TODAY’S MICHIGAN MANUFACTURER DEFINES THE MODERN ENTREPRENEUR.

WITH APPROXIMATELY FOUR OUT OF FIVE MANUFACTURERS WITH LESS THAN 250 EMPLOYEES, WEST MICHIGAN MANUFACTURERS ARE LEAN, INNOVATIVE AND OFFER A WIDE VARIETY OF CAPABILITIES.

WEST MICHIGAN is home to one of the nation’s largest and most extensive manufacturing sectors. If you can dream it, we can make it. The region hosts industry leaders in metals, plastics, biopharmaceuticals, medical devices, production technology, automotive, office furniture and food processing.

MANUFACTURING currently accounts for 15 percent of all jobs in the region and remains the heart of West Michigan’s economy. During the economic downtown, when other communities abandoned manufacturing, West Michigan doubled-down. In 2009, manufacturing in West Michigan began an era of unprecedented job creation and investment, surpassing both state and national average year after year.

LEADING INDUSTRIES
- Office Furniture
- Automotive
- Medical Devices
- Food Processing
- Aerospace and Defense

NOTABLE COMPANIES
- Herman Miller
- Steelcase
- Wolverine WorldWide
- Haworth
- Gentex Corporation
- Amway
- Perrigo
- Bissell
- Gerber
TALENT/WORKFORCE

- **2,452** total establishments
- **141,315** total manufacturing jobs
- **$69,133** average earnings
- **+23%** job growth 2009–2014

NOTABLE OCCUPATIONS

- Machinists (51-4041): **4,439**
- Industrial Engineers (17-2112): **3,595**
- Tool and Die Makers (51-4111): **2,621**
- Production Supervisors (51-1011): **5,378**
- Production Assemblers (51-2092): **14,924**

SUPPLY CHAIN

- **58%** Metal
- **14%** Wood
- **10%** Plastics
- **11%** Foundries
- **7%** Tool & Die
- Total **984**

EXPORTS

- **18.4%** share of metro GDP
- **13.4%** export growth rate (2x national average)
- **$6.8 BILLION** total exports (#50 of Top 100 Metro Areas)
RECENT ECONOMIC GROWTH PROJECTS

<table>
<thead>
<tr>
<th>YEAR</th>
<th>COMPANY</th>
<th>JOBS</th>
<th>INVESTMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>Plasan North America</td>
<td>120</td>
<td>$12.3 Million</td>
</tr>
<tr>
<td>2015</td>
<td>Irwin Seating Company</td>
<td>60</td>
<td>$1.9 Million</td>
</tr>
<tr>
<td>2014</td>
<td>Dicastal North America</td>
<td>300</td>
<td>$140 Million</td>
</tr>
<tr>
<td>2014</td>
<td>Plasan Carbon Composites</td>
<td>620</td>
<td>$29 Million</td>
</tr>
<tr>
<td>2014</td>
<td>INglass S.p.A.</td>
<td>109</td>
<td>$17.6 Million</td>
</tr>
<tr>
<td>2014</td>
<td>AvaSure</td>
<td>110</td>
<td>$4.1 Million</td>
</tr>
<tr>
<td>2013</td>
<td>SpartanNash</td>
<td>372</td>
<td>$18.2 Million</td>
</tr>
</tbody>
</table>

MARKET ACCESS

With affordable easy access to most major markets and a robust infrastructure, West Michigan is an attractive location for companies of all sizes.

HIGHWAYS: An extensive system connects Greater Grand Rapids to major cities and transportation hubs throughout the Upper Midwest.

RAIL: As the country’s 12th largest rail system, Michigan is well served by regional hubs in Grand Rapids and Detroit and supported by an infrastructure detailed in our State Rail Plan. Michigan’s current Class I railroads include: Canadian National/Grand Trunk, Norfolk Southern Railway, CSX Transportation, and the Canadian Pacific Railway/Soo Line.

AIR: Cargo airlines servicing The Gerald R. Ford International Airport transport more than 40,000 tons of air cargo annually. Additionally, eight passenger airlines, including AirTran Airways, Frontier Airlines, Air Canada, Allegiant Air, American Airlines, Continental Airlines, Delta Air Lines, and United Airlines provide 130 scheduled nonstop flights to 25 major market destinations every day.

DEEP WATER PORTS: The Great Lakes can be reached via the St. Lawrence Seaway and the U.S. Inland Waterway system of rivers. When connected, the complete system offers a marine highway through the heartland of the United States, providing access to population centers and manufacturing sites from the Gulf of Mexico to the Atlantic Coast. The West Michigan Port Operators port sites on the shores of West Michigan are positioned to connect Michigan Highway and Railroad infrastructure to this marine highway system, making these ports ideal candidates for manufacturing and food processing.
### Manufacturing Establishments and Jobs by County

#### Comparable Communities (by MSA)

<table>
<thead>
<tr>
<th>Community</th>
<th>Jobs</th>
<th>EstABLishments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allentown, PA</td>
<td>36,052</td>
<td>925</td>
</tr>
<tr>
<td>Birmingham, AL</td>
<td>41,222</td>
<td>1,118</td>
</tr>
<tr>
<td>Buffalo, NY</td>
<td>51,655</td>
<td>1,313</td>
</tr>
<tr>
<td>Grand Rapids, MI</td>
<td>103,072</td>
<td>1,739</td>
</tr>
<tr>
<td>Greenville, SC</td>
<td>54,711</td>
<td>1,113</td>
</tr>
<tr>
<td>Knoxville, TN</td>
<td>37,265</td>
<td>771</td>
</tr>
<tr>
<td>Rochester, NY</td>
<td>58,242</td>
<td>1,360</td>
</tr>
<tr>
<td>Tuscon, AZ</td>
<td>23,742</td>
<td>614</td>
</tr>
<tr>
<td>Tulsa, OK</td>
<td>53,617</td>
<td>1,530</td>
</tr>
<tr>
<td>Worcester, MA</td>
<td>40,945</td>
<td>1,133</td>
</tr>
</tbody>
</table>

### Notable West Michigan Manufacturers

- **Amway**
- **Wolverine Worldwide**
- **Herman Miller**
- **Steelcase**
- **ADAC Automotive**
- **Alcoa**
- **Kellogg’s**
- **Haworth**
- **Bissell**
- **Hearthside Food Solutions**
- **Lacks**
- **Cargill**
AUTOMOTIVE MANUFACTURING

INDUSTRY STRENGTHS

ENGINEERING: Michigan employs more industrial and mechanical engineers than any other state. West Michigan ranked #3 for new engineering jobs and #2 for advanced manufacturing by Change the Equation.

