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The programs and services that the EDCLC and SPARK promote are accessible to everyone. Part of helping growing businesses succeed in Livingston is assisting our residents find good local jobs and our entrepreneurs find the tools that they need to succeed. Here are a few programs that we want you to know about this quarter:

### Mi Career Quest Southeast Comes to Novi Suburban Showplace

Mi Career Quest Southeast is an innovative, hands-on career exploration experience for high school students, teachers and counselors to learn about today's hottest jobs from working professionals. Register and find out more at [https://www.oakgov.com/advantageoakland/workforce/Pages/Mi-CareerQuest-Southeast.aspx](https://www.oakgov.com/advantageoakland/workforce/Pages/Mi-CareerQuest-Southeast.aspx)

### MI Bright Future

MI Bright Future is an online platform that seamlessly connects schools and industry.

Are you interested in becoming a Career Coach?

Contact Carrie Bonofiglio, Business Partnerships Coordinator at MI Bright Future. [carrie.bonofiglio@winintelligence.org](mailto:carrie.bonofiglio@winintelligence.org)

### Check Out Two Local Speaker Series

The Greater Brighton and Howell Chambers both host monthly speaker series highlighting seasoned professionals and industry leaders discussing relevant business topics. These events are excellent opportunities to network and learn.

### Job Opportunities

Livingston County is a great place to work, live, and play! Check out the following job opportunities to see if there is a position aligned with your skills and interests!

- **Unified Industries: Project Manager**
  Manage all aspects of moving facilities, including moving machinery, permits, timelines, vendors, etc. Five month project, temporary assignment.

- **Flex Dex: Senior Design Assurance Engineer**
  Bachelor's degree in engineering, science, mathematics or statistics, plus five years experience required.

- **Find out more at [www.annarborusa.org/jobs](http://www.annarborusa.org/jobs)**
Regional News & Updates

Hatch Stamping Submits Plans to Expand Howell Township Facility

“Each year, the car industry brings out new platforms and we need to support those projects, current and new production needs.”

Hatch Stamping, headquartered in Chelsea, Michigan, announced they would be expanding their Howell Township robotics facility, with construction expected to be completed by next spring.

“We need the expansion to meet future customer needs,” Suzanne Morrison, the company’s director of marketing shared. “Each year, the car industry brings out new platforms and we need to support those projects, current and new production needs.”

The facility currently spans about 50,000 sq. ft., and will double in size to around 100,000 sq. ft., making room for new employees, new equipment, and new processes to align with the needs of their clients.

While Hatch has not disclosed the total project costs, they have shared that they expect this project will create new demand for jobs at the plant. The project is expected to be a multi-million dollar investment. Ann Arbor SPARK will work closely with Hatch and Howell Township throughout the development process.
New Development in Green Oak Township along M-36

New speculative development is under construction in two Green Oak township industrial parks. The Zander Industrial Park along M-36, near US-23, has a 77,760 sq. ft. building currently under construction with 5,000 sq. ft. office and 72,000 sq. ft. shop floor that will have a 22 foot ceiling height, and six loading docks. The building could be divided into six 12,000 sq. ft. units, or remain one larger space, depending on future tenant needs. The new building is expected to be available early spring 2019.

Further down the road in the Lemen Road Industrial Park, the same development team is constructing a 16,700 sq. ft. facility with 1,500 sq. ft. office space and 15,200 sq. ft. shop floor with 2 docks and 24 foot ceiling height. The facility is expected to be completed at the end of 2018 and will join four existing buildings in the park that house smaller companies like Pop Daddy Popcorn and Little Diablo Salsa.

Both parks are owned by the Zander Companies, a family owned business encompassing three generations who have built and leased industrial buildings primarily in Livingston County, since 1967. Ann Arbor SPARK works to promote the available space, suitable for smaller businesses in growth mode. The new construction meets a unique and critical industrial demand in the region.

“The new construction meets a unique and critical industrial demand in the region.”
Regional News & Updates

Companies Submit Record Breaking Number of Applications to the Going Pro Talent Fund

The Going Pro Talent Fund (formerly the Skilled Trades Training Fund) is a statewide opportunity to provide assistance to companies that want to train employees with transferable skills or credentials. The program supports up to $1,500 in training costs ($3,000 for apprentices).

