



IMPROVING QUALITY OF LIFE AND
CREATING ECONOMIC OPPORTUNITY
THROUGH REGIONAL COOPERATION

Joint Labor Business Task Force

Michigan: Champion of the Global Economy

Mackinac: 2011
POLICY CONFERENCE TO-DO ITEM

Michigan's Global Competitiveness

As the global economy evolves, so does Michigan's stature as a magnet for global investment. Michigan has all of the comparative advantages businesses seek to excel in the global market. Our state is a diverse and welcoming place that attracts highly educated talent from all over the world. It is home to renowned educational institutions that drive cutting-edge research and development and produce highly skilled graduates right in our own backyard. As the epicenter of the automotive industry, Michigan also provides superb transportation, distribution and logistics infrastructure and an international supply chain serving as one of the world's major arteries of commerce. These assets continue to drive global connectivity; Michigan is the perfect launching pad for any business to compete in markets around the world.

This document relays the facts on Michigan's standing in the global economy. It follows previous work by a task force of business and labor leaders, convened by the Detroit Regional Chamber and the Metropolitan Affairs Coalition, which crafted a document sharing the factual and positive story about Michigan's workforce.

Based on the success of the previous document, we hope these facts and related testimonials will enable opinion leaders and economic development entities to tell the rest of the world about Michigan's compelling story of global connectedness and competitiveness.



Sandy K. Baruah
President & Chief Executive Officer
Detroit Regional Chamber

Detroit Regional Chamber

ONE WOODWARD AVE. SUITE 1900 P.O. BOX 33840
DETROIT, MI 48232
313-964-4000 • FAX 313-964-0183 • www.detroitchamber.com



Paul Tait
Executive Director, SEMCOG
President, Metropolitan Affairs Coalition

METROPOLITAN AFFAIRS COALITION

535 GRISWOLD ST., SUITE 300 • DETROIT, MI 48226
313-961-2270 • FAX 313-961-4869
WWW.MAC-WEB.ORG

Joint Labor Business Task Force

Lizabeth Ardisana

Chief Executive Officer
ASG Renaissance

Carla Bailo

Senior Vice President
Research and Development
Nissan North America

Kimberly Bankston

Senior HR Director
GE AMSTC and Corporate IT
General Electric

Sandy K. Baruah

President and Chief
Executive Officer
Detroit Regional Chamber

William H. Black

Executive Director
Michigan Teamsters
Joint Council 43

Tim Bryan

Chairman and Chief
Executive Officer
GalaxE.Solutions

Denise L. Christy

President
Humana Michigan and
Indiana

Mark Davidoff

Michigan Managing Partner
Deloitte LLP

Patrick Devlin

Chief Executive Officer
Michigan Building and
Construction Trades
Council

Deborah I. Dingell

President
D2 Strategies;
Chair
Manufacturing Initiative
American Automotive
Policy Council, Inc.

Linda Ewing

Research Director
International Union, UAW

Mark T. Gaffney

Business Representative
Teamsters Local 214

Brian Glowiak

Director
State Relations
Chrysler Group LLC

Charles E. Hall

Region 1 Director
UAW

David Hecker

President
AFT Michigan

Karl Heim

International Representative
International Association of
Machinists

Ryan Hoyle

Director
Global Recruiting
GalaxE.Solutions

James Jacobs

President
Macomb Community College

Bob King

President
International Union, UAW

Mary Kramer

Publisher
Crain's Detroit Business

Keith Ledbetter

Senior Manager
State Relations
Chrysler Group LLC

Daniel Little

Chancellor
University of Michigan –
Dearborn

Curt Magleby

Vice President
Government Affairs
Ford Motor Company

Benjamin C. Maibach, III

Chairman of the Board
and President
Barton Malow Co.

Rich Mata

Executive Director
UWUA Power for America
Training Trust Fund

Gail Mee

President
Henry Ford Community
College

Steven Minella

President
International Union of
Operating Engineers –
Local 324

Don O'Connell

Executive Director
Operating Engineers –
Local 324
Labor-Management
Education Committee

Cynthia Pasky

President and Chief
Executive Officer
Strategic Staffing Solutions
(S3) Inc.

Jeffrey Perry

Regional Director
State Government Relations
General Motors Company

Charlie Pryde

Director
Michigan State/Local
Government Affairs
Ford Motor Company

John Rakolta, Jr.

Chairman and Chief
Executive Officer
Walbridge

Robert Riney

President and Chief
Operating Officer
Henry Ford Health System

Richard Rogers

President
College for Creative Studies

David Sanders

Principal
Advisory Services
Ernst & Young LLP

Fred Shell

Vice President
Corporate and
Government Affairs
DTE Energy

Mark Snyder

Director
Engineering Strategic
Planning and Administration
Nissan North America

Karla Swift

President
Michigan AFL-CIO

Paul Tait

Executive Director
SEMCOG, Southeast Michigan
Council of Governments;
President
Metropolitan Affairs Coalition

Steve Tobocman

Managing Partner
New Solutions Group LLC
Global Detroit

David Venegas

Senior Manager
Human Resources Business
Partner
Nissan North America

Joint Labor Business Task Force

MICHIGAN HAS STRONG INTERNATIONAL CONNECTIONS AND IS WELL POSITIONED IN THE GLOBAL ECONOMY.

Key Message 1:

MICHIGAN IS A MAGNET FOR GLOBAL INVESTMENT.