INVESTMENT: Automakers and suppliers have invested $10.6 billion in Michigan since 2010 and continue to invest heavily in the state.

CENTRAL: 61 of the top 100 automotive suppliers to the world are headquartered in Michigan.

TOOL & DIE: Michigan hosts more automotive tool and die makers than any other state (1,526 establishments).

COLLABORATION: West Michigan’s Manufacturers Council is comprised of over 35 regional manufacturers working in collaboration to strengthen the industry in the area.

NOTABLE AUTOMOTIVE MANUFACTURING COMPANIES

<table>
<thead>
<tr>
<th>COMPANY</th>
<th>COMMUNITY</th>
<th>EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gentex</td>
<td>Holland/Zeeland, MI</td>
<td>3,900</td>
</tr>
<tr>
<td>Lacks Industries Inc.</td>
<td>Grand Rapids, MI</td>
<td>2,300</td>
</tr>
<tr>
<td>Ventra</td>
<td>Grand Rapids and Ionia, MI</td>
<td>2,013</td>
</tr>
<tr>
<td>Johnson Controls, Inc.</td>
<td>Holland and Grand Rapids, MI</td>
<td>2,000+</td>
</tr>
<tr>
<td>ADAC Automotive</td>
<td>Grand Rapids and Muskegon, MI</td>
<td>1,950</td>
</tr>
<tr>
<td>Shape Corp.</td>
<td>Grand Haven, MI</td>
<td>1,700</td>
</tr>
<tr>
<td>Cascade Engineering</td>
<td>Grand Rapids, MI</td>
<td>1,600</td>
</tr>
<tr>
<td>Royal Technologies</td>
<td>Hudsonville, MI</td>
<td>870+</td>
</tr>
</tbody>
</table>

TOTAL JOBS: 36,698
LOCATION QUOTIENT: 5.63 (6.94 for Motor Vehicle Parts Mfg—largest section of jobs within cluster)
JOB GROWTH 2009–2014: 34% (National Rate: 18.7%)
TOTAL ESTABLISHMENTS: 500+
AVERAGE EARNINGS: $68,738 (National Average: $71,079)

See Map on Back
AUTOMOTIVE MANUFACTURING CLUSTERS AND NOTABLE COMPANIES

- Ludington
- Allegan
- Portland
- Hastings
- Ionia
- Muskegon
- Grand Haven
- Holland
- Greenville
- Allegan
- Actelion
- ADAC Automotive
- Royal Technologies
- CASCADIA Systems
- LACKS CAD/CAM, Inc.
- VENTRA
- Johnson Controls
- Gentex Corporation

Additional Automotive Companies
MEDICAL DEVICE MANUFACTURING

INDUSTRY STRENGTHS

COLLABORATION: West Michigan’s medical device consortium “MiDevice” is comprised of 28 leading medical device manufacturers and suppliers in Michigan. This group meets on a regular basis to discuss industry trends, share best practices, and collaborate on projects.

SUPPLY CHAIN: West Michigan hosts one of the most diverse material manufacturing supply chains in the U.S. From plastics and composite materials to exotic metals and embedded electronics, the region’s manufacturing community offers everything your company needs to succeed.

INDUSTRY CONCENTRATION: West Michigan hosts the highest concentration of medical device manufacturers in the state. As one of the fastest growing medical clusters in the Midwest, the region now employs over 40% of Michigan’s medical device professionals.

ABOUT MIDEVICE

MiDevice is the only Michigan-based organization dedicated to medical device design, development, manufacturing and distribution. The consortium works to speed the growth and development of medical devices by emphasizing and encouraging collaboration among members to meet overall product life cycle and supply chain needs. The goal is to build collaboration around core competencies, create opportunities to leverage these competencies, and ultimately grow the medical device industry in the region into a nationally recognized medical device cluster.

For more information, visit: www.midevice.org

NOTABLE MEDICAL DEVICE MANUFACTURING COMPANIES

<table>
<thead>
<tr>
<th>COMPANY</th>
<th>COMMUNITY</th>
<th>EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aspen Surgical</td>
<td>Caledonia, MI</td>
<td>300</td>
</tr>
<tr>
<td>Vention</td>
<td>Grand Rapids, MI</td>
<td>250</td>
</tr>
<tr>
<td>Autocam Medical</td>
<td>Grand Rapids, MI</td>
<td>125</td>
</tr>
<tr>
<td>Skytron</td>
<td>Grand Rapids, MI</td>
<td>115</td>
</tr>
<tr>
<td>MedBio</td>
<td>Grand Rapids, MI</td>
<td>100</td>
</tr>
<tr>
<td>Motion Dynamics</td>
<td>Grand Rapids, MI</td>
<td>90</td>
</tr>
</tbody>
</table>

See Map on Back
AEROSPACE AND DEFENSE MANUFACTURING

INDUSTRY STRENGTHS

UNIVERSITY AND EDUCATION: West Michigan offers unique opportunities to partner with many of Michigan’s most prestigious colleges and universities in the areas of aerospace engineering, technology and research.

SUPPLY CHAIN: West Michigan hosts one of the most diverse material manufacturing supply chains in the U.S. From plastics and composite materials to exotic metals and embedded electronics, the region’s manufacturing community offers everything your company needs to succeed.

DEFENSE CONNECTIONS: The Michigan Defense Center (MDC) was created in 2006 with the mandate to target statewide defense and homeland security opportunities for Michigan businesses. The MDC works with Michigan manufacturers to identify and partner with strategic defense-oriented companies and resources throughout the state.

