



Detroit Regional
Workforce Fund



Investing in Sustainable Industry and
“Green Collar” Careers for Residents in Detroit



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www.detroitregionalworkforcefund.org

National Fund for Workforce Solutions

www.nfwsolutions.org

Corporation for a Skilled Workforce

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- United Way for Southeastern Michigan*
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**Detroit Regional
Workforce Fund**

Commissioned by The Detroit Regional Workforce Fund



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EXECUTIVE SUMMARY

The next wave of industrial innovation and opportunity is here. And, it is based in large part on sustainability – or money-saving, health-promoting and natural resource conserving technologies – and Detroit is beginning to capitalize on it. Already, more than 60,000 people in Southeast Michigan are working to build and provide more sustainable products and services – everything from energy efficient construction to hybrid cars and urban agriculture to green cleaning supplies. This amounts to more than 65% of all green jobs in Michigan.¹ While still only a small part of the overall economy in the region, in the Detroit metropolitan area these jobs grew by 4.7% annually during most of the past decade even as the overall number of jobs declined 1.8%.²

Across the US, jobs that are directly involved in making and supplying more sustainable “clean technology” goods and services generally offer better pay – 13% more than average. In Detroit, the annual median clean economy wage is \$45,642 compared to \$41,437 for all jobs. And, these jobs are more accessible to the middle class and those without a 4-year degree: almost half of all workers employed in the green economy have only a high school education or less compared to 37% for the rest of the economy.³

The momentum behind sustainability-driven innovation has been building at least since the 1970’s. Detroit has examples of workforce training in environmental sectors that date back to the 80’s and 90’s. Only in recent years has this innovation reached mainstream public awareness, particularly in terms of job creation and career pathway potential. It offers Detroit area communities the opportunity to reclaim their land and manufacturing legacies, and once again become a hub for the industry of the future while creating healthier and more sustainable communities.

It is clear that a combination of market building, policy changes, community engagement, and capacity building will continue to be needed for sustainable industry and economic opportunities to continue to take root and grow in Detroit. The good news is that federal, state and local leaders – including government agencies, private firms and financial institutions, philanthropic foundations, and community-based organizations – have invested in local partnerships in Detroit focused on these emerging market opportunities. Many state and local stakeholders recognize that access to talent will be critical to the success of these industries, and are working hard to ensure people in the greater Detroit area have the skills needed for employment and career paths in clean economy industries.

As a result of state and local efforts, hundreds of people in Detroit have been able to pursue an education, develop new skills, and secure work in a range of clean economy industries. Detroiters now find themselves developing the next generation of electric vehicles, constructing or upgrading buildings to be more energy efficient, cleaning up brownfields, developing urban farms and landscapes, installing solar and wind energy systems, and deconstructing, salvaging and reselling building materials. By some estimates, these industries have the potential to create well over 10,000 additional jobs in the Detroit area within the next few years; but this can only happen if investments are made in strong local partnerships, programs, and supportive policies that can make these markets and the businesses within them sustainable.⁴

The green economy is being enabled by policy, built by businesses, powered by organizations preparing people for employment opportunities, and embedded and sustained in innovative ways by grassroots community organizing efforts.

The following is a roadmap of opportunities to support job creation and innovation based on sustainable and scalable clean economy industries in the Detroit area. This roadmap includes policies, that when implemented, can continue to accelerate the growth of clean economy industries. With each opportunity, this document provides real examples of activities going on right now that are turning these prospects into a reality in Metro Detroit.

Enabling It...

1. Enabling Sustainable Industry. Policies and incentives that create mainstream market demand for sustainable technologies and business products and services, or at least make them a viable option, will continue to be critical in the short-term. This is particularly true in light of the general state of our sluggish economy. For example, there are several efforts underway to deconstruct buildings, repurpose salvaged materials and give them new life in construction projects in the Detroit area. From a jobs-creation perspective, this is promising given deconstruction provides 2-8 times as many jobs as demolition.⁵

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2. Adopting an Inclusive Growth Model. Embracing and working to promote equity-driven economic growth is not just the right thing to do. With an increasingly multi-national and multi-cultural population, including immigrants and indigenous residents, it is the smart thing to do.⁶ Creating clear pathways for residents to get involved in rebuilding and reinventing their neighborhoods with new technologies and projects can help create pathways to the middle class, and ensure “green” industry is accessible to people of all socio-economic backgrounds. Coalitions of labor, environmental, business, faith and community groups are working to promote inclusive economic development in Detroit. As a result, talented Detroit residents have been hired and are now working to make a thriving and sustainable city.

3. Growing Community Demand for Sustainable Choices. Government, business, and consumer demand for sustainability-driven innovations must grow in order to continue to expand job opportunities. Effective organizing and outreach to local communities can help accelerate the viability of a new sustainability-driven practice. This is particularly important where technologies have yet to be adopted by the mainstream public. For example, local food is one of the fastest growing segments of the food industry – and is being driven by interest in health and environmental factors.

According to regional reports, purchasing 20% of food locally by 2020 could net Southeast Michigan nearly 36,000 new jobs in production, distribution and services.⁷ This seems feasible given that an estimated 10% of food consumed in Michigan is already produced in the state. In response to this opportunity, a range of community-based organizations have begun to partner with city agencies and private businesses to grow the regional food system in Southeast Michigan, ensure better access to fresh local foods in the city, and create jobs in the process. Yet, more can be done to establish clearer and stronger career pathways.

Building It...

4. Supporting Community-based Sustainable Business Models. In cases where traditional economic development has left unmet market opportunities, community-based approaches are emerging as a way to make sustainability-based market and business opportunities viable for entrepreneurs; this in turn creates jobs that otherwise would not exist. There are many examples, including green business incubators and technology adoption accelerators, efforts to reduce risks to banks, and lower interest rates on loans to local food and other green businesses; all are tangibly creating a more level playing field for these businesses to succeed in Detroit.

Supporting It...

5. Coordinating Sustainable Industry Engagement and Talent Solutions.

Access to talent with the skills and experience needed is critical to growing and adapting businesses (those “greening” their products, services and operations). An approach that identifies the shared needs of business and industry clusters, and that builds infrastructure to respond more swiftly to those needs, has demonstrated results for employers and workers in the form of better retention and productivity, and higher pay.⁸ It is also a cost-effective use of public resources.

Coordinating the engagement of businesses involved in the emerging industries of the green economy is critical to ensure that their talent needs are being met. It has also ensured that education and training programs are industry-based, and result in jobs for program participants. Progressive community colleges, workforce boards and agencies, and labor-management organizations are collaborating with industry to make sure education and training resources meet industry needs and result in jobs and careers for those being trained.

Supplying It...

6. Drilling Down to Entry Level, Sustainable Employment Opportunities and Career Pathways.

While employers often emphasize the need for highly-skilled workers, education and workforce agencies must be able to articulate corresponding entry level job opportunity requirements; they must outline the career pathways and resources available to connect those workers to the skills and the work. Detroit organizations that do this well provide basic skills remediation in the context of an occupational and technical skills training program, and have proven track records for building capacity of residents to secure employment, apprenticeships and career paths in the green economy. This will be critical to open the door to employment for many Detroit area residents.