Michigan:

- Is a top 10 state for the number of manufacturing jobs at foreign-based companies doing business in Michigan.
- Ranks 13th in the number of jobs at foreign-based companies.
- More than 134,000 state residents work in foreign-based companies.
- Japanese, German, United Kingdom and Canadian companies employ the largest number of Michiganders working in foreign-based companies.
- Of the \$1.66 billion foreign firms invested in automotive-related research and development in the U.S., approximately \$1.2 billion was spent in Michigan.

Maybe it's because of Michigan's two million German-Americans - the largest population of any ethnic group in the state. Or maybe it's because we are the epicenter of the global auto industry. It could be our universities, great lakes, natural resources and international reputation for the Motown sound.

Whatever it is, Germans love doing business here! Our 350 German companies in Michigan employ some 78,000 people here - more than those from any other nation. Michigan leads in German capital stock investment among all states and import-export data places Germany as the state's top European trading partner.

From business partnerships to sister cities, from the oldest college study abroad program in the nation (Wayne State University - LMU Munich) to family ties, the shared values and deep roots make Michigan a second home to Germans and the most logical place for Germans to invest and reinvest.

Fred Hoffman
Honorary Consul - Detroit, Federal Republic of Germany

Joint Labor Business Task Force

When Nissan was considering locations for the headquarters of our North American engineering operations over 20 years ago, there were an overwhelming number of reasons to choose Metro Detroit.

This is the ideal place to assemble a workforce of skilled, experienced engineers, and to recruit new engineers from some of the country's best engineering colleges and universities. Michigan is also the home to many of the industry's top suppliers, helping to establish strong relationships and collaborations. Finally, being headquartered in Michigan gives us access to many of the nation's top laboratories and research partners to strengthen our efforts to develop cutting-edge future vehicle technologies.

The results have been so positive that, once again, we're growing both our headcount and our capabilities to better contribute to Nissan's global business. And, as a Michigan native, I'm proud to be a part of it.

Carla Bailo

Senior Vice President, Research and Development Americas, Nissan North America, Inc.

Detroit region:

In 2010:

- More than 1,240 foreign firms from 34 countries operated in the Detroit region.
- Japan (337), Germany (240) and Canada (101) have the greatest number of U.S. subsidiaries operating in the region.

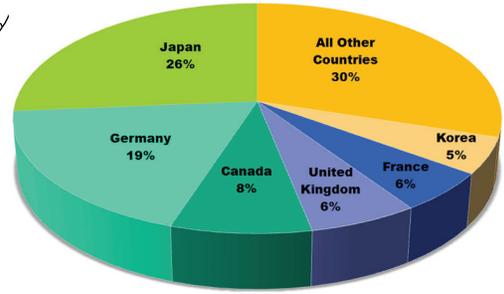
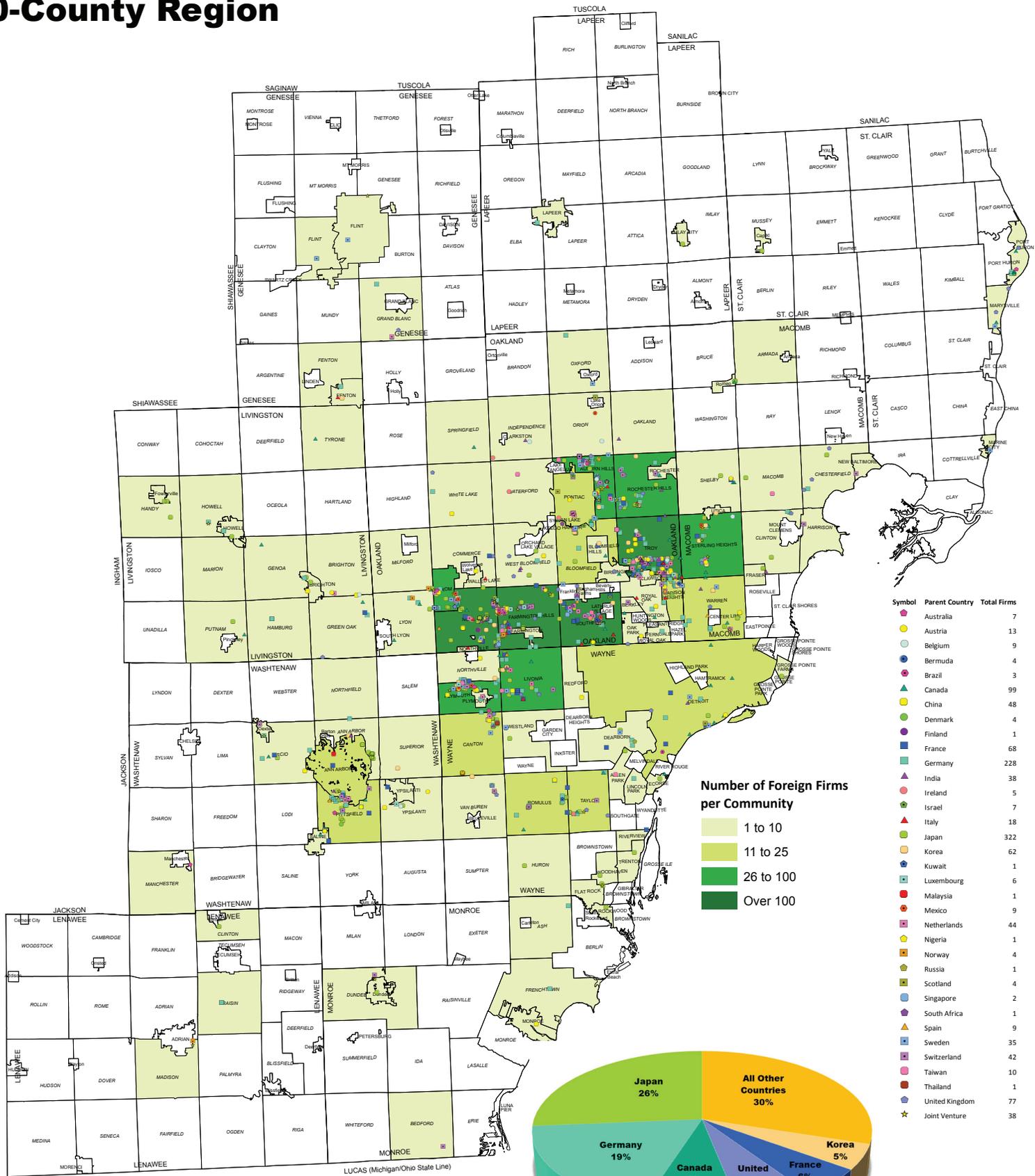
Since 2000:

