Guidehouse Michigan GROWTH OFFICE

AUGUST 2025

Building Michigan's Economic Resilience:

Policy Insights and Regional Case Studies

Prepared in collaboration with the Michigan Growth Office

This report illustrates the interconnectivity of population growth and economic resilience and identifies opportunities to strengthen Michigan's future economic wellbeing

In 2024, the Michigan Growth Office was established to lead the state's population strategy. To build on existing efforts and inform future initiatives, this report explores how the state can invest in economic resilience to strengthen and grow Michigan's communities.

Report Sections

Limitations of analysis for consideration

Limitations

1. **Complexity of Population Dynamics and Economic Resilience:** Many factors contribute to individuals' decisions to move into or out of a state, or to grow their families within it. Similarly, a geography's economic resilience is dependent on a variety of variables. While this report highlights patterns and correlations, it does not imply a singular or causal relationship between any one factor and population change or economic resilience.

2. **Context of Case Studies:** Counties were selected for case studies and leading practices research based on strong economic and population performance during the Great Recession. Identified leading practices are not intended to be one-size-fits-all solutions, but illustrations of what has worked within specific contexts.

3. **Historical Data Limitations:** Analyses of Great Recession-era performance rely on publicly available data; however, pre-2010 metrics and datasets are less consistent or comprehensive compared to those of more recent years. Selected datasets and trends may reflect varying availability of such metrics in historical reporting.

4. **Recommendations and Leading Practices:** The strategies included in the report are meant to be illustrative, not exhaustive. They are intended to inform state- and local-level decision-making, not prescribe uniform approaches across communities with varying needs.

Table of Contents

Michigan is experiencing promising population growth; however, continued intervention is necessary to change the shape of the state's population curve

Why is population growth important?

Economic vibrancy: A growing population drives economic vibrancy by expanding the labor force and consumer base – contributing to innovation, business growth, and GDP expansion.

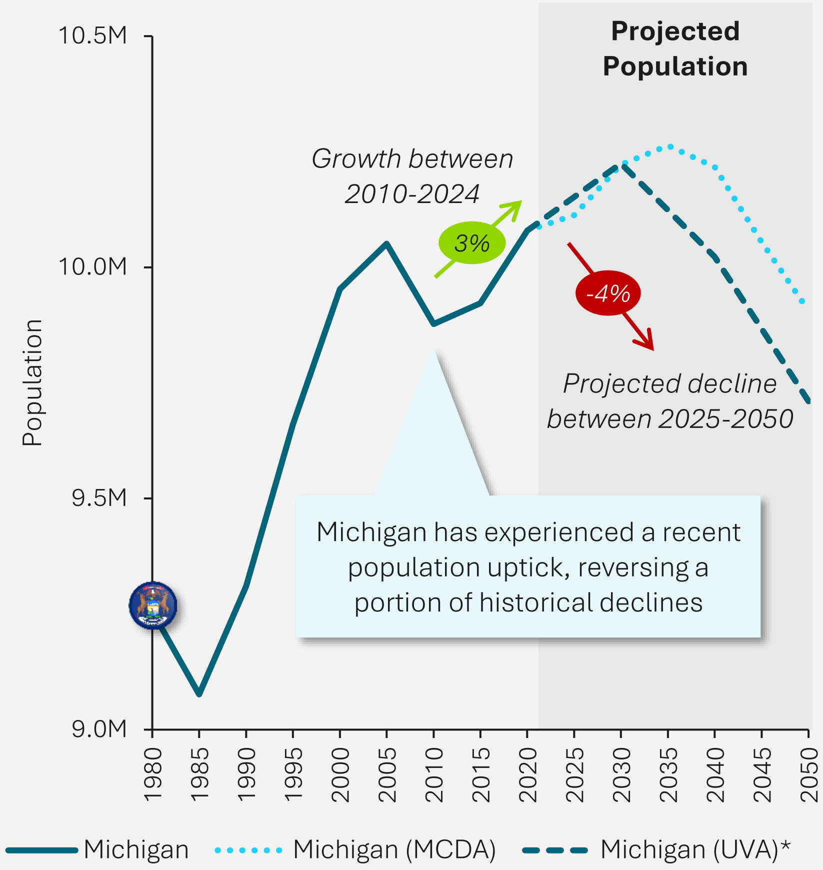
Tax revenue: More residents translate to additional personal income, sales, and property tax revenue.

Public investment: A growing tax base enables increased investment in critical public goods and services such as housing, transit, healthcare, education, and infrastructure.

Community well-being: Continued investment in public infrastructure improves quality of life by supporting schools, parks, and healthcare systems.

Without continued investment, Michigan's population is expected to decline by 2035

Michigan Actual and Projected Population, 1980-2050

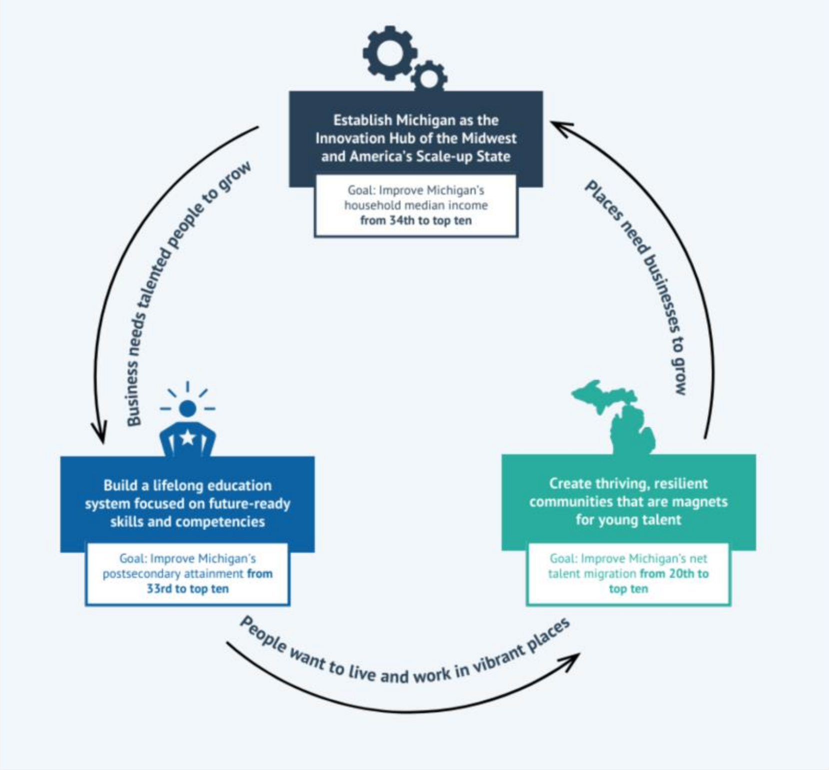


Sources: US Census Bureau, Federal Reserve Bank of St. Louis, Michigan State Housing Development Authority, State of Michigan House Fiscal Agency, Upper Michigan Source, Pure Michigan

Economic resilience and population growth are mutually reinforcing – while population growth drives economic resilience, economic resilience also facilitates healthy population growth

Michigan has proactively invested in population growth focusing on driving innovation, building thriving communities, and promoting lifelong education

Michigan Growth Office Goals and Priorities



Michigan can build on and accelerate this strategy by investing in population growth and economic resilience

Sustained population growth is imperative for long-term economic vitality.

Without continued investment in population growth, regions may face workforce shortages and imbalanced population pyramids. Attracting working age individuals can help promote economic growth.

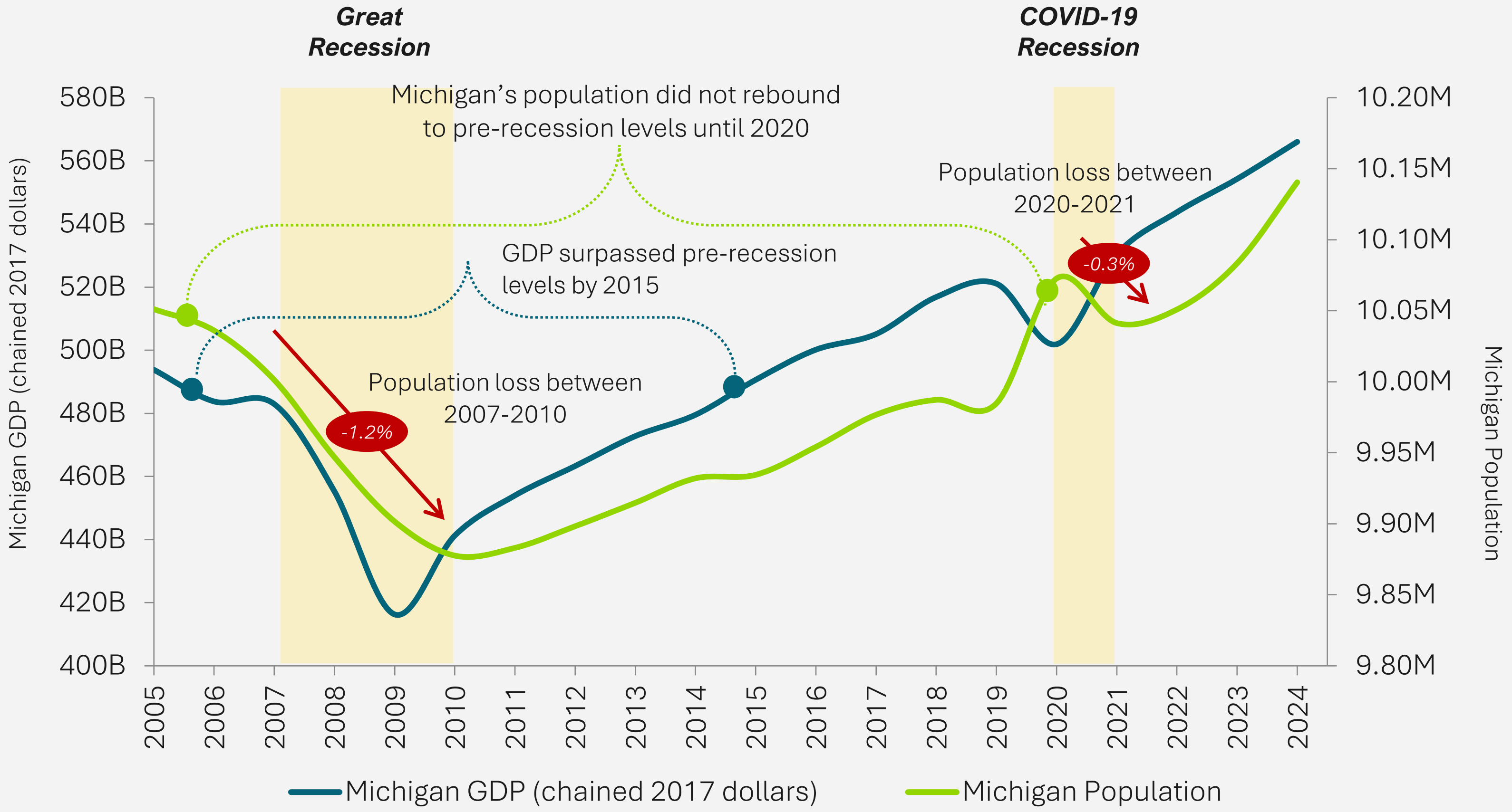
At the same time, economic resilience allows regions to adapt to and recover from downturns.

Periods of economic downturn can incite population loss within communities. Holistic investments in workforce, infrastructure, industry diversification, education, and more can help drive economic resilience and prevent significant population decline during recessions.

Without proactive planning, periods of national economic downturn can exacerbate population decline, making recovery more difficult and prolonging fiscal instability

Historically, Michigan has experienced pronounced population declines during periods of national economic downturn

Michigan GDP and Population, 2005 – 2024



Population loss exacerbates economic hardship, creating a negative feedback loop

If Michigan's population declines as predicted and loses ~524,500 residents by 2050, this could result in a loss of the following for Michigan:[1]

- **~104k** in employment
- **~$11.2B** in GDP (value added)
- **$1.08B** in county and state taxes

1. Values reported in 2023 dollars.

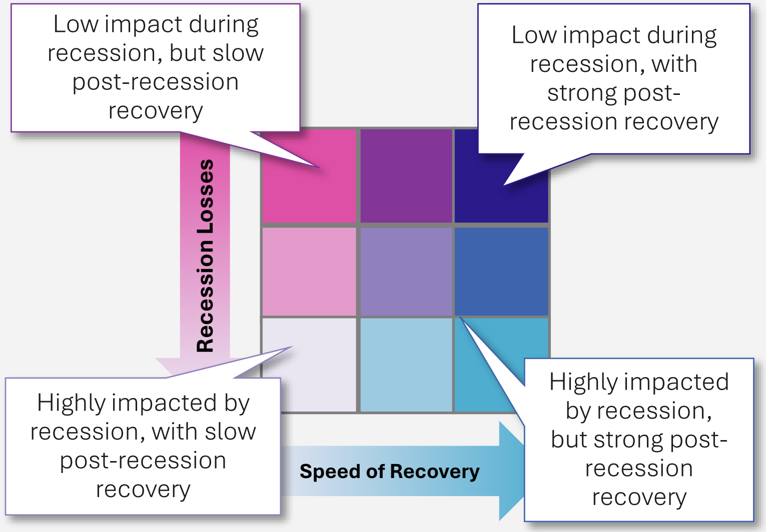
Most counties in Michigan demonstrated lower levels of economic resilience during and after the Great Recession

Economic resilience can be demonstrated by a region's capacity to withstand substantial shocks to GDP and recover rapidly

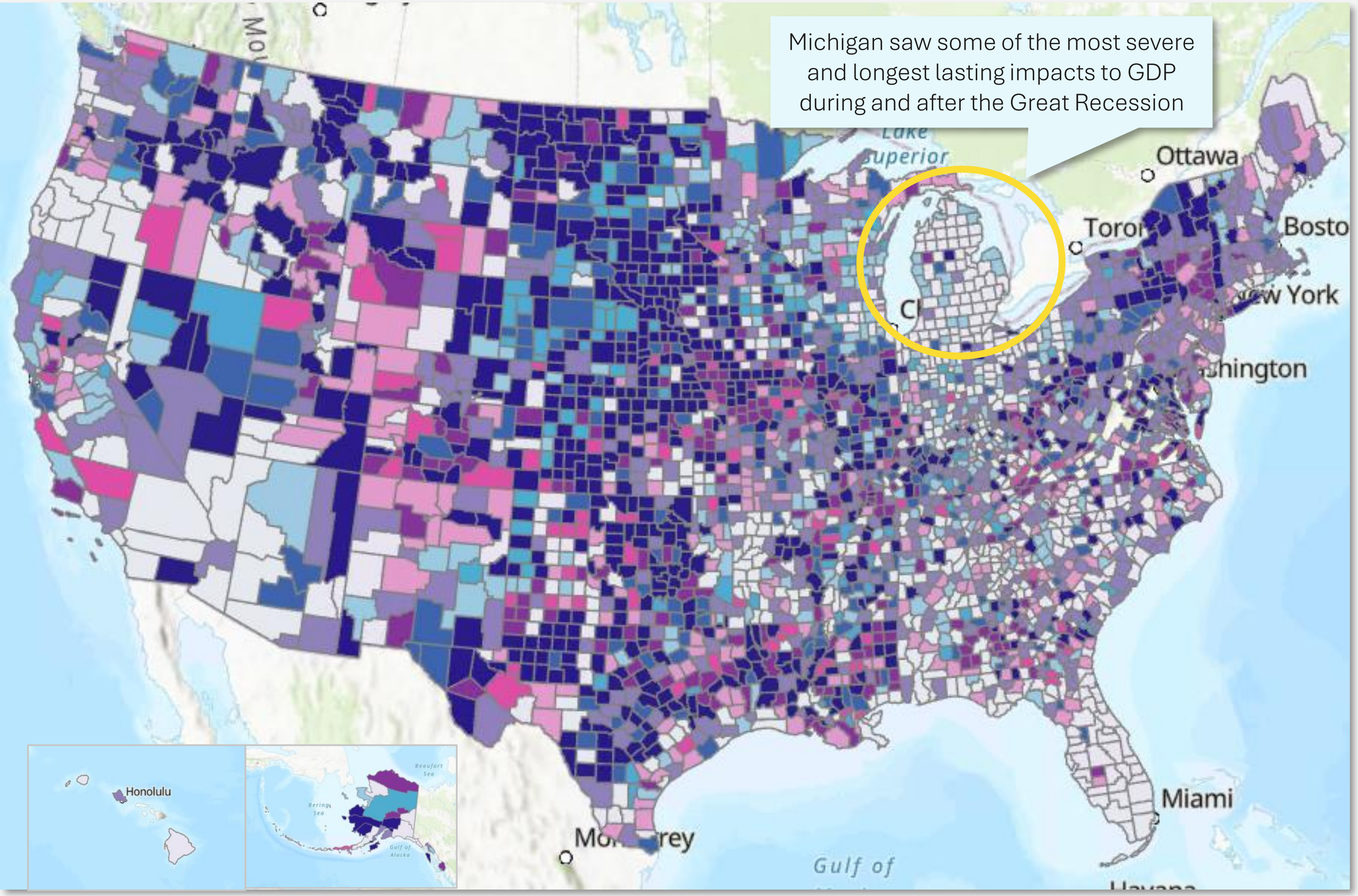
The bivariate map to the left categorizes counties based on two factors: 1) GDP retention during the Great Recession, and 2) GDP recovery in the years directly after the Great Recession.

Retention: % of 2007 GDP retained in 2009

Recovery: % of 2007 GDP recovered in 2011



Economic Resilience by County During and After the Great Recession



Sources: BEA

This report offers insights from counties that demonstrated resilience during previous downturns to identify leading practices and intervention approaches

Counties across the US were evaluated based on past resilience, current macroeconomic performance, and growth of the young adult population (slides 39-41). Six counties were selected for further evaluation and a leading practice analysis. These counties were evaluated against metrics that contribute to economic resilience. The table below visualizes their performance relative to the national average.

Six counties offered a variety of economic resilience intervention models. They demonstrated the importance of each of the six areas of the framework, with especially pronounced interventions in the areas of economic diversification, education and workforce, and physical infrastructure.

	Economic Security	Economic Diversification	Education and Workforce	Physical Infrastructure	Community Resources	Social Mobility
King County, WA *Proactive investments in workforce development and learning assistance*	=	✓	✓	✓	=	✓
Wake County, NC *Technology & innovation hub with rising median incomes*	✓	✓	✓	✗	=	✓
Denver County, CO *Young adult attraction through community and outdoor recreation investment*	=	✓	✓	✓	=	✗
Fulton County, GA *Business incentives that support a diverse and resilient economy*	=	✓	✓	✓	✗	✗
Harris County, TX *Industrial diversification efforts that have supported economic resilience*	=	✓	=	✗	=	✗
Suffolk County, MA *Commitment to innovative educational support and economic mobility programs*	✗	✓	=	✓	✗	=

Key			
Key	✓ Performed at or above 5% of the national average	= Performed between -5% to 5% of the national average	✗ Performed at or below -5% of the national average

Michigan can spark growth and strengthen the building blocks of economic resilience across individuals, communities, and industries

The framework below identifies investment areas that can help bolster economic resilience, along with sample interventions to support recovery, shared prosperity, and healthy growth.

What drives economic resilience?

Minimize negative impacts | *Increase speed of rebound*

Economic Security	Access to income, housing, and essential services that support household stability
Economic Diversification	A varied industry base and strong business ecosystem that reduce sector dependence
Education and Workforce	A skilled, educated labor force ready to meet shifting economic and employer needs
Physical Infrastructure	Reliable infrastructure, transit, and utility systems that support economic activity
Community Resources	Safe, connected communities with schools, parks, and amenities that attract residents
Social Mobility	Programs that expand access to healthcare, childcare, and critical services

Sample Interventions

Economic Security

- Business attraction and retention programs that emphasize living wages
  Supplemental wages for key occupations (e.g., K-5 teachers)
- Homeownership and down payment assistance program

Economic Diversification

- Industry diversification program
- Innovation hub and cluster development
- Tax credits for innovative industries
- Startup loan program

Education and Workforce

- Programs that facilitate access to high-quality education
- Learning assistance program
- Apprentice programs / workforce training coupled with supportive services
- No interest loans to pay for higher education

Physical Infrastructure

- Infrastructure upgrades in roads, bridges, stormwater, and wastewater
- Coordinated land use and transit planning
- Port expansion
- Electricity and grid modernization

Community Resources

- Parks and recreation expansion
- Government agency website modernization to support constituent interactions

Social Mobility

- Basic income supplementation program for vulnerable populations
- Childcare financial assistance

Investing in economic resilience can help to minimize any negative economic and population impacts, while supporting sustained growth

Michigan can make targeted investments across the six areas of the framework, in alignment with the Michigan Growth Office's existing priorities, to help drive both economic resilience and population growth

Population Growth Priority Area Alignment

Framework Area	Opportunity	Recommendation
Economic Security	Despite progress, Michigan trails on median income when compared to growth cohort counties.	**Raise incomes and reduce housing cost burdens** through high-growth jobs, connecting business attraction strategies to living wages, and homeownership support.
Economic Diversification	When compared to growth cohort counties, Michigan ranks last in both economic diversity and new business formation.	**Broaden Michigan's economic base** by continuing to invest in strengthening the entrepreneurship ecosystem and investing in emerging sectors.
Education and Workforce	Michigan's bachelor's degree attainment, young adult population share, and labor force participation lag the growth cohort.	**Expand access to quality education options and affordable higher education and align training with in-demand jobs** to boost youth labor participation and success.
Physical Infrastructure	When compared to growth cohort counties, Michigan has low transit usage and aging infrastructure systems, including stormwater, and, to a lesser degree, roads and bridges.	**Invest in infrastructure and modernize core elements and transit systems** to improve access, safety, and climate resilience.
Community Resources	Michigan ranks third in the cohort for K-12 enrollment and fourth for park access, with low 4th grade literacy and regional disparities in outcomes across the state.	**Invest in schools and community spaces** to boost livability in areas with declining enrollment, low student literacy, or limited amenities.
Social Mobility	While Michigan ranks 5th in the cohort for poverty, it demonstrates strong performance and outperforms growth cohort counties in terms of the uninsured and homeless population.	**Strengthen healthcare, childcare, and critical services** to support working families and reduce unmet household needs.

Key

- Establish MI as the Innovation Hub of the Midwest and America's Scale-up State
- Build a lifelong education system focused on future-ready skills and competencies
- Create thriving, resilient communities that are magnets for young talent

While Michigan has invested in and made progress across these categories, additional investments can help facilitate greater economic resilience

Table of Contents

Healthy population growth is a foundational component of a strong, prosperous economy

Healthy Growth Cycle

Population growth sets off a virtuous cycle of economic expansion, community investment, and improved community well-being and creates tangible benefits for Michigan's residents, businesses, and governments.

Population Projections

Unless action is taken and trends are changed, Michigan's population is projected to decline starting as early as 2035, risking disruption to the state's economy and communities. To prevent and minimize the impacts of decline, the state has made targeted investments to drive population growth.

