foundation for a four-year degree.

Figure 13
Percent of Population with Bachelor's Degree or Higher



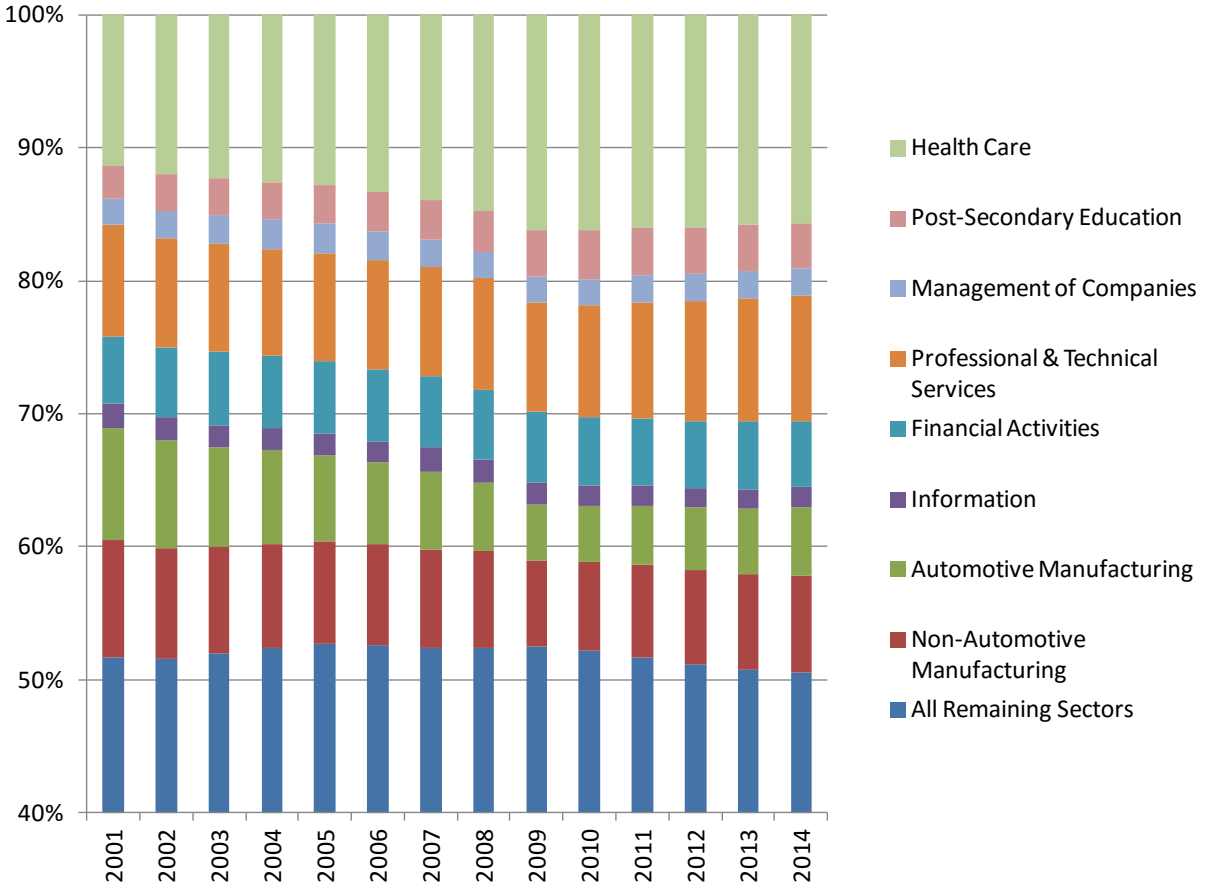
Source: American Community Survey, U.S. Census Bureau.

The number of people with a bachelor's degree continues a gradual, consistent rise. Almost 31 percent of Southeast Michigan's residents age 25 and older have at least a bachelor's degree. While we are a little higher than the U.S. average of 30 percent, we slightly lag the 32 percent average for U.S. metropolitan areas.

A bachelor's degree is a minimum qualification for jobs in many fields such as design, research, engineering, teaching, medical professions, and management.

Creating economic growth in a global economy depends on continuing to increase the number of college graduates and emphasizing lifelong learning to meet evolving workforce needs. Data show that educational attainment is clearly linked to regional economic prosperity and personal income. Growing the economy is dependent on raising education standards, increasing the number of college graduates, and improving workforce skills. In addition, percentage of bachelor's degrees is a common measure firms consider when deciding where to locate or expand their businesses.

Figure 14
Economic Diversity Employment Composition, Southeast Michigan

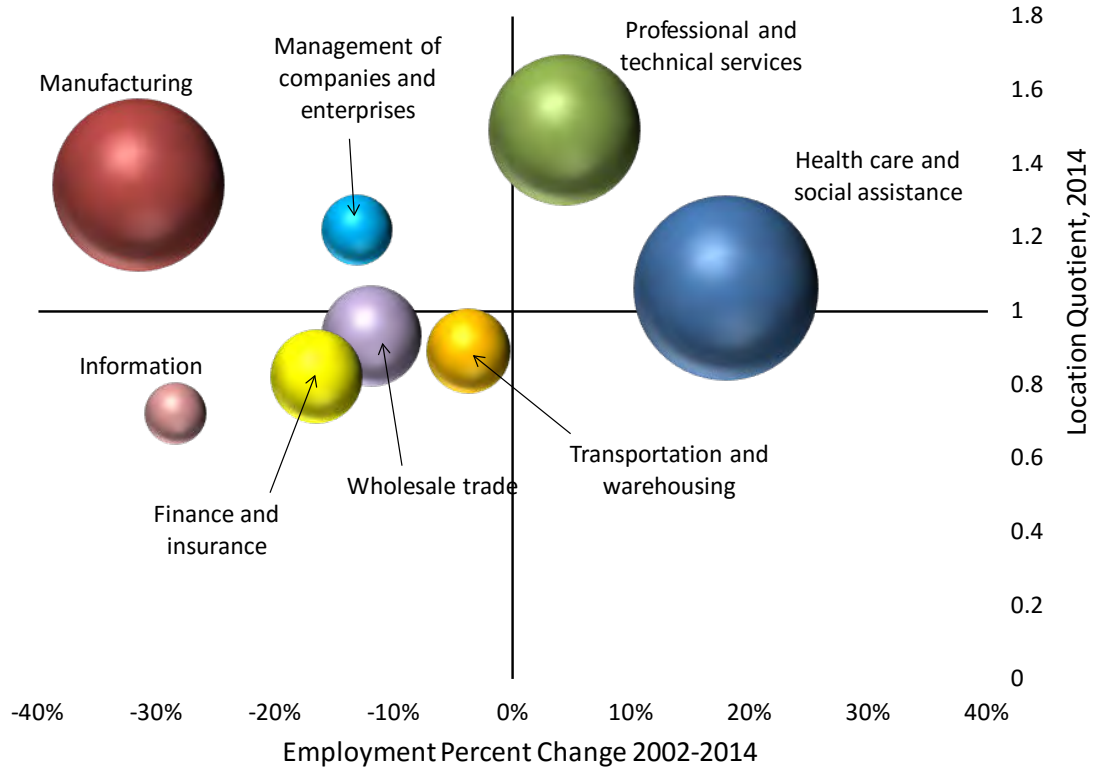


Source: SEMCOG analysis of QCEW Estimates from Don Grimes, University of Michigan.

Employment composition is one way of tracking economic diversity, and it has been in transition over the last decade. Here are Southeast Michigan's most closely-watched sectors. Manufacturing in both automotive and non-automotive sectors declined over the last decade but have been stabilizing in recent years. Health care and professional and technical services continue to grow and take up a large share of the jobs.

The degree of economic diversity is linked to both growth and stability of the economy. Southeast Michigan needs to continue building on its existing core specializations to grow new industries that will help lead to greater economic resilience and stability.

Figure 15
Percent Change in Employment, 2002-2014 and Location Quotient, 2014
Key Sectors of Southeast Michigan's Economy



Source: SEMCOG analysis of Bureau of Labor Statistics data.

Bubble charts are another way to look at employment growth. The horizontal axis shows the percent change in employment between 2002 and 2014. The vertical axis measures the location quotient for 2014. The bubbles represent key industrial sectors with the size of the bubble proportional to the number of jobs.

Location quotient measures how concentrated Southeast Michigan is in each industry relative to the U.S as a whole. A value greater than one means the region is more concentrated than the U.S. Less than one means the region is less concentrated than the U.S. For example, manufacturing has a location quotient of 1.3, which means we have 1.3 times as many manufacturing jobs as the U.S. Information, on the other hand, is only 0.7 meaning we are less concentrated in that industry than the U.S. as a whole.

Certain sectors have grown. Most notable is Professional and Technical Services. This sector is four percent higher than its 2002 estimate. Here, you will find engineers, lawyers, computer programmers, and accountants. Its location quotient also grew from 1.4 to 1.5. Growth in this sector is evidence of an economy transitioning to more advanced and higher-skill jobs.

Partnering for Prosperity Economic Development Strategies

Figure 16
Economic Development Strategies

Partnering for Prosperity employs a comprehensive approach to economic development. It is comprehensive in both the scope of its set of interrelated strategies and in its focus on regional collaboration to advance them. It will take the efforts of many public, private, educational, and nonprofit organizations to carry out the breadth of actions set forth in these strategies . . . all of which are necessary to truly benefit Southeast Michigan's economy and its residents.

Following are 11 broad-based strategies and associated action steps that encompass community assets, business climate, and talent and innovation. These are all important factors in growing investment, businesses, and jobs. The strategies reflect Southeast Michigan's current and future needs, and identify opportunities for building on our strengths and assets and addressing our challenges. A list of regionally significant projects, that advance the strategies, is also included.

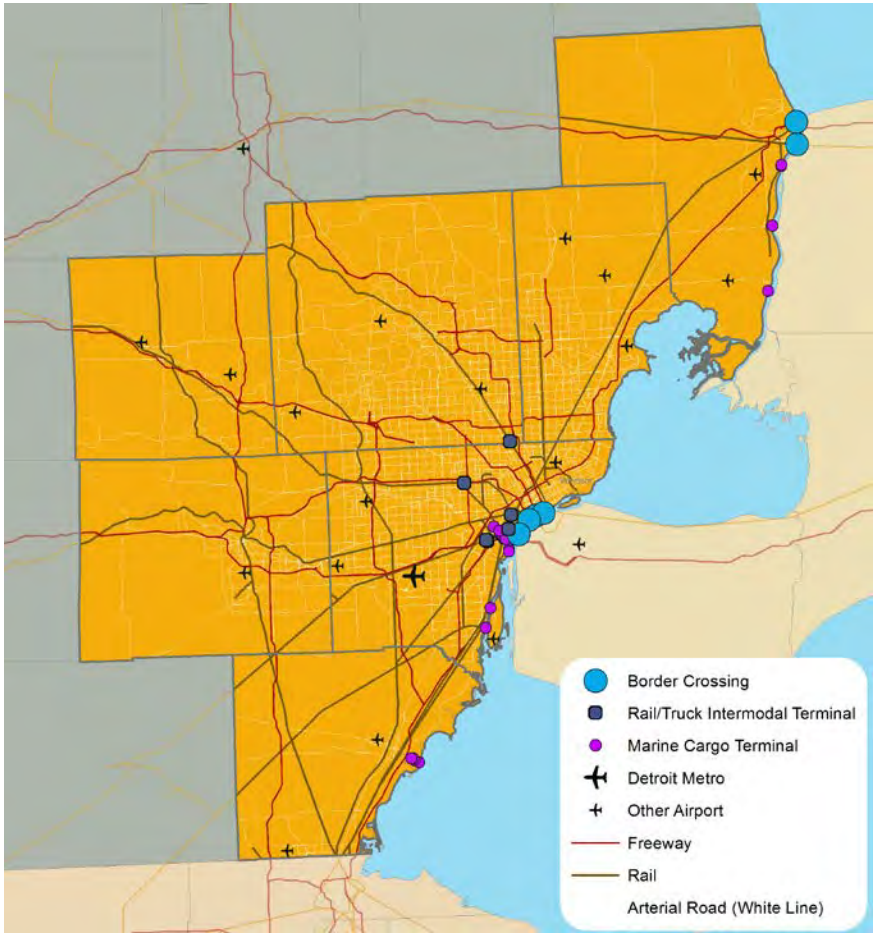
Community Assets Strategies

This section presents Community Assets economic development strategies. It begins with visuals, data points, and/or other information to provide additional context for these four strategies and action steps that follow.

- *Marketing the Region*
- *Strengthening Quality of Place*
- *Investing in Critical Infrastructure*
- *Enhancing Transportation Connections*

Community assets are place-based resources such as quality-of-life amenities, our transportation system, and other infrastructure that make Southeast Michigan a desirable location to live, work, visit, and conduct business.

Figure 17
Southeast Michigan Transportation Assets



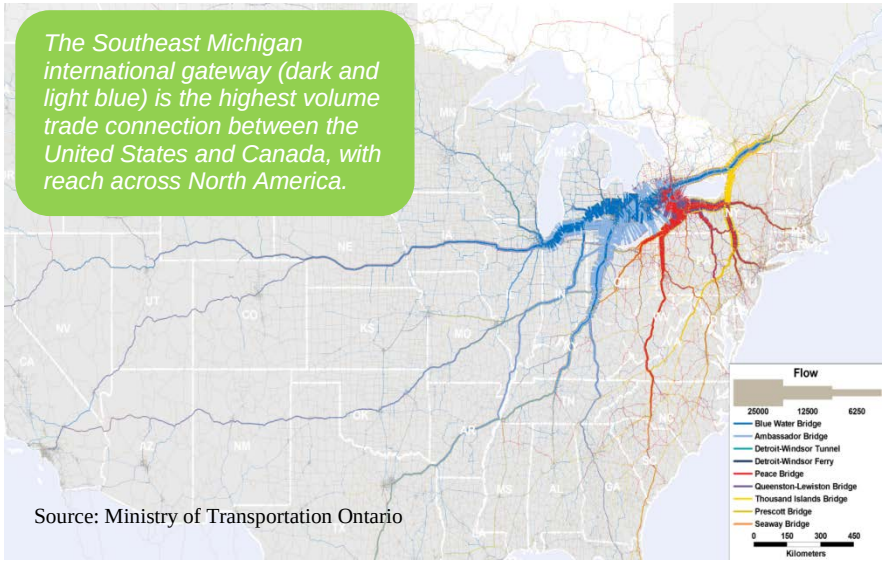
Southeast Michigan has a robust transportation system that includes over 25,000 miles of public roadway and more than 2,900 bridges.

The region has eight international border crossings, including five high-volume crossings. Additionally, Southeast Michigan has five commercial marine ports, four Class I railroads, and 18 regional and international airports that host passenger, cargo, and charter flights.

Our transportation system is a Community Asset.

Figure 18
Southeast Michigan All-Season Truck Routes

Figure 19
Ontario-Based Truck Trips by Border Crossing



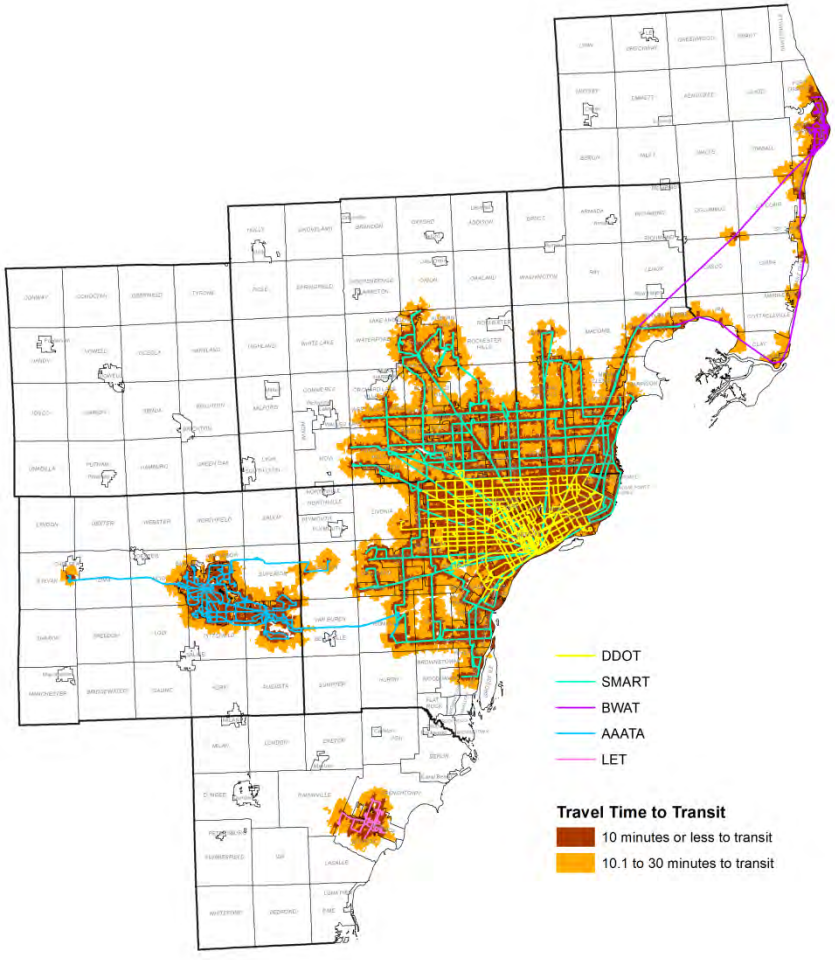
Source: Ministry of Transportation Ontario

Transportation connects us with local, regional, national, and international markets.

Photo credit: Dwight Burdette/Wikimedia Commons / CC-BY-3.0

More than 80 million consumers are within a day's truck drive of Detroit.

