

MANUFACTURING IN WEST MICHIGAN



**THE
RIGHT PLACE**

Advancing the West Michigan Economy



MANUFACTURING OVERVIEW

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 downturn, 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 | **WV**
worldwide

HAWORTH®

GENTEX
CORPORATION

 **MAGNA**
A Fair Enterprise Corporation

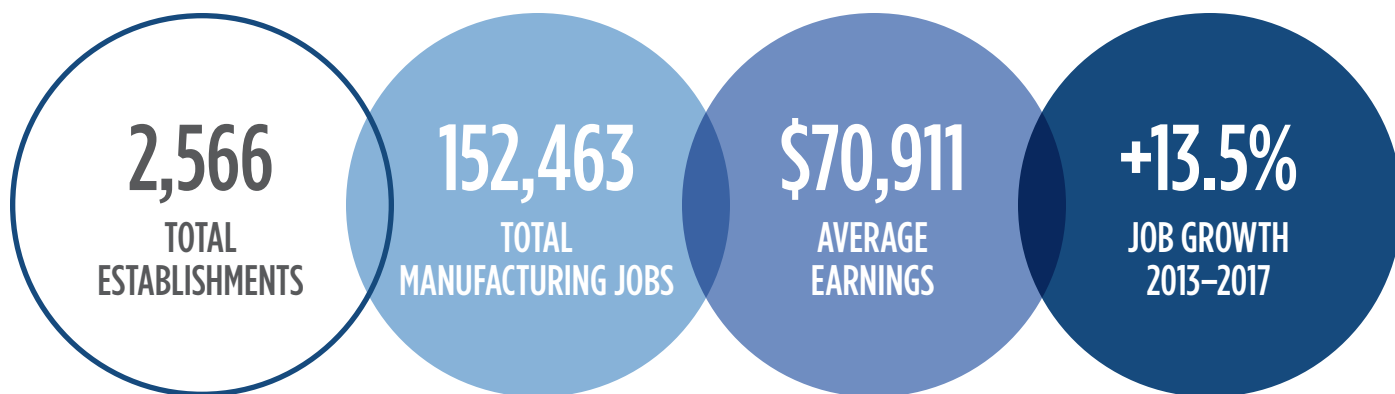
 **Amway**

 **Perrigo®**

 **BISSELL®**

 **Gerber®**

TALENT/WORKFORCE



NOTABLE OCCUPATIONS

Machinists (51-4041): **4,753**

Industrial Engineers (17-2112): **3,893**

Tool and Die Makers (51-4111): **2,790**

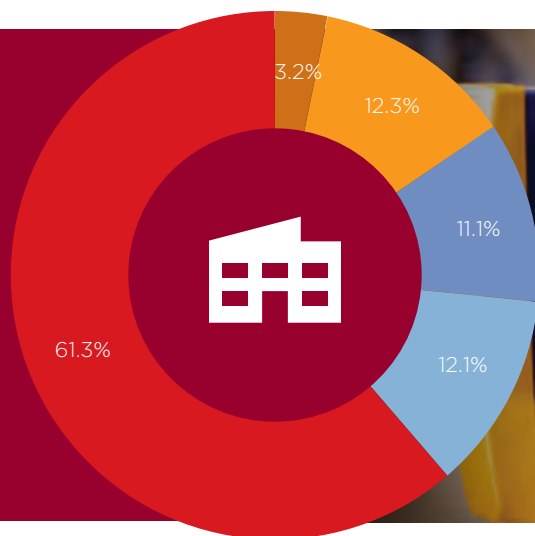
Production Supervisors (51-1011): **5,404**

Production Assemblers (51-2092): **17,610**

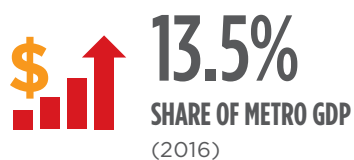
SUPPLY CHAIN

NUMBER OF ESTABLISHMENTS

Metal	633
Foundries	33
Plastics	127
Wood	114
Tool & Die	125
Total	1,032



EXPORTS



RECENT ECONOMIC GROWTH PROJECTS

YEAR	COMPANY	JOB	INVESTMENT
2015	Plasan North America	120	\$12.3 Million
2015	Irwin Seating Company	60	\$1.9 Million
2014	Dicastal North America	300	\$140 Million
2014	Plasan Carbon Composites	620	\$29 Million
2014	INglass S.p.A.	109	\$17.6 Million
2014	AvaSure	110	\$4.1 Million
2013	SpartanNash	372	\$18.2 Million

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.

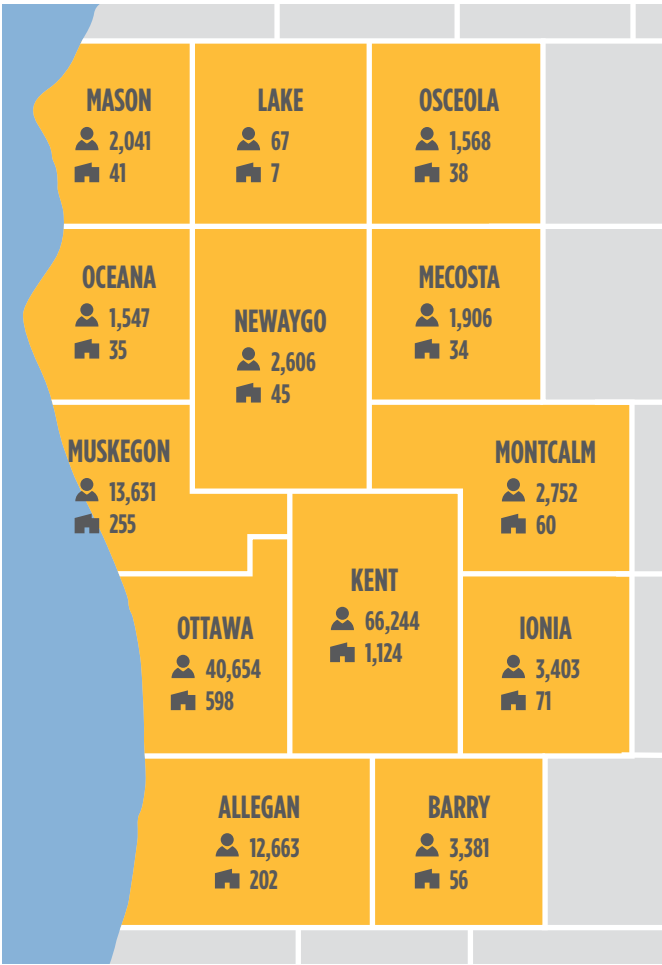
AIR: Cargo airlines servicing The Gerald R. Ford International Airport transport more than 40,000 tons of air cargo annually. Additionally, eight passenger airlines, including AirTran Airways, Frontier Airlines, Air Canada, Allegiant Air, American Airlines, Continental Airlines, Delta Air Lines, and 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.