NOTABLE AEROSPACE AND DEFENSE MANUFACTURING COMPANIES

<table>
<thead>
<tr>
<th>COMPANY</th>
<th>COMMUNITY</th>
<th>EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alcoa Howmet</td>
<td>Whitehall, MI</td>
<td>2,300</td>
</tr>
<tr>
<td>GE Aviation</td>
<td>Grand Rapids, MI</td>
<td>1,400</td>
</tr>
<tr>
<td>L-3 Avionics Systems</td>
<td>Grand Rapids, MI</td>
<td>400</td>
</tr>
<tr>
<td>Woodward FST</td>
<td>Zeeland, MI</td>
<td>220</td>
</tr>
<tr>
<td>Jedco</td>
<td>Grand Rapids, MI</td>
<td>165</td>
</tr>
<tr>
<td>Pratt &amp; Whitney Component Solutions</td>
<td>Norton Shores, MI</td>
<td>106</td>
</tr>
</tbody>
</table>

See Map on Back
AEROSPACE AND DEFENSE MANUFACTURING CLUSTERS AND NOTABLE COMPANIES

Additional Aerospace and Defense Companies

- ALCOA
- Pratt & Whitney
- Jedco
- Woodward
- Antosica Systems
- GE Aviation

Map showing clusters of aerospace and defense companies in Michigan.
FOOD PROCESSING MANUFACTURING

FOOD PROCESSING INDUSTRY STRENGTHS

ACCESS TO WATER: Michigan is surrounded by over 9,679 miles of freshwater shoreline and borders four of the five Great Lakes. West Michigan hosts several large scale wastewater treatment facilities with excess capacity throughout the region. In Grand Rapids alone, businesses have access to over 61.1 million gallons per day (MGD) with over 10 MGD excess capacity, ideal for food processing.

FOOD CHAIN: West Michigan’s agribusiness sector produces one-third of Michigan’s total agricultural sales, contributing to $1.5 billion to the regional economy. The sector is among the most productive and diverse regions in a state that is second only to California in its agricultural diversity.

UNIVERSITY PARTNERSHIPS: The Michigan State University Product Center was established to improve economic opportunities in the Michigan agriculture, food and natural resource sectors. The Product Center provides assistance in developing and commercializing high value, consumer-responsive products and businesses in the agriculture and natural resource sectors. The Center is your key to the front door of MSU’s vast and varied technical expertise, research, outreach, and educational services.

NOTABLE FOOD PROCESSING MANUFACTURING COMPANIES

<table>
<thead>
<tr>
<th>COMPANY</th>
<th>COMMUNITY</th>
<th>EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kellogg’s</td>
<td>Grand Rapids, MI</td>
<td>510</td>
</tr>
<tr>
<td>Roskam Baking</td>
<td>Grand Rapids, MI</td>
<td>1,200</td>
</tr>
<tr>
<td>Hearthside Food Solutions</td>
<td>Grand Rapids, MI</td>
<td>1,680</td>
</tr>
<tr>
<td>Sara Lee</td>
<td>Zeeland, MI</td>
<td>1,100</td>
</tr>
<tr>
<td>Nestlé Gerber</td>
<td>Newaygo, MI</td>
<td>700</td>
</tr>
<tr>
<td>Yoplait</td>
<td>Reed City, MI</td>
<td>400</td>
</tr>
<tr>
<td>Coca-Cola</td>
<td>Grand Rapids, MI</td>
<td>95</td>
</tr>
<tr>
<td>Founders Brewing Company</td>
<td>Grand Rapids, MI</td>
<td>232</td>
</tr>
</tbody>
</table>

See Map on Back
FOOD PROCESSING MANUFACTURING CLUSTERS AND NOTABLE COMPANIES

- Additional Food Processing Companies

- Holland
- Allegan
- Portland
- Hastings
- Ionia
- Greenville
- Muskegon
- Grand Haven

- Coca-Cola
- Gerber
- Yoplait
- Founders Brewing
- Hearthside
- Sara Lee
- Kellogg’s
- Rockin’ Family Bakers

THE RIGHT PLACE MANUFACTURING OVERVIEW
OFFICE FURNITURE MANUFACTURING

INDUSTRY STRENGTHS

INDUSTRIAL DESIGN: West Michigan is a premier design center with many of the world's leading office furniture designers graduating from Grand Rapids-based Kendall College of Art and Design and other local universities.

SUPPLY CHAIN: West Michigan hosts one of the most diverse material manufacturing supply chains in the U.S. From plastics and composite materials to exotic metals and embedded electronics, the region's manufacturing community offers everything your company needs to succeed.

FURNITURE HERITAGE: Since the early 1800s, Grand Rapids and West Michigan have been the epicenter for furniture craftsmanship, design and innovation. That heritage of craftsmanship is still alive and well in the 150+ furniture companies and 225 suppliers in the region today.

SECTOR OVERVIEW

TOTAL JOBS 15,000
LOCATION QUOTIENT 7.0 (7X national average)
JOB GROWTH 2009–2014 4% (National Rate: -3.5%)
TOTAL ESTABLISHMENTS 150
AVERAGE EARNINGS $71,830
ANNUAL EXPORTS $2 B (2013 Source W.E. Upjohn Institute)

NOTABLE OFFICE FURNITURE MANUFACTURING COMPANIES

<table>
<thead>
<tr>
<th>COMPANY</th>
<th>COMMUNITY</th>
<th>EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Herman Miller, Inc.</td>
<td>Holland/Zeeland, MI</td>
<td>3,300</td>
</tr>
<tr>
<td>Steelcase, Inc.</td>
<td>Grand Rapids, MI</td>
<td>3,200</td>
</tr>
<tr>
<td>Haworth, Inc.</td>
<td>Holland, MI</td>
<td>2,300</td>
</tr>
<tr>
<td>Irwin Seating Company</td>
<td>Grand Rapids, MI</td>
<td>302</td>
</tr>
<tr>
<td>American Seating</td>
<td>Grand Rapids, MI</td>
<td>560</td>
</tr>
<tr>
<td>Trendway Corp</td>
<td>Holland, MI</td>
<td>325</td>
</tr>
</tbody>
</table>

See Map on Back
OFFICE FURNITURE MANUFACTURING
CLUSTERS AND NOTABLE COMPANIES

Additional Office Furniture Companies

- Holland
- Allegan
- Portland
- Hastings
- Ionia
- Ludington
- Muskegon
- Grand Haven
- Greenville
- Grand Haven
- Allegan
- Steelcase
- Herman Miller
- Haworth
- Trendway

MANUFACTURING OVERVIEW

THE RIGHT PLACE
FROM ADVANCED METALS AND PLASTICS, TO WOOD, CASTINGS AND THE TOOLING THAT MAKES IT ALL HAPPEN, WEST MICHIGAN IS YOUR SINGLE SOURCE FOR MANUFACTURING SUCCESS.

The region has some of the nation’s largest industry concentrations in metals, plastics, biopharmaceuticals, medical devices, production technology, automotive, office furniture and food processing.