EXECUTIVE SUMMARY

Sustaining It...

7. Expanding Successful Sustainability-Based Partnerships. There are already successful sustainable industry partnerships and projects in the city – some of which are profiled in this report. Building upon these and other efforts in the region, and engaging a diverse set of stakeholders, can help to bring successful efforts to scale. For example, investors can help sustain and scale successful local partnerships like the competitively awarded U.S. Department of Energy and Department of Labor green jobs training partnerships in the metro area. As a result of these efforts, Detroit area businesses have been able to hire hundreds of skilled workers. We need to re-invest in efforts that achieve results for businesses and for workers.

8. Developing Shared Measures of Progress Toward Sustainability. Community stakeholders are establishing a common set of benchmarks and goals, and coordinating actions to ensure sustainability market-building and workforce development efforts are successful. Public investors (e.g., state, municipal agencies) and private investors (e.g., business and philanthropies) are convening discussions and promoting alignment of economic, workforce, community and environmental policies and programs to ensure investments create jobs and career opportunities for Detroiters and Metro Detroiters in sustainability-driven industries. For example, efforts are underway to establish protocols for communications and metrics around energy efficiency program goals and results, along with metrics and standards for energy efficiency education and training programs in order to grow the energy efficiency industry and ensure a skilled labor pool in the region.

There are few areas of the economy in the Detroit area that show more promise for sustained job creation, shared economic opportunity and community prosperity than sustainability-driven industry. This report provides a story of what is happening in Detroit in response to these opportunities. To be clear, this is not a comprehensive guide for businesses, government agencies, or community organizations looking to get involved. Rather, this report describes some sectors in which these jobs are growing and provides some examples of investments that have been made and partnerships that have formed. It also explores where there remain opportunities to create real, enduring economic opportunity and jobs for Detroit area residents. Not surprisingly, there are many more projects and stories focused on sustainable



Photo courtesy of Detroit Regional Workforce Fund

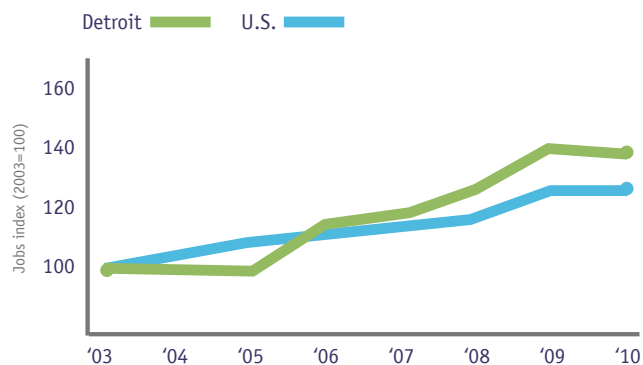
economic and workforce development in the Detroit area that are not directly described in this report and that merit equal attention and consideration. While more needs to be done to promote investment and supportive policies, Detroit is on its way to seizing this opportunity and reinventing itself as a hub for sustainable industry development and “green collar” jobs.

THE NEW ECONOMY IS SUSTAINABILITY-DRIVEN

The next wave of industrial innovation and opportunity is here. And, it is based in large part on sustainability⁹ or money-saving, health-promoting and low-carbon intensity and natural resource conserving technologies – and Detroit is beginning to capitalize on it. This wave of sustainability-driven innovation is creating jobs by addressing unmet market opportunities – for example, by creating community-based markets for fresh local food. It is saving energy, money and resources – for example, by creating electric cars and upgrading the energy efficiency of homes and offices. It is also minimizing pollution and waste – for example, by deconstructing homes and salvaging and reselling valuable materials rather than sending them to the landfill. These kinds of sustainability-based product and service innovations are not only helping businesses to grow and be more successful. With the support of innovative local partnerships, they are also creating economic opportunities and career paths for local residents of diverse backgrounds, and supporting a healthy environment that provides quality food, water and air and creates desirable places to live, work and do business.

Already, more than 60,000 people in Southeast Michigan are working to build and provide more sustainable products and services – everything from energy efficient construction to hybrid cars to urban agriculture and green cleaning supplies.

FIGURE 1: Clean Economy Job Growth, 2003-2010



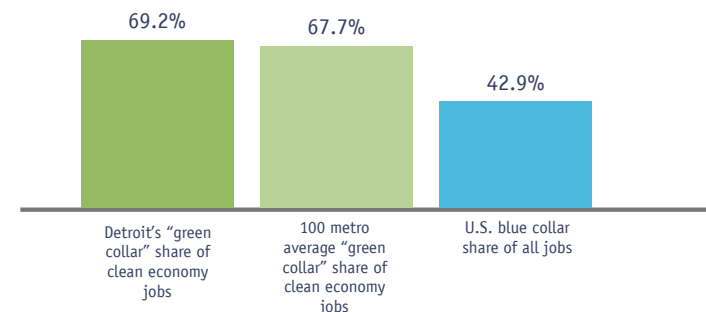
Note: Changes in employment do not include jobs lost from establishment closings. Some establishments in the database exhibited extreme employment changes, possibly exaggerating a place's growth curve (see report website for a listing of these cases)

Source: Brookings Institution, 2011, Sizing the Clean Economy

This amounts to more than 65% of all green jobs in Michigan.¹⁰ While still only a small part of the overall regional economy, in the Detroit metropolitan area these jobs grew by 4.7% annually during most of the past decade even as the overall number of jobs declined 1.8%.¹¹ And, as shown in Figure 1, Detroit's green economic activity is growing faster than most U.S. cities. In fact, jobs in green-related occupations in Michigan are projected to grow by 6.4% between 2006 and 2016.¹² This is not surprising given 93% of CEOs in a global study said sustainability innovations will be "critical to the success of their business."¹³

Jobs that are directly involved in making and supplying more sustainable "clean technology" goods and services generally offer better pay – 13% more than average. As shown in Figure 2, these jobs are more accessible to the middle class and those without a 4-year degree – almost half of all green economy workers have a high school education or less compared to 37% for the rest of the economy.¹⁴ In addition, many of these jobs, i.e., retrofitting homes, or turning a brownfield – a contaminated old industrial site – into a greenfield for re-use, cannot be easily outsourced or relocated elsewhere.

FIGURE 2: Share of Clean Jobs Offering Good Pay for Modest Education, 2010



Note: Within the clean economy, occupants paying mid-level wages are referred to as "green collar" occupants and included jobs in the following occupational categories: production, transportation, installation, construction, office administration and support, protective services, and social services. The green collar designation is specific to the clean economy when looking at the overall economy (clean or otherwise), these occupants are typically referred to as blue collar"

Source: Brookings Institution, 2011, Sizing the Clean Economy

THE NEW ECONOMY IS SUSTAINABILITY-DRIVEN

Defining the Terms

Sustainability is a mindset and an approach to innovation that focuses on ways to maximize performance and simultaneously build natural, social and financial capital – the three pillars of a resilient economy – so that life can thrive indefinitely, without borrowing today from the wealth and health of future generations.

