

DECEMBER 2020



COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

EAST MICHIGAN COUNCIL OF GOVERNMENTS



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EAST MICHIGAN COUNCIL OF GOVERNMENTS 2020 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY STEERING COMMITTEE

Jane Fitzpatrick

EMCOG Project Manager

Robert Balzer

EMCOG Regional Economic Development Team Chair;
Gladwin County Economic Development Corporation
(EDC) & Michigan Works! Region 7B

Natasha Allen

Michigan Works! Region 7B

Jay Anderson

Bay County Transportation Planning Division

Edward Bergeron

Roscommon County EDC

Maja Bolanowska

Midland Area Transportation Study

Stephanie Buffman

Arenac County EDC and Michigan Works! Region 7B

JoAnn Crary

Saginaw Future Inc.

Todd Dickerson

Charter Township of Oscoda

Tony Fox

Mid Michigan College Small Business Development
Center

Scott Govitz

Mid Michigan College

Jacob Kain

City of Mt. Pleasant

Trevor Keyes

Bay Future, Inc.

Demetra Manley

Saginaw Metropolitan Area Transportation Study

Tom Mayan

Village of Merrill and Saginaw County Rural Task Force

Jim McBryde

Middle Michigan Development Corporation

Kathy Methner

Economic Development Consultant

Josh Ode

Saginaw Valley State University

Carl Osentoski

Huron County EDC and Sanilac County EDC

Sheryl Presler

Clare-Gladwin Regional Education Service District

Christopher Rishko

Great Lakes Bay Michigan Works!

Brian Smith

Saginaw Chippewa Indian Tribe

Jim Wheeler

Greater Gratiot Development, Inc.

William Wright

Member at Large: Planning, Transportation, Environmen-
tal

Kasey Zehner alternate for Jim Wheeler

Greater Gratiot Development, Inc.

CONSULTING TEAM



TIP STRATEGIES, INC., is a privately held economic development consulting firm with offices in Austin and Seattle. TIP is committed to providing quality solutions for public sector and private sector clients. Established in 1995, the firm's primary focus is economic development strategic planning.

CONTACT

TIP Strategies
2905 San Gabriel Street, Suite 309, Austin, TX 78705
PH: 512-343-9113
www.tipstrategies.com

CONSULTING TEAM

Jeff Marcell, Senior Partner
Elizabeth Scott, Consultant
Brent McElreath, Analyst
Meredith Eberle, Graphic Designer



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EXECUTIVE SUMMARY

In January 2020, the East Michigan Council of Governments (EMCOG) engaged TIP Strategies, Inc. (TIP) to develop a comprehensive economic development strategy (CEDS) to guide economic development efforts across the 14-county EMCOG region. Although this plan focuses on strategies to be implemented over the next 5 years, the plan was designed with long-term impacts in mind. This plan meets the requirements set forth by the US Economic Development Administration (EDA) to maintain a recognized Economic Development District (EDD).

TIP deployed a three-phase planning approach, beginning with the discovery phase. Over the course of 8 months, the TIP team worked closely with community leaders and stakeholders to identify the region's economic development challenges and opportunities. The planning process was led by a regional CEDS committee, but broad-based input for the plan came from over 250 individuals throughout the region. Although the international COVID-19 public health crisis unfolded during the course of the planning work, the team was able to come together virtually to ensure the planning process continued on time and the region's most pressing issues were addressed. Combined with extensive data analysis on the economic and demographic conditions of the region, this created the framework for the plan. Background research also included a target sector analysis of six major industry clusters in the EMCOG region, as well as a thorough review of existing regional plans and reports. The discovery phase led to the opportunity phase of the plan, where the CEDS vision took shape, along with the guiding principles and the plan's themes. Strategies and tactics are organized under five goals, which include infrastructure, workforce, innovation, placemaking, and economic development. These strategies include initiatives already underway from the previous CEDS, as well as new action items identified during the discovery phase. The final phase, the implementation phase, focused on strategy prioritization and plan execution.

This plan includes ambitious initiatives, and it is not feasible for any one organization to lead the implementation for such a large region. To meet the objectives outlined in this CEDS plan, the region must come together collectively to creatively and strategically accomplish these action items. Furthermore, this plan should be viewed as a dynamic document that invites revisions and refinements as conditions change. Therefore, the CEDS committee should convene on a regular basis to track implementation progress and key performance metrics and adjust as needed.

VISION

East Michigan strives to develop a resilient and adaptive 14-county regional economy, by investing in economic and workforce development, supporting vital infrastructure, preserving the outstanding quality of life, and encouraging economic opportunity for all.

TARGET SECTORS

- Healthcare
- Advanced Manufacturing & Materials
- Professional Services
- Higher Education & Research
- Value-Added Agriculture & Food Processing
- Tourism & Outdoor Recreation

GUIDING PRINCIPLES

1. Collaboration
2. Resiliency
3. Inclusivity
4. Sustainability

GOALS

1. Infrastructure
2. Workforce
3. Innovation
4. Placemaking
5. Economic Development

KEY PERFORMANCE METRICS

- Job Growth
- Housing Construction (Building Permits)
- Air Travel
- Labor Force
- Mortgage Equity
- Private Businesses
- Unemployment Rate
- Average Annual Wage
- Educational Attainment



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PROJECT OVERVIEW

This CEDS covers the 14-county EMCOG region, which includes Arenac, Bay, Clare, Gladwin, Gratiot, Huron, Iosco, Isabella, Midland, Ogemaw, Roscommon, Saginaw, Sanilac, and Tuscola Counties, as well as the sovereign Saginaw Chippewa Indian Tribe of Michigan. The EMCOG region is incredibly diverse, from geographies and demographics to economies and industries.

The CEDS is a requirement of the US EDA to maintain a recognized EDD and must be updated every 5 years in accordance with EDA guidelines. This document meets all the requirements set forth by the EDA, with the purpose of guiding the region's economic development related activities and initiatives for the next 5 years.

A CEDS plan is designed to be multifaceted and cover different areas that impact economic development in the region. Strategic initiatives in this plan are organized under five goals: infrastructure, workforce, innovation, placemaking, and economic development. Each of these goals looks at economic development from a different lens and all the strategies under each goal build on each other to lead to a sustainable and resilient community. These five areas were identified by leaders and stakeholders across the region as covering some of the most pertinent issues facing communities in regard to economic development. During the course of the 8-month planning process, over 250 leaders participated in 33 different focus groups, roundtables, and interviews to provide input for the CEDS plan.

The planning process for this strategy began in January 2020, just as the COVID-19 outbreak was expanding around the globe. Although no one could foresee the economic and human impacts the pandemic would bring, the public health crisis shed light on some of the most pressing issues in the region. Furthermore, during the course of the planning process, a major spring flooding event caused the failure of the Edenville and Sanford dams, causing massive destruction and property loss in Midland and Gladwin Counties. As the region looks to rebuild and strengthen the economy, this CEDS is more important than ever. This strategy is designed to look at the long-term economic goals of the region to develop a resilient, inclusive, and prosperous economy in the East Michigan region, while addressing the immediate needs presented by both the economic and environmental disasters in the region. Furthermore, this CEDS plan was designed to be dynamic and evergreen; regional leaders will be able to make refinements to strategies as economic conditions shift.

Although there are numerous uncertainties about the economy at this time, this plan will guide communities throughout the EMCOG region. Over the next 5 years, the region will likely go through three phases of economic conditions, from economic stabilization to economic recovery, and eventually growth, with the hope that the region will emerge stronger and well positioned for the future.

SWOT ANALYSIS

Beyond the general findings and observations, TIP conducted a more extensive review of East Michigan's strengths, weaknesses, opportunities, and threats (SWOT), which relied on both qualitative input and quantitative data analysis. This analysis then guided conversations with regional stakeholders to frame the CEDS plan goals and, ultimately, strategies and actions.

The SWOT analysis can be defined as follows.

- **STRENGTHS.** Advantages that can be built on to grow and strengthen the regional economy.
- **WEAKNESSES.** Liabilities and obstacles to economic development that could limit the region's growth potential.
- **OPPORTUNITIES.** Assets and positive trends that hold significant potential for increased regional prosperity and the attraction of new businesses, investments, and people.
- **THREATS.** Unfavorable factors and trends that could negatively impact the regional economy.



STRENGTHS

- Outstanding regional higher education network
- Exceptional healthcare providers
- Tourism and natural resources amenities
- Strong legacy clusters and corporate headquarters
- Industrial rail service and network
- Regional airports



WEAKNESSES

- Talent retainment and attraction
- Network and mentorship opportunities for those entering the workforce
- Older worker engagement
- Resiliency planning and readiness
- Access to capital, especially for small businesses



OPPORTUNITIES

- Downtown revitalization efforts
- Expanding parks
- River trails and waterfronts
- Ports (marine and industrial)
- Opportunity Zones
- Rural broadband service
- Developing entrepreneurship ecosystem



THREATS

- Aging infrastructure and transportation systems
- Low wage jobs/wages not keeping pace with cost of living
- Housing supply not meeting demand
- Environmental impacts (floods, snowstorms, etc.)
- Access to quality and affordable childcare
- Environmental contamination in parts of the region

ECONOMIC ASSESSMENT OVERVIEW

As part of the strategic planning process, TIP Strategies conducted a broad analysis of the social, economic, and business conditions in the 14-county EMCOG region relative to statewide and national trends. The analysis was completed as part of TIP's initial discovery phase. Data collection began in January 2020 and the analytical work extended for the next 5 months. An in-depth analysis was delivered to EMCOG in an interactive data visualization using Tableau Reader. The key findings of this analysis, summarized below, informed and guided the direction of the strategic plan.

DEMOGRAPHICS

During the 2014–2018 observation period, the 14-county region overall was less racially and ethnically diverse than the US as a whole, though there were exceptions and variations across the individual counties. Median incomes and education levels lagged the nation. The veteran population exceeded the US average of 7.5 percent, with 5 of the region's 14 counties having double-digit shares of civilian adults who served their country in the armed forces. The region's population of disabled people was also high, with several counties experiencing disability rates at nearly double the national average of 12.6 percent.

EMPLOYMENT

Unemployment rates in the 14-county region averaged no more than two points above the national average over the 2015–2019 observation period, but this metric can be deceiving because it counts those who are actively seeking work and excludes those who have dropped out of the labor force. Many counties in the region—particularly the rural counties—experienced labor force participation rates that fell well below the national average. By 2014, the US had regained all the jobs lost in the Great Recession of 2007–2009, but signs of a robust rebound in the EMCOG region leveled off as early as 2012, with few net new jobs added in the subsequent years. As of 2019—well before COVID-19 impacted the US—the 14-county region was still down about 25,000 jobs from peak employment of 319,000 in 2001. Over the 2015–2019 period, the manufacturing, construction, and transportation sectors led the EMCOG region in net job growth, but the retail trade, healthcare, and professional services sectors all shed jobs.

INNOVATION

The federal programs for Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) encourage domestic small businesses to engage in research and development (R&D) activities with potential for commercialization. Grants under these two programs are sometimes viewed as a key indicator of innovative activity in a region. Within the 14-county EMCOG region, only five companies received SBIR or STTR awards between 2010 and 2018, and all five were located in either Bay or Midland County. Notably, these were the same two counties with the highest levels of broadband access within the region.

DOMESTIC CONNECTIVITY

An analysis of domestic migration patterns into and out of the region revealed what might already be expected: net outbound migration to Florida and other pockets around the US Sunbelt states. Much of the migration activity, however, was within the state of Michigan and the rest of the US Midwest. In net terms, those leaving the region were headed in large numbers to Kent (Grand Rapids), Ingham (Lansing), and Washtenaw (Ann Arbor) Counties. Inbound movers into the region came largely from counties around metropolitan Detroit and, to a lesser extent, Chicago. In recent years, air connectivity from the 14-county region's primary airport, MBS International, was mostly limited to three connecting airports: Detroit (DTW), Chicago (ORD), and Minneapolis (MSP). These air passenger destinations corresponded to urban areas where the EMCOG region is drawing net in-migrants.

TARGET SECTOR ANALYSIS OVERVIEW

TIP, in partnership with the CEDS Steering Committee, identified six target sector clusters for the EMCOG region that have a strong presence in the region, as well as demonstrate future growth potential to generate new investment. To foster development within these clusters, it is important to take a holistic approach, taking into account factors ranging from workforce development to the full supply chain and supporting industries. Although these clusters are well positioned for growth in the region, they should not be viewed as the only viable growth industries, and the region should remain diligent to assess new opportunities as they arise. The full target sector analysis can be found on page 19.

EMCOG TARGET SECTORS



HEALTHCARE



ADVANCED MANUFACTURING & MATERIALS



PROFESSIONAL SERVICES



HIGHER EDUCATION & RESEARCH



VALUE-ADDED AGRICULTURE & FOOD PROCESSING



TOURISM & OUTDOOR RECREATION

VISION AND GUIDING PRINCIPLES

In collaboration with the CEDS Steering Committee and the Regional Economic Development team, a common vision emerged for where the region would like to go in terms of economic prosperity. This vision statement reflects the major goals of the CEDS and is designed to guide the region toward its goals. In addition to the vision statement, the committees identified four guiding principles, which will serve as the unmeasured, qualitative values that are a common thread uniting all the strategies in the CEDS plan.

VISION STATEMENT

East Michigan strives to develop a **resilient** and **adaptive** 14-county regional economy, by investing in **economic and workforce development**, supporting vital **infrastructure**, preserving the outstanding **quality of life**, and encouraging **economic opportunity** for all.

GUIDING PRINCIPLES

COLLABORATION

Embrace the interconnectedness of East Michigan and build partnerships across the region.

RESILIENCY

Prioritize policies that prepare the region to avoid, withstand, and recover from economic and environmental disruption.

INCLUSIVITY

Foster communities that embrace diversity and create an inclusive region.

SUSTAINABILITY

Commitment to developing both economic and environmentally resilient communities.

STRATEGIC ACTION PLAN

A person wearing an orange jacket, a black helmet, and blue goggles is riding a yellow and black snowmobile through a snowy forest. The snowmobile is kicking up a cloud of snow. In the background, another person is visible on a snowmobile, and the trees are covered in snow.

The strategies outlined under the five goal areas are reflective of the region's priorities and vision for the economic future of East Michigan. Using the SWOT analysis, regional economic and demographic data, and the target sector analysis as a baseline to understand the conditions of the region, and building on the region's existing CEDS plan, the following goals and strategies create a guide for economic development priorities for the next 5 years.



GOAL 1. INFRASTRUCTURE

Capitalize on East Michigan's existing transportation assets (roads, rail, port facilities, airports, etc.) and make strategic investments in regional infrastructure, including broadband, that improve the region's economic competitiveness.

Infrastructure is one of the most critical components of economic development for a community. It is imperative that communities invest in the necessary systems to attract and retain businesses and residents. Although infrastructure can be one of the most challenging areas of economic development to address due to the complexity and significant capital investments often required to develop and maintain infrastructure, the strategies outlined below are designed to guide efforts to ensure the longevity of the region's systems. During the course of the planning process for this CEDS plan, two critical infrastructure needs emerged as immediate focus areas for the region. The COVID-19 public health crisis put a spotlight on the lack of high-speed broadband internet in the region, especially in rural areas, which is essential for remote work and learning. The demand and need for broadband is only expected to increase, as more people rely on distance learning and remote work, and businesses require the technological infrastructure to support operations. In addition to COVID-19, the spring flooding events demonstrated the region's need for resiliency planning and sustainable infrastructure investments.

STRATEGIES

1.1 Adopt and incorporate the Michigan Infrastructure Council's recommendations for integrated asset management, which ensures more efficient use of public dollars, sustainable community planning, and resilient infrastructure management.

- 1.1.1. Ensure that community comprehensive development plans incorporate hazard mitigation plans and other regional planning documents to make sure plans and agencies are in alignment.
- 1.1.2. Update and maintain a regional asset inventory of physical resources that support the region's target sectors.