<table>
<thead>
<tr>
<th>SUPPLY CHAIN SECTOR</th>
<th>JOBS</th>
<th>ESTABLISHMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plastics – NAICS 3261</td>
<td>9,754</td>
<td>103</td>
</tr>
<tr>
<td>Metal – NAICS 332</td>
<td>19,827</td>
<td>575</td>
</tr>
<tr>
<td>Wood – NAICS 321</td>
<td>2,874</td>
<td>106</td>
</tr>
<tr>
<td>Foundries – NAICS 3315</td>
<td>4,908</td>
<td>33</td>
</tr>
<tr>
<td>Tool &amp; Die – NAICS 333514</td>
<td>4,195</td>
<td>134</td>
</tr>
</tbody>
</table>
## TALENT AND WORKFORCE

### REGIONAL OVERVIEW

A workforce of 791,000+ available today and a pipeline of future talent coming from over 20 area colleges, universities and workforce development programs. That’s how West Michigan is ensuring you have the workforce support companies need to succeed in the region.

### UNIONIZATION RATES

**PRIVATE INDUSTRY UNION MEMBERSHIP BY PERCENTAGE**

<table>
<thead>
<tr>
<th>Year</th>
<th>MSA AVERAGE</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>MSA 6.4%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2008</td>
<td>MSA 9.3%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2009</td>
<td>MSA 7.2%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>MSA 7.2%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>MSA 8.7%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>MSA 8.7%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>MSA 5.5%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>MSA 8.7%</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**NOTABLE OCCUPATIONS**

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Code</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Machinists</td>
<td>(51-4041)</td>
<td>4,439</td>
</tr>
<tr>
<td>Industrial Engineers</td>
<td>(17-2112)</td>
<td>3,595</td>
</tr>
<tr>
<td>Tool and Die Makers</td>
<td>(51-4111)</td>
<td>2,621</td>
</tr>
<tr>
<td>Production Supervisors</td>
<td>(51-1011)</td>
<td>5,378</td>
</tr>
<tr>
<td>Production Assemblers</td>
<td>(51-2092)</td>
<td>14,924</td>
</tr>
</tbody>
</table>
## Top Manufacturing Occupations

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Team Assemblers</td>
<td>11,262</td>
<td>14,924</td>
<td>33%</td>
<td>10.3%</td>
<td>$14.48</td>
</tr>
<tr>
<td>First-Line Supervisors of Production and Operating Workers</td>
<td>4,365</td>
<td>5,378</td>
<td>23%</td>
<td>3.7%</td>
<td>$25.49</td>
</tr>
<tr>
<td>Inspectors, Testers, Sorters, Samplers, and Weighers</td>
<td>3,805</td>
<td>5,069</td>
<td>33%</td>
<td>3.5%</td>
<td>$14.82</td>
</tr>
<tr>
<td>Machinists</td>
<td>3,190</td>
<td>4,439</td>
<td>39%</td>
<td>3.1%</td>
<td>$15.63</td>
</tr>
<tr>
<td>Helpers-Production Workers</td>
<td>3,303</td>
<td>4,123</td>
<td>25%</td>
<td>2.8%</td>
<td>$11.32</td>
</tr>
<tr>
<td>Industrial Engineers</td>
<td>2,623</td>
<td>3,595</td>
<td>37%</td>
<td>2.5%</td>
<td>$33.85</td>
</tr>
<tr>
<td>Laborers and Freight, Stock, and Material Movers, Hand</td>
<td>2,863</td>
<td>3,502</td>
<td>22%</td>
<td>2.4%</td>
<td>$11.55</td>
</tr>
<tr>
<td>Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products</td>
<td>2,634</td>
<td>3,277</td>
<td>24%</td>
<td>2.3%w</td>
<td>$25.43</td>
</tr>
<tr>
<td>Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic</td>
<td>2,241</td>
<td>2,931</td>
<td>31%</td>
<td>2.0%</td>
<td>$12.58</td>
</tr>
<tr>
<td>Computer-Controlled Machine Tool Operators, Metal and Plastic</td>
<td>1,904</td>
<td>2,882</td>
<td>51%</td>
<td>2.0%</td>
<td>$14.10</td>
</tr>
<tr>
<td>Packers and Packagers, Hand</td>
<td>2,235</td>
<td>2,827</td>
<td>27%</td>
<td>1.9%</td>
<td>$9.55</td>
</tr>
<tr>
<td>Packaging and Filling Machine Operators and Tenders</td>
<td>2,504</td>
<td>2,639</td>
<td>5%</td>
<td>1.8%</td>
<td>$12.63</td>
</tr>
<tr>
<td>Tool and Die Makers</td>
<td>1,784</td>
<td>2,621</td>
<td>47%</td>
<td>1.8%</td>
<td>$23.37</td>
</tr>
<tr>
<td>Maintenance and Repair Workers, General</td>
<td>1,955</td>
<td>2,372</td>
<td>21%</td>
<td>1.6%</td>
<td>$17.19</td>
</tr>
<tr>
<td>General and Operations Managers</td>
<td>1,879</td>
<td>2,283</td>
<td>22%</td>
<td>1.6%</td>
<td>$42.28</td>
</tr>
<tr>
<td>Welders, Cutters, Solderers, and Brazers</td>
<td>1,727</td>
<td>2,282</td>
<td>32%</td>
<td>1.6%</td>
<td>$15.90</td>
</tr>
<tr>
<td>Shipping, Receiving, and Traffic Clerks</td>
<td>1,807</td>
<td>2,251</td>
<td>25%</td>
<td>1.5%</td>
<td>$14.71</td>
</tr>
<tr>
<td>Industrial Machinery Mechanics</td>
<td>1,647</td>
<td>2,171</td>
<td>32%</td>
<td>1.5%</td>
<td>$21.26</td>
</tr>
<tr>
<td>Office Clerks, General</td>
<td>1,690</td>
<td>2,062</td>
<td>22%</td>
<td>1.4%</td>
<td>$14.06</td>
</tr>
<tr>
<td>Industrial Truck and Tractor Operators</td>
<td>1,700</td>
<td>1,950</td>
<td>15%</td>
<td>1.3%</td>
<td>$12.88</td>
</tr>
<tr>
<td>Mechanical Engineers</td>
<td>1,432</td>
<td>1,938</td>
<td>35%</td>
<td>1.3%</td>
<td>$33.08</td>
</tr>
<tr>
<td>Industrial Production Managers</td>
<td>1,494</td>
<td>1,827</td>
<td>22%</td>
<td>1.3%</td>
<td>$42.83</td>
</tr>
<tr>
<td>Customer Service Representatives</td>
<td>1,499</td>
<td>1,814</td>
<td>21%</td>
<td>1.2%</td>
<td>$14.78</td>
</tr>
<tr>
<td>Assemblers and Fabricators, All Other</td>
<td>1,353</td>
<td>1,674</td>
<td>24%</td>
<td>1.2%</td>
<td>$13.46</td>
</tr>
<tr>
<td>Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic</td>
<td>1,220</td>
<td>1,477</td>
<td>21%</td>
<td>1.0%</td>
<td>$16.88</td>
</tr>
</tbody>
</table>
TRAINING AND WORKFORCE DEVELOPMENT