Population's Impact on Economic Health

Attracting and retaining residents has a meaningful impact on Michigan's economy. Each Michigan household creates positive ripple effects in their economy and community by patronizing local businesses, thereby supporting jobs and generating GDP. If current projected losses are allowed to come to fruition, they could translate to a loss of $11 billion in GDP and $1 billion in tax revenue.[1]

Preparing for the Future

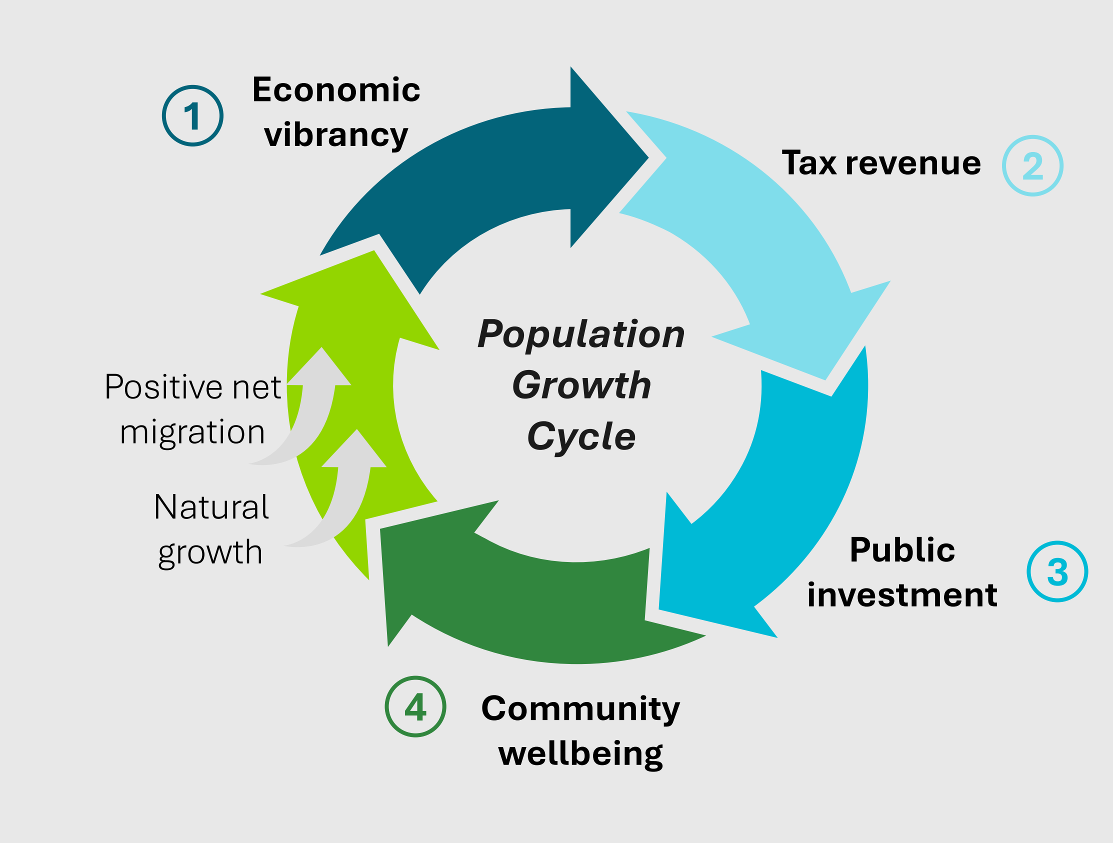
Economies encounter natural ebbs and flows. During periods of economic downturn, Michigan has historically experienced population loss. The state can prepare for these uncertainties by making targeted investments in population growth and economic resilience. Investing in economic resilience can help to minimize the economic and population impacts of future recessions, while supporting faster rebounds during recovery years.

1. See page 16 for notes on methodology.

Population growth is essential to Michigan's wellbeing, as it drives economic vibrancy, fiscal stability, and community vitality

Population growth sets off a virtuous cycle of economic expansion, community investment, and improved quality of life...

Healthy Growth Cycle – Illustrative



...creating tangible benefits for Michiganders and fueling further population growth

Benefits of Population Growth

1 Economic Vibrancy

A growing population boosts the economy by expanding the workforce, increasing consumer demand, and attracting new businesses.

2 Revenue Generation

More residents and businesses broaden the tax base for Michigan's state and local governments, increasing revenues through income, sales, property, and other taxes.

3 Public Investment

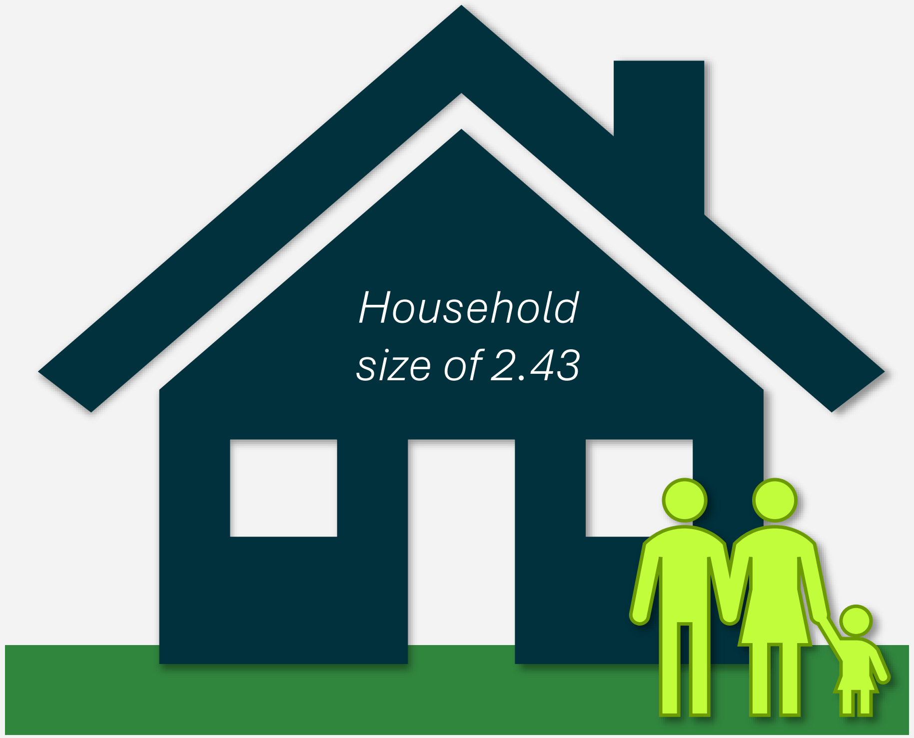
Additional revenue can be reinvested in public infrastructure and services, including transportation, education, healthcare, and green spaces.

4 Community Wellbeing

As quality of place improves, community wellbeing and resident satisfaction rise. Thriving communities attract and retain residents, reinforcing the healthy growth cycle.

Michigan households help fuel the healthy growth cycle by participating in the workforce, supporting GDP generation, and contributing to tax revenues

One ***household at the median income*** supports **GDP, labor income, and tax revenue in their community**



Key Economic and Workforce Statistics, Average Michigan Household

- **1.2** employed persons per household *(2023)*
- **$71,149** median household income *(2023)*
- **$134,000** GDP per household *(2023)*
- **$9,000** state tax paid per household *(2024)*

Sources: U.S. Census Bureau, KFF, Federal Reserve Bank of St. Louis, Michigan Center for Data and Analytics

1. Number of employed persons per household data point was estimated by dividing total employment by the number of households in Michigan. GDP is real GDP divided by the number of households in Michigan. Data for taxes was used for SFY2024 due to a one-time reduction in income tax in 2023. State tax collections per capita include property taxes, sales and gross receipts taxes, license taxes, income taxes, and other state taxes not classified elsewhere. To calculate state taxes collected per household, state tax collections per capita was multiplied by the average household size (2.43).

Each Michigan household also creates positive ripple effects across the economy through their spending power

The induced economic impacts of one median income Michigan household's **spending** includes…[1]

Induced Economic and Fiscal Impacts of Household Spending

One household's ***spending*** supports **jobs, GDP, and tax revenue in their community**

Spending of one MI household at the median income supports:

Economic Vibrancy	Tax Revenue
0.48 jobs	**$1,800** in county taxes
$29,000 in labor income	**$3,200** in state taxes
$52,000 in GDP (value added)	

If Michigan's population declines as predicted and loses ~524,500 residents by 2050, the state could lose $11 billion in GDP and $1 billion in tax revenue[2]

Estimated Induced Economic and Fiscal Impact of Predicted Population Loss

A loss of 524,500 people would equate to a **loss of ~216,000 households** (2.43 people/household in MI)

Reduction in Economic Vibrancy	Reduction in Tax Revenue
104,000 in employment	**$399M** in county taxes
$6.2B in labor income	**$683M** in state taxes
$11.2B in GDP (value added)	

1. Note that the economic impact values include only *induced* impacts from the spending of one household's income ($71,149) in Michigan. Induced effects capture the economic impacts created by household spending of labor income on goods and services such as housing, groceries, and utilities. Values are reported in 2023 dollars.

2. Notes: a) Calculations are based on population loss Michigan is projected to experience by 2050 according to UVA Cooper Center demographic projections. b) IMPLAN analysis is designed to examine economic impacts within a given year; however, the impact of population loss is compounded over many years. For these figures, it is assumed that the population loss occurred in one year for the purposes of providing a directional estimate of economic impact. c) Values are reported in 2023 dollars.

Sources: U.S. Census Bureau, IMPLAN Analysis

Investing in economic resilience can help to prevent and minimize the impacts of population loss

This report focuses on Michigan's historic, current, and projected population outcomes and the types of holistic investments that the state can explore to **sustain population growth** and **facilitate economic resilience**. By holistically investing in people, industries, and places, Michigan can support resilient economies and growing communities.

Economic Resilience Driver	Description
Economic Security	State in which individuals, households, and communities can consistently access income, housing, and essential services that support household stability.
Economic Diversification	A varied industry base and strong entrepreneurial ecosystem that reduce dependence on any single sector and create resilience through innovation and business dynamism.
Education and Workforce	A skilled, educated labor force developed through aligned training, higher education, and workforce pipelines that meet evolving economic and employer demands.
Physical Infrastructure	Reliable infrastructure, transit, and utility systems that enable mobility, economic activity, and climate resilience across urban and rural areas.
Community Resources	Safe, connected communities with access to public spaces, strong schools, and other neighborhood amenities that support livability and attract families.
Social Mobility	Programs and policies that reduce barriers to opportunity by expanding access to healthcare, childcare, housing, critical services, and financial supports.

Table of Contents

The Growth Office is laying the foundation for long-term population and economic growth through targeted, locally aligned programming

Establishment of the Michigan Growth Office

The Michigan Growth Office was established in July 2024 in direct response to the Growing Michigan Together Council's recommendations, which called for a centralized, cross-agency effort to reverse population decline. Building on over two decades of economic development work, the Growth Office was created to lead a coordinated approach to talent attraction, retention, and regional revitalization.

Growth Office's Three-Pronged Approach

The Growth Office's work is organized around three core pillars: positioning Michigan as the innovation hub of the Midwest, building a lifelong education system focused on future-ready skills, and creating thriving, resilient communities that attract and retain young talent.

Program and Activity Achievements

In its first year, the Growth Office has launched a focused set of programs and storytelling campaigns that address the most urgent levers of growth: regional talent attraction, entrepreneurial and career support, and lifelong learning access. Each initiative is designed in partnership with local stakeholders and aligned to broader state policy goals, promoting both on-the-ground relevance and long-term scalability.

Emerging Outcomes

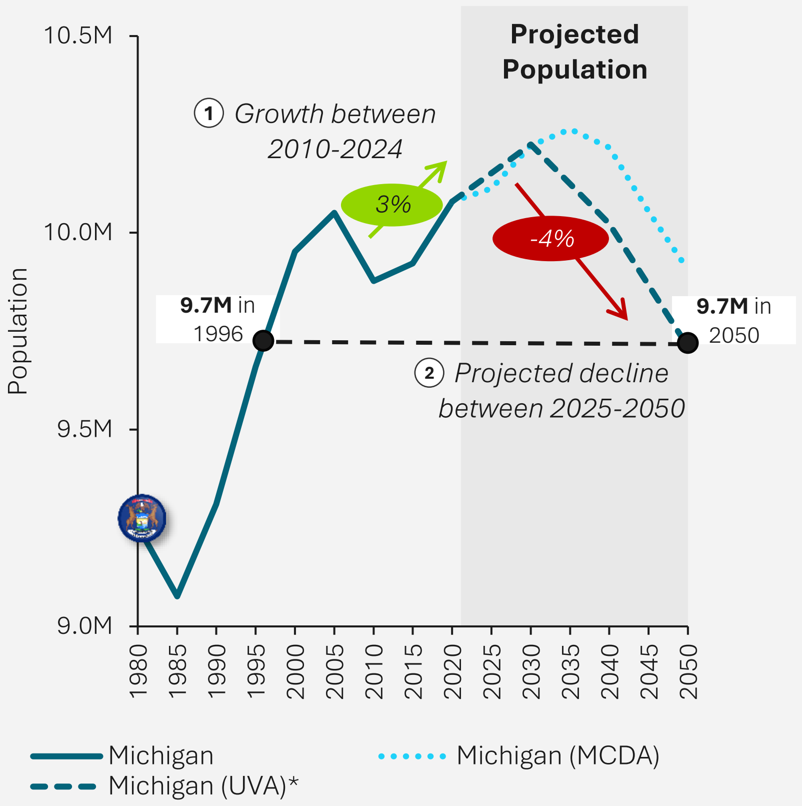
Even in its early stages, Growth Office programming has helped catalyze regional partnerships, deliver targeted grants, and shift public perceptions of Michigan as a destination for opportunity. Together, these initiatives provide a foundation on which longer-term outcomes – such as net talent migration and income growth – can continue to take root.

Through strategic investments, Michigan can correct projected population trends

- **In recent years, Michigan has experienced promising population growth** – regaining population lost during the Great Recession (1).
- **However, without action, the healthy growth cycle in Michigan would be at risk of destabilizing.** In the coming 25 years, projections show population loss and an increasingly "top-heavy" population pyramid that will threaten the state's long-term economic and community vitality (2) (3). By 2035, Michigan would begin to see a reduction in its pool of working age adults to fuel the economy, fund public investment, and support the aging population.
- **Michigan can correct projected population trends and minimize the negative knock-on effects of population loss** by further investing in resident attraction and retention, particularly amongst working age adults.

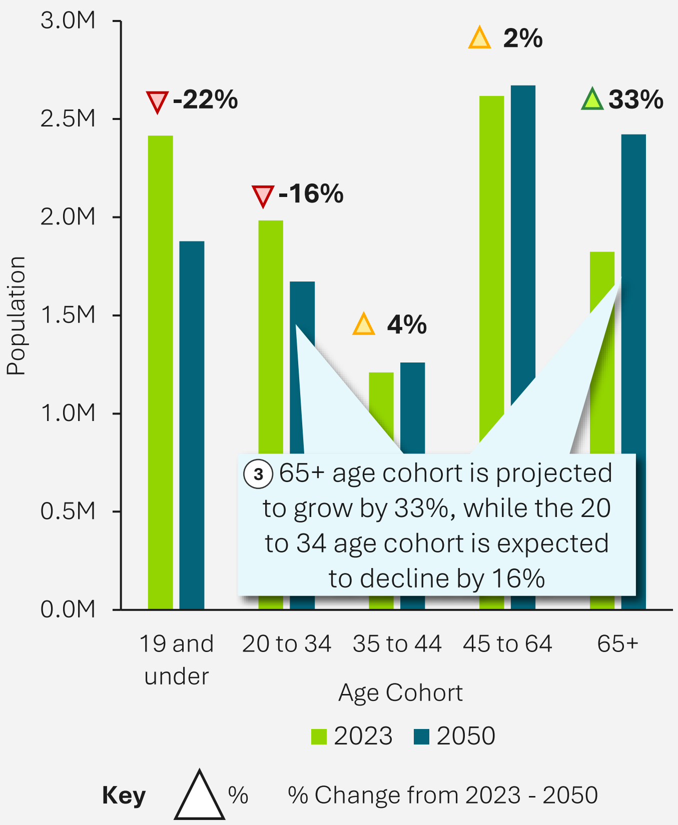
Though Michigan has seen gains in recent years, without continued intervention, the population is expected to decline by 2035

MI Historical and Projected Population Growth, 1980–2050



Without intervention, age distribution in Michigan is also expected to become increasingly unbalanced

MI Population by Age Group, 2023 and 2050 *(projected)*



Sources: U.S. Census Bureau, UVA, MCDA, DTMB. Note: *Michigan (UVA) growth rates are based on projections available for years 2030, 2040, and 2050.

The Growth Office was established in 2024 to grow Michigan's population – the culmination of over 20 years of investment in Michigan's economy and residents

Creation of the MI Growth Office

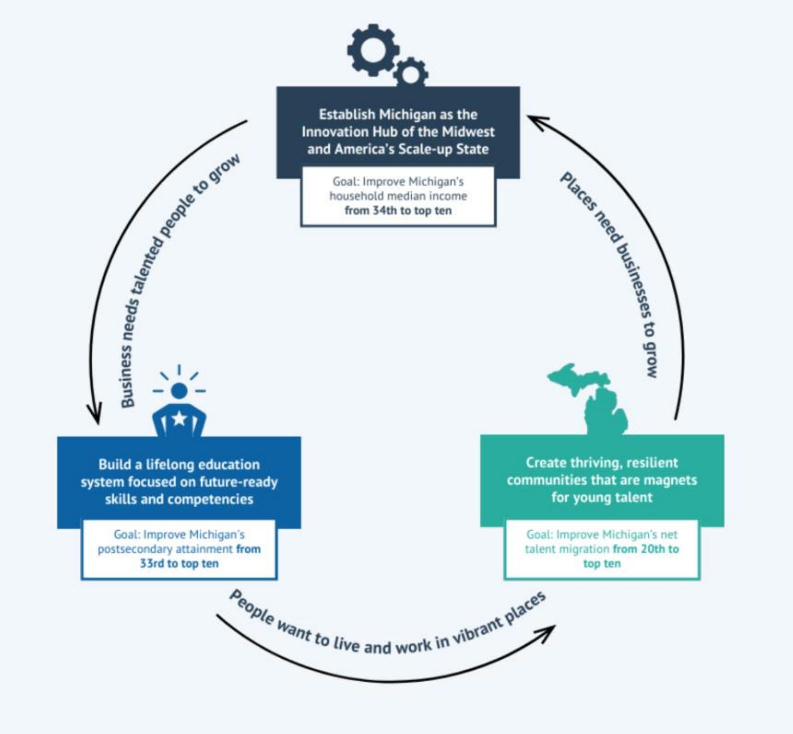
June 2023: Gov. Gretchen Whitmer announced the creation of the Growing Michigan Together Council, charging the group with developing recommendations that support Michigan's population growth through investment.

December 2023: The Growing Michigan Together Council released its foundational Report, outlining the challenges faced in Michigan and identifying recommendations.

July 2024: MEDC created Michigan's Growth Office to lead population growth initiatives focused on policy, programs, and storytelling.

Mission and Vision

The mission of the Growth Office is to **support Michigan's population growth efforts, as well as current and future workforce needs,** including strategic talent retention and customized solutions to fill identified talent gaps.



Supporting Policy Wins

Growth Office initiatives go hand in hand with statewide policy efforts, including:

Establish MI as the Innovation Hub of the Midwest

- $60M to establish MI Innovation Fund
- $24M to support new technology and mobility projects
- $79M State Small Business Credit Initiative
- $45.5 million for talent and growth efforts at MEDC and the Department of Labor and Economic Opportunity

Build a Lifelong Education System

- $30M for Michigan Achievement Scholarship and Community College Guarantee
- $181M for literacy coaches and grants
- $130M to expand free pre-K access for all

Create Thriving, Resilient Communities

- $100M invested in affordable housing
- First-time homebuyer support through MI Home Loan and 10K Down Payment Assistance programs
- $75M to expand public transit

Source: Michigan Growth Office, State of Michigan

The Growth Office has launched targeted programs and advanced policies that lay the foundation for long-term population and economic growth

Flagship Programs

Program Focus	
Establish MI as the Innovation Hub of the Midwest	*The Growth Office has launched a portfolio of programs designed to attract and retain residents, strengthen local economies, and elevate Michigan's national visibility:*
	PITCHMI • **PitchMI is a statewide pitch competition that accelerates innovation by funding early-stage entrepreneurs.** The program boosts visibility for Michigan's startup ecosystem and connects founders to capital, expert mentorship, and broader exposure through statewide events.
	BLACK TECH SATURDAYS • **The Growth Office's Roadshow series, created in partnership with Black Tech Saturdays, reaches tech and creative professionals in cities with high in- and out-migration to Michigan.** These events showcase Michigan's opportunities to mobile, mission-driven talent and create new channels for engagement.
Build a Lifelong Education System	CITY INSTITUTE • **The Growth Office's student field trips, organized through a partnership with City Institute, introduce college students from across Michigan to the state's leading employers, cities, and career opportunities.** These trips foster connections and build awareness of Michigan's communities and businesses.
Create Thriving, Resilient Communities	MAKE MI HOME • **Make MI Home is a first-in-the-nation program that supports regional efforts to retain and attract talent.** By providing grants to local coalitions, the program empowers communities to design their own solutions – such as housing support, job matching, and relocation incentives – based on their unique needs and assets.
	YOU CAN IN MICHIGAN • **You Can In Michigan is a statewide marketing campaign designed to shift perceptions of Michigan as a place to live and work.** Developed as a public-private talent coalition, the campaign builds brand equity for the state, with a focus on opportunity, quality of life, and affordability.

Key: Program Focus Area

- Establish MI as the Innovation Hub of the Midwest and America's Scale-up State
- Build a lifelong education system focused on future-ready skills and competencies
- Create thriving, resilient communities that are magnets for young talent

Source: Michigan Growth Office

The Growth Office is improving Michigan's growth trends to support individuals and communities, while strengthening long-term shared prosperity and talent retention

MGO's early programming is helping to strengthen regional ecosystems and improve Michigan's national recognition as a top choice for robust educational opportunities, professional pathways, and community initiatives.

+$1.4M

The Growth Office has awarded $1.4 million in grants to 10 regional partnerships through the Make MI Home program to support local talent retention and attraction strategies.

57,000

More than 57,000 users from across the U.S. have registered on the Michigan Career Portal, showing strong national interest in opportunities to live and work in the state.

400

Field trips coordinated in partnership with City Institute brought 400 college students to cities across Michigan to connect with 100+ employers and community partners.

$100k Top Prize

The PitchMI competition awarded $100,000 in funding to a Michigan-based startup, selected from a pool of dozens of applicants across the state.

600+

Over 600 individuals attended Growth Office roadshows organized with Black Tech Saturdays, with a focus on engaging mobile talent in states with high rates of out-migration from Michigan.

+7%, +5%

Perceptions of Michigan's career attractiveness and quality of life increased by 7% and 5%, respectively, following the launch of the "You Can in Michigan" marketing campaign.

Key: Program Focus Area

- Establish MI as the Innovation Hub of the Midwest and America's Scale-up State
- Build a lifelong education system focused on future-ready skills and competencies
- Create thriving, resilient communities that are magnets for young talent

Source: Michigan Growth Office

Early wins across the state reflect improvements and demonstrate momentum in population growth, migration trends, and public perceptions of Michigan as a state

Early outcomes demonstrate momentum in reversing population decline and enhancing Michigan's appeal to talent, workers, and employers.

Young adult population growth: Michigan is now experiencing the 5th largest acceleration of growth among 25- to 44-year-olds, according to a study by the University of Virginia's Weldon Cooper Center.

Strengthening populations statewide: Between 2020 and 2024, 60 of Michigan's 83 counties have grown in total population. In 2024, Wayne County saw a positive reversal of its recent population trends, with 9k in countywide growth, driven largely by Detroit's gain of 7k new residents.

Workforce engagement gains: Thousands of people nationwide have engaged with the Growth Office's latest marketing campaign, You Can In Michigan, including over 50k registrations on the Michigan Career Portal, indicating growing reach and widespread interest in living and working in Michigan.

Positively shifting perceptions: 90% of students who attended Growth Office field trips reported being likely to take a job in Michigan after the experience.

Nationwide interest: In recent years, Michigan has been gaining residents from large states like California, Texas, and Florida, as well as nearby states like Illinois, Indiana, and Ohio; many of these are top states for out of state interest coming through the Growth Office's marketing campaign, which includes states like California, Texas, Illinois, New York, Indiana, and Ohio.

Source: Michigan Growth Office, U.S. Census Bureau , U-Haul

Table of Contents

Continued investment is needed to secure recent population growth momentum

Recent Population Growth

In the past few years, population growth has trended up in Michigan, with bright spots in growth amongst young adults; between 2018-2023, the total number of individuals aged 20-34 increased by 1%. Through strategic investments, Michigan can correct negative population projections to continue growth.