The **green or clean or low-carbon economy** is the colloquial term for the combined economic activity across all industries that deploy **clean technology products and services** that support a healthy environment and sustainable use of natural resources and a reduction of greenhouse gases. These activities and technologies ensure stability of our global climate and other life-supporting ecosystems, and ensure we do not erode the Earth's capacity to provide an abundant supply of fresh food, clean water, healthy air and other natural resources. The green economy includes new industries that are in large part defined by their environmental benefits – such as solar and wind energy systems, building energy upgrades, and pollution control. It also includes just about every other industry and business adopting clean technologies in their processes and products – everything from carmakers producing plug-in hybrid vehicles, to consumer goods companies making green cleaning supplies, and carpet companies offering eco options.

Green (collar) jobs are occupations that are involved in some direct way in producing these products and services or in greening business operations. If we take the long view, we see the trend toward sustainable practices becoming the standard business practice across all industries and a core competency of all education programs and jobs. For example, already 88% of all architects have now had some form of training in sustainable design.¹⁵

Many Detroit area residents, such as displaced auto workers and skilled trades people, are in a position to fill these jobs and to develop family-sustaining careers given they have many of the skills and need only a limited amount of additional training. On average, 10-20% of the skills needed for jobs in the green economy are green-specific. The rest are traditional skills. For example, an electrician building wind turbines or plug-in car stations still needs to have core electrical systems knowledge and skills.

This narrative focuses on the metro Detroit area and describes some of the growing sectors, what partnerships have formed and investments have been made, and where there remain opportunities to create real, enduring economic opportunity and jobs for Detroit area residents based on sustainability-driven innovations and clean technologies.

BUILDING SUSTAINABLE CAREER PATHWAYS

In 2010, according to the Bureau of Labor Statistics, the US economy employed 3.1 million US workers across a wide variety of industries. Detroit ranks 25th among the nation's top 100 largest metropolitan areas in the size of its clean economy.¹⁶ Jobs in the clean economy are concentrated in manufacturing and frequently result in products and services that are exported from their region of production. Both of these characteristics make them especially good drivers of economic prosperity. Additionally, they present increasingly rare opportunities for low- and middle-skilled workers to earn a family supporting wage, with a high percentage of "green collar" occupations.¹⁷

A 2010 study by the State of Michigan found that Michigan employed 104,000 people in the production of clean or green goods and services. With over 65% of these jobs located in Southeast Michigan, the greater Detroit area is a potential hub for green development.¹⁸

Reflecting the importance of the automotive industry in Michigan, the clean transportation and fuels cluster employed over half of all green workers in Metro Detroit. Energy Efficiency is another critical cluster to the region, which boasts 54% of all the energy efficiency jobs in the state, the majority of which are in the construction industry.

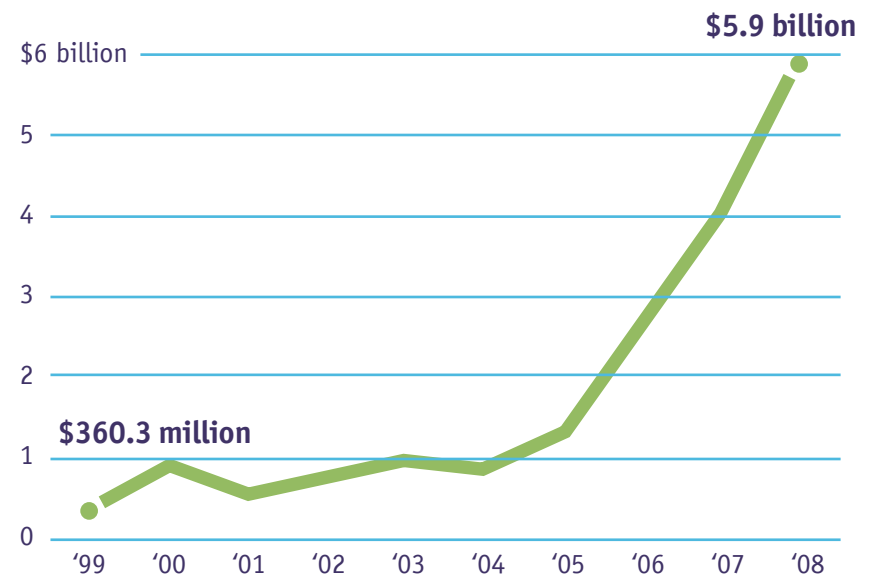
The emerging energy efficiency and building retrofit industry (weatherization, energy auditing and retrofits, building operations, etc.) offers the advantage of being the lowest cost energy solution. The industry also offers some of the more accessible job and career development opportunities for low-skilled and low-income residents in Detroit that are seeking to gain a toehold and secure jobs in the rapidly growing green economy. According to the Michigan Green Jobs report, energy efficiency industry-related jobs like HVAC workers and construction supervisors are expected to grow 7.5% to 12.5% through 2016.¹⁹

Reclaiming the Past and Transitioning to the Future

The call for a more sustainable, "green," "clean" and low-carbon economy has been building since the emergence of the environmental movement in the 1970s.²⁰ There has been a combination of social, market and policy forces behind this movement. Companies with a strong environment and social responsibility ethic, like Patagonia, Ben and Jerry's, Whole Foods, and Unilever, have been creating green products and

services and hiring people to bring these ideas to market. A 2010 study of some of the world's leading CEO's found that 93% of the firms say sustainability will be a market and business driver.²¹ And, yet, the general consensus is that clean technology investment is about where information technology was 30 years ago in terms of maturity of the innovation cycle.²² It is not surprising, therefore, that clean technology as an investment sector has experienced such rapid growth (see Figure 3).

FIGURE 3: Venture Capital Investments in Clean Technology, 1999-2008



SOURCE: Pew Charitable Trusts, 2009, based on data from The Cleantech Group™ LLC; analysis by Pew Center on the States and Collaborative Economics.

BUILDING SUSTAINABLE CAREER PATHWAYS

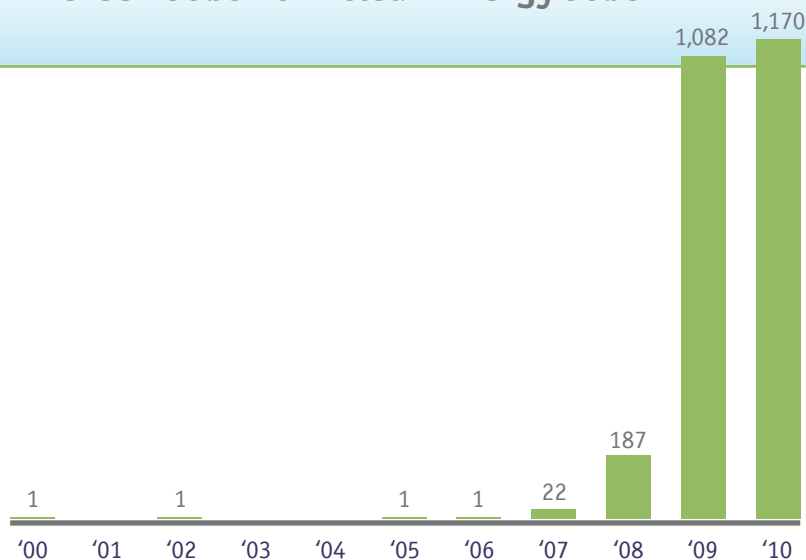
There is substantial room for growth in terms of innovation taking hold and going to scale. From a policy perspective, the idea of a truly comprehensive overhaul and “greening” of the economy has been a subject of research and discussion since the 1970’s. However, mainstream public realization that such a focus has substantial job creation potential for the country as a whole has only really emerged in the past few years (Figure 4).