This year, Michigan Works! Southeast received a record-breaking number of applications for the program, with a large portion of the applications coming from Livingston County directly. Michigan Works! Southeast is expected to announce award winners before program implementation in 2019.

Livingston County Regional MFG Day 2018 was a Great Success with more than 275 Participants

More than 275 participants in Livingston County, including students, teachers, and chaperones joined Ann Arbor SPARK, Mott Community College, LESA, and 13 local companies to explore career opportunities in manufacturing.

Livingston County Regional MFG Day was one of many National MFG Day Celebrations, helping to transform negative perceptions of the local manufacturing industry. The Livingston County event had the largest turnout per capita for any MFG Day event with less than five years of participation.

This year’s event was funded through a grant that Ann Arbor SPARK received from the Michigan Economic Development Corporation to implement MFG Day in the five-county Greater Ann Arbor Region. The event was organized by a committee of engaged volunteers from the chambers of commerce, schools, Mott Community College, Michigan Works!, the Workforce Intelligence Network, and SPARK.

Company Hosts:

- Armor Protective Packaging, Howell Township
- Bekum, Williamston
- Chassix, Howell Township
- C&B Machinery, Green Oak Township
- American Chemical Compounding, Brighton Township
- Pepsi Co (booth at Mott), City of Howell
- Thai Summit, City of Howell
- Novares, City of Howell
- TG Fluid Systems, City of Brighton
- Hatch Stamping, Village of Fowlerville
- Mott Community College, Howell Township
- Kem Krest, Green Oak Township
- Flexible Metals, Hamburg Township

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The Marshall Plan aims to help students find opportunities in numerous fields, including information technology and computer science, manufacturing, health care, and other business and professional trades careers.

The Marshall Plan will Help Strengthen Michigan’s Talent Pipeline

To help address the growing shortage of professional trade workers in a wide range of industries throughout the state, Gov. Rick Snyder in June signed into law the Marshall Plan for Talent, a $100 million workforce development initiative that aims to close Michigan’s talent gap and prepare young people for the high-paying, high-demand jobs of the future that may not require a four-year college degree.

The Marshall Plan aims to help students find opportunities in numerous fields, including information technology and computer science, manufacturing, health care and other business and professional trades careers. Projections indicate the state will have more than 811,000 high-demand career openings through 2024, the Michigan Department of Technology, Management & Budget’s Bureau of Labor Market Information and Strategic Initiatives projects. The jobs will offer annual average salaries topping $60,000.

Named after the Marshall Plan that rebuilt Europe after World War II, the initiative is intended to restructure the state’s education and talent development system.

Objectives of the Marshall Plan include fostering collaboration between businesses and educators, increasing career exploration, workforce planning, and career pathways for students to explore, plus developing and evolving more competency-based learning programs. Businesses, along with school districts and post-secondary institutions, are coming together to form talent consortia to communicate the needs of in-demand job openings and how to incorporate career training into education.

A portion of the funds set aside through the Marshall Plan will be awarded as innovation grants to talent consortia with proposals that show strong partnerships between schools and businesses, as well as embrace work-based competency training for high-demand and high wage careers. SPARK is supporting grant submissions from local school districts, and will convene a talent consortium of employers and educators by using a tool known as Talent Pipeline Management. This tool aligns talent management using supply chain management principals and techniques.
Regional News & Updates

The Michigan Economic Developers Association and Area Development Provide Excellent Connections and Development Opportunities for Staff

The University of Michigan Opens the Doors to its New Brighton Facility

Michigan Medicine hosted a ribbon cutting, bringing local leaders together to celebrate the grand opening of its new Brighton facility. Following two years of construction, the new Brighton Health Center will be an asset for Livingston County.

The new hospital, spanning 297,000 sq. ft., was a $175 million investment from Michigan Medicine. Not only will this facility bring new people to Livingston County for jobs and healthcare, it will help create demand for new services and retail. The facility is expected to serve 250,000 patients a year and will create 450 new part or full time jobs.

“This is the biggest build Michigan Medicine has had outside of the main hospital in Ann Arbor,” Brighton center Medical Director John Wei said. “For the first time, we’ll have a large contingency of specialists here in Brighton.”