Figure 20
Walk Access to Transit in Southeast Michigan



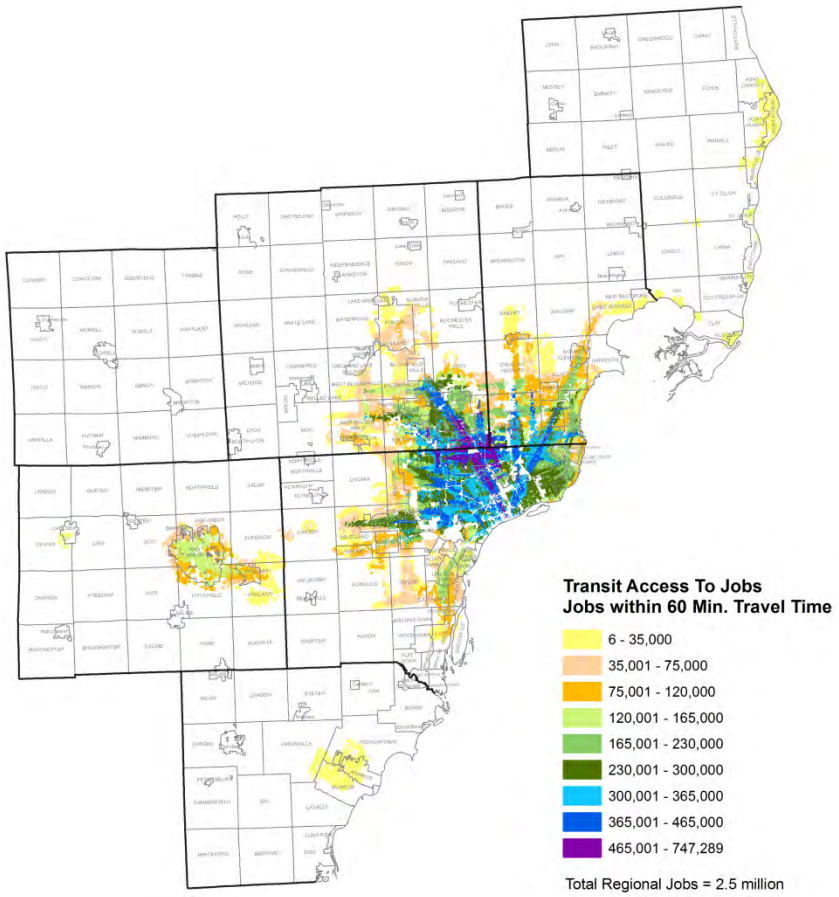
There are five fixed-route transit providers in the region that are included in SEMCOG's *Access to Core Services* report – Ann Arbor Area Transit Authority (AAATA), Blue Water Area Transit (BWAT), Detroit Department of Transportation (DDOT), Lake Erie Transit (LET), and Suburban Mobility Authority for Regional Transportation (SMART).

For the counties of Macomb, Oakland, Washtenaw, and Wayne, the Regional Transit Authority of Southeast Michigan (RTA) is the coordinating agency and serves as the designated recipient of state and federal funds.

Fixed-route transit in Southeast Michigan currently includes fixed-route buses that pick up and drop off at designated bus stops and times. Within a 10-minute walk, 54 percent of all households in the region cannot access a fixed-route transit stop. Additionally, nearly 60 percent of all jobs in the region are located within a 10-minute walk from a fixed-route transit stop, however, only seven percent of all jobs can be reached within an hour on the current public transit system in the seven-county SEMCOG region. While frequency of service throughout the day, wait times, and transfers across the providers are currently a reality, the RTA master planning process is seeking to resolve much of this barrier within its four-county area with 15 minute or better service to major employment centers and by extending hours to be an asset to employees who work late night or early morning shifts.

Transportation connects people with jobs and opportunity.

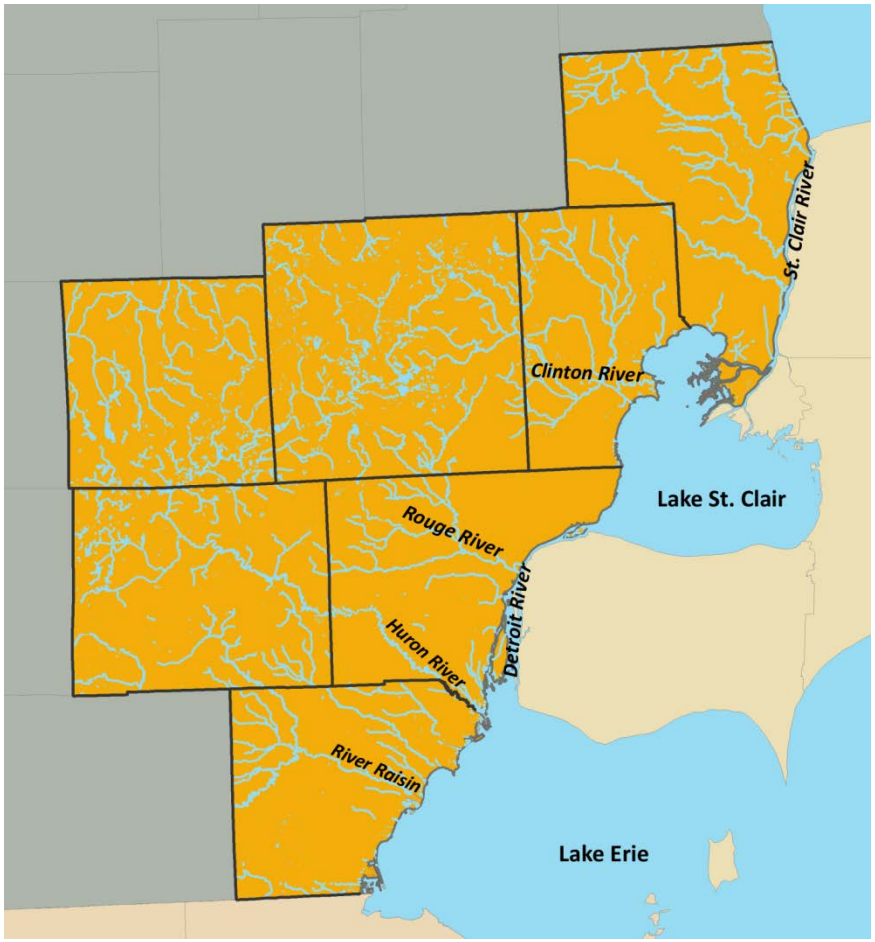
Figure 21
Access to Jobs Within 60 Minutes by Transit in Southeast Michigan



Transit is a vital transportation mode connecting workers with jobs throughout the region. Currently, within a 60-minute transit trip, only around seven percent of the region's jobs are accessible. Figure 21 shows the highest percentage of jobs are accessible along the region's major corridors primarily connecting to and from downtown Detroit, including Woodward Avenue, Gratiot Avenue, Grand River Avenue, and Van Dyke Avenue. The location with the highest accessibility to jobs is along the Woodward Avenue corridor in northern Detroit and southern Oakland County communities.

These routes are currently poised for either rapid transit development or extended, more frequent service through the coordination efforts of the Regional transit Authority. By strengthening these major corridors and eliminating the barriers to intra-county transit, residents will be able to access major employment centers and reliably access jobs from the majority of the region.

Figure 22
Southeast Michigan Water Features



Southeast Michigan has an abundance of water resources. Our region is located next to the Lake Huron and Lake Erie Corridor, which is the connection between the upper, colder Great Lakes – Superior, Michigan, and Huron, and the warmer, lower Great Lakes – Erie and Ontario. There are almost 100,000 acres of water in the region.

Photo credit: Edwin Phillips

Southeast Michigan has eight water trail systems:

- Blueways of St. Clair
- Clinton River Water Trail
- Detroit Heritage River Water Trail
- Huron River Water Trail
- Lake St. Clair Coastal Trail
- Monroe County Water Trails
- Rouge River Water Trail
- Shiawassee River Water Trail

Natural resources and recreational amenities contribute to our economy and quality of life.

- Fishing, boating, and hunting annually contribute $4 billion to Michigan's economy.
- Michigan is second in the nation for non-resident fishing, with over 345,000 non-resident anglers.
- Michigan ranks first in the nation for number of registered boats and snowmobiles.

- The estimated annual economic impact of biking in Michigan is $668 million.
- Southeast Michigan has 180,000 acres of parks.

Marketing the Region

Southeast Michigan has a wealth of valuable assets that make it a desirable location to live, work, visit, and conduct business. The region's competitive advantage and economy can be bolstered through collaborative efforts to market these resources in order to grow business, attract and retain residents, and increase tourism and convention business.

Strategy

Market the region to local, regional, statewide, national, and international audiences. Highlight Southeast Michigan's advantages as a choice location to live, work, visit, and conduct business. Continue and strengthen collaborative efforts to grow business, jobs, and tourism at a local, national, and international level.

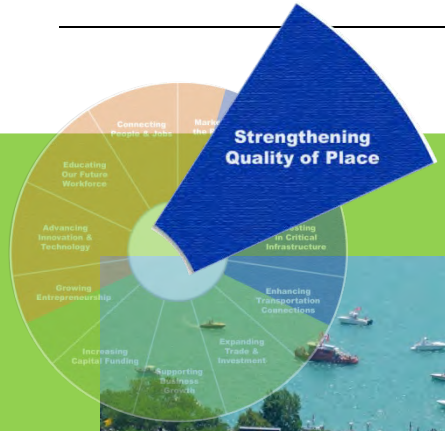
Southeast Michigan's assets:

- *Skilled workforce*
- *Natural and recreational resources*
- *Cultural institutions and professional sports teams*
- *Unique urban, suburban, and rural communities*
- *Access to global markets*
- *Premier institutions of higher learning*
- *Land and water trails*
- *A variety of entertainment venues*

Pictures, from top: Greenfield Village, Howell Balloon Fest, Detroit Zoo
Photo credit (middle): Howell Area Chamber of Commerce

Action Steps

- Collaborate in creating and using messaging to retain and attract business.
  - Create a regional branding campaign that provides facts about the region's competitive advantages, regional assets, and quality of life amenities.
  - Create a comprehensive database and an accessible market analysis tool to serve as a regional data resource for site selectors, developers, businesses, communities, and others in the economic development community.
  - Dispel negative stereotypes and perceptions through positive media coverage that touts the benefits of Southeast Michigan as a business and residential location.
  - Explore broadening *Pure Michigan* campaign to promote benefits of locating business in Southeast Michigan.
- Continue synchronizing trade missions and outreach to global markets with local, regional, and state agencies.
- Increase awareness of region's quality of life amenities, grow tourism, and promote desirability as a good place to live to local, regional, national, and international audiences:
  - Market abundance of amenities such as natural resources and recreational opportunities, cultural institutions, sports teams, and events.
  - Explore promotion that builds upon success of statewide *Pure Michigan* campaign to highlight the broad range of regional assets and activities that are important to residents and visitors.
  - Work with local convention centers, visitor bureaus, and chambers of commerce to promote regional and local attractions.
  - Improve access to information about regional assets, events, and opportunities, especially to local audiences.
  - Promote staycations.
  - Promote the diversity of experiences within the region.



Strengthening Quality of Place

Quality of place is an important consideration in business and personal residence location decisions. The quality of K-12 and post-secondary educational systems, public infrastructure, and transportation connections are essential requirements for many businesses and residents. Amenity-rich areas that provide a diversity of cultural, entertainment, natural, and outdoor recreation resources can assist business recruitment and retention efforts and be a key factor in business start-ups as well as attracting and retaining knowledge workers. These assets help create a positive image, contribute to a region's ability to attract tourists and conventions, and create small-business opportunities.

Pictures, from top: Hart Plaza, River Raisin National Battlefield
Photo credit (bottom): River Raisin National Battlefield Park Foundation

Strategy

Support efforts, at the regional and sub-regional level, to expand upon, create, and publicize a diverse set of places sought by residents and businesses making location decisions. Promote a range of experiences, services, and infrastructure that attract creative workers and industries, increase hospitality and retail business clientele, and support tourism. Use natural assets and outdoor recreational opportunities to develop small businesses, and attract residents and visitors to the area. Contribute to a positive image and promote emerging green-economy industries by highlighting and encouraging sustainable development.

Southeast Michigan has a wealth of amenities:

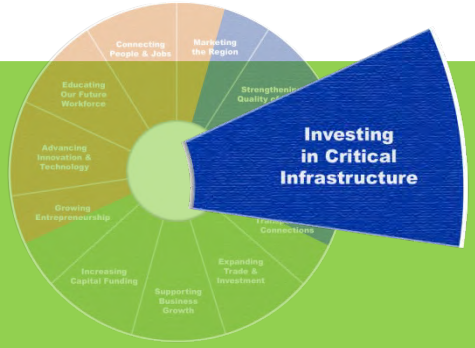
- *Professional sports teams*
- *Theaters, entertainment, and concert venues*
- *World-class universities*
- *Access to the Great Lakes*
- *A lively music industry*
- *Health care systems*
- *Art, historical, and science museums*
- *Numerous natural resources and outdoor recreational opportunities*
- *Gaming*
- *Close proximity to Canada and international experiences*

Action Steps

- Improve and increase accessibility to recreational amenities, business districts, employment centers, and residential neighborhoods. This includes enhancing physical connections such as roads, transit, sidewalks, and multi-use trails.
  - Support a regional transit network (see Enhancing Transportation Connections).
  - Promote opportunities for walking and biking connections, consistent with SEMCOG's Bicycle and Pedestrian plan, as well as application of complete streets concepts (see Enhancing Transportation Connections).
- Promote and support activities along area waterways that contribute to increased recreational and economic development opportunities.
  - Develop and/or implement blue economy plans; coordinate activities across jurisdictions.
  - Create and/or implement waterfront redevelopment plans.
  - Use Trail Towns and Water Towns programs to maximize economic development opportunities along trails and waterways.
- Promote and create recreational, cultural, nature tourism, sports, and other economic opportunities within and outside the region (see Marketing the Region).
  - Highlight the region's abundance of recreation assets.
  - Increase opportunities for nature tourism.
  - Connect natural resources to create a regional system, consistent with SEMCOG's *Green Infrastructure Vision*.
  - Update local recreation plans on a regular basis.
  - Embrace business opportunities associated with quality-of-place assets, such as canoe/kayak rentals near waterways.
  - Identify places where additional hotel rooms or other overnight accommodations are needed to further tourism.
- Support growth of the food economy, including urban agriculture, community gardens, fresh food retail, food processing, and related entrepreneurial and regional supply-chain opportunities.

- Identify and address barriers to downtown, corridor, and neighborhood redevelopment and infill development projects.
  - Identify consistent and reliable solutions for obtaining financing for mixed-use developments.
  - Review zoning ordinances to facilitate reuse of vacant buildings and lots.
  - Incentivize owners of blighted properties to clean up or sell for redevelopment.
- Develop incentives and policies to encourage business and residential activity in central cities and redevelop surface-street commercial and industrial transportation corridors.
- Promote and recognize sustainable development practices, such as Leadership in Energy and Environmental Design (LEED), low impact development, and green infrastructure techniques.
- Encourage development of a wider range of housing options to attract and retain residents of all ages and walks of life, especially starter housing, senior housing, and accessible housing.
  - Provide opportunities for those seeking rentals and homeownership.
  - Create housing and continuum of services for aging in place.
- Support further development of arts and culture institutions and events, which contribute to the character of a place and enhance quality of life.

Investing in Critical Infrastructure



Our region's infrastructure – transportation network, water/sewer systems, utilities, and telecommunication systems – provides the foundation on which our communities and our economy depend. It provides critical communication connections; supplies electricity, gas, water, and other utilities to businesses and homes; transports goods; and supports business travel. While our infrastructure is an asset upon which we can build the economy, much of it is aging and in disrepair. There are also unmet needs, such as the lack of broadband service, in parts of the region. Conversely, there are also opportunities to repurpose unneeded infrastructure and facilities in a way that can benefit the economy and quality of life.

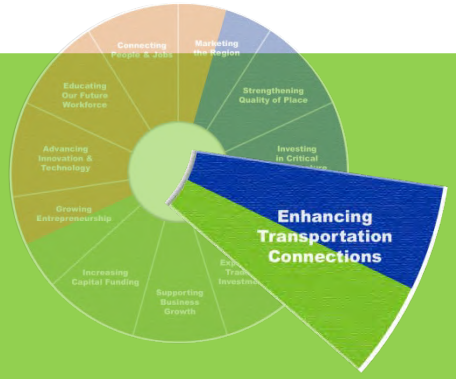
Strategy

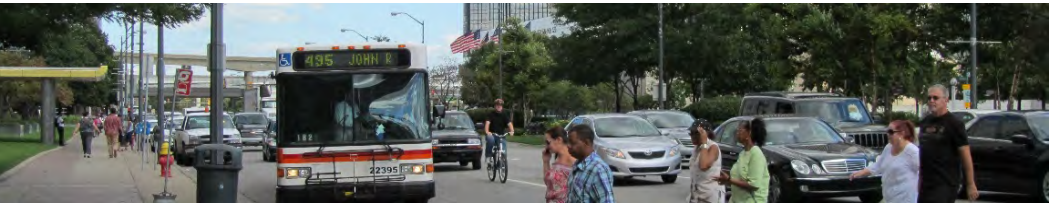
Maximize infrastructure investments and, where appropriate, make efficient use of resources by better coordinating different types of infrastructure projects. Engage in collaborative efforts and seek innovation in financing, building, operating, and maintaining infrastructure systems. Take actions that sustain the region's economy and quality of life.

Action Steps

- Work with public- and private-sector leaders to define critical infrastructure issues, maximize service efficiencies, develop and integrate solutions, and encourage service-provider collaboration.
- Examine and consider redesigning infrastructure revenue sources to provide adequate and sustainable revenue streams.
- Employ a comprehensive approach when constructing or updating transportation infrastructure. Consider:
  - incorporating new technologies (e.g., connected vehicles) to improve efficiency and safety, enhance mobility, reduce environmental impact on the transportation system, and encourage regional growth of businesses creating and using this technology.
  - coordinating with water/sewer, broadband/fiber optic, or other types of infrastructure projects to more efficiently use resources.
  - incorporating complete streets and green streets concepts, where appropriate, to create more desirable communities and manage stormwater runoff.
- Strategically invest funds to optimize all infrastructure performance and connect infrastructure decisions with economic development strategies, including:
  - promoting an asset management approach to lengthen the life of infrastructure and realize the best return on investment.
  - integrating transportation and utility services in community master plans and zoning ordinances.
  - coordinating with service providers early in the economic development planning process.
  - emphasizing "shovel ready" sites where infrastructure already exists when planning economic development projects.
- Use infrastructure management methods, including:
  - developing and implementing strategies for right-sizing infrastructure where there is significantly more capacity than is needed for the foreseeable future (e.g., road diets, water and gas main retirement, etc.).
  - implementing use of green infrastructure to meet traditional infrastructure needs and as a mechanism to reuse underused, vacant parcels.
  - promoting the region to industries that are water-reliant or require other infrastructure support that is underused.
- Support efforts to provide sufficient, affordable, clean, reliable energy for businesses and residents.
- Promote affordable, high-speed broadband access and cell phone coverage to all areas of the region, including "last mile" connections.
- Support the State of Michigan's action plan to implement the Western Basin of Lake Erie Collaborative Agreement, in partnership with Ohio and Ontario, to address the blue-green algae bloom that affects the quality of drinking water and recreation in parts of Southeast Michigan.
- Continue funding the Stormwater, Asset Management, and Wastewater (SAW) Grant Program.