Population Growth Drivers

Population stagnation in Michigan has been driven by domestic net out-migration, declining birth rates, and relatively high death rates. However, net domestic migration trended up in 2017 – the first time since 2006. The state can build on this trend to drive population growth in the short and medium term.

Net Migration

Michigan's total net migration was positive in 2023. In 2023, Michigan attracted international movers, as well as domestic movers from large states like CA, TX, and FL and nearby states like IL, IN, and OH.

Age Trends

In the last five years, the proportion of young adults in Michigan relative to the state's total population has increased, in part due to increased in-migration and retention. However, Michigan's population pyramid has become increasingly imbalanced, with the 65+ cohort representing 18% of the total population in 2023 compared to 16% in 2018, suggesting the need for continued investment in young adult attraction and retention.

Michigan Counties Experiencing Growth

Overall, 60 of Michigan's 83 counties have grown since 2020. While urban counties experienced greater absolute growth, rural counties have grown at faster rates. Recent population gains in Detroit and Wayne County indicate a turning point for the state's largest metro area after years of decline.

Michigan's population growth has been trending upwards in the last 15 years, though it lags that of the Midwest and the U.S., suggesting a need for targeted investment

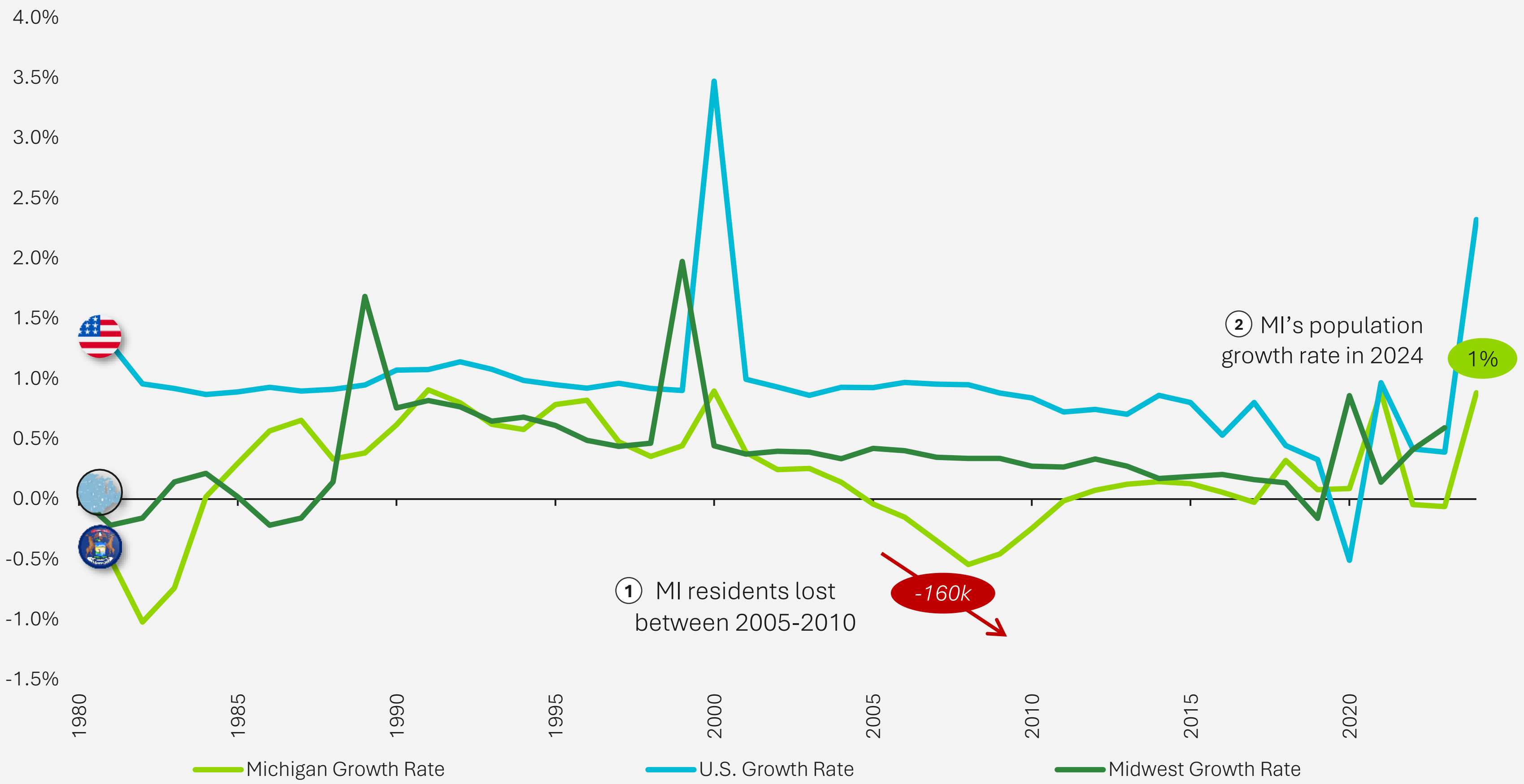
- **Michigan has experienced slow overall population growth since 1980, breaking from U.S. growth patterns in 2005.** As the U.S. saw slower growth between 2005 and 2010, Michigan experienced more substantial population loss (1).

Population Growth: 1980 - 2024	
U.S.	37.75%
Midwestern States	16.75%
Michigan	8.41%

- **Michigan's growth has increased in the 2020s compared to the previous 15 years.** The state is building momentum to continue population growth, representing an opportunity to sustain progress and take greater action to reverse historical decline and prevent future dips (2).

Michigan's growth rate departed from national and Midwest growth rates between 2005 – 2010

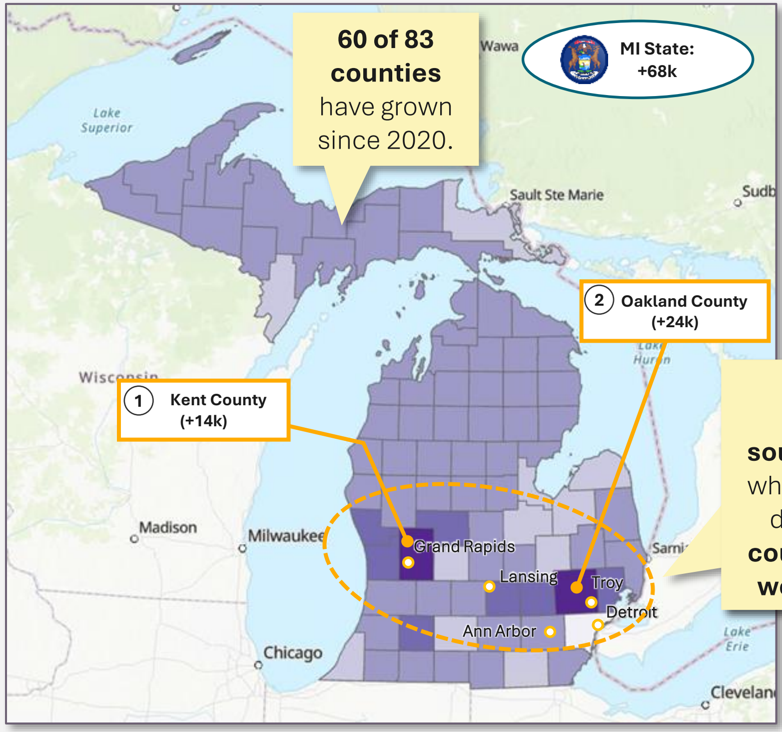
Michigan vs. Midwest vs. U.S. Population Growth Rate, 1980-2024



Source: U.S. Census Bureau

Post-pandemic growth in Michigan reveals distinct metro and rural patterns, highlighting the need for tailored strategies that build on the unique strengths of each

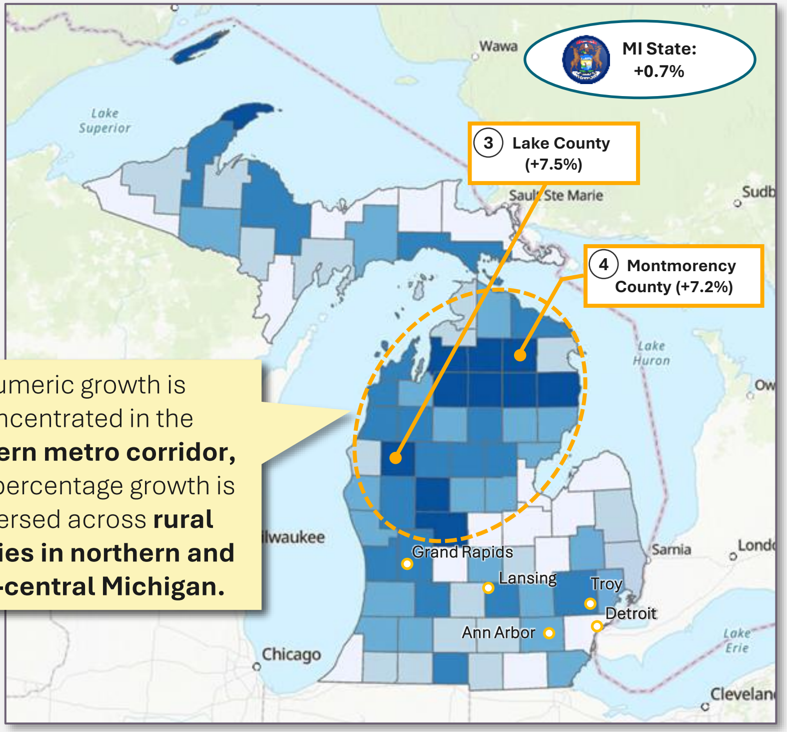
__Numeric__ Population Growth by County, 2020-2024



Legend (# of residents)				
(-18.6k)	(-18.6k) – (-400)	(-400) – 2.0k	2.0k – 9.3k	9.3k – 24.4k

Numeric growth is concentrated in the **southern metro corridor,** while percentage growth is dispersed across **rural counties in northern and west-central Michigan.**

__Percentage__ Population Growth by County, 2020-2024



Legend (% change)				
(-1.9%) – (-0.8%)	(-0.8%) – 0.4%	0.4% – 1.5%	1.5% – 3.1%	3.1% – 7.5%

- **Two metro-adjacent counties accounted for more than half of the state's numeric growth *(left map)*.** Oakland and Kent added a combined 39k residents – over half (57%) of the state's total growth. These areas, anchored by Detroit suburbs and Grand Rapids, have seen growth fueled in part by the balanced economic opportunity and cost of living in Michigan's urban centers (1) (2).
- **Rural counties saw the fastest relative growth *(right map)*, driven largely by domestic migration –** a shift from previous years of population loss. This trend may reflect a growing interest in rural Michigan's affordability and natural amenities (3) (4).
- **Recent gains in Detroit and Wayne County point to a turning point after years of decline.** In 2024, Wayne County saw a positive reversal of its recent population trends, with 9k in countywide growth, driven largely by Detroit (7k). The county's recent turnaround signals renewed momentum in its urban core.

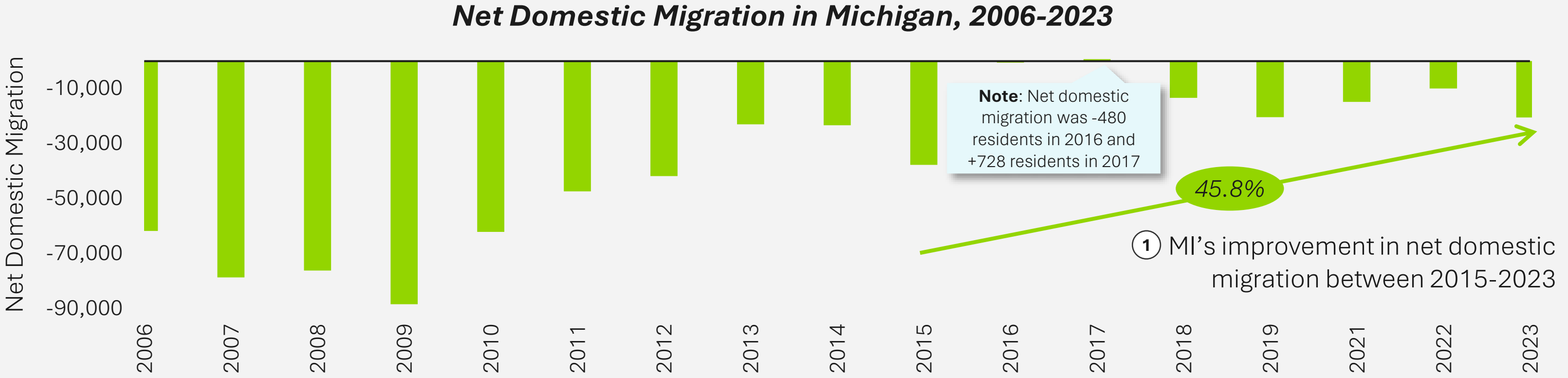
One recent example of a tailored strategy for population growth is the Growth Office's "Make MI Home" Program

Sources: State of Michigan, City of Detroit, U.S. Census Bureau

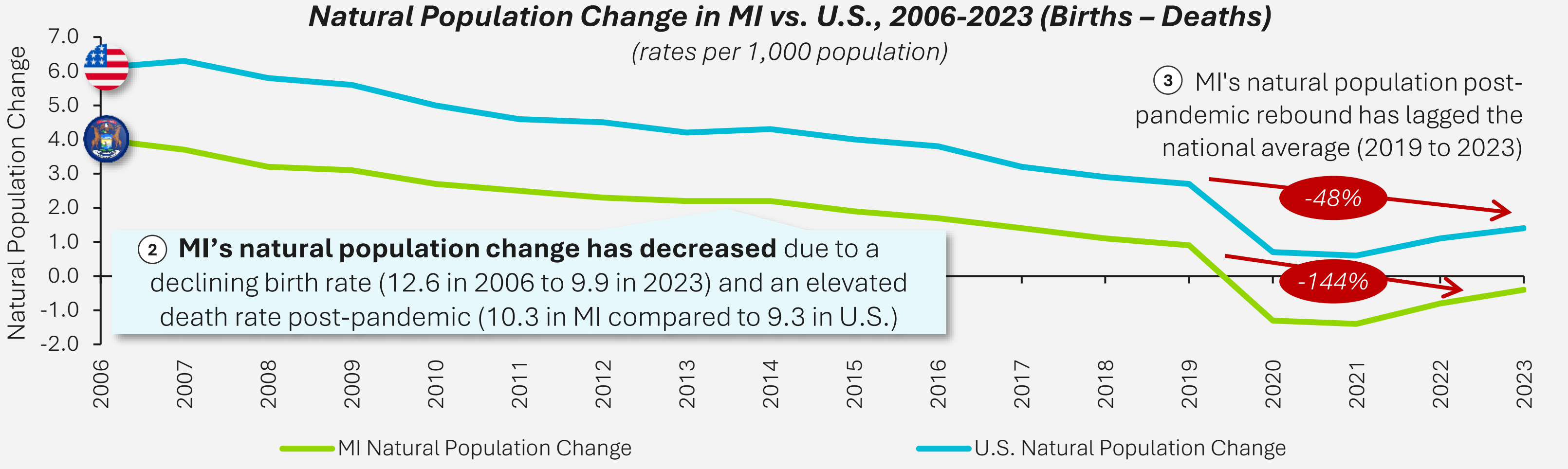
Despite slower natural population growth, Michigan's net domestic migration rates have been improving since 2015

- **Total net migration was positive in Michigan in 2023. While net domestic migration was negative in 2023, there has been promising improvement since 2015.** On average, Michigan is losing fewer residents to other states each year (1).
- **Migration and natural population change make up the two elements of population growth.** Increasing net migration is the primary lever through which the state can drive population growth in the short and medium term.
- **Michigan's natural population change has declined since 2006,** with birth rates decreasing and death rates remaining elevated following the COVID-19 pandemic (2) (3).
- **Curbing out-migration and encouraging in-migration** will be key levers to drive population growth in Michigan in coming years.

2017 is the only year in which Michigan experienced net positive domestic migration since 2006



Since 2006, Michigan's natural population growth has remained behind national rates



Sources: U.S. Census Bureau, MCDH

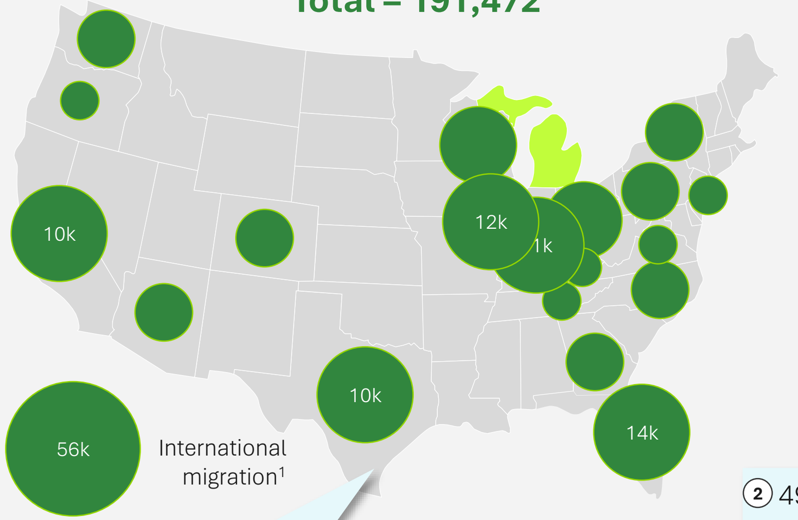
Michigan's total net migration was positive in 2023, driven by both domestic and international in-migration, along with a continued decrease in out-migration rates

- **Since 2015, there has been a steady improvement in Michigan's domestic in-migration versus out-migration rates.** While still negative, Michigan's net domestic migration in 2023 was 42k higher than that same measure in 2010.
- **Michigan is capturing movers from large states like California, Texas, and Florida, as well as nearby states like Illinois, Indiana, and Ohio.** States with large populations provide much of the in- and out-migration for Michigan residents. Nearby states are also top sources of new Michigan residents and destinations for former Michiganders (1) (2).
- **International in-migration continued to be a large source of new residents in 2023, with over 56k Michiganders having lived in another country the year prior.** This outpaced domestic in-migration from any single U.S. state.

In 2023, Michigan saw more in-migration than out-migration

Sources of Individuals Moving to Michigan, 2023

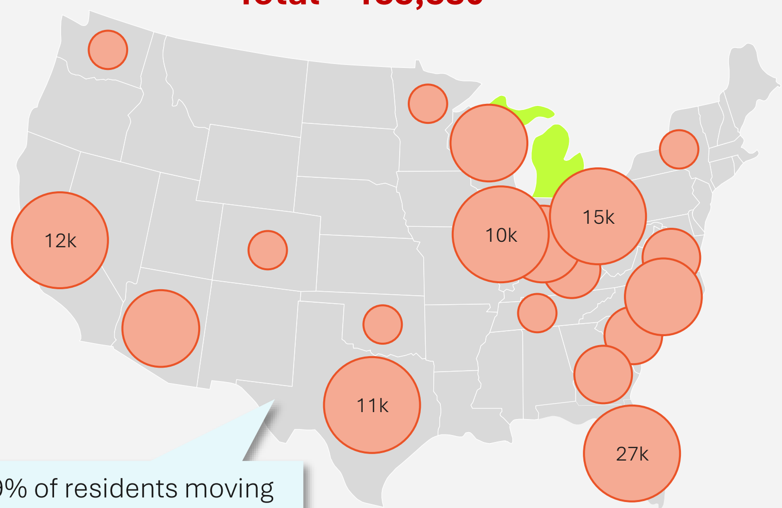
Total = 191,472



(1) Almost 30% of residents moving to MI domestically moved from FL, IL, and IN

Destinations of Individuals Moving from Michigan, 2023

Total = 155,530



(2) 49% of residents moving out of MI are moving to FL, CA, TX, OH, and IL

Key

>10K >5K >3K >2K

Population totals have been provided for the top 5 locations

Sources: U.S. Census Bureau, U-Haul Growth Index

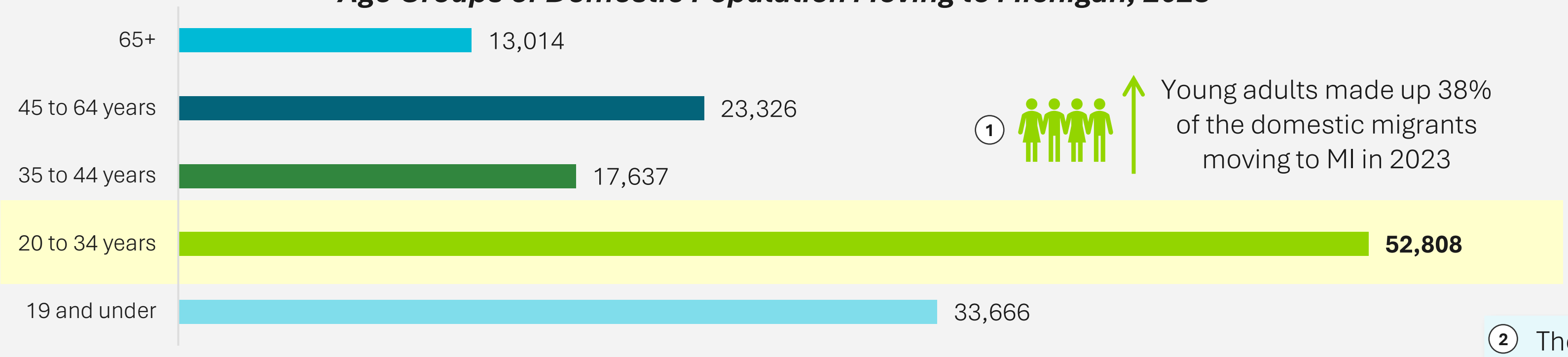
1. International out-migration is not tracked by the U.S. Census in the State-to-State Migration Flows.

Young adults are moving to Michigan – filling a critical portion of the state's population pyramid and workforce as its residents grow older

- **In the last five years, the proportion of young adults compared to the state's total population has been growing.** This is caused – in part – by an increase in young adults moving to the state. Individuals aged 20 to 34 are moving to Michigan from other US states at higher rates than other age cohorts (1). Additionally, labor force participation amongst young adults in Michigan is on the rise, improving from 81% to 86% between 2004-24.
- **In recent years, Michigan's population pyramid has become increasingly imbalanced**, with the 65+ cohort representing 18% of the total population in 2023 compared to 16% in 2018 (2). Conversely, the young adult population grew by 1% in the same period.
- **Michigan can continue to attract and retain young adults,** as they represent the future of the economy and population.