BEST PRACTICE: In 2007, following a devastating natural disaster, the community of Greensburg, Kansas, embarked on a visioning and planning process that resulted in the Greensburg Sustainable Comprehensive Master Plan. The plan incorporated a walkable and mixed-use downtown, green infrastructure to manage storm water, and renewable energy resources to reinvent the community.¹

- 1.1.3. Fill essential gaps in the regional highway system to support the growth of existing businesses and the attraction of new companies.
- 1.1.4. Explore opportunities to incorporate smart and sustainable technological innovations into infrastructure improvement projects.

1.2 Develop a region-wide broadband strategy to increase the availability of broadband infrastructure in the region, especially in rural and under-served communities.

- 1.2.1. Convene public and private sector leaders to understand and inventory existing efforts underway to expand telecommunications services in the region.
- 1.2.2. Leverage the 2018 Michigan Broadband Roadmap strategic plan, as well as state and federal funding resources, to accelerate broadband projects in the region.
 - Capacity is often an obstacle for rural communities trying to move forward with technology action plans. Economic development partners should support these efforts by serving as a project lead or assisting with finding project leads.

- 1.2.3. Coordinate with Connected Nation Michigan (Connect Michigan) to develop technology action plans for the region's communities.

1.3 Explore options to expand and improve multi-modal shipping and transportation infrastructure throughout the region.

- 1.3.1. Organize a freight mobility roundtable that meets a minimum of two times per year to share information about regional transportation issues.
- 1.3.2. Take a proactive and forward-looking approach to explore infrastructure improvements needed to support MBS International Airport and surrounding commercial establishments.
- 1.3.3. Back efforts to maintain and improve the region's highways and local roadways.
- 1.3.4. Explore ways to make better use of water-based transport for goods movement, especially for the agriculture, construction, and utilities sectors.
- 1.3.5. Leverage and make strategic investments in the region's rail infrastructure to support the growth of key industries.

1.4 Ensure the region's water, sewer, and storm water systems meet the needs of the region's businesses and residents, while protecting the natural environment.

- 1.4.1. Research and explore dedicated funding mechanisms for watershed protection and restoration.
- 1.4.2. Ensure the region's waterfront infrastructure meets the needs of residents, businesses, and developers to support healthy downtowns and talent attraction (strategy 4.2.1).
- 1.4.3. Coordinate with public works departments to identify opportunities for housing developments (strategy 4.3).

1.5 Support the work of the Great Lakes Bay Zero Waste Consortium to ensure solid waste and recycling systems in the region are efficient and effective.

1.6 Continue efforts made in the 2015 CEDS to increase comprehensive and more efficient transit systems, including nonmotorized networks, to support mobility across the region.

¹ Kaid Benfield, "Bringing Sustainability to Small-Town America," Smart Cities Dive.



GOAL 2. WORKFORCE

Build on the collaboration among East Michigan's higher education, adult education, secondary education (K-12), and workforce development organizations to create a strong talent pool to support the region's current and future employers.

Workforce consistently remains one of the most important issues for companies. The East Michigan region is fortunate to have an extensive network of higher education institutions in the state to support talent development. In addition to the region's 4-year institutions, there are multiple technical education and community colleges that should be leveraged for talent retention and recruitment. However, workforce development begins before higher education, and it is important for the region to recognize the importance of early childhood education and the role the entire K-12 system plays in preparing youth for the workforce. A strong childhood education system leads to a well-educated workforce and is also a tool to retain and attract top talent to the region. Through this CEDS plan, the region has also made a commitment to fostering inclusive and equitable economic development, which can, in part, be accomplished by developing a strong and resilient workforce.

STRATEGIES

2.1 Leverage the region's outstanding higher education institutions for talent retention and recruitment. Explore programs that support and encourage remote workers.

- 2.1.1. Capitalize on the growing remote worker trend to encourage talent to relocate or remain in the region. Host networking and social events to connect the remote worker community.
- 2.1.2. Expand Central Michigan University's and Saginaw Valley State University's successful "Coming Home" talent attraction strategy to include additional colleges and universities in the region. Strengthen the campaign's online presence and encourage remote networking opportunities.
- 2.1.3. Encourage collaboration among the region's civic leadership programs. Bring young leaders together to discuss regional issues and challenges; young people who are more engaged in their communities are more likely to stay in the region and be invested in its long-term prosperity.
 - Communities interested in setting up a leadership program should explore resources provided through the Association of Leadership Programs², as well as from existing programs in the region.

2.2 Advocate for and support the region's higher education institutions during COVID-19 economic stabilization and recovery.

- 2.2.1. Effectively communicate the workforce training needs of the private sector to higher education to ensure that programs with the highest need remain available to students (strategy 5.1.2).

2.3 Ensure that workforce development, economic development, and the private sector are working together to address the region's workforce needs (strategy 4.2.3).

- 2.3.1. Work with employers to develop alternative and flexible internship and experiential learning opportunities that do not require students to be on site.
- 2.3.2. Increase awareness of virtual job fairs and events among the private sector.

2.4 Strengthen programs that build a skilled and resilient workforce, such as cross-training and upskilling employees.

- 2.4.1. Build on the success of the Delta College Fast StartTM program and the Mid Michigan College program to support just-in-time workforce training.
- 2.4.2. Advance the initiatives under the 2018 state of Michigan Marshall Plan for Talent, which calls for increased and enhanced partnerships between the private sector and education.
 - Pursue innovation grants to support the region's goals, which can include curriculum creation, project-based certification programs, equipment, staff, and pilot programs.
 - Explore opportunities to establish facilities in the region to support initiatives.
- 2.4.3. Continue to find ways to align veterans with regional employers, including leveraging the EMCOG RPI-5 grant program to support the Bay Veterans Foundation.

² Association of Leadership Programs, alpleaders.org.

GOAL 3. INNOVATION

Leverage East Michigan's higher education institutions, major industries, medical complexes, and innovation assets to establish the region as a center for technology-based entrepreneurship and small business growth.

East Michigan has a strong history of innovation in the region, due to the presence of corporate headquarters and major industries, combined with higher education institutions and world-class medical facilities. To continue to develop and foster innovation and the entrepreneurial spirit in the region, economic development partners must commit to small businesses and startups through technical support and workforce development. One of the biggest needs for companies throughout the region is access to capital and more flexibility around the existing financial resources, as well as enhancing resources for entrepreneurs and small businesses. The region has tremendous potential to leverage these foundational assets to continue to grow smaller, niche companies and industries.



STRATEGIES

3.1 Work collaboratively with lenders, angel investors, and venture capitalists to improve access to capital for small businesses, especially in rural and underserved communities.

- 3.1.1. Urge traditional lenders to develop creative and flexible programs to increase lending to small businesses.
- 3.1.2. Deepen relationships with angel investor networks outside of the EMCOG region, including other parts of Michigan and the Midwest.
- 3.1.3. Expand the EMCOG East Central Michigan Revolving Loan Fund to include all 14 counties in the EMCOG region. Encourage and promote the fund to small and rural businesses throughout the region, especially those owned by people of color.

3.2 Encourage partnerships between the region's higher education institutions and the public and private sector to spur innovation (strategy 5.1.2).

- 3.2.1. Continue working with the region's major employers and medical complexes to attract R&D spending from other Michigan universities.
- 3.2.2. Promote and encourage companies to continue to utilize university services available to private businesses, such as Saginaw Valley State University's testing lab and prototype development programs.
- 3.2.3. Support catalyst and transformative projects between the public and the private sectors, such as the infrastructure investments needed to bring the Central Michigan University College of Medicine to downtown Saginaw.

3.3 Continue to support and invest in childhood (K–12) education, especially in rural and underserved communities. Build comprehensive programs around science, technology, engineering, arts, and math to ensure students are prepared for the jobs of the future.

- 3.3.1. Encourage career exploration in K–12 programs throughout the region in coordination with the private sector.

3.4 Build on the region's entrepreneurship and innovation assets to support business growth across the region. Expand the region's toolkit to nurture and grow second-stage companies.

- 3.4.1. Cultivate industry niches and clusters throughout the region to promote economic diversification.
- 3.4.2. Create a regional entrepreneurship ecosystem map indicating various programs, initiatives, and assets to drive new business activity. Tailor resources specifically to the needs of traditionally underserved communities.
- 3.4.3. Encourage the development of shared facilities and resources, such as makerspaces, tool libraries, and coworking spaces. Support free, highspeed Wi-Fi at these facilities to support entrepreneurs and develop a collaborative environment.

3.5 Support and promote second-stage companies as they transition out of incubator and accelerator programs. Ensure entrepreneurs have the resources they need to grow their businesses as they transition technology out of universities (technology transfer).

- 3.5.1. Consider developing a coworking space that allows flexible lease terms for second-stage companies. Ensure the facility has the technological infrastructure and business support services needed to develop these companies.

BEST PRACTICE: The Eastside Innovation Hub in Portland, Oregon, is a commercial development that offers shared laboratory space and a wide range of office sizes to support small and growing businesses.³

- 3.5.2. Coordinate with universities to ensure seamless technology transfer and support entrepreneurs pursuing SBIR/STTR grant opportunities.
 - Economic developers should be mindful of opportunities to connect entrepreneurs and emerging technology with existing businesses in the region.

³Elizabeth Hayes, "Portland Biotech Community Finally Gets Its Wish: A New Lab-Office Project," Portland Business Journal (28 February 2018).

GOAL 4. PLACEMAKING

Embark on local and regional initiatives to strengthen the quality of place in each of East Michigan's communities to create an attractive environment for residents and tourists.

Vibrant communities are vital to support all aspects of economic development. Businesses seek communities where they can easily retain and attract talent. Young people often prioritize where they will live and quality-of-life factors even before they begin their job search. East Michigan offers residents a phenomenal quality of life, with access to outdoor recreational amenities from lakes and rivers to forests and parks. However, there is a feeling that more can be done to increase public access to the region's natural resources and improve recreational assets. In addition to building a robust natural environment, strategies are also included to strengthen downtowns and communities in East Michigan's urban and rural regions. By investing in the quality and placemaking amenities, communities are investing in their workforce and businesses.



STRATEGIES

4.1 Continue to invest, and encourage investment in, downtown and main street development, especially in small and rural communities throughout the region.

- 4.1.1. Explore urban infill development opportunities, whether for pocket parks, urban gardens, or new commercial or residential construction. Leverage regional Land Bank databases to identify vacant lots.
- 4.1.2. Support cities that pursue the Michigan Economic Development Corporation Redevelopment Ready Communities program. Assist with capacity building to support small communities that lack staffing to complete the program.
 - Promote the region’s downtown and main streets through different campaigns and events to draw people downtown.

4.2 Leverage the spectacular outdoor amenities in the region to improve quality of life for residents and tourists, as well as for talent retention and recruitment.

- 4.2.1. Support conservation efforts and the expansion of the rail trails network, river trails, and parks throughout the region (strategy 1.4.2).
 - Advocate and support the cleanup of waterways and recreational areas to promote sustainability and environmental stewardship.
- 4.2.2. Expand recreational access to Saginaw Bay and Lake Huron.
 - Engage economic development partners, including nonprofits, from across the region to increase the number of water access points.
- 4.2.3. Leverage higher education and other public-private partnerships to increase awareness around the region’s natural resources amenities (strategy 2.3).

BEST PRACTICE: Mid Michigan College and Rusted Rooster Media, along with several other partners, launched a program to advance outdoor education and experiential learning opportunities.⁴

4.3 Convene regional partners working to address housing shortages throughout the region to understand community needs, inventory current initiatives, and support best practices (strategy 1.4.3).

BEST PRACTICE: The National League of Cities, in partnership with TIP Strategies and the Mid-America Regional Council, produced a report addressing housing affordability, which includes strategies for preserving existing housing and increasing a community’s housing supply.⁵

⁴ Courtney Soule, “Mid Michigan College Launches New Outdoor Education Effort with Industry Experts,” Route Bay City (August 6, 2020).

⁵ “First Suburbs Coalition Regional Housing Summit,” TIP Strategies, National League of Cities, and Mid-America Regional Council (November 2019).

GOAL 5. ECONOMIC DEVELOPMENT

Grow East Michigan's economy through economic development activities (business retention, expansion, and recruitment) and marketing efforts that enhance the region's image as a place to do business.

The final goal in this CEDS plan includes strategies for fundamental economic development activities, as well as strategies that leverage the investments and commitments set forth in the previous four goals (infrastructure, workforce, innovation, and placemaking). The region benefits from its strong network of established economic, community, and workforce development practitioners, who are essential partners in the CEDS plan implementation. To develop a resilient, inclusive, and vibrant region, economic developers must collaborate on a regular basis to share best practices and collectively address regional challenges and opportunities. A community's ability to avoid, withstand, and recover from an economic or environmental shock is largely dependent on how well prepared and coordinated its efforts are.



STRATEGIES

5.1 Promote economic resiliency within the region by supporting and growing existing businesses, as well as industry cluster development. A strong, diversified economy will help the region withstand and recover from economic cycles.

5.1.1. Ensure business support and cluster development is not limited to medium and large businesses. The East Michigan region has a number of cottage industries and small-scale businesses that are an essential component of the regional economy, especially in rural areas.

- Recognize the role these businesses play in the regional supply chain and promote the services and products they provide.

5.1.2. Ensure business continuity and support the region's workforce during economic stabilization, recovery, and growth periods. Encourage business leaders to think creatively about product and service diversification and repurposing (strategy 3.2), workforce development and employee cross-training (strategy 2.2.1), and utilization of locally produced goods and services.

5.2 Continue actively marketing to businesses for relocation or expansion to the region. Although business development activities should remain a core function of economic development, due to the COVID-19 public health crisis, business relocations and expansions are expected to slow during economic recovery and the region should set expectations and metrics accordingly.

5.3 Ensure that economic, community, and workforce development organizations are diverse and representative of the region.

5.4 Prioritize economic development initiatives and projects that are inclusive and serve the greater region, including rural and traditionally underserved areas.

5.5 Improve on efficiencies within the economic development community by convening regularly to increase collaboration. The broad economic development should include, but not be limited to, workforce development, community development, destination marketing, and downtown and main street development organizations.

5.5.1. Support local jurisdictions and communities that do not have the capacity to implement local economic development programs, including goals outlined in this CEDS plan.

RESOURCE: The International Economic Development Council (IEDC) is committed to providing resources to local communities and economic development organizations to strengthen their diversity, equity, and inclusion efforts.

⁶ "Racism and Economic Development Resources," International Economic Development Council.

SUMMARY

The five goals in this plan—infrastructure, workforce, innovation, placemaking, and economic development—are all designed to complement and build on one another to create a comprehensive approach to economic development. Although a CEDS cannot address every need related to economic development in the region, the plan is designed to encourage conversations and empower leaders to think creatively to address the needs of their communities. The long-term impacts of the current COVID-19 health crisis are unknown at this time, which might ultimately impact how and when some of these strategies are deployed. However, all the challenges and opportunities identified throughout the planning process and included in the report were identified as priority needs for the region, regardless of the economic climate. If enacted, the region will come out of the crisis stronger and more resilient to economic cycles in the future and be well positioned for future growth. Although there are strategies that individual communities can pursue to strengthen their economic development efforts, the most effective means of implementing a CEDS plan is to regularly convene regional leaders to collaboratively address the region's ongoing needs and opportunities. This plan is accompanied by an implementation matrix, delivered separately, in which all of the strategies and action items are organized with timelines for implementation and supporting partners. Regional leaders will use this tool to track implementation progress and it will allow them to quickly identify any obstacles or challenges. This plan is also designed to be a dynamic and evergreen strategy that can be modified and refined as conditions change in the region.



Frankenmuth Michigan by Aaron Burden via Unsplash



TARGET SECTOR ANALYSIS

The East Central Michigan region has a tremendous opportunity to build on its increasingly diverse economic base. Historically, the area has relied heavily on anchor companies, such as Dow and General Motors, to drive growth in its legacy sectors of **advanced manufacturing** and **food processing**. These key economic drivers have been strengthened through the growth of supporting activities like **professional services** and **higher education and research**. Fostering the growth of these activities, most notably the robust higher education cluster, will continue to advance the regional economy and develop the resiliency needed to withstand economic cycles.