DRIVE DISTANCE/TIMES FROM GRAND RAPIDS, MI.

CITY	MILES	TIME
Detroit, MI	154	2:50
Chicago, IL	175	2:48
Cleveland, OH	307	4:43
Columbus, OH	336	5:38
Dayton, OH	301	5:08
Indianapolis, IN	290	4:38
Milwaukee, WI	265	4:16
St. Louis, MO	442	7:00
Toledo, OH	197	2:56
Toronto, Canada	583	5:52
Windsor, Canada	159	3:10

MANUFACTURING ESTABLISHMENTS AND JOBS BY COUNTY



TOTAL WEST MICHIGAN MANUFACTURING ESTABLISHMENTS AND JOBS



COMPARABLE COMMUNITIES (BY MSA)

COMMUNITY	PERSONS	ESTABLISHMENTS
Allentown, PA	36,325	921
Birmingham, AL	37,531	1,153
Buffalo, NY	51,592	1,310
Grand Rapids, MI	112,342	1,830
Greenville, SC	56,745	1,120
Knoxville, TN	38,026	810
Rochester, NY	57,904	1,353
Tuscon, AZ	23,076	597
Tulsa, OK	46,078	1,451
Worcester, MA	41,095	1,122

PERSONS JOBS ESTABLISHMENTS

NOTABLE WEST MICHIGAN MANUFACTURERS



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 (1,089 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

COMPANY	COMMUNITY	EMPLOYEES
Gentex	Holland/Zeeland, MI	3,700
Lacks Industries Inc.	Grand Rapids, MI	2,800
Ventra	Grand Rapids and Ionia, MI	2,385
Johnson Controls, Inc.	Holland and Grand Rapids, MI	2,000+
ADAC Automotive	Grand Rapids and Muskegon, MI	1,340
Shape Corp.	Grand Haven, MI	1,700
Cascade Engineering	Grand Rapids, MI	700
Royal Technologies	Hudsonville, MI	873

[See Map on Back](#)

SECTOR OVERVIEW



TOTAL JOBS

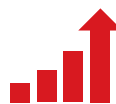
38,980



LOCATION
QUOTIENT

4.49

(5.81 for Motor Vehicle Parts Mfg—
largest section of jobs within cluster)



JOB GROWTH
2013–2017

12.1%

(National Rate: 11.5%)