With talent as the number one issue for businesses today, West Michigan has a network for workforce development and training resources to ensure your company’s success in the region.

School of Workforce Development
The GRCC School of Workforce Development is committed to serving West Michigan through offering high quality degrees, certificates, and training for the workplace. The school offers over 50 degrees and certificates that equip our students with the relevant knowledge, skills and abilities to perform successfully in their chosen career path. Many of these programs and courses transfer to our partner educational institutions so employees can continue their education.

The School of Workforce Development partners directly with numerous companies throughout West Michigan to provide training for their incumbent employees as well as programs that focus on strengthening the pipeline to provide new talent for the workplace.

www.grcc.edu/schoolofworkforcedevelopment

Workforce Training Program
Montcalm Community College offers workforce education courses at its Greenville and Sidney campuses to meet the needs of the business community. Courses include FANUC, Baxter, CNC, GD&T and computer skills. Employees can take scheduled courses to advance their skills and provide more services to employers. MCC also offers online training with a variety of vendors providing access to more than 1,000 courses.

www.montcalm.edu/business-industry/workforce-training

A force for Michigan job makers.
The Michigan Works! system is on the front lines meeting the talent demands of local employers, responding to the unique needs of each community. Made-up of 25 regional Michigan Works! Agencies, the system focuses on the needs of job makers and developing talent for the 21st Century economy.

www.michiganworks.org

Your launch pad for new jobs, careers, and talent
Pure Michigan Talent Connect is a collaborative effort of the State of Michigan’s Workforce Development Agency (WDA) with the Talent Investment Agency (TIA) and the Michigan Economic Development Corporation (MEDC) and serves as the state’s labor exchange system. It’s a launch pad for new jobs, careers and talent as an online marketplace connecting Michigan’s job seekers and employers, linking all public and private stakeholders who support Michigan’s workforce.

www.mitalent.org

Building a better talent system
Business leaders across West Michigan came together in 2010 to form TALENT 2025. The organization is supported by more than 70 business leaders representing over 75,000 employees and a wide variety of industries across 13 West Michigan counties. The goal of this CEO-led effort is to dramatically improve the quality and quantity of the region’s talent to meet increasingly more complex and diverse workforce needs. Regional collaboration among all stakeholders in the talent system will ensure that our region is globally competitive with a greater quality of life for all.

www.talent2025.org
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Grand Rapids, MI 49503

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twitter.com/TheRightPlaceGR
linkedin.com/company/the-right-place
INTERNATIONAL AND EXPORTS

AT A GLANCE

$7.703 B
Total Value of Exports, 2014
46th of 381

14.8%
Exports as a Share of Metro Area GDP, 2014
79th of 381

50,418
Total Export Supported Jobs, 2014
43rd of 381

+1.9%
Growth in Value of Exports, 2008–2014 (ann.)
187th of 381

+2.8%
Growth in Value of Exports, 2003–2014 (ann.)
307th of 381

EXPORTS

10 LARGEST INDUSTRIES BY VALUE OF EXPORTS

Motor Vehicle Parts
$1,630.4 Million

Grain & Oilseed Products
$557.9 Million

Plastics
$303.1 Million

Household Appliances
$253.3 Million

Cleaning Products
$191.5 Million

Metalworking Machinery
$182.1 Million

Agriculture
$235.5 Million

Office Furniture Products
$220.5 Million

Misc. General Purpose Machinery
$436.4 Million

Precision Instruments
$189.4 Million
INTERNATIONAL ECONOMIC DEVELOPMENT PROJECTS 2014–2015

<table>
<thead>
<tr>
<th>COMPANY</th>
<th>INTERNATIONAL OWNERSHIP</th>
<th>JOBS NEW/RETAINED</th>
<th>PAYROLL NEW/RETAINED</th>
<th>INVESTMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stiles Machinery</td>
<td>Germany</td>
<td>5</td>
<td>$500,000</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Teleperformance</td>
<td>France</td>
<td>500</td>
<td>$11,820,000</td>
<td>$4,066,107</td>
</tr>
<tr>
<td>Battenberg</td>
<td>Germany</td>
<td>1</td>
<td>$85,000</td>
<td>$12,000</td>
</tr>
<tr>
<td>Grand Rapids Inkjet Company</td>
<td>United Kingdom</td>
<td>2</td>
<td>$100,000</td>
<td>$84,000</td>
</tr>
<tr>
<td>InGlass</td>
<td>Italy</td>
<td>109</td>
<td>$3,358,368</td>
<td>$17,600,000</td>
</tr>
<tr>
<td>Dicastal North America</td>
<td>China</td>
<td>300</td>
<td>$9,850,200</td>
<td>$140,000,000</td>
</tr>
<tr>
<td>Plasan Carbon Composites</td>
<td>Israel</td>
<td>620</td>
<td>$20,262,996</td>
<td>$29,000,000</td>
</tr>
<tr>
<td>Plasan North America</td>
<td>Israel</td>
<td>120</td>
<td>$5,706,844</td>
<td>$12,3000,000</td>
</tr>
</tbody>
</table>

NOTABLE INTERNATIONAL COMPANIES IN WEST MICHIGAN

With more than 130 international companies, West Michigan is home to one of the most diverse markets in the nation. West Michigan companies make everything from cell phone components to software.