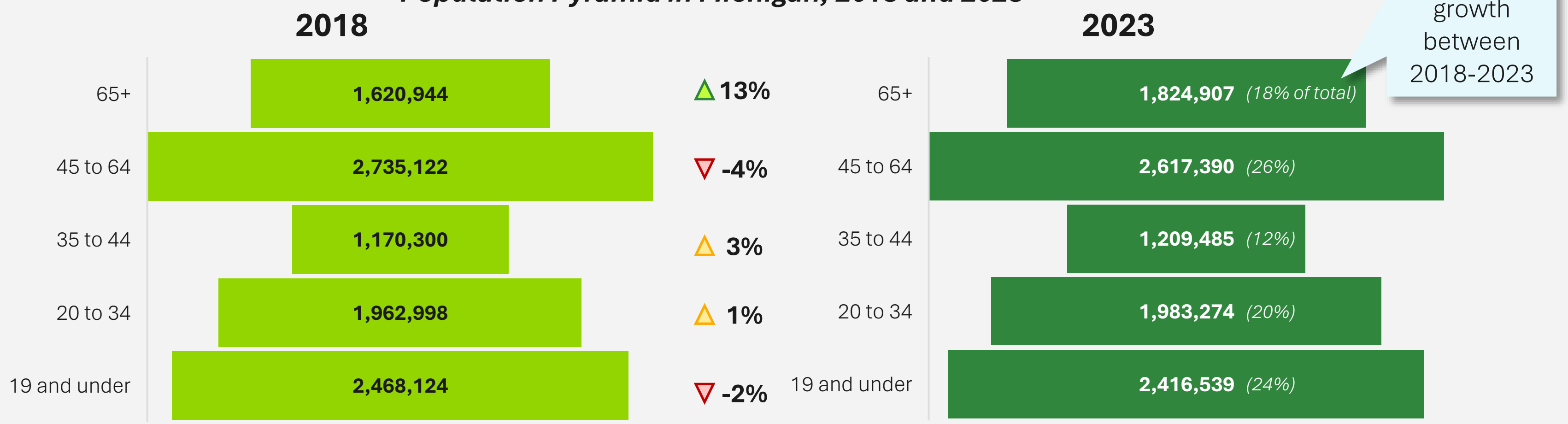
Young adults represent the largest domestic cohort moving to Michigan

Age Groups of Domestic Population Moving to Michigan, 2023[1]



As Michigan's 65+ group grows, young adults are key to filling workforce gaps

Population Pyramid in Michigan, 2018 and 2023



Sources: Consumer Affairs, U.S. Census Bureau; MCDA. Note: 1) The migration age group breakout only includes individuals moving from within the U.S.. State-to-state migration data comes from ACS 5-Year Estimates, which differs slightly in total domestic in-migration (140k), compared to ACS 1-Year Estimates (135k)

Table of Contents

Michigan can draw inspiration from growing regions to build its economic resilience

Economically Resilient Regions
Economic resilience enables regions to continue growth during economic ebbs and flows. An analysis of GDP performance during and after the Great Recession reveals that regions that demonstrated economic resilience shared features like diversified economies, public investment, and strong human capital.

Growth Cohort Selection
Six counties – King County, WA, Wake County, NC, Denver County, CO, Fulton County, GA, Harris County, TX, and Suffolk County, MA – were selected for "growth cohort" case studies based on their economic resilience during the Great Recession and their current macroeconomic performance and livability.

Case Studies of Growth Cohort
Each of the six counties included in the case studies exhibited a unique set of strengths that contributed to their economic resilience. Notable interventions included investments in workforce development and learning assistance for K-12 students (King County), efforts to raise median income (Wake County), place-based investments (Denver County), economic diversification and industry growth initiatives (Fulton County), infrastructure upgrades (Harris County), and innovative educational support opportunities (Suffolk County).

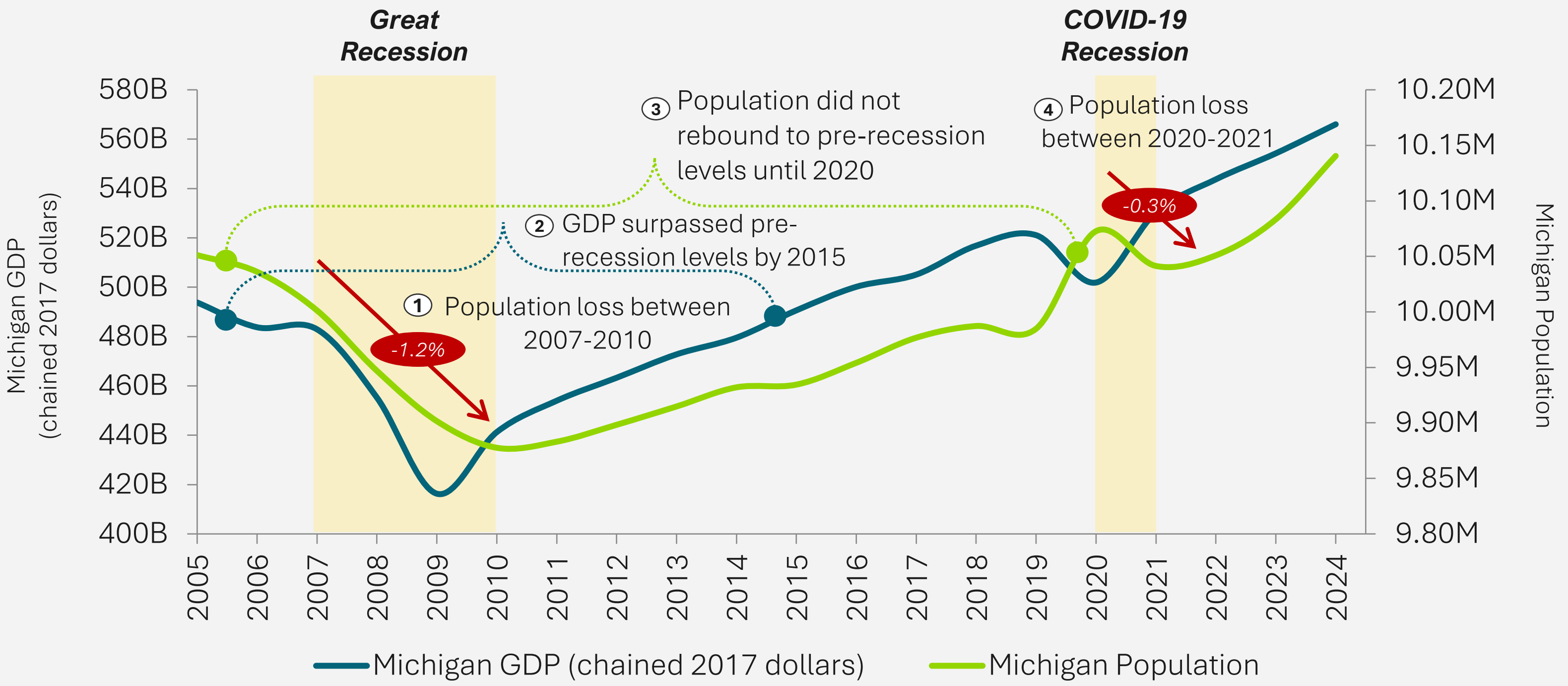
Michigan's Economic Resilience
Michigan exhibited lower levels of economic resilience during the Great Recession and lagged growth cohort counties in 2023 in metrics related to economic security, economic diversification, education and workforce, and infrastructure. However, Michigan performed well in metrics related to social mobility when compared to growth cohort counties.

Investing in economic resilience can facilitate growth during economic ebbs and flows and prevent long-term negative impacts on population trends

- **Currently, Michigan's population momentum is in a delicate position.** A lack of continued intervention or economic downturn could derail population growth trends and destabilize the economy.
- **Population losses generally recover more slowly than GDP following economic shocks.** In Michigan, it took approximately 10 years for the population to rebound to pre-recession levels after the Great Recession. The state's GDP rebounded in half the time (2) (3).
- **Population and economic growth are mutually reinforcing.** If Michigan does not proactively build the resilience of its population and economies, any future shocks can result in long term population disruptions.
- **Michigan can work to 'future-proof' its communities** by investing in economic resilience and population growth.

In Michigan, periods of economic downturn have coincided with population decline

Michigan Gross Domestic Product (GDP) and Population Trends, 2005–2024

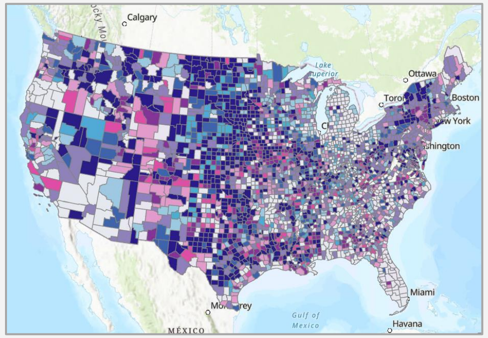


Metrics indicating the resilience and recovery of MI's economy and population	Recession Impact (2007-10)	Recession Recovery (2010-14)
GDP Change	-8.6%	8.7%
Population Change	-1.2%	0.6%
20-39 Population % Change	-4.1%	-2.6%

Sources: BEA, U.S. Census Bureau, FRED

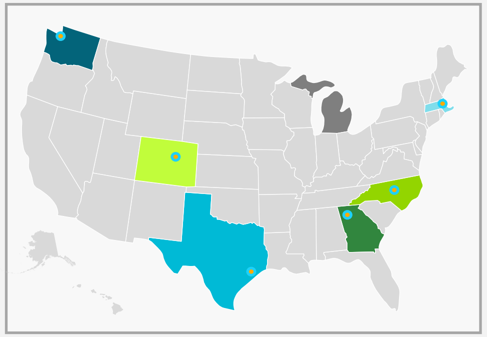
Analysis of resilient regions provides insight into key features and interventions that may contribute to economic resilience

This section includes two analyses that investigate the features of economically resilient regions...



Economic Resilience Map

The economic resilience map identifies regions across the United States that experienced minimal impacts to GDP during the Great Recession and/or recovered rapidly and outlines common features that may have contributed to their resilience.



Economic Resilience Case Studies

The economic resilience case studies provide deeper dives into six counties among the broader group identified that demonstrated resilience between 2007-2014 and investigates the counties' interventions and outcomes across the components of the resilience framework.

...And identifies shared characteristics and leading practices states can employ to improve economic resilience

Economic Security: Case studies show the value of quality jobs and wage growth in retaining talent through economic shocks. They also highlight the importance of affordable housing for financial stability.

Economic Diversification: Resilient regions had diverse economies that withstood sector-specific downturns. Supporting entrepreneurship and innovation further strengthened their agility.

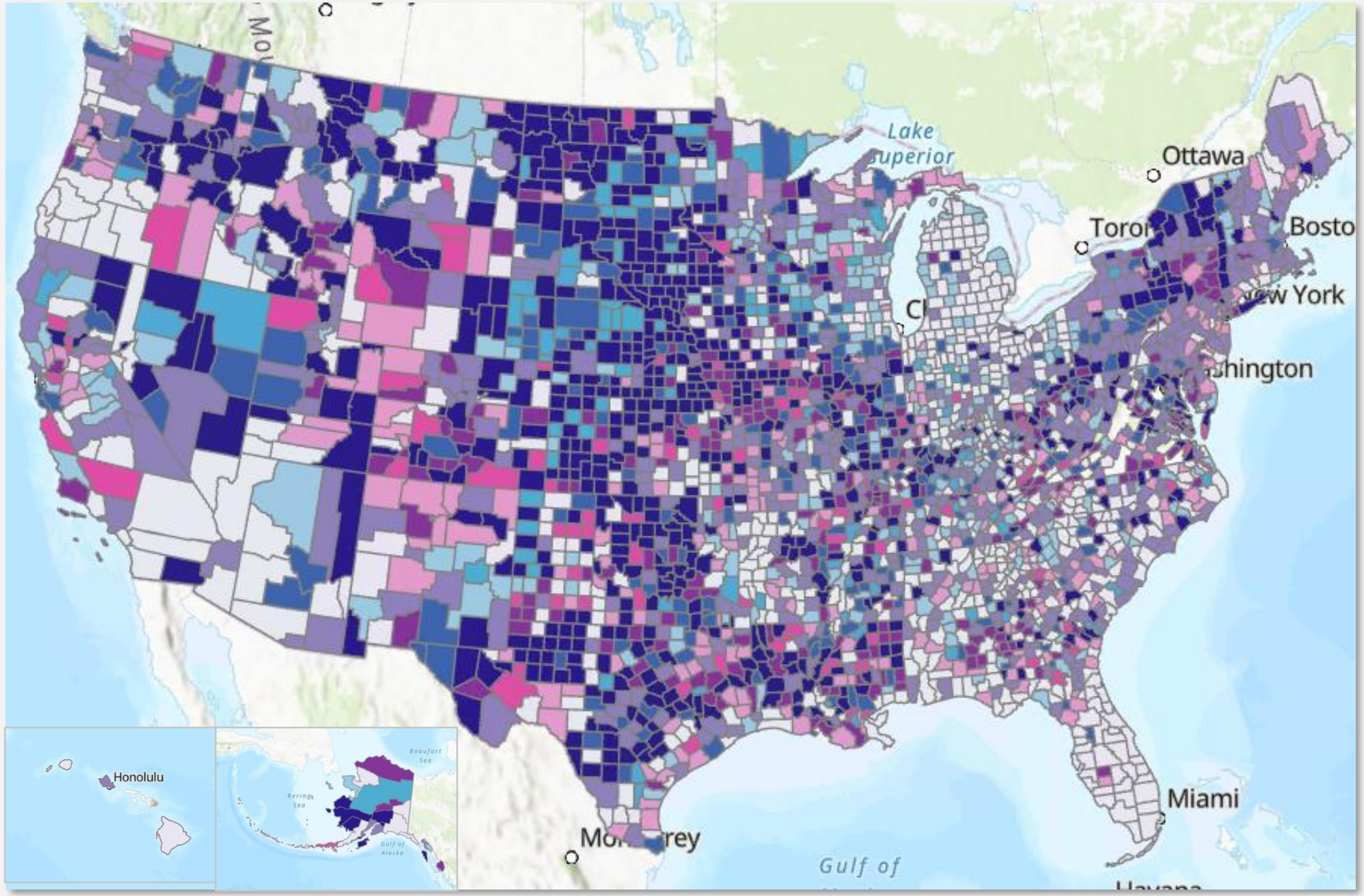
Education and Workforce: Successful counties built responsive workforce systems tied to employer needs. Coordination across education and industry enabled resident reskilling and upskilling.

Physical Infrastructure: Investments in infrastructure, transit and utility systems laid the foundation for resilience. Infrastructure planning supported growth and sustainability across regions.

Community Resources: Growing regions invested in livability – walkable areas, culture, quality public schools, and public space. These amenities helped attract and retain younger populations.

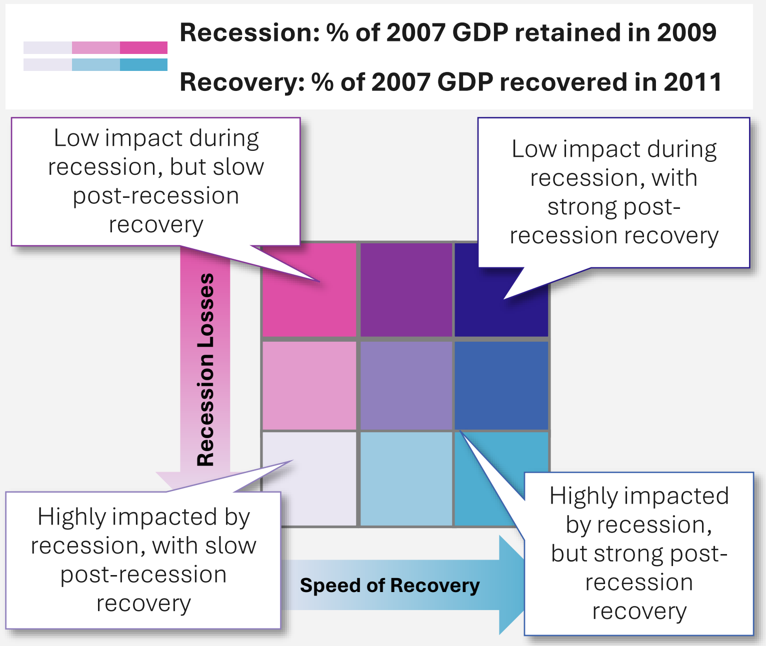
Social Mobility: Innovative models connected people to housing, health care, childcare, and job supports in times of need.

Some U.S. counties retained strong economic performance during and after the Great Recession, reflecting local resilience in both the downturn and the recovery



Counties by GDP Retention During Recession and Recovery

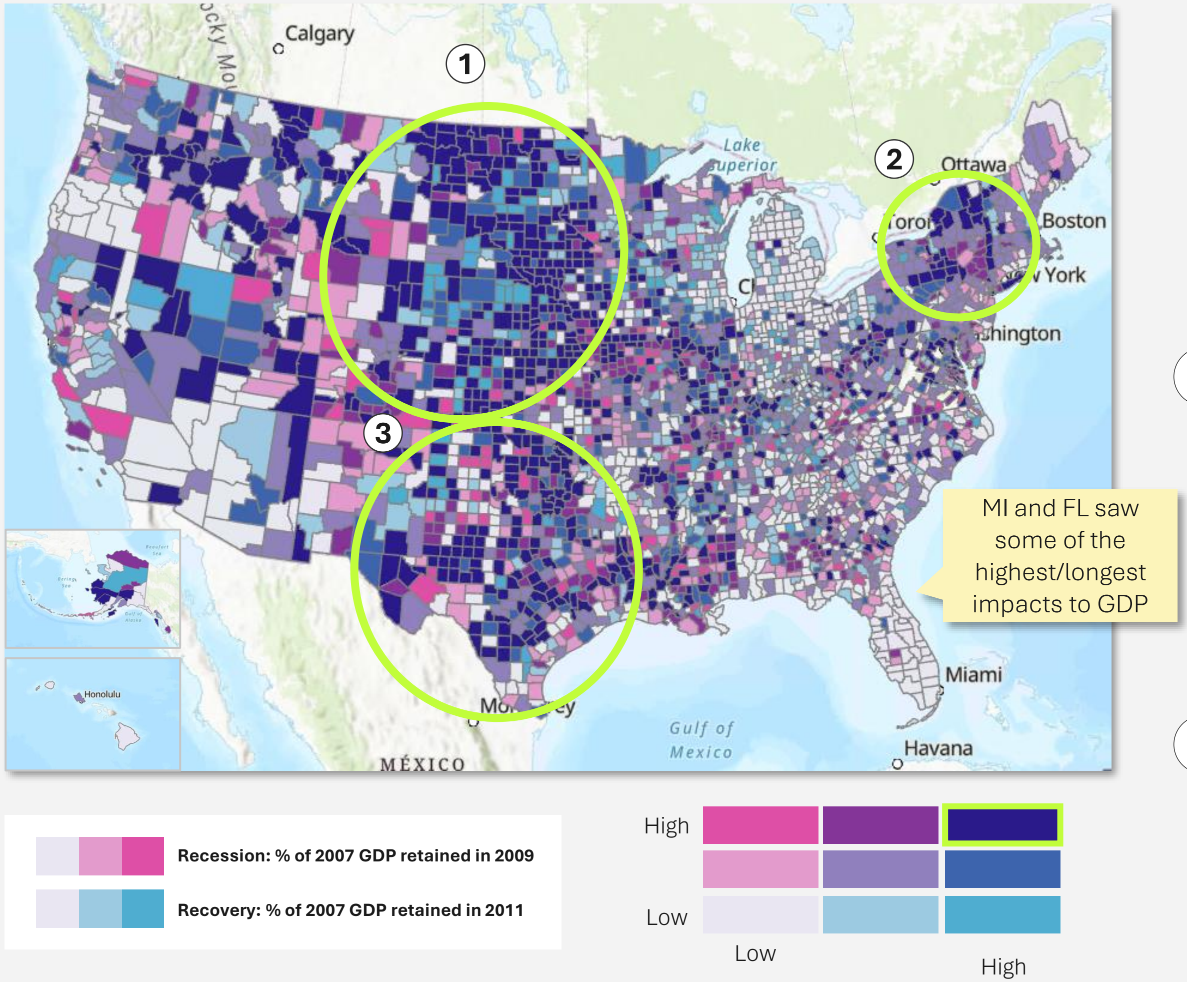
The bivariate map below categorizes counties based on two factors: 1) GDP retention during the Great Recession, and 2) GDP recovery in the years directly after the Great Recession. Darker regions of the map indicate stronger economic performance during these key periods.



Sources: BEA

Regions that showed resilience during the Great Recession generally shared features such as diversified economies, place-based investment, and strong human capital

Counties by GDP Retention During Recession and Recovery



1 Plains & Midwest Core

- **Economic Security:** High baseline employment in agriculture and energy; lower foreclosure rates; lower cost of living.
- **Economic Diversification:** A mix of agriculture, energy (e.g., oil in North Dakota), and manufacturing helped buffer against sector-specific shocks. Colorado's economy, in particular, also benefited from early tech sector growth and place-based investments.
- **Physical Infrastructure:** Transportation and energy infrastructure remained critical and was not disrupted, supporting steady production and freight movement.

2 Northeast

- **Education and Workforce:** High levels of human capital and educational attainment; larger regions are anchored by major universities and research hospitals (e.g., Suffolk County, MA).
- **Economic Diversification:** A strong mix of education, health care, tech, and finance sectors helped shield the region and support a fast recovery.
- **Community Resources:** High investment in public services, transit, and education sustained economic competitiveness, despite housing affordability challenges.

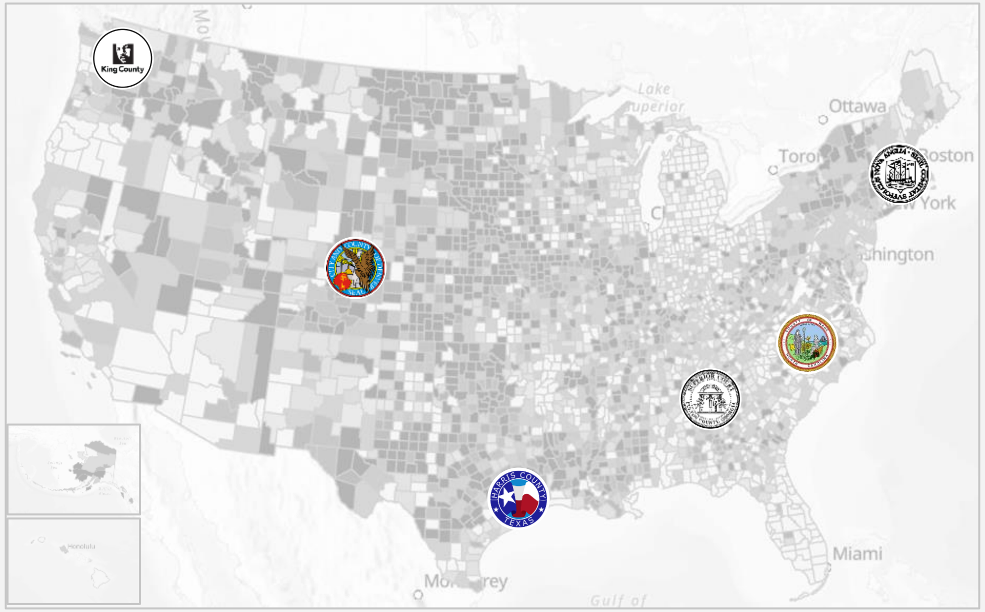
3 Southwest

- **Economic Opportunity:** Lower unemployment and a more stable housing market helped communities maintain economic stability and growth through the recession.
- **Economic Diversification:** Region's economy spanned energy, tech, trade, and services – helping it absorb shocks in any one sector.

Sources: BEA

A cohort of six counties was selected for analysis based on economic resilience during the Great Recession and robust current economic health

Six counties were selected as notable cases due to economic performance between 2007-2014



Counties were selected based on economic resilience during the Great Recession. The growth cohort was then evaluated across a set of economic resilience metrics in 2010 (end of the Great Recession) and 2023 (most recent year data). Intervention approaches between 2010-2025 were evaluated for each region to identify programming that could contribute to economic resilience.

…Selected counties demonstrated distinct features and interventions that may have contributed to their economic resilience

Investments in workforce development and learning assistance for K-12 students have supported **King County's** diverse talent pool and industry mix.

Efforts to raise median incomes have strengthened **Wake County** residents' economic security and stability.

Denver County's place-based investments, including funding for parks, transit upgrades, and housing programs, have strengthened its economic resilience.

Fulton County's efforts to attract diversified industries and foster local business incubation have supported economic diversification and resilience.

Harris County's infrastructure upgrades to diversify its industry mix beyond oil and gas have supported the County's economic resilience.

Suffolk County's commitment to innovative educational support efforts and economic opportunity programs for its residents have strengthened its economic resilience.

Additional detail on each of these profiles is included in subsequent case studies.

The following methodology was used to identify economically resilient counties and refine a long list of potential counties to the growth cohort of six

A combination of metrics were used to select a six-member "growth cohort" of U.S. counties for the case studies and leading practice analysis. These metrics were used to identify counties that demonstrated economic resilience around the Great Recession – indicated by the county's ability to limit and recover from negative impacts to its economy and population. Metrics on counties' current economic performance and livability were added to confirm that selected counties represent viable models for emulation.