TOTAL
ESTABLISHMENTS

407



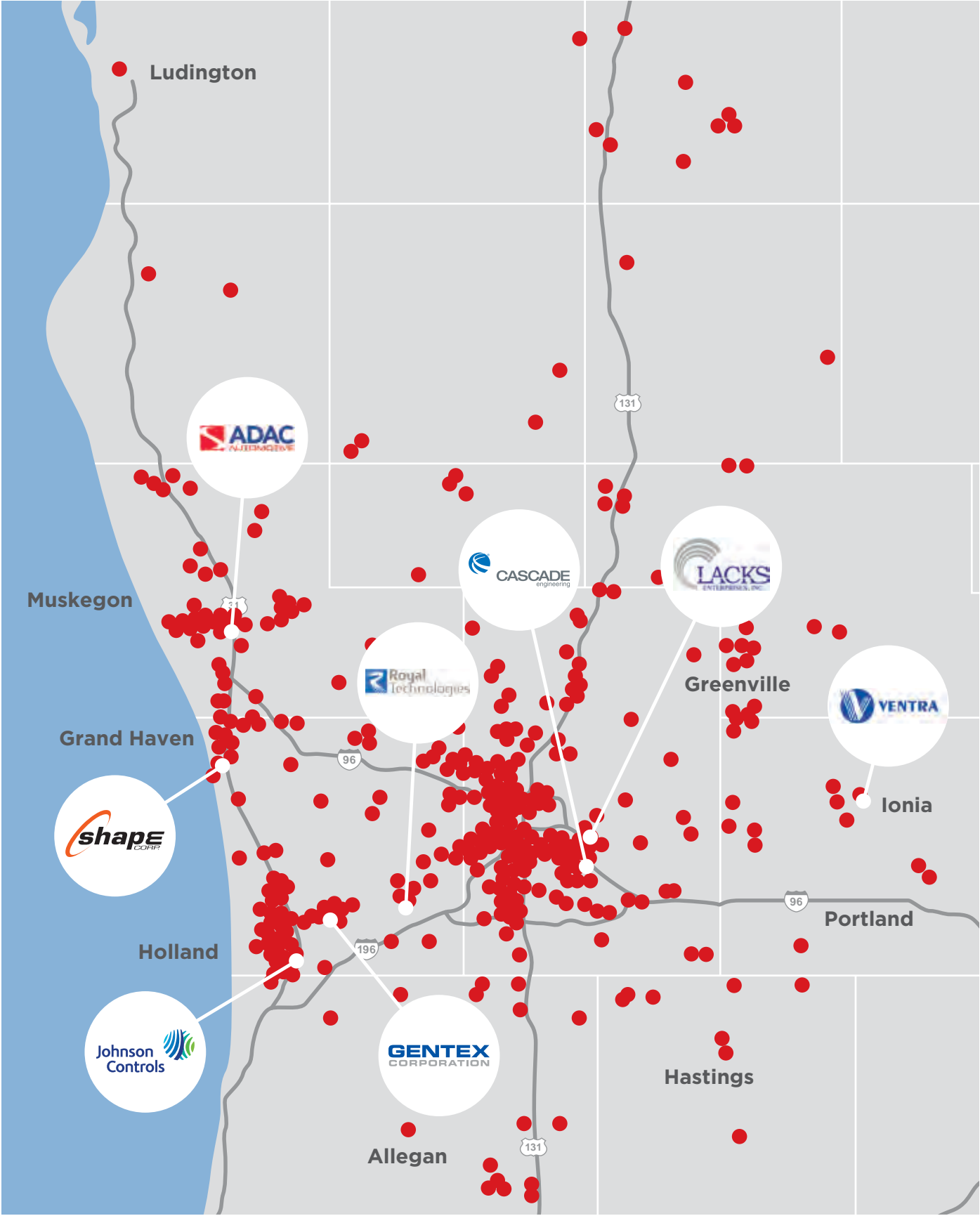
AVERAGE
EARNINGS

\$71,754

(National Average: \$72,480)

**AUTOMOTIVE MANUFACTURING
CLUSTERS AND NOTABLE COMPANIES**

● 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 20% 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

COMPANY	COMMUNITY	EMPLOYEES
Aspen Surgical	Caledonia, MI	300
MedPlast	Grand Rapids, MI	400
Autocam Medical	Grand Rapids, MI	160
Skytron	Grand Rapids, MI	115
MedBio	Grand Rapids, MI	185
Ranir	Grand Rapids, MI	500
Oliver Healthcare Packaging	Grand Rapids, MI	265

SECTOR OVERVIEW



2,462

TOTAL JOBS



1.5

LOCATION
QUOTIENT

(150% above national average)



JOB GROWTH
2013-2017

7%

(National Rate: 4.8%)



TOTAL
ESTABLISHMENTS

29



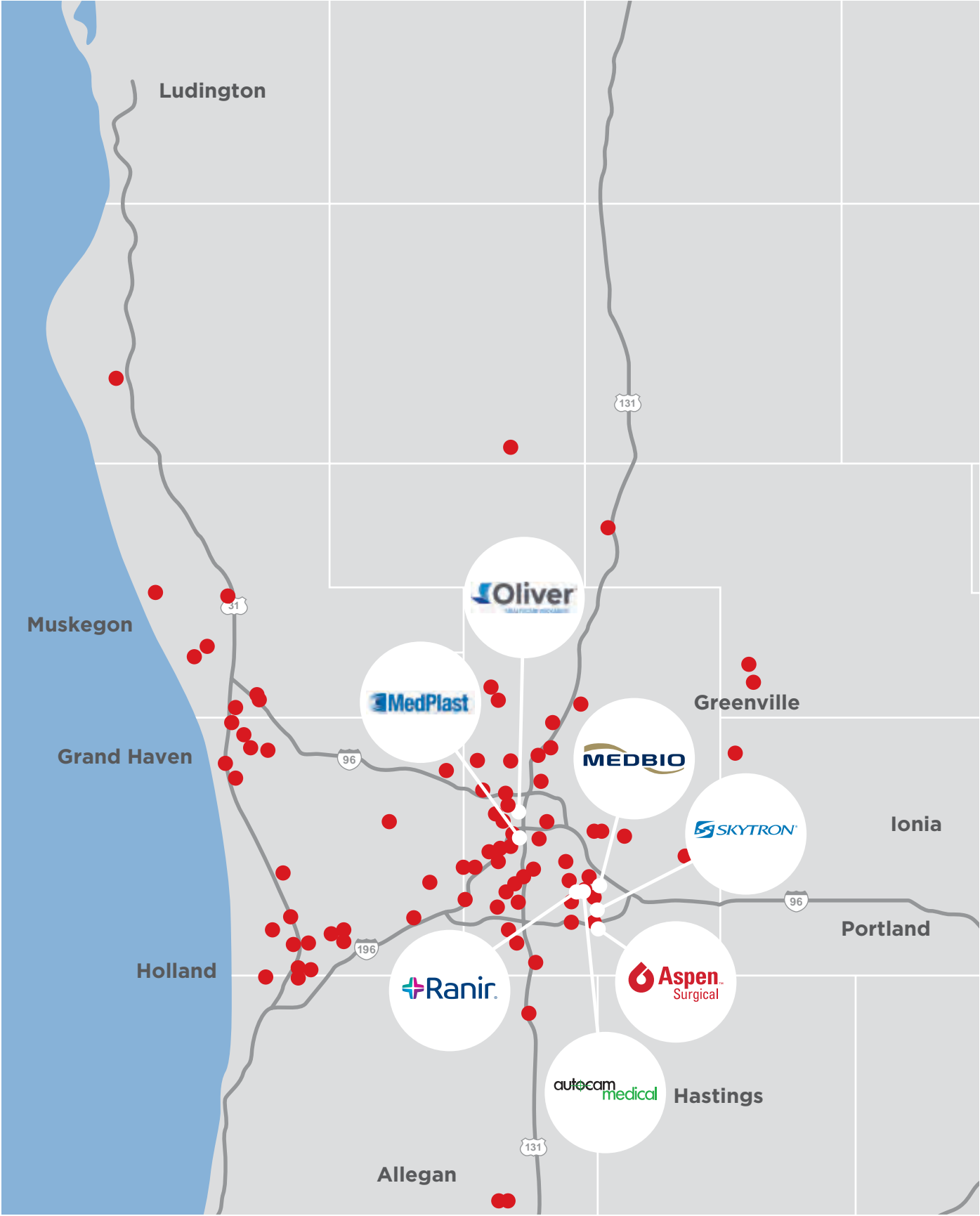
AVERAGE
EARNINGS

\$71,604

See Map on Back

MEDICAL DEVICE MANUFACTURING
CLUSTERS AND NOTABLE COMPANIES

● Additional Medical Device Companies



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

COMPANY	COMMUNITY	EMPLOYEES
Arconic	Whitehall, MI	2,350
GE Aviation	Grand Rapids, MI	1,326
L-3 Avionics Systems	Grand Rapids, MI	479
Woodward FST	Zeeland, MI	290
Jedco	Grand Rapids, MI	148
Pratt & Whitney Component Solutions	Norton Shores, MI	106