Enhancing Transportation Connections





Southeast Michigan's transportation system is vital to economic development and prosperity for residents and businesses. It is essential in broadening labor market access between employers and job seekers and providing choices to business customers, business travelers, and tourists. Our transportation network also enables movement of freight throughout the region, and connects us to markets around the globe. Transportation infrastructure is an important criterion for site selectors who are seeking speedy and reliable transportation access to targeted clusters of business customers as well as reaching end-consumer markets with their clients' products.

Strategy

Use transportation assets to sustain our economy, attract new business, and connect people at various stages of life with opportunities for employment, education, health care, and other services. Maintain and enhance the safety, efficiency, condition, and resiliency of the region's transportation system by investing in transportation needs, as set forth in SEMCOG's Regional Transportation Plan. Pursue adequate funding at federal, state, and local levels to sustain and enhance the system. Support development of Intelligent Transportation Systems, connected vehicles, and other emerging technologies to help address regional transportation system challenges. Sustain resilient, reliable, and efficient international border connections with Ontario to reinforce Southeast Michigan's ability to serve as host to the primary ports of entry to Canada, the United States' largest two-way trading partner.

Southeast Michigan has a complex transportation system with over 25,000 miles of public roads that support over 100 million miles of travel every day. It includes:

- *More than 2,900 bridges*
- *18 regional and international airports*
- *Four Class I railroads*
- *Eight international border crossings*
- *Fixed-route transit with over 57 million annual riders*
- *Over 2,600 miles of bikeways and shared-use pathways for pedestrian, bicyclist, or equestrian use*
- *Five water ports*

Action Steps

- Support efforts to further develop and maintain an integrated transportation network that connects vehicular, transit, air, rail, walking and biking, and waterway modes of travel.
- Consider and implement recommendations from SEMCOG's *Access to Core Services* report to connect people to jobs and other core services (e.g., schools, libraries, health care, transit, supermarkets, and parks).
- Support a regional transit system that appeals to site selectors and knowledge workers, and connects people at various stages of life and abilities with employment, education, and other core services.
- Employ a comprehensive approach for redeveloping commercial and industrial transportation corridors.
- Invest in transportation infrastructure improvements to facilitate development and implementation of connected vehicle technology; encourage regional growth of businesses and universities creating, teaching, and using this technology.
- Support technological advancements that contribute to the supply, safety, and responsiveness of on-demand transportation such as taxis, Metro Cars, and ride-sharing services such as Uber, Lyft, and other emerging services.
- Identify potential job and business growth opportunities resulting from transportation infrastructure projects such as construction of the Gordie Howe International Bridge and reconstructing freeways.
  - Develop and implement strategies to build workforce capabilities and skilled-trade expertise for infrastructure construction projects.
  - Develop and implement strategies to expand or locate businesses that take advantage of proximity to freeways, borders, and business clusters.
  - Support small- and medium-sized firms in developing export capabilities to expand their market access.
  - Identify products that lend themselves to border-area processing and distribution.
- Support Next Michigan Development Corporations (NMDCs), including VantagePort, the I-69 International Trade Corridor, as well as the NMDC being considered for development in the City of Detroit, in deploying economic development tools and local government cooperation to draw and retain logistics and manufacturing firms that rely on access to at least two transportation modes to grow and prosper.
- Support and maintain regional air system assets to sustain current and future access to:
  - Frequent, competitively-priced passenger travel.

  - Reliever airports that lend air system resiliency and options for private air service.
  - Air cargo facilities to serve cargo distribution for both passenger flights and dedicated cargo flights.

Detroit and Port Huron border crossings handled $219 billion in trade in 2014. This accounted for about one-third of all U.S./Canada bilateral trade.

- Improve regional rail system condition, operations, and connections by promoting plans to improve rail bottlenecks and intermodal terminals to make the regional rail system operate efficiently and reliably for rail passengers and provide improved local rail shipping options (commuter rail plans; Detroit Intermodal Freight Terminal).
- Support development and operation of commercial marine ports:
  - Improve connections to road and rail modes.
  - Advocate for bi-national ballast water standards that will support international water cargo and the health of the Great Lakes.
  - Consider the strategic future value of properties near commercial port areas to preserve port capacity as well as to identify land assembly opportunities for new industrial uses, industrial buffer areas, and green infrastructure.
- Invest in transportation infrastructure:
  - Continue to review existing and future mechanisms that result in increased highway and transit funding.
  - Expand opportunities for public-private partnerships to provide more options for constructing and operating critical infrastructure.
  - Promote opportunities for nonmotorized investment (see Strengthening Quality of Place).

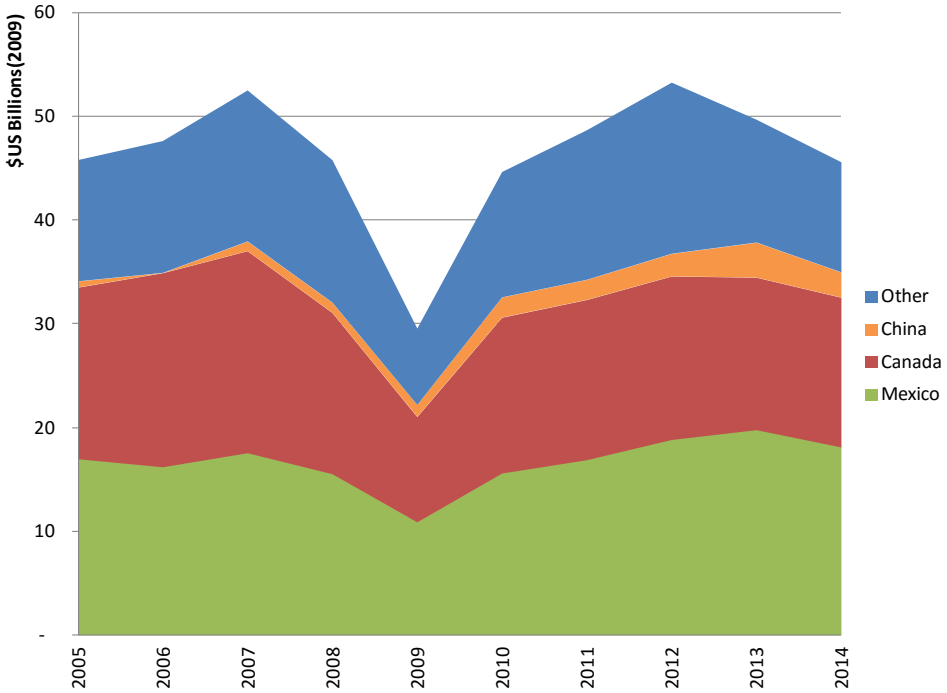
Business Climate Strategies

This section presents Business Climate economic development strategies. It begins with visuals, data points, and/or other information to provide additional context for these four strategies and action steps that follow.

- *Expanding Trade and Investment*
- *Supporting Business Growth*
- *Increasing Capital Funding*
- *Growing Entrepreneurship*

Business Climate is the general economic environment in which businesses operate. Business climate strategies relate to creating an environment that is conducive to business growth and job creation.

Figure 23
Top Export Markets for Southeast Michigan



Source: U.S. Department of Commerce, International Trade Administration (ITA).

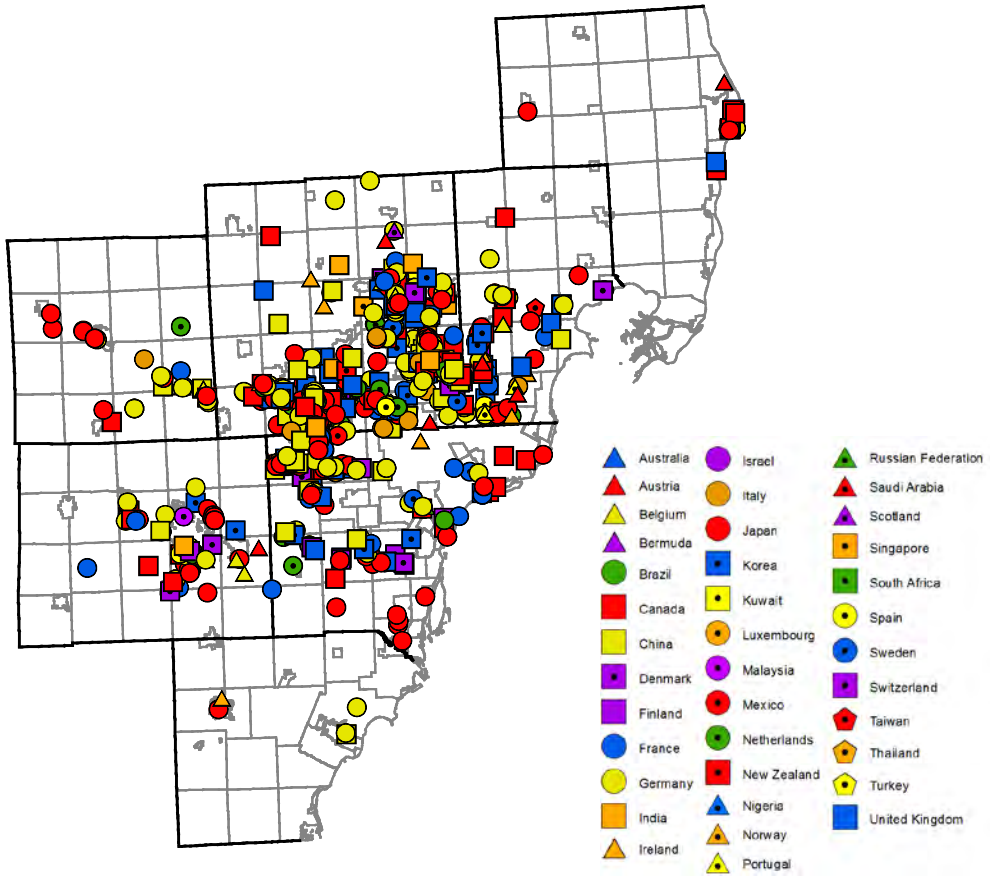
One of the keys to growing jobs is selling goods and services to regions outside our own. Southeast Michigan's economy exports well over $50 billion each year. Our region provides a critical link in the North American trade corridor, as evidenced by the fact that almost 70 percent of our exports go to Canada and Mexico.[2]

The region's core auto manufacturing industry accounts for a large majority of these exports, which underscores the importance of auto manufacturers to the region's economy.

Growing exports, investment, and business clusters = increased jobs and economic growth.

[2] ITA tracks exports by origin of movement data. Exports attributed to Southeast Michigan combine exports produced here and exports produced elsewhere in the U.S. that use our region's gateway to Canada.

Figure 24
Foreign Direct Investment in Southeast Michigan, 2013



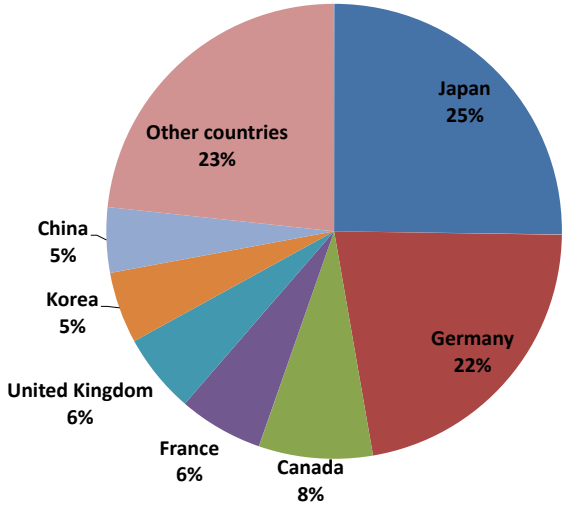
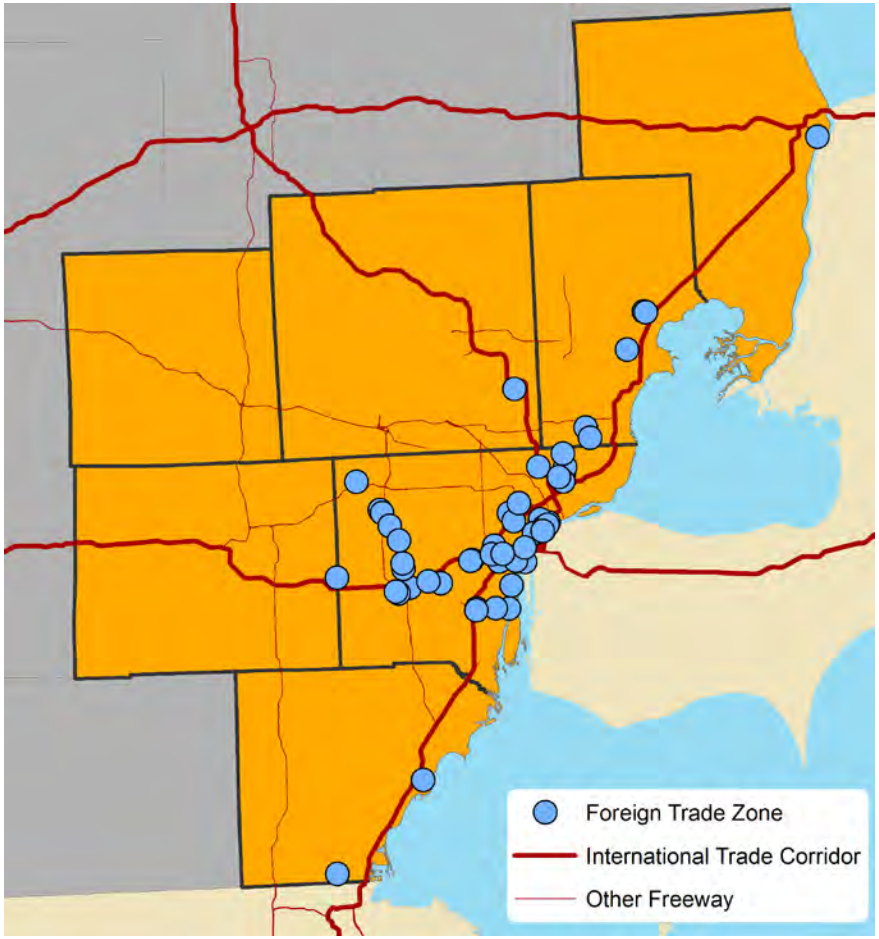


Figure 24 shows there are 1,185 establishments from 38 different countries – that have a majority foreign-held ownership – located in the region. This is an increase of 84 percent since 1999. Many of these firms are tied to the auto industry.

The pie chart shows the percentage of foreign establishments by parent country. Japan (299 establishments), Germany (261), and Canada (96) are the top three countries with business establishments in Southeast Michigan.

Source: Data from Detroit Regional Chamber, Foreign Companies in Regional Detroit.

Figure 25
Southeast Michigan Foreign Trade Zones

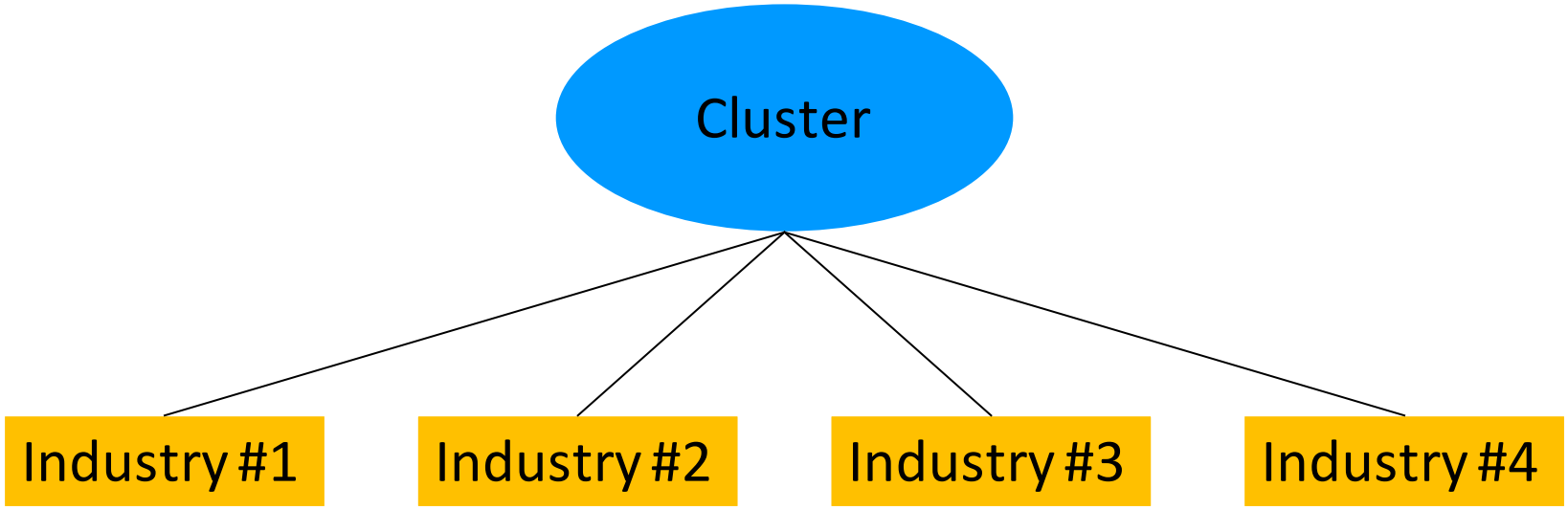


To accommodate exports, Southeast Michigan has at least 50 Foreign Trade Zones. These zones are specially designated areas that give manufacturers and distributors international-trade-related tools that allow firms greater control over when tariffs are paid. The annual number of Foreign Trade Zones fluctuates as they are based on need.

Business Clusters

Growing exports and foreign direct investment can be linked with strategies focused on existing clusters and target industries. A cluster is a regional concentration of related industries. Clusters make regions uniquely competitive for jobs and private investment. They enhance productivity and spur innovation by bringing together technology, information, specialized talent, competing companies, and academic institutions. Clusters play a fundamental role in driving regional economic competitiveness by encouraging higher rates of job growth, wage growth, new business formation, and innovation.

Figure 26
Cluster Diagram



SEMCOG researched where local economic developers and the State of Michigan are targeting efforts and identified the following major clusters within Southeast Michigan.