- The number of U.S. subsidiaries located in the Detroit region increased 48 percent.
- India, Korea and China led foreign direct investment growth by establishment with growth rates of 2000 percent, 900 percent and 550 percent, respectively.



Photo by Mariordo59

2010 Foreign Investment 10-County Region



Joint Labor Business Task Force

Key Message 2:

MICHIGAN HAS STRONG GLOBAL TRADE CONNECTIONS.

In 2011:

- Michigan businesses exported nearly \$51 billion in goods and services, ranking Michigan the eighth largest exporter among U.S. states.
- More than 11,000 Michigan businesses exported goods and services across the globe, ranking Michigan in the top 10 states for number of exporters.
- Michigan products and services reached more than 200 countries on six continents.
- Michigan exports have increased nearly 50 percent over the past decade, ranking Michigan in the top 10 states for export growth among all U.S. states.

As is true with the Michigan business environment overall, Deloitte's Michigan practice has a strong local foundation that enables its global reach.

We find a growing number of our clients using their Michigan base to span the globe.

In addition, our international member firms are constantly and increasingly calling upon us here in Michigan to assist their clients with inbound foreign investment into Michigan.

Michigan has a growing global reputation for enabling global connections through its many assets, including long established trade alliances and distribution channels, its diversity in talent and its leading position in research and innovation.

Our 1,200 Michigan team members are proud to be part of the great state of Michigan.

Mark Davidoff
Michigan Managing Partner, Deloitte LLP

- Michigan's agricultural exports:
 - Grew by 230 percent in the last 10 years.
 - Equaled more than \$1.75 billion in 2010, or about one-third of Michigan's total agricultural production.
 - Resulted in the employment of more than 12,000 workers.
 - Exports and imports are projected to increase approximately 2.6 percent annually or to 126 million tons by 2020.
- With more than 212,000 jobs, Michigan has the fifth largest export-related workforce among U.S. states. (2009)

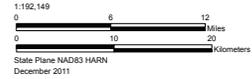
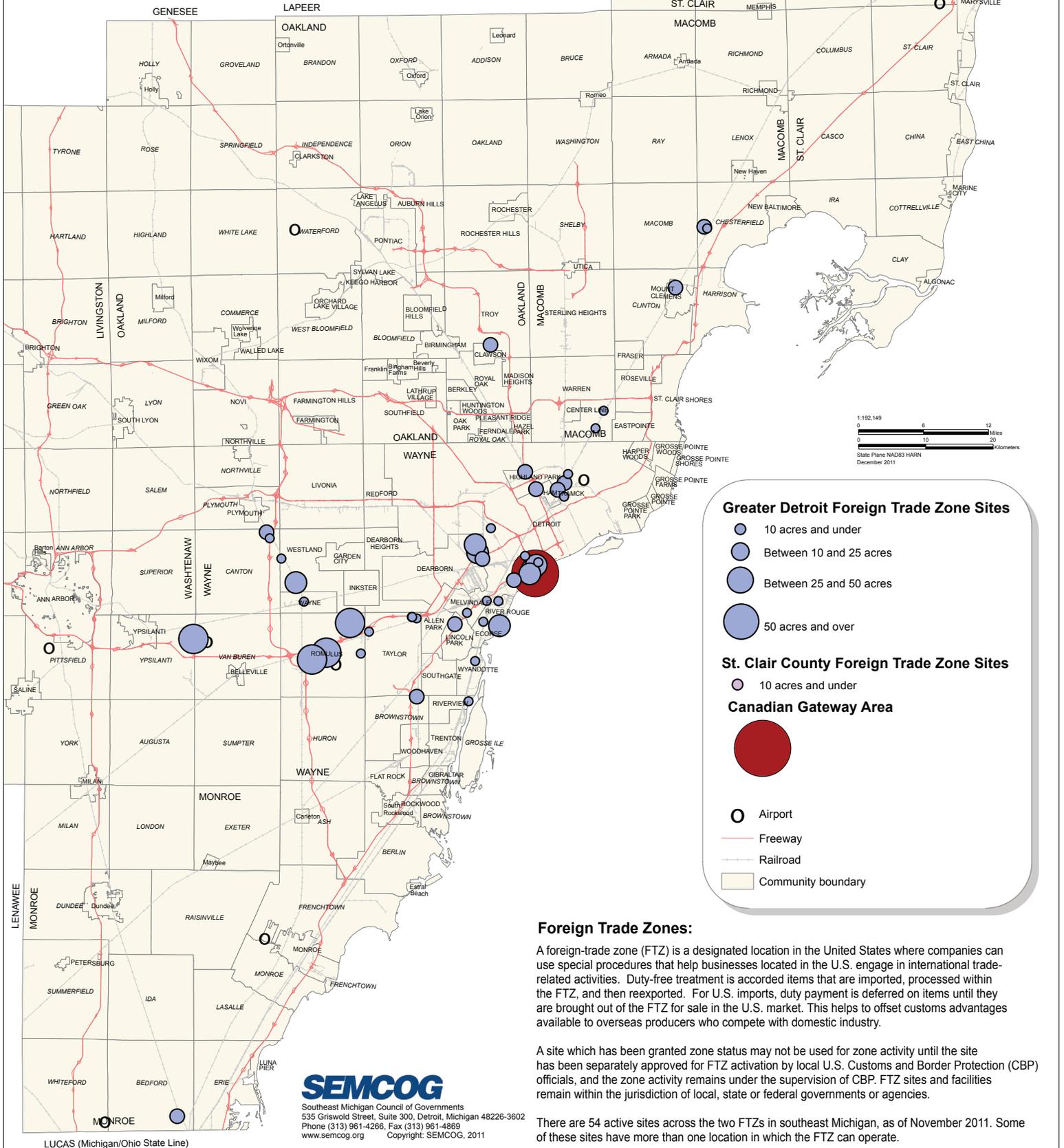
The Export-Import Bank of the United States is opening one of four new branches in Detroit in 2012.