[See Map on Back](#)

SECTOR OVERVIEW



TOTAL JOBS

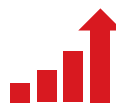
9,836



LOCATION
QUOTIENT

0.55

(55% below the
national average)



JOB GROWTH
2013-2017

15.3%

(National Rate: 6.5%)



TOTAL
ESTABLISHMENTS

312

(71 AS9100
Certified Manufacturers)



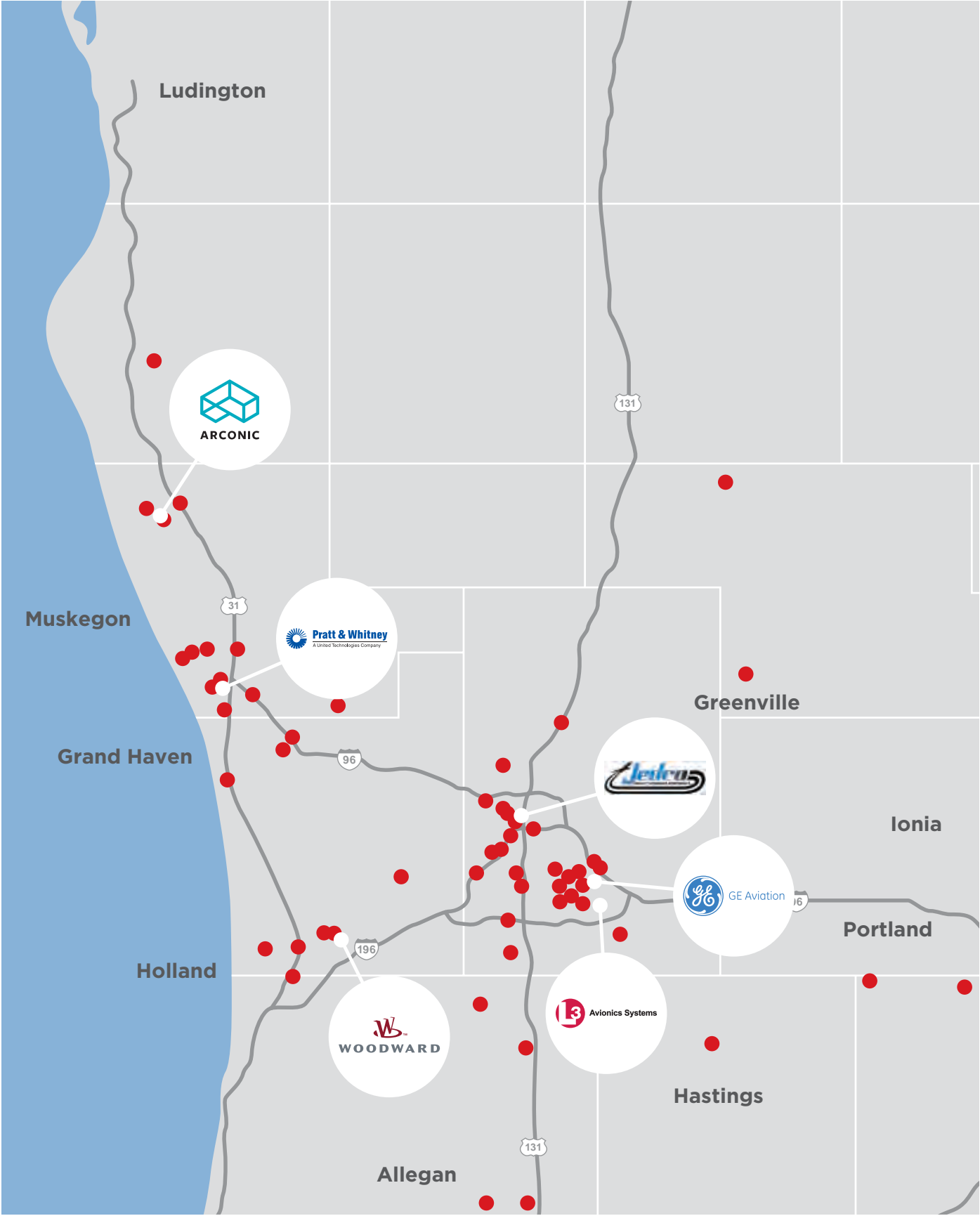
AVERAGE
EARNINGS

\$76,008

(National Average: \$88,069)

**AEROSPACE AND DEFENSE MANUFACTURING
CLUSTERS AND NOTABLE COMPANIES**

● Additional Aerospace and Defense Companies



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

COMPANY	COMMUNITY	EMPLOYEES
Kellogg's	Grand Rapids, MI	500
Roskam Baking	Grand Rapids, MI	1,800
Hearthside Food Solutions	Grand Rapids, MI	1,143
Nestlé Gerber	Newaygo, MI	1,366
Yoplait	Reed City, MI	370
Coca-Cola	Grand Rapids, MI	495
Founders Brewing Company	Grand Rapids, MI	325
Michigan Turkey Producers	Grand Rapids, MI	775
Request Foods	Holland, MI	600

[See Map on Back](#)

SECTOR OVERVIEW



TOTAL JOBS

17,313



LOCATION
QUOTIENT

1.94

(94% above national average)



JOB GROWTH
2013-2017

13.3%

(National Rate: 9.4%)



TOTAL
ESTABLISHMENTS

207



AVERAGE
EARNINGS

\$58,542

**FOOD PROCESSING MANUFACTURING
CLUSTERS AND NOTABLE COMPANIES**

● Additional Food Processing Companies



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.