Recession Impact

Which regions minimized negative impacts during the Great Recession?

Metrics that indicate the magnitude of the impact of the Great Recession on a region's economy and communities:

- Population Growth
- Young Adult Population Growth
- Median Income
- GDP Growth
- Economic Diversity

Recession Recovery

Which regions successfully recovered from the Great Recession?

Measures that indicate the strength of a region's recovery from the Great Recession:

- Population Growth
- Young Adult Population Growth
- Median Income
- GDP Growth
- Economic Diversity

Current Economic Health

Which regions continue to demonstrate strong economic performance?

Factors that indicate a region's current macroeconomic performance and livability:

- Young Adult Population
- Median Income
- Cost of Living
- Educational Attainment (25+)
- Economic Diversity

The following counties were analyzed as potential growth cohort members (1/2)

	State	County	Recession Impacts					Recovery Performance				
	State	**County**	**Population Change (%),** 2007-10	**Age 20-39 Population Change (%),** 2007-10	**GDP Change** (%), 2007-10	**Median Income ($),** 2010	**Economic Diversity (Index),** 2011	**Population Change (%),** 2010-14	**Age 20-39 Population Change (%),** 2010-14	**GDP Change** (%), 2010-14	**Median Income ($),** 2014	**Economic Diversity (Index),** 2016
Selected Growth Cohort	Colorado	Denver County	7.1%	8.8%	-6.5%	$ 45,501	59.6	9.0%	11.1%	16.0%	$ 51,800	59.7
Selected Growth Cohort	Georgia	Fulton County	6.5%	5.7%	-6.8%	$ 56,709	61.5	6.8%	4.2%	14.7%	$ 56,642	60.3
Selected Growth Cohort	Massachusetts	Suffolk County	4.3%	5.7%	3.0%	$ 50,597	84.9	6.4%	6.2%	7.9%	$ 54,169	81.8
Selected Growth Cohort	North Carolina	Wake County	10.4%	7.3%	6.7%	$ 63,770	48.5	10.1%	5.3%	16.3%	$ 66,579	48.3
Selected Growth Cohort	Texas	Harris County	6.4%	5.6%	1.0%	$ 51,444	46.9	8.4%	8.2%	12.7%	$ 53,822	44.9
Selected Growth Cohort	Washington	King County	4.9%	3.2%	2.2%	$ 68,065	50.4	7.6%	9.3%	22.7%	$ 73,035	51.0
	Arizona	Pinal County	25.4%	22.8%	-0.4%	$ 51,310	86.5	-1.1%	-2.7%	9.1%	$ 50,248	85.7
	Arizona	Maricopa County	3.1%	-0.7%	-10.4%	$ 55,054	38.6	5.6%	6.6%	9.8%	$ 53,689	37.2
	California	Orange County	3.0%	0.1%	-5.4%	$ 74,344	48.1	10.4%	3.2%	7.7%	$ 75,998	47.5
	California	Los Angeles County	1.3%	-0.3%	0.7%	$ 55,476	40.9	2.3%	2.9%	9.5%	$ 55,870	42.3
	California	Riverside County	6.2%	4.7%	-4.8%	$ 57,768	53.2	3.9%	7.7%	10.6%	$ 56,592	53.8
	California	San Diego County	4.4%	3.8%	-4.0%	$ 63,069	42.7	4.2%	6.2%	11.2%	$ 63,996	41.1
	Florida	Miami-Dade County	3.7%	3.1%	-5.7%	$ 43,605	49.3	4.9%	4.1%	9.0%	$ 43,099	49.9
	New York	Kings County	2.7%	5.2%	9.5%	$ 43,567	77.3	6.6%	5.2%	11.2%	$ 46,958	72.2
	New York	Queens County	2.6%	2.5%	4.1%	$ 55,291	76.7	5.9%	1.0%	8.3%	$ 57,210	71.1
	Oregon	Multnomah County	5.7%	6.8%	-5.1%	$ 49,618	53.5	5.7%	4.5%	12.3%	$ 52,845	53.5
	Pennsylvania	Philadelphia County	2.3%	5.9%	6.3%	$ 36,251	65.4	3.1%	4.9%	12.5%	$ 37,460	66.5
	Texas	Travis County	7.9%	5.6%	8.3%	$ 54,074	53.1	11.7%	9.1%	21.3%	$ 59,620	52.0
	Texas	Bexar County	6.7%	5.4%	2.4%	$ 47,048	43.4	7.5%	10.3%	12.5%	$ 50,867	42.9
	Texas	Fort Bend County	14.3%	12.4%	4.7%	$ 79,845	61.2	15.2%	16.5%	37.5%	$ 86,407	60.8
	Texas	Tarrant County	6.5%	4.1%	1.1%	$ 55,306	44.3	6.9%	5.8%	10.3%	$ 57,727	42.7
	Michigan	**(State)**	**-1.2%**	**-4.1%**	**-8.6%**	**$ 48,432**	**95.0**	**0.6%**	**-2.6%**	**8.7%**	**$ 49,087**	**98.1**

Sources: US Census Bureau, Chmura Economics & Analytics, Economic Policy Institute

Key Top performer | Bottom performer

The following counties were analyzed as potential growth cohort members (2/2)

	State	County	Age 20-39 Population (%), 2023	Median Income ($), 2023	Cost of Living ($), 2024	Bachelor's Degree or Higher – Age 25+ (%), 2023	Economic Diversity (Index), 2021
			Current Economic Health				
Selected Growth Cohort	Colorado	Denver County	38.8%	$ 91,681	$ 101,547	33.8%	59.6
Selected Growth Cohort	Georgia	Fulton County	31.7%	$ 91,490	$ 89,049	33.6%	61.7
Selected Growth Cohort	Massachusetts	Suffolk County	39.3%	$ 92,859	$ 123,254	26.8%	85.0
Selected Growth Cohort	North Carolina	Wake County	28.2%	$ 101,763	$ 86,126	33.8%	46.9
Selected Growth Cohort	Texas	Harris County	29.7%	$ 73,104	$ 67,717	21.0%	43.4
Selected Growth Cohort	Washington	King County	32.6%	$ 122,148	$ 115,907	32.4%	56.8
	Arizona	Pinal County	25.8%	$ 77,588	$ 78,793	15.0%	85.4
	Arizona	Maricopa County	27.9%	$ 85,518	$ 84,494	22.3%	37.9
	California	Orange County	27.2%	$ 113,702	$ 115,933	27.3%	47.3
	California	Los Angeles County	29.6%	$ 87,760	$ 101,331	22.8%	43.4
	California	Riverside County	27.2%	$ 89,672	$ 90,736	16.0%	53.9
	California	San Diego County	30.4%	$ 102,285	$ 114,570	25.6%	40.8
	Florida	Miami-Dade County	26.4%	$ 68,694	$ 90,121	20.4%	49.7
	New York	Kings County	31.0%	$ 78,548	$ 111,459	24.6%	75.9
	New York	Queens County	27.7%	$ 84,961	$ 117,767	21.5%	72.4
	Oregon	Multnomah County	32.6%	$ 86,247	$ 98,405	29.4%	55.0
	Pennsylvania	Philadelphia County	32.9%	$ 60,698	$ 76,000	19.4%	68.3
	Texas	Travis County	34.9%	$ 97,169	$ 86,154	34.7%	53.9
	Texas	Bexar County	30.2%	$ 70,571	$ 69,029	19.5%	42.0
	Texas	Fort Bend County	24.8%	$ 113,409	$ 80,676	29.5%	57.4
	Texas	Tarrant County	28.6%	$ 81,905	$ 76,695	22.7%	43.3
	Michigan	**(State)**	**25.9%**	**$ 71,149**	**$ 66,438**	**19.9%**	**99.5**

Sources: US Census Bureau, Chmura Economics & Analytics, Economic Policy Institute

Key Top performer | Bottom performer

The subsequent analysis evaluates the growth cohort through the lens of the economic resilience framework – highlighting key metrics, features, and interventions

Key Metrics by Economic Resilience Framework Pillar[1]

Economic Security

- Consumer price index (CPI-U)
- Median income
- % of housing cost burdened households
- % of rent cost burdened households
- Average home value

Economic Diversification

- Economic diversity index
- Number of new businesses started per 1,000 residents

Education and Workforce

- % of 25+ with high school graduate or higher
- % of 25+ with bachelor's degree or higher
- % of population aged 20 to 34
- Labor force participation rate
- Unemployment rate

Physical Infrastructure

- % of bridges in fair or better condition
- Commuters who use public transit to go to work

Community Resources

- % of residents within a ½ mile or 10 min walk from park
- Mean travel time to work (minutes)
- % of enrolled population in public K-12 school

Social Mobility

- % of population below the poverty line
- % of uninsured population
- Average median weekly price of center-based care for birth through school aged children
- % of individuals experiencing homelessness

! *While this analysis provides insight into economic resilience drivers in the growth cohort counties, each of the counties had a different starting point for resiliency, different external circumstances, and different key features that may impact direct applicability to Michigan. Analysis was also limited by the availability of county-level data in all areas of comparison.*

1. Metric selection was limited by data availability. Metrics do not represent comprehensive performance within the pillar.

Michigan has lower consumer prices, housing and rental cost burdens, and home values than the cohort, but lags in economic diversification

2010 best | 2023 best

Economic Security	MI		King County, WA		Wake County, NC		Denver County, CO		Fulton County, GA		Harris County, TX		Suffolk County, MA	
	2010	2023	2010	2023	2010	2023	2010	2023	2010	2023	2010	2023	2010	2023
Consumer price index (CPI-U)[1]	205 3rd	284 1st	227 6th	341 7th	211 4th	296 2nd	212 5th	320 5th	203 2nd	304 4th	195 1st	296 2nd	238 7th	326 6th
Median income[2]	$48,432 6th	$71,149 7th	$68,065 1st	$122,148 1st	$63,770 2nd	$101,763 2nd	$45,501 7th	$91,681 4th	$56,709 3rd	$91,490 5th	$51,444 4th	$73,104 6th	$50,597 5th	$92,859 3rd
% of housing cost burdened households	29.8% 3rd	19.1% 2nd	35.6% 6th	24.0% 5th	24.3% 1st	16.8% 1st	33.2% 4th	24.6% 6th	33.5%% 5th	21.6% 3rd	28.6% 2nd	22.8% 4th	42.2% 7th	27.9% 7th
% of rent cost burdened households	49.7% 6th	45.8% 4th	44.7% 2nd	45.0% 1st	44.6% 1st	45.6% 2nd	48.4% 5th	45.6% 2nd	48.2% 4th	48.0% 5th	46.6% 3rd	50.4% 7th	51.0% 7th	48.6% 6th
Average home value (annual)[3]	$104,682 1st	$240,654 1st	$378,610 7th	$845,204 7th	$235,146 4th	$485,635 4th	$235,779 5th	$586,890 5th	$185,700 3rd	$433,872 3rd	$136,053 2nd	$289,346 2nd	$343,733 6th	$720,319 6th

Economic Diversification	MI		King County, WA		Wake County, NC		Denver County, CO		Fulton County, GA		Harris County, TX		Suffolk County, MA	
	2010	2023	2010	2023	2010	2023	2010	2023	2010	2023	2010	2023	2010	2023
Economic diversity index (2011, 2021)[4]	98 7th	100 7th	50 3rd	57 3rd	48 2nd	47 2nd	60 4th	60 4th	61 5th	62 5th	47 1st	43 1st	85 6th	85 6th
Number of new businesses started per 1,000 residents	7.6 7th	14.7 7th	9.9 5th	15.1 6th	11.2 3rd	21.9 3rd	17.8 2nd	35.0 2nd	23.6 1st	47.6 1st	10.3 4th	20.9 4th	9.8 6th	15.6 5th

Notes: 1. CPI-U is based on the largest city within each county (e.g., Detroit for Michigan, Seattle for King, Denver for Denver, Atlanta for Fulton, Houston for Harris, Boston for Suffolk). There is no CPI-U published for Wake County, NC, so the data represented is for the Southern Region of the U.S.. 2. Median income is based on 2023 inflation adjusted dollars for 2023 and 2010 inflation adjusted dollars for 2010. 3. The Zillow Home Value Index is a smoothed, seasonally adjusted measure of the typical home value and market changes across a given region and housing type. It reflects the typical value for homes in the 35th to 65th percentile range. 4. The Chmura Economic Diversity Index is only published for 2011, 2016, and 2021. The 2011 value was used for the 2010 column, while the 2021 value was used for the 2023 column.

Sources: US Census Bureau, Chmura Economics & Analytics, Zillow, BLS

Despite recent gains, Michigan trails the growth cohort in Bachelor's degree attainment, young adult population, and labor force participation

2010 best | 2023 best

Education and Workforce	MI		King County, WA		Wake County, NC		Denver County, CO		Fulton County, GA		Harris County, TX		Suffolk County, MA	
	2010	2023	2010	2023	2010	2023	2010	2023	2010	2023	2010	2023	2010	2023
% of 25+ with high school degree or higher	88.0% 4th	90.6% 5th	91.9% 1st	93.8% 2nd	91.6% 2nd	94.0% 1st	84.0% 5th	91.4% 4th	89.6% 3rd	93.6% 3rd	77.6% 7th	82.5% 7th	83.1% 6th	87.6% 6th
% of 25+ with Bachelor's degree or higher	25.0% 7th	26.7% 7th	45.2% 3rd	55.9% 3rd	47.4% 2nd	56.3% 2nd	40.1% 4th	55.6% 4th	47.6% 1st	58.0% 1st	27.7% 6th	33.7% 6th	38.9% 5th	49.9% 5th
% of population aged 20 to 34	18.7% 7th	19.7% 7th	23.0% 5th	24.1% 3rd	22.4% 6th	20.8% 6th	27.9% 2nd	29.4% 2nd	24.4% 3rd	24.1% 3rd	23.4% 4th	22.1% 5th	32.4% 1st	31.6% 1st
Labor force participation rate	63.1% 7th	61.4% 7th	70.6% 2nd	70.1% 3rd	72.1% 1st	69.9% 4th	70.5% 3rd	74.3% 1st	68.9% 5th	69.4% 5th	69.0% 4th	67.4% 6th	68.2% 6th	70.2% 2nd
Unemployment rate	11.5% 7th	5.8% 5th	6.2% 1st	4.6% 2nd	6.3% 2nd	4.2% 1st	7.8% 4th	4.6% 2nd	8.8% 5th	5.4% 4th	7.3% 3rd	6.4% 7th	9.2% 6th	6.2% 6th

Sources: US Census Bureau

While Michigan ranks higher in some community resource metrics, such as travel time to work, it ranks lower on physical infrastructure measures

2010 best | 2023 best

Community Resources	MI		King County, WA		Wake County, NC		Denver County, CO		Fulton County, GA		Harris County, TX		Suffolk County, MA	
	2010	2023	2010	2023	2010	2023	2010	2023	2010	2023	2010	2023	2010	2023
% of residents within a ½ mile or 10 min walk from park[1] (2012, 2023)	77% 4th	83% 4th	90% 2nd	99% 2nd	N/A	48% 7th	79% 3rd	92% 3rd	63% 5th	77% 5th	45% 6th	61% 6th	97% 1st	100% 1st
Mean travel time to work (minutes)	23.7 1st	24.4 1st	26.6 4th	28.1 5th	24.1 2nd	25.3 2nd	24.6 3rd	25.4 3rd	27.1 4th	28.0 4th	27.5 6th	29.0 6th	28.5 7th	30.9 7th
% of enrolled population in public K-12 school	90.1% 2nd	88.3% 3rd	87.1% 5th	85.5% 5th	88.0% 4th	85.5% 5th	89.0% 3rd	89.7% 2nd	85.1% 6th	81.9% 7th	93.6% 1st	91.5% 1st	84.7% 7th	86.6% 4th

Physical Infrastructure	MI		King County, WA		Wake County, NC		Denver County, CO		Fulton County, GA		Harris County, TX		Suffolk County, MA	
	2010	2023	2010	2023	2010	2023	2010	2023	2010	2023	2010	2023	2010	2023
% of bridges in fair or better condition[2]	71.3% 2nd	88.6% 7th	60.0% 5th	96.0% 4th	74.5% 1st	94.0% 5th	63.5% 4th	98.2% 3rd	68.2% 3rd	99.2% 2nd	56.6% 6th	99.5% 1st	24.4% 7th	90.6% 6th
% of commuters who use public transit to go to work	1.0% 7th	1.0% 6th	11.0% 2nd	8.0% 2nd	1.1% 6th	0.7% 7th	7.8% 4th	4.5% 3rd	8.0% 3rd	4.4% 4th	3.2% 5th	2.1% 5th	31.7% 1st	23.6% 1st

Notes: 1. Based on the biggest cities in each county and Detroit for Michigan. 2. FHWA changed the categorization of bridge conditions between 2010 and 2023, so 2010 numbers may be artificially lower due to the presence of structurally obsolete bridges in the categorization for counties.

Sources: US Census Bureau, US DOT, US Nature4Climate

Michigan performed well in metrics related to social supports, such as homelessness and poverty rates, insured residents, and childcare costs

2010 best | 2023 best

Social Mobility	MI		King County, WA		Wake County, NC		Denver County, CO		Fulton County, GA		Harris County, TX		Suffolk County, MA	
	2010	2023	2010	2023	2010	2023	2010	2023	2010	2023	2010	2023	2010	2023
% of population below the poverty line	16.8% 3rd	13.1% 5th	12.2% 2nd	8.4% 2nd	12.0% 1st	7.9% 1st	21.6% 6th	11.2% 3rd	17.2% 4th	12.9% 4th	18.7% 5th	15.9% 6th	22.8% 7th	16.5% 7th
% of population that is uninsured	12.4% 2nd	5.0% 2nd	12.7% 3rd	5.2% 3rd	14.2% 4th	8.2% 4th	18.4% 6th	8.8% 5th	17.9% 5th	9.7% 6th	27.9% 7th	21.2% 7th	6.4% 1st	3.3% 1st
Average median weekly price of center-based care for birth through school-aged children	$136.68 2nd	$138.77 1st	$173.79 3rd	$408.27 6th	N/A	$229.14 4th	N/A	$354.64 5th	N/A	$177.60 3rd	$120.60 1st	$171.91 2nd	$257.04 4th	$443.01 7th
% of individuals experiencing homelessness[1]	0.1% 1st	0.1% 3rd	0.5% 4th	0.6% 5th	0.1% 2nd	0.1% 2nd	1.5% 7th	1.4% 7th	0.8% 6th	0.3% 4th	0.2% 3rd	0.1% 1st	0.7% 5th	0.7% 6th

Notes: 1. Some counties only track unhoused individuals in shelters, while others track those who are sheltered and unsheltered.

Sources: US Census Bureau, US HUD, US DOL

Targeted investments and interventions can support economic resiliency in Michigan

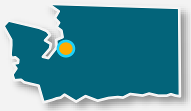
Based on the growth cohort's average performance in the economic resilience pillars, certain pillars emerged as potentially more prominent contributors to resilience. The growth cohort was evaluated across a set of indicators against the national average, with a color assigned to each pillar according to cohort average performance. Economic diversification, education and workforce, and physical infrastructure appeared as high performing pillars across the growth cohort.

Growth Cohort Average Performance by Pillar	Interventions to Support Economic Resilience[1]	Growth Cohort Highlights
Economic Security State in which individuals, households, and communities can consistently meet basic needs (e.g., food, shelter, clothing)	• Business attraction and retention programs that emphasize living wages • Supplemental wages for key occupations (e.g., teachers) • Homeownership and down payment assistance program	Fulton County is expanding access to homeownership through down payment assistance, financial literacy programs, and targeted affordability initiatives. These strategies help retain middle-income workers and young families, contributing to long-term economic security.
Economic Diversification Promoting the growth and development of multiple, diverse industries and businesses of varying sizes, and fostering an innovation ecosystem that supports new businesses	• Industry diversification program • Innovation hub and cluster development • Tax credits for innovative industries • Startup loan program	Research-driven growth has been bolstered by funding anchor institutions like the Research Triangle Park, which fosters one of the country's most successful science and technology hubs. NC also launched one of the nation's first state-funded nonprofits supporting life sciences and microelectronics, fueling job creation in Wake County.
Education and Workforce Encouraging successful completion of higher education and training programs, indicating higher skill levels and a more versatile labor force	• Programs that facilitate access to high-quality education • Learning assistance program • Apprentice program / workforce training coupled with supportive services • No interest loans to pay for higher education	To retain talent and boost long-term workforce competitiveness, Suffolk County has advanced higher education access through free community college programs, student loan forgiveness, and targeted scholarships. These efforts are designed to increase countywide higher education attainment, provide access to expanded job opportunities in high-skill, high-wage sectors, and support long-term economic prosperity.
Physical Infrastructure Man-made systems and structures that support the functioning of an economy and the daily lives of its inhabitants (e.g., transportation networks, utilities)	• Infrastructure upgrades in roads, bridges, stormwater, etc. • Coordinated land use and transit planning • Transportation infrastructure buildout • Port expansion • Electricity and grid modernization	King County has accelerated major infrastructure upgrades, including transit expansion, broadband access, and sustainable stormwater systems, through public investment and federal funding. These improvements are designed to support long-term economic growth, improve mobility, and create equitable access to opportunity across urban and rural communities.
Community Resources Features of physical environment and qualities of life that make a location a desirable, competitive, and economically vibrant place to live, inclusive of public education	• Parks and recreation expansion • Government agency website modernization to support ease of constituent interaction • Programs to support K-12 graduation and completion	Investments in walkable infrastructure and multi-modal transit, including the Atlanta BeltLine, are reconnecting neighborhoods and reshaping underused corridors into vibrant hubs for living and working in Fulton County.
Social Mobility Policies and programs that help individuals and families manage risk and volatility, protect them from poverty and inequality, and help them to access opportunity	• Basic income supplementation program • Financial assistance programs to prevent homelessness • Childcare financial assistance	Denver County is advancing social mobility through targeted social programs aimed at reducing homelessness, supporting income stability, and expanding access to opportunity. These investments ensure that more residents can fully participate in and benefit from the growing economy.

Key	Growth Cohort Average Performed Better Compared to U.S.

1. This table includes potential interventions that can be taken to support economic resilience. However, it does not imply a causal relationship between these programs and economic resilience.

Investments in workforce development and learning assistance for K-12 students have supported King County's diverse talent pool & industry mix (1/2)



Washington

Key Features Driving Resilience

- **Innovation-driven industry clusters:** King County's economy is anchored by high-growth, high-wage sectors such as information technology (IT), manufacturing (e.g., aerospace), and professional services. The county has prioritized aligning workforce training with employer needs through sector-based partnerships (particularly in IT, healthcare, green economy, and advanced manufacturing).
- **Presence of major employers and institutions:** King County is home to the University of Washington, Boeing, Microsoft, Amazon, Starbucks, Costco, and Nordstrom, among other major employers. Amazon alone employs over 65,000 residents in King County.

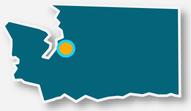
Economic Resilience and Current Economic Health Metrics		King County	Michigan
Recession Impact (2007-10)	GDP Change	2.2%	-8.6%
	Population Change	4.9%	-1.2%
	Age 20-39 Pop. % Change	3.2%	-4.1%
	Median Income	$68,065	$48,432
Recession Recovery (2010-14)	GDP Change	22.7%	8.7%
	Population Change	7.6%	0.6%
	Age 20-39 Pop. % Change	9.3%	-2.6%
	Median Income	$73,035	$49,087
Economic Health (2023)	% Population Aged 20-39	32.6%	25.9%
	Median Income	$122,148	$71,149

King County's Performance in Economic Resilience Pillars

Economic Security	Economic Diversification	Education and Workforce	Physical Infrastructure	Community Resources	Social Mobility
=	✓	✓	✓	=	✓

Key	✓ Performed at or above 5% of the national average	= Performed between -5% to 5% of the national average	✗ Performed at or below -5% of the national average

Investments in workforce development and learning assistance for K-12 students have supported King County's diverse talent pool & industry mix (2/2)



Washington

Regional Growth Trends

Education and Workforce: King County has historically been dominated by manufacturing in aerospace and timber sectors. However, in recent decades, the region has taken strategic steps to support its manufacturing workforce and introduce new sectors and job opportunities to the region. Their strategy has included upgrades to existing structures and economic ecosystems, in addition to bolstering their talent pool through targeted investment in K-12 education systems and workforce development.