- There are 54 foreign trade zone sites in the Detroit region.

Foreign Trade Zones Southeast Michigan



I:\ActivityCenters\Products\ForeignTradeZones_2011.mxd



Greater Detroit Foreign Trade Zone Sites

- 10 acres and under
- Between 10 and 25 acres
- Between 25 and 50 acres
- 50 acres and over

St. Clair County Foreign Trade Zone Sites

- 10 acres and under

Canadian Gateway Area



- Airport
- Freeway
- Railroad
- Community boundary

Foreign Trade Zones:

A foreign-trade zone (FTZ) is a designated location in the United States where companies can use special procedures that help businesses located in the U.S. engage in international trade-related activities. Duty-free treatment is accorded items that are imported, processed within the FTZ, and then reexported. For U.S. imports, duty payment is deferred on items until they are brought out of the FTZ for sale in the U.S. market. This helps to offset customs advantages available to overseas producers who compete with domestic industry.

A site which has been granted zone status may not be used for zone activity until the site has been separately approved for FTZ activation by local U.S. Customs and Border Protection (CBP) officials, and the zone activity remains under the supervision of CBP. FTZ sites and facilities remain within the jurisdiction of local, state or federal governments or agencies.

There are 54 active sites across the two FTZs in southeast Michigan, as of November 2011. Some of these sites have more than one location in which the FTZ can operate.

Joint Labor Business Task Force

Key Message 3:

MICHIGAN ATTRACTS GLOBAL TALENT.

International workforce and population:

- More than 588,000 foreign-born individuals reside in Michigan, ranking Michigan 15th in the nation in foreign-born population.
- According to the U.S. Census Bureau, more than 140 languages are spoken in Michigan.
- More than 39 percent of the seven-county Southeast Michigan region's foreign-born population has a bachelor's degree or higher, compared to the national average of 27 percent.
- With nearly 20 percent, the Detroit Metropolitan Statistical Area ranks 10th among U.S. regions for foreign-born populations with a science or engineering degree.
- Through Global Detroit - and Governor Rick Snyder's companion program Global Michigan - Michigan is the only state to launch a talent retention initiative aimed at connecting the 25,000 foreign students studying at our colleges and universities to jobs after graduation.

The Global Detroit Welcome Mat is a comprehensive guide connecting international and ethnic residents with information, services and resources.

To view the 'Welcome Mat Guidebook,' visit globaldetroit.com.

Michigan universities attract students from around the world:

- Michigan ranks in the top 10 for...
 - Foreign student enrollment.
 - Students studying abroad, with nearly 9,000 Michigan students enrolled in educational programs around the globe.
- Estimated foreign student expenditures in Michigan totaled more than \$705 million for the 2010-2011 academic year.

Foreign-born population is making a mark here:

- According to Global Detroit:
 - More than 30 percent of high-tech firms have at least one immigrant founder.
 - Immigrants are responsible for 50 percent of all international patents filed in Michigan.
 - Immigrants are three times more likely to start a business in Michigan than the native-born population.

Detroit had always been the obvious choice for me when I came to America. Since I was a child, I have always had a love for automobiles. Where better to go than the Motor City? I graduated from Wayne State University and started working for Chrysler and after 13 years with Chrysler I made the decision to start my own business. I already loved the area, so I knew that the choice to start my business here was an easy one. They had great people and businesses were doing well, plus I was still heavily involved in the auto industry. My connection to Detroit made my business what it is today. Our biggest clients are Detroit businesses.