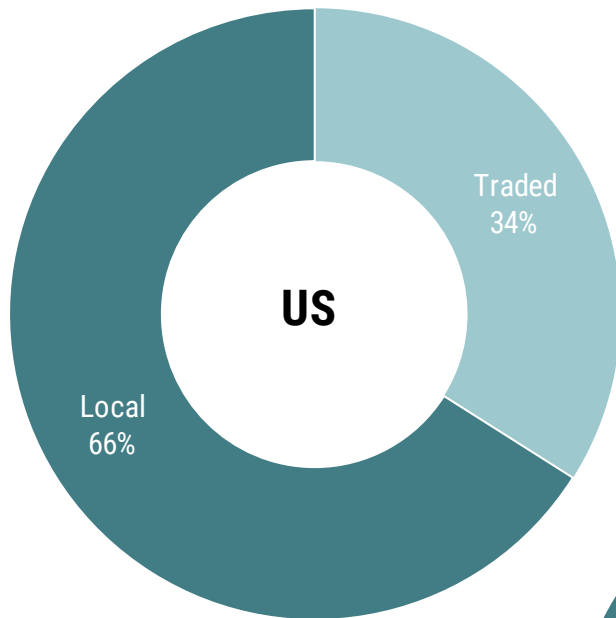
The region also features significant assets related to **healthcare** and **tourism and outdoor recreation**. In addition to their economic contribution, these sectors enhance the quality of place and provide desired amenities to area residents. Beyond its essential role in supporting the existing community, the healthcare system can also help draw talent and businesses to the region. Similarly, East Central Michigan's incredible natural resources and outdoor recreational opportunities attract tourists from all parts of the country.

As of the date of publication, economic upheaval associated with the COVID-19 pandemic has resulted in the loss of more than 40 million jobs nationwide. The impacts of this massive disruption have not begun to trickle through federal statistics. There is no timetable for a return to normalcy, nor any agreement as to what that might look like. Even with this uncertainty in mind, the six sectors and associated niches identified by this analysis remain the best potential for growth. They leverage some of the region's strongest assets and encompass a range of skills and education levels. They have a history of strong employment growth, and they include goods and services likely to remain essential for the foreseeable future. By focusing on existing businesses in these sectors, as well as continuing to cultivate entrepreneurship and small business innovation, the consulting team is confident East Central Michigan can further expand on past successes.

EMPLOYMENT CLUSTERS

TRADED VS. LOCAL

EMPLOYMENT IN 2019 BASED ON CLUSTER TYPE

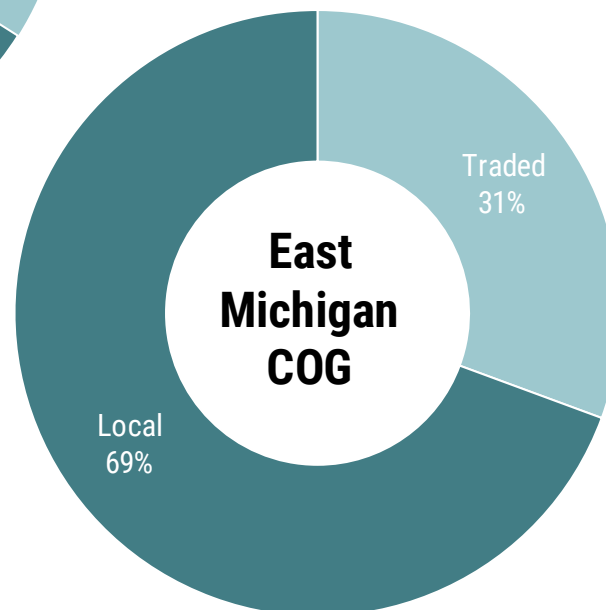


LOCAL CLUSTERS

- Primarily serve local markets.
- Present in virtually every market.
- Location is not dependent upon competitive advantage.

TRADED CLUSTERS

- Serve outside markets.
- Free to choose where they locate.
- Tend to be highly concentrated in a few regions that have specific advantage.



WHY IT MATTERS

Increasing the ratio of traded-to-local clusters is a common strategy for enhancing economic prosperity. Traded clusters are emphasized by economic developers because they include industries and firms that typically produce goods and services for customers beyond the local region. These traded activities are thus more likely to produce externally generated revenues, which can, in turn, help boost local tax coffers. As an example, a dental office might serve local customers exclusively, while a manufacturing plant, a data center, or a hotel would typically serve paying customers beyond the local area. The ability of traded clusters to serve larger markets also presents greater opportunity for employment growth, whereas a dental office might face more finite geographic limits to expansion.

Sources: US Bureau of Labor Statistics; Economic Modeling Specialists International (Emsi) 2020.1– Quarterly Census of Employment and Wages (QCEW) Employees, Non-QCEW Employees, and Self-Employed; US Economic Development Administration; Institute for Strategy and Competitiveness, Harvard Business School; TIP Strategies.

Note: The cluster methodology developed at Harvard Business School has been adjusted by TIP Strategies to align with the six-digit North American Industry Classification System (NAICS) classifications used by Emsi.































EMPLOYMENT CLUSTERS

WEIGHT (SIZE & CONCENTRATION)

TRADED CLUSTERS EMPLOYING THE MOST WORKERS LOCALLY IN 2019

LOCATION QUOTIENTS

BELOW AVG ►  ◀ ABOVE AVG

	US		EAST MICHIGAN COG		
		% of nat'l employment		% of local employment	LQ
Automotive	0.6%		3.8%		5.90
Business Services	6.1%		3.5%		0.58
Education & Knowledge Creation	4.1%		3.5%		0.86
Plastics	0.4%		2.1%		5.29
Distribution & E-commerce	3.7%		2.0%		0.54
Agricultural Inputs & Services	1.1%		2.0%		1.82
Hospitality & Tourism	2.1%		2.0%		0.94
Prod. Tech. & Heavy Machinery	0.6%		1.4%		2.28
Metalworking Technology	0.3%		1.1%		3.68
Transport. & Logistics	1.3%		1.1%		0.81
Food Processing & Mfg.	0.7%		1.0%		1.34
Construction Products & Services	0.6%		0.6%		1.00
Federal Government (civilian)	1.4%		0.5%		0.37
Electric Power Generation & Transmission	0.1%		0.5%		4.48
Vulcanized & Fired Materials	0.2%		0.5%		2.96
OTHER TRADED CLUSTERS	10.6%		5.1%		
ALL LOCAL CLUSTERS	66.0%		69.4%		
Total	100.0%		100.0%		

WHY IT MATTERS

While local clusters (such as dental offices) typically account for a similar share of employment across communities of varying sizes, the share of total employment represented by traded clusters (such as automotive assembly plants) may differ dramatically from one community to the next. Traded clusters that account for a larger-than-average share of total employment can suggest areas of competitive advantage. This figure compares the distribution of employment by cluster in the US (first column) with the local area (second column). The third column uses location quotients (LQs) to convey the intensity of employment locally relative to the US.








































A **location quotient analysis** is a statistical technique used to suggest areas of relative advantage. LQs are typically calculated as an industry's share of total local employment divided by the same industry's share of employment at the national level. For example, if a traded cluster represents 1 percent of US employment and 5 percent of local employment, its LQ would be 5.0, meaning that the traded cluster in the local area is five times as large as would be expected based on national patterns. An LQ of 1.25 or greater is presumed to suggest a comparative advantage.

Sources: US Bureau of Labor Statistics; Emsi 2020.1 – QCEW Employees, Non-QCEW Employees, and Self-Employed; US Economic Development Administration; Institute for Strategy and Competitiveness, Harvard Business School; TIP Strategies.
Note: The cluster methodology developed at Harvard Business School has been adjusted by TIP Strategies to align with the six-digit NAICS classifications used by Emsi.

EMPLOYMENT CLUSTERS

PROJECTED GROWTH

TRADED CLUSTERS WITH THE HIGHEST PROJECTED LOCAL JOB GAINS, 2019–2024

	US		EAST MICHIGAN COG		
	5-yr. % change in nat'l employment		5-yr. % change in local employment		net gain
Automotive	5.1%		8.6%		+956
Agricultural Inputs & Services	2.9%		10.7%		+627
Hospitality & Tourism	4.4%		9.4%		+544
Distribution & E-commerce	6.0%		7.7%		+450
Education & Knowledge Creation	5.7%		4.1%		+426
Business Services	10.0%		3.8%		+392
Transport. & Logistics	5.2%		9.4%		+291
Construction Products & Services	10.5%		14.8%		+265
Plastics	1.7%		3.7%		+235
Prod. Tech. & Heavy Machinery	1.4%		5.2%		+205
Food Processing & Mfg.	5.1%		6.4%		+181
Electric Power Generation & Transmission	1.0%		12.5%		+176
Water Transport.	0.7%		35.3%		+158
IT & Analytical Instruments	4.0%		22.8%		+139
Federal Government (civilian)	2.0%		8.2%		+124
Livestock Processing	3.8%		27.0%		+120
Oil & Gas Production & Transport.	5.0%		16.7%		+98
Lighting & Electrical Equip.	3.2%		12.2%		+95
ALL TRADED CLUSTERS	5.0%		6.4%		+5,704
ALL LOCAL CLUSTERS	5.6%		0.0%		+22

WHY IT MATTERS

Understanding anticipated job growth in traded clusters is an essential element of the targeting process. This figure compares projected net job gains in percentage terms over a 5-year horizon for the US (first column) and the local area (second column). The column on the far right shows projections (in numeric terms) for local net job gains in traded clusters in descending order. The last three rows of the exhibit—showing projected job growth aggregated for traded clusters, local clusters, and total employment—can help inform strategic discussions and refine goals for the future.

Sources: US Bureau of Labor Statistics; Emsi 2020.1 – QCEW Employees, Non-QCEW Employees, and Self-Employed; US Economic Development Administration; Institute for Strategy and Competitiveness, Harvard Business School; TIP Strategies.
Note: The cluster methodology developed at Harvard Business School has been adjusted by TIP Strategies to align with the six-digit NAICS classifications used by Emsi.

TALENT DEMAND INDICATORS

ANALYSIS OF UNIQUE LOCAL JOB POSTINGS DURING CALENDAR YEAR 2019

INTENSITY OF JOB POSTINGS RELATIVE TO US BELOW AVG ►  ◀ ABOVE AVG

HIGH-DEMAND LOCAL OCCUPATIONS		HIGH-DEMAND LOCAL SKILLS	
	<i>location quotient</i>		<i>location quotient</i>
Combined Food Preparation and Serving Workers, Including Fast Food	1.88	Freightplus	2.17
Personal Care Aides	1.76	Cashiering	1.95
Heavy and Tractor-Trailer Truck Drivers	1.76	Care Plans	1.71
Cashiers	1.67	Home Health	1.66
Medical Assistants	1.67	Banking	1.56
First-Line Supervisors of Retail Sales Workers	1.61	Merchandising	1.31
Nursing Assistants	1.60	Tractor-Trailers	1.30
Medical Secretaries	1.50	Medications	1.28
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	1.47	Nursing	1.25
Retail Salespersons	1.45	Training Programs	1.08
Teachers and Instructors, All Other	1.45	Physical Requirements	1.02
First-Line Supervisors of Food Preparation and Serving Workers	1.28	Mathematics	1.01
Light Truck or Delivery Services Drivers	1.26	Distribution	0.94
Registered Nurses	1.21	Pricing	0.92
Customer Service Representatives	1.01	Controls	0.92
Insurance Sales Agents	0.96	Preventive Maintenance	0.87
Social and Human Service Assistants	0.96	Healthcare	0.86
Stock Clerks and Order Fillers	0.81	Customer Experience	0.85
First-Line Supervisors of Office and Administrative Support Workers	0.78	Compliance	0.76
Sales Representatives, Services, All Other	0.62	Innovation	0.61

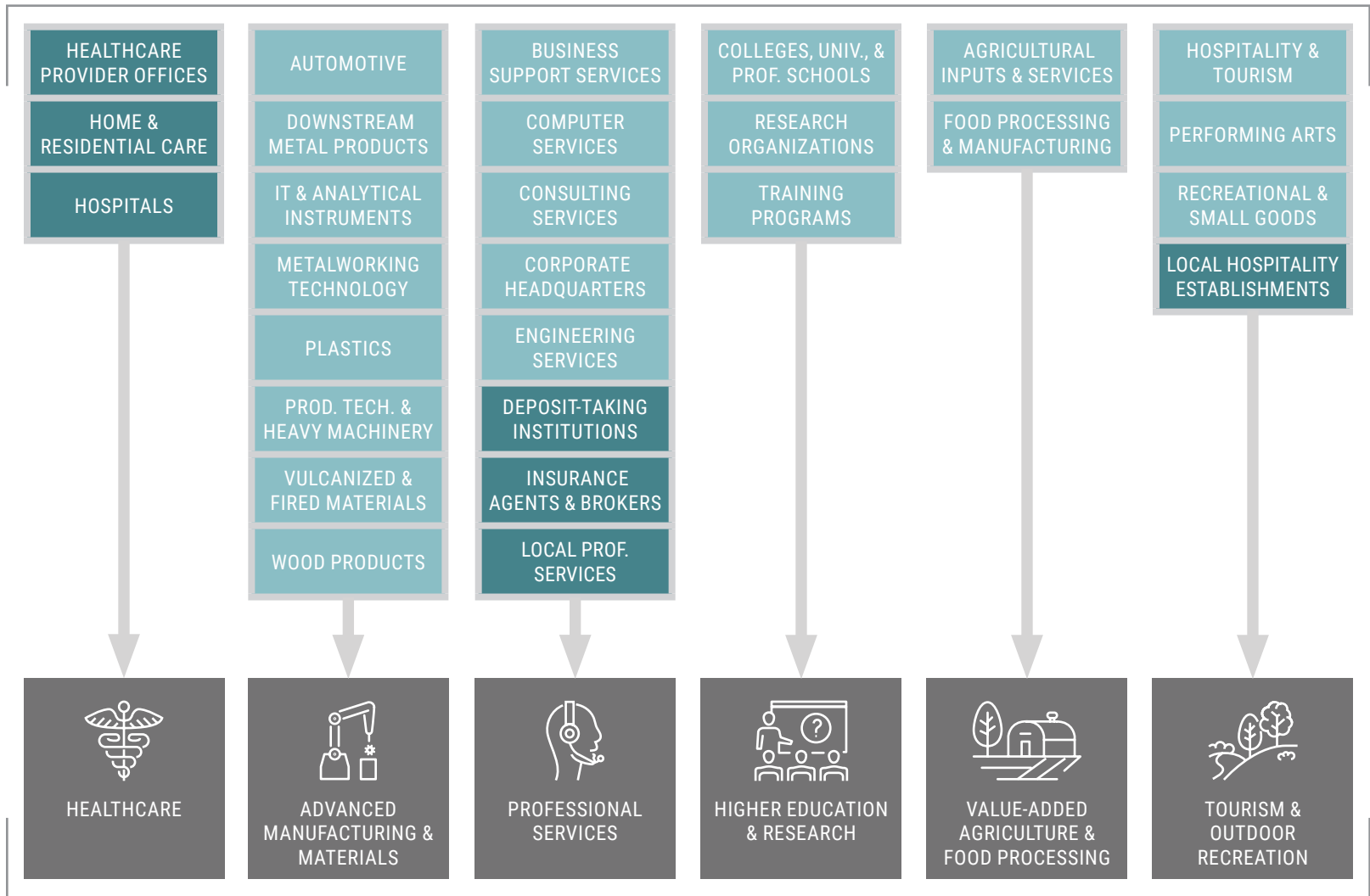
WHY IT MATTERS

An analysis of job postings can help reframe an understanding of the local job market from the employer's perspective rather than simply through the lens of government statistics. This back-of-the-envelope analysis uses job postings from the prior calendar year to identify the most sought-out occupations (first column) and the most frequently occurring words and phrases (second column). LQs are used to approximate the local intensity of recruiting efforts and illustrate employer demand for specific hard skills. A help wanted ad that appears locally at 5 times the relative rate as the US would have an LQ of 5.0; likewise, a specific skill that appears more frequently in local postings than the national average would have an LQ greater than 1.0, suggesting higher demand in the local market. The results should prompt strategic questions about the alignment of the region's talent pipeline with the needs of employers and with target (traded) clusters.