Key Strategies Supporting Resilience

K-12 Education Funding: Washington State and King County have made investments in K-12 education, including mentorship and tutoring, upgrades to schools' physical infrastructure, and increases in the state budget towards the operating expenses of schools.

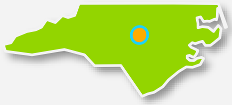
Investments in Workforce Programming: Washington State – and King County in particular – prioritized workforce development through sector-specific training initiatives, apprenticeships, and reskilling programs that support emerging industries such as clean energy, advanced manufacturing, and healthcare. These efforts aim to prepare residents for high-demand, high-wage jobs.

Energy Transition: As part of its broader climate and economic resilience strategy, Washington directed funding toward clean energy infrastructure, including grid modernization, electrification of public transit, and incentives for renewable energy adoption. King County has emerged as a hub for green innovation and workforce transition from legacy energy sectors.

Infrastructure Upgrades: King County has accelerated infrastructure upgrades – including transit expansion, broadband access, and sustainable stormwater systems – through local investment and federal funding. These improvements are designed to support long-term economic growth, improve mobility, and create equitable access to opportunity across urban and rural communities.

Highlighted Interventions		2023 Performance
Economic Diversification	***Clean Energy Fund:*** Launched in 2013, this state initiative promotes clean technology innovation, supports grid modernization and energy efficiency, and funds public-private partnerships in energy infrastructure. In 2024, 14 grants were awarded through the program, creating new jobs during both project construction and operation.	**3rd** in Economic Diversity Index **6th** in new businesses
Education and Workforce	***King County Apprenticeship Program:*** The King County program is committed to fostering partnerships with labor, businesses, and the local community to create a skilled workforce that reflects the diversity of the county's population. King County establishes apprenticeship requirements on select public works construction projects.	**3rd** in young adults **3rd** in labor force participation **2nd** in unemployment
Physical Infrastructure	***Green Stormwater Infrastructure and Wastewater Upgrades:*** As part of the "Protect Our Waters" initiative, King County invested in traditional infrastructure such as storage tanks, upgraded pipes, and wet weather treatment stations to reduce pollution from stormwater and sewage overflows. These projects improve water quality and resilience.	**4th** in bridge condition **2nd** in commuters using public transit
Community Resources	***Learning Assistance Program***: The state-funded program enhances educational opportunities through supplemental academic and nonacademic services for students who are not yet meeting academic standards. This includes students in TK through 12th grade who are not yet meeting academic standards in basic skill areas and students in 9th through 12th grade who are not yet on track to meet graduation requirements.	**2nd** in park access **5th** in travel time to work **5th** in public school enrollment

An educated workforce and investments to raise median incomes have supported Wake County's economic resilience (1/2)



Key Features Driving Resilience

- **Technology and innovation hub:** Wake County is home to major technology companies and startups, especially in software, biotech, and clean energy. The presence of Research Triangle Park fuels innovation and growth as the home to more than 385 companies.
- **Highly educated workforce:** Wake County contains or is close to top universities like North Carolina State, Duke, and UNC-Chapel Hill. This educated labor pool helped Raleigh rank as the #2 most educated city in the U.S.
- **Advanced manufacturing:** Wake County's proximity to world-renowned research universities and skilled workforce make it an ideal location for advanced manufacturing companies (e.g., John Deere, Cisco).

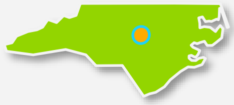
Economic Resilience and Current Economic Health Metrics		Wake County	Michigan
Recession Impact (2007-10)	GDP Change	6.7%	-8.6%
	Population Change	10.4%	-1.2%
	Age 20-39 Pop. % Change	7.3%	-4.1%
	Median Income	$63,770	$48,432
Recession Recovery (2010-14)	GDP Change	16.3%	8.7%
	Population Change	10.1%	0.6%
	Age 20-39 Pop. % Change	5.3%	-2.6%
	Median Income	$66,579	$49,087
Economic Health (2023)	% Population Aged 20-39	28.2%	25.9%
	Median Income	$101,763	$71,149

Wake County's Performance in Economic Resilience Pillars

Economic Security	Economic Diversification	Education and Workforce	Physical Infrastructure	Community Resources	Social Mobility
✓	✓	✓	✗	=	✓

Key	✓ Performed at or above 5% of the national average	= Performed between -5% to 5% of the national average	✗ Performed at or below -5% of the national average

An educated workforce and investments to raise median incomes have supported Wake County's economic resilience (2/2)



North Carolina

Regional Growth Trends

Economic Diversification: Over time, North Carolina's economic structure has transformed, shifting from a primarily agriculture- and textile-driven base to a more diversified economy characterized by significant growth in finance, information technology, and research and development. While similar transitions can exacerbate population loss and negatively impact affordability, Wake County has stabilized their economy and supported wage growth through targeted investments in high-wage sectors. Additionally, Wake County has made investments to support talent retention from nearby higher education institutions and connect workers to high-wage sector jobs.

Key Strategies Supporting Resilience

Technology and Innovation Hubs: Wake County supported the creation and expansion of innovation districts by offering tax reimbursements, site readiness investments, and infrastructure support to attract private sector investment.

Research Investments: Research-driven growth has been bolstered by funding anchor institutions like the Research Triangle Park (RTP), one of the country's oldest and most successful science and technology hubs. North Carolina also launched one of the nation's first state-funded nonprofits supporting life sciences and microelectronics, fueling high-wage job creation in Wake County.

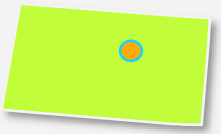
Higher Education Alignment: The state has invested significantly in its talent pipeline through programs that align university and community college training with the needs of high-growth sectors. Initiatives such as *myFutureNC* aim to equipe 2 million North Carolinians with high-quality credentials or degrees by 2030.

Mandated Higher Wages: To directly impact income levels, Wake County has enacted policies that require companies receiving public funds to meet wage thresholds.

Wage Supplements for Essential Workers: Recognizing the critical role of essential services in the economy, the state has implemented programs to supplement wages for workers in historically undervalued sectors, such as childcare.

	Highlighted Interventions	2023 Performance
Economic Security	***Living Wage Standards in Business Incentives:*** As part of its Business Development Grant program, Wake County mandates that companies receiving incentives must pay at or above the county's Living Wage Rate. ***Child Care WAGE$:*** This program from Early Years North Carolina provides education-based salary supplements to teachers, directors, and family childcare educators working with children from birth to 5 years old.	2nd in CPI-U 2nd in median income 1st in housing burden
Economic Diversification	***Life Sciences Cluster Development in Holly Springs:*** Wake County has supported the growth of a life sciences corridor in Holly Springs through a yearly strategic plan for economic development. It has successfully attracted companies like CSL Seqirus, FUJIFILM Diosynth Biotechnologies, and Amgen. These investments diversify the economy beyond tech and government and build a robust ecosystem for biotech and pharmaceutical manufacturing.	2nd in Economic Diversity Index 3rd in new businesses
Education and Workforce	***Work First:*** This employment program aids families that are in a temporary financial crisis by providing a wide range of supportive services to help them reach self-sufficiency. Services include short term training, vocational testing, job readiness programs and classes, childcare, transportation assistance, and more. ***Next NC Scholarship:*** This scholarship program provides need-based funding for state residents at University of North Carolina system universities and state community colleges.	4th in labor force participation 1st in unemployment 1st in high school graduates 2nd in Bachelor's degrees

Denver County’s place-based investments, including funding for parks, transit upgrades, and housing, have strengthened its economic resilience (1/2)



Colorado

Key Features Driving Resilience

- **Young adult attraction:** Denver ranked as the fourth-best city in the nation for young professions in their early 20s to mid-30s, based on its active lifestyle, access to green space and the outdoors, and strong job market. In 2023, over 540,000 young adults aged 18-34 were living in Denver, with a median age of 37 compared to U.S. median of 37.7.
- **Diverse industry clusters:** Nine industry clusters drive the regional economy in Denver County, representing a diverse combination of businesses and opportunities. These include aerospace, aviation, bioscience, broadband, energy & natural resources, financial services, food & beverage production, healthcare & wellness, and IT-software.

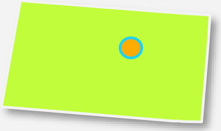
Economic Resilience and Current Economic Health Metrics		Denver County	Michigan
Recession Impact (2007-10)	GDP Change	-6.5%	-8.6%
	Population Change	7.1%	-1.2%
	Age 20-39 Pop. % Change	8.8%	-4.1%
	Median Income	$45,501	$48,432
Recession Recovery (2010-14)	GDP Change	16.0%	8.7%
	Population Change	9.0%	0.6%
	Age 20-39 Pop. % Change	11.1%	-2.6%
	Median Income	$51,800	$49,087
Economic Health (2023)	% Population Aged 20-39	38.8%	25.9%
	Median Income	$91,681	$71,149

Denver County’s Performance in Economic Resilience Pillars

Economic Security	Economic Diversification	Education and Workforce	Physical Infrastructure	Community Resources	Social Mobility
=	✓	✓	✓	=	✗

Key	✓ Performed at or above 5% of the national average	= Performed between -5% to 5% of the national average	✗ Performed at or below -5% of the national average

Denver County's place-based investments, including funding for parks, transit upgrades, and housing, have strengthened its economic resilience (2/2)



Colorado

Regional Growth Trends

Community Resources: Over time, Denver County's economy has evolved beyond its historical strengths in mining and natural resources, steadily transforming into a magnet for innovation and talent. Denver County has strengthened its economic resilience through sustained investments in infrastructure, urban development, and livability. Strategic emphasis on recreation, public space, and cultural amenities has made the county particularly attractive to young professionals and businesses seeking a high-quality, connected place to grow.

Key Strategies Supporting Resilience[1]

Community Planning: Investments in community resources are guided by citywide planning frameworks that align land use, health, and equity to support a thriving population.

Livability Investments: Denver County has prioritized community resources as a long-term economic strategy, investing in parks, public spaces, and recreation to attract and retain talent. Strategic investments are possible through taxes and other funding mechanisms.

Connected Infrastructure: Through bond-funded projects and strategic transportation initiatives, Denver County has strengthened physical connectivity across the region. Investments in transit, mobility, and multimodal infrastructure are enhancing access to jobs, housing, and economic opportunity.

Inclusive Growth: Denver County is advancing economic mobility through targeted social programs aimed at reducing homelessness, supporting income stability, and expanding access to opportunity. These investments aim to help more residents fully participate in and benefit from the region's growing economy.

	Highlighted Interventions	2023 Performance
Physical Infrastructure	***Transportation Infrastructure Projects:*** Denver has invested in multi-modal transportation to reduce congestion, improve mobility, and support sustainable urban growth, including expansion of bike lanes and pedestrian infrastructure; bus rapid transit corridors; and roadway modernization and safety improvements.	3rd in bridge conditions 3rd in commuters using public transit
Community Resources	***Game Plan for a Healthy City:*** Denver Parks and Recreation (DPR) created a strategic plan to increase access to parks and community spaces. This plan is funded by the Parks Legacy Fund and guided by the Strategic Acquisition Plan. ***Parks Legacy Fund and Strategic Acquisition Plan*:** With the 2018 passage of the Parks Legacy Fund, a voter-approved 0.25 percent sales tax supporting the improvement of the county and city's park system, DPR has established an Acquisition Program to grow and expand the parks and recreation system. It has already provided 5,200 Denver households with access to nearby parks. ***Innovation Fund Program:*** The fund was created in 2019 to reinvest in state agencies by providing funding or in-kind services to support innovative projects for state agencies to put more information and services online and to help Colorado residents interact with agencies.	3rd in park access 2nd in public school enrollment 3rd in travel time to work
Social Mobility	***Denver Basic Income Project:*** This pilot program provided unconditional monthly cash payments to over 800 individuals experiencing homelessness. Funded through a mix of public and philanthropic sources, the project aimed to evaluate how direct income support could improve housing stability, employment, and well-being.	3rd in poverty rate 7th in homelessness

1. Denver is a consolidated city and county.

Fulton County's efforts to attract diversified industries and foster local business incubation have supported economic diversification and resilience (1/2)

Georgia

Key Features Driving Resilience

- **Urban core and economic hub:** As home to Atlanta, Fulton County serves as the economic engine of Georgia, offering a concentration of corporate headquarters, startups, and government institutions.
- **Diverse and educated workforce:** The county's diverse and highly educated population (in 2023, 58% of residents aged 25+ had a Bachelor's degree) and proximity to prominent universities and community colleges support innovation and a broad talent pool.
- **Infrastructure and transit investments:** Fulton County benefits from major infrastructure projects, including Hartsfield-Jackson Atlanta International Airport, MARTA transit expansions, and road improvements.

Economic Resilience and Current Economic Health Metrics		Fulton County	Michigan
Recession Impact (2007-10)	GDP Change	-6.8%	-8.6%
	Population Change	6.5%	-1.2%
	Age 20-39 Pop. % Change	5.7%	-4.1%
	Median Income	$56,709	$48,432
Recession Recovery (2010-14)	GDP Change	14.7%	8.7%
	Population Change	6.9%	0.6%
	Age 20-39 Pop. % Change	4.2%	-2.6%
	Median Income	$56,642	$49,087
Economic Health (2023)	% Population Aged 20-39	31.7%	25.9%
	Median Income	$91,490	$71,149

Fulton County's Performance in Economic Resilience Pillars

Economic Security	Economic Diversification	Education and Workforce	Physical Infrastructure	Community Resources	Social Mobility
=	✓	✓	✓	✗	✗

Key	✓ Performed at or above 5% of the national average	= Performed between -5% to 5% of the national average	✗ Performed at or below -5% of the national average

Fulton County's efforts to attract diversified industries and foster local business incubation have supported economic diversification and resilience (2/2)

Georgia

Regional Growth Trends

Economic Diversification: Once dominated by manufacturing, Fulton County has reshaped its economy through investments in high-growth sectors like fintech, life sciences, logistics, and creative industries. From 2010 to 2023, the number of new businesses per 1,000 residents more than doubled, reflecting the county's focus on entrepreneurship and growth. Complementary investments in transit connectivity, higher education partnerships, and expanded access to homeownership serve as core mechanisms to retain their highly-educated pool of talent, maintaining a skilled workforce that fuels its diversified economy.

Key Strategies Supporting Resilience

Strategic Industry Development: Fulton County is actively cultivating a resilient economy by investing in sector-specific growth strategies across fintech, life sciences, logistics, and film. Economic development tools and tax incentives, workforce training partnerships, and business development programs are designed to attract high-growth firms and the talent they need to thrive.

Mobility and Placemaking: Investments in walkable infrastructure and multi-modal transit (e.g., the Atlanta BeltLine, a 22-mile loop of trails that connects 45 neighborhoods across the city) are reconnecting neighborhoods and reshaping underused corridors into vibrant hubs for living and working. These efforts support talent retention by enhancing quality of life and enabling easier access to jobs, culture, and housing.

Homeownership Access: Fulton County is expanding access to homeownership through down payment assistance, financial literacy programs, and targeted affordability initiatives. These strategies help retain middle-income workers and young families, strengthening the local talent base and contributing to long-term economic stability.

	Highlighted Interventions	2023 Performance
Economic Security	***Down Payment Assistance and Homeownership Programs:*** The county implemented programs to help first-time homebuyers—especially low- to moderate-income families—access homeownership. These include down payment and closing cost assistance; homebuyer education and counseling; and targeted support for minority and underserved communities.	**4th** in CPI-U **3rd** in home value **3rd** in housing burden
Economic Diversification	***Select Fulton:*** Through its Select Fulton plan, Fulton County has successfully attracted major corporate investments from companies like Visa, Cisco, Microsoft, and Boston Scientific. The Select Fulton organization offers a variety of services for business growth and development in Fulton County. These projects have brought thousands of high-wage jobs to the region and spanned sectors such as technology, healthcare, and finance. ***Georgia Film Tax Credit***: Enacted in 2005, the film tax credit was enacted to promote film investment. Georgia offers a transferrable income tax credit of up to 30% for qualified production expenditures. This includes a 20% base credit and an additional 10% for including a Georgia promotional logo on projects.	**5th** in Economic Diversity Index **1st** in number of new businesses started per 1,000 residents
Physical Infrastructure	***MARTA Expansion Projects:*** MARTA's expansion projects increase accessibility, mobility, and connectivity throughout the Atlanta metro region. Extending across four local jurisdictions, these projects include arterial rapid transit (ART), bus rapid transit (BRT), light rail transit (LRT) and transit hubs.	**4th** in % of commuters who use public transit to go to work

Harris County's infrastructure upgrades and industrial diversification efforts have supported the county's economic resilience (1/2)

Texas

Key Features Driving Resilience
• **International and domestic migration:** Harris County is a destination for both international migration and domestic movers from other parts of the US and Texas. • **Energy industry:** Harris County is considered the U.S. energy capital. The energy industry cluster comprises the highest concentration of interrelated industry sectors at over 4x the national average – employing 89,000 workers. • **Grid modernization:** Harris County is also modernizing its power grid and investing in large-scale renewable energy projects to diversify beyond oil and gas. • **Innovation hub:** Harris County is making investments in innovation, technology, green energy, medicine, and biotech as it continues to expand its economic strengths beyond the energy sector.

Economic Resilience and Current Economic Health Metrics		Harris County	Michigan
Recession Impact (2007-10)	GDP Change	1.0%	-8.6%
	Population Change	6.4%	-1.2%
	Age 20-39 Pop. % Change	5.6%	-4.1%
	Median Income	$51,444	$48,432
Recession Recovery (2010-14)	GDP Change	12.7%	8.7%
	Population Change	8.4%	0.6%
	Age 20-39 Pop. % Change	8.2%	-2.6%
	Median Income	$53,822	$49,087
Economic Health (2023)	% Population Aged 20-39	29.7%	25.9%
	Median Income	$73,104	$71,149

Harris County's Performance in Economic Resilience Pillars					
Economic Security	**Economic Diversification**	**Education and Workforce**	**Physical Infrastructure**	**Community Resources**	**Social Mobility**
=	✓	=	✗	=	✗

Key	✓ Performed at or above 5% of the national average	= Performed between -5% to 5% of the national average	✗ Performed at or below -5% of the national average

Harris County’s infrastructure upgrades and industrial diversification efforts have supported the county’s economic resilience (2/2)

Texas

Regional Growth Trends

Physical Infrastructure – Texas and Harris County have taken intentional steps to diversify their industry base, expanding into sectors including healthcare, technology, and green energy. This evolution has been supported by investments in infrastructure, including updating and building out energy systems, scaling up port capabilities to facilitate trade, modernizing airports, and supporting innovations in aerospace technologies.

Key Strategies Supporting Resilience

Green Energy Investments: Harris County is modernizing its power grid and investing in large-scale renewable energy projects. Strategic incentives have attracted clean energy firms in solar, wind, and hydrogen, while public-private collaborations are helping legacy energy companies diversify into lower-emission technologies.

Updated Airport Infrastructure: The county has invested in modernization and capacity expansion at George Bush Intercontinental and Hobby airports, enhancing regional connectivity, increasing cargo and passenger volumes, and solidifying Harris County as a global logistics hub.

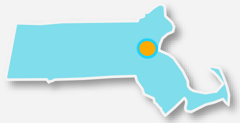
Expanded Port Infrastructure: Harris County partnered with the Port of Houston and private industry to expand maritime infrastructure and enhance freight mobility. These investments are creating thousands of jobs and strengthening the region’s position as a gateway for trade.

Medical Ecosystem: Anchored by the Texas Medical Center, Harris County has cultivated a robust medical innovation ecosystem. Investments in life sciences research, biotech startups, and healthcare infrastructure have created jobs and elevated the region as a destination for advanced medical care and clinical research.

Innovation Investments: The county is fostering emerging technology sectors, including aerospace, cybersecurity, and AI, through innovation districts, workforce development programs, and partnerships with NASA and leading research institutions.

	Highlighted Interventions	2023 Performance
Economic Diversification	***Ion Innovation Hub:*** Harris County, in partnership with the City of Houston and local universities, invested in the development of the Ion Innovation Hub, an innovation district. The hub aims to: • Attract startups and tech companies • Foster entrepreneurship and research commercialization • Diversify the economy beyond oil and gas by growing the tech ecosystem	1st in Economic Diversity Index 4th in new businesses started
Physical Infrastructure	***Expansion of the Port of Houston and Logistics Infrastructure:*** Harris County supported major infrastructure upgrades at the Port of Houston, one of the busiest ports in the U.S. These investments helped position the county as a global logistics and trade hub, reducing reliance on energy exports. Investments included: channel widening and deepening projects; intermodal and freight rail improvements; and expansion of warehousing and distribution facilities. ***Texas Energy Fund:*** The Texas Energy Fund (TEF) provides funding opportunities for electric generation projects—both inside and outside of the Electric Reliability Council of Texas (ERCOT) power region—through four programs based on an application process and award system developed by the Public Utility Commission of Texas.	1st in bridge conditions 5th in commuters using public transit

Suffolk County's commitment to innovative educational support and economic security programs strengthen its economic resilience (1/2)



Massachusetts

Key Features Driving Resilience

- **Education investment:** Suffolk County is home higher education institutions, including Boston University and Northeastern University. The county and its residents have benefited from state and local investments in increasing access to higher education.
- **Strong healthcare sector:** The county is home to world-renowned healthcare institutions, such as Mass General Hospital and Harvard Medical School. Further, the Longwood Medical Area in Boston is a major healthcare hub with 21 medical and academic institutions, which supports over 155,000 jobs.
- **Urban density and transit access:** As the core of the Boston metropolitan area, Suffolk County offers dense, walkable, urban infrastructure and public transit access.

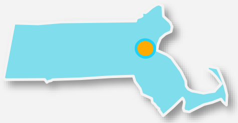
Economic Resilience and Current Economic Health Metrics		Suffolk County	Michigan
Recession Impact (2007-10)	GDP Change	3.0%	-8.6%
	Population Change	4.3%	-1.2%
	Age 20-39 Pop. % Change	5.7%	-4.1%
	Median Income	$50,597	$48,432
Recession Recovery (2010-14)	GDP Change	8.0%	8.7%
	Population Change	6.4%	0.6%
	Age 20-39 Pop. % Change	6.2%	-2.6%
	Median Income	$54,169	$49,087
Economic Health (2023)	% Population Aged 20-39	39.3%	25.9%
	Median Income	$92,859	$71,149

Suffolk County's Performance in Economic Resilience Pillars

Economic Security	Economic Diversification	Education and Workforce	Physical Infrastructure	Community Resources	Social Mobility
✗	✓	=	✓	✗	=

Key	✓ Performed at or above 5% of the national average	= Performed between -5% to 5% of the national average	✗ Performed at or below -5% of the national average

Suffolk County's commitment to innovative educational support and economic security programs strengthen its economic resilience (2/2)



Massachusetts

Regional Growth Trends

Education and Workforce: Suffolk County has strengthened economic resilience beyond the impact of existing institutions as a result of innovative educational support and economic opportunity programs. Anchored by Boston's higher education ecosystem, the county has implemented policies to expand access to postsecondary education, including free community college and student loan forgiveness programs. These efforts are complemented by investments in early childhood education and childcare infrastructure, designed to support working families and strengthen the long-term talent pipeline.

Key Strategies Supporting Resilience

Childcare and Early Education: Suffolk County has prioritized early learning as an economic foundation by investing in universal pre-K access, expanding childcare capacity, and stabilizing the early education workforce through public funding and wage supplements. These initiatives are supported by state grants and partnerships with early education providers to increase affordability and bolster attraction and retention of working families.