NOTABLE OFFICE FURNITURE MANUFACTURING COMPANIES

COMPANY	COMMUNITY	EMPLOYEES
Herman Miller, Inc.	Holland/Zeeland, MI	3,621
Steelcase, Inc.	Grand Rapids, MI	3,500
Haworth, Inc.	Holland, MI	2,000
Irwin Seating Company	Grand Rapids, MI	390
American Seating	Grand Rapids, MI	400
Knape & Vogt Manufacturing Co.	Grand Rapids, MI	550
Leggett & Platt Work Furniture Group	Grand Rapids, MI	450
Nucraft	Comstock Park, MI	370

[See Map on Back](#)

SECTOR OVERVIEW



TOTAL JOBS

16,422



LOCATION
QUOTIENT

7.11

(7x national average)



JOB GROWTH
2013-2017

11.6%

(National Rate: 8.1%)



TOTAL
ESTABLISHMENTS

136



AVERAGE
EARNINGS

\$74,801



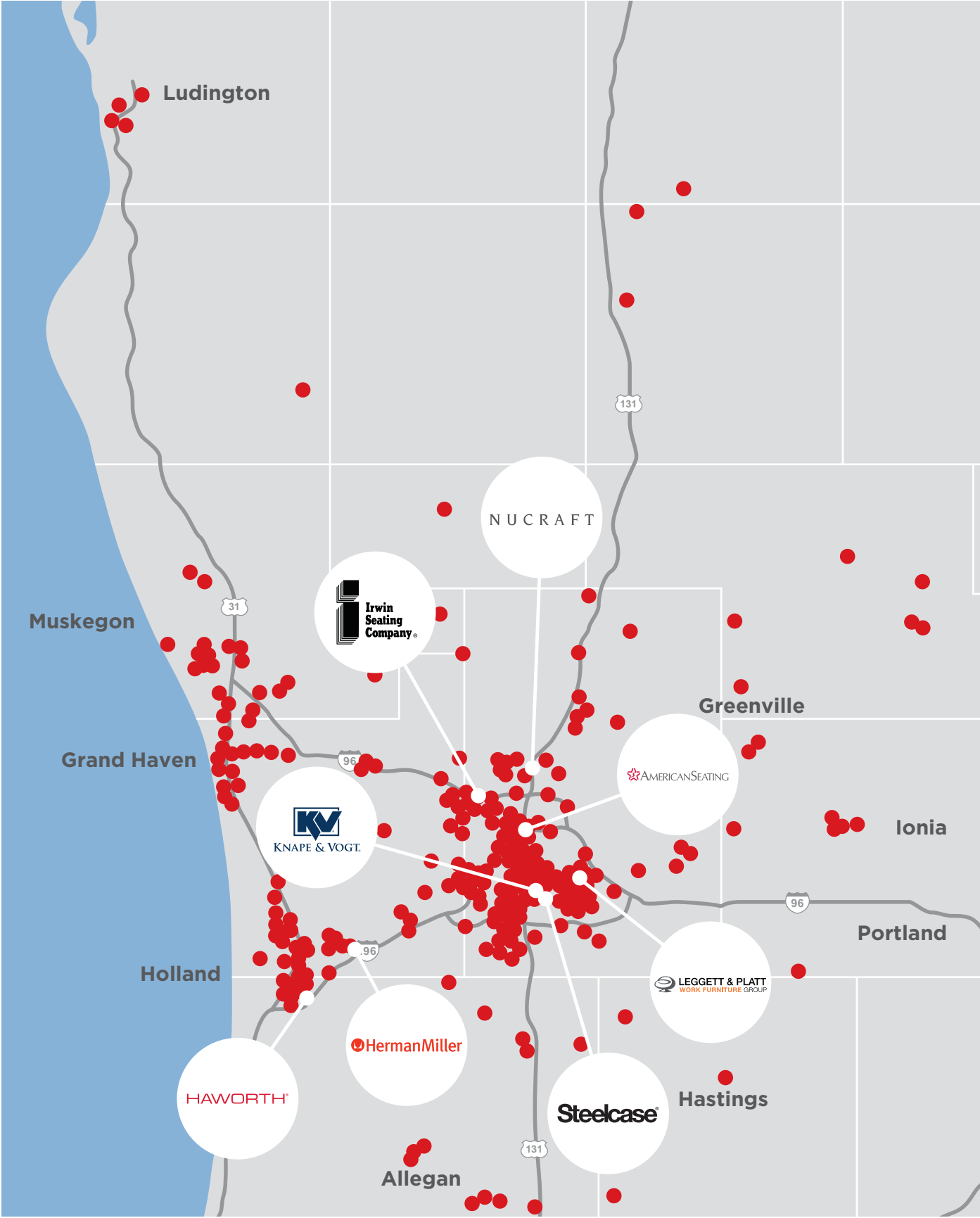
ANNUAL EXPORTS

\$2 B

(2013 Source
W.E. Upjohn Institute)

OFFICE FURNITURE MANUFACTURING
CLUSTERS AND NOTABLE COMPANIES

● Additional Office Furniture Companies



REGIONAL SUPPLY CHAIN



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.