Sources: US Bureau of Labor Statistics; Emsi 2020.1 – QCEW Employees, Non-QCEW Employees, and Self-Employed; US Economic Development Administration; Institute for Strategy and Competitiveness, Harvard Business School; TIP Strategies. Note: The cluster methodology developed at Harvard Business School has been adjusted by TIP Strategies to align with the six-digit NAICS classifications used by Emsi.

TARGETING FRAMEWORK

TRADED and **LOCAL**
clusters and subclusters
emerge from the analysis...



Sources: US Economic Development Administration; Institute for Strategy and Competitiveness, Harvard Business School; TIP Strategies.

TARGET SECTOR PROFILES

Image credit: Saginaw River by Ian Freimuth via Flickr (CC BY-NC-ND 2.0)



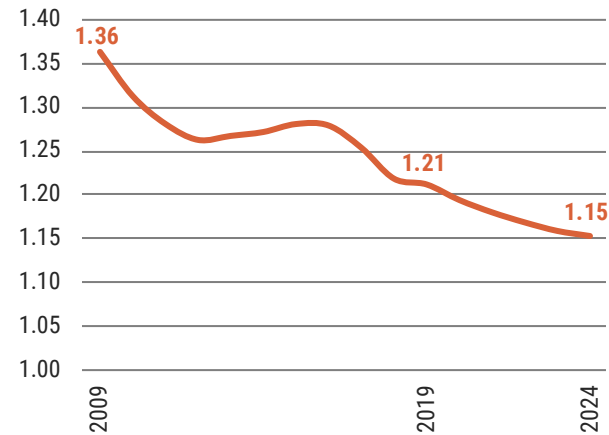
HEALTHCARE

TARGET SNAPSHOT

EAST MICHIGAN COG	TOTAL	TARGET
2018 Payrolled Businesses	16,775	1,204
2019 Employment	293,113	36,752
Net Change, 2009–2019	+7,991	-1,985
% Change, 2009–2019	+2.8%	-5.1%

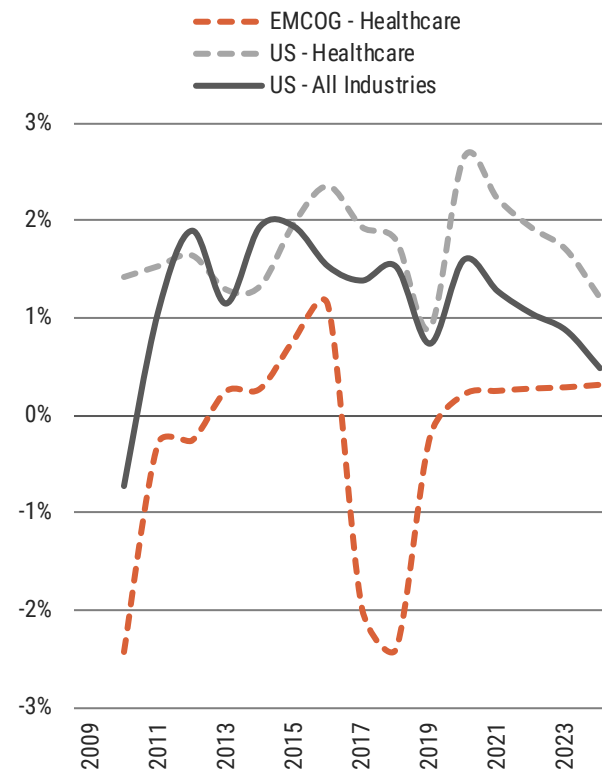
TARGET CONCENTRATION

LOCATION QUOTIENT TREND



TARGET GROWTH

ANNUAL % CHANGE IN EMPLOYMENT

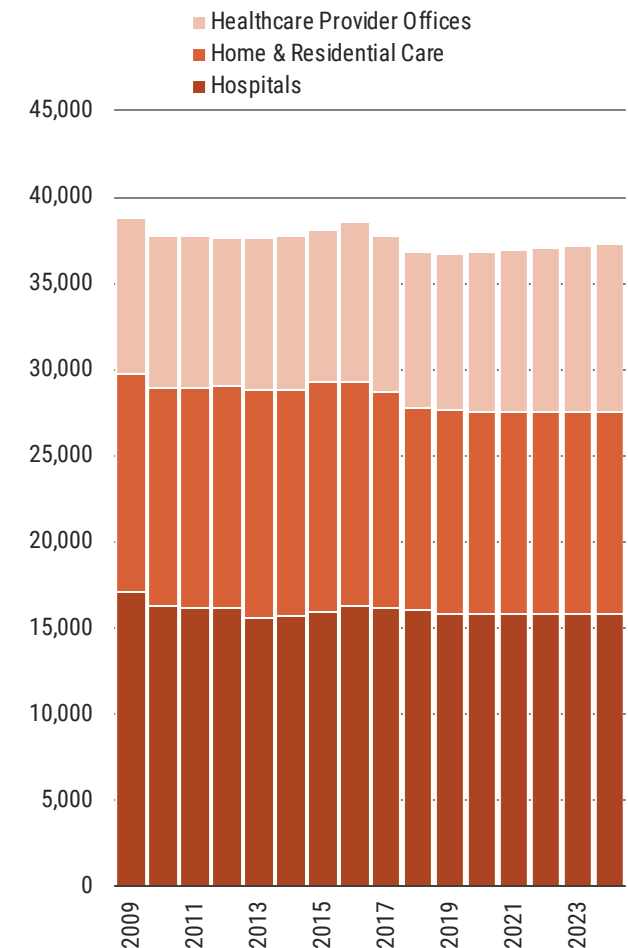


EMPLOYMENT OUTLOOK

US OVERALL	TOTAL	TARGET
Net Chg., 2019–2024	+8,835,533	+1,717,862
Pct. Chg., 2019–2024	+5.4%	+10.1%
EAST MICHIGAN COG	TOTAL	TARGET
Net Chg., 2019–2024	+5,715	+493
Pct. Chg., 2019–2024	+1.9%	+1.3%

TARGET COMPONENTS

ANNUAL EMPLOYMENT



TARGET STAFFING PROFILE

LQs & RELATIVE EARNINGS

BELOW AVG ►  ◀ ABOVE AVG

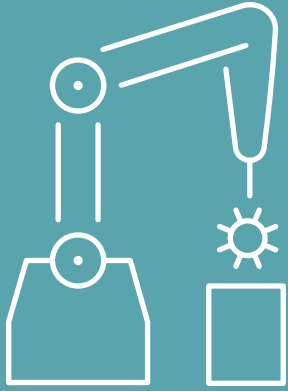
STANDARD OCCUPATIONAL CLASSIFICATION		EMPLOYMENT			EARNINGS	
Code	Description	2019 Jobs	% of Target	LQ (US= 1.00)	Local Hourly Median	Relative to US (US=1.00)
29-1141	Registered Nurses	5,492	14.9%	0.98	33.22	0.96
31-1014	Nursing Assistants	3,566	9.7%	1.25	13.82	1.01
39-9021	Personal Care Aides	2,306	6.3%	1.21	10.87	0.94
31-1011	Home Health Aides	1,903	5.2%	1.39	11.03	0.95
43-6013	Medical Secretaries	1,488	4.0%	1.26	16.30	0.95
31-9092	Medical Assistants	1,456	4.0%	1.04	13.57	0.84
29-2061	Licensed Practical/Vocational Nurses	1,190	3.2%	0.91	21.49	0.97
43-4171	Receptionists & Information Clerks	805	2.2%	0.78	12.60	0.90
11-9111	Medical & Health Services Managers	678	1.8%	1.05	45.17	0.95
29-2021	Dental Hygienists	596	1.6%	1.29	28.59	0.79
29-2018	Clinical Laboratory Technologists and Technicians	582	1.6%	1.22	18.72	0.74
31-9091	Dental Assistants	579	1.6%	0.80	17.13	0.92
37-2012	Maids & Housekeepers	563	1.5%	1.10	11.22	0.99
29-1069	Physicians & Surgeons, All Other	560	1.5%	0.73	101.39	1.05
35-3041	Food Servers, Nonrestaurant	492	1.3%	1.48	11.71	1.05
43-9061	Office Clerks, General	492	1.3%	0.79	14.78	0.94
29-1123	Physical Therapists	490	1.3%	1.02	38.97	0.92
31-9097	Phlebotomists	429	1.2%	2.52	14.46	0.87
29-1126	Respiratory Therapists	375	1.0%	1.40	31.05	1.07
43-3021	Billing & Posting Clerks	368	1.0%	0.85	16.73	0.92
29-2034	Radiologic Technologists	328	0.9%	0.83	23.54	0.82
43-6014	Secretaries/Admin. Asst., Exc. Legal, Med., & Exec.	319	0.9%	0.81	15.44	0.88
35-2012	Cooks, Institution & Cafeteria	313	0.9%	1.10	12.36	0.96
29-2055	Surgical Technologists	297	0.8%	1.26	19.22	0.85
29-2071	Medical Records & Health Info. Technicians	288	0.8%	0.91	18.62	0.96

WHY IT MATTERS

Each target sector is underpinned by its workforce, making the occupational composition of each target worthy of further analysis. This exhibit shows each target's largest occupational contributors. The number of local jobs for each occupation is shown along with the occupation's weight (in percentage terms) within the target. The LQ compares the occupation's local weight to its national weight within this target. An LQ that exceeds 1.00 indicates a local occupation employed more heavily by the local target sector than national patterns might imply, while an LQ below 1.00 indicates relatively lighter local reliance on the occupation. Median local hourly earnings accompany the occupations shown in the exhibit. Wage ratios exceeding 1.00 indicate higher pay than the same occupation might expect nationally, while ratios below 1.00 suggest relatively lower compensation than the national level.

Sources: US Bureau of Labor Statistics; Emsi 2020.1—QCEW Employees, Non-QCEW Employees, and Self-Employed; US Economic Development Administration; Institute for Strategy and Competitiveness at Harvard Business School; TIP Strategies.

Notes: The cluster methodology developed at Harvard Business School has been adjusted by TIP Strategies to align with the six-digit NAICS classifications used by Emsi. For a discussion of LQs, please see page 21. Employment data and projections calculated in Q1 2020 do not include potential impacts of the COVID-19 crisis.

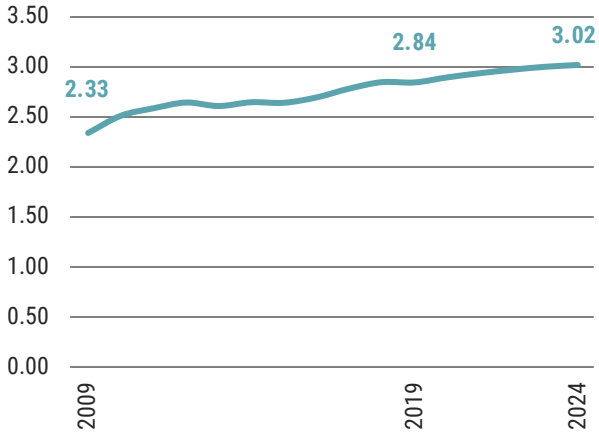


ADVANCED MANUFACTURING & MATERIALS

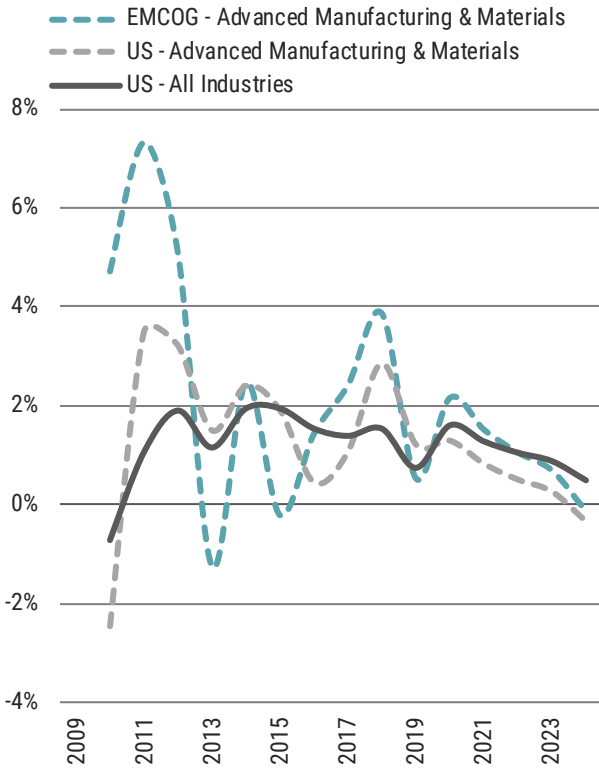
TARGET SNAPSHOT

EAST MICHIGAN COG	TOTAL	TARGET
2018 Payrolled Businesses	16,775	401
2019 Employment	293,113	28,564
Net Change, 2009–2019	+7,991	+6,489
% Change, 2009–2019	+2.8%	+29.4%

TARGET CONCENTRATION
LOCATION QUOTIENT TREND



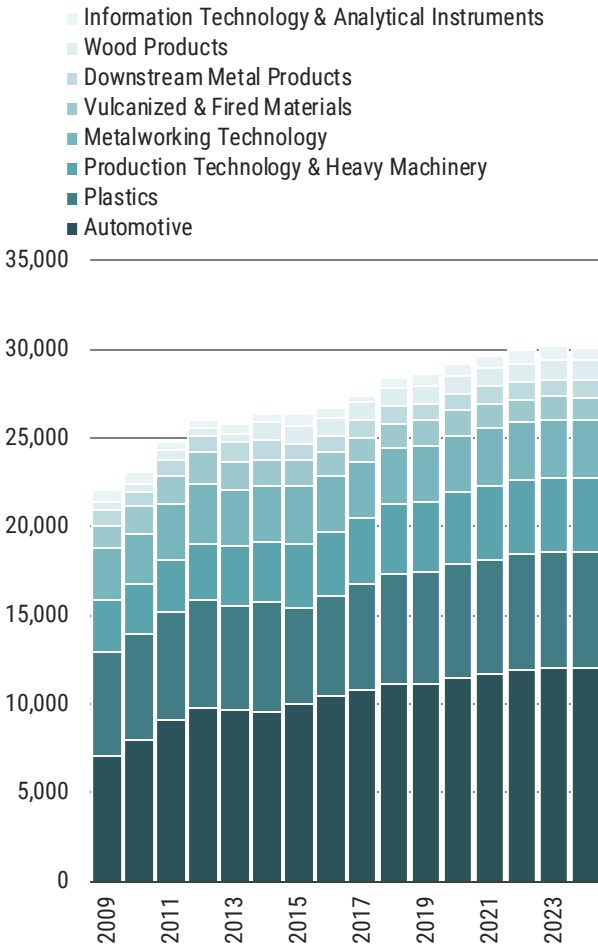
TARGET GROWTH
ANNUAL % CHANGE IN EMPLOYMENT



EMPLOYMENT OUTLOOK

US OVERALL	TOTAL	TARGET
Net Chg., 2019–2024	+8,835,533	+145,798
Pct. Chg., 2019–2024	+5.4%	+2.6%
EAST MICHIGAN COG	TOTAL	TARGET
Net Chg., 2019–2024	+5,715	+1,548
Pct. Chg., 2019–2024	+1.9%	+5.4%