Higher Education Access: To retain talent and boost long-term workforce competitiveness, Suffolk County has advanced higher education access through free community college programs, student loan forgiveness, and targeted scholarships. These efforts are designed to increase countywide higher education attainment, providing access to expanded job opportunities in high-skill, high-wage sectors, and supporting the long-term economic prosperity of residents.

Transit Infrastructure: The MBTA's bus and subway system, vital to Suffolk County's labor force mobility, has received sustained investment to improve service reliability, expand capacity, and modernize infrastructure. These enhancements increase regional connectivity and afford commuters greater dexterity in selecting and maintaining employment.

	Highlighted Interventions	2023 Performance
Education and Workforce	***Massachusetts No Interest Loan (NIL) Program:*** The state NIL program was created to provide needy Massachusetts residents attending post-secondary educational institutions in MA with a state-funded loan. The NIL program offers zero interest loans to help students cover educational costs. ***Boston Bridge program:*** A city-state program that allows students who participate in Boston's Tuition-free Community College Program to transfer to a four-year college and earn their bachelor's degree tuition free. ***MA Repay:*** This student loan repayment plan targets HHS professionals in Massachusetts. These incentives are designed to retain critical care workers in high-need areas and support the resilience of the region's health system.	1st in young adults 5th in Bachelor's degrees 6th in high school graduates
Physical Infrastructure	***MBTA Green Line Extension and Transit Upgrades:*** Led by the MBTA, Suffolk County benefited from major investments in public transit, including: the Green Line Extension into Union Square and Medford; upgrades to Red and Orange Line trains and signals; and improvements to accessibility and station infrastructure.	6th in bridge conditions 1st in commuters using public transit
Social Mobility	***Child Care Financial Assistance:*** This program provides financial assistance to help low-income families pay childcare and out-of-school time programs. ***Commonwealth Preschool Partnership Initiative:*** This public-private grant helps develop partnerships between school districts and early education programs to expand access to high quality preschool within the district.	7th in poverty 1st in uninsured 6th in homelessness

Table of Contents

States, including Michigan, can improve economic resilience by expanding access to opportunity, strengthening regional economies, and investing in community stability

Strategies to Strengthen Economic Resilience

Adopting a holistic investment strategy across the below categories can strengthen a state's economic resilience:

- **Economic Security:** Unlock pathways to financial opportunity by raising median incomes and expanding affordable homeownership options for working families and first-time buyers
- **Economic Diversification:** Broaden the economic base by growing emerging industries, supporting innovation, and expanding into resilient sectors
- **Education and Workforce:** Invest in a future-ready workforce by improving access to postsecondary education and workforce training, especially for young adults
- **Physical Infrastructure:** Enhance physical infrastructure and connectivity by upgrading aging roads, water systems, and transit to increase safety, reduce commute times, and connect underserved areas
- **Community Resources:** Invest in community resources by improving the quality of and access to public schools, parks, and neighborhood amenities that attract and retain families and young adults
- **Social Mobility:** Strengthen social mobility by reducing barriers to healthcare, childcare, and critical services, scaling effective programs, and closing service gaps

Michigan can boost resilience and accelerate population growth through coordinated investments in its people, places, and economy (1/6)

Economic Security

Context and Opportunity	Recommended Actions	Outcomes	Applicable Programs from Growth Cohort

• Compared to the growth cohort counties, Michigan currently reports lower median household income and lags in share of housing cost-burdened households. This suggests that **despite Michigan's relatively low cost of living, many households could benefit from additional financial stability.** Michigan has an opportunity to further improve median incomes and pathways to homeownership, in tandem with broader efforts to increase access to quality jobs and improve workforce readiness *(next slides)*.	• Invest in initiatives that **support businesses in creating high-skill, high-growth jobs** that offer competitive, family-sustaining wages (e.g., through economic development tools and other incentives).
	• Bolster median incomes through **programs that incentivize higher wage job growth** and supplement earnings in essential sectors with persistent wage gaps (e.g., the childcare sector)
	• Continue to improve homeownership rates by investing in **initiatives addressing affordability and access barriers.** This may include sustained investments in:
	  ◦ Down payment assistance programs (e.g., MI 10K Down Payment Assistance Program)
	  ◦ Homebuyer education and counseling
	  ◦ Foreclosure prevention programs (e.g., Step Forward Michigan Program)
	  ◦ Shared equity and alternative ownership models
		• Reinforce financial security for working families, **raising the median income and improving statewide economic wellbeing**
		• Strengthen economic security by supporting homeownership, **especially for lower-income and first-time buyers**
			• **Wake County, NC:** Living Wage Standards in Business Incentives
			• **Wake County, NC:** Child Care WAGE$
			• **Fulton County, GA:** Down Payment Assistance and Homeownership Programs
			• **Fulton County, GA:** Select Fulton

MI State Performance on Key Indicators
(2023 ranking against six growth cohort counties)

1st	Consumer Price Index
7th	Median Income
2nd	% of housing cost burdened households
4th	% of rent cost burdened households
1st	Average home value

Sources: American Society of Civil Engineers, Case studies and leading practices (see Report Section 4)

Michigan can boost resilience and accelerate population growth through coordinated investments in its people, places, and economy (2/6)

Economic Diversification

Context and Opportunity

- Michigan has a relatively narrower economic base compared to the growth cohort, ranking below the cohort for both economic diversity index and rate of new business starts. While Michigan has seen an increase in the overall number of businesses, its rate of increase trails the US over the last 20 years. Additionally, recent sources indicate the percent of businesses expanding employment has fallen below the portion experiencing contraction. A **lack of economic diversification and slower growth can heighten vulnerability to industry-specific downturns** and limit long-term resilience.

Recommended Actions

- **Strengthen entrepreneurship ecosystems and early-stage business support.** Focuses for continued investment may include:
  - Programs providing access to early-stage capital and support for scaling businesses (e.g., Michigan Innovation Fund, PitchMI)
  - Technical support for new and small businesses
  - Incubator and accelerator infrastructure
- Conduct a statewide analysis to **identify regional industry strengths and gaps** and inform strategies to broaden Michigan's economic base. This may involve:
  - Supporting sector-specific initiatives (e.g., clean energy, life sciences, innovation hubs)
  - Investing in enabling infrastructure such as R&D facilities and workforce training systems
  - Advancing cross-sector collaboration to build long-term regional competitiveness

Outcomes

- **Expand the pipeline of new businesses** by strengthening entrepreneurial infrastructure and support systems
- **Diversify Michigan's economy** to reduce industrial reliance and improve long-term economic resilience

Applicable Programs from Growth Cohort

- **King County, WA:** Clean Energy Fund
- **Wake County, NC:** Life Sciences Cluster Development in Holly Springs
- **Fulton County, GA:** Select Fulton
- Fulton County, GA: Georgia Film Tax Credit
- **Harris County, TX:** Ion Innovation Hub

MI State Performance on Key Indicators

(2023 ranking against six growth cohort counties)

7th	Economic diversity index (2021)
7th	Number of new businesses started per 1,000 residents

Sources: Small Business Association of Michigan, Case studies and leading practices (see Report Section 4)

Michigan can boost resilience and accelerate population growth through coordinated investments in its people, places, and economy (3/6)

Education and Workforce

Context and Opportunity	Recommended Actions	Outcomes	Applicable Programs from Growth Cohort
• While Michigan has seen recent population growth and labor force gains (for instance, as of mid-2025, labor force participation has grown by over 5 percentage points since its 2020 monthly low), the state underperforms on key indicators including bachelor's degree attainment (despite recent gains), unemployment, and young adult population. While Michigan's high school attainment rate is stronger than its college completion levels, it still falls in the lower-middle range of the growth cohort counties. These metrics point to past **challenges growing a competitive, future-ready workforce, which require continued intervention.**	• **Improve talent retention and attraction for young adults, as well as continued improvement in labor force participation.** Strategies could include: ◦ Talent programs and incentives to retain and support young talent in Michigan (e.g. Make MI Home community talent retention and attraction programs) ◦ Outreach to attract new entrants to Michigan's workforce (e.g., marketing campaigns such as You Can in Michigan) ◦ Localized supports that address barriers to workforce participation (e.g., childcare, transit) • **Increase postsecondary attainment and skill alignment** across regions. Focus areas may include: ◦ Continued investment in affordable higher education (e.g., MI Achievement Scholarship) ◦ Expanded career-aligned education pathways and credentialing, including apprenticeship, dual enrollment, and certifications ◦ Enhanced alignment between training programs and regional labor market demand	• **Attract and retain young talent in the labor force** by improving national awareness, addressing participation barriers, and reducing drop-off from key working-age groups • Strengthen Michigan's economy and households through **higher educational attainment and skill alignment** – enabling increased wages, greater financial stability, and a more adaptable, future-ready workforce	• **King County, WA:** King County Apprenticeship Program • **Wake County, NC:** Work First • **Wake County, NC:** Next NC Scholarship • **Suffolk County, MA:** Massachusetts No Interest Loan Program

MI State Performance on Key Indicators
(2023 ranking against six growth cohort counties)

Rank	Indicator
5th	% of 25+ with high school degree or higher
7th	% of 25+ with Bachelor's degree or higher
7th	% of population aged 20 to 34
7th	Labor force participation rate
5th	Unemployment rate

Sources: U.S. Bureau of Labor Statistics via FRED, Case studies and leading practices (see Report Section 4)

Michigan can boost resilience and accelerate population growth through coordinated investments in its people, places, and economy (4/6)

Physical Infrastructure

Context and Opportunity

- **Michigan's physical infrastructure faces mounting pressure from decades of underinvestment and aging assets** – many of which were built over 50 years ago. Despite recent improvement in road condition, the state has historically ranked near the bottom nationally in capital infrastructure spending, resulting in outdated water systems and aging infrastructure under-equipped for future load and climate-related challenges. Transit usage also remains among the lowest in the growth cohort, pointing to broader access and mobility challenges.

Recommended Actions

- **Prioritize upgrades and funding structures for underperforming infrastructure systems** – such as stormwater, bridges, and roads – to improve long-term safety and resilience. Focuses may include:
  - Addressing long-standing infrastructure maintenance needs (e.g., Rebuilding Michigan)
  - Adopting alternative road funding models (e.g., VMT fees, tolling)
  - Invest in climate-resilient design for transportation, stormwater, and water systems
- **Strengthen Michigan's public transit network,** with a focus on service gaps and barriers. Actions may include:
  - Conducting a regionally disaggregated transit needs assessment
  - Expanding frequency, coverage, and hours

Outcomes

- **Enhance infrastructure durability and resilience** by modernizing systems and securing long-term funding to support vibrant, future-ready communities
- **Improve access to opportunity through a more efficient and connected transit system** by reducing commute times and expanding mobility for workers, students, and underserved residents

Applicable Programs from Growth Cohort

- **King County, WA:** Green Stormwater Infrastructure & Wastewater Upgrades
- **Denver County, CO:** Transportation Infrastructure Projects
- **Fulton County, GA:** MARTA Expansion Projects
- **Harris County, TX:** Expansion of the Port of Houston and Logistics Infrastructure, Texas Energy Fund
- **Suffolk County, MA:** MBTA Green Line Extension and Transit Upgrades

MI State Performance on Key Indicators

(2023 ranking against six growth cohort counties)

7th	% of bridges in fair or better condition
6th	% of commuters who use public transit to go to work

Sources: American Society of Civil Engineers, Case studies and leading practices (see Report Section 4)

Michigan can boost resilience and accelerate population growth through coordinated investments in its people, places, and economy (5/6)

Community Resources

Context and Opportunity	Recommended Actions	Outcomes	Applicable Programs from Growth Cohort
• Michigan performs relatively well on several community resource indicators. The state ranks third in the growth cohort for public K-12 enrollment, fourth for park access, and has the shortest average commute times. However, these strengths are not evenly distributed – and academic performance remains a concern. For example, Michigan's 4th grade reading scores have been significantly below the national average for the past decade, underscoring the need to **invest in both the quality of schools and the accessibility of amenities**, particularly in underserved areas.	• **Strengthen access to high-quality K-12 public schools,** especially in areas with declining enrollment or underserved populations. Strategies include: ◦ Improve K-12 student performance through initiatives like the MI Education Guarantee ◦ Reimagine the job of teaching and the structure of the school day, enabling teachers to innovate ◦ Align governance and funding to support an equitable and efficient lifelong learning system • **Expand equitable access to green spaces and community centers.** Action areas may include: ◦ Develop or revitalize parks and community centers using resources like MI Spark Grants ◦ Improve walkability, bike access, and transit connections to public spaces ◦ Invest in long-term stewardship and programming through dedicated local funds	• **Support family retention and attraction** by improving access to strong public schools and high-quality educational environments • **Enhance quality of life and community cohesion** through safe, inclusive public spaces and neighborhood infrastructure that support health, recreation, and connection	• **King County, WA:** Learning Assistance Program • **Denver County, CO:** Game Plan for a Healthy City • **Denver County, CO:** Parks Legacy Fund and Strategic Acquisition Plan

MI State Performance on Key Indicators
(2023 ranking against six growth cohort counties)

4th	% of residents within a ½ mile or 10 min walk from park
3rd	% of enrolled population in public K-12 school
1st	Mean travel time to work

Sources: The Nation's Report Card, Growing Michigan Together Council, Case studies and leading practices (see Report Section 4)

Michigan can boost resilience and accelerate population growth through coordinated investments in its people, places, and economy (6/6)

Social Mobility

Context and Opportunity	Recommended Actions	Outcomes	Applicable Programs from Growth Cohort
• Michigan shows strength on several social mobility indicators, including the lowest reported rate of homelessness and the second-lowest uninsured rate amongst the growth cohort counties. It also ranks first in childcare affordability, reducing barriers to workforce participation by supporting working families. However, the state ranks fifth in population below the poverty line. These mixed outcomes underscore the need to **address potential gaps in accessibility and awareness around existing programs.**	• **Expand access and reduce barriers to existing family supports and economic mobility programs.** Strategies could include: – Co-locating services to improve uptake – Streamlining application and recertification processes (e.g., MI Bridges Platform) – Increasing outreach and navigator support in high-need areas • **Identify and address remaining service gaps and any barriers to workforce participation** (e.g., prioritizing supports for families with limited access to childcare) • **Continue to invest in innovative pilots and programs that enhance economic security for families** (e.g., Rx Kids)	• **Expand access to existing programs and essential services** for food, housing, and healthcare to further reduce poverty and unmet household needs. • **Support working families and continue to increase labor force participation** by addressing childcare gaps and lowering out-of-pocket costs	• **Denver County, CO:** Denver Basic Income Project • **Suffolk County, MA:** Child Care Financial Assistance • **Suffolk County, MA:** Commonwealth Preschool Partnership Initiative

MI State Performance on Key Indicators
(2023 ranking against six growth cohort counties)

5th	% of population below the poverty line
2nd	% of population that is uninsured
1st	Avg. cost of center-based care for birth – school aged children
1st	% of individuals experiencing homelessness

Sources: Case studies and leading practices (see Report Section 4)

Population growth and economic resilience are mutually reinforcing – strengthening one drives and sustains the other over the long term

Michigan's success in continued population growth and building a stronger economy can be bolstered by continued, coordinated investment across the six pillars of resilience. The strategies outlined in this report show how attracting and retaining residents fuels innovation, spending, and community vitality, while a resilient economy ensures that growth is sustained through economic shifts and future challenges.

Roadmap for Continued Investment

Economic Security	Continue to raise median incomes and expand financial stability by supporting high-quality job creation, wage growth, and affordable homeownership programs, with targeted support for lower-income and first-time buyers.
Economic Diversification	Expand Michigan's economic base by bolstering support for entrepreneurs, growing sector-specific hubs, and attracting investment in resilient industries that reduce dependence on vulnerable sectors.
Education and Workforce	Align postsecondary education and workforce training with in-demand jobs, expand scholarships and career pathways, and address barriers to participation to retain and attract young talent.
Physical Infrastructure	Modernize transportation, water, and energy systems while expanding efficient transit networks that reduce commute times and connect residents to jobs, services, and education – particularly in underserved areas.
Community Resources	Invest in high-quality K–12 schools, public parks, and neighborhood amenities to improve livability, close academic performance gaps, and attract and retain families.
Social Mobility	Expand access to healthcare, childcare, and essential services; lower out-of-pocket costs; and scale innovative programs that remove barriers to economic participation and stability.

By continuing to invest strategically in these six areas, Michigan can sustain the cycle of growth and resilience, helping its residents, communities, and economy thrive well into the future.

Disclaimer

This deliverable was prepared by Guidehouse Inc. for the sole use and benefit of, and pursuant to a client relationship exclusively with, the Michigan Growth Office. The work presented in this deliverable was developed by Guidehouse with input from the Michigan Growth Office and represents their professional judgment based on the information available at the time the report was prepared. The information in this deliverable may not be relied upon by anyone other than the Michigan Growth Office. Accordingly, Guidehouse disclaims any contractual or other responsibility to others based on their access to or use of the deliverable.

Sources Cited

Section 1 – Importance of Population Growth

Slide 15:

- U.S. Census Bureau. American Community Survey – DP02: Selected Social Characteristics in the Unted States (2023). Accessed at: https://data.census.gov/table/ACSDP5Y2023.DP02?g=040XX00US26
- KFF. State Government Tax Collections per Capita (2024). Accessed at: https://www.kff.org/state-health-policy-data/state-indicator/state-collections-per-capita/?currentTimeframe=0&selectedRows=%7B%22states%22:%7B%22michigan%22:%7B%7D%7D%7D&sortModel=%7B%22colId%22:%22Location%22,%22sort%22:%22asc%22%7D
- Federal Reserve Bank of St. Louis. Real Gross Domestic Product: All Industry Total in Michigan (2023). Accessed at: https://fred.stlouisfed.org/series/MIRGSP
- Michigan Center for Data and Analytics. 2023 Michigan Economic Analysis Report (2023). Accessed at: https://www.michigan.gov/mcda/-/media/Project/Websites/mcda/reports/2024/2023-Michigan-Annual-Economic-Analysis-Report.pdf?rev=f355be8f3d2a4397ba1e17f90b8f049f
- Michigan Center for Data and Analytics. Exploring Michigan's Median Wage and Wage Range Compared to Other States (June 2024). Accessed at: https://www.michigan.gov/mcda/labor-market-information/michigans-labor-market-news/2024/06/10/oews-map-ranking-2023#:~:text=Michigan%27s%20statewide%20median%20wage%20across,the%20United%20States%20was%20%2423.11.

Slide 16:

- US Census Bureau. *American Community Survey – DP02: Selected Social Characteristics in the Unted States* (2023). Accessed at: https://data.census.gov/table/ACSDP5Y2023.DP02?g=040XX00US26

Sources Cited

Section 2 – Growth Office's Approach and Achievements

Slide 20:

- US Census Bureau. *S0101 Age and Sex (2023)*. Accessed at: https://data.census.gov/table/ACSST5Y2023.S0101?g=040XX00US26&tid=ACSST5Y2023.S0101
- US Census Bureau. *American Community Survey – B01003: Total Population*. Accessed at: https://data.census.gov/table?q=B01003:%20TOTAL%20POPULATION&g=010XX00US_040XX00US26
- US Census Bureau. *Resident Population of States (by 5-year age groups & sex)*. Accessed at: https://www2.census.gov/programs-surveys/popest/tables/1980-1990/state/asrh/s5yr8090.txt
- US Census Bureau. *Intercensal Estimates of the Total Resident Population of States:1980 to 1990*. (2023). Accessed at:. https://www2.census.gov/programs-surveys/popest/tables/1980-1990/state/asrh/st8090ts.txt
- US Census Bureau. *Population Estimates for the U.S., Regions, Divisions, and States by 5-year Age Groups and Sex: 1990 to 2000* (2023). Accessed at: https://www2.census.gov/programs-surveys/popest/tables/1990-2000/state/asrh/st-99-08.txt
- Michigan Department of Technology, Management, and Budget. *Michigan Population Projections By County Through 2050* (2024). Accessed at: https://milmi.org/DataSearch/POPPROJ
- University of Virginia Weldon Cooper Center, Demographics Research Group. *National Population Projections* (2024). Accessed at: https://demographics.coopercenter.org/national-population-projections
- US Census Bureau. *2023 National Population Projections* (2023). Accessed at: https://www.census.gov/data/datasets/2023/demo/popproj/2023-popproj.html
- Michigan Department of Technology, Management, and Budget. *Michigan Labor Market Information – Population Projections* (2024). Accessed at: https://milmi.org/DataSearch/POPPROJ

Slide 21:

- Michigan Growth Office, internal analysis and program tracking data
- State of Michigan. *"Governor Whitmer Signs Balanced, Bipartisan FY25 Budget."* July 24, 2024. Accessed at: https://www.michigan.gov/whitmer/news/press-releases/2024/07/24/governor-whitmer-signs-balanced-bipartisan-fy25-budget

Slide 22, 23:

- Michigan Growth Office, internal analysis and program tracking data

Slide 24:

- Michigan Growth Office, internal analysis and program tracking data
- U.S. Census Bureau. *State-to-State Migration Flows*. 2023. Accessed at: https://www.census.gov/data/tables/time-series/demo/geographic-mobility/state-to-state-migration.html
- U-Haul. *U-Haul Growth Index Migration Trends in Michigan* (2018-2023). Accessed at: https://www.uhaul.com/About/Migration/

Sources Cited

Section 3 – Recent Population Trends

Slide 26:

- Sprung-Keyser, Ben, Nathaniel Hendren and Sonya Porter. *The Radius of Economic Opportunity: Evidence from Migration and Local Labor Markets* (2022). Accessed at. https://www2.census.gov/ces/wp/2022/CES-WP-22-27.pdf

Slide 27:

- US Census Bureau. *American Community Survey – B01003: Total Population* (2010 to 2023). Accessed at: https://data.census.gov/table?q=B01003:%20TOTAL%20POPULATION&g=010XX00US_040XX00US26
- US Census Bureau. *Resident Population of States (by 5-year age groups & sex): 1980 to 1990* (2023). Accessed at: https://www2.census.gov/programs-surveys/popest/tables/1980-1990/state/asrh/s5yr8090.txt
- US Census Bureau. *Intercensal Estimates of the Total Resident Population of States:1980 to 1990.* (2023). Accessed at:. https://www2.census.gov/programs-surveys/popest/tables/1980-1990/state/asrh/st8090ts.txt
- US Census Bureau. *Population Estimates for the U.S., Regions, Divisions, and States by 5-year Age Groups and Sex: 1990 to 2000* (2023). Accessed at: https://www2.census.gov/programs-surveys/popest/tables/1990-2000/state/asrh/st-99-08.txt

Slide 28:

- Michigan Center for Data and Analytics. *Michigan Shows Population Growth Amid Census Bureau Changes to International Migration Methodology.* December 20, 2024. Accessed at: https://www.michigan.gov/mcda/insights/2024/12/20/vintage24-pop-estimates
- Michigan Center for Data and Analytics. *Domestic Migration Drives Michigan Rural Population Growth from 2020 to 2023.* December 16, 2024. Accessed at: https://www.michigan.gov/mcda/insights/2024/12/20/vintage24-pop-estimates
- City of Detroit. *Capping off a historic turnaround, Detroit now leads Michigan in population growth.* May 15, 2025. Accessed at: https://detroitmi.gov/news/capping-historic-turnaround-detroit-now-leads-michigan-population-growth
- U.S. Census Bureau. *National Population Totals: 2020-2024.* December 2024. Accessed at: https://www.census.gov/data/tables/time-series/demo/popest/2020s-national-total.html

Slide 29:

- MCDH. *Number of Deaths and Crude Death Rates, Michigan and United States Residents* (1970 – 2023). Accessed at: https://www.mdch.state.mi.us/osr/deaths/USMIcrudedxrt.asp
- MCDH. *Live Births and Crude Birth Rates Michigan and United States Residents Selected Years* (1900 – 2023). Accessed at: https://www.mdch.state.mi.us/osr/natality/tab1.1.asp
- U.S. Census Bureau. *American Community Survey – B07001: Geographical Mobility In The Past Year By Age For Current Residence In The United States* (2023). Accessed at: https://data.census.gov/table/ACSDT1Y2021.B07001?q=Residential+Mobility&g=040XX00US26&moe=false