Nationally, groups like Blue Green Alliance, Apollo Alliance, the Ella Baker Center for Human Rights, and Green for All brought the idea of green-collar jobs and training to national prominence. Indeed, these and similar green-focused groups played a key part in the development and passage in 2007 of the U.S. Green Jobs Act and to

many of the green economic components of the American Recovery and Reinvestment Act of 2009. In Michigan and Detroit, the movement toward sustainability is a convergence of economic interest and social purpose. In Detroit in particular, it has garnered interest as a way to promote a clean and healthy environment and correct disproportionate negative health impacts of pollution on neighborhoods with a high percentage of low-income residents and/or people of color. This sustainability movement has seen intensified interest given that it creates jobs and careers that – with the right training and support – offer a pathway out of poverty for the most disadvantaged residents in the community.

Detroit has many formerly active manufacturing sites that once brought prosperity and jobs to bordering communities. However, as those sites were lost due to decline in manufacturing over the past several decades, communities were left with contaminated structures and land. As a result, the twentieth century legacy of pollution has become a twenty first century opportunity for many Detroit area communities to remediate and repurpose their land and structures. With training that provides the skills they need, home-grown, talented residents in these communities are cleaning up contaminated land and buildings and reclaiming them as assets. Once polluted and abandoned land and structures are finding new life as urban farms and gardens, advanced manufacturing facilities, and energy efficient housing. This redevelopment work is increasingly being done by and for those that reside in the communities impacted, though there is opportunity to have much greater local impact with the right support in place. Opportunities abound, for example, via HUD Neighborhood Stabilization Projects and HUD Section 3 provisions for local business contracts and local hiring that offer an avenue for energy efficient housing to be built by local residents. As we will now discuss, there are a range of policies that are driving the opportunities in the sustainable economy for local jobs for Detroit area residents.

FIGURE 4: U.S. Newspaper and Newswire Stories on “Green Jobs” or “Clean Energy Jobs”



Source: Peters, D., Eathington, L., Swenson, D. An Exploration of Green Job Policies, Theoretical Underpinnings, Measurement Approaches and Job Growth Expectations. Center for Industrial Research and Services at Iowa State University, 2011.

BUILDING SUSTAINABLE CAREER PATHWAYS

Policies Driving the Transition

A combination of federal and state policies has contributed to growing momentum behind sustainable industries and jobs, as shown in Figure 5, which highlights a few relevant policy initiatives. For example, state and local efforts have successfully attracted over \$2 billion for advanced energy storage and other sustainable energy industries. This money allowed Michigan to nearly triple its initial \$6 million investment in green industry skills alliances and job training, and supported a set of local environmental justice and green jobs training programs in Detroit neighborhoods that have successfully attracted an impressive amount of federal, state and philanthropic competitive funding. These policies are supporting novel partnerships between community organizations, organized labor, energy and environmental groups, and economic development and industry associations (some of which are described later in the report). According to business, government and community stakeholders, policy efforts are contributing to Detroit's emerging, high potential growth industries and are creating a range of pathways to family-sustaining careers for area residents. Taken together, this combined set of efforts seeks to redefine the Motor City and repurpose its industrial assets toward development of the new clean technologies needed to power a sustainable, low-carbon economy. While not meant to be comprehensive, this report provides a rough timeline of policies and milestones that have driven the emergence of a green economy and jobs in Detroit.

Cultivating Local Talent

While the clean economy offers opportunities for low- and middle-skilled workers to earn good wages in "green collar" jobs, only 45% of Detroit Metro clean-economy occupations can be filled by those with a high school diploma or less.²³ Over half will require some training beyond high school, which means that Detroit's low saturation of adults with post-secondary credentials needs to be addressed for future growth in green economy industries and engagement of local communities. The good news is that Detroit has successful models for how to do this as described in this narrative on pages 11-15. And, given that generally only 10-20% of skills needed for green jobs are unique from what are needed by comparable non-green occupations, workers in the region have many of the skills they need already for employment in these sectors.²⁴

Openness for Innovation and Partnership

Beyond the statistics, investment in partnerships to create green job opportunities makes sense because it is an emerging set of opportunities. This means potentially less entrenchment and more opportunity for shared wins from the beginning. The timing could not be better. Against the backdrop of a slowly recovering economy and budget strapped Detroit, there is more willingness on the part of many different stakeholders to rethink who they partner with and how they work with others to seize emerging opportunities.

FIGURE 5: Major Policy Initiatives Relevant to Clean Economy Job Growth in Detroit



GREEN WORKFORCE INVESTMENTS & RESULTS

Several local groups began implementing green workforce programs and projects decades ago. For example, WARM Training has been conducting training in energy efficiency for over 30 years, and launched a demonstration weatherization training initiative with Henry Ford Community College, Focus: HOPE and SER Metro Detroit in 2008. Similarly, Detroiters Working for Environmental Justice's green job training program has its roots in a brownfield cleanup training program dating back to 1995,²⁵ and has parlayed that into one of the city's first and most successful multi-career path building green jobs training programs.

As one key part of its overall portfolio, the Detroit Regional Workforce Fund (DRWF) began looking at ways to create pathways to job opportunities for Detroit area residents in growing sectors of the green economy in 2009. This was the same year the State of Michigan launched its Green Jobs Initiative, a \$6 million effort

Green Jobs Training Program: Helping Residents Access a Variety of Environmental Careers

Detroiters Working for Environmental Justice (DWEJ) has a long track record of engaging community residents and making "green" an attractive proposition to Detroit residents. With roots back to 1994 and launched as a full scale program in 2007, DWEJ's Green Jobs Training Program was one of the first green occupational training programs in the city, and has received national attention for its results – they have greater than a 84% employment rate for participants and find jobs paying on average \$11-\$15 per hour, and up to \$18 per hour in some cases. DWEJ has developed an innovative training program that helps those facing enormous barriers to employment and equips them with the skills they need to succeed. DWEJ's program is exemplary in that it is making local talent marketable to industry across the U.S. Graduates earn nationally-recognized credentials and have been placed in environmental pollution cleanup projects and jobs across Michigan (e.g., Northern Michigan oil spill) and the rest of the country. DWEJ's program provides job-readiness skills and opportunities for training in deconstruction and weatherization, making graduates of their program employable in other sectors as well.

that ultimately attracted an additional \$10 million within two years for sector and regional partnerships and training in growing areas of the green economy. Soon after identifying green sectors as a high growth area, DRWF convened a green stakeholder committee planning process that culminated in a series of recommendations to the Detroit Regional Workforce Fund for ways to support development of the green economy and career pathways. This was the first major convening of a diverse set of stakeholders focused on investing in and creating job opportunities for Detroit area residents in the green economy in the city. The timing was fortunate; soon after the initial planning process the U.S. Department of Labor announced the availability of \$500 million in green jobs training grants made available through the American Recovery and Reinvestment Act. Several partnerships in the Detroit area emerged or were strengthened by the DRWF convening activities and the alignment of efforts that followed.