The culture in Michigan and in the Detroit area is so diverse that you don't really feel like an outsider. You are surrounded by people from all over the world everywhere you go; the people have always made me feel welcome. For me this is home, there isn't anywhere I'd rather be.

Tel Ganesan
President and Chief Executive Officer, Kyba

Joint Labor Business Task Force

MICHIGAN'S UNIQUE ASSETS MAKE IT AN ATTRACTIVE PLACE FOR INTERNATIONAL BUSINESS TO INVEST AND GROW.

Key Message 4:

**SOUTHEAST MICHIGAN IS A LEADER IN INNOVATION,
EDUCATION AND TALENT.**

The ability to compete on a global level requires a strong foundation: resources, technology, worldwide distribution network and strong partnerships. Michigan has been an ideal location to operate our business because of its access to a skilled work force, the proximity to an exemplary university system and the availability of an integrated supply chain that provides essential technical and manufacturing expertise.

Since 2009, Chrysler Group has announced investments totaling nearly \$1.5 billion in our Michigan facilities. These investments are an expression of our company's confidence in the economic opportunities offered by locating significant operations within the state.

Jody Trapasso
Senior Vice President, External Affairs, Chrysler Group LLC
President, The Chrysler Foundation

Innovation:

- In 2011, Michigan ranked in the top ten for total number of patents among all U.S. states.

The U.S. Patent and Trademark Office selected Detroit to open its first-ever satellite office in 2012.

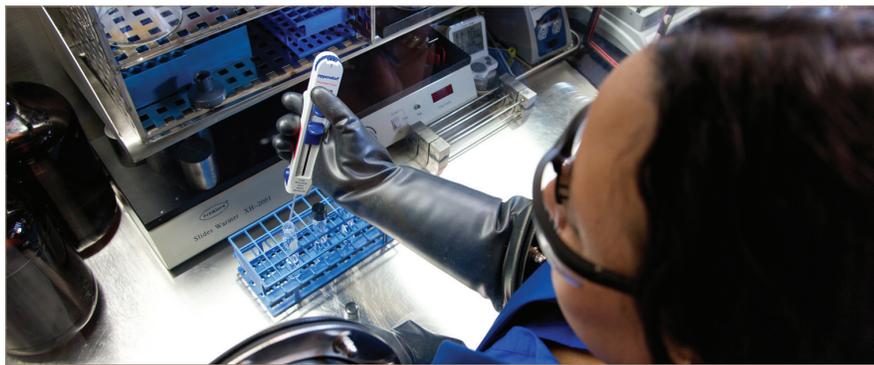


Photo by Research, Development and Engineering Command.

Joint Labor Business Task Force

Michigan is home to Ford's World Headquarters and central to the company's worldwide engineering and product development. Ford has continued to invest in Michigan, even during the recent economic crisis. New products and flexible manufacturing operations are critical to Ford's transformation and our competitive future.

- The Ford Focus vehicle platform, designed, engineered and manufactured in Michigan, highlights our commitment to the state, both as a competitive manufacturing location and the center for our vehicle electrification initiatives.
- The Michigan Assembly Plant is the only location in the world where we will be producing a gasoline, all electric, plug-in hybrid electric and hybrid electric vehicle from the same product platform.

Innovation is critical for Ford, and Michigan is the center of our global research and development initiatives. Engineers and inventors working with Ford in Michigan are developing cutting-edge commercial technologies. One example of Ford's most talented inventors is Ming Kuang, who has helped Ford expand its portfolio of hybrid patents from just 10 when he began in 2000 to 461 today. Twenty five of his 40 hybrid patents have gone from draft to production of key components of Ford's powersplit architecture system. Ford's prolific run of patents represents a solid commitment to growing its intellectual property as a global manufacturer.

In 2010, Ford had tax-qualified research expenses in Michigan totaling well over \$2 billion.

Curt Magleby
Vice President, Government Affairs, Ford Motor Company

- Seventy percent of the research performed at Michigan universities is conducted in the Detroit region.
- Three major research universities (University of Michigan, Michigan State University and Wayne State University) work collaboratively through the University Research Corridor (URC).
 - The URC has a \$15.2 billion annual economic impact to the region.
 - Each university received the Carnegie Foundation's highest research university ranking.
 - Together, the three universities spent a total of \$1.9 billion on research and development in 2010.
 - Seventy-one start-ups have been cultivated by the University Research Corridor.

Henry Ford Health System is a leader in research and education. Our researchers are engaged in more than 1,700 studies and attract nearly \$60 million in external funding annually.

As a global model for clinical excellence, Henry Ford Health System attracts patients, physicians, employees and medical education students from around the world. We educate and train more than 4,600 students each year, including pre-med and allied health students, nurses and residents. Coming from Michigan, as well as other states and countries, many of these students make a decision to stay and make our region their home.

Bob Riney
President and Chief Operating Officer, Henry Ford Health System

Joint Labor Business Task Force

- Entrepreneurial ecosystem:
 - The Detroit Creative Corridor serves as an accelerator for the creative industries.
 - There are 15 SmartZones located throughout the state that facilitate business acceleration strategies.
 - Twenty-eight higher education institutions offer degrees and certificates in entrepreneurship or entrepreneurial studies.