The University of Michigan Opens the Doors to its New Brighton Facility

The Michigan Economic Developers Association (MEDA) held their 2018 Annual Meeting in Frankenmuth at the Bavarian Inn Hotel and Conference Center. The three-day conference brought economic development professionals from across the state to discuss recent trends and participate in educational sessions. Marcia Gebarowski attended the conference on behalf of Ann Arbor SPARK and the EDCLC.

The conference kicked off with speaker John Augustine, chief investment officer with Huntington Bank, who highlighted business trends throughout the U.S. and the Midwest. Planned educational sessions included various topics on preparing communities for connected and autonomous vehicles, developments in the logistics industry, and trends in the food industry. The conference closed with a panel discussion of Michiganders who currently work in other states, providing insight on focus areas they currently work on and how it compares to how we work in Michigan. The sessions provided good information for staff, as well as invaluable networking opportunities to share experiences and make connections.

Area Development also recently hosted its Women in Economic Development Forum at the Sofitel in Chicago. Julia Upfal attended this event and had the opportunity to connect with site selectors and local economic developers from across the United States.

The lineup of speakers included seasoned site selection and economic development professionals who offered their experience in working with local partners on projects, with topics ranging from the textiles industry to artificial intelligence. Each speaker participated in a small roundtable where they met closely with local partners and discussed strategies for attracting projects.
Community Outreach

SPARK Joins the Livingston County Association of Realtors for Upcoming Housing Symposium

The Livingston County Association of Realtors (LCAR) is hosting a symposium focused on attainable housing for Livingston County.

The housing symposium will have housing and community speakers addressing the challenges of attainable housing throughout the county and the benefits of building sustainable communities.

Marcia Gebarowski with Ann Arbor SPARK will be speaking and will be joined by the Home Builders of Livingston County, Livingston County Association of Realtors, Michigan Realtors and Livingston County/Planning and Administration.

The symposium will be held at Genoa Township Hall on November 13 from 1:00–3:00 p.m. For more information, or to RSVP, contact Pam Leach at 810-225-1100.

Good Morning Livingston Kicks Off with a Discussion on MFG Day

In September, the Howell Chamber kicked off the Good Morning Livingston business breakfast series. The manufacturing day planning committee spoke about the planned Manufacturing Day event happening in October. Marcia Gebarowski with Ann Arbor SPARK was joined by fellow committee members Melanie Biel from Thai Summit and Carrie Bonofiglio from MI Bright Future, in presenting statistics about the manufacturing industry, recent trends in growth, as well as an overview of the planned events for students and employers for Manufacturing Day. In addition to Manufacturing Day, Howell School’s Superintendent Erin MacGregor shared the latest happenings throughout the district and Mike Jonna updated the audience on real estate developments and other business investments in 2018.
Data and Demographics

<table>
<thead>
<tr>
<th></th>
<th>2018 YTD</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential Housing Sales</td>
<td>2,100</td>
<td>3,365</td>
<td>3,438</td>
</tr>
</tbody>
</table>

Number of Residential Housing Sales per Month in Livingston

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of Commercial and Industrial Property as Total Real Property Base</td>
<td>13.2%</td>
<td>12.8%</td>
<td>13%</td>
</tr>
</tbody>
</table>

WARN NOTICES

No new WARN notices in the region. “WARN” is the Worker Adjustment and Retraining Notification and helps ensure advance notice in cases of qualified plant closings and mass layoffs.
Data and Demographics

Unemployment Rate

Livingston County has maintained an unemployment rate below 4%, which is lower than the state of Michigan (4.1%) and the United States (3.9%). Unemployment rates have consistently decreased since 2013. Labor force participation has remained consistent over this same time period, indicating that while fewer people were actively looking for work, new workers were not entering the labor market, exacerbating the talent gap.