As a result, these partnerships were able to secure more than \$8 million in competitive federal grants for job training programs focused on energy efficiency, renewable energy systems installation, pollution prevention, deconstruction, landscaping and urban agriculture. DRWF partnered on two grant proposals with Jobs for the Future to help bring nearly an additional \$2 million dollars to Detroit area sector partnerships and training focused on talent development in environmental remediation, energy efficiency, and landscaping industries. Other grants were awarded to the state of Michigan and labor unions for advanced energy storage, renewable energy manufacturing, and smart grid training.

These efforts built upon and in many cases dramatically expanded some early stage green projects and unlikely partnerships between community, business, labor and education stakeholders. These partnerships are addressing the talent needs of businesses in the Detroit area by training area residents and matching them with employer needs. It has also helped hundreds of Detroit area residents – many of whom come from very disadvantaged backgrounds – to land jobs and start new careers, despite stiff competition. DRWF is providing flexible responses and working to ensure available talent development resources are put to use based on where the greatest demand is. For example, when there was a lull in demand for weatherization installers, DRWF shifted its Recovery Act-provided grant to environmental remediation training, where there was stronger job demand. Most of the training participants now have jobs.

GREEN WORKFORCE INVESTMENTS & RESULTS

Moving forward, the Detroit Regional Workforce Fund is making investments to ensure targeted sector efforts, community engagement and skill building are sustainable. This includes securing funding from the State of Michigan Workforce Development Agency to incubate a Michigan Skills Alliance (MiSA) focused on engaging employers and coordinating market building and workforce solutions for growing sectors of the green economy in the Detroit area, starting with building energy upgrades. The Detroit Regional Workforce Fund is also incubating a citywide, sector-based talent service provider – the Detroit Regional Talent Hub – to address talent coordination needs of MiSA employers in energy efficiency sectors and other sectors as well.

In addition to employer-based activities in the energy efficiency sector, the DRWF has worked with education and training providers to identify and cultivate training standards and best practices locally, inform federal standards on building energy upgrades, represent Detroit at national industry conferences, and ensure Detroit stakeholders stay ahead of industry developments and emerging standards. When combined and done in coordination with efforts like that of NextEnergy which has convened energy program managers in the region to establish energy efficiency program communication protocols and performance metrics, it becomes more possible to align energy program demand with workforce efforts to ensure a skilled labor pool in the region.

In the sustainable food sector, the Detroit Regional Workforce Fund is making investments in the activities of Restaurant Opportunities Center of Michigan focused on a worker-owned restaurant and an on-the-job training program for workers that includes education on accessing and preparing sustainable, local foods.

In addition to making sector specific investments, the Detroit Regional Workforce Fund will continue to support green stakeholder engagement as part of a broader and more permanent coalition of jobs and talent-development focused community stakeholders—the Detroit Jobs Alliance. This effort focuses on a collective approach to creating pathways to jobs and career opportunities for Detroiters in sustainable and other growing industries in the region.



Photo courtesy of SER Metro-Detroit

DETROIT SUCCESS STORIES

Faces of Success



Doris Higgs had been unemployed for over a year before she began training. Directly after graduation, Doris was hired as an Energy Kit Installer with Solutions for Energy Efficient Logistics (SEEL). With her previous experience in community organizing she not only installed energy efficient products but was able to personally connect with residents and educate them on how to reduce their utility costs. Her hard work and skills resulted in a promotion to a position in the Field Services and Outreach Department at SEEL, and she now travels throughout the state to educate the public and promote SEEL's services.



Robert Morton pursued green job training to become viable in a growing industry. A refrigeration license and years of performing odd jobs and appliance repair had left him with industry knowledge that he could use day to day but he was seeking new career opportunities. After successfully completing REEPTP, Mr. Morton obtained his energy auditor license and quickly became employed with Walker Miller Energy as an Energy Technician.

Photos courtesy of SER Metro-Detroit

While just a sample of the green initiatives in the metropolitan area, the following project examples highlight some of the ways Detroit leaders have begun to support innovation and talent development in sustainable industries. From industry cluster development to creating pathways out of poverty and creating new social enterprises, Detroit is fast becoming a hotbed for sustainability-driven innovation.

1. Community & Labor Energy Partnerships

The Regional Energy Efficiency Partnership Training Program (REEPTP) draws on the strength of its collaboration between community-based organizations, labor unions, a community college and individual employers to provide a truly comprehensive program that creates strong and effective pathways to green employment for residents of Detroit and Wayne County.

The lead organization, SER Metro-Detroit, is a community-based organization that has a long history of providing effective workforce development services in the Detroit region. Through a comprehensive convening and planning effort led by the Detroit Regional Workforce Fund, SER and its partners created a community initiative that is able to address all four phases of the pathway to employment: recruitment, training, placement, and retention. Participation from labor unions and their associated training centers means that REEPTP participants have access to apprenticeship opportunities, advanced occupations along the career pathway, and additional networking and placement opportunities.

The REEPTP consists of six different tracks of training that offer academic, technical and up-skilling training opportunities for participants. Unemployed workers begin

Partners include:

SER Metro-Detroit (lead agency), WCCCD (education and training coordinator), Detroiters Working for Environmental Justice, IBEW, Detroit Electrical Joint Apprenticeship Training Center, National Electrical Contractors Association, Laborers' International Union of North America, Michigan Laborers Training and Apprenticeship Institute, Detroit Workforce Development Department, South Eastern Michigan Community Alliance.

For more info: <http://www.sermetro.org/green>

DETROIT SUCCESS STORIES

their training with a foundational 16-week Energy Efficiency training course overseen by Wayne Community College District (WCCCD); graduates of the program qualify for both immediate employment and for a variety of apprenticeship programs offered through labor union partners. Incumbent journeymen electricians receive green skills enhancement training for careers as solar installers and technicians through the International Brotherhood of Electrical Workers' (IBEW) training arm, the Detroit Electrical Joint Apprenticeship Training Center. Access to entrepreneurial resources is also playing an important role in preparing graduates to start their own businesses that could ultimately hire other graduates.



Photo courtesy of Detroiters Working for Environmental Justice

SER Metro-Detroit operates under the Center for Working Families model which assists families in moving toward financial stability through a combination of services such as workforce development, financial literacy and coaching, and access to income supports. Therefore, training offered through SER includes not only technical skills, but job readiness, coaching, case management, and placement assistance.

By the end of December 2011, 181 individuals had completed a training program, with more than half being placed in employment, and some into a pre-apprenticeship or apprenticeship program with the International Brotherhood of Electrical Workers (IBEW). Many of the participants are looking for a new career after leaving the manufacturing and automotive industries. While many enter the program without knowledge or skills in sustainability or green jobs, they leave it a fully contributing member of the green economy.

2. State Energy Partnership

In 2011, the Detroit Regional Workforce Fund received funding from the State of Michigan to launch a Michigan Skills Alliance focused on the green economy.

Sector Skills Alliances are industry-led workforce partnerships that create long-term relationships between employers and service providers to address skill gaps and help both companies and workers succeed.