TARGET COMPONENTS ANNUAL EMPLOYMENT



TARGET STAFFING PROFILE

STANDARD OCCUPATIONAL CLASSIFICATION		EMPLOYMENT			EARNINGS	
Code	Description	2019 Jobs	% of Target	LQ (US= 1.00)	Local Hourly Median	Relative to US (US=1.00)
51-2098	Assemblers & Fabricators, All Other	3,660	12.8%	1.12	14.48	0.96
51-4041	Machinists	1,196	4.2%	1.46	18.16	0.87
51-4031	Cutting, Punching, & Press Machine, Metal/Plastic	1,163	4.1%	2.17	15.07	0.91
51-4111	Tool & Die Makers	1,125	3.9%	4.37	24.83	0.98
51-1011	First-Line Supvrs., Production & Operating Workers	1,064	3.7%	1.08	25.04	0.87
51-4072	Molding, Coremaking, & Casting, Metal/Plastic	890	3.1%	1.41	13.46	0.89
49-9041	Industrial Machinery Mechanics	680	2.4%	1.79	22.27	0.89
17-2112	Industrial Engineers	646	2.3%	1.21	35.52	0.85
51-4121	Welders, Cutters, Solderers, & Brazers	629	2.2%	0.77	16.59	0.84
17-2141	Mechanical Engineers	609	2.1%	1.25	31.63	0.75
53-7062	Laborers/Freight, Stock, & Material Movers, Hand	591	2.1%	0.86	13.45	0.99
51-2028	Electrical & Electronic Equip. Assemblers	578	2.0%	0.81	14.94	0.92
51-9061	Inspectors, Testers, Sorters, Samplers, & Weighers	562	2.0%	0.71	16.89	0.92
11-3051	Industrial Production Managers	529	1.9%	1.64	49.71	1.01
49-9071	Maintenance & Repair Workers, General	516	1.8%	1.37	15.73	0.85
51-9111	Packaging & Filling Machine Workers	450	1.6%	3.70	17.16	1.18
53-7051	Industrial Truck & Tractor Operators	446	1.6%	1.52	16.67	1.00
51-9011	Chemical Equipment Workers	443	1.6%	8.05	39.43	1.68
41-4012	Sales Reps., Whls. & Mfg., Exc. Tech. & Scientific	442	1.5%	0.89	25.16	0.90
51-4081	Multiple Machine Tool Workers, Metal/Plastic	429	1.5%	1.15	13.27	0.78
43-5071	Shipping, Receiving, & Traffic Clerks	404	1.4%	1.00	16.61	1.05
11-1021	General & Operations Managers	387	1.4%	0.79	36.34	0.75
51-4011	CNC Machine Operators, Metal/Plastic	360	1.3%	0.88	16.70	0.87
51-4071	Foundry Mold & Coremakers	357	1.3%	4.89	15.13	0.89
51-9041	Extruding, Forming, & Compacting Machine	350	1.2%	1.75	16.14	0.96

LQs & RELATIVE EARNINGS

BELOW AVG

ABOVE AVG

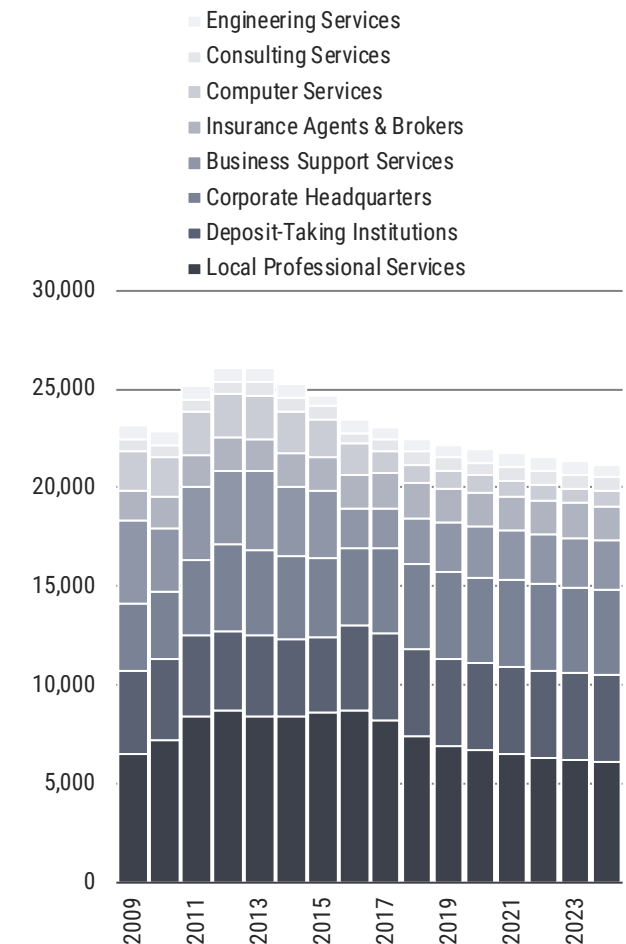
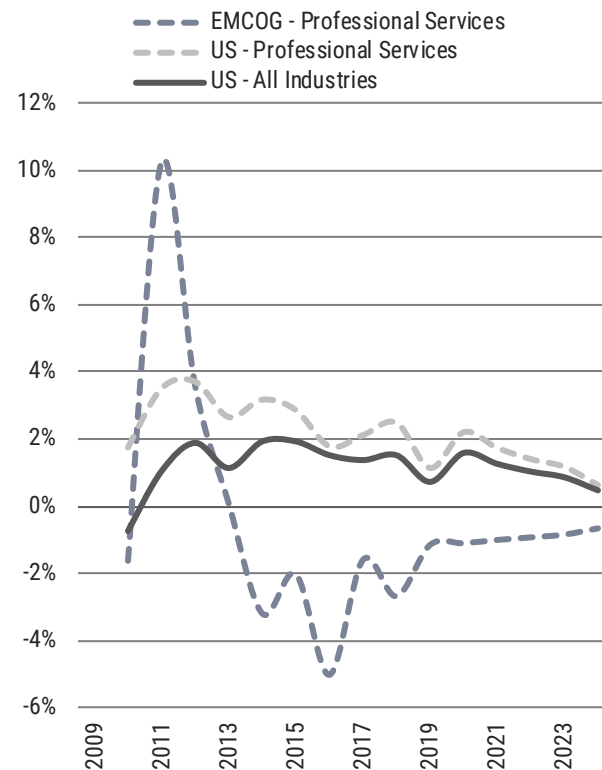


Sources: US Bureau of Labor Statistics; Emsi 2020.1–QCEW Employees, Non-QCEW Employees, and Self-Employed; US Economic Development Administration; Institute for Strategy and Competitiveness at Harvard Business School; TIP Strategies.

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EAST MICHIGAN COG	TOTAL	TARGET
2018 Payrolled Businesses	16,775	1,487
2019 Employment	293,113	22,200
Net Change, 2009–2019	+7,991	-990
% Change, 2009–2019	+2.8%	-4.3%



TARGET STAFFING PROFILE

STANDARD OCCUPATIONAL CLASSIFICATION		EMPLOYMENT			EARNINGS	
Code	Description	2019 Jobs	% of Target	LQ (US= 1.00)	Local Hourly Median	Relative to US (US=1.00)
43-3071	Tellers	1,432	6.1%	3.47	12.60	0.89
43-4051	Customer Service Representatives	1,399	6.0%	1.32	13.83	0.85
41-3021	Insurance Sales Agents	1,045	4.4%	1.52	21.92	0.89
13-2011	Accountants & Auditors	855	3.6%	1.12	29.72	0.88
43-9061	Office Clerks, General	766	3.3%	1.36	14.78	0.94
53-7062	Laborers/Freight, Stock, & Material Movers, Hand	618	2.6%	0.82	13.45	0.99
43-3031	Bookkeeping, Accounting, & Auditing Clerks	575	2.4%	1.22	16.64	0.86
43-6014	Secretaries/Admin. Asst., Exc. Legal, Med., & Exec.	549	2.3%	1.27	15.44	0.88
43-1011	First-Line Supvsr., Office & Admin. Support	470	2.0%	1.30	24.26	0.91
11-1021	General & Operations Managers	437	1.9%	0.91	36.34	0.75
23-1011	Lawyers	421	1.8%	0.61	38.28	0.68
11-3031	Financial Managers	420	1.8%	1.44	47.63	0.78
13-2072	Loan Officers	384	1.6%	2.02	23.95	0.79
51-2098	Assemblers & Fabricators, All Other	382	1.6%	1.42	14.48	0.96
13-1111	Management Analysts	375	1.6%	0.69	31.69	0.78
13-1161	Market Research Analysts & Mktng. Specialists	342	1.5%	1.12	23.07	0.76
41-3031	Securities, Commodities, & Financial Svcs. Sales	316	1.3%	1.53	15.28	0.50
13-1071	Human Resources Specialists	250	1.1%	0.94	27.73	0.95
43-4131	Loan Interviewers & Clerks	248	1.1%	1.95	14.23	0.74
13-1199	Business Operations Specialists, All Other	238	1.0%	0.81	25.41	0.75
41-3099	Sales Reps., Services, All Other	238	1.0%	0.59	22.14	0.85
15-1151	Computer User Support Specialists	228	1.0%	0.63	19.90	0.81
13-1081	Logisticians	219	0.9%	3.47	32.81	0.92
43-3021	Billing & Posting Clerks	217	0.9%	1.54	16.73	0.92
43-6012	Legal Secretaries	199	0.8%	1.01	15.50	0.70

LQs & RELATIVE EARNINGS

BELOW AVG

ABOVE AVG



Sources: US Bureau of Labor Statistics; Emsi 2020.1—QCEW Employees, Non-QCEW Employees, and Self-Employed; US Economic Development Administration; Institute for Strategy and Competitiveness at Harvard Business School; TIP Strategies.

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HIGHER EDUCATION & RESEARCH

TARGET SNAPSHOT

EAST MICHIGAN COG	TOTAL	TARGET
2018 Payrolled Businesses	16,775	56
2019 Employment	293,113	10,014
Net Change, 2009–2019	+7,991	-311
% Change, 2009–2019	+2.8%	-3.0%

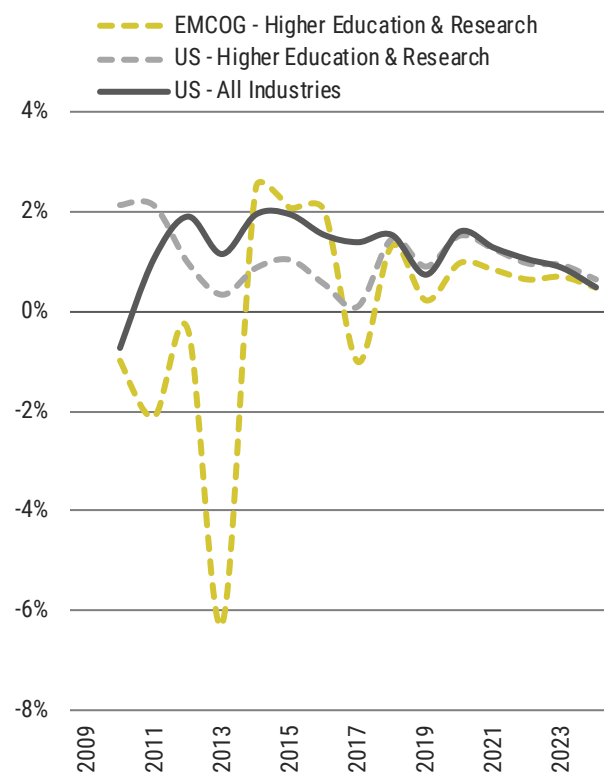
TARGET CONCENTRATION

LOCATION QUOTIENT TREND



TARGET GROWTH

ANNUAL % CHANGE IN EMPLOYMENT



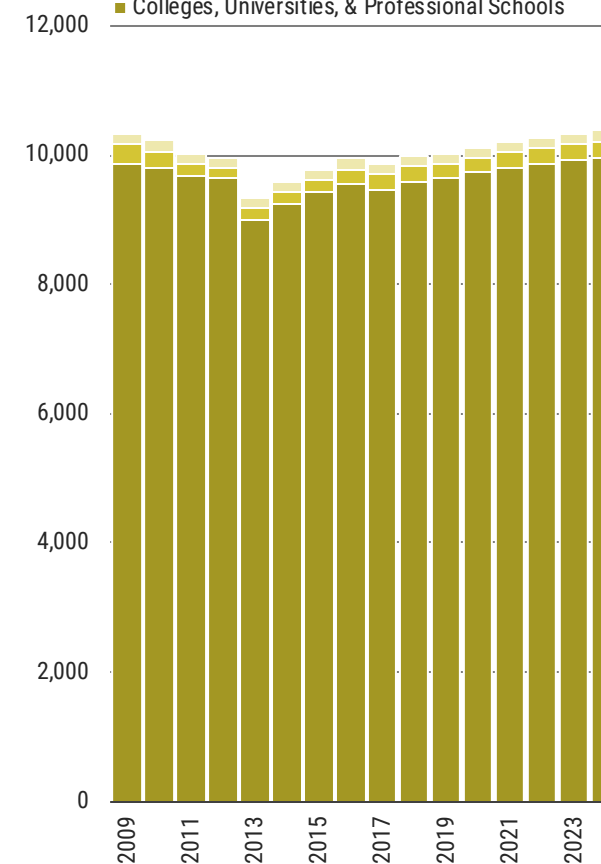
EMPLOYMENT OUTLOOK

US OVERALL	TOTAL	TARGET
Net Chg., 2019–2024	+8,835,533	+351,252
Pct. Chg., 2019–2024	+5.4%	+5.4%
EAST MICHIGAN COG	TOTAL	TARGET
Net Chg., 2019–2024	+5,715	+361
Pct. Chg., 2019–2024	+1.9%	+3.6%

TARGET COMPONENTS

ANNUAL EMPLOYMENT

- Research Organizations
- Training Programs
- Colleges, Universities, & Professional Schools



TARGET STAFFING PROFILE

STANDARD OCCUPATIONAL CLASSIFICATION		EMPLOYMENT			EARNINGS	
Code	Description	2019 Jobs	% of Target	LQ (US= 1.00)	Local Hourly Median	Relative to US (US=1.00)
25-1099	Teachers, Postsecondary	2,171	21.7%	0.99	37.91	1.14
43-9061	Office Clerks, General	1,054	10.5%	1.31	14.78	0.94
43-6014	Secretaries/Admin. Asst., Exc. Legal, Med., & Exec.	759	7.6%	1.21	15.44	0.88
37-2011	Janitors & Cleaners, Exc. Maids & Housekeepers	460	4.6%	1.25	13.02	1.04
11-9033	Education Administrators, Postsecondary	399	4.0%	1.90	39.69	0.88
25-3097	Teachers & Instructors, All Other	229	2.3%	1.42	19.11	0.98
21-1012	Educ., Guidance, School, & Vocational Counselors	220	2.2%	1.56	21.36	0.79
49-9071	Maintenance & Repair Workers, General	209	2.1%	1.26	15.73	0.85
25-9041	Teacher Assistants	193	1.9%	1.37	12.38	0.95
15-1151	Computer User Support Specialists	165	1.6%	1.02	19.90	0.81
27-2022	Coaches & Scouts	158	1.6%	1.38	11.58	0.71
43-3031	Bookkeeping, Accounting, & Auditing Clerks	131	1.3%	1.06	16.64	0.86
25-4031	Library Technicians	123	1.2%	1.86	12.19	0.74
13-1199	Business Operations Specialists, All Other	116	1.2%	0.88	25.41	0.75
43-9199	Office & Admin. Support Workers, All Other	114	1.1%	0.81	19.42	1.16
19-4021	Biological Technicians	101	1.0%	1.45	21.31	1.00
33-9032	Security Guards	94	0.9%	0.90	11.63	0.85
37-3011	Landscaping & Groundskeeping Workers	89	0.9%	1.26	12.25	0.90
33-3051	Police & Sheriff's Patrol Officers	84	0.8%	1.13	21.55	0.73
25-3021	Teachers, Self-Enrichment Educ.	74	0.7%	0.53	16.12	0.84
43-1011	First-Line Supvsr., Office & Admin. Support	73	0.7%	1.01	24.26	0.91
43-4051	Customer Service Representatives	69	0.7%	0.97	13.83	0.85
43-6011	Exec. Secretaries/Admin. Assistants	68	0.7%	0.75	24.47	0.86
25-9031	Instructional Coordinators	67	0.7%	1.15	30.52	0.98
25-4021	Librarians	59	0.6%	1.68	20.86	0.73

LQs & RELATIVE EARNINGS

BELOW AVG

ABOVE AVG



Sources: US Bureau of Labor Statistics; Emsi 2020.1—QCEW Employees, Non-QCEW Employees, and Self-Employed; US Economic Development Administration; Institute for Strategy and Competitiveness at Harvard Business School; TIP Strategies.