**GERMANY**
- Benteler Automotive Corp
  Automotive tubular steel products manufacturer.
- Bosch Emissions Systems
  Fuel systems for large vehicles, military and locomotive.
- Siemens
  Electrical engineering and electronics business.
- Suspa Inc.
  Manufacturer of gas springs, dampers, and adjustment systems

**FRANCE**
- Gerber Products Company
  Baby food and related products
- Hutchinson Corporation
  Mechanical rubber goods manufacturer

**ISRAEL**
- Plasan Carbon Composites
  Carbon composite parts manufacturing for aerospace and automotive industry

**CHINA**
- Dicastal North America
  Aluminum wheel manufacturer for automotive industry

**SOUTH KOREA**
- LG Chem
  Rechargeable batteries for electronics and autos

**CANADA**
- Magna Mirrors
  Automotive interior and exterior mirrors and door handles

**ITALY**
- InGlass
  Design and fabrication of rotative, multicolor, and multicomponent molds for automotive lighting

**LUXEMBOURG**
- Dematic Corp
  Engineering company specializing in material handling system automation
DICASTAL NORTH AMERICA

When Chinese auto supplier Dicastal North America decided to establish its first U.S. location, it explored 35 sites in seven states. In the end, Greenville, Michigan, was the perfect choice.

In 2015, Dicastal will start building aluminum alloy wheels on the 98-acre campus formerly used by Uni-Solar. The company will make a capital investment of $140 million to add approximately 100,000 square feet to the existing facility. It also plans to hire 300 employees over the next four years.

When operations are in full swing, Dicastal will ship 3 million lightweight wheels annually to North American customers, including major automotive manufacturers.
# TAX INFORMATION

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>TAX RATE</th>
<th>DETAILED INFORMATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Income Tax</td>
<td>4.25%</td>
<td>Michigan’s personal income tax system consists of a flat rate of 4.25% of an individual’s or household’s income.</td>
</tr>
<tr>
<td>Corporate Income Tax</td>
<td>6%/4.25%</td>
<td>Michigan’s corporate income tax system consists of a flat rate of 6% of taxable income of firms structured as C corporations. Income for other business entities flows through to the owners’ personal income taxes and is taxed at a flat income tax rate of 4.25%.</td>
</tr>
<tr>
<td>Sales and Use Taxes</td>
<td>6%</td>
<td>Michigan levies a 6% general sales and use tax on purchases by consumers on tangible goods. Businesses pay the same 6% sales/use tax rate when purchasing consumer goods.</td>
</tr>
<tr>
<td>Gasoline/Fuel Tax</td>
<td>$0.39/gallon</td>
<td>Michigan’s gasoline tax stands at 39.1¢, while its cigarette tax stands at $2.</td>
</tr>
<tr>
<td>Personal Property Tax</td>
<td>phasing out</td>
<td>Michigan is phasing out its Personal Property Tax (PPT) for most businesses beginning in 2014. Timing of the phase out depends on the value of the personal property and when it was purchased. All first-owner purchases after 2012 will be 100% exempt beginning 2016.</td>
</tr>
<tr>
<td>State Essential Services Assessment</td>
<td>0.24%-0.09% (declining over time)</td>
<td>Beginning January 1, 2016, a new state tax known as the state essential services assessment (SESA) will be levied, replacing the current personal property tax. Funds collected will be used to support the costs of local police, fire, ambulance, and jail services. The SESA will be imposed on the personal property that is now exempt from the personal property tax. The SESA will be computed on the acquisition cost of taxable property at a declining millage rate scale over time.</td>
</tr>
<tr>
<td>Real Property Taxes</td>
<td>$49.20 per $1,000 (average)</td>
<td>The average non-homestead property tax rate was 49.20 mills, or $49.20 per $1,000 of assessed property. Industrial personal property is exempt from the 24 mills for schools, and commercial personal property is exempt from 12 mills. Inventory, special tooling, and pollution control equipment are exempt from property taxes. Special Tooling Property Tax Exemption - Michigan exempts special tooling from all property taxes. “Special Tooling” includes tools, dies, jigs, fixtures, and patterns that are used to manufacture a product which could not be used to manufacture another product without substantial modification to the device. Industrial Personal Property Tax Relief – Certain types of tangible property used by manufacturers directly in the industrial process are exempt from Michigan’s sales and use tax. Eligible exempt property includes machinery, equipment and energy used in an industrial process. Industrial processing includes but is not limited to production or assembly, research &amp; development, engineering, remanufacturing and storage of in-process materials.</td>
</tr>
<tr>
<td></td>
<td>4.92% (average)</td>
<td></td>
</tr>
</tbody>
</table>
TAX EXEMPTIONS FOR MICHIGAN COMPANIES

Various sales and property tax exemptions in Michigan can reduce business tax liability for a variety of companies. Businesses should consider discussing the tax exemptions outlined below with their tax preparer, CPA or tax attorney.

SALES TAX EXEMPTIONS FOR INDUSTRIAL PROCESSING

Certain types of tangible property used by manufacturers directly in the industrial process are exempt from Michigan’s sales and use tax. Eligible exempt property includes machinery, equipment, and energy used in an industrial process. Industrial processing includes but is not limited to production or assembly, research & development, engineering, remanufacturing and storage of in-process materials.

SALES TAX EXEMPTION FOR ENERGY USED IN INDUSTRIAL PROCESSING

Energy used in the manufacturing process, such as natural gas, electricity, and propane, is exempt from the sales tax. Anytime a sales tax exemption is claimed for energy used directly in manufacturing, the company (buyer) must have that specific energy usage metered separately or must have a clearly drawn-up plan with the energy provider (seller) to separate the exempt versus the non-exempt energy usage. Most energy providers have staff that can assist with the specific questions regarding exemption claims for energy usage.

SALES TAX REFUND

Manufacturers that have unnecessarily paid sales tax on eligible exempt energy usage in the industrial process may request a refund through their energy provider. The look-back period for a sales tax refund is four years.

POLLUTION CONTROL TAX EXEMPTIONS

Air and industrial water pollution control facilities are exempt from sales, use and property taxes in Michigan. A facility refers to any machinery, equipment, structure, part or accessory used for the primary purpose of controlling or disposing of air or industrial water pollution. The Michigan Department of Environmental Quality (DEQ) is responsible for determining what property is eligible.

PROPERTY TAX EXEMPTION FOR SPECIAL TOOLING

Michigan exempts special tooling from all property taxes. “Special Tooling” includes tools, dies, jigs, fixtures and patterns, which are used to manufacture product which could not be used to manufacture another product without substantial modification to the device.