The Detroit Area Green Sector Skills Alliance (GSSA) is composed of a range of businesses interested in collaborating to grow the green economy in the Detroit area and ensure a strong workforce pipeline and career pathways for workers in emerging sectors of the green economy. The initial focus of the Detroit Area GSSA and its business leaders is on the energy efficiency and building retrofit sector and the residential energy retrofit sub-sector in particular. But its sector focus may be broadened based on identification of the greatest opportunities for business leaders and workers. The ultimate long-term goal of Detroit Area GSSA is to promote alignment of industry and public sector policies and resources for the advancement of targeted green industries, people, and the region.

While the Detroit Area GSSA is still in an early developmental stage, it has already launched one off-shoot initiative. The Detroit Talent Hub is a local business and career development portal that coordinates and brokers employer workforce solutions and services. The hub will pre-screen and qualify job seekers, including graduates of the many green jobs training programs around the Detroit area, and maintain a database of workers with green certification. This database will be used to match qualified ready-to-work candidates with employer job requisitions for both permanent jobs and temp-to-permanent contract staffing.

The Talent Hub also provides worker assessments, field testing and any final “finishing” instruction in specialized skills that are necessary immediately before employment. Self-employment and entrepreneurship training as well as technical assistance and business support services for small contractors will help promote the industry, build capacity, and ultimately help create jobs for Detroiters.

Partners include:

State of Michigan Workforce Development Agency, Detroit Regional Workforce Fund and members of its Green Stakeholders Committee, Participating Employers, Corporation for a Skilled Workforce

For more info: <http://detroitregionalworkforcefund.org>

DETROIT SUCCESS STORIES

3. Sustainable Food Service Industry Partnerships

Founded in 2008, the Restaurant Opportunities Center of Michigan (ROC-MI) is an affiliate of the national ROC-United group. Like all ROC affiliates, ROC-MI uses a unique tri-pronged model to improve working conditions and opportunities for advancement for Southeast Michigan's 134,000 restaurant workers, in support of a sustainable restaurant industry. The model includes: (1) discouraging low-road employment practices through workplace justice campaigns that combine litigation and organizing to hold exploitative employers accountable; (2) encouraging high-road employment practices through innovative employer partnerships that advance worker ownership, training, and best practices to promote good jobs; and (3) lifting all boats in the industry through community-based research and policy campaigns.



Photo courtesy of Ulises Silva, Detroit LISC

Along the way to addressing these goals, ROC-MI is also using its position to contribute to growing the local food system in Detroit. It does this directly through COLORS, a community-based restaurant in the heart of downtown Detroit that incubates worker-owned food businesses and is committed to local sourcing of ingredients.

The restaurant works with urban agriculture and small farms in the city to purchase ingredients. Additionally, ROC convenes the Southeast Michigan Restaurant Industry Roundtable, where restaurant industry employers come together to learn from one another and promote sustainable business practices for employees and consumers in the food service and hospitality industry. Just like restaurants throughout the US, Detroit restaurants are interested in local sourcing and going green, and ROC-MI is working with employers at its roundtable to understand and address the barriers and opportunities presented by local sourcing. They are centralizing information, helping build connections directly between local farms and the restaurants that want to source local ingredients, and helping local farmers understand the packaging and delivery requirements of restaurants.



Photo courtesy of Ulises Silva, Detroit LISC

Restaurant Industry Roundtable partners include:

A range of restaurant owners, workers, public officials, and community colleges as well as workforce and economic development organizations

For more info: <http://www.michigan.rocunited.org>

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4. Sustainable Pathways Out of Poverty

Detroit GreenWorks Solutions offers free training in a variety of green occupations to residents of particular Detroit zip codes in Southwest Detroit. Fields include weatherization, deconstruction, green construction, retrofit technologies, energy auditing, efficiency and renewable energy technologies, landscaping and forestry.

The program is coordinated by Southwest Housing Solutions, and was originally funded through the Pathways Out of Poverty program authorized by the American Recovery and Reinvestment Act of 2009. The DRWF is extending this work through 2014 by investing its Department of Labor Green Jobs Innovation Fund award along with private resources. Southwest Housing Solutions also operates under the Center for Working Families model, and thus training offered through Detroit GreenWorks Solutions includes not only technical skills, but also job readiness, coaching, case management, and placement assistance. As of January 2012, 264 individuals had been trained, and over half had found employment, most in their field of study.

Detroit business are benefiting from the opportunity to hire skilled and qualified workers. "The employee we hired through this program is outstanding," said one. "He has a work ready attitude and is highly motivated."

Partners include:

Southwest Housing Solutions (lead agency), Detroit Workforce Development Department, Henry Ford Community College, The Greening of Detroit, WARM Training Center

For more info: <http://www.dgws.org>

Faces of Success



Adrian Davis, 42 years old and a veteran of the US Army, graduated from the weatherization program in 2010 and now works for Blanket Insulation, where she impresses her employers with her work ethic, knowledge, and willingness to learn.



Felix Rosado is 50 years old and was incarcerated for nearly 8 years before entering the weatherization program. Upon graduation Felix was initially hired by the WARM Training Center, where he worked his way up to Assistant Lab Instructor before being offered a full-time managerial position.

Photos courtesy of Detroit GreenWorks Solutions

DETROIT SUCCESS STORIES

5. Energy Cluster Development

The Southeast Michigan Advanced Energy Storage Systems Initiative (AESSI) is a new initiative with \$2.1 million in combined funding from three federal agencies – the U.S. Economic Development Administration, Employment and Training Administration, and Small Business Administration – and \$500,000 from the Michigan Economic Development Corporation (MEDC). Its goal is to integrate economic, talent, and small business development strategies to support regional jobs and prosperity in the rapidly emerging advanced energy storage systems industry cluster. This cluster has strong ties to the automotive industry, but also to defense, alternative energy, and others. Coordinated by Corporation for a Skilled Workforce (CSW) and led by NextEnergy, Macomb/St. Clair Michigan Works!, and the Michigan Minority Supplier Development Council (MMSDC), this sweeping initiative integrates the efforts of dozens of partners and other stakeholders, and is tied closely to the state-managed Michigan Academy for Green Mobility Alliance (MAGMA) – an industry partnership focused on workforce issues.

AESSI will create jobs and opportunities for the region's workers by supporting the growth of the industry cluster through value chain analysis, industry transition assistance, and support to develop and commercialize technologies. Special attention will be paid to maximizing opportunities for firms owned by women, minorities, disadvantaged, disabled people, and veterans. An appropriately skilled workforce will be essential to the success of existing and new firms in the industry cluster, so educational partners are collaborating to address training needs of up to an estimated 60,000 AESSI-related workers, including 5,000 engineers and technicians.

Partners include:

Corporation for a Skilled Workforce (partnership coordinator), NextEnergy (economic development lead), Macomb/St. Clair Michigan Works! (education and training lead), Michigan Minority Supplier Development Council (small business development lead), Small Business Development and Technology Center, Michigan Manufacturing Technology Center, Automation Alley, Center for Automotive Research, Macomb Community College, Wayne State University, Procurement T.A. Center, Michigan Academy for Green Mobility Alliance, and Michigan Economic Development Corporation



Photo courtesy of A123 Systems Inc.