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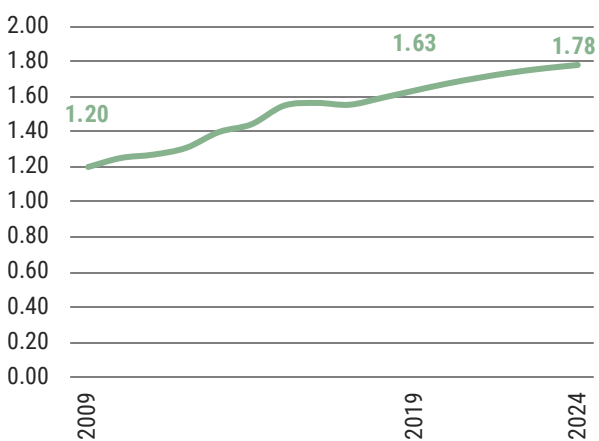


VALUE-ADDED AGRICULTURE & FOOD PROCESSING

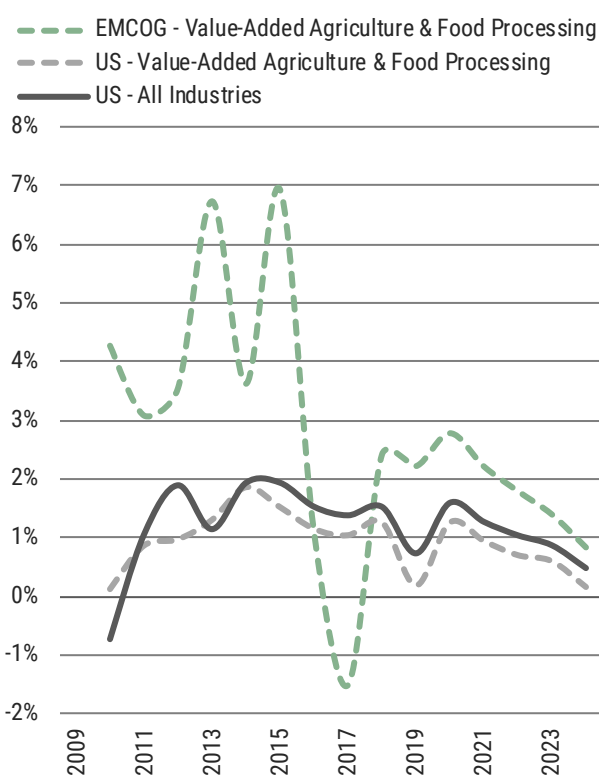
TARGET SNAPSHOT

EAST MICHIGAN COG	TOTAL	TARGET
2018 Payrolled Businesses	16,775	471
2019 Employment	293,113	8,662
Net Change, 2009–2019	+7,991	+2,351
% Change, 2009–2019	+2.8%	+37.3%

TARGET CONCENTRATION
LOCATION QUOTIENT TREND



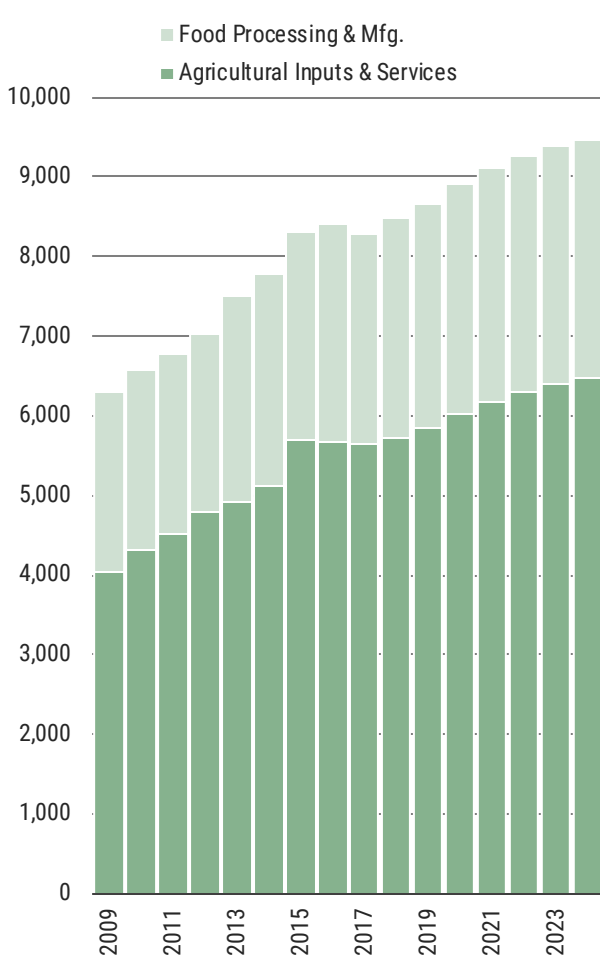
TARGET GROWTH
ANNUAL % CHANGE IN EMPLOYMENT



EMPLOYMENT OUTLOOK

US OVERALL	TOTAL	TARGET
Net Chg., 2019–2024	+8,835,533	+112,431
Pct. Chg., 2019–2024	+5.4%	+3.8%
EAST MICHIGAN COG	TOTAL	TARGET
Net Chg., 2019–2024	+5,715	+808
Pct. Chg., 2019–2024	+1.9%	+9.3%

TARGET COMPONENTS
ANNUAL EMPLOYMENT



TARGET STAFFING PROFILE

STANDARD OCCUPATIONAL CLASSIFICATION		EMPLOYMENT			EARNINGS	
Code	Description	2019 Jobs	% of Target	LQ (US= 1.00)	Local Hourly Median	Relative to US (US=1.00)
11-9013	Farmers, Ranchers, & Other Agricultural Mgrs.	2,014	23.3%	1.34	20.19	0.97
45-2092	Farmworkers & Laborers, Crop & Greenhouse	1,541	17.8%	0.89	12.15	1.04
45-2093	Farmworkers, Animals (Incl. Aquaculture)	610	7.1%	1.33	10.37	0.82
51-9111	Packaging & Filling Machine Workers	416	4.8%	1.02	17.16	1.18
45-2099	Agricultural Workers, All Other	299	3.5%	1.43	13.19	0.93
51-3092	Food Batchmakers	222	2.6%	0.74	16.94	1.19
45-2091	Agricultural Equipment Operators	198	2.3%	1.11	17.77	1.19
53-7064	Packers & Packagers, Hand	180	2.1%	1.07	10.49	0.89
53-7062	Laborers/Freight, Stock, & Material Movers, Hand	167	1.9%	0.88	13.45	0.99
45-1011	First-Line Supvsr., Farming, Fishing, & Forestry	142	1.6%	1.10	18.33	0.82
53-3032	Heavy & Tractor-Trailer Truck Drivers	141	1.6%	1.00	18.45	0.88
53-7051	Industrial Truck & Tractor Operators	137	1.6%	1.00	16.67	1.00
49-9041	Industrial Machinery Mechanics	133	1.5%	1.35	22.27	0.89
51-1011	First-Line Supvsr., Production & Operating Workers	116	1.3%	0.95	25.04	0.87
49-9071	Maintenance & Repair Workers, General	95	1.1%	1.00	15.73	0.85
41-2031	Retail Salespersons	91	1.1%	1.46	10.94	0.94
41-4012	Sales Reps., Whls. & Mfg., Exc. Tech. & Scientific	89	1.0%	0.80	25.16	0.90
39-2021	Nonfarm Animal Caretakers	87	1.0%	1.69	10.51	0.91
51-9198	Helpers--Production Workers	80	0.9%	1.17	12.38	0.93
45-2041	Graders & Sorters, Agricultural Products	76	0.9%	0.71	11.68	0.99
43-9061	Office Clerks, General	71	0.8%	1.00	14.78	0.94
39-2011	Animal Trainers	68	0.8%	1.73	9.74	0.73
43-3031	Bookkeeping, Accounting, & Auditing Clerks	65	0.8%	0.97	16.64	0.86
43-6014	Secretaries/Admin. Asst., Exc. Legal, Med., & Exec.	65	0.7%	1.07	15.44	0.88
11-1021	General & Operations Managers	63	0.7%	0.79	36.34	0.75

LQs & RELATIVE EARNINGS

BELOW AVG

ABOVE AVG



Sources: US Bureau of Labor Statistics; Emsi 2020.1—QCEW Employees, Non-QCEW Employees, and Self-Employed; US Economic Development Administration; Institute for Strategy and Competitiveness at Harvard Business School; TIP Strategies.

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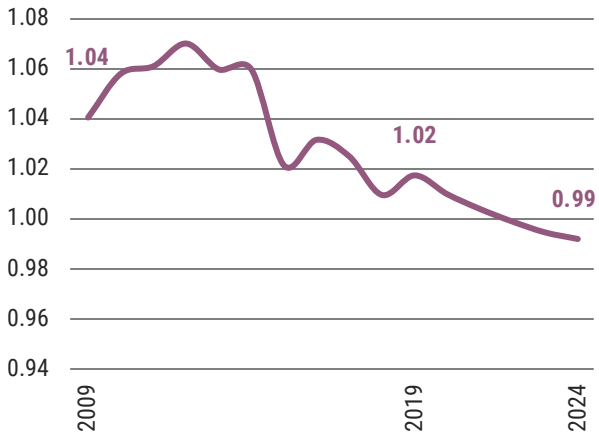


TOURISM & OUTDOOR RECREATION

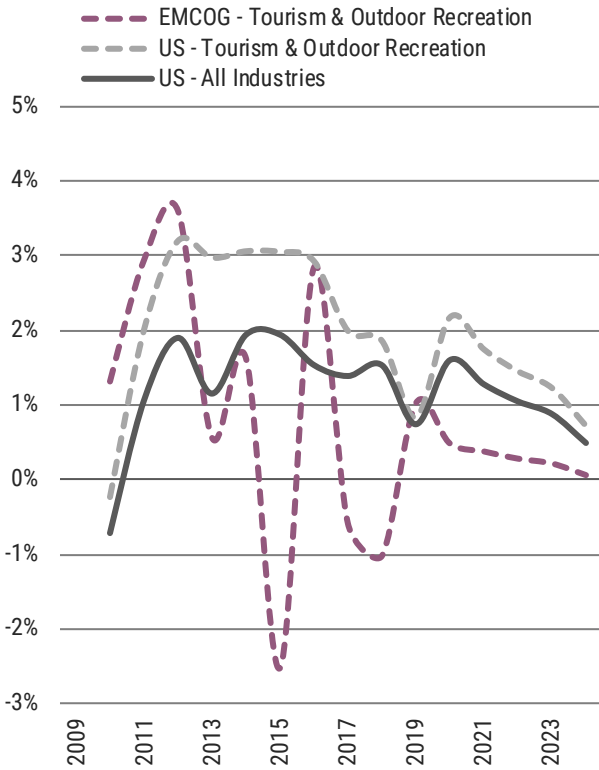
TARGET SNAPSHOT

EAST MICHIGAN COG	TOTAL	TARGET
2018 Payrolled Businesses	16,775	1,701
2019 Employment	293,113	32,380
Net Change, 2009–2019	+7,991	+2,974
% Change, 2009–2019	+2.8%	+10.1%

TARGET CONCENTRATION
LOCATION QUOTIENT TREND



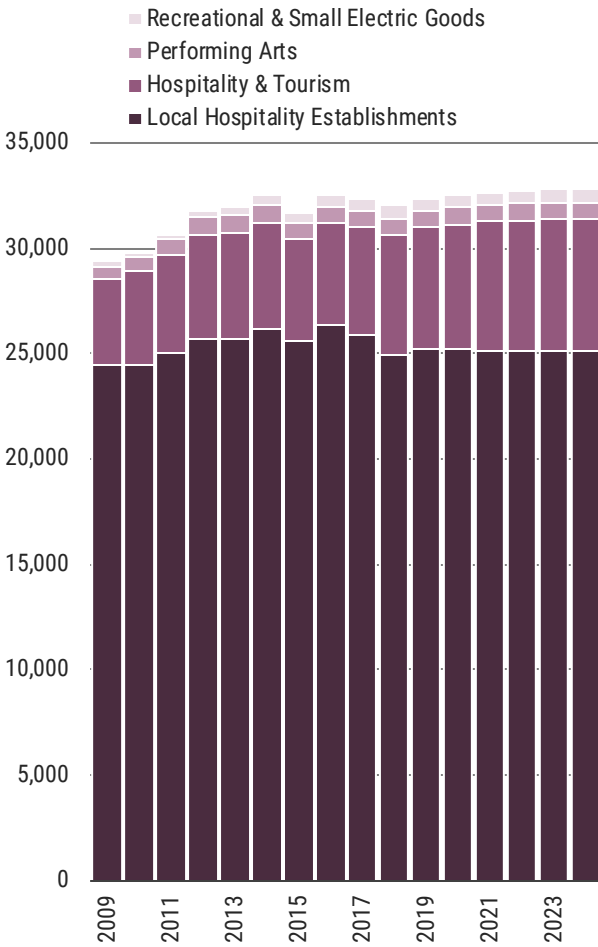
TARGET GROWTH
ANNUAL % CHANGE IN EMPLOYMENT



EMPLOYMENT OUTLOOK

US OVERALL	TOTAL	TARGET
Net Chg., 2019–2024	+8,835,533	+1,346,950
Pct. Chg., 2019–2024	+5.4%	+7.5%
EAST MICHIGAN COG	TOTAL	TARGET
Net Chg., 2019–2024	+5,715	+473
Pct. Chg., 2019–2024	+1.9%	+1.5%

TARGET COMPONENTS ANNUAL EMPLOYMENT



TARGET STAFFING PROFILE

STANDARD OCCUPATIONAL CLASSIFICATION		EMPLOYMENT			EARNINGS	
Code	Description	2019 Jobs	% of Target	LQ (US= 1.00)	Local Hourly Median	Relative to US (US=1.00)
35-3021	Combined Food Prep. & Servers, Incl. Fast Food	7,295	22.5%	1.24	9.94	0.97
35-3031	Waiters & Waitresses	4,788	14.8%	1.06	9.67	0.92
35-2014	Cooks, Restaurant	2,569	7.9%	1.06	11.15	0.87
35-3011	Bartenders	1,361	4.2%	1.32	9.67	0.89
35-1012	First-Line Supvsr., Food Prep. & Servers	1,336	4.1%	0.88	14.71	0.94
35-9021	Dishwashers	832	2.6%	1.01	9.73	0.89
41-2011	Cashiers	663	2.0%	0.78	10.31	0.96
35-9031	Hosts & Hostesses	649	2.0%	0.88	9.89	0.93
37-2012	Maids & Housekeepers	648	2.0%	0.73	11.22	0.99
35-2021	Food Preparation Workers	633	2.0%	0.71	10.82	0.95
41-2031	Retail Salespersons	538	1.7%	1.96	10.94	0.94
35-3022	Counter Attendants, Cafeteria, & Concession	538	1.7%	0.88	9.82	0.91
35-9011	Attendants & Bartender Helpers	508	1.6%	0.68	9.98	0.93
35-2011	Cooks, Fast Food	505	1.6%	0.58	11.00	1.03
41-3041	Travel Agents	420	1.3%	3.01	15.84	0.86
43-4081	Hotel, Motel, & Resort Desk Clerks	404	1.2%	0.89	11.04	0.97
43-4051	Customer Service Representatives	396	1.2%	2.46	13.83	0.85
39-3091	Amusement & Recreation Attendants	374	1.2%	0.77	10.13	0.95
11-9051	Food Service Managers	369	1.1%	0.80	22.24	0.94
53-3031	Driver/Sales Workers	354	1.1%	0.93	12.21	1.03
11-1021	General & Operations Managers	312	1.0%	0.96	36.34	0.75
37-3011	Landscaping & Groundskeeping Workers	293	0.9%	1.36	12.25	0.90
49-9071	Maintenance & Repair Workers, General	287	0.9%	0.95	15.73	0.85
43-9061	Office Clerks, General	259	0.8%	1.49	14.78	0.94
39-9031	Fitness Trainers & Aerobics Instructors	222	0.7%	0.47	16.25	0.86

LQs & RELATIVE EARNINGS

BELOW AVG

ABOVE AVG



Sources: US Bureau of Labor Statistics; Emsi 2020.1—QCEW Employees, Non-QCEW Employees, and Self-Employed; US Economic Development Administration; Institute for Strategy and Competitiveness at Harvard Business School; TIP Strategies.