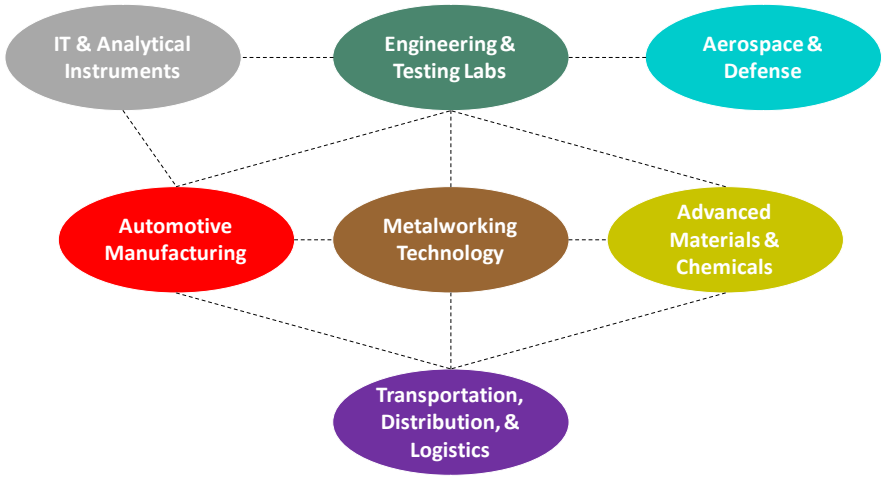
Table 1
Southeast Michigan's Clusters

Advanced Materials & Chemicals	Electric Power Generation & Transmission	Information Technology & Analytical Instruments	Physical Science Research
Aerospace & Defense	Engineering Services & Testing Labs	Life Science Research	Tourism
Alternative Energy	Food Processing & Agriculture	Metals Manufacturing	Transportation, Distribution, & Logistics
Automotive Manufacturing	Health care	Metalworking Technology	

Source: SEMCOG

These clusters – which can be referred to as "traded clusters" – contribute to our export economy. Add in Health care (which is by far the most substantial local economic driver) and a portrait of the region's specialties develops. Since the economy bottomed-out in 2009-2010, most of these clusters have seen growth in employment, with about half (seven to be exact) seeing their location quotients increase. Furthermore, while many of the clusters are tied to the automotive industry, the largest growing clusters (Advanced Materials & Chemicals, Engineering Services & Testing Labs, Metalworking Technology, and Automotive Manufacturing) are all experiencing transformative changes in the products they develop and the processes by which they develop them.

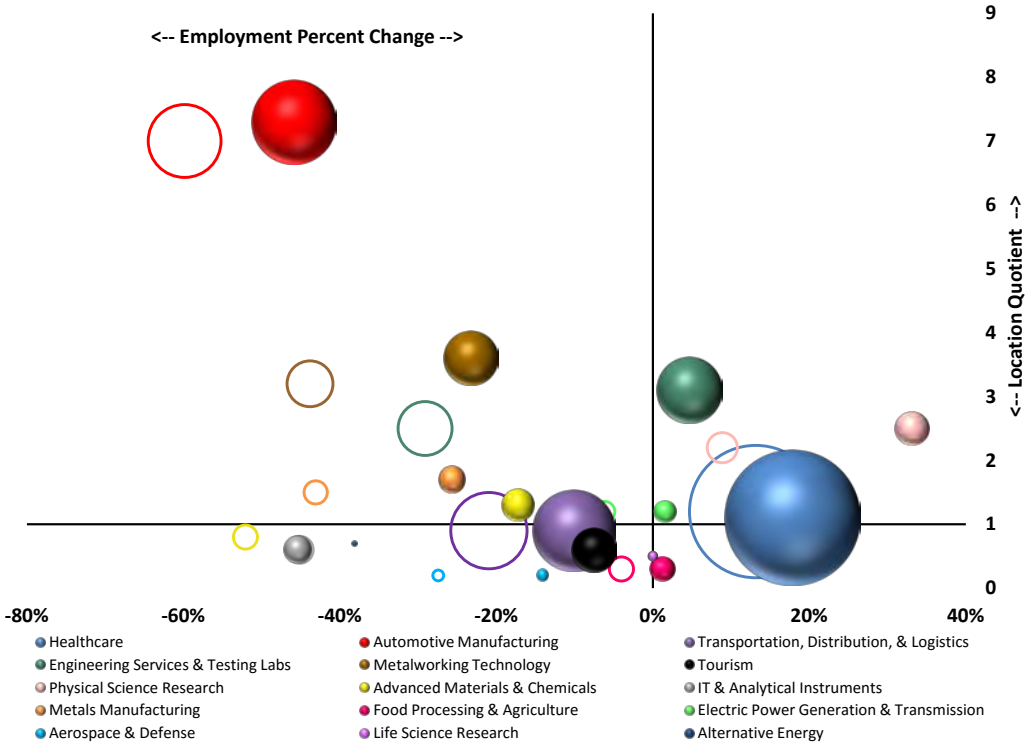
Figure 27
Southeast Michigan's Clusters are Interconnected



Many of the clusters are interconnected. Our history of automotive manufacturing has helped generate specializations in metalworking and advanced materials. This, in turn, leads to a transportation and logistics system designed to support these three clusters. Of course, engineering is crucial for all of these clusters and having such a rich talent pool has helped to promote advancements in vehicle technology (e.g., IT and Analytical Instruments) and the design and support of military vehicles.

Source: SEMCOG

Figure 28
Employment Percent Change, 2001-2014 and Location Quotients, 2014
Southeast Michigan Clusters



Source: SEMCOG analysis of QCEW Estimates from Don Grimes, University of Michigan.

About this figure
The horizontal axis represents percent change in employment, and the vertical axis represents the location quotient. The size of the bubble is proportionate to the number of private sector jobs. The solid bubbles show where each cluster was in 2014 relative to 2001, and the hollow bubbles show where each cluster was in 2009 relative to 2001.

From 2001 to 2009 (hollow bubbles) – roughly equivalent to the region's highest and lowest employment levels – almost all clusters declined, with the exception of Health care, Physical Science Research, and Alternative Energy. Most of the region's export-oriented clusters declined by 20 percent or more; for example, Automotive Manufacturing declined 60 percent, Metalworking Technology declined 44 percent, and Engineering Services and Testing Labs declined 29 percent.

The solid bubbles, which represent cluster changes from 2001 to 2014, indicate growth since 2009. Automotive Manufacturing recovered 14 percentage points and is growing again with technological advancements contributing to its recovery. Also encouraging is growth in the Engineering Services and Testing Labs cluster and the Physical Science Research cluster. Engineering Services and Testing Labs has seen growth of four percent since 2001 and increased its location quotient from 2.5 to 3.1. Physical Science Research has seen growth of 33 percent and increased its location quotient from 2.2 to 2.5.

Many of these jobs are tied to automotive engineering, which reinforces the fact that Southeast Michigan is the technology hub for the automotive industry. Other sectors are showing signs of healthier growth. In particular, Metalworking Technology, Advanced Materials and Chemicals, and Metals Manufacturing have all recovered at least 17 percentage points lost between 2001 and 2009. All three have also increased their location quotients.

Table 2
Southeast Michigan Clusters – Employment Change and Location Quotient

		Hollow Bubbles (2001-2009)			Solid Bubbles (2001-2014)		
Cluster Code	Cluster Name	Employment Percent Change, 2001-2009	Location Quotient, 2009	Employment, 2009	Employment Percent Change, 2001-2014	Location Quotient, 2014	Employment, 2014
1030	Healthcare	13%	1.2	260,020	18%	1.1	270,881
7	Automotive Manufacturing	-60%	7	78,538	-46%	7.3	105,872
2	Transportation, Distribution, & Logistics	-21%	0.9	86,096	-10%	0.9	97,926
4	Engineering Services & Testing Labs	-29%	2.5	42,909	5%	3.1	63,387
3	Metalworking Technology	-44%	3.2	31,232	-23%	3.6	42,676
6	Tourism	-10%	0.7	28,357	-7%	0.6	29,072
21	Physical Science Research	9%	2.2	13,535	33%	2.5	16,549
5	Advanced Materials & Chemicals	-52%	0.8	8,548	-17%	1.3	14,767
8	IT & Analytical Instruments	-45%	0.6	10,739	-45%	0.6	10,694
11	Metals Manufacturing	-43%	1.5	7,978	-26%	1.7	10,424
10	Food Processing & Agriculture	-4%	0.3	8,562	1%	0.3	9,028
12	Electric Power Generation & Transmission	-6%	1.2	6,121	2%	1.2	6,626
1	Aerospace & Defense	-27%	0.2	1,720	-14%	0.2	2,036
20	Life Science Research	0%	0.5	943	0%	0.5	1,026
19	Alternative Energy	18%	0.8	739	-38%	0.7	387

Notes:
1) The table is sorted by Employment, 2014
2) There is no data for Life Science Research for year 2001; therefore, its employment percent change is zero.

Source: SEMCOG analysis of QCEW Estimates from Don Grimes, University of Michigan.

A business-friendly environment that supports vital public services is conducive to economic growth.

Top four site selection criteria:

- *Transportation infrastructure*
- *Permitting/regulatory procedure ease*
- *Existing workforce skills*
- *Land/building prices and supply*

Source: Site Selection Magazine 2014 survey of corporate real estate executives

While Michigan's tax climate has jumped 14 places, revenue for cities and other governmental units is declining.

It is important to balance these factors in order to have a business-friendly environment that also meets community values and supports vital government services and infrastructure.

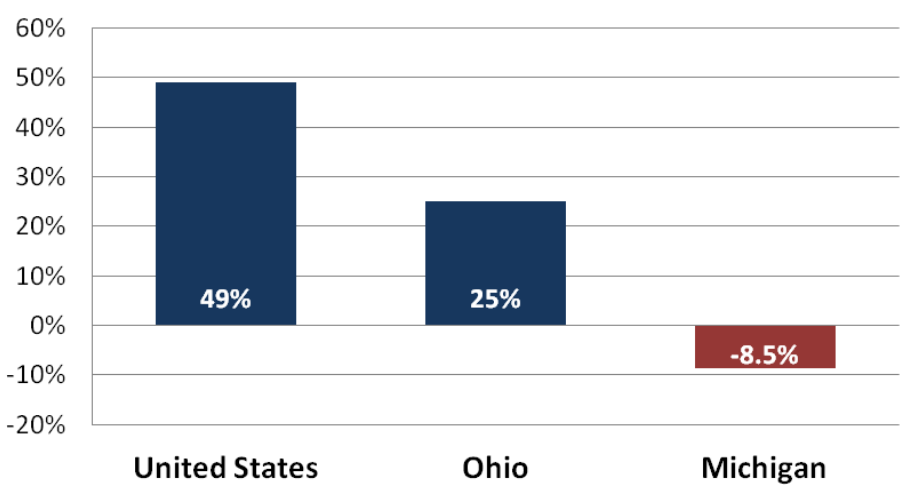
Michigan's business tax climate ranks 13th nationally.

Source: Tax Foundation

General Revenues are used by local municipalities to provide essential services that are needed to attract and retain commercial, industrial, and service industry businesses. In total, Michigan cities saw their General Revenue decrease by 8.5 percent between 2002 and 2012 (in actual dollars, not adjusted for inflation). Michigan was ranked last in the nation in this statistic.

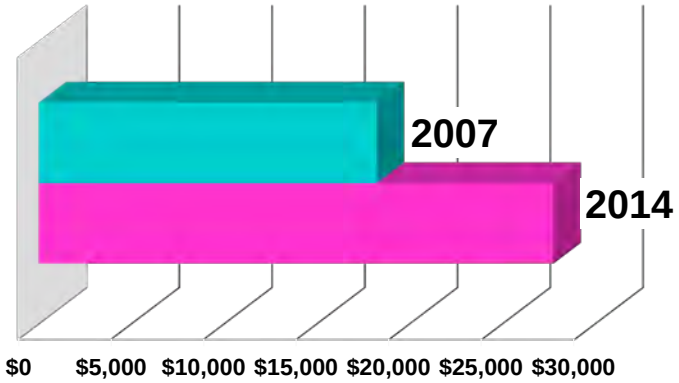
Nationally, in total, cities' General Revenues increased by 49 percent between 2002 and 2012. The second lowest state – Ohio – saw its cities, in total, experience a 25 percent increase in revenues during this time period.

Figure 29
Cities General Revenue Change, 2002-2012



Source: SEMCOG analysis of Census report information on local government revenues and expenditures, by type of government.

Figure 30
Increasing Levels of Student Debt, 2007 and 2014



Source: U.S. Department of Education, 2015

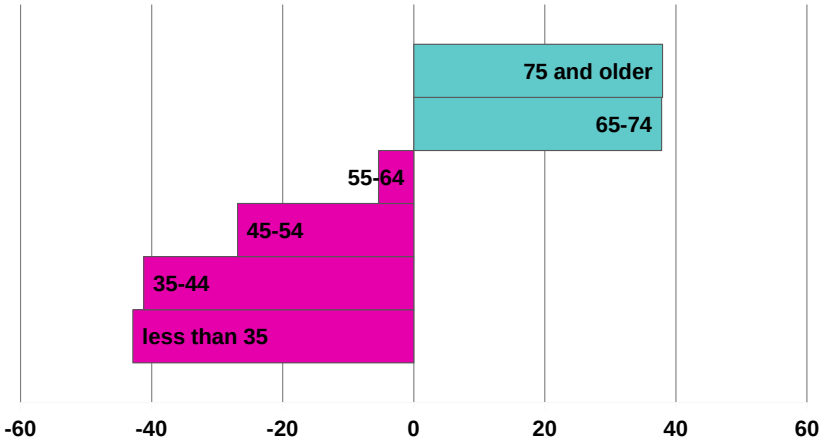
Personal financial issues impact business startups.

Levels of student debt have been increasing. In 2014, the average debt per student was nearly $28,000, an increase of almost $10,000 since 2007. This could make it more difficult for people to start businesses.

A 2014 Gallup poll of potential entrepreneurs identified the uncertainty of a steady income as one of the primary barriers to starting a business.

Two-thirds of entrepreneurs report using personal savings to fund their startups. Median net worth for households under age 35 fell more than 40 percent from 1995 to 2013 while median net worth for households over age 65 increased significantly over the same time period. Although people aged 55 to 64 have lost some of their net worth, entrepreneurship in this age group has risen steadily from 15 percent in 1996 to 26 percent in 2014.

Figure 31
Percent Change in Median Net Worth, 1995-2013



Source: Board of Governors of the Federal Reserve System, 2014

Expanding Trade and Investment

Business clusters play a fundamental role in driving regional economic competitiveness by encouraging higher rates of job and wage growth, new business formation, and innovation. By making a region uniquely competitive for jobs and private investment, clusters can provide a foundation for growing exports and encouraging local and national business investment, as well as Foreign Direct Investment (FDI) by international companies.

Strategy

Build upon core and emerging business clusters (e.g., automotive and advanced materials), increase export of goods and services, attract business investment, and diversify the economy. Link strategies focused on existing clusters and target industries with growing exports and foreign direct investment.

Business clusters are regional concentrations of related industries that can enhance productivity and spur innovation by bringing together technology, information, specialized talent, competing companies, and academic institutions.

Action Steps

- Further cross-sector collaboration (government, business, education, nonprofit, etc.) to use our region's competitive advantages to grow business. Work together to:
  - Build upon core industries and emerging clusters, including region-wide clusters (e.g., automotive) and sub-regional clusters (e.g., food processing and agriculture).
  - Use research and development assets, such as universities and food testing facilities, to help drive innovation that supports vital business clusters (e.g., engineering and research).
  - Develop and use the region's labor force and industry-specific expertise to maintain and grow vibrant business clusters.
- Invest in and maintain critical transportation infrastructure (e.g., roads, air and rail systems, ports) and make improvements needed to support (see Enhancing Transportation Connections):
  - Supply chain activity.
  - The export of manufactured goods and agricultural products to local, national, and international markets.
  - Land ports of entry such as the Gordie Howe International Bridge and the Blue Water Bridge customs plaza.
  - Business travel.
- Provide broadband/fiber-optic service, with the reliability and speed to meet communication and data transmittal needs of different business sectors (e.g., manufacturing, health care, and service industries).
- Coordinate freight transportation infrastructure and facility developments with adjacent regions in southwest Ontario and northwest Ohio that are critical to regional participation in bi-national U.S./Canadian trade.
- Collaborate in business marketing, retention, and attraction activities:
  - Market attractiveness of expanding or locating businesses where there is a concentration of workers, supply-chain networks, research and development facilities, and educational institutions to support new businesses.
  - Highlight strategic international connections that facilitate freight flows, exports, and business travel.

A total of 1,185 establishments, with a majority foreign-held ownership, from 38 different countries were located in the region in 2013. This is an 84 percent increase since 1999.

- Provide firms with educational resources and services dedicated to expand trade and investment:
  - Connect businesses with federal, state, and other resources that help facilitate international trade opportunities (e.g., U.S. Export Assistance Centers).
  - Support initiatives to provide resources for small- and mid-size companies to develop capacity for North American distribution and market expansion (e.g., Institute for Border Logistics, airport logistics).

Supporting Business Growth

Government plays a major role in creating an environment that is conducive to growing business and creating jobs. State and local governments also need stable revenue sources that generate sufficient funds to provide high-priority services and needed infrastructure essential for business and talent attraction. Appropriately balancing these needs creates a business-friendly environment that increases our region's competitiveness for business attraction, retention, and expansion, while maintaining vital public services and infrastructure.

Strategy

Support business growth by improving the ease and cost of conducting business in a manner that meets community values and maintains vital public services and infrastructure.

Action Steps

- Increase the ease and speed of conducting business with government, while continuing to place a priority on maintaining community values.
  - Strive for more universal local regulatory/permitting processes with consistent timelines across multiple communities for siting businesses and other governmental requirements by developing a model "one-stop shop" process and using the Michigan Redevelopment Ready Communities program tool.
  - Increase speed of permit issuance at state and local levels while protecting the environment and community values.
  - Coordinate and streamline the environmental permitting process across all levels of government, focusing on outcomes.
  - Aid businesses in complying with planning, building, and environmental regulatory requirements.
  - Enable public and private stakeholders to work collectively to identify and implement cost-effective strategies for attaining and maintaining environmental standards.
- Engage in ongoing collaboration among government, businesses, economic development organizations, and other entities.
  - Collaborate with public and private entities, including industry associations, to maintain and grow the business sector.
  - Bring public- and private-sector players to the table to work with potential businesses.
  - Engage in multi-community business site location efforts.
  - Establish a clearinghouse of best practice development processes for local governments working with business.
  - Connect businesses needing support services with private, public, and nonprofit resources (see Growing Entrepreneurship).
  - Deploy tools to assist businesses with the site selection process (e.g., GIS mapping that depicts surrounding resources and sites; computer-aided design applications for virtual speculative buildings).
  - Assist with communications activities to help businesses impacted by road and infrastructure construction projects.
- Promote redevelopment of contaminated, functionally obsolete, blighted, and/or vacant property.
  - Continue to promote and support brownfield remediation and redevelopment, including development of market-ready commercial/industrial sites in communities.
  - Address barriers encountered by businesses seeking buildings that meet current industry standards as well as those wishing to repurpose a building.
  - Increase number of ready-to-build sites (both land and buildings).
  - Support redevelopment and reuse of former power plant sites.
- Consider the need to fund public services when creating financial policies and underwriting projects to support business retention and growth.
  - Maintain business-friendly, predictable tax structure that supports public services desired by businesses and residents.