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Labor Force Participation Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>63.32%</td>
</tr>
<tr>
<td>2014</td>
<td>62.94%</td>
</tr>
<tr>
<td>2015</td>
<td>62.66%</td>
</tr>
<tr>
<td>2016</td>
<td>64.11%</td>
</tr>
<tr>
<td>2017</td>
<td>64.50%</td>
</tr>
<tr>
<td>January 2018</td>
<td>63.22%</td>
</tr>
<tr>
<td>February 2018</td>
<td>63.68%</td>
</tr>
<tr>
<td>March 2018</td>
<td>63.85%</td>
</tr>
<tr>
<td>April 2018</td>
<td>63.45%</td>
</tr>
</tbody>
</table>

Unemployment in Livingston County has remained below 4%, and is lower than the unemployment rate in Michigan (4.1%) and the US (3.9%). Unemployment in Livingston County has consistently trended downwards since 2013. Labor Force participation remained steady during the same time period, indicating that while fewer people were looking for work, new workers were not entering the labor market, exacerbating the talent gap.
Workforce Data

Top Employers by Number of Job Postings, Q2 2018

- The Home Depot Inc.
- Lyft, Inc.
- McDonald's Corporation
- University of Michigan
- Trillium Staffing
- H&R Block, Inc.
- Uber Technologies, Inc.
- The Hanover Insurance Group Inc.
- Meijer, Inc.
- Panera Bread Company

Top Employers in Manufacturing by Number of Job Postings, Q2 2018

- Pepsico, Inc.
- Thai Summit America Corporation
- Toyota Gosei North America Corporation
- Bryllan, LLC
- Flex-N-Gate Corporation
- Dakkota Integrated Systems, LLC
- Ebinger Manufacturing Company
- Freudenberg-NOK, Inc.
- Reuland Electric Co.
- Asahi Kasei Plastics North America, Inc.
Workforce Data

Top Occupations by Number of Job Postings, Q2 2018

- Heavy and Tractor-Trailer Truck Drivers
- Retail Salespersons
- First-Line Supervisors of Retail Sales Workers
- Customer Service Representatives
- Registered Nurses
- Childcare Workers
- Light Truck or Delivery Services Drivers
- Taxi Drivers and Chauffeurs
- Stock Clerks and Order Fillers
- Maintenance and Repair Workers, General

Top Hard Skills in Demand by Number of Job Postings, Q2 2018

- Merchandising
- Selling Techniques
- Restaurant Operation
- Customer Experience
- Home Care
- Nursing
- Accounting
- Caring For People With Dementia
- Food Services
- Warehousing
2018 Growth and Retention Program- Q3

<table>
<thead>
<tr>
<th>Account Visits</th>
<th>38</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Full Time Employees At Companies Visited</td>
<td>5,206</td>
</tr>
<tr>
<td>Number of Project Successes</td>
<td>6</td>
</tr>
<tr>
<td>Employment Multiplier</td>
<td>3</td>
</tr>
<tr>
<td>Job Retention Assistance</td>
<td>68</td>
</tr>
<tr>
<td>Job Creation Assistance</td>
<td>51</td>
</tr>
<tr>
<td>Total Investment</td>
<td>$13 million</td>
</tr>
</tbody>
</table>