INVENTORY TAX EXEMPTION

In the State of Michigan, there is no inventory tax, no matter where you locate. All inventory is exempt from state and local taxes.
## COMPETITIVENESS REPORTS

<table>
<thead>
<tr>
<th>SOURCE</th>
<th>REPORT</th>
<th>RANKING (BEST TO WORST)</th>
<th>METHODOLOGY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Area Development Magazine</td>
<td>Leading Locations Report (2015)</td>
<td>#3/373</td>
<td>Area Development ranked 373 MSAs across 21 economic and work force indicators. These 21 indicators were pulled from seven (7) data sets (sub-categories) originating from four sources: the Bureau of Labor Statistics, Bureau of Economic Analysis, U.S. Census American Community Survey and Moody’s Analytics.</td>
</tr>
<tr>
<td>CNBC</td>
<td>America’s Top States for Business (2015)</td>
<td>#22/50</td>
<td>Index based on 51 measures of competitiveness developed with input from business groups including the National Association of Manufacturers and the Council on Competitiveness.</td>
</tr>
<tr>
<td>CNBC</td>
<td>Cost of Doing Business (2015)</td>
<td>#17/50</td>
<td>Index assessed comparable costs for major expense items, including: state and local tax burden, utility costs, cost of wages, as well as rental costs for office, commercial and industrial space.</td>
</tr>
<tr>
<td>SBE Council</td>
<td>Best and Worst State Tax Systems for Entrepreneurship and Small Business (2015)</td>
<td>#13/50</td>
<td>Index pulls together 21 different tax measures, and combines those into one tax score for each state.</td>
</tr>
<tr>
<td>Tax Foundation</td>
<td>State Business Tax Climate Index</td>
<td>#13/50</td>
<td>Index built on five components: individual income tax, sales tax, corporate income tax, property tax and unemployment tax.</td>
</tr>
<tr>
<td>Forbes</td>
<td>America’s Smartest Cities Report (2014)</td>
<td>#4/380</td>
<td>Forbes scored the nation’s 380 metropolitan statistical areas based on growth rate in the number of residents with at least a bachelor’s degree from 2000-2013.</td>
</tr>
<tr>
<td>Manhattan Institute</td>
<td>America’s Top Metros: Who’s Leading the Recovery, and Why (2014)</td>
<td>#3/100</td>
<td>Using data since 2009 for the nation’s metropolitan statistical areas (MSAs), identified leaders and laggards as measured by growth in economic output (GDP), personal income, and jobs.</td>
</tr>
</tbody>
</table>
**REGITIONAL MANUFACTURING RESOURCES**

**MICHIGAN MANUFACTURING TECHNOLOGY CENTER – WEST (MMTC-WEST)**

For over 20 years, MMTC-West has delivered objective, high-quality manufacturing and technical support to small/medium-sized manufacturers. MMTC-West supports the global competitiveness of manufacturers throughout the region’s 17 counties. Offering training solutions in business growth, lean, quality operations, people and sustainability, MMTC-West is the partner West Michigan manufacturers rely on time and time again.

**MANUFACTURERS COUNCIL**

Convened in 1989, The Right Place/MMTC-West Manufacturers Council is dedicated to the business success of the region’s manufacturing industry. The council’s vision is to be the regional forum for advancing manufacturing success in West Michigan. Members work together in a collaborative environment to promote, facilitate, enable and advocate for advancing a “best-in-class” manufacturing sector.

**SUPPLY CHAIN MANAGEMENT COUNCIL**

The Supply Chain Management Council is dedicated to supporting the competitiveness of West Michigan manufacturers by promoting best practices in integrated supply chain management. Members of the Supply Chain Management Council have a collective vision to be the Integrated Supply Chain Management hub enhancing the West Michigan economy.

**COLLEGES AND UNIVERSITIES**

The West Michigan region is home to more than 20 colleges and universities educating over 85,000 students. This strong educational network provides the Grand Rapids business community with a pipeline of highly skilled talent and deep resources for training and development.

**DESIGN WEST MICHIGAN**

Design West Michigan started in partnership with the region’s economic development groups; The Right Place and Lakeshore Advantage. It has evolved into an organization with over 1,100+ members now in affiliation with Kendall College of Art and Design. A regional advisory group of design professionals provides input and represents the area’s major furniture companies, design firms, independent designers, manufacturers, colleges and other leading employers.
INCENTIVE PROGRAMS

BROWNFIELD REDEVELOPMENT AUTHORITY (PA 381)

Brownfield Redevelopment Authority (BRA) can be used to develop and implement Brownfield projects. A BRA is a resource that may use Tax Increment Financing (TIF) as a tool for property redevelopment.

COMMUNITY DEVELOPMENT BLOCK GRANT

The Community Development Block Grant (CDBG) program is a federal grant program utilizing funds received from the US Department of Housing and Urban Development (HUD). Each year, Michigan receives approximately $30 million in federal CDBG funds, out of which various projects are funding through the state.

INDUSTRIAL PROPERTY TAX ABATEMENT (PA 198)

Industrial property tax abatements provide incentives for eligible businesses to make new investments in Michigan. These abatements encourage Michigan manufacturers to build new plants, expand existing plants or renovate aging plants. High technology operations are also eligible for the abatement.

MICHIGAN BUSINESS DEVELOPMENT PROGRAM

The Michigan Business Development Program is an incentive program available from the Michigan Strategic Fund (MSF), in cooperation with the Michigan Economic Development Corporation (MEDC). The program is designed to provide grants, loans or other economic assistance to businesses for highly competitive projects in Michigan that create jobs and/or provide investment.

MICHIGAN BUSINESS GROWTH FUND LOAN PARTICIPATION PROGRAM

The Michigan Loan Participation Program participates with lenders to finance diversification projects when faced with eligible borrower companies whose projected cash flows are considered speculative by the lender.

MICHIGAN COLLATERAL SUPPORT PROGRAM

The Michigan Collateral Support Program supplies cash collateral accounts to lending institutions to enhance the collateral coverage of borrowers. To qualify, a business must be engaged with a private lender for the purpose of acquiring a commercial extension of commercial credit and must exhibit a collateral shortfall according to the lender’s analysis.
MICHIGAN COMMUNITY REVITALIZATION FUND

The Michigan Community Revitalization Program (CRP) is designed to promote community revitalization that will accelerate private investment in areas of historical declining values, contribute to Michigan’s reinvention as a vital, job generating state, foster redevelopment of functionally obsolete or historic properties, reduce blight, and protect natural resources of this state. The program is designed to provide grants, loans, or other economic assistance for eligible investment projects in Michigan.