POTENTIAL FOR SUSTAINABLE JOB CREATION

As demonstrated previously in this report, both national and regional trends demonstrate that there is great potential for job creation in clean economy industries. Jobs in green-collar occupations in Michigan are projected to grow by 6.4% between 2006 and 2016.²⁶

According to recent estimates,²⁷ there is potential for 10,000 jobs in the Detroit area over the next few years based on three specific sustainability-based sectors – deconstruction, energy efficiency and food systems. These jobs are accessible to lower-skilled workers, particularly through the efforts of community-based partnerships that can create pathways to jobs and careers for lower-skilled residents with disadvantaged backgrounds. While not comprehensive, we provide a summary of the job creation potential for several growing and promising clean economic sectors in Detroit.

Sector in Focus: Deconstruction

Deconstruction is defined as the process of removing a building by taking it apart in the reverse order of construction in order to recover building materials for creative reuse and recycling, rather than demolishing it. Depending on methods used and the extent to which materials are salvaged, estimates range from 2-8 direct jobs created compared to each job in standard demolition. And whereas the job creation potential of demolished material ends at the landfill, deconstruction creates many more jobs after the house is removed through material recovery, processing and re-manufacturing. Estimates indicate that deconstructing vacant Detroit housing, rather than demolition and landfiling, could create over 200 jobs that could be sustained for multiple years. To prove the viability, the City of Hamtramck has worked with WARM Training, Henry Ford Community College, Zachary and Associates and Southwest Solutions to deconstruct buildings, repurpose salvaged materials and give them new life in construction projects in the Detroit area.²⁸

Sector in Focus: Home Energy Upgrades

Home energy upgrades not only improve energy efficiency and lower homeowners' monthly utility bills, they create jobs too. However, due to the need for an upfront investment in order to reap eventual savings, market demand and financing present barriers to job creation in this sector. Projects in Detroit like Better Buildings for Michigan, a partnership between the State of Michigan, Southeast Michigan Regional Energy Office, City of Detroit and WARM Training are working to overcome these

barriers by testing new methods to engage businesses and residents, conduct audits and promote deeper energy retrofits, and conduct neighborhood-wide bundling of work in order to bring efforts to scale in a way not yet seen before in the City. These barriers are being addressed through a variety of programs that leverage public investment to support home energy upgrades, particularly for low income households. This has the potential to create hundreds to thousands of jobs over the next few years in Detroit, depending on the level of investment.²⁹ Many of the jobs require only short-term training and some on-the-job training to access entry level (e.g., installer) and supervisory roles (e.g., crew supervisor), making them accessible to community residents regardless of background.

Sector in Focus: Regional Food Systems

Scaling up urban agriculture and regional food systems creates new jobs and reclaims many jobs that were lost in agriculture and food processing. Locally grown food is one of the fastest growing segments of the food market across the US. Direct to consumer sales, for example, have undergone an annual growth rate of about 10% per year, exceeding the 5% growth rate of the rest of the food economy.³⁰ Jobs are being created based on new kinds of farm businesses, rebuilt and modernized processing and distribution infrastructure, diverse food products and restored relationships between producers and consumers as well as food service. While there are limited national studies of job creation from local food systems, state and regional studies have shown a range of anywhere from 1-2.2 jobs for every \$100,000 of new sales of local food.^{31 32} Using the conservative estimate of roughly one job per \$100,000 in new sales of local food, one study of Southeast Michigan found that a shift to 20% local food purchasing by 2020 has the potential to create nearly 35,882 jobs in Southeast Michigan, and 4,719 jobs in Detroit alone.³³ In response to this opportunity, a range of community-based organizations have begun to partner with the City of Detroit and private businesses to grow the regional food system in Southeast Michigan, ensure better access to fresh local foods in the city, and create jobs through, for example, creating a “food hub” – or local food wholesale distribution center – at historic Eastern Market. The Detroit Economic Growth Corporation and its partners have helped multiple grocers establish stores in the city by reducing risks to banks and lowering interest rates on loans to these businesses while providing technical assistance on community outreach, store features, and accessing local food. This has created 30 jobs so far.³⁴

POTENTIAL FOR SUSTAINABLE JOB CREATION

Sector in Focus: Advanced Battery Manufacturing

Another industry showing great potential for job creation in the Detroit area is Advanced Energy Storage (new battery technology). As described in the profile of the Southeast Michigan Advanced Energy Storage Systems Initiative provided earlier in the document, it is anticipated that up to 60,000 workers will be needed to support the industry cluster, through a combination of existing and new business ventures. This includes up to 5,000 engineers and technicians, as well as lower skilled jobs that will be accessible to a broad range of workers in Detroit.

Other Community Innovations Providing Employment

New kinds of community-based partnerships are emerging to support these endeavors such as worker-owned businesses like that of COLORS Detroit, anchor institution local sourcing initiatives like those of the major hospitals and universities in the Midtown/Woodward Corridor, public-private ventures like the deconstruction project in Hamtramck, and green business incubators like that of Green Garage located in midtown Detroit and Focus: HOPE's green business incubator. In addition, the community is organizing around ways to better promote access to business and job opportunities for local residents.

These are just a few examples of the potential for job creation expected and possible with the right policy and investment. The next section will address just how we can make sure these opportunities are realized.

Doing Development Differently in Metro Detroit (D4)

Hundreds of millions of public sector dollars have been invested in Detroit — in housing, transportation infrastructure, etc. — with little input or direct benefit to local community residents. In response, a broad community and labor coalition formed to ensure that investments in public infrastructure and housing in the Detroit area create economic opportunities for residents and local businesses in communities impacted by public project investments. This coalition — Doing Development Differently in Metro Detroit (D4) — is working to create community benefit agreements in several key areas, including residential housing development projects. For example, they worked with Better Buildings for Michigan, a state-sponsored and federally-funded effort to promote mainstream adoption of home energy upgrades, to incorporate language in their neighborhood competitive bid process that encourages bidding building contractors to indicate whether and how they plan to hire local residents. D4 emphasizes the value to the community and policymakers from consistently connecting infrastructure projects to local community economic development opportunity.

FRAMEWORK FOR ACTION & POLICY

The rate of sustainability-driven innovation and green-collar job growth likely will continue to be greatly influenced by policy, particularly given many of the growing sectors of the green economy are still relatively new and require supports to create a viable marketplace that is self-perpetuating. Federal policies have been critical to kick-starting clean technology innovations and practices, like those of home energy upgrades, where Recovery Act investments and new work quality standards are driving standardization of the previously niche, informal weatherization industry. State policies in Michigan like Public Act 295 (and the renewable portfolio standard and energy efficiency mandates it instituted), as well as the development of strong public financing such as through the Weatherization Assistance Program, the Michigan Public Service Commission, Michigan Saves, and Better Buildings for Michigan, have helped spark interest and investment in energy efficiency improvements that are creating jobs and reducing energy bills of many homeowners.