SUPPLY CHAIN SECTOR



Plastics - NAICS 3261

10,945

112

Metal - NAICS 332

19,883

580

Wood - NAICS 321

3,208

114

Foundries - NAICS 3315

5,017

33

Tool & Die - NAICS 333514

4,080

125

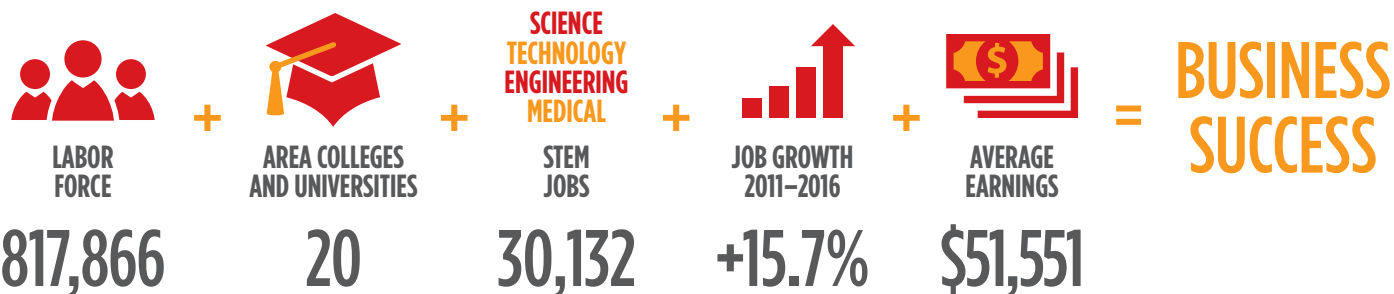


JOBS



ESTABLISHMENTS

TALENT AND WORKFORCE



REGIONAL OVERVIEW

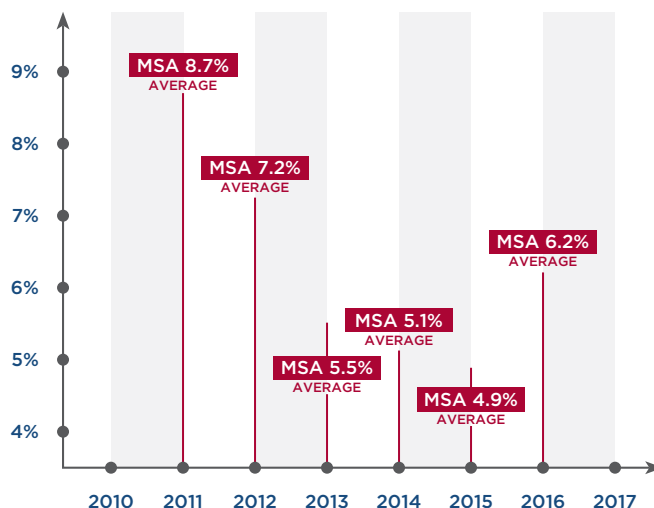
A workforce of 815,000+ available today and a pipeline of future talent coming from over 20 area colleges, universities and workforce development programs. That's how West Michigan is ensuring you have the workforce support companies need to succeed in the region.

NOTABLE OCCUPATIONS

Machinists	(51-4041)	4,992
Industrial Engineers	(17-2112)	4,376
Tool and Die Makers	(51-4111)	2,829
Production Supervisors	(51-1011)	6,112
Production Assemblers	(51-2092)	21,818

UNIONIZATION RATES

PRIVATE INDUSTRY UNION MEMBERSHIP BY PERCENTAGE



Data Source: Georgia State University, unionstats.gsu.edu

TOP MANUFACTURING OCCUPATIONS

MANUFACTURING OCCUPATION	JOBS (2013)	JOBS (2017)	% CHANGE	% OF TOTAL INDUSTRY JOBS	MEDIAN HOURLY EARNINGS
Team Assemblers	14,761	17,504	19%	11.4%	\$13.68
First-Line Supervisors of Production and Operating Workers	4,838	5,338	10%	3.5%	\$27.02
Inspectors, Testers, Sorters, Samplers, and Weighers	4,347	4,909	13%	3.2%	\$14.36
Machinists	4,052	4,627	14%	3.0%	\$17.54
Industrial Engineers	3,270	3,850	18%	2.5%	\$35.83
Packaging and Filling Machine Operators and Tenders	3,318	3,733	13%	2.4%	\$12.15
Laborers and Freight, Stock, and Material Movers, Hand	3,247	3,636	12%	2.4%	\$12.00
Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	3,278	3,531	8%	2.3%	\$14.21
Helpers--Production Workers	3,180	3,461	9%	2.3%	\$11.71
Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	3,067	3,342	9%	2.2%	\$13.81
Electrical and Electronic Equipment Assemblers	2,627	3,337	27%	2.2%	\$13.69
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	2,910	3,286	13%	2.1%	\$27.73
Industrial Machinery Mechanics	2,419	2,881	19%	1.9%	\$21.72
Computer-Controlled Machine Tool Operators, Metal and Plastic	2,301	2,776	21%	1.8%	\$17.11
Tool and Die Makers	2,487	2,762	11%	1.8%	\$23.70
Packers and Packagers, Hand	2,398	2,738	14%	1.8%	\$9.86
Mechanical Engineers	2,319	2,690	16%	1.8%	\$33.14
Industrial Truck and Tractor Operators	2,136	2,498	17%	1.6%	\$14.02
Welders, Cutters, Solderers, and Brazers	2,254	2,459	9%	1.6%	\$16.58
Shipping, Receiving, and Traffic Clerks	2,185	2,391	9%	1.6%	\$14.92
Maintenance and Repair Workers, General	2,164	2,389	10%	1.6%	\$17.28
General and Operations Managers	1,992	2,170	9%	1.4%	\$46.30
Industrial Production Managers	1,907	2,149	13%	1.4%	\$46.83
Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	1,719	1,968	14%	1.3%	\$13.85
Office Clerks, General	1,811	1,965	9%	1.3%	\$16.03
Customer Service Representatives	1,666	1,864	12%	1.2%	\$16.15
Food Batchmakers	1,416	1,640	16%	1.1%	\$16.26

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

INTERNATIONAL AND EXPORTS

AT A GLANCE

\$7.859 B

Total Value
of Exp6rts,
2014

42nd of 100

13.5%

Exports as a
Share of Metro
Area GDP, 2016

13th of 100

49,000

Total Export
Supported Jobs,
2016

39th of 100

+2.0%

Growth in Value
of Exports,
2008-2016 (ann.)