The Michigan Corporation Network, the first program of its kind in the country, provides Michigan's entrepreneurs and the small business community the opportunity to have their research needs met and get products to market faster by connecting them with one of Michigan's premier research universities.



Toby Barlow talks to Michigan Municipal League Members at a Convention in 2010. Photo by Michigan Municipal League



Photo by Daniel Scully

Higher education:

- In 2011-2012, Times Higher Education ranked the University of Michigan as one of the top 20 best universities in the world.
- In 2011, the Academic Ranking of World Universities ranked the University of Michigan in the top 25 best and Michigan State University in the top 100 of best universities in the world.
 - Michigan State University ranked seventh in the world for engineering/technology and computer science.
- According to U.S. News and World Report:
 - Michigan State University is home to the top ranked undergraduate and the second highest ranked graduate supply chain management programs.
 - University of Michigan is home to the 13th best business school.

Joint Labor Business Task Force

- Michigan's colleges and universities:
 - Rank in the top 10 for graduating students in each type of degree conferred (associate, bachelor's, master's, doctorate and professional degrees).
 - Rank second (per capita) in logistics degrees.
 - Rank third in science and engineering degrees.

With Michigan's colleges and universities ranked in the top three nationwide in degrees conferred in science, engineering and logistics, we are eager to see what the future holds for our graduates. We are confident that Michigan is preparing an educated, diverse workforce ready to compete in this transforming global economy.

Daniel Little
Chancellor, University of Michigan-Dearborn



Photo by Jeff Wilcox

- More than 133,000 students enrolled in Southeast Michigan's strong network of nine community colleges (fall 2010).

Henry Ford Community College enjoys a strong reputation for career programs tailored to the changing economic climate and emerging employment demands of business and industry. The college's Michigan Technical Education Center (M-TEC) is a specialized facility built for training, retraining and updating job skills of Michigan workers. The center targets advanced manufacturing, health care, information technology, education and the green economy. This includes special programs in various aspects of manufacturing to aid in preparing the next generation of automotive employees and skilled manufacturing professionals.

Gail Mee
President, Henry Ford Community College

- The local network of community colleges works very closely with business and industry, including those that are planning to locate in Southeast Michigan.
 - Provides short and long-term customized training.
 - Grants degree and certificate programs in emerging fields.
 - Serves incumbent workers and future workforce.

The Workforce Intelligence Network (WIN) is a Southeast Michigan collaborative between community colleges, workforce boards and economic development partners, which assesses the area's workforce needs and supplies the region's employers, educational institutions and policymakers with the information they need to further cultivate and transform the region's workforce.

Joint Labor Business Task Force



Macomb Community College partners with business to develop customized workforce development and training programs and leverages resources, such as grants and relationships with other colleges, workforce and economic development planning organizations, community service agencies and staffing companies, to build a highly skilled workforce to sustain and grow local industry. For example:

High-Tech Welding:

Through a partnership with Lincoln Electric, a Cleveland-based advanced welding and cutting technologies firm, Macomb provides American Welding Society certification and helps meet the high demand for interdisciplinary, skilled welders.

Advanced Manufacturing:

The college's Haas Technical Education Center provides advanced manufacturing education and training on state-of-the-art computer-numerical control (CNC) machines. As a local demonstration site for Haas, one of the world's largest CNC machine tool builders, the college benefits from ongoing interaction with local employers.

Defense Industry:

Through a three-year, \$4.9 million grant from the U.S. Department of Labor, Macomb is helping retool residents for positions in defense and related industries with the need for skilled workers. To date, more than 550 students have been hired by more than 100 local companies.

Auto Industry:

Supported by a series of grants expected to total more than \$4 million from the National Science Foundation and U.S. Department of Energy, Macomb, in partnership with Wayne State University, has developed programs to support alternative energy vehicles. The partnership has also launched the Center for Advanced Automotive Technology to work with industry on education and training needs and encourage development of curriculum needed to support the electrification of the automobile.

Dr. James Jacobs
President, Macomb Community College

Joint Labor Business Task Force

Talent:

Our region's world-class community colleges, universities and workforce development agencies provide a tremendous foundation for the cultivation of a dynamic next-generation workforce. As GalaxE continues to fill hundreds of job openings here, we are working with educators to develop curriculum designed to train and retrain individuals for positions that create custom, health care focused software solutions. As we build an IT hub in Detroit, employment opportunities coupled with burgeoning downtown lifestyle amenities are, in turn, retaining and attracting young talent to our city.

Tim Bryan
Chairman and Chief Executive Officer, GalaxE.Solutions

- Michigan and the Detroit region have the highest concentration of engineers in the United States.
- Michigan has tremendous expertise and innovation in supply chain management, with 26 transportation and logistics programs taught at 16 higher education institutions in the state.
- The Detroit MSA is the 15th largest for creative sector industry talent, with nearly 81,500 individuals in creative occupations.

The College for Creative Studies (CCS) has students who come from 12 countries and 74 percent of its graduate students are international. CCS supplies talent to the dynamic and fast-growing creative industries around the world. Its location in Detroit gives CCS access to a network of global connections that expands its reach and contributed to BusinessWeek's naming it one of the "Best Design Schools in the World."

CCS graduates are working abroad in 19 countries and one was recently named Finland's Industrial Designer of the Year. Many alumni hold prominent positions in multinational companies; alumni include, the heads of design at Whirlpool and Dassault Systèmes, head of North American design for Motorola Mobile Devices, head of toy and consumer electronics development at Disney, and the art director of the Pixar film "Cars 2."