- Collaborate with the private and nonprofit sectors to creatively fund projects.
- Evaluate and determine the most effective approach for employing financial tools to help underwrite redevelopment initiatives (e.g., tax increment financing).
- Design and manage tax incentives, with the flexibility and appropriate return-on-investment/safeguards, to attract and retain businesses and increase competitiveness.

Increasing Capital Funding

Photo credit: TechPort

Gap financing assists businesses that have a capacity to repay loans, but are unable to secure all the funding they need. It is typically short-term financing, and may be used for a number of purposes, such as finishing funds needed to close a deal.

Obtaining sufficient funding is a necessity for launching and growing businesses of all sizes across Southeast Michigan's business sectors. Entrepreneurs need start-up capital and subsequent funding for growth; established businesses need capital to fund operations, upgrades, and expansions. The private sector, government, foundations, and nonprofit organizations have helped build a continuum of funding sources (e.g., angel investors, venture capital, business loans) available to fund businesses that are appropriate to their position along the business life cycle. These efforts need to continue and evolve to meet changing requirements to sustain and grow Southeast Michigan's economy.

Strategy

Match businesses with the appropriate sources of financial capital needed to launch or operate their enterprise. Increase availability of capital to businesses, both in the amount of funding and its accessibility. Continue building funding availability across a continuum of business financing sources, including equity, debt, and less traditional sources such as venture capital, angel capital, and early-stage financing. Connect business owners with these financing sources, including those located in economically distressed and underserved communities.

Action Steps

- Advance initiatives that attract consistent funding sources and increase access to capital across the continuum of business finance sources, including venture, angel, and other investment capital in order to help start-up and growing businesses.
  - Create funding collaboratives between business, government, foundations, and others to creatively fund projects.
  - Encourage quicker loan decisions by the banking industry.
  - Increase the number of microloan programs and other seed capital sources to address the need for funding by start-ups and existing small businesses, which provide alternatives to conventional sources.

Follow-on Funding
Start-ups typically require multiple rounds of funding. If a particular investor (e.g., angel investor, private equity firm) has invested in the company in the past, and then provides additional funding at a later stage, this is referred to as follow-on funding. The Michigan Venture Capital Association reported that only three percent of funds currently under management in Michigan are reserved for follow-on investing. Currently, venture capital firms have approximately $108 million set aside for additional investment in these Michigan companies, while the estimated demand is anticipated to be over $1.3 billion.

- Boost follow-on funding for growing start-up companies expanding to the second stage.
- Increase the availability and ease of obtaining capital, particularly with gap financing, especially for smaller projects.
- Cultivate non-traditional funding mechanisms to support entrepreneurial endeavors.
  - Support emerging financial instruments that provide small businesses with new opportunities to raise capital by giving private citizens the opportunity to invest. (e.g., crowdfunding).
  - Lower barriers to accessing financial capital by finding methods to reduce the risk for capital investors in small business start-ups.
    - Demonstrate a product/service's market demand at the front end through the enterprise's social capital (i.e., collective value of all social networks).
    - Create the means to monetize social networks, such as through loan loss reserve funds that provide financial capital at a low interest rate similar to the U.S. Small Business Administration's micro loans programs.
- Connect entrepreneurs and small businesses receiving funding with financial counseling and other mentorship opportunities to help increase their prospects as a going concern and continued growth as a second stage business. (see Growing Entrepreneurship).
- Advocate at federal and state levels for actions that address ongoing business financing concerns.

Growing Entrepreneurship

New business growth is essential to the American economy. New businesses account for nearly all net new job creation, and almost 20 percent of gross job creation[3]. Entrepreneurs forming new businesses are vital to expanding and diversifying Southeast Michigan's economy.

Small businesses span numerous sectors ranging from mom-and-pop restaurants and stores, to manufacturing, commercial businesses, and information technology companies. They contribute to a community's quality of life and economy. Start-up firms can also ignite innovation, generate jobs, and lend to the region's image as a desirable place to live and conduct business.

Photo credit: SPARK East

Gallup's 2014 national survey of potential entrepreneurs identified barriers to starting a business, including uncertainty of a steady income, lack of personal savings, and low success rate.

Strategy

Encourage business ventures by making it easier for entrepreneurs to take calculated risks to start and grow small businesses. Match aspiring entrepreneurs and small businesses with the information, business finance, and technical resources they need to succeed. Help entrepreneurs identify growth sectors.

[3] *The Importance of Young Firms for Economic Growth*. Updated Sept. 2015. Kauffman Foundation.

Action Steps

- Connect aspiring entrepreneurs and existing small businesses with available – but perhaps not widely known/understood – business training and resources, including: technical assistance, financial management, and business counseling/mentoring.
  - Link entrepreneurs to business networks and business training resources that can help them develop business acumen.
    - Develop/market an inventory of programs that assist entrepreneurs.
    - Partner with community anchor institutions to disseminate information about available resources and business networking opportunities (e.g., at libraries).
    - Provide training on financial management/literacy (e.g., understanding debt and calculated risk).
  - Promote community college and county resources to small business.
  - Develop mentoring and counseling programs. Provide entrepreneurs with feedback on the plausibility of a proposed venture succeeding. Advise entrepreneurs on the cash outlay that a proposed venture might require and help direct them to available financial resources.
  - Support development of new businesses in economically distressed and underserved communities, including training specifically for those in urban environments.
  - Develop and implement strategies that foster entrepreneurship with younger adults.
- Provide affordable and interactive work space for small businesses that need a place to become established and grow.
  - Review ordinances and regulations that inhibit small business owners wanting to conduct business within their residences, while keeping with the spirit and values of the community.
  - Increase the number of business incubators and co-workspace centers throughout the region.
  - Help mitigate the uncertainty of a diminished income stream for new entrepreneurs by developing creative, affordable living solutions (e.g., residential or live/work incubators).

The share of new entrepreneurs between ages 20 and 34 is declining.

- 1996: 34%
- 2014: 25%

Source: Kauffman Foundation, 2015

- Continue to build and nurture Southeast Michigan's growing entrepreneurial culture through business and education partnerships.
  - Foster an entrepreneurial mindset and culture through educational curriculum that integrates entrepreneurial education within school programming.
  - Encourage young people to think about starting their own businesses, including education and encouragement in K-12.
  - Develop basic resources for skilled trades professionals who would like to start their own business (e.g., electrician, plumber, auto mechanic).
  - Shift attitudinal barriers to entrepreneurship by instilling a culture that accepts taking calculated risks and possible failure as a pathway to future successes with new ventures.

  - Support entrepreneurial growth of start-up firms transitioning to second stage businesses by supplying them with a well-trained workforce.

- Increase funding availability for start-ups and Stage 2 companies (see Increasing Capital Funding).
- Help connect entrepreneurs with new markets, identify new business location opportunities, and make introductions to new customers/clients (e.g., initiatives with local chambers of commerce).
  - Encourage peer-to-peer connections among entrepreneurs.
  - Connect entrepreneurs with identified growth sectors.
  - Analyze and share best practices from success stories that may be replicable.
  - Advocate to revise national policies to be more welcoming to immigrants committed to investing capital and creating or expanding a legitimate business concern.
  - Encourage and support entrepreneurial endeavors by traditionally underrepresented groups to increase rates of entrepreneurship among these groups and better leverage their contributions to the regional economy.

Talent and Innovation Strategies

This section presents Talent and Innovation economic development strategies. It begins with visuals, data points, and/or other information to provide additional context for these three strategies and action steps that follow.

- *Advancing Innovation and Technology*
- *Educating Our Future Workforce*
- *Connecting People and Jobs*

Talent and innovation are critical components of growing a 21st Century economy and creating well-paying jobs for Southeast Michigan residents.

Education, training, and technology all play a role in supporting talent and innovation throughout the region.

Examples of STEM Careers:

- *Actuary*
- *Auto Mechanic*
- *Biochemist*
- *Biomedical Engineer*
- *Construction Manager*
- *Data Analyst*
- *Dental Hygienist*
- *Electrician*
- *HVAC*
- *Machinist*
- *Medical Scientist*
- *Physician Assistant*
- *Plumber*
- *Software Developer*
- *Solderer*
- *Statistician*
- *Welder*

The demand for technical skills in the workforce continues to grow. In 2013, Michigan had 286,000 jobs in science, technology, engineering, and mathematics (STEM) fields[4]. Fifty percent of STEM careers require at least a bachelor's degree[5].

SEMCOG's Technical Career Continuum, above left, notes the variety of STEM careers and training and education options, such as industry certificates, two- and four-year degrees, and apprenticeships, which lead to these different careers.

[4] State of Michigan Labor Market Information.

[5] According to the Brookings Institution.

Pictured above: Central Campus Diag at the University of Michigan
Photo credit: AndrewHorne (Own work) [CC BY 3.0 (http://creativecommons.org/licenses/by/3.0)], via Wikimedia Commons

The University Research Corridor (URC), an academic research cluster, is composed of the University of Michigan, Wayne State University, and Michigan State University. Between 2002 and 2013, 173 startups have been cultivated by the universities associated with the URC. Sixty-four of these have formed within the past five years[6].

In 2014, more than 5,800 patents were granted in Michigan – ranking 7th nationally.

Southeast Michigan is home to 49 post-secondary educational institutions:

- *5 four-year public universities*
- *8 community colleges*
- *36 independent colleges and universities*

Pictured above: The Jeffress Center at Schoolcraft College

[6] URC's 8th Annual Economic Impact Report, 2015.

Automotive manufacturing advances innovation and technology.

Technology plays a critical role in the "new" automotive manufacturing process. Table 2 shows the top occupations with the largest percentage growth over the last two years within the Automotive Manufacturing cluster for Michigan. Six of the 12 fastest-growing occupations are technology related (see green text in table). While these data are only a snapshot of each year, they provide anecdotal evidence of how the cluster is changing. The factors behind the growth in the technology-related occupations are not entirely clear. It could be reclassification of existing occupations or it could be newly created occupations, or maybe a little of both. Future data will tell the story more clearly, but there is increasing evidence that Automotive Manufacturing is more technologically advanced than ever.

Table 3
Fastest "Growing" Occupations in the Automotive Manufacturing Cluster, 2012-2014, Michigan

SOC Code	SOC Title	2012	2013	2014	Change, 2012-14	Percent Change, 2012-14
17-3023	Electrical and Electronic Engineering Technicians	70	na	500	430	614%
17-2072	Electronics Engineers, Except Computer	90	300	410	320	356%
51-4011	Computer-Controlled Machine Tool Operators, Metal and Plastic	1,070	2,290	3,600	2,530	236%
53-1021	First-Line Supervisors of Helpers, Laborers, and Material Movers, Hand	50	90	140	90	180%
51-4021	Extruding and Drawing Machine Setters, Operators, and Tenders, Metal and Plastic	180	460	450	270	150%
53-3033	Light Truck or Delivery Services Drivers	150	140	320	170	113%
15-1142	Network and Computer Systems Administrators	90	80	190	100	111%
13-1111	Management Analysts	110	200	230	120	109%
17-2081	Environmental Engineers	40	na	80	40	100%
43-3051	Payroll and Timekeeping Clerks	60	90	120	60	100%
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	130	140	240	110	85%
51-2092	Team Assemblers	26,660	44,060	47,710	21,050	79%
15-1121	Computer Systems Analysts	390	480	670	280	72%

na - Not available.

Source: Occupational Employment Statistics, Bureau of Labor Statistics.

Advancing Innovation and Technology

Photo credit: U.S. Department of Transportation.

Rapidly evolving technology is creating new business opportunities and altering the way business is conducted. Operating in an environment of the "Internet of Things," and creative chaos, requires a continual evolution of business practices as well as the types of goods and services which are being offered to end-users and business customers. Employee and entrepreneurial skill sets must also continually evolve to remain current and take advantage of new job and business opportunities. Regions that successfully embrace disruptive technology and have an ecosystem that supports innovation are attractive locations for businesses, employees, and entrepreneurs.

Strategy

Build upon Southeast Michigan's business expertise, research and educational institutions, and other support services to grow investment and jobs in existing industries as well as other fields that diversify the economy. Ensure that workforce skills and training continue to evolve to take advantage of new economic and career opportunities.

Action Steps

- Promote and use collaboration among businesses, governments, universities and research institutions, community colleges, economic developers, labor organizations, investors, business incubators, and others to:
  - Make businesses more competitive.
  - Increase commercialization of research.
  - Support growth of existing businesses and generate business start-ups.
  - Address cyber-security issues that endanger business activity.
  - Meet current and future workforce needs.

Southeast Michigan is home to two national manufacturing institutes:

- **LIFT** – Lightweight Innovations for Tomorrow
- **IACMI** – Institute for Advanced Composite Manufacturing Innovation

- Build on Southeast Michigan's advanced manufacturing expertise to support and grow existing and emerging industries. Leverage:
  - National advanced manufacturing initiatives and programs.
  - National apprenticeship programs.
  - Defense industry opportunities, including enhancing the workforce to meet future needs.
- Support automotive industry as a driver of innovation and technology, including:
  - Making infrastructure improvements to support development and implementation of connected vehicle technology.
  - Highlighting regional resources such as the Mcity testing facility for connected and automated vehicles and systems.

Southeast Michigan is home to **Automation Alley**, a technology business association with nearly 1,000 tech-focused members in businesses, education, and government. It enhances the global competitiveness of Southeast Michigan through entrepreneurial, advanced manufacturing, international trade, and workforce development initiatives designed to advance our region as a high-tech powerhouse at the forefront of innovation worldwide.

- Identify and address current and future workforce needs (see Educating Our Future Workforce and Connecting People and Jobs).
- Support entrepreneurial activities to establish and grow leading-edge businesses (see Growing Entrepreneurship).

Educating Our Future Workforce

An educated workforce is critical to economic development. Identifying the knowledge and skills needed to support economic growth in the future is a challenge in a continually evolving economy. The vast majority of jobs will require some level of post-secondary education – including two- and four-year degrees, graduate degrees, apprenticeships, and industry credentials. In addition, the future workforce must have the skills to adjust to economic and employment changes through a culture of lifelong learning.

Photo credit: Macomb Community College.

Strategy

Strengthen and build collaboration between education and business to ensure students develop problem solving, critical thinking, analytical, and other skills needed for lifelong learning and career success. Promote best practices for creating career- and college-ready students through collaborative programs such as career technical education, early/middle college, and community college programs. Develop career pathways in partnership with employers to help students identify potential areas of interest and make informed decisions about post-secondary education options and careers.

Action Steps

- Provide quality education systems for all students in the region.
  - Increase investment in primary and secondary education.
  - Increase access to and equity in education.
  - Create better linkages among education systems and prepare students for transition to post-secondary education.
- Strengthen ties between education/training organizations and employers to ensure employees have needed skills.
  - Identify high-growth careers and encourage students to get in the pipeline for these careers.
  - Identify champions from business and education to drive solutions for closing the skills gap.
  - Partner with the business community to develop educational curriculum and programming that meets workforce needs and enhances connectivity between education and future employment.
  - Encourage internships, mentorships, and other opportunities for students to experience first-hand skills needed for workplace success.
  - Develop sustainable apprenticeship and mentorship programs for continued knowledge transfer.
- Incorporate career awareness into education system curriculum:
  - Encourage consideration of a full range of career options, including those that require two- and four-year degrees, apprenticeships, and industry credentials.
  - Provide teachers and counselors with data and information on future employment trends including high-growth careers, working environment, required skill sets, and training opportunities.
  - Provide data and information to parents and students about opportunities and requirements of skilled trade professions.
  - Raise awareness and interest in pursuing careers such as those in skilled trades and agriculture through experiential learning.
  - Build and nurture student awareness of entrepreneurship as a career path with partnerships between education and business (See Growing Entrepreneurship).