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Saginaw Valley State University's new Facility by Saginaw Future Inc. via Flickr (CC BY 2.0)

SECTOR RESOURCES

A photograph of a modern brick building with large windows and a paved plaza with benches and light poles. The image is overlaid with a teal tint.

HEALTHCARE

TRADE ASSOCIATIONS

American Hospital Association (AHA)

www.aha.org

American Health Care Association (AHCA)

www.ahcancal.org

Health Care Association of Michigan (HCAM)

www.hcam.org

Michigan Health & Hospital Association (MHA)

www.mha.org

Michigan State Medical Society (MSMS)

www.msms.org

Michigan HomeCare & Hospice Association (MHHA)

www.mhha.org

Michigan Primary Care Association (MPCA)

www.mPCA.net

RELEVANT CONFERENCES / EVENTS

MAFP Annual Meeting

August 8, 2020 | Virtual

www.mafp.com/get-involved/annual-meeting

AHA Virtual Conference—Navigating a New Reality:

Health Care Leaders Confront the Future

September 14–16, 2020 | Virtual

www.aha.org/education-events/aha-virtual-conference-navigating-new-reality-health-care-leaders-confront-future

71st AHCA/NCAL Convention & Expo

October 8–31, 2020 | Virtual

www.eventscribe.com/2020/AHCANCAL

MSMS Annual Scientific Meeting

October 21–24, 2020 | Virtual

www.msms.org/Education/Annual-Scientific-Meeting

2021 MHHA Annual Conference

May 12–14, 2021 | Acme, Michigan

www.mhha.org/2021-exhibitorsponsors

TRADE PUBLICATIONS

The American Journal of Medicine

www.amjmed.com

Journal of Hospital Management and Health Policy

jhmhp.amegroups.com

Healthcare: The Journal of Delivery Science and Innovation

www.journals.elsevier.com/healthcare-the-journal-of-delivery-science-and-innovation

Michigan Journal of Medicine

www.michjmed.org

Michigan Journal of Public Health

www.mipha.org/mjph

Promoting Excellence

www.officialmediaguide.com/hcm

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ADVANCED MANUFACTURING & MATERIALS

TRADE ASSOCIATIONS

Alliance of Automobile Manufacturers

www.autoalliance.org

MICHauto

www.michauto.org

Alliance for Automotive Innovation

www.autosinnovate.org

Michigan Manufacturers Association (MMA)

www.mimfg.org

National Association of Manufacturers (NAM)

www.nam.org

Fabricators & Manufacturers Association, International

www.fmamfg.org

Laboratory Products Association (LPA)

www.lpanet.org

Association of Equipment Manufacturers (AEM)

www.aem.org

Heavy Duty Manufacturers Association (HDMA)

www.hdma.org

RELEVANT CONFERENCES / EVENTS

Heavy Duty Aftermarket Dialogue (HDAD) Conference

January 25, 2021 | Grapevine, Texas

www.hdma.org/content/heavy-duty-aftermarket-dialogue

LPA Annual Meeting

October 5–6, 2020 | Virtual

www.lpanet.org/i4a/pages/index.cfm?pageid=3288

11th Annual American Manufacturing Strategies Summit

October 19–20, 2020 | Virtual

www.manufacturing-summit.com

FMA Annual Meeting

March 2–4, 2021 | Miami, Florida

<https://annualmeeting.fmanet.org/>

Stamping in an EV World Conference

June 1, 2021 | Plymouth, Michigan

www.fmamfg.org/events/340872393/stamping-in-an-ev-world-conference

FABTECH

September 13–16, 2021 | Chicago, Illinois

www.fabtechexpo.com

TRADE PUBLICATIONS

Journal of Manufacturing Processes

<https://www.journals.elsevier.com/journal-of-manufacturing-processes>

Journal of Manufacturing and Materials Processing

www.mdpi.com/journal/jmmp

Manufacturing Engineering

www.sme.org/manufacturing-engineering-magazine

Manufacturing Technology Insights

www.manufacturingtechnologyinsights.com

The Fabricator

www.thefabricator.com

MiMfg Magazine

<http://mag.mimfg.org/>

American Laboratory

www.americanlaboratory.com

Driven

www.michauto.org/michauto/driven

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PROFESSIONAL SERVICES

TRADE ASSOCIATIONS

National Association of Corporate Directors (NACD)

www.nacdonline.org

Association for Corporate Growth (ACG)

www.acg.org

Society for Marketing Professional Services—Michigan Chapter (SMPS-MI)

www.smps-mi.org

Michigan Information Systems Association (MISA)

www.misasom.org

CompTIA

www.comptia.org

Michigan Small Business Development Center

www.sbdcmichigan.org

ISACA Detroit Chapter

<https://engage.isaca.org/detroitchapter/home>

Michigan Association of CPAs (MICPA)

www.micpa.org

Michigan Society of Association Executives (MSAE)

www.msae.org

Society for Information Management—Detroit Chapter

chapter.simnet.org/detroit/home

RELEVANT CONFERENCES / EVENTS

ChannelCon

August 4–6, 2020 | Virtual

www.comptia.org/channelcon/agenda

Build Business 2020

October 5–9, 2020 | Virtual

www.smps.org/buildbusiness

MISA Annual Conference

October 10–11, 2020 | Traverse City, Michigan

www.misasom.org/annual_conference.php

NACD Summit 2020

October 12–November 12, 2020 | Virtual

<https://summit.nacdonline.org/>

The Pinnacle Experience

October 4–6, 2021 | New Orleans, Louisiana

<https://www.smps.org/learning/premier-events/the-pinnacle-experience/>

TRADE PUBLICATIONS

Corp! Magazine

www.corpmagazine.com

The Wall Street Journal

www.wsj.com

Business Process Management Journal

www.emeraldgroupublishing.com/journal/bpmj

Marketer Journal

www.smps.org/resources/marketer-journal

CompTIA World

www.comptia.org/resources/comptiaworld-magazine

NACD Insights

www.nacdonline.org/insights

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HIGHER EDUCATION & RESEARCH

TRADE ASSOCIATIONS

Association of American Colleges & Universities (AAC&U)

www.aacu.org

American Association for Higher Education (AAHE)

www.aahea.org

Association for Continuing Higher Education (ACHE)

www.acheinc.org

Michigan Association for Institutional Research (MI/AIR)

www.miair.org

Michigan Association for Continuing Education and Training (MACET)

www.macet.org

Michigan Community College Association (MCCA)

www.mcca.org

Michigan Association of State Universities (MASU)

www.masu.org

Michigan Education Association (MEA)

www.mea.org

Michigan Educational Research Association

www.merainc.org

Educational Technology Organization of Michigan (ETOM)

www.etom.org

RELEVANT CONFERENCES / EVENTS

AIR Forum Annual Conference

June 29–July 1, 2020 | Virtual

www.airweb.org/collaborate-learn/air-forum

MEA Summer Conference

July 29–30, 2020 | Virtual

www.mea.org/summer-conference

MEA Higher Education Conference

TBD

www.mea.org/higher-education-conference/

82nd Annual ACHE Conference

October 11–14, 2020 | Virtual

www.acheinc.org/page-18649

HighEdWeb 2020

October 19–20, 2020 | Virtual

<https://2020.highedweb.org/>

34th Annual MI/AIR Conference

November 5, 2020 | Virtual

www.miair.org/conferences/online-2020

2020 Transforming STEM Higher Education

November 5–7, 2020 | Virtual

www.aacu.org/conferences/stem/2020

TRADE PUBLICATIONS

The International Journal of Higher Education Research

www.springer.com/journal/10734

The Journal of Continuing Higher Education

<https://www.tandfonline.com/toc/ujch20/current>

The Chronicle of Higher Education

www.chronicle.com

Inside Higher Ed

www.insidehighered.com

The AIR Professional File

www.airweb.org/resources/publications/professional-file

MEA Voice

<https://mea.org/mea-voice-magazine/>

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VALUE-ADDED AGRICULTURE & FOOD PROCESSING

TRADE ASSOCIATIONS

Institute of Food Technologists (IFT)

www.ift.org

Council for Agricultural Science and Technology (CAST)

www.cast-science.org

Agricultural & Applied Economics Association (AAEA)

www.aaea.org

Food Processing Suppliers Association (FPSA)

www.fpsa.org

Farm Equipment Manufacturers Association

www.farmequip.org

Michigan Agri-Business Association (MABA)

www.miagbiz.org

Michigan Farmers Market Association (MIFMA)

www.mifma.org

Association of Equipment Manufacturers (AEM)

www.aem.org

RELEVANT CONFERENCES / EVENTS

SHIFT20

July 13–15, 2020 | Virtual

www.iftevent.org/#ift20updates

2020 AAEA Annual Meeting

August 10–11, 2020 | Virtual

www.aaea.org/meetings/2020-aaea-annual-meeting

88th Annual Winter Conference & Trade Show

January 11–13, 2021 | Lansing, Michigan

www.miagbiz.org/events/winter-conference

FPSA 2021 Annual Conference

March 2–4, 2021 | Indian Wells, California

www.fpsa.org/annual-conference

Commodity Classic, An AEM Collaboration

March 4–6, 2021 | San Antonio, Texas

www.aem.org/events/trade-shows/commodity-classic-an-aem-collaboration

2021 Michigan Farmers Market Conference

March 9–10, 2021 | East Lansing, Michigan

www.mifma.org/conference

Supply Chain Summit & Showcase 2021

April 7–9, 2021 | Kansas City, Missouri

www.farmequip.org/meetings/spring/2020

PROCESS EXPO 2021

October 12–15, 2021 | Chicago, Illinois

www.myprocessexpo.com

CONEXPO-CON/AGG

March 14–18, 2023 | Las Vegas, Nevada

www.conexpoconagg.com

TRADE PUBLICATIONS

The American Journal of Agricultural Economics

www.aaea.org/publications/ajae

IFTNext

www.ift.org/iftnext

Food Technology

<https://www.ift.org/news-and-publications/food-technology-magazine>

Food Processing

www.foodprocessing.com

Ag Innovator

www.farmequip.org/publications/ag-innovator

Choices

www.aaea.org/publications/choices-magazine

Note: All events were correct at the time of this report's publication. Due to COVID-19, all events are subject to postponement or cancellation.

TOURISM & OUTDOOR RECREATION

TRADE ASSOCIATIONS

American Hotel & Lodging Association (AHLA)

www.ahla.com

Michigan Restaurant & Lodging Association (MRLA)

www.mrla.org

Outdoor Industry Association (OIA)

www.outdoorindustry.org

Michigan Retailers Association (MRA)

www.retailers.com

Michigan Humanities

www.michiganhumanities.org

Michigan Festivals & Events

www.michiganfun.com

Michigan Association of Convention and Visitor Bureaus (MACVB)

www.visitmichigan.org

Go Great Lakes Bay

www.gogreat.com

Saginaw Arts & Enrichment Commission

www.artsaginaw.org

RELEVANT CONFERENCES / EVENTS

Outdoor Retailer Online

July 21–23, 2020 | Virtual

www.outdoorretailer.com/events-education/events/

MACVB Education Conference

September 27–29, 2020 | Virtual

www.visitmichigan.org/conference.html

MUFSO 2020

October 1–29, 2020 | Virtual

www.mufso.com/2020/Public/Enter.aspx

Buy Nearby Weekend

October 2–4, 2020 | Michigan

www.buynearbymi.com

TRADE PUBLICATIONS

Journal of Outdoor Recreation and Tourism

www.journals.elsevier.com/journal-of-outdoor-recreation-and-tourism

Restaurant Hospitality

www.restaurant-hospitality.com

Lodging

www.lodgingmagazine.com

Journal of Hospitality & Tourism Research

<https://journals.sagepub.com/home/jht>

Michigan Food News

www.issuu.com/michiganretailersassociation

Michigan Retailer

www.retailers.com/news-events/michigan-retailer

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City Hall (Bay City, Michigan) by cmh2315fl via Flickr (CC BY-NC 2.0)



ASSET INVENTORY

An editable version of this inventory was provided to EMCOG separately so that EMCOG may continue to research and expand this information.

In the Significant Employers table, the number of employees listed are estimates and may include both part time and full time employees. Some counties do not provide employee totals, which is indicated by an "n/d" for "not disclosed."

This information was the best available from public resources at the time TIP performed it's research.

SIGNIFICANT EMPLOYERS

COUNTY	SIGNIFICANT EMPLOYER	EMPLOYEES	SECTOR
Arenac	Globe Fire Sprinkler Corporation	n/d	Advanced Manufacturing
Arenac	Maple Ridge Hardwoods	n/d	Advanced Manufacturing
Arenac	Bopp-Busch Manufacturing Company	n/d	Advanced Manufacturing
Arenac	Crew Products Co.	n/d	Advanced Manufacturing
Arenac	Bessinger Pickle Co., Inc.	n/d	Food Processing
Arenac	Bay City Shovels Inc.	n/d	Advanced Manufacturing
Arenac	Hayes Lemmerz International, Inc.	n/d	Advanced Manufacturing
Arenac	Vantage Plastics	n/d	Advanced Manufacturing
Arenac	M & M Industries, Inc.	n/d	Advanced Manufacturing
Arenac	Arenac County Independent	n/d	Newspaper/Commercial Printing
Arenac	Ascension Standish Hospital, Standish	n/d	Healthcare
Arenac	Saganing Eagles Landing Casino	n/d	Tourism & Outdoor Recreation
Bay	McLaren Bay Region, Bay City	1,756	Healthcare
Bay	Dow Chemical Company	1,200	Advanced Manufacturing
Bay	General Motors Powertrain	976	Advanced Manufacturing
Bay	Delta College	920	Higher Education
Bay	Michigan Sugar Company, headquarters and processing facility	770	Food Processing
Bay	Consumers Energy	495	Utility
Bay	S.C. Johnson & Son, Inc.	456	Advanced Manufacturing
Clare	Mid Michigan Community College	551	Higher Education
Clare	MidMichigan Health, Clare	334	Healthcare
Clare	Northern Logistics	273	Logistics/Distribution
Clare	Rogers Group, Inc.	230	Advanced Manufacturing
Clare	Lear Corporation—Farwell factory	205	Advanced Manufacturing
Clare	MediLodge of Clare	147	Healthcare
Clare	JD Metalworks Inc.	125	Advanced Manufacturing
Clare	North Woods Nursing Center	110	Healthcare
Clare	Melling Products North, LLC	108	Advanced Manufacturing
Gladwin	Saint-Gobain Performance Plastics, Beaverton	300	Advanced Manufacturing
Gladwin	Brown Machine Group	228	Advanced Manufacturing