With one of the world's most recognized programs in automotive and transportation design, the college's ties to the global automotive industry are particularly strong. About 170 CCS graduates work at General Motors, 110 at Ford and 40 at Chrysler; and CCS alumni are employed at every major auto company. Among them are the senior vice president for product design at Chrysler; director of global interior design at GM; director of North American exterior design at Ford; heads of design in North America for Toyota, Kia and Volvo; heads of design in Europe for Nissan and Toyota; and head of automotive strategy for Facebook. Being in Detroit makes all this possible.

Richard Rogers
President, College for Creative Studies

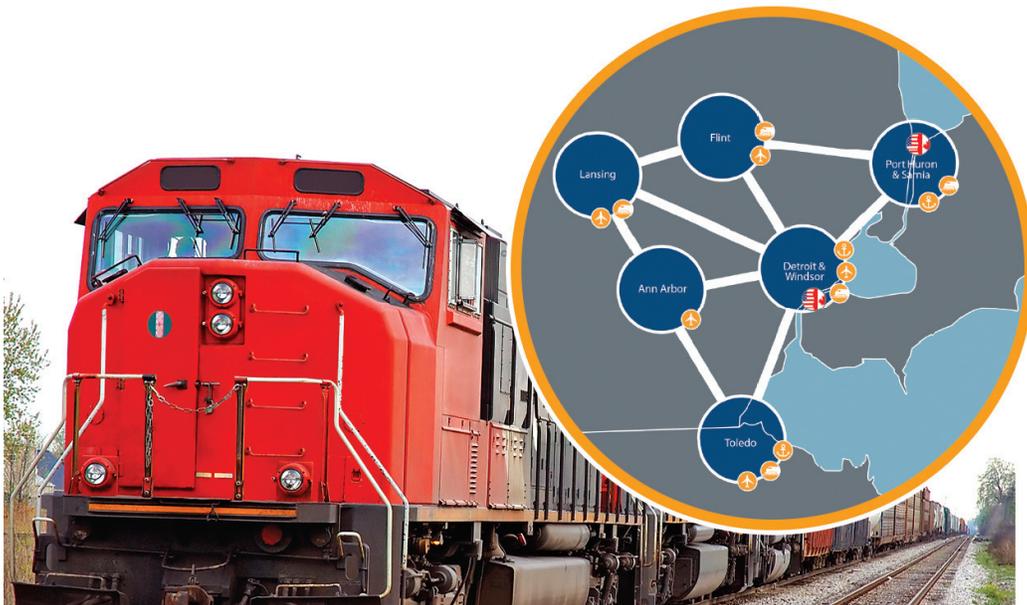
Joint Labor Business Task Force

Key Message 5:

MICHIGAN IS A WORLD-CLASS DISTRIBUTION AND TRANSPORTATION CENTER.

Detroit and Michigan move freight effectively and efficiently:

- Proximity to U.S. and Canadian markets:
 - Located at the nexus of the largest U.S./Canada trade gateway, Michigan offers businesses unparalleled distribution access to the heart of both the U.S. and Canadian markets.
 - Detroit's market reaches 88.2 million consumers within a day's drive or 500 miles.



- Speed, reliability and low cost:
 - Michigan offers rail customers choice and access to all of North America with four Class I railroads, two Class II regional railroads, 15 Class III short-line railroads and eight switching and terminal operators.
 - Eight intermodal yards operate in the Detroit region.
 - The Detroit region is known for just-in-time logistics and supply chain innovation, providing high-quality service for time-sensitive freight at a competitive price.
 - Michigan's on average 10-hour truckload, a typical day's truck drive, cost is 13-14 percent less to Midwest destinations when compared to other (Midwest) distribution hubs.
 - Michigan is not prone to disruptions resulting from adverse weather or natural disasters.

Joint Labor Business Task Force

▼ The region has 88 million consumers within a 10-hour truck drive.



With the Transportation, Distribution and Logistics (TDL) resources available in Southeast Michigan, there are opportunities to create good-paying jobs. This area is heavily involved in the global supply chain and I have seen first-hand how the growth of international trade has affected Michigan. This region has the expertise to react quickly to handle increases in international trade and solve supply chain problems.

Kevin Smith
Senior Vice President, Strategic Programs,
Sandler & Travis Trade Advisory Services Inc.

Home to the busiest border crossings in North America:

- On average, more than \$1.6 billion in goods crosses between U.S. and Canada daily.
- Each year, the Detroit and Port Huron border crossings handle more than \$200 billion in trade, accounting for more than one-third of all U.S./Canadian trade.
- The Ambassador Bridge (Detroit) and Blue Water Bridge (Port Huron) handle, on average, more than 11,000 trucks per day.

Regional Detroit airports reach the globe:

- The Detroit region is home to a world-class international airport system.
- Detroit Metropolitan Wayne County Airport:
 - Ranks first in overall customer satisfaction for large airports (JD Power & Associates 2010)
 - With the opening of the \$1.2 billion McNamara Terminal in 2002 and the opening of the North Terminal in 2008, Detroit Metropolitan Wayne County Airport (DTW) became one of the newest, most operationally-capable, customer-friendly and efficient airports in North America.