Table 4

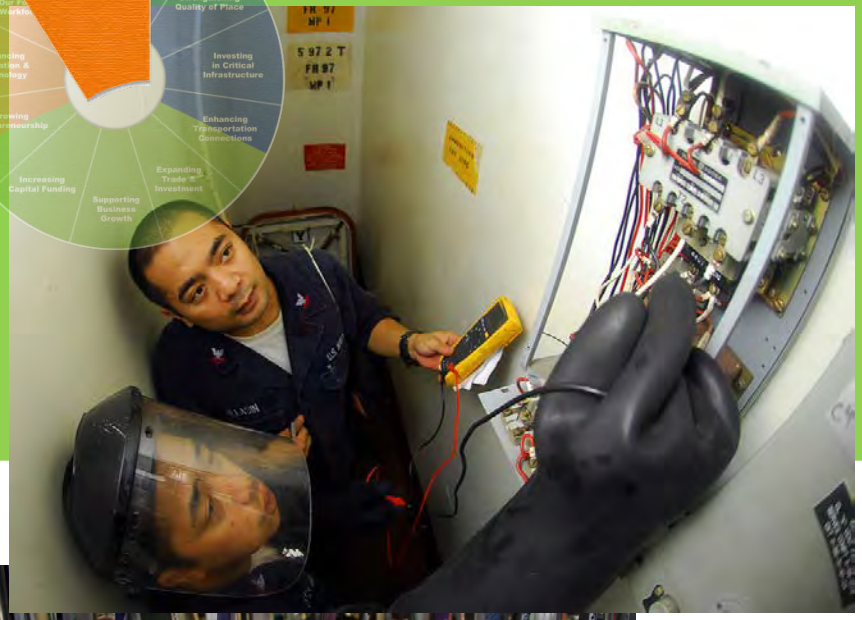
Michigan's Job Outlook Through 2022: Top 10 High Demand High-Wage Careers

Occupation	Job growth 2012-2022	Percentage job growth 2012-2022	Education and training beyond high school	Median hourly wage
Registered Nurses	10,740	11.4%	Associate's degree, license	$31.47
Heavy and Tractor –Trailer Truck Drivers	7,390	14.3%	Post secondary non-degree, short term OJT, license	$18.05
General and Operations Managers	5,410	10.5%	Bachelor's degree plus work experience	$43.67
Machinists	4,730	16.6%	Long term OJT, license	$18.39
Mechanical Engineers	3,900	12.5%	Bachelor's degree, license	$42.67
Computer user support specialist	3,700	18.5%	Some college, moderate OJT	$21.59
Industrial Engineers	3,640	14.9%	Bachelor's degree, license	$37.96
Accountants and Auditors	3,530	11.6%	Bachelor's degree, license	$29.67
Industrial Machinery Mechanics	3,250	25.3%	Long term OJT	$23.43
Software Developers, Applications	3,170	21.3%	Bachelor's degree	$37.74

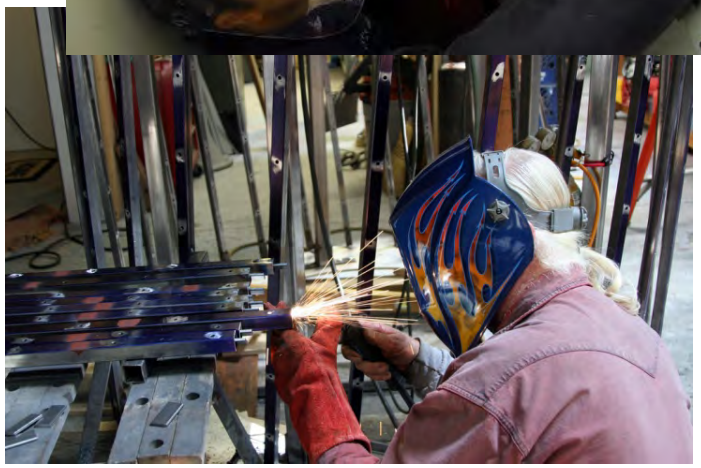
Source: MI DTMB Bureau of Labor Market Information and Strategic Initiatives

  - Reinforce the value of the Educational Development Plan process.
- Emphasize the importance of Science, Technology, Engineering, and Math (STEM) education as a basis for all types of technical careers.
  - Recognize skilled trades as STEM careers.
  - Provide opportunities to engage underrepresented groups in STEM, including girls and minorities.
  - Provide assistance for students to pursue and complete post-secondary STEM education programs.
  - Broaden STEM to STEAM, adding the arts to encourage creativity and innovation.
- Increase emphasis on creative and critical thinking, analytical skills, and problem solving in the educational system – skills that apply to any job and are important for success in the workforce.
  - Demonstrate the value and relevance of skills acquired through project-based learning.
  - Provide training for teachers to enable project-based learning in classrooms.
- Increase affordability of higher education.
  - Explore alternative/private funding mechanisms.
  - Target high-growth career fields for tuition assistance.
  - Increase marketing of community college programs.
  - Promote early/middle college and career technical programs.
  - Increase opportunities for earning college credits and industry credentials at no or low cost.
- Encourage a culture of lifelong learning to sustain employment opportunities as economic conditions continue to evolve.

Connecting People and Jobs



Connecting people with job opportunities will help drive economic growth and individual well-being. People may be disconnected from the job market due to a variety of reasons such as low education attainment, mismatch of skills, lack of transportation or child care, or other employment challenges. Skilled workers seeking their first job, or those who have lost a job, may face different challenges when seeking full-time employment. Addressing these challenges requires a comprehensive approach, including understanding the number and types of jobs available and the reasons people are unemployed or under-employed, and connecting people with the resources they need to get back into the workforce or find employment that better suits their needs.



Strategy

Identify causes of the disconnect between people and employment opportunities. Develop recommendations, strategies, and tools to connect people with jobs and career advancement opportunities. Strengthen collaboration among workforce development agencies, education and training organizations, state and federal agencies, labor organizations, employers, and others to further develop an infrastructure for improving access to jobs, which may include transportation and support services, career readiness programs, and training for in-demand careers.

While industries such as manufacturing, construction, information technology, and health care are facing a shortage of skilled workers, roughly 14 percent of the labor force is underutilized.

Action Steps

- Analyze current and future labor market trends to better understand and address employment needs in high-growth industries.
  - Work with employers to obtain information on anticipated short- and long-term needs.

Table 5
Top 10 Online Job Postings in Southeast Michigan

Rank	Occupation	Number of Postings
1	Software Developers, Applications	5,864
2	Registered Nurses	5,430
3	Heavy and Tractor-Trailer Truck Drivers	4,088
4	Retail Salespersons	3,601
5	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	3,401
6	Customer Service Representatives	2,655
7	First-Line Supervisors of Retail Sales Workers	2,264
8	Mechanical Engineers	2,259
9	Electrical Engineers	2,002
10	Computer Systems Analysts	1,756

Source: Workforce Intelligence Network, Quarterly Report, 4th Quarter 2015 (includes Genesee and Shiawassee Counties).

  - Compile career profile information for high-growth industries in a user-friendly manner that lists different job opportunities and the skills needed for those careers.
  - Coordinate with partners in workforce development and education to share career information with potential trainees and those looking to transition careers.
  - Develop succession plans for industries where a significant number of experienced workers are retiring.
- Explore ways to attract and retain talent throughout the region.
  - Provide job opportunities and career paths with possibilities for upward mobility to help attract and retain young talent.
  - Provide incentives for talent to stay in the region or to locate here.
- Explore methods for identifying those who are currently under-employed and connecting them with jobs.
- Identify and address hiring-process barriers that hinder capable people from entering the workforce.
  - Involve human service agencies in providing soft-skills training.
  - Lower barriers for obtaining visas, especially for immigrants with in-demand degrees or professional experience.
  - Find ways for the structurally unemployed, including those with criminal history, to enter/re-enter the workforce.
  - Increase chances of passing an initial application/resume screening.
  - Identify and address challenges encountered by returning veterans facing difficulties entering the workforce.

- Provide wraparound support services such as adult literacy, nutrition, child care, and financial literacy to help people address systemic barriers to entering/staying in workforce.
  - Connect workers with services, resources, and training offered by local institutions like community colleges and local libraries.
  - Address transportation challenges and other physical barriers for employees who are qualified but are not able to commute to job locations.
- Consider and implement recommendations from SEMCOG's *Access to Core Services* report to connect people to jobs and core services (see Enhancing Transportation Connections).
- Encourage development and attainment of industry credentials that meet employer's current needs and provide individuals with industry recognized credentials for in-demand careers.

Project List

The following list contains regionally significant projects that are considered "ready to go" initiatives. These projects were submitted by Southeast Michigan counties, the City of Detroit (submitted by the Detroit Economic Growth Corporation), educational and workforce development organizations, and SEMCOG. The projects are aligned with and advance the 11 broad-based economic development strategies.

The projects on this list, and other funding requests that can demonstrate alignment with the *Partnering for Prosperity* economic development strategy, may be viewed more favorably by public- and private-sector funders.

Please note that projects are sorted in the following order:

1. County in which project is located
2. Lead organization
3. Project name

Project name	Project Description	Community	Lead Organization	County	Year	Funding sources Potential (P) & Committed (C)
Livingston / Genesee Wastewater System	Construction of a wastewater system	Hartland and Tyrone Townships	Livingston County Drain Commission	Livingston	2014- 2020	Livingston County Drain Commission (C)
Whitmore Lake Road - Eight Mile Road to Winans Lake Road	Road Rehabilitation	Green Oak Township	Livingston County Road Commission	Livingston	2015- 2016	Funding sources unknown
Jail Expansion	$16.7M expansion of existing Livingston County Jail to accommodate 204 new beds	City of Howell	Livingston County Sheriff	Livingston	2015- 2016	Livingston County (C)
ADT/RAS Re-construction	Two buildings - Adult Transitions Building (ADT) & Renaissance Building (RAS) - have reached the end of their useful life and will be re-constructed through an addition to the Pathway School building and the Agency's Education Center. Limited site work will be included in the project and the existing buildings will be demolished when the new space is occupied.	Howell	Livingston Educational Service Agency	Livingston	2016	50% capital project funds; 50% school building and site bonds
I-96/US 23 Interchange Reconstruction	New through-lanes being constructed on I-96 between the current eastbound and westbound lanes of the highway and new bridges being constructed over northbound and southbound US-23 and over Old US-23	City of Brighton and Brighton Township	MDOT	Livingston	2015- 2016	MDOT (C)
Providence Out Patient Medical Center	60,000 sq. ft., $17M new facility to be constructed between Howell and Brighton near I-96/Latson Road interchange	Genoa Township	St. John Providence Park Hospital	Livingston	2016	St. John Providence Park Hospital (C)
University of Michigan Hospitals and Health Centers, Brighton Health Center South	320,000 sq. ft., $175M new facility to be constructed in the City of Brighton on Challis Road	City of Brighton	University of Michigan	Livingston	2016	University of Michigan (university regents approved 11/2015) (C)
Salt River Marsh Ecosystem Restoration and Webber Paddle Park Development	This project will restore habitat for fish and wildlife, increase aquatic diversity for fish spawning and wildlife usage, manage invasive phragmites, improve water quality, and enhance public access to the Salt River while creating a link to the coastal Lake St Clair water trail.	Chesterfield Township	Chesterfield Township and Macomb County Department of Planning and Economic Development	Macomb	2016-2018	US Environmental Protection Agency (P), US Army Corps (P), MDNRTF (P)

Trust Fund Grant - Schmid Marina	MDNR Trust Fund Grant that will be allow the city to purchase the existing private marina to consolidate their Parks & Recreation Department with existing buildings on the site. This will also allow the county to collaborate to implement shoreline restoration efforts for ecosystem restoration and aesthetic value.	City of New Baltimore	City of New Baltimore and Macomb County Department of Planning and Economic Development	Macomb	2016 -2017	Michigan Department of Natural Resources Trust Fund
Macomb County Placemaking	Provides Macomb County's downtowns and major commercial corridors with an opportunity to partake in an advisory assistance program providing each authority and its corresponding municipality with tangible physical, economic and community development support services. Focusing on strategic, creative and tactical placemaking, these projects will assist the county in the implementation of local planning initiatives.	Multiple Communities in Macomb County	Macomb County	Macomb	2016	Michigan Economic Development Corporation Community Revitalization Program (P), Michigan State University Extension (P)
Macomb County Regional Transit System	Macomb County's mass transit system is provided by the Suburban Mobility Authority for Regional Transportation (SMART), covering major highways to local mile roads. Sustainability and expansion of the local routes is vital for future success of regional transit. Without viable local connectors individuals will not be as likely to tap into major regional transit lines. Investing in buses, transit stops, and enhanced signalization will allow current transit operations to grow.	Multiple Communities in Macomb County	Macomb County	Macomb	2016	Potential Funding Sources: FTA, MDOT, Macomb County Department of Roads
Macomb County's Blueways and Greenways Strategy	Macomb County possesses a great number of interconnected water resources and green space areas. From major community parks, to the Clinton River and Lake St. Clair, these assets have sustained a natural connection. The county is focused on ensuring that these natural connections remain intact and vibrant, while expanding parkland and conservation areas as prime nodes for recreational programming and environmental stewardship.	Multiple Communities in Macomb County	Macomb County	Macomb	2016	
Brownfield RLF and Assessment Grants	The Brownfield Redevelopment Financing Act, MCL Act 381 of 1996, enables the Macomb County Brownfield Redevelopment Authority to authorize tax increment financing for implementing redevelopment projects. The incremental increases to property tax revenues can be captured and used to finance eligible activities on a site, including baseline environmental assessments, due care activities and additional environmental response activities.	Multiple Communities in Macomb County	Macomb County Department of Planning and Economic Development.	Macomb	2016	Potential Funding Sources: U.S. EPA, MDEQ, MEDC, MDNR

Project name	Project Description	Community	Lead Organization	County	Year	Funding sources Potential (P) & Committed (C)
Green Macomb - Urban Forestry Project	The MDNR Forestry Division has granted this US Forestry Service funding to Macomb County to develop a Green Macomb - Urban Forestry program in response to loss of tree canopy due to diseases and invasive pests. We will also collaborate with other agencies to develop a program that will assist in tree plantings, ordinance development, and program implementation.	Multiple Communities in Macomb County	Macomb County Department of Planning and Economic Development.	Macomb	2016	United States Forestry Service
Mobilize Macomb	Develop a comprehensive nonmotorized trail system that will increase recreational opportunities and support community and economic development. The county's trail system will be anchored by the Macomb Orchard Trail, the Freedom Trail, nonmotorized connections to parks, and access to freshwater assets.	Multiple Communities in Macomb County	Macomb County Planning and Economic Development and Macomb County Dept of Roads	Macomb	2016	Potential Funding Sources: MDOT, TAP grant program, nonprofits and philanthropic organizations, SEMCOG, RTP and TIP, DNR Passport program, CMI and Macomb County Dept of Roads
Explore Careers in Manufacturing and Technology	This annual evening event is open to the public and draws over 600 parents and students. Includes over 20 exhibits sponsored and staffed by local manufacturing and technical companies, post-secondary institutions, and workforce development organizations who describe the exciting opportunities available. Panel of experts describe what it takes to begin a successful career in the manufacturing and technology sectors.	Open to all families in SE Michigan	Macomb County Planning and Economic Development, Macomb ISD, Macomb Community College	Macomb	2014-present	MEDC grant, corporate sponsorship, Macomb Community College support
Red Run Plan - Develop Urban Stormwater Management Programming	This GLRI project will allow multiple local governmental agencies to collaborate on how to address stormwater flow and management efforts in the most urban sections of Macomb County. We will also look at updating stormwater management practices to retrofit available sites to better address water pollution in areas that are nearly fully developed.	Multiple Communities in Macomb County	Macomb Public Works, Macomb County Department of Planning and Economic Development	Macomb	2016-2017	United States Environmental Protection Agency - Great Lakes Restoration Funds
Advance Michigan Defense Collaborative (AMDC)	Provides immediate and sustained assistance to firms and workers in a 13-county region in Southeast Michigan affected by reduced Department of Defense procurement. The coalition coordinates assistance to organizations that promote research, industrial development, and talent development relevant to the defense industry.	Multiple Counties under the IMCP Designated 13 County Region in Southeast Michigan	Macomb-St. Clair Workforce Board	Macomb	2016-2017	Department of Defense - Office of Economic Adjustment $5.9M (C), Match from Michigan Economic Development Corporation $784,000 (C)
PTI Technical Academy	Provides the opportunity for committed students to learn the technical and workplace skills necessary for successful entry into the manufacturing sector. This educational opportunity is a model that will address the talent crisis in the manufacturing industry.	Open to any student in a Macomb County high school	PTI Engineered Plastics	Macomb	2014-present	PTI Engineered Plastics is sole funder with some in-kind support from MISD

Project name	Project Description	Community	Lead Organization	County	Year	Funding sources Potential (P) & Committed (C)
Dundee Industrial Park Substation	Past attempts to attract manufacturing into the Dundee Industrial Park have been unsuccessful due to a lack of power to support new commercial entities. It is the village's understanding that constructing a substation and supporting power grid to provide the appropriate power needed by manufacturing facilities would be beneficial in attracting new businesses to the area. This would not only benefit the local economy, but also the county and state.	Village of Dundee	Monroe County CEDS Committee, Monroe County Planning Department	Monroe	2015	Potential funding from Department of Energy
East Elm Street Industrial Site (Underutilized Ford Facility)	265-acre site partially occupied by the former Ford facility with accessible river frontage. Rail spur feeds into CN rail line. Full sewer/water service. Need for demolition of obsolete buildings and contaminated on-site landfill. Segments adjacent to Lake Erie are wetlands; must be avoided or mitigated. Prelim plan: Demolish buildings and subdivide property into several small redevelopment parcels that avoid environmentally sensitive or contaminated areas that cannot be practically remediated.	City of Monroe	Monroe County CEDS Committee, Monroe County Planning Department	Monroe	2015	Brownfield Tax Increment Financing (TIF), Downriver Community Conference Brownfield Consortium Revolving Loan Fund (RLF), Michigan Department of Environmental Quality Brownfield Grant
JR Whiting Plant Redevelopment	The JR Whiting coal burning facility located in Luna Pier is scheduled for decommissioning April 15, 2016. Consumers Energy has been working with a Community Engagement Team that has been discussing the potential of the property for redevelopment. Currently the site is not serviced by municipal water or sewer. Additionally, the redevelopment will require a commitment by the community to seek out and assist with potential development opportunities.	City of Luna Pier	Monroe County CEDS Committee, Monroe County Planning Department	Monroe	2016	Funding options include Economic Development Administration, Department of Energy, Department of Labor, Consumers Energy
North Telegraph Road Corridor	Redevelop the 29-acre former La-Z-Boy World Headquarters site. It is located on a high-traffic commercial stretch of Telegraph Road, one of the primary north-south corridors through greater Monroe Community. Good potential for redevelopment due to its location on a high-traffic corridor and nearby employment centers, including new La-Z-Boy World Headquarters. Investment would serve as catalyst for other redevelopment projects along the corridor.	City of Monroe	Monroe County CEDS Committee, Monroe County Planning Department	Monroe	2016	Potential Brownfield Tax Increment Financing (TIF), Downriver Community Conference Brownfield Consortium Revolving Loan Fund (RLF), Michigan Department of Environmental Quality Brownfield Grant
Rehabilitation of Ford Plant (with water main extension)	Extension of a 12-inch water main under US23 to provide utilities to 112.71 acres at US23 and Plank Road would be needed to serve this project. This would allow for marketing of two large parcels to include utilities, with potential increase in tax base and an estimated workforce increase of 100 or more jobs. Engineering is in process. Cost: $1.1M.	City of Milan	Monroe County CEDS Committee, Monroe County Planning Department	Monroe	2015	Potential federal, state, and local funds would be leveraged toward the site