37th of 100

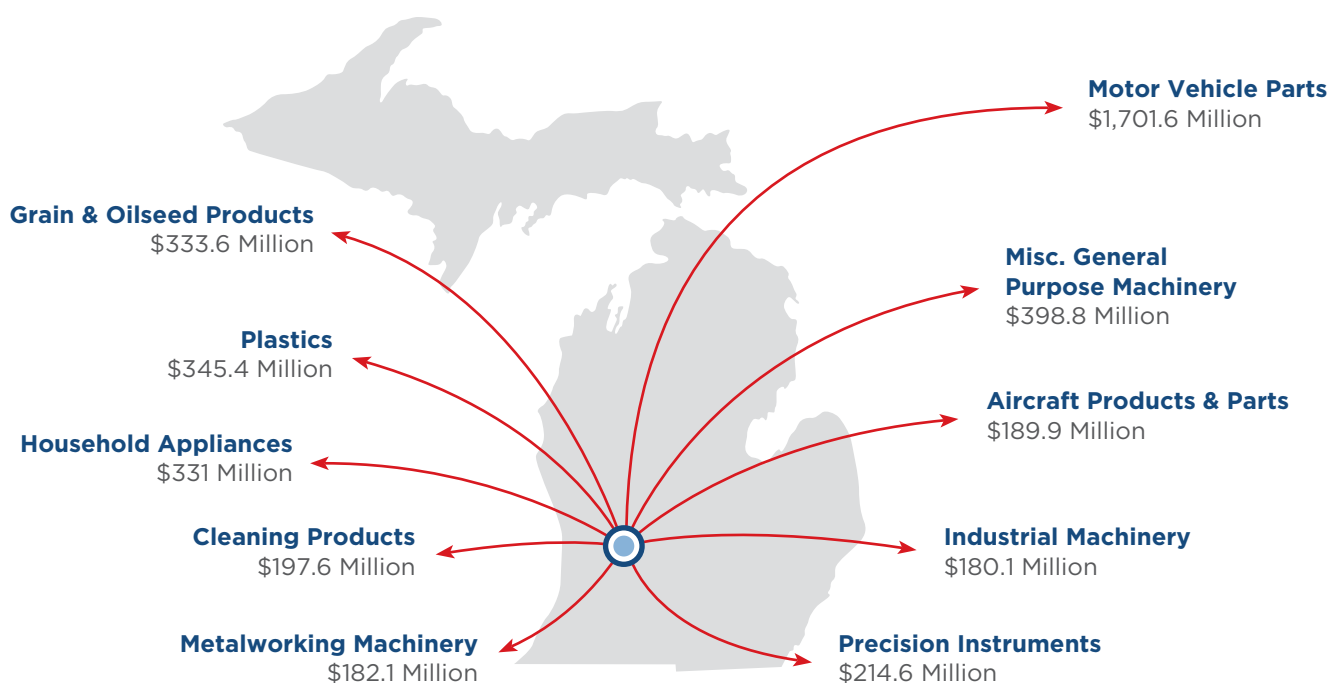
+2.5%

Growth in Value
of Exports,
2003-2016 (ann.)

16th of 100

EXPORTS

10 LARGEST INDUSTRIES BY VALUE OF EXPORTS



INTERNATIONAL ECONOMIC DEVELOPMENT PROJECTS 2014–2015

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

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.





WEST MICHIGAN AT A GLANCE

THE HEART OF MICHIGAN'S GROWTH STORY

Located between Chicago and Detroit, West Michigan is a growing region of more than 1 million people. At its core is the city of Grand Rapids, the state's second-largest city.

There is an energy pulsating from West Michigan that is felt throughout the state. Our business and community leaders have set in motion an unprecedented level of growth and investment throughout the region that has made West Michigan a destination for business success.

More than 130 international companies are located here as well as four of Forbes Largest Private Companies. The global headquarters for such companies as Amway, Steelcase, Herman Miller, Haworth, Wolverine Worldwide, and BISSELL, West Michigan has become a world-class center for advanced manufacturing and life science innovation.

QUICK FACTS

- Global Trade Magazine ranked Grand Rapids among the top 10 "Emerging Cities" in the US for global trade
- West Michigan's economy is the 5th fastest-growing economy in the U.S.
- The Wall Street Journal recognized Grand Rapids as the 2nd best place to live in the United States
- Forbes named Grand Rapids the Best City for Raising a Family due to low cost of living and having a school system that ranks in the top third in the county.

CENTERS OF EXCELLENCE

- Smart Manufacturing
- Life Sciences
- Agribusiness
- Aerospace & Defense
- Information Technology

GRAND RAPIDS MSA OVERVIEW

- Total Population (2016): 1,047,100
- Growth Rate for Previous 5 Years: 5.1%
- Jobs (2016): 588,089
- Average Earnings (2016): \$53,094
- Gross Regional Product (2016): \$56,478,485,756

INDUSTRY HIGHLIGHTS

- The world headquarters for such companies as Amway, BISSELL, Steelcase, Herman Miller, and Wolverine World Wide
- 8th largest biopharmaceuticals cluster in the U.S
- #13 among states for individuals in science & engineering occupations as a percentage of workforce
- The food & agriculture industry in Michigan contributes \$91.4 billion annually to the state's economy.

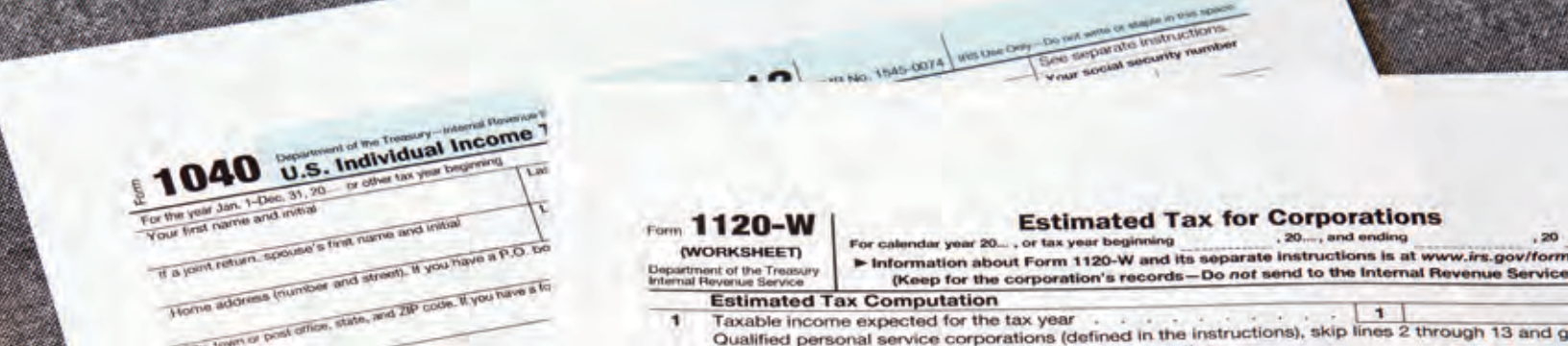
Citations

Data source: Economic Modeling Specialists International (EMSI) / www.economicmodeling.com.