Joint Labor Business Task Force

- In 2011 it:
 - Served more than 32 million passengers.
 - Served more than 2.6 million international passengers.
- Ranks as the 16th busiest airport in the world by number of aircraft operations.
- Offers non-stop service to approximately 160 destinations.
- Offers access to the world with 270 international flights weekly to more than 25 destinations on four continents.

With more than 500 daily departures to more than 130 cities worldwide, Detroit is a key international hub and Asian gateway for Delta Air Lines, where its operations date to 1945. Delta's global network from Detroit provides business travelers with convenient nonstop service to cities in Europe, Asia and Latin America, as well as destinations across the United States. Detroit's status as a major gateway across the Pacific is thanks to its strategic geographic position for millions of customers who travel between the U.S., the East Coast and Asia.

Delta currently operates nonstop service to Narita and Haneda airports in Tokyo, as well as Nagoya, Japan; Seoul, South Korea; Beijing, Shanghai and Hong Kong, China. Delta also recently launched Detroit's first nonstop service to South America with daily flights to Sao Paulo, Brazil. Delta operates from 121 gates in three concourses, including the world-class Edward H. McNamara Terminal World Gateway, which sets a new standard in airport convenience, efficiency and comfort.

Dana Debel
Director, State and Local Government Affairs, Delta Air Lines

- Willow Run Airport:
 - Serves cargo, corporate and general aviation clients and accommodates small private planes as well as international 747 cargo jets.

Aerotropolis – anchored by two international airports, Detroit Metropolitan Wayne County Airport and Willow Run Airport – has immense capacity for new investment that is connected to the world by highly-sophisticated logistics and transportation infrastructure systems and IT networks.

Aerotropolis has plenty of capacity, open space and access. With a unified regional authority, inter-governmental collaboration and streamlined processes, Aerotropolis provides a multi-community vision and strategy for new investment.

- Oakland County International Airport:
 - The newly renovated terminal is the first LEED certified terminal in the United States.
 - Eight hundred aircraft, valued at more than \$200 million, are based at the airport.
 - Home to more than 150 corporate aircraft fleets.
 - Offers 24/7 customs service.
 - 120,000 take-offs and landings annually.

Great Lakes shipping:

- The Port of Detroit is the third largest steel-handling port in the nation.
- There are 1,500 trips through the Port of Detroit by both domestic and international vessels each year.
- 15,459 jobs in Michigan are supported by the cargo moving via the marine terminals at the Port of Detroit.

Joint Labor Business Task Force

Key Message 6:

MICHIGAN PROVIDES A STABLE, COST COMPETITIVE BUSINESS ENVIRONMENT.

Our union is proud to be part of a manufacturing renaissance here in Southeast Michigan. We know that our members in Metro Detroit are second to none in their skills, productivity and commitment to quality.

Ford, General Motors and Chrysler are all making new investments in their UAW plants here – and in many cases, those investments represent work coming back from Mexico, Europe and Asia. We think that speaks volumes about our region's global competitiveness and the value a constructive labor management relationship brings to the table.

It's exciting to see the automotive jobs of the future, including hybrid and battery electric vehicles and their enabling technologies, growing in Metro Detroit.

Bob King
President, International Union, UAW

Michigan has competitive wages:

- 2011 estimated wages:
 - Michigan's hourly wage (\$20.07) compared favorably with the national average (\$21.32).
 - For unionized workers, Michigan's hourly wage (\$22.91) compared favorably to the national average (\$25.32).
 - In Southeast Michigan, the new hire earnings (first quarter 2011) average was \$2,137 per month compared to the national average of \$2,258.

Strategic Staffing Solutions (S3) is a Detroit-headquartered global IT and business services company with 1,800 team members in 24 branch locations in the U.S. and Europe. While rapidly expanding internationally, S3 has remained headquartered and dedicated to growing its business and community in Detroit. S3 is providing opportunities for companies nationally to outsource work to Detroit rather than an offshore location. In 2010, Blue Cross Blue Shield of Michigan (BCBSM) was seeking cost efficiencies and was faced with having to ship IT work offshore. The S3 team developed a solution called the Detroit Development Center (DDC), which allowed BCBSM to outsource IT work to S3 in Detroit, keep jobs in the country and achieve the needed cost savings. The DDC now services five customers nationally and generates \$23 million in revenue.

Detroit's economic climate has aided S3's ability to create and quickly execute solutions such as the DDC. Michigan's Governor Snyder has created a tax environment that is conducive for economic development opportunities. Furthermore, the downturn of the automotive industry meant that a corps of highly skilled IT workers was searching for new employment. These factors helped S3 bring the DDC from concept to execution, creating new jobs for nearly 300 IT workers in a very short time.

Cynthia J. Pasky
President and Chief Executive Officer, Strategic Staffing Solutions

- In 2012, changes to Michigan's corporate tax structure moved Michigan's ranking by the Tax Foundation from 49th to 7th in the nation.
- Regional Detroit residents enjoy exceptional quality of life while cost of living remains below the national average.
 - For 2011, the Detroit region's cost of living was 6.3 percent below the national average.

The story of Michigan's competitive global economy continues online...

Resources are available online, and it is our hope that these messages, facts and case studies about Michigan's stature in the global economy will be used by economic development entities, opinion leaders and media across the state to promote Michigan as one of the best and most competitive places to do business.

To download a copy of the document,
please visit detroitchamber.com/LaborBusinessTaskForce or mac-web.org.