**Company Visits**

<table>
<thead>
<tr>
<th>Account Name</th>
<th>Taxing Municipality</th>
</tr>
</thead>
<tbody>
<tr>
<td>FlexDex Inc.</td>
<td>Brighton Township</td>
</tr>
<tr>
<td>Ravago</td>
<td>Brighton Township</td>
</tr>
<tr>
<td>Weld Mold</td>
<td>City of Brighton</td>
</tr>
<tr>
<td>Corrigan Oil Company</td>
<td>City of Brighton</td>
</tr>
<tr>
<td>Surgical Safety Scanner</td>
<td>City of Brighton</td>
</tr>
<tr>
<td>Ignite XDS</td>
<td>City of Brighton</td>
</tr>
<tr>
<td>TwoSix Digital</td>
<td>City of Brighton</td>
</tr>
<tr>
<td>Work Skills Corporation</td>
<td>City of Brighton</td>
</tr>
<tr>
<td>Eberspächer North America, Inc.</td>
<td>City of Brighton</td>
</tr>
<tr>
<td>Unified Industries, Inc.</td>
<td>City of Howell</td>
</tr>
<tr>
<td>Key Plastics</td>
<td>City of Howell</td>
</tr>
<tr>
<td>Chem-Trend</td>
<td>City of Howell</td>
</tr>
<tr>
<td>Unified Industries, Inc.</td>
<td>City of Howell</td>
</tr>
<tr>
<td>CRW</td>
<td>Genoa Township</td>
</tr>
<tr>
<td>Lowry Solutions</td>
<td>Green Oak Township</td>
</tr>
<tr>
<td>Applied Molecules</td>
<td>Green Oak Township</td>
</tr>
<tr>
<td>Commercial Construction Inc</td>
<td>Green Oak Township</td>
</tr>
<tr>
<td>Export Corporation</td>
<td>Green Oak Township</td>
</tr>
<tr>
<td>Legacy Center</td>
<td>Green Oak Township</td>
</tr>
<tr>
<td>AIRman Products, Inc.</td>
<td>Green Oak Township</td>
</tr>
<tr>
<td>Brighton NC Machine Corporation</td>
<td>Green Oak Township</td>
</tr>
<tr>
<td>Flexible Metal</td>
<td>Hamburg Township</td>
</tr>
<tr>
<td>Littlite</td>
<td>Hamburg Township</td>
</tr>
<tr>
<td>CAE, Incorporated</td>
<td>Hamburg Township</td>
</tr>
<tr>
<td>Fowlerville Proving Ground</td>
<td>Handy Township</td>
</tr>
<tr>
<td>Thomson Plastics, Inc.</td>
<td>Howell Township</td>
</tr>
<tr>
<td>Rex Materials</td>
<td>Howell Township</td>
</tr>
<tr>
<td>Armor Protective Packaging, Inc.</td>
<td>Howell Township</td>
</tr>
<tr>
<td>Crosswinds Aviation</td>
<td>Howell Township</td>
</tr>
<tr>
<td>ZF TRW Automotive</td>
<td>Tyrone Township</td>
</tr>
<tr>
<td>Ventra Fowlerville, LLC</td>
<td>Village of Fowlerville</td>
</tr>
<tr>
<td>Asahi Kasei Plastics North America</td>
<td>Village of Fowlerville</td>
</tr>
<tr>
<td>Dedoes Innovative Manufacturing, Inc.</td>
<td>Village of Fowlerville</td>
</tr>
<tr>
<td>IEC Fabrication, LLC</td>
<td>Village of Fowlerville</td>
</tr>
<tr>
<td>WellBridge of Pinckney</td>
<td>Village of Pinckney</td>
</tr>
</tbody>
</table>
## 2018 Project Pipeline

<table>
<thead>
<tr>
<th>Number of Projects</th>
<th>15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Potential New Job Creation</td>
<td>278</td>
</tr>
<tr>
<td>Potential Capital Investment</td>
<td>$955 Million</td>
</tr>
<tr>
<td>Average Age</td>
<td>277</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Uniq ID</th>
<th>Age</th>
<th>Probability (%)</th>
<th>Project Cost</th>
<th>New FTE Jobs</th>
</tr>
</thead>
<tbody>
<tr>
<td>8642</td>
<td>419</td>
<td>65</td>
<td>$700,000,000.00</td>
<td>33</td>
</tr>
<tr>
<td>4700</td>
<td>353</td>
<td>50</td>
<td>TBD</td>
<td>100</td>
</tr>
<tr>
<td>4608</td>
<td>158</td>
<td>50</td>
<td>TBD</td>
<td>70</td>
</tr>
<tr>
<td>4730</td>
<td>293</td>
<td>50</td>
<td>$200,000.00</td>
<td>50</td>
</tr>
<tr>
<td>3280</td>
<td>340</td>
<td>50</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>7702</td>
<td>913</td>
<td>50</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>8600</td>
<td>442</td>
<td>50</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>4659</td>
<td>408</td>
<td>50</td>
<td>TBD</td>
<td>TBD</td>
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<tr>
<td>11346</td>
<td>31</td>
<td>20</td>
<td>TBD</td>
<td>TBD</td>
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<tr>
<td>0101</td>
<td>146</td>
<td>20</td>
<td>TBD</td>
<td>TBD</td>
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<tr>
<td>0101</td>
<td>44</td>
<td>20</td>
<td>TBD</td>
<td>TBD</td>
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<tr>
<td>11224</td>
<td>108</td>
<td>25</td>
<td>TBD</td>
<td>TBD</td>
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<tr>
<td>3886</td>
<td>209</td>
<td>50</td>
<td>TBD</td>
<td>25</td>
</tr>
<tr>
<td>11235</td>
<td>100</td>
<td>10</td>
<td>TBD</td>
<td>TBD</td>
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<tr>
<td>11115</td>
<td>204</td>
<td>20</td>
<td>TBD</td>
<td>TBD</td>
</tr>
</tbody>
</table>
Q3 EDCLC Finance Report