Adoption of environmental technologies and skills is helping to drive new business growth in the region, and leading to a more sustainable future for the city of Detroit – environmentally, socially and economically. However, as the overall economy continues to transition, and federal funding is expected to shrink, the growth of these industries may be in jeopardy without strategic state and local investment in efforts to scale effective innovations and make resources available for entrepreneurs and talented workers seeking job opportunities. The Detroit Regional Workforce Fund is an example of how public agencies, philanthropic organizations, and private businesses can collaborate to ensure available funding for industry partnerships and talent solutions in growing industries can go further, attract additional resources, and ensure industry needs are met and residents have the skills they need to develop careers in growing sectors.

The following are high-leverage policy choices, and include examples, for continuing to ensure sustainability of green, clean industry growth and job opportunity for Detroit area residents:

Enable It.

1. Enable Sustainable Industry. Policies and incentives that create mainstream market demand for sustainable industry technologies, or at least make them a viable option, will continue to be important in the short-term, particularly in light of the

general state of the economy. For example, changing the city's demolition contractor bidding specifications to encourage deconstruction would help enable this market.

2. Grow Community Demand for Sustainable Choices. Effort is needed to grow the market for sustainability innovations in order to continue to expand job opportunities. Effective organizing and outreach to local communities can help to accelerate the viability of a new sustainability-driven practice. This is particularly important where technologies have yet to be adopted by the mainstream public. For example, trusted local leaders can be the first adopters of energy efficiency on their blocks which can help neighborhood residents see and feel the benefits of resources available to help them improve their home's energy performance.

3. Adopt an Inclusive Growth Model. Embracing and working to promote equity-driven economic growth is not just the right thing to do. It is the smart thing to do.³⁵ Creating clear pathways for residents to get involved in rebuilding and reinventing their neighborhoods with new technologies and projects can help create pathways to the middle class, and ensure "green" industry is accessible to people of all socio-economic backgrounds. For example, explore ways to partner with anchor institutions in neighborhoods to discover what supplies can be the basis for developing local, community-member owned and operated businesses. The Evergreen Cooperatives out of Cleveland, Ohio – worker-owned Laundromats, solar energy installation, and local food distribution – are breaking new ground in how this kind of inclusive development can occur and build community wealth and jobs in the process.

Build It.

4. Support Community Based, Sustainable Business Models. In cases where traditional economic development has left unmet market opportunities, community-based approaches may be more effective at making sustainability-based market and business opportunities viable, thereby creating jobs that otherwise would not exist. For example, community-based partnerships and enterprises can prove the value of deconstruction of homes (vs. demolition) and create many more jobs than the status quo as a result.

FRAMEWORK FOR ACTION & POLICY

Support It.

5. Coordinate Sustainable Industry Engagement and Talent Solutions. Coordinating the engagement of businesses involved in growing emerging industries of the green economy is critical to ensure their talent needs are met and that education and training programs are industry-based and lead to jobs for their program participants. Cluster- and sector-based partnerships, such as the state-funded Green Sector Skills Alliances, can help address critical needs across a range of businesses.

Supply It.

6. Drill Down to Sustainable, Entry Level Employment Opportunities and Career Pathways. While employers often emphasize the need for highly-skilled workers, education and workforce agencies need to be able to articulate requirements for



Photo courtesy of Detroit Regional Workforce Fund

entry level job opportunities as well, and what career pathways and resources exist. This will be critical if we want to open the door to employment for many Detroit area residents. For example, work in advanced manufacturing started with a focus on engineers. Yet, this industry also requires technicians and skilled labor, and quickly and clearly understanding those needs provides the opportunity for community organizations to prepare and link more Detroit residents to these opportunities.

Sustain It. [And bring it to scale.]

7. Expand Successful Sustainability-Based Partnerships. There are already successful sustainable industry partnerships and projects in the city. Building upon these and engaging a diverse set of stakeholders can help to scale up what is working. For example, investors can help bring to scale the successful efforts of federally-funded partnerships that have a track record of helping the hardest-to-serve residents secure employment in growing companies or create their own jobs in the green economy.

8. Develop Shared Measures of Progress Toward Sustainability. By working together, community stakeholders can establish a common set of benchmarks and goals, and coordinate actions to ensure sustainability market building and workforce development efforts are successful. Public investors (e.g., state, municipal agencies) and private investors (e.g., philanthropies, corporations) can convene discussions and promote alignment of economic, workforce, community and environmental policies to ensure investments add to jobs and career opportunities for Detroiters in sustainability-driven industries. This has been much of the focus of the Detroit Regional Workforce Fund, for example. It has convened green job training stakeholders around innovative models and policies, new funding opportunities and capacity building to ensure workforce efforts in the community.

CONCLUSIONS



Photo courtesy of Detroit Regional Workforce Fund

There are few places that show more promise for economic rebirth and job opportunity than the sustainability-driven economy in Detroit. Yet for all that has happened so quickly, there remain enormous barriers. Ideally, federal policy would create a level playing field and continue to incentivize technologies and practices that support good jobs and a healthy planet. While a federal climate and energy policy remains out of reach for the time being, in places like Detroit, community and industry stakeholders are taking steps forward by creating partnerships and delivering next generation economic solutions, while helping revitalize the city in the process. Local stakeholders are partnering with the state of Michigan as well, leveraging a range of additional resources in support of job creation and employment in targeted sustainable energy, construction and manufacturing sectors of the economy.

The state of Michigan can continue to play a critical role to enable this market and grow businesses and talent from within, while addressing any policy barriers that stand in the way of progress. Michigan has already started this shift through its adoption of an industry sector focused approach and a concerted effort to address urban workforce issues. Through strategic partnership building, alignment, and coordination of supply and demand, we can help grow clean and sustainable industries with a pipeline of competitively skilled workers in the city and metro area.

The world is looking to the city to lead innovation once again. Detroit can emerge as a leader in developing the industries and talent solutions needed for success in the 21st century. To do so, we need a strong workforce to support the city in the new economy. While more needs to be done to promote investment and supportive policies, Detroit is on its way to seizing this opportunity and reinventing itself as a hub for sustainable industry development and “green collar” jobs. If successful, state and local stakeholders can create a more resilient community, a more inclusive regional economy, and a healthier natural environment. It is a winning proposition – and we are well on our way. Will you join us?

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ABOUT THE INVESTORS

Thirteen national and local, public and private funders have committed \$5.5 million to date to the Detroit Regional Workforce Fund, which is also a designated National Fund for Workforce Solutions site. Ten investors from this group make up the Investor Steering Committee.

- [Knight Foundation](#)
- U.S. Department of Labor (through Jobs for the Future)
- [Kresge Foundation](#)
- [W.K. Kellogg Foundation](#)
- National Fund for Workforce Solutions
- [Workforce Development Department, State of MI](#)
- [United Way for Southeastern Michigan*](#)
- [Skillman Foundation](#)
- [Blue Cross-Blue Shield of Michigan Foundation](#)
- Ford Foundation
- [Detroit Workforce Development Department](#)
- [Detroit Economic Growth Corporation](#)
- [Wayne County Economic Development Growth Engine](#)

Investors highlighted in blue are Steering Committee members.

* The United Way for Southeastern MI, which also serves as the Detroit Regional Workforce Fund's fiduciary agent, administers The Detroit Regional Workforce Fund.

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