Project name	Project Description	Community	Lead Organization	County	Year	Funding sources Potential (P) & Committed (C)
Turning Basin Industrial Site – Site 1	Two warehouses would provide modern facilities to assist in shipping and receiving waterborne commerce. Project includes construction of two warehouses, area paving, installation of servicing utilities, replacement of existing steel sheet pile dock, and turning basin dredging in front of the replaced steel sheet pile. Estimated cost is $4.5M; includes area paving and installation of servicing utilities.	Port of Monroe	Monroe County CEDS Committee, Monroe County Planning Department	Monroe	2015	Private funding and grants would be sought
Turning Basin Industrial Site – Site 2	Intermodal transportation warehouse to be built on west shore of River Raisin Turning Basin near existing Port office building. Warehouse would provide additional port facilities to assist in shipping and receiving of waterborne commerce. Project would include area paving and service utilities, as well as shore protection along the River Raisin edge of the property and a dock and associated dredging along the Turning Basin edge of the property. Estimated cost: $10.2M.	Port of Monroe	Monroe County CEDS Committee, Monroe County Planning Department	Monroe	2015	Private funding and grants would be sought
Innovation and Entrepreneurship/Small Business Center at MCCC	The Innovation and Entrepreneurship Center at Monroe County Community College is a collaborative effort among MCCC and its partners: the BDC, the Chamber, Michigan Works, the BBA, and others, established for the purposes of supporting an environment that attracts, supports, and encourages start-ups and retains small businesses in Monroe County. The center will offer technical assistance and guidance to small businesses and entrepreneurs.	Monroe County	Monroe County Community College	Monroe	2016	Numerous sources are available to fund innovation and entrepreneurship: • Private foundations - Potential • Local businesses - Potential • Federal and state funds - Potential • Other - Potential
Monroe County CTE Consortium	The Monroe County Career and Technical Education (CTE) Consortium was developed from a goal of the Monroe County Superintendents Association to provide CTE opportunities for all students. This is a county-wide initiative comprised of industry, business, health care agencies, and community-based organizations partnerships throughout Monroe County offering students the opportunity to take CTE courses at various local schools which may not be offered at their local districts.	Monroe County	Monroe County Superintendents' Association	Monroe	2016	Monroe County Intermediate School District (C), Airport Community Schools (C), Bedford Schools (C), Dundee Community Schools (C), Ida Public School District (C), Jefferson Schools (C), Mason Consolidated Schools (C), Monroe Public Schools (C), Summerfield Schools (C), Whiteford Agricultural School District of the Counties of Lenawee and Monroe (C); Potential: Monroe businesses (P)
DASI Industrial Design Technician Apprenticeship	The DASI Industrial Design Technician Apprenticeship 2-year program is registered with the US Department of Labor providing on-the-job experience with SolidWorks courses for product development and manufacturing training. Service areas include Wayne, Oakland, Macomb, Monroe, and Genesee Counties.	Multiple - Pontiac, Detroit, Canton, Auburn Hills, Sterling Heights, Flint	DASI Solutions Focus: HOPE JAMA	Multiple	2016	American Apprenticeship Initiative (C): $3M from 2015 - 2019

Project name	Project Description	Community	Lead Organization	County	Year	Funding sources Potential (P) & Committed (C)
Powered by Ford STEM Academies	Ford Next Generation Learning mobilizes educators, employers, and community leaders to create a new generation of young people who will graduate from high school both college- and career-ready—an emerging workforce prepared to compete successfully in the 21st century economy. The three strands of the Ford Next Generation Learning initiatives are Transforming Teaching and Learning, Redesigning High Schools, and Sustaining Change Through Business and Civic Leadership.	Center Line Public Schools, Romeo Community Schools, Utica Community Schools, and 4 schools in Detroit Public Schools with additional communities for 2015-16	Ford Next Generation Learning	Multiple	2014 to present	District funds, Ford Motor Company STEM Council funds, Ford Motor Company Foundation support
Robotics Engineering Technology Days	Almost 3000 students in grades 6-12 spend 3 hours experiencing the latest in robotics and other cutting edge technologies in an engaging, hands-on environment facilitated by post-secondary, non-profit and industry professionals. Attendees hear about the skills, interests, and aptitudes needed for successful entry into these fields as well as the related education and training programs associated with these careers.	Open to all schools in Michigan, but primarily attended by Macomb County schools.	Macomb Community College	Multiple	2006 to present	Corporate sponsorship, Macomb Community College Center for Advanced Automotive Technologies support
Manufacturing Day	Southeast Michigan celebrated Manufacturing Day℠ (MFGDay) in a big way. On Friday, October 2, 2015 79 employers from Macomb, Oakland and Wayne counties opened their doors to an estimated 2,500 high school students from across the region. MFGDay is a national celebration of modern manufacturing meant to inspire the next generation of manufacturers. It is celebrated throughout North America on the first Friday in October. http://www.manufacturemyfuture.com/	All communities served by the 21 public school districts located in Macomb County plus Oakland, Wayne, and St. Clair Counties	Macomb ISD and Macomb County Planning and Economic Development	Multiple	2103-present	MEDC grant and corporate sponsorship
Advance Michigan Center for Apprenticeship Innovation	Multi-year program to support the intelligent transportation systems lifecycle by leveraging existing apprenticeship opportunities to respond to the technical needs of emerging industries and create career pathways in the high-demand industry sector that supports Michigan's automotive and manufacturing legacy.	Multiple, primarily served by the following colleges: Henry Ford, Macomb, Oakland, Schoolcraft, Washtenaw	SEMCA	Multiple	2015-2018	U.S. Department of Labor

Project name	Project Description	Community	Lead Organization	County	Year	Funding sources Potential (P) & Committed (C)
Site Selection Data and Tool	Development of a map based data and tool that will allow users to identify potential sites for development and generate traditional site selection reports detailing demographic, economic, and traffic conditions for these sites. This tool will also allow users to identify market areas for potential sites, and identify geographic areas not currently well served by a market.	Multiple	SEMCOG	Multiple	2016	N/A
MI Area Health Education Center (MI AHEC: Wayne State University)	MI AHEC is one of the 2015/16 recipients of State of Michigan support to expand services and develop a workforce to address children with autism disorders. This is a statewide project based in university settings that is focused on providing the newly funded Medicaid benefit to treat autism and support children and families.	Statewide	State of Michigan Dept. of Health and Human Services	Multiple	2015	State of Michigan
First Customer Program (FCP)	Identifies and addresses critical gaps in business development, marketing, and sales for advanced technology startups and mature firms commercializing new products. FCP provides executive consulting, action plans, and co-funded grant assistance for projects. FCP works with 210+ tech startups in biotechnology, medical device, advanced manufacturing/processing, materials manufacturing, electronics, wearables, and digital tech.	Serves the entire state of Michigan, currently serving these counties: Livingston, Macomb, Oakland, Washtenaw, Wayne, Baraga, Charlevoix, Cheboygan, Delta, Dickinson, Gogebic, Houghton, Jackson, Kalamazoo, Keweenaw, Marquette, Midland, Ontonagon, Ottawa, Saginaw	University of Michigan Institute for Research on Labor, Employment, and the Economy	Multiple	March 2012 - present	State of Michigan via Michigan Economic Development Corporation 21st Century Jobs Fund (C)
Great Lakes Trade Adjustment Assistance Center (GLTAAC)	Assists small manufacturers that have been negatively impacted by foreign competition. It provides cost-shared planning and technical assistance to trade-injured firms designed to improve their global competitiveness and long-term viability. Serves the entire State of Michigan.	Multiple throughout the states of Michigan, Ohio, and Indiana	University of Michigan Institute for Research on Labor, Employment, and the Economy	Multiple	2011 - present	GLTAAC is funded through the Trade Adjustment Assistance for Firms program. EDA: through 3/31/16 (C); 4/16 - 3/21 (P)

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MForesight	Independent national think tank established to provide a continuous source of strategic foresight, information, and analyses about emerging technologies that will support US manufacturing competitiveness.	Serves the entire United States	University of Michigan Institute for Research on Labor, Employment, and the Economy	Multiple	October 2015 - present	NSF (C) & NIST (C)
Small Company Innovation/Technology & Commercialization Assistance Program (SCIP/TCA)	Helps inventors, startups, and mature firms get products to market faster by collaborating with one of Michigan's 15 public universities. Michigan companies can access faculty expertise, use of laboratory equipment, testing services, etc. The university's indirect costs are waived so grants cover 100 percent of the project. SCIP/TCA fosters relationships between industry and the 15 public universities in Michigan.	Serves the entire state of Michigan, currently serving these counties: Livingston, Macomb, Oakland, Washtenaw, Wayne, Baraga, Delta, Dickinson, Gogebic, Houghton, Jackson, Kalamazoo, Keweenaw, Marquette, Ogemaw, Ottawa, Saginaw	University of Michigan Institute for Research on Labor, Employment, and the Economy	Multiple	2012 - present	State of Michigan via Michigan Economic Development Corporation 21st Century Jobs Fund (C)
VantagePort Region Master Operations Strategy	VantagePort has identified numerous opportunities for investment in new business, workforce development, and transportation infrastructure. These opportunities are crucial to VantagePort's mission of attracting and retaining new business to our 7-community region covering Washtenaw and Wayne Counties. This Operations Plan will organize the many partners and activities necessary to seize these opportunities.	Multiple- Belleville, Huron Township, Romulus, Taylor, City of Ypsilanti, Ypsilanti Township, Van Buren Township	VantagePort	Multiple	2016	Membership fees - partial (P)

Project name	Project Description	Community	Lead Organization	County	Year	Funding sources Potential (P) & Committed (C)
MI Bright Future	A robust engagement system between employers, schools, and young people, primarily in grades 6-12, including their primary advisers and supporters, with a focus on career-related learning and experiences. The mission is to address the long-term workforce needs in Michigan, especially in high-demand occupations, by supporting the development of an informed, educated, skilled and experienced talent pipeline.	All communities served by the 21 public school districts located in Macomb County, plus Oakland, Livingston, and St. Clair Counties	Workforce Intelligence Network	Multiple	2015 and on	CTE grant funds, public/private grants, sponsorship; examining nonprofit/ foundation support in future
Clinton River Trail-North Spur Extension	The Clinton River Trail- North Spur Extension will provide universal access to an additional 4.5 miles/85.4 acres of already abandoned rail corridor in a highly urbanized area of Southeastern Michigan. This corridor will provide nonmotorized access to wetlands, wildlife viewing areas, Clinton River, and close a gap in the regional trail system. Location is in Pontiac from Opdyke Road to Joslyn Road.	City of Pontiac	City of Pontiac	Oakland	2016	Michigan Natural Resources Trust Fund (committed) $370,000 for acquisition from CN Railroad. An estimated $2.5 million is needed for development.
Conversion of Woodward Loop to two-way traffic	In 2013, a FHWA funded study concluded that conversion of the 3-5 lane, one-way highway around downtown Pontiac to two-way traffic would help advance the economic prosperity of downtown and surrounding neighborhoods. The study complements the Transportation Alternatives study for the entire Woodward corridor and was also noted in the just completed EDA funded Pontiac Moving Forward Economic Development Strategy.	City of Pontiac	City of Pontiac	Oakland	2017	Potential funding sources include: MDOT, city, county, state, and federal grants. Estimated construction costs (in 2012 dollars) is approx. $7M.
City Centre	City Centre - NW corner of Evergreen and Civic Center nine-acre parcel	Southfield	City of Southfield	Oakland	2016	Acquisition, planning cost committed, Community has already facilitated site demolition with approved brownfield plan (C)
Redevelopment of former Northland Mall	Acquisition, demolition, and redevelopment of 110+ acres as a mixed use community.	Southfield	City of Southfield	Oakland	2016	Acquisition, demolition, and planning funds have been committed. Community is willing to use various economic development tools. Property has great freeway access and is located in the Southfield Downtown Development Authority (C)
Collaboratory - Business Acceleration Center located in SMART Zone	Collaboratory - Business Acceleration Center located in SMART Zone	Southfield	City of Southfield and Lawrence Technological University	Oakland	2016	City of Southfield SMART Zone and LTU funds committed, seeking grant from U.S. EDA (C)

Project name	Project Description	Community	Lead Organization	County	Year	Funding sources Potential (P) & Committed (C)
Oakland County Brownfield Consortium	Oakland Co. and the cities of Farmington Hills, Ferndale, Hazel Park, Madison Heights, Pontiac, and Southfield have formed a coalition to apply for an EPA Coalition Assessment Grant. The grant will help developers and municipalities perform assessments (Phase I, II, BEA, Due Care Plan etc.) as part of real estate transactions to spur economic development.	Oakland County	Oakland County	Oakland	2016	As with 2 previous grants, the EPA is the potential source of funds. The previous grants yielded $850M of private sector investment after $1.6M in grants were used. $600,000 is being sought.
Public Space/Interpretive Clinton River Daylighting	The project focus is the development of a public space in downtown Pontiac that celebrates the heritage of the Clinton river. The river was buried for flooding and environmental reasons is no longer accessible. Engineering, environmental and economic obstacles make a true daylighting cost prohibitive. A study conducted by the ULI recommends capitalizing on the heritage of the river in an interpretive manor as part of an urban space. This is part of the city economic recovery strategy	City of Pontiac	Oakland County Economic Development & Community Affairs	Oakland	2016-2017	Potential funding: City of Pontiac, Economic Development Administration, HUD, EPA, Private investors, Foundations
Skilled Trades Career Development Center	The project focus is the development of a training program to prepare individuals for apprenticeships in the construction trades, through hands on experience and interaction with individuals to enter the work force in general. The program will be located in the preserved and adaptively reused historic Wisner School in Pontiac. This is part of the Pontiac Moving Forward Economic Recovery Strategy.	City of Pontiac	Oakland County Economic Development & Community Affairs	Oakland	2016	Potential funding : Lee Industrial Contracting, Oakland University, city of Pontiac, Economic Development Administration, MEDC and foundations.
Medical Main Street-Medical Device Incubator "Innovation Gardening Program"	As part of OU INC, the Medical Device Incubator is a business formation and acceleration program designed to seed medical device companies and commercialize medical device technologies, which build off the current business commercialization services offered through OU INC. MDI will focus at the early proof of concept level, predominantly within research institutions located in Southeast Michigan.	Auburn Hills/ Rochester/ Oakland Co./ Southeast Michigan	Oakland County/Oakland Univ.	Oakland	2017	Federal, state and foundation support for entrepreneurial/business incubation programs
Cyber Security Node for Health Care Industry	To be located in the heart of Oakland County's Medical Main Street at the Oakland University Incubator (OUInc.), this node will contain a SANDBOX where IT personnel can come in and test their apps/devices/products to ensure that they are not able to be hacked. With the strong health care/life science cluster in southeast Michigan, this will support cutting edge Life Science and IT technologies.	Auburn Hills/ Rochester/ Oakland Co./ Southeast Michigan	Oakland University	Oakland	2016	Michigan Economic Development Corporation (potential) to support launch of the node. $300,000 to support launch and workforce training from MEDC and other sources.

Project name	Project Description	Community	Lead Organization	County	Year	Funding sources Potential (P) & Committed (C)
Creation of Deepwater Port	St. Clair County has received requests from industry for access to a deepwater port. Logistics companies and trade associations representing agricultural commodities are promoting the need for a deep water port on the east coast of Michigan. There may well be a demand for a dedicated port at the north end of the region, which should be studied. The former DTE Marysville power plant is one of two deep water ports in Michigan that does not require dredging. A needs assessment should be conducted.	St. Clair County coastal area	Economic Development Alliance (EDA) of St. Clair County	St. Clair	2017	NA
Development of Agricultural Transload Facility	Project consists of converting the CN rail yard property in Port Huron Township into a transload facility for agricultural and other products. Site currently has outdated water and sewer infrastructure. Site has good access to high-voltage KV lines, rail spurs, and I-94. Facility would have warehouses, conveyor systems, and possibly cold storage. Region 6 proposing to study locations where transload facilities would provide significant economic value to the logistics supply chain.	Port Huron Township	Economic Development Alliance (EDA) of St. Clair County	St. Clair	2017	Economic Development Administration (P) MEDC Programs (P) USDA Rural Development (P)
Development of Kimball Township Industrial Park	Development of 350+ acre industrial park in Kimball Township, which allows township to take advantage of its proximity to the international border crossing and its location along Interstate 94. Project includes development of roads, water, sewer, and telecommunications infrastructure, as well as environmental work. Property was designated as a SmartZone in 2015. Project is proposed to be developed in three phases, with first phase consisting of 130 acres of property adjacent to I-94.	Kimball Township	Economic Development Alliance (EDA) of St. Clair County	St. Clair	2016	Economic Development Administration (P) MEDC Programs (P) USDA Rural Development (P) Local funding (P)
Development of St. Clair Township Industrial Park	The 218-acre Beier property is located in St. Clair Township on River Road, adjacent to the Chrysler Plant in Marysville that is leased to ZF. In addition to 218-acre site, the Beiers own a small parcel across River Road that connects to the St. Clair River. Site provides access to heavy power, rail, and fresh water. Water/sewer is adjacent to south and provided by the City of St. Clair. Chrysler property is served by Marysville water/sewer, providing two potential sources.	St. Clair Township	Economic Development Alliance (EDA) of St. Clair County	St. Clair	2017	Economic Development Administration (P) MEDC Programs (P) USDA Rural Development (P) Local funding (P)
Development of new Amtrak/ Intermodal Station	Develop an intermodal station on existing 115-acre CN property currently for sale on 32nd Street within the Port Huron Township DDA District. Current station is not ADA-compliant and lacks adequate parking. New station location offers opportunity for serviceable intermodal center, with potential for associated industrial/commercial development.	Port Huron Township	Port Huron Township Downtown Development Authority	St. Clair	2016	Section 5304 Transit Planning Funds (C) USDA Rural Development (P) TIGER Funding (P) MI Comp. State Transportation Fund (P) Other (P)