2018 Financial Contributions:
$389,772

Expected Private Sector Contributions: $104,500

Private Funders Invoiced:
- Asahei Kasei Plastics
- Chem Trend
- Boss Engineering
- Cleary University
- First National Bank
- Howell Chamber
- May & Scofield, Ltd.
- C & B Machinery
- Crystal Gardens
- Hartland Insurance
- Senior Care Equities #4, LLC
- Thai Summit
- Financial Plus + Credit Union
- Brighton Chamber
- Lake Trust Credit Union
- ERA Griffith Realty
- Lindhout Associates
- LC Assoc. of Realtors
- Old National Bancorp
- Corrigan Oil
- Chemical Bank
- J & J Joseph Properties
- Refrigeration Research
- Lowry Solutions, Inc.
- Rudolph Libbe
- Consumers Energy
- DTE Energy
- ITC Holdings Corp.
- IHA
- Trinity Health- St. Joseph Mercy Hospital

Budgeted Public Sector Contributions: $285,272

Public Funders Invoiced:
- Livingston County, $175,000
- City of Howell, $6,699
- Genoa Township, $22,939
- Oceola Township, $10,455
- Hamburg Township, $20,300
- Village of Pinckney, $2,500
- Green Oak Township, $19,285
- City of Brighton, $8,932
- Hartland Township, $13,195
- Handy Township, $3,467
- Village of Fowlerville, $2,500

2018 Expenses YTD:
$277,221

EDCLC Invoiced Expenses:
$277,221

Expenses Paid:
- Bredernitz & Wagner, $300
- Insurance, $450
- Utilities, $1,200
- Ann Arbor SPARK Q1, $91,757
- Ann Arbor SPARK Q2, $91,757
- Ann Arbor SPARK Q3, $91,757
Events

Community events are a great way to make connections between local leaders, and industry to create a vibrant network of individuals committed to economic prosperity.

MWSE Second Annual Awards Ceremony
When: October 26, 2018, 8:00 a.m. – 10:30 a.m.
Where: Weber’s Restaurant and Hotel
3050 Jackson Avenue, Ann Arbor, MI 48103

Help Michigan Works! Southeast recognize and celebrate outstanding economic and workforce development programs, volunteers, alumni, and staff.

https://www.eventbrite.com/e/2nd-annual-awards-celebration-tickets-49551004388

Business Leaders of Michigan at the Brighton Power Lunch
When: November 29, 2018 11:30 a.m. – 1:00 p.m.

Join the Brighton Chamber for this informative lunch. The featured speaker is Jen Nelson, vice president of public policy and economic development for Business Leaders for Michigan. Michigan’s top business leaders and universities have unveiled a strategic plan and public awareness campaign highlighting what Michigan needs to do to compete, invest and grow — now and in the years ahead.
Report Definitions

COMPANY VISITS: Meetings with local businesses regarding their current business outlook. This is a core "economic gardening" strategy that provides opportunities for referrals like workforce development training, state-level resources, tax incentives, business development opportunities, cost reduction strategies, access to capital, etc.

EMPLOYMENT MULTIPLIER: Figure calculated by economic modeling through Regional Economic Models, Inc., which quantifies the indirect assistance provided through new job creation. For example, an employment multiplier of 2.0 would indicate that one new job would affect two total jobs (the new job itself, and another indirect job). Employment multipliers are based on the company’s industry and investment, among other factors.

PROJECT PIPELINE: The project pipeline represents potential projects that have been identified, along with their current status and probability of completion.

REFERRALS: Referrals to outside resources or value-added services provided by staff. This could include a referral regarding a state-level program, a review to determine the feasibility of entry into a new sector, or technical assistance with local or state-level programs.