PERSONAL PROPERTY TAX RELIEF IN DISTRESSED COMMUNITIES (PA 328)

Personal Property Tax Relief in Distressed Communities allows distressed communities, county seats and certain border county communities to abate personal property taxes on new investments made by eligible businesses.

PURE MICHIGAN BUSINESS CONNECT

Pure Michigan Business Connect (PMBC) is a public-private initiative that introduces Michigan companies to opportunities that help them grow and expand. By participating in the program, companies receive: business assistance at little to no cost; access to a new business-to-business (B2B) network; and find new customers while also leveraging procurement resources to increase their supply chain.

SKILLED TRADES TRAINING FUND (STTF)

The STTF provides competitive awards for employer responsive-training that enhances talent, productivity, and employment retention, while increasing the quality and competitiveness of Michigan’s businesses. The STTF ensures Michigan’s employers have access to the talent they need to compete and grow, and individuals have the skills they need for in-demand jobs.

SESA EXEMPTION PROGRAM

Under the State Essential Services Assessment (SESA) Exemption Program, companies may qualify for a SESA exemption or alternative SESA when investing more than $25 million in personal property. SESA exemptions are equal to 100% of the SESA amount for a period of years. Alternative SESAs are equal to a 50% exemption for a period of years. Terms will be determined by a formal review, including: level of investment, amount of jobs created, level of wages, and connection to Michigan suppliers.
INFRASTRUCTURE

AIR

GERALD R. FORD INTERNATIONAL AIRPORT (GRR)

General Information
• The airport operates three runways:
  - Main East/West runway – 150 ft. wide x 10,000-ft. long
  - Parallel East/West runway – 100 ft. wide x 5,000-ft. long
  - North/South runway – 150 ft. wide x 8,501 ft. long
• The airport covers nearly 3,200 acres (over five square miles).
• The airport’s passenger terminal building is just over 240,850 square feet; with over 170,000 square feet open to the public.
• The airport operates its own police, fire, and maintenance departments.
• There are two concourses and 13 gates in the passenger terminal building.

PASSENGER AIR TRAVEL
Gerald R. Ford International Airport is served by five passenger airlines with 120 daily scheduled nonstop flights to and from 24 major market destinations.
• Approximately 6,400 travelers pass through Gerald R. Ford International Airport each day.
• 2.3 Million passengers traveled through Gerald R. Ford International Airport in 2014.
• Takeoffs and landings in 2014 totaled more than 75,000 - an average of more than 200 a day.
• Gerald R. Ford International Airport is the 82nd busiest commercial airport in the nation and the second busiest airport in Michigan.

FREIGHT AIR
• There are two cargo airlines located at Gerald R. Ford International.
• More than 222,500 pounds of air cargo pass through Gerald R. Ford International Airport each day, more than 111 tons per day!
• More than 82 million pounds of air cargo passed through Gerald R. Ford International Airport in 2014.

OTHER/MISCELLANEOUS INFORMATION
• Gerald R. Ford International Airport is managed and operated by the Kent County Department of Aeronautics.
• The Gerald R. Ford International Airport Board is a seven-member body appointed by the Kent County Board of Commissioners with responsibility for policy setting and general oversight of the airport.
• Nearly 1,500 people work at the airport, the majority being employed by airport tenants.
• Replacement value of the airport, its property, and facilities is estimated at $675,000,000.
• The airport generates over $500 million annually in economic activity throughout its West Michigan 13-county service area.
• The airport is financially self-supporting and receives no funding from property taxes, general funds, or special taxes. Airport operations and improvements generate local net airport revenue, rather than spend valuable tax dollars.
• GFIA’s capital requirements are met through various sources including earned surpluses, revenue bonds, passenger facility charges, and grants under the federal Airport Improvement Program and the Michigan state aviation grant program. Operational requirements are met through rates and charges assessed to airport tenants and airport patrons for the use of airport services and facilities.
HIGHWAYS

An extensive system connects Greater Grand Rapids to major cities and transportation hubs throughout the Upper Midwest. Drive distances/times include:

- Grand Rapids, MI to Columbus, OH: 321 Miles, 5:00
- Grand Rapids, MI to Detroit, MI: 157 Miles, 2:22
- Grand Rapids, MI to Toronto, Canada: 361 Miles, 5:38
- Grand Rapids, MI to Toledo, OH: 185 Miles, 2:44
- Grand Rapids, MI to Cleveland, OH: 307 Miles, 4:33
- Grand Rapids, MI to Dayton, OH: 310 Miles, 4:52
- Grand Rapids, MI to Indianapolis, IN: 294 Miles, 4:27
- Grand Rapids, MI to St. Louis, MO: 447 Miles, 6:46
- Grand Rapids, MI to Milwaukee, WI: 270 Miles, 4:17

GRAND RAPIDS FOREIGN TRADE ZONE

Foreign-Trade Zone #189 was established on January 15, 1993 by the Kent-Ottawa-Muskegon Foreign-Trade Zone Authority (KOM-FTZ) to offer FTZ benefits to West Michigan businesses.

Located near the Gerald R. Ford International Airport (GRR), FTZ #189 is available for West Michigan businesses shipping products to and from foreign countries.
As the country’s 12th largest rail system, Michigan is well served by regional hubs in Grand Rapids and Detroit and supported by an infrastructure detailed in our State Rail Plan. A federally designated high speed rail corridor, served by Amtrak, connects Grand Rapids to Chicago.

**MANUFACTURING FACTS**

- Manufacturing directly employs more than 565,000 individuals in Michigan,
- Manufacturers account for 13.7% of total nonfarm employment in Michigan,
- 16.5% of Michigan’s Gross State Product comes from manufacturing,
- Michigan accounts for 22% of all U.S. auto-related jobs,
- From May 2012 to May 2014, Michigan was first in the nation in gross manufacturing job gains, adding 25,000 jobs and outpacing the next closest state by 13.6%.
- 40% of all engineers in Michigan are employed by a manufacturer
- Women, a growing subsector of the manufacturing workforce, represent approximately 25% of manufacturers in Michigan,