COST OF DOING BUSINESS

TAX INFORMATION

CATEGORY	TAX RATE	DETAILED INFORMATION
Personal Income Tax	4.25%	Michigan's personal income tax system consists of a flat rate of 4.25% of an individual's or household's income.
Corporate Income Tax	6%/4.25%	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%.
Sales and Use Taxes	6%	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.
Gasoline/Fuel Tax	\$0.39/gallon	Michigan's gasoline tax stands at 39.1¢, while its cigarette tax stands at \$2.
Personal Property Tax	phasing out	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.
State Essential Services Assessment	0.24%-0.09% (declining over time)	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.
Real Property Taxes	\$49.20 per \$1,000 (average) 4.92% (average)	<p>Michigan is one of the 37 states that collect property taxes at both the state and local levels. Both real property (fixed property; principally land & buildings) and personal property (movable property; belongings exclusive of land & buildings) are assessed at 50% of current true cash value.</p> <p>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.</p> <p>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.</p> <p>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 & development, engineering, remanufacturing and storage of in-process materials.</p>



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.



WEST MICHIGAN

AT A GLANCE

2017

- #1 – Fastest Growing US Economy – Grand Rapids, **HeadlightData.com**
- #19 – Best Cities in the US – Grand Rapids, **USNews.com**
- Grand Rapids named the 2nd best place to be a Millennial, **Trulia.com**
- #3 – Big Cities with the Healthiest Housing Markets – Grand Rapids, **SmartAsset.com**
- #4 – “Housing Markets to Watch 2017” – Grand Rapids, **Trulia.com**
- #5 – Best Large Cities to Start a Business – Grand Rapids, **WalletHub.com**

2016

- Ranked 3rd in 2016 Leading Locations Report from **Area Development Magazine**
- Grand Rapids ranked 7th “Best Place to Live in the U.S for Quality of Life” in 2016 by **News and World Report**
- #2 – Best large city to start a business by **Wallethub.com**
- Grand Rapids ranked one of Top 20 best places to live in the U.S. by **U.S. News and World Report**
- Grand Rapids the best city in the U.S. to invest in housing by **Forbes**
- Ford Airport ranked #1 airport in North America by **Airports Council International (ACI)**
- Michigan ranks No. 6 in nation for major new corporate facilities by **Site Selection Magazine**
- #2 Best place to own a home by **porch.com**
- Grand Rapids’ Zoo School named among 14 most innovative in America by **Tech Insider**
- Top 10 US Supply Chain Schools of 2016 – MSU, Western, & Michigan by **U.S. News and World Report**
- The Right Place ranked one of the best economic development organizations in the nation by **Global Trade Magazine**

2015

- Ranked #1 city to raise a family out of 100 largest metros by **Forbes**
- Named 2nd Best U.S. city to find a job by **Forbes**
- Ranked #3 city in the nation for economic growth by **The Detroit Free Press**
- Spectrum Health ranked in the top 50 for 10 specialties by **U.S. News and World Report**
- #1 place to visit in “Top 15 places to visit in the U.S. for 2015” by **Groupon**
- First place in the U.S. Conference of Mayors/USA Funds 2015 National Education Pathways with a Purpose Awards Program by **SYS-Con Media**
- Ranked 3rd in Cities Leading A U.S. Manufacturing Revival by **Forbes**
- Ranked 3rd in 2015 Leading Locations Report from **Area Development Magazine**



COMPETITIVENESS REPORTS

SOURCE	REPORT	RANKING (BEST TO WORST)	METHODOLOGY
Area Development Magazine	Leading Locations Report (2015)	#3/373	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.
CNBC	America's Top States for Business (2015)	#22/50	Index based on 51 measures of competitiveness developed with input from business groups including the National Association of Manufacturers and the Council on Competitiveness.
CNBC	Cost of Doing Business (2015)	#17/50	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.
SBE Council	Best and Worst State Tax Systems for Entrepreneurship and Small Business (2015)	#13/50	Index pulls together 21 different tax measures, and combines those into one tax score for each state.
Tax Foundation	State Business Tax Climate Index	#13/50	Index built on five components: individual income tax, sales tax, corporate income tax, property tax and unemployment tax.
Forbes	America's Smartest Cities Report (2014)	#4/380	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.
Manhattan Institute	America's Top Metros: Who's Leading the Recovery, and Why (2014)	#3/100 Largest 100 MSAs	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.
Beacon Hill Institute	13th Annual State Competitiveness Report (2014)	#32/50	A compilation of 8 different measures: government and fiscal policy, security, infrastructure, human resources, technology, business incubation, openness and environmental policy.



REGIONAL 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 (CRProgram) 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 7,700 travelers pass through Gerald R. Ford International Airport each day.
- 2.6 Million passengers traveled through Gerald R. Ford International Airport in 2017.
- Gerald R. Ford International Airport is the 79th 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 241,600 pounds of air cargo pass through Gerald R. Ford International Airport each day, more than 121 tons per day!
- More than 88 million pounds of air cargo passed through Gerald R. Ford International Airport in 2017.

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.
- The airport generates \$3.1 billion in economic output for the West Michigan region.
- 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 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.



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. A federally designated high speed rail corridor, served by Amtrak, connects Grand Rapids to Chicago.



**CANADIAN
PACIFIC
RAILWAY**



MANUFACTURING FACTS

- Manufacturing directly employs more than 610,000 individuals in Michigan,
- Manufacturers account for 13.0% of total nonfarm employment in Michigan,
- 22% of Michigan's Gross State Product comes from manufacturing,
- Michigan accounts for 20% of all U.S. auto-related jobs,
- From 2017 to 2017, Michigan added more than 18,500 jobs.
- 42% of all engineers in Michigan are employed by a manufacturer
- Women, a growing subsector of the manufacturing workforce, represent approximately 27% of manufacturers in Michigan,



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