Project name	Project Description	Community	Lead Organization	County	Year	Funding sources Potential (P) & Committed (C)
St. Clair County International Airport Investments	St. Clair County International Airport has an immediate need for significant investments to meet the growing demand of freight and international travel. There is increasing potential for collaboration and supporting aviation and non-aviation development at airport. Needs include land clearance, infrastructure improvements, and runway extension. Investments would provide relief to Detroit Metropolitan Airport along with other regional outer-ring airports.	Kimball Township	St. Clair County	St. Clair	2017	Federal Aviation Administration funds (P) MDOT Aeronautics Funding (P) USDA Rural Development (P) Economic Development Administration (P) Local funding (P)
Environmental Site Assessment Grant Program	Support of private-sector projects within region. Goals of the program include encouraging cleanup of contaminated sites by infusing funds into the initial environmental investigation, as well as promoting projects that generate future tax base and create jobs. Funds can be used to conduct Phase I or Phase II environmental studies; hazardous material surveys; baseline environmental assessments; work plans; Brownfield plans. Regional site assessment program could also be established.	County/ Region	St. Clair County Metropolitan Planning Commission	St. Clair	2016	EPA Brownfield Assessment Grant Prgm (P)
Challenge4theFuture	Challenge4theFuture is a two-week summer opportunity for 11th and 12th grade students to work directly with a local business or nonprofit partner to develop solutions to real challenges the organization faces, using a problem-solving process. The program engages students in project-based learning using real-world driving questions, introduces students to career opportunities in the area, immerses students in the practice of soft skills, and establishes a cadre of project-based learning teachers.	Michigan	St. Clair County RESA	St. Clair	Summer 2016	St. Clair County RESA (C), Community Foundation of St. Clair County (P)
Employment Academy	Employment Academy is a highly focused summer program for students who have an interest in manufacturing, but have completed high school without a career plan and do not intend to go to college. Students attend 7 weeks in the classroom and 3 weeks as an unpaid intern with the possibility of employment; study CNC skills; follow an individualized training program based on strengths and weaknesses; and study in a team setting, with incentives for attendance, teamwork, and professionalism.	St. Clair County	St. Clair County RESA - Technical Education Center	St. Clair	Summer 2015	St. Clair County RESA (C)
Challenge to Design	Challenge to Design is a school design competition aimed at middle school students to involve their voice in the design of their learning environment. Students work through a design-thinking process to solve problems in a space in their school, then redesign an area of their school and submit plans for a chance to win money to help put the plan into action. Throughout the process, students have access to online resources and experts working in school-design careers.	St. Clair County	St. Clair County RESA, Association for Learning Environments	St. Clair	Sept 2015	Association for Learning Environments (C), St. Clair County RESA (C)

Project name	Project Description	Community	Lead Organization	County	Year	Funding sources Potential (P) & Committed (C)
Virtual Learning Academy (VLA) Transition Program	The Transition Program fills the gap for students with an Individualized Education Plan aged 18-22 who have completed at least 4 years of high school yet have not graduated and have not received a diploma. The program addresses factors contributing to dropping out of school and provides personalized experiences; educational, work-based, and community-based opportunities; guidance and advocacy leading to independence, employment, and/or community-based programs; individual attention, and support.	St. Clair County	St. Clair County RESA, St. Clair County Virtual Learning Academy	St. Clair	Sept 2015	State of Michigan Foundation Allowance per student (C); Federal Special Education Flow-through funds (C); Public Act 18 Funds (C); St. Clair County RESA (C); Grants from: Advia Credit Union, American Learning, St. Matthew United Church of Christ of Casco Twp., Kitchen Collection; and private donations from individual community members (C)
Junior TechPort Soup	Junior TechPort Soup is a business pitch competition in which high school students have the opportunity to explore the viability of their business idea, map out a plan of action, and market their idea to potential investors and/or customers. This program is aimed at developing students' leadership skills, an entrepreneurial mindset, and a strong sense of empowerment to help them achieve their personal, academic, and community goals, while strengthening ties with the broader community.	St. Clair County	St. Clair County RESA, TechPort	St. Clair	2016	Community Foundation of St. Clair County (C), St. Clair County RESA (C)
Amtrak Commuter Rail	The City of Ypsilanti is working with MDOT and Amtrak Commuter Rail to re-create a commuter stop in Ypsilanti. The new commuter stop would be part of the Wolverine Service Line and provide connections from Detroit to Chicago on Amtrak.	Ypsilanti	City of Ypsilanti	Washtenaw	2015-2016	(C) City of Ypsilanti, MDOT (P) EDA, Private investment, transportation funds.
Water Street Redevelopment Area	The City of Ypsilanti is working with multiple developers to create developments on a 38-acre brownfield redevelopment site. The city is working with a wellness center, community outreach hospital services, and STEM high school to trigger additional development. Infrastructure is needed to spur investment.	Ypsilanti	City of Ypsilanti	Washtenaw	2015-2016	(C) City of Ypsilanti, Washtenaw County (P) Private Investment
Connected and autonomous vehicle testing center	The former Willow Run Powertrain plant, long a source of economic strength in Southeast Michigan, is the proposed home for a technologically advanced connected vehicle research center. This project could become a hub of research and development for the vehicles of tomorrow and a catalyst for jobs in innovative automotive research. This facility would jointly serve automakers, suppliers, and related technology companies and would be the first of its kind.	Ypsilanti, Eastern Washtenaw County	SPARK	Washtenaw	2015-2016	(C) $240,170 Washtenaw County, EDA
Innovate Ypsi	Innovate Ypsi is a economic development strategy to attract and expand companies in eastern Washtenaw County. SPARK has created a toolbox of programs and services to help companies and is always looking for ways to leverage funds to expand marketing, talent and export program assistance	Ypsilanti, Eastern Washtenaw County	SPARK	Washtenaw	2015	(C) $150,000 Washtenaw County

Project name	Project Description	Community	Lead Organization	County	Year	Funding sources Potential (P) & Committed (C)
IT/Manufacturing Talent	The SPARK Employer Talent Program is a unique and innovative way to help employers of all driving industries attract and retain critical talent. This program includes customized programs, internship programs, targeted job mixers, and a variety of programs to support new hires.	Washtenaw County	SPARK	Washtenaw	2016	(C) $20,000 Washtenaw County
SPARK East Incubator Open Source Business Services	Funding to continue this "open source" business incubator serving Washtenaw and western Wayne Counties. EDA economic adjustment funding for continued regional business support.	Ypsilanti, Eastern Washtenaw County	SPARK	Washtenaw	2016	(C) $400,000 Washtenaw County, MEDC
Willow Run Redevelopment	Ongoing project to re-use Willow Run Plant.	Ypsilanti, Eastern Washtenaw County	SPARK	Washtenaw	2016	(C) $30,000 Washtenaw County
ReImagine Washtenaw	Regional, collaborative initiative to transform a major state trunkline connecting the Cities of Ann Arbor and Ypsilanti, and Townships of Pittsfield and Ypsilanti. Funding is needed for corridor improvements such as sidewalks, bike lanes, streetscape enhancements, utilities, infrastructure, and intersection improvements. Redevelopment infrastructure needed for major key intersections along the corridor.	Washtenaw County	Washtenaw County Office of Community and Economic Development	Washtenaw	2016	(P) $50M MDOT, AAATA, Private, TAP, CMAQ, FHA
Detroit Innovation District	The City of Detroit seeks to develop a 21st Century economy shaping and placemaking strategy that connect and clusters innovation-generating anchor institutions and companies with entrepreneurial firms, retail, housing, infrastructure and amenities. This strategy leverages existing innovation assets in the Woodward Corridor and is intended to benefit companies and employment districts citywide.	Detroit	City of Detroit	Wayne	Ongoing	TBD
Woodward Avenue - Transit Oriented Development	An initiative to plan and implement economic development activity in the neighborhoods surrounding Woodward Avenue, a major transportation corridor which extends into multiple jurisdictions. Woodward Avenue is targeted by the City of Detroit and the business community to support the first segment of a new rapid transit system within the city limits, with a nod towards eventual expansion into the suburban Detroit region.	Detroit	City of Detroit and other partners	Wayne	Ongoing	Federal government, private foundations, the City of Detroit Downtown Development Authority, and other public and private contributors. Complete funding has not been identified at this time.

Project name	Project Description	Community	Lead Organization	County	Year	Funding sources Potential (P) & Committed (C)
Inner Circle Greenway of Detroit	The project scope currently involves land acquisition of 8.3 miles of rail right-of-way with the intent of conversion to a pedestrian and bicycle pathway connecting the southwest Detroit neighborhoods to northeast Detroit neighborhoods	Detroit	City of Detroit Department of Public Works, Community Foundation of SE Michigan, Michigan Department of Transportation, Michigan Department of Natural Resources, Detroit Economic Development Corporation	Wayne		City of Detroit, Community Foundation of SE Michigan, Michigan Department of Transportation, Michigan Department of Natural Resources, and Federal Highway Administration Transportation Alternatives Program (P - all)
LINK Detroit	The Link Detroit Project is a multimodal improvement project currently under construction that includes: streetscapes at Eastern Market and Midtown, Dequindre Cut Greenway extension and on-street bike paths to Hamtramck.	Detroit	City of Detroit Department of Public Works, Community Foundation of SE Michigan, Michigan Department of Transportation, Michigan Department of Natural Resources, Federal Highway Administration, Detroit Economic Development Corporation	Wayne	Completing	City of Detroit, Community Foundation of SE Michigan, Michigan Department of Transportation, Michigan Department of Natural Resources, Federal Highway Administration (C)

Project name	Project Description	Community	Lead Organization	County	Year	Funding sources Potential (P) & Committed (C)
Central Business District Revitalization	Development to accommodate the new Detroit Red Wings arena and adjacent redevelopment. Redevelopment of several sub-districts within the City of Detroit CBD. Includes redevelopment of the Paradise Valley district, West District, and Lower Woodward housing and infrastructure initiative. Efforts include new streetscapes, public space improvements, new building construction, improvements of vacant buildings, attraction of new retail and entertainment uses, and other new businesses to downtown.	Detroit	City of Detroit Downtown Development Authority	Wayne	2015	City of Detroit Downtown Development Authority (C), state and federal resources including the Michigan Strategic Fund (C), Michigan State Housing Development Authority, (C) Michigan State Historical Commission, U.S. Department of Energy (C), foundations (C/P)
East Riverfront District	Redevelopment of Detroit's east riverfront from a former warehouse and industrial area to a new mixed-use district with offices, residential, retail, and recreation. Current projects include infrastructure improvements, new public and recreational spaces, and mixed-use developments involving housing and retail.	Detroit	Detroit Economic Development Corporation	Wayne	Ongoing	City, state, and federal sources have been used in Phase 1. Limited match funding from the Economic Development Corporation, but not sufficient to complete the remaining phase work.
I-94 Industrial Park Development	Development of a 66-acre industrial park in the City of Detroit. This project is significant because of the complete lack of modern industrial parks within the city and the scarcity of large market-ready development sites, making the city uncompetitive for new industrial investment. The project involves acquisition of property, removal and reconstruction of infrastructure, and attraction of new users to the site.	Detroit	Detroit Economic Development Corporation	Wayne	Ongoing	City of Detroit funds (C/P), Urban Development Action Grant (C), Michigan Core Communities Initiative Loan (C), Urban Land Assembly Grant (C), project land sale proceeds (P), Federal/EDA (C/P)
Livernois Streetscape Enhancement Plan	The multi-phase Livernois Streetscape Enhancement Project (LSEP) will improve the Livernois streetscape in the City of Detroit. The objective of LSEP is to create a desirable and attractive streetscape that leverages and supports key assets such the University of Detroit Mercy, Marygrove College and historic neighborhoods; fosters retail competitiveness and creates a destination; improves pedestrian and vehicle accessibility; provides for the overall safety of its users.	Detroit	Detroit Economic Development Corporation	Wayne	Ongoing	Kresge Foundation, MDOT, City of Detroit, and University of Detroit Mercy are contributing to Phase 1 (C); Future phases (P)
West Riverfront District	Redevelopment of Detroit's west riverfront from a former industrial area to a mixed-use district. Anticipated projects include the first phase of recreation space development. Eventual projects include infrastructure improvements, additional public and recreational spaces, and mixed-use developments to serve supply chain and transportation-related businesses. The long-term vision includes new housing and retail.	Detroit	Detroit Economic Development Corporation	Wayne	Ongoing	TBD

Project name	Project Description	Community	Lead Organization	County	Year	Funding sources Potential (P) & Committed (C)
Jefferson Village Neighborhood Development	The Jefferson Village Neighborhood Project has been in existence since 1999. Originally approved to allow EDC to purchase property, demolish blighted structures, establish condominium parcels, install infrastructure, select an entity to develop the retail, and develop housing. After a delay due to the Great Recession, in 2012 the EDC re-started a program to secure property control of foreclosed vacant parcels, complete infrastructure and unfinished houses, and construct new homes.	Detroit	Detroit Economic Development Corporation and Detroit Neighborhood Development Corporation	Wayne	Ongoing	City of Detroit, Fifth Third Bank grant (C) Other sources possible not yet secured
Gordie Howe Bridge Logistics Hub	The Gordie Howe Bridge would diversify the city's economy by creating an international logistics hub to support additional transportation and shipping activity as a result of the new bridge. The bridge proximity to key transportation, industrial, and commercial assets affords a unique opportunity. The first step in creating a logistics hub is a plan to guide and recommend implementation steps for future development.	Detroit	Detroit Economic Development Corporation and the City of Detroit	Wayne	Ongoing	TBD
Detroit Green Grocer Project	Initiative to improve and expand Detroit's grocery sector in order to improve resident access to quality fresh foods, strengthen Detroit neighborhoods, and create new neighborhood investment and jobs.	Detroit	Detroit Economic Growth Corporation	Wayne	Ongoing	Private foundations, possible public sources.
Motor City Match	Motor City Match helps businesses locate and thrive in Detroit by matching the best businesses from the city and around the world with Detroit's best available real estate. The program provides competitive grants, loans, and technical assistance to help building and business owners realize their dreams in Detroit.	Detroit	Detroit Economic Growth Corporation and City of Detroit	Wayne	2015, ongoing	Federal government, private foundations, the City of Detroit (C)
Creative Corridor Initiative	Initiative to strengthen the cluster of creative industries, such as design and digital media, in the City of Detroit, as well as the region. There is a specific effort to incentivize these businesses to cluster in Detroit's Creative Corridor, from the Detroit River to New Center, as well as to strengthen these industries regionally.	Detroit	Detroit Economic Growth Corporation and Detroit Creative Corridor Center	Wayne	Ongoing	New Economy Initiative, federal resources, private contributions.
Detroit Food and AG Network Initiative (DFAN)	DFAN represents a multi-region initiative aimed at strengthening and expanding metro Detroit's agri-business segment with an emphasis on food processing and distribution. Supportive project goals include 1) enhancing the capacity of food cluster businesses in the Detroit area 2) improve the regulatory compliance of the food cluster and 3) develop businesses support strategies to strengthen the cluster.	Detroit	Detroit Economic Growth Corporation and Eastern Market	Wayne	Ongoing	Public sources and private foundations (C)

Project name	Project Description	Community	Lead Organization	County	Year	Funding sources Potential (P) & Committed (C)
Southeastern Michigan Local Food System Hub	Reinvestment in Detroit's historic Eastern Market and the adjacent District to strengthen the regional food economy. Key proposed investments include renovations to boost food entrepreneurship; a new growers terminal; a Local Food Accelerator; a Model Corner Store; a mixed-use market hall with integrated workforce housing into the project; and streetscape and parking ramp renovations to support a robust local food hub.	Detroit	Eastern Market Corporation	Wayne	Ongoing	Federal funding (USDA, DOT, EDA, EPA, HUD, CDC, HHS, Homeland Security), and private foundations. (C/P)
Detroit Intermodal Freight Terminal (DIFT)	The DIFT project will improve the efficiency of rail operations in Southeast Michigan for both freight and passenger trains while providing consolidated, modernized local intermodal rail shipping options for businesses. The DIFT collection of rail interlocker and intermodal rail yard projects will address long-recognized bottlenecks in the regional rail network, improve local environmental and community development conditions, and provide safer drayage truck access to the yards.	Detroit & Wayne County	MDOT	Wayne		
TechTown District Revitalization	The TechTown District Plan is a framework for development over the next 20 years. The plan establishes an urban design framework for the district, identifies key parcels for development, identifies public realm and infrastructure improvements, defines programs, and prioritizes opportunities. The plan will act as a "road map" for district leadership and will help build momentum and support for a vibrant, mixed-use innovation district.	Detroit	Midtown Detroit, Inc. (MDI)	Wayne	Ongoing	The New Economy Initiative (NEI) supported MDI with a grant to support the development of a district plan. The Knight Foundation
Port Authority Facility	Currently the Port Authority owns 34 acres on the Detroit River and has cargo facilities for importing and exporting goods; however, the facility needs upgrades to be able to attract high-level businesses who require upgraded facility standards.	Detroit & Wayne County	Port Authority	Wayne		$25M
Wayne County College Access Network (Wayne County CAN)	Wayne County CAN is a Local College Access Network of K-12 schools, colleges, businesses, municipalities, and nonprofits in out-Wayne County. Goal is to increase college enrollment in schools by 2.5% for 2016 graduates; and 2.5% for 2017 graduates. "College" refers to postsecondary credentials beyond high school, including professional/technical certificates and academic degrees. Ten high schools in out-Wayne County received an AdviseMI College Adviser through MCAN.	Multiple	SEMCA	Wayne	2015	(C) Michigan College Access Network (MCAN)

Project name	Project Description	Community	Lead Organization	County	Year	Funding sources Potential (P) & Committed (C)
eCities	The annual eCities research project uses data supplied by Michigan municipalities and public records to assemble a six-factor, 32-item index of entrepreneurial activity, with factors such as clustering, incentives, growth, policies, community and education. Entrepreneurship is the focus because of its importance to expansion and diversification of Michigan's regional economies and the impact small businesses have on job creation. Best practices are shared during annual recognition luncheon.	Dearborn	University of Michigan-Dearborn	Wayne	Annual since 2007	DTE Energy Foundation, Miller Canfield, Oakland County Economic Development and Community Affairs, and UM-Dearborn College of Business
Elliott Initiative	The Elliott Initiative is an inter-disciplinary initiative designed to promote academic quality in UM-Dearborn's College of Business and benefit the community. The initiative includes a public workshop, teaching, research, and community service activities, including grants for both academic research and community engagement projects. Topics have included advancing business skills, financial literacy, and doing business in Detroit.	Dearborn	University of Michigan-Dearborn	Wayne	Annual since 2010	Edward W. Elliott, Jr., UM-Dearborn alum, in memory of his late wife Betty F. Elliott
Public Allies	Public Allies, Metro Detroit's innovative apprenticeship program, helps improve local community vitality in 3 strategic focus areas: increase quality of educational opportunities in preparation for successful post-secondary education and/or career readiness; increase economic empowerment, i.e., ensuring Detroiters have access to family-sustaining jobs and/or career opportunities; and bolster local civic infrastructure leading to measurable transformative change in neighborhoods and communities.	Dearborn	University of Michigan-Dearborn	Wayne	Annual since 2013	AmeriCorps, Community Foundation of Southeast Michigan, Kresge Foundation, McGregor Fund, and Skillman Foundation
Michigan International Trade Center	Collaboration between Northville and Plymouth Townships on 5 Mile corridor between Beck and Napier Roads. Facilitated and coordinated by Wayne County, MITC is a potential development area of approximately 800-acres, anticipated to support more than 5.2 million sq ft of facilities representing more than $625 million of plant and equipment investment, supporting at least 9,500 jobs.	Northville Twp. Plymouth Twp.	Wayne County	Wayne		