COUNTY	SIGNIFICANT EMPLOYER	EMPLOYEES	SECTOR
Gladwin	MidMichigan Health, Gladwin	187	Healthcare
Gladwin	East Jordan Plastics	170	Advanced Manufacturing
Gladwin	Loose Plastics, Inc.	110	Advanced Manufacturing
Gladwin	Gladwin Pines Nursing and Rehabilitation Center	146	Healthcare
Gratiot	MidMichigan Medical Center, Gratiot	698	Healthcare
Gratiot	Masonic Pathways	426	Healthcare
Gratiot	Avalon & Tahoe Manufacturing Inc.	391	Advanced Manufacturing
Gratiot	Alma College	344	Higher Education
Gratiot	International Auto Components	280	Advanced Manufacturing
Gratiot	Cartridges Are Us (a division of Clover Technologies Group)	179	Advanced Manufacturing
Gratiot	Hutchinson Aerospace & Industry, Inc.	161	Advanced Manufacturing
Gratiot	Apex Marine Inc.	161	Advanced Manufacturing
Gratiot	Shiloh Industries, Inc.	151	Advanced Manufacturing
Gratiot	Consumers Energy, Alma	149	Utility
Gratiot	Garr Tool	144	Advanced Manufacturing
Huron	Michigan Sugar Company, Sebewaing	550	Food Processing
Huron	Tower Automotive	482	Advanced Manufacturing
Huron	Scheurer Hospital	412	Healthcare
Huron	Huron Casting, Inc.	390	Advanced Manufacturing
Huron	Blue Diamond Steel Casting LLC	385	Advanced Manufacturing
Huron	McLaren Thumb Region	356	Healthcare
Huron	Valley Enterprises	268	Advanced Manufacturing
Huron	Gemini Plastics	251	Advanced Manufacturing
Huron	Thumb Tool & Engineering	229	Advanced Manufacturing
Huron	Huron County Medical Care Facility	227	Healthcare
Huron	Harbor Beach Community Hospital	190	Healthcare
Huron	Gemini Precision Machining, Inc.	155	Advanced Manufacturing
Huron	Regency Plastics	145	Advanced Manufacturing
Huron	Corteva Agriscience, Harbor Beach	140	Advanced Manufacturing
Huron	Agri-Valley Communications, Inc.	110	Utility
Huron	Northstar Bank	107	Professional Services
Iosco	Kalitta Air LLC	n/d	Advanced Manufacturing

COUNTY	SIGNIFICANT EMPLOYER	EMPLOYEES	SECTOR
Iosco	ITT Automotive	n/d	Advanced Manufacturing
Iosco	Tawas Tool Co.	n/d	Advanced Manufacturing
Iosco	Starboard Industries, LLC	n/d	Advanced Manufacturing
Iosco	National Gypsum Company	n/d	Advanced Manufacturing
Iosco	RPI Management, Inc.	n/d	Advanced Manufacturing
Iosco	Tawas Industries Inc.	n/d	Advanced Manufacturing
Iosco	Norwood Products, Co.	n/d	Advanced Manufacturing
Iosco	Tawas Plating Company	n/d	Advanced Manufacturing
Iosco	Schaaf Lumber Co.	n/d	Advanced Manufacturing
Iosco	Proline Archery Systems	n/d	Advanced Manufacturing
Iosco	Darton Archery	n/d	Advanced Manufacturing
Iosco	Ascension St. Joseph Hospital, Tawas City	n/d	Healthcare
Isabella	Central Michigan University	2,551	Higher Education
Isabella	McLaren Central Michigan	703	Healthcare
Isabella	Delfield Company	542	Advanced Manufacturing
Isabella	McBride Quality Care Services, Inc.	500	Healthcare
Isabella	Morbark	412	Advanced Manufacturing
Isabella	STT Security and Investigations	400	Professional Services
Isabella	Labelle Management	400	Professional Services
Isabella	Isabella Bank	375	Professional Services
Midland	MidMichigan Medical Center, Midland (member of MidMichigan Health	4,406	Healthcare
Midland	Dow Inc.	4,000	Advanced Manufacturing
Midland	DuPont	1,200	Advanced Manufacturing
Midland	Corteva Agriscience, Midland	800	Advanced Manufacturing
Midland	Chemical Bank	550	Professional Services
Midland	Northwood University	326	Higher Education
Midland	Bierlein Companies, Inc.	310	Professional Services
Midland	XALT Energy	245	Utility
Midland	Trinseo, LLC	224	Advanced Manufacturing
Midland	H Hotel, A Dolce Hotel	202	Tourism & Outdoor Recreation
Midland	Huhtamaki	200	Advanced Manufacturing
Ogemaw	Forward Corporation	n/d	Tourism & Outdoor Recreation

COUNTY	SIGNIFICANT EMPLOYER	EMPLOYEES	SECTOR
Ogemaw	Hyperion Materials & Technologies and Sandvik Hard Materials	n/d	Advanced Manufacturing
Ogemaw	MidMichigan Medical Center, Ogemaw (member of MidMichigan Health)	n/d	Healthcare
Ogemaw	McLaren Bay Region, West Branch	n/d	Healthcare
Roscommon	Kirtland Community College	300	Higher Education
Roscommon	Lear Corporation	200	Advanced Manufacturing
Saginaw	Nexteer Automotive	5,300*	Advanced Manufacturing
Saginaw	Covenant HealthCare	4,800	Healthcare
Saginaw	Morley Companies, Inc.	2,148	Professional Services
Saginaw	Ascension St. Mary's Hospital, Saginaw	1,325	Healthcare
Saginaw	Saginaw Valley State University	1,001	Higher Education
Saginaw	Frankenmuth Bavarian Inn Inc.	1,000	Tourism & Outdoor Recreation
Saginaw	Aleda E. Lutz Veterans Affairs Medical Central	982	Healthcare
Saginaw	Means Industries Inc.	832	Advanced Manufacturing
Saginaw	Frankenmuth Insurance	747	Professional Services
Saginaw	Hemlock Semiconductor	660	Advanced Manufacturing
Saginaw	General Motors Powertrain, Saginaw Metal Casting Operations	582	Advanced Manufacturing
Saginaw	Great Lakes Bay Health Centers	568	Healthcare
Saginaw	HealthSource Saginaw	530	Healthcare
Saginaw	Zehnder's of Frankenmuth	503	Hospitality
Saginaw	Merrill Technologies Group	405	Advanced Manufacturing
Saginaw	Duro-Last, Inc./Plastatech® Engineering, Ltd.	400	Advanced Manufacturing
Saginaw	Orchid Orthopedic Solutions	397	Advanced Manufacturing
Saginaw	Central Michigan University Health	363	Healthcare
Saginaw	Saginaw Control & Engineering	350	Advanced Manufacturing
Sanilac	Huron Inc	485	Advanced Manufacturing
Sanilac	Marlette Regional Hospital	453	Healthcare
Sanilac	Grupo Antolin	434	Advanced Manufacturing
Sanilac	Gielow Pickles	300	Food Processing
Sanilac	Vibracoustic	299	Advanced Manufacturing
Sanilac	McKenzie Health System	270	Healthcare
Sanilac	Cotterman Company	225	Advanced Manufacturing

*Includes contractors and students.

COUNTY	SIGNIFICANT EMPLOYER	EMPLOYEES	SECTOR
Sanilac	Jensen Bridge & Supply Company	116	Advanced Manufacturing
Sanilac	Deckerville Community Hospital	109	Healthcare
Sanilac	Oetiker Inc.	100	Advanced Manufacturing
Sanilac	Maple Valley Plastics LLC	83	Advanced Manufacturing
Sanilac	SanCo Industries	80	Professional Services
Tuscola	Walbro Engine Management	398	Advanced Manufacturing
Tuscola	Caro Regional Center	362	Healthcare
Tuscola	Hills & Dales General Hospital	218	Healthcare
Tuscola	Caro Community Hospital	145	Healthcare
Tuscola	Millennium Steering, LLC	131	Advanced Manufacturing
Tuscola	Tuscola Behavioral Health Systems	110	Healthcare
Tuscola	TI Fluid Systems	106	Advanced Manufacturing
Tuscola	Michigan Sugar Company, Tuscola	100	Food Processing

REGIONAL ASSETS

COUNTY	REGIONAL ASSET	ADDRESS/LOCATION	WEBSITE	SUPPORTING SECTORS	ADDITIONAL NOTES (RAIL SERVED, WATER ACCESS, ETC.)
Arenac	Saganing Eagles Landing Casino	2690 Worth Rd, Standish, MI 48658	www.saganing-eagleslanding.com	Tourism	
Bay	Port Fisher Terminals	411 Tiernan Road, Bay City, MI, 48706	portfisher.com	Manufacturing, Logistics	Bulk material storage, transport; rail served; maritime 26 ft drafts
Bay	Bay City State Park	3582 State Park Dr, Bay City, MI 48706	www2.dnr.state.mi.us/parksandtrails/Details.aspx?type=SPRK&id=437	Tourism & Outdoor Recreation	
Clare	Mid Michigan Community College	1375 S Clare Ave, Harrison, MI 48625	https://www.midmich.edu	Education & Training	
Gladwin	Gladwin Industrial Park	207 Industrial Park Ave, Gladwin, MI 48624	www.gladwincountyedc.org/1/378/gladwinindustrialpark.asp	Advanced Manufacturing, Industrial	
Gladwin	Beaverton Industrial Park	Beaverton, MI	https://www.gladwincountyedc.org/1/378/beavertonindustrialpark.asp	Advanced Manufacturing, Industrial	Opportunity Zone; City of Beaverton received a grant in 2019 to upgrade infrastructure at the Industrial Park
Gratiot	Merrill Institute of Welding	520 Republic Ave., Alma, MI 48801	merrilltg.com	Education & Training	N/A
Gratiot	Alma College	614 W. Superior St., Alma, MI 48801	alma.edu	Education & Training	N/A
Gratiot	West Hoffman Road	Hoffman Road, Alma, MI 48801	properties.zoomprospector.com/MIGREATLAKESBAY/property/0-West-Hoffman-Rd-Alma-Michigan/54E0BE15-190D-412D-BF74-C1EB455A72FD?layers=SUBSETBOUNDARY&lat=43.3870808194168&lng=-84.6209244074097&zoom=15	Advanced Manufacturing, Industrial	Rail served, utilities at site, fiber access, build ready
Huron	Sleeper State Park	6573 State Park Rd, Caseville, MI 48725	www.michigandnr.com/ParksandTrails/Details.aspx?id=494&type=SPRK	Tourism & Outdoor Recreation	
Huron	Port Crescent State Park	1775 Port Austin Rd, Port Austin, MI 48467	www.michigandnr.com/parksandtrails/details.aspx?id=486&type=SPRK	Tourism & Outdoor Recreation	
Huron	Huron Memorial Airport	352 Thompson Rd, Bad Axe, MI 48413	none	Tourism, Other	
Huron	Sandusky Airport	1213 N Sandusky Rd, Sandusky, MI 48471	misandusky.com/city_services/index.php	Tourism, Other	
Huron	Sebewaing Airport	14 E Sharpsteen St, Sebewaing, MI 48759	www.sebewaingchamber.com/sebewaing-area/airport	Tourism, Other	
Huron	Sandusky Industrial Park	Sadusky, MI	www.misandusky.com/business/industrial_park.php	Advanced Manufacturing, Industrial	

COUNTY	REGIONAL ASSET	ADDRESS/LOCATION	WEBSITE	SUPPORTING SECTORS	ADDITIONAL NOTES (RAIL SERVED, WATER ACCESS, ETC.)
Iosco	Oscoda-Wurtsmith Airport	3961 E. Airport Drive, Oscoda, MI 48750	www.oscairport.com	Advanced Manufacturing, Industrial	
Iosco	Tawas Point State Park	686 Tawas Beach Road, East Tawas, MI 48730	www2.dnr.state.mi.us/ParksandTrails/Details.aspx?id=499&type=SPRK	Tourism & Outdoor Recreation	Recreational water access on Lake Huron, Campgrounds
Iosco	Huron National Forest	multiple access points	www.fs.usda.gov/hmnf	Tourism & Outdoor Recreation	Part of the Huron-Manistee National Forests, includes parts of Iosco and Ogemaw Counties in EMCOG region
Isabella	Soaring Eagle Resort & Casino	6800 Soaring Eagle Blvd, Mt Pleasant, MI 48858	www.soaringeaglecasino.com	Tourism	n/a
Isabella	Central Michigan University	1200 S Franklin St, Mt Pleasant, MI 48859	www.cmich.edu/Pages/default.aspx	Education & Training	
Midland	Northwood University	4000 Whiting Drive, Midland, MI 48640	www.northwood.edu	Education & Training	
Midland	Dow Diamond/Great Lakes Loons	825 E Main St, Midland, MI 48640	www.milb.com/great-lakes/ballpark/dow-diamond	Tourism	
Midland	Pere Marquette Rail Trail	Sanford, MI	www.peremarquetterailtrail.org	Tourism & Outdoor Recreation	Part of the Huron-Manistee National Forests, includes parts of Oscoda, Iosco, and Ogemaw Counties in EMCOG region
Ogemaw	Huron National Forest	multiple access points	www.fs.usda.gov/hmnf	Tourism & Outdoor Recreation	
Roscommon	Kirtland Community College	4800 W 4 Mile Rd, Grayling, MI 49738	www.kirtland.edu	Education & Training	
Saginaw	MBS International Airport	9200 Garfield Road, Freeland, MI 48623	www.mbsairport.org	Corporate HQ, Tourism, Industrial, Other	
Saginaw	Saginaw Valley State University	7400 Bay Rd, University Center, MI 48710	www.svsu.edu	Education & Training	
Saginaw	Delta College	319 E Genesee Ave, Saginaw, MI 48607	www.delta.edu	Education & Training	
Saginaw	Shiawassee National Wildlife Refuge	6975 Mower Rd, Saginaw, MI 48601	www.fws.gov/refuge/shiawassee	Tourism & Outdoor Recreation	
Saginaw	Shiawassee River State Game Area	St Charles, MI 48655	www.michigandnr.com/publications/pdfs/huntingwildlifehabitat/sga/Shiawassee_River_SGA_map.pdf	Tourism & Outdoor Recreation	
Saginaw	Lakes State Railway	750 N Washington Ave, Saginaw, MI 48607	www.lsrc.com	Advanced Manufacturing, Industrial	Lake State Railway is a railroad operating in the Saginaw Valley and northeastern quadrant of the Lower Peninsula of Michigan.

COUNTY	REGIONAL ASSET	ADDRESS/LOCATION	WEBSITE	SUPPORTING SECTORS	ADDITIONAL NOTES (RAIL SERVED, WATER ACCESS, ETC.)
Saginaw	Sargent Docks and Terminal	5606 N Westervelt Rd, Saginaw MI 48604	none	Industrial, Other	Concrete and Building Materials, Trucking, Warehousing
Saginaw	Harry W. Browne Airport	4821 Janes Rd, Saginaw, MI 48601	www.khyx.org	Corporate HQ, Tourism, Other	
Saginaw	SVSU Independent Testing Lab	7400 Bay Rd Pioneer, Hall 129, Saginaw, MI 48604	svsu.edu/collegeofscienceengineeringtechnology/studentopportunities/independenttestinglab	Advanced Manufacturing	Companies gain access to instrumentation and lab space, but as an added value, they gain access to SVSU's faculty and staff or experts including up-and-coming student employees
Saginaw	Frankenmuth Business Park	State Highway M83, Frankenmuth, MI	www.frankenmuthcity.com/departments/dda-edc/edc/frankenmuth_business_park.php	Advanced Manufacturing, Industrial	
Saginaw	Great Lakes Tech Park	705 N Graham Rd, Saginaw, MI 48609	greatlakestechnologypark.com	Advanced Manufacturing, Industrial	Michigan MEDA Certified Business Park, AT&T Fiber Ready, Consumers Energy Energy Ready Site. Free land available for qualified projects
Sanilac	Sanilac Petroglyphs Historic State Park	8251 Germania Rd, Cass City, MI 48726	www2.dnr.state.mi.us/parksandtrails/Details.aspx?id=490&type=SPRK	Tourism & Outdoor Recreation	
Tuscola	Vassar Industrial Park	Vassar, MI	www.cityofvassar.org/177/Vassar-Industrial-Park	Advanced Manufacturing, Industrial	Michigan MEDA Certified Business Park