Slide 30:

- US Census Bureau. *State-to-State Migration Flows* (2023). Accessed at: https://www.census.gov/data/tables/time-series/demo/geographic-mobility/state-to-state-migration.html

Sources Cited

Section 3 – Recent Population Trends

Slide 31:

- MCDA. *Michigan Shows Population Growth Amid Census Bureau Changes to International Migration Methodology* (Dec. 10, 2024). Accessed at: https://www.michigan.gov/mcda/insights/2024/12/20/vintage24-pop-estimates
- Consumer Affairs. *Moving to Michigan Statistics* (2024). Accessed at: https://www.consumeraffairs.com/movers/moving-to-michigan.html#michigan-housing-statistics
- Site Selection. *How Michigan Engineered a Lightning-Fast Turnaround in its Talent Pool* (2024). Accessed at: https://siteselection.com/how-michigan-engineered-a-lightning-fast-turnaround-in-its-talent-pool/#:~:text=Demographer%20Hamilton%20Lombard%2C%20who%20works,younger%20adult%20population%20has%20grown
- US Census Bureau. *American Community Survey – B07001: Geographical Mobility in the Past Year by Age for Current Residence in the United States* (2023). Accessed at: https://data.census.gov/table/ACSDT5Y2023.B07001?q=Residential+Mobility&g=040XX00US26
- US Census Bureau. *American Community Survey – S0101: Age and Sex* (2023). Accessed at: https://data.census.gov/table/ACSST5Y2018.S0101?g=040XX00US26

Section 4 – Case Studies and Leading Practices

Slide 34:

- US Census Bureau via FRED. *Resident Population in Michigan* (July 2025). Accessed at: https://fred.stlouisfed.org/series/MIPOP
- US Bureau of Economic Analysis. *SAGDP1 State annual gross domestic product (GDP) summary* (July 2025). Accessed at: https://www.bea.gov/itable/regional-gdp-and-personal-income
- US Census Bureau. *Resident Population of States (by 5-year age groups & sex)*. Accessed at: https://www2.census.gov/programs-surveys/popest/tables/1980-1990/state/asrh/s5yr8090.txt
- US Census Bureau. *Intercensal Estimates of the Total Resident Population of States:1980 to 1990* (2023). Accessed at: https://www2.census.gov/programs-surveys/popest/tables/1980-1990/state/asrh/st8090ts.txt
- US Census Bureau. *Population Estimates for the U.S., Regions, Divisions, and States by 5-year Age Groups and Sex: 1990 to 2000* (2023). Accessed at: https://www2.census.gov/programs-surveys/popest/tables/1990-2000/state/asrh/st-99-08.txt

Slides 36, 37:

- US Bureau of Economic Analysis. *CAGDP1 County and MSA gross domestic product (GDP) summary* (July 2025). Accessed at: https://www.bea.gov/itable/regional-gdp-and-personal-income

Sources Cited

Section 4 – Case Studies and Leading Practices

Slides 40, 41:

- U.S. Census Bureau. *County Intercensal Datasets: 2000-2010*. Accessed at: https://www.census.gov/data/datasets/time-series/demo/popest/intercensal-2000-2010-counties.html
- U.S. Census Bureau. *County Intercensal Tables: 2000-2010*. Accessed at: https://www.census.gov/data/tables/time-series/demo/popest/intercensal-2000-2010-counties.html
- U.S. Census Bureau. *County Intercensal Population Totals: 2010-2020*. Accessed at: https://www.census.gov/data/tables/time-series/demo/popest/intercensal-2010-2020-counties.html
- U.S. Census Bureau. *County Population by Characteristics: 2010-2020*. Accessed at: https://www.census.gov/programs-surveys/popest/technical-documentation/research/evaluation-estimates/2020-evaluation-estimates/2010s-county-detail.html
- U.S. Census Bureau. *State Intercensal Tables: 2000-2010*. Accessed at: https://www.census.gov/data/tables/time-series/demo/popest/intercensal-2000-2010-state.html
- U.S. Census Bureau. *State Intercensal Population Totals: 2010-2020*. Accessed at: https://www.census.gov/data/tables/time-series/demo/popest/intercensal-2010-2020-state.html
- U.S. Census Bureau. *American Community Survey – S0101 Age and Sex*. Accessed at: https://data.census.gov/table?q=age&g=040XX00US26
- U.S. Census Bureau. *American Community Survey – DP05 ACS Demographic and Housing Estimates*. Accessed at: https://data.census.gov/table/ACSDP1Y2023.DP05?q=age&g=040XX00US26
- U.S. Census Bureau. *American Community Survey – S1501 Educational Attainment*. Accessed at: https://data.census.gov/table?q=Educational+Attainment&g=040XX00US26
- U.S. Census Bureau. *American Community Survey – S1901 Income in the Past 12 Months*. Accessed at: https://data.census.gov/table/ACSST5Y2023.S1901?q=Income+and+Poverty&g=040XX00US26
- Economic Policy Institute. *Family Budget Calculator*. Accessed at: https://www.epi.org/resources/budget/
- Bureau of Economic Analysis. *Gross Domestic Product by State and Personal Income by State*. Accessed at: https://www.bea.gov/data/gdp/gdp-state
- Bureau of Economic Analysis. *Regional GDP & Personal Income*. Accessed at: https://www.bea.gov/itable/regional-gdp-and-personal-income
- Chmura Economics and Analytics. *Economic Diversity Index by County*. Accessed at: https://www.chmura.com/download-diversity-index-county

Sources Cited

Section 4 – Case Studies and Leading Practices

Slide 43:

- Bureau of Labor Statistics. *Consumer Price Index (CPI-U)* (2023, 2010). Accessed at: https://www.bls.gov/regions/west/news-release/2023/consumerpriceindex_seattle_20230712.htm
- US Census Bureau. *American Community Survey – S1901 Income in the Past 12 Months* (2023, 2010). Accessed at: https://data.census.gov/table/ACSST5Y2023.S1901?q=michigan+median+income&g=050XX00US53033
- US Census Bureau. *American Community Survey - B25106 Tenure by Housing Costs as a Percentage of Household Income in the Past 12 Months* (2023, 2010). Accessed at: https://data.census.gov/table/ACSDT5Y2023.B25106?q=Table+B25106&g=050XX00US53033
- US Census Bureau. *American Community Survey - B25070, Gross Rent as Percentage of Household Income in the Past 12 Months* (2023, 2010). Accessed at: https://data.census.gov/table/ACSDT5Y2023.B25070?q=B25070:+Gross+Rent+as+a+Percentage+of+Household+Income+in+the+Past+12+Months
- Zillow. *Zillow Home Values Index* (2023, 2010). Accessed at: https://www.zillow.com/home-values/102001/united-states/
- Chmura Economics. *Diversity Index by County* (2021, 2011). Accessed at: https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.chmura.com%2Fhubfs%2FDiversity-Index-County%2520final.xlsx&wdOrigin=BROWSELINK
- US Census Bureau. *Business Formation Statistics – Annual County Data – Business Applications by County* (2023, 2010). Accessed at: https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.chmura.com%2Fhubfs%2FDiversity-Index-County%2520final.xlsx&wdOrigin=BROWSELINK
- US Census Bureau. *American Community Survey – DP05 ACS Demographic and Housing Estimates* (2023, 2010). Accessed at: https://data.census.gov/table?t=Older+Population&g=040XX00US53_050XX00US53033

Slide 44:

- US Census Bureau. *American Community Survey – S1501 Educational Attainment* (2023, 2010). Accessed at: https://data.census.gov/table/ACSST5Y2023.S1501?q=Educational+Attainment&g=050XX00US53033
- US Census Bureau. *American Community Survey – S0101 Age and Sex* (2023, 2010). Accessed at: https://data.census.gov/table/ACSST5Y2023.S0101?q=age+group+population&g=050XX00US53033
- US Census Bureau. *American Community Survey – S2301 Employment Status* (2023, 2010). Accessed at: https://data.census.gov/table/ACSST1Y2023.S2301?q=S2301

Slide 45:

- US Department of Transportation, Federal Highway Administration. *Bridge Condition by County* (2023, 2010). Accessed at: https://www.fhwa.dot.gov/bridge/nbi/no10/county23e.cfm#wa
- US Census Bureau. *American Community Survey – S0801 Commuting Characteristics by Sex* (2023, 2010). Accessed at: https://data.census.gov/table/ACSST5Y2023.S0801?q=commute+time&t=Older+Population&g=040XX00US53_050XX00US53033
- US Nature 4Climate. *Trust for Public Land's ParkServe Database & ParkScore Index* (2023, 2012). Accessed at: https://www.tpl.org/park-data-downloads
- US Census Bureau. *American Community Survey – S1401 School Enrollment* (2023, 2010). Accessed at: https://data.census.gov/table/ACSST5Y2010.S1401?q=School+Enrollment&g=040XX00US26_050XX00US08031,13121,25025,37183,48201,53033

Sources Cited

Section 4 – Case Studies and Leading Practices

Slide 46:

- US Census Bureau. *American Community Survey – S1701 Poverty Status in the Past 12 Months*. (2023, 2010). Accessed at: https://data.census.gov/table/ACSST1Y2023.S1701?q=poverty
- US Census Bureau. *American Community Survey – S2701 Selected Characteristics of Health Insurance Coverage* (2023, 2010). Accessed at: https://data.census.gov/table?q=uninsured+population&t=Older+Population&g=040XX00US53_050XX00US53033
- US Department of Housing and Urban Development, Office of Policy Development and Research. *Annual Homelessness Assessment Report* (2023, 2010). Accessed at: https://www.huduser.gov/portal/datasets/ahar/2023-ahar-part-1-pit-estimates-of-homelessness-in-the-us.html
- US Department of Labor. *National Database of Childcare Prices* (2023, 2010). Accessed at: https://www.dol.gov/agencies/wb/topics/featured-childcare

Slides 48, 49:

- Seattle Times. *Amazon's Return to Office is Increasing Seattle Foot Traffic* (2025). Accessed at: https://www.seattletimes.com/business/amazon/amazons-return-to-office-is-increasing-seattle-foot-traffic/#:~:text=In%20South%20Lake%20Union%20and,Denny%20Triangle%20and%20surrounding%20neighborhoods.
- Washington State Department of Commerce. *Clean Energy Fund* (n.d.). Accessed at: https://www.commerce.wa.gov/epic/legacy-programs/cef/
- SkillUp Washington. *SkillUp Lands Boeing Manufacturing Grant* (n.d.). Accessed at: https://skillupwa.nonprofitsoapbox.com/news-a-events/press-releases
- Washington Office of Superintendent of Public Instruction. *Learning Assistance Program Guide* (2024-25). Accessed at: https://ospi.k12.wa.us/sites/default/files/2024-08/lap-guide.pdf
- King County. *Infrastructure investments to protect our waters* (n.d.). Accessed at : https://kingcounty.gov/en/dept/dnrp/waste-services/wastewater-treatment/programs/protecting-our-waters/infrastructure-investments
- King County Land Conservation Initiative. *King County Open Space Equity Cabinet Recommendations* (March 2019). Accessed at: https://your.kingcounty.gov/dnrp/library/water-and-land/land-conservation/equity/20190319-Open-Space-Equity-Cabinet-Report.pdf
- King County. *Health through Housing Initiative* (n.d.). Accessed at: https://kingcounty.gov/en/dept/dchs/human-social-services/community-funded-initiatives/health-through-housing
- King County. *Apprenticeship Program* (n.d.). Accessed at: https://kingcounty.gov/en/dept/executive-services/about-king-county/business-operations/finance-business-operations/business-development-contract-compliance/programs/apprenticeship
- King County. *Executive Recommended 2016 Comprehensive Plan* (2016). Accessed at: https://cdn.kingcounty.gov/-/media/king-county/depts/executive/performance-strategy-budget/regional-planning/2016compplanupdate/execrecommend2016compplan/execrec2016-ch10-econdev.pdf?la=en&rev=4ff6f3cab4104d74be3d39012ce6b9c9&hash=BFAFB3EE4BFA2E32D74E5ADB633CD84A
- Puget Sound Regional Council. *Regional Economy Strategy* (n.d.). Accessed at: https://www.psrc.org/planning-2050/regional-economic-strategy
- Washington State Department of Commerce. *Economic Development* (n.d.). Accessed at: https://www.commerce.wa.gov/economic-development/

Sources Cited

Section 4 – Case Studies and Leading Practices

Slides 50, 51:

- Wake County Economic Development. *Raleigh is the #2 Most Educated City in America* (n.d.). Accessed at: https://raleigh-wake.org/news-and-media/news-and-rankings/raleigh-is-the-2-most-educated-city-in-america
- Research Triangle Park. *Research Triangle Park is a community of more than 55,000 employees and more than 385 companies* (n.d.). Accessed at: https://www.rtp.org/our-community/
- Wake County Economic Development. *Business Advantages* (n.d.). Accessed at: https://raleigh-wake.org/business-advantages/incentives
- Holly Springs. *Life Sciences & Biotechnology Ecosystem* (n.d.). Accessed at: https://www.hollyspringsnc.gov/2583/Life-Sciences-Biotechnology-Ecosystem
- Wake County. *Work First* (n.d.). Accessed at: https://www.wake.gov/departments-government/health-human-services/programs-assistance/employment-assistance/work-first
- North Carolina Clean Energy Fund. Accessed at: https://nccleanenergyfund.org/
- Wake Tech. *Workforce Forward Strategic Development* (n.d.). Accessed at: https://www.waketech.edu/sites/default/files/page-file-uploads/Workforce%20Forward%20booklet.pdf
- Wake County. *PLANWake Comprehensive Plan* (2021). Accessed at: https://www.wake.gov/departments-government/planning-development-inspections/planning/planwake-comprehensive-plan
- Holly Springs. *Project & Initiatives* (n.d.). Accessed at: https://www.hollyspringsnc.gov/1912/Projects-Initiatives
- Wake County. *Beech Bluff County Park Project* (n.d.). Accessed at: https://www.wake.gov/departments-government/facilities-design-construction/facilities-design-construction-projects/completed-projects/beech-bluff-county-park-project
- Early Years NC. *Results – Child Care WAGE$* (n.d.). Accessed at: https://www.earlyyearsnc.org/programs/wages/results/
- North Carolina Department of Commerce. *Not Your Grandfather's Manufacturing: How North Carolina industry has changed since the 1990s* (Aug. 31, 2023). Accessed at: https://www.commerce.nc.gov/news/the-lead-feed/not-your-grandfathers-manufacturing

Sources Cited

Section 4 – Case Studies and Leading Practices

Slides 52, 53:

- MetroDenver EDC. *Population by Age* (n.d.). Accessed at: https://www.metrodenver.org/regional-data/demographics/age#:~:text=Metro%20Denver%20is%20a%20relatively,large%20and%20highly%20skilled%20workforce.
- Metro Denver EDC. *Economic Profile 2023* (2023). Accessed at: https://www.metrodenver.org/sites/default/files/data_central/Economic%20Profile%202023.pdf
- Colorado Statewide Internet Portal Authority. *Innovation Fund Program* (2022). Accessed at: https://sipa.colorado.gov/innovation-fund-program
- Colorado Office of Economic Development and International Trade. *Colorado Startup Loan Fund*. Accessed at: https://oedit.colorado.gov/colorado-startup-loan-fund
- Denver. *Strategic Acquisition Plan* (2022). Accessed at: https://www.denvergov.org/Government/Agencies-Departments-Offices/Agencies-Departments-Offices-Directory/Parks-Recreation/Planning-Design-Construction-Community-Engagement/Park-Facility-Projects/Strategic-Acquisition-Plan
- Denver Economic Development & Opportunity. 2023 Denver Economic Development & Opportunity Strategic Plan (2023). Accessed at: denvergov.org/files/assets/public/v/3/economic-development/documents/dedo-landing-admin/dedo-strategic-plan-_081423.pdf
- Denver Basic Income Project. *Building Hope Through Basic Income (*n.d.). Accessed at: https://www.denverbasicincomeproject.org/
- Denver Parks & Recreation. *Denver Parks Legacy Fund* (Sept. 2023). Accessed at: https://denvergov.org/files/assets/public/v/1/parks-and-recreation/documents/planning/final_legacyfund-2pg-sept-2023.pdf
- Metro Denver EDC. *Transportation and Infrastructure* (n.d.). Accessed at: https://www.metrodenver.org/do-business/transportation-and-infrastructure
- Denver. *Elevate Denver Bond Program 2024 Annual Report* (2024). Accessed at: https://www.denvergov.org/files/assets/public/v/1/finance/documents/elevate-denver/annual-reports/elevatedenver_2024_annualreport_final.pdf
- Denver Parks & Recreation. *Game Plan for a Healthy City* (May 2019). Accessed at: https://denver.prelive.opencities.com/files/assets/public/v/1/parks-and-recreation/documents/planning/gameplan_finalreport.pdf
- Denver. *Citywide Progress Report on Homelessness* (n.d.). Accessed at: https://www.denvergov.org/Government/Agencies-Departments-Offices/Agencies-Departments-Offices-Directory/Mayors-Office/Programs-and-Initiatives/Homelessness-Initiative/All-In-Mile-High-Dashboard

Sources Cited

Section 4 – Case Studies and Leading Practices

Slides 54, 55:

- Fulton County. *Fulton Homeownership Program* (n.d.). Accessed at: https://www.fultoncountyga.gov/inside-fulton-county/fulton-county-departments/community-development/fulton-homeownership-program
- Fulton County. *Fulton County soars to #4 national for economic development projects in 2024* (July 2024). Accessed at: https://www.fultoncountyga.gov/news/2024/07/09/fulton-county-soars-to-4-nationally-for-economic-development-projects-in-2024
- Select Fulton. *Business Advantages – Innovation Ecosystem* (n.d.). Accessed at: https://selectfultoncounty.com/innovation-ecosystem
- Fulton County. *Infrastructure for All – Building Fulton's Future (*n.d.). Accessed at: https://fultoncountyga.gov/-/media/Inside-Fulton-County-Documents/Infrastructure_For_All_Presentation.pdf
- MARTA. *MARTA Expansion Projects* (n.d.). Accessed at: https://itsmarta.com/expansion.aspx
- Georgia. *Incentives and Applications* (n.d.). Accessed at: https://georgia.org/industries/film-entertainment/georgia-film-tv-production/production-incentives
- Fiscal Research Center. *Tax Incentive Evaluation: Georgia's Film Tax Credit* (Dec. 2023). Accessed at: https://www.audits.ga.gov/ReportSearch/download/30438
- Development Authority of Fulton County. *Fulton County's Target Industries* (n.d.). Accessed at: https://www.developfultoncounty.com/target-industries.php
- Fulton County. *Fulton County Initiative – Fulton Films* (n.d.). Accessed at: https://fultoncountyga.gov/fultonfilms
- Atlanta Beltline. *From Concept to Creation* (n.d.). Accessed at: https://beltline.org/about-us/history/

Slides 56, 57:

- Harris County Economic Development. *Workforce* (n.d.). Accessed at: https://hcoed.harriscountytx.gov/workforce-main.aspx
- Harris County Economic Development. *Harris County at a Glance* (n.d.). Accessed at: https://hcoed.harriscountytx.gov/
- Harris County Economic Development. *Economic Highlights Booklet* (2024). Accessed at: https://hcoed.harriscountytx.gov/docs/publications/Harris_County_Economic_Highlights_Booklet_2024.pdf
- Harris County Office of Management and Budget. *Investment Reports* (n.d.). Accessed at: https://budget.harriscountytx.gov/finance_investmentreports.aspx
- Greater Houston Partnership. *New Report Highlights the Ion District's Investment in Houston's Tech and Innovation System* (April 2024). Accessed at: https://www.houston.org/news/new-report-highlights-ion-districts-investment-houstons-tech-and-innovation-ecosystem
- Adult Education. *Workforce Certification Programs* (n.d.). Accessed at: https://www.hcde-texas.org/adult-education/certification
- Port of Houston. *Infrastructure Overview* (n.d.). Accessed at: https://porthouston.com/infrastructure/development/overview/
- Texas Energy Fund Online. *The Texas Energy Fund* (n.d.). Accessed at: https://www.txenergyfund.texas.gov/

Sources Cited

Section 4 – Case Studies and Leading Practices

Slides 58, 59:

- Massachusetts College of Pharmacy and Health Sciences. *Longwood Medical Area* (n.d.). Accessed at: https://www.mcphs.edu/student-life/boston/longwood-medical-area
- Mayor's Office of Financial Empowerment. *Programs – Financial opportunity centers* (n.d.). Accessed at: https://ofe.boston.gov/programs/
- Massachusetts Department of Higher Education, Office of Student Financial Assistance. *Massachusetts No Interest Loan Program* (n.d.). Accessed at: https://www.mass.edu/osfa/programs/nointerest.asp
- Massachusetts Bay Transportation Authority. *Green Line Extension* (n.d.). Accessed at: https://www.mbta.com/projects/green-line-extension-glx
- Suffolk County Government. *Suffolk County Coastal Resiliency Initiative (SCCRI) – Cesspools to Sewers Program* (2022). Accessed at: https://suffolkcountyny.gov/Departments/Public-Works/Sanitation/Coastal-Resiliency-Initiative-SCCRI
- Mass.gov. *HomeBASE* (n.d.). Accessed at: https://www.mass.gov/info-details/homebase#:~:text=complete%20HomeBASE%20application-,Related%20Resources,accessing%20basic%20needs%20and%20resources.
- Mass.gov. *Apply for RAFT (emergency help for housing costs)* (n.d.). Accessed at: https://www.mass.gov/how-to/apply-for-raft-emergency-help-for-housing-costs
- Metro Housing Boston. *RAFT in Review – Fiscal Year 2023* (Nov. 2023). Accessed at: https://www.metrohousingboston.org/wp-content/uploads/2023/12/RAFT_Report_2023_FNL-For-Web.pdf
- City of Boston. *Higher Education Funding Opportunities* (n.d.). Accessed at: https://www.boston.gov/departments/mayors-office/higher-education-funding-opportunities
- Mass.gov. *Child Care Financial Assistance* (n.d.). Accessed at: https://www.mass.gov/child-care-financial-assistance
- Mass.gov. *Commonwealth Preschool Partnership Initiative (CPPI)* (n.d.). Accessed at: https://www.mass.gov/info-details/commonwealth-preschool-partnership-initiative-cppi
- MA Repay Program. *MA Repay* (n.d.). Accessed at: https://www.marepay.org/

Section 5 – Improving Economic Resilience

Slide 63:

- Small Business Association of Michigan. *Michigan Entrepreneurship Score Card 2025 – 21st Annual Edition* (July 2025). Accessed at: https://www.sbam.org/wp-content/uploads/2025/04/2025-Score-Card.pdf

Slide 64:

- US Bureau of Labor Statistics via FRED. *Labor Force Participation Rate for Michigan* (July 2025). Accessed at: https://fred.stlouisfed.org/series/LBSSA26#:~:text=Observations,Need%20help?

Slide 65:

- American Society of Civil Engineers. *2023 Michigan Infrastructure Report Card*. Accessed at: https://infrastructurereportcard.org/state-item/michigan/

Sources Cited

Section 5 – Improving Economic Resilience

Slide 66:

- The Nation’s Report Card. *State Profiles - Michigan*. Accessed at: https://www.nationsreportcard.gov/profiles/stateprofile/overview/MI?chort=1&sub=MAT&sj=MI&sfj=NP&st=MN&year=2019R3&cti=PgTab_OT
- Growing Michigan Together Council. *Growing Michigan Together Council Report* (Dec. 14, 2023). Accessed at: https://growingmichigan.org/wp-content/uploads/2023-12-14-GMTC-Final-Report-2.pdf
- Growing Michigan Together Council. *PreK–12 Workgroup Policy Recommendations*. Accessed at: https://growingmichigan.org/wp-content/uploads/Pre-K-to-12-Workgroup-Policy-Recommendations.pdf