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WOVEN TOGETHER

U.S.-CANADIAN TRADE IN THE DETROIT-WINDSOR REGION

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CANADA IS MORE THAN A NEIGHBOR, IT IS CRITICAL TO MICHIGAN'S ECONOMY

BY GLENN STEVENS JR.

The majority of Michigan voters, from Strong Republicans and Independents to Strong Democrats, view Canada as an “economic friend” by 70% or higher, according to the Detroit Regional Chamber’s Fall 2025 polling with the Glengariff Group, Inc. Voters also see Canadian tariffs as bad for Michigan’s economy by a three to one margin. Clearly, voters have a clear message on the trade wars: leave our Canadian neighbors alone.

This sentiment exists for good reason. Michigan and Canada have long shared a tremendous spirit of collaboration that includes playing crucial roles in global conflicts. Our economies and cultures have been interwoven for generations. Co-workers in many industries are friends who cross the border each day. As neighbors, many of us share a common love for the beauty of Pure Michigan and Canada through tourism.

While the relationship remains strong, it was tested this past year, and 2026 will play a pivotal role in its future.

MICHIGAN FACES A DISPROPORTIONATE RISK TO TRADE DISRUPTIONS

Michigan’s and Canada’s automotive industries are intertwined. Together, we have been designing, engineering, and building vehicles for the past 120 years. Automotive OEMs and suppliers have major footprints in Michigan and Ontario as vehicle components cross the border numerous times during assembly and production.

Michigan’s largest export market is Canada. The state exported \$24 billion in goods to Canada in 2024 — or about 39% of all its exports. Vehicles and vehicle parts were Michigan’s largest export in 2024 at \$25 billion. Canada accounts for 55% of transportation equipment trade with Michigan.

All this to say, Michigan’s trade relationship with Canada is lucrative. But it puts our state and automotive industry at disproportionate risk when

trade is disrupted by tariffs or other federal policies.

USMCA NEGOTIATIONS LOOM LARGE

The U.S.-Mexico-Canada Agreement (USMCA) is the bedrock of the automotive industry’s resilience, maintaining the supply chains, jobs, and business opportunities it generates. It dates back to NAFTA, started under Republican U.S. President George H.W. Bush and enacted by U.S. Democratic President Bill Clinton with overwhelming bipartisan support in Congress, with the goal to create a North American economic market to compete with a unified European Union.

The USMCA joint review process set for 2026 offers a valuable opportunity to strengthen this vital trade pact.

A healthy flow of trade, goods, and people across our shared border is essential to our automotive industry and requires a North American strategy that all three countries support. Given that Michigan’s largest trade partners are Canada and Mexico, it behooves us to view the three countries as one dynamic trade bloc. Strengthening the USMCA is an important step as the U.S. competes with China and the EU to lead the new global innovation economy.

GORDIE HOWE BRIDGE WILL STRENGTHEN THIS CONNECTION

The opening of the Gordie Howe International Bridge will provide a new artery in this robust trade relationship while providing a stronger connection between our two countries.

While 2025 put unprecedented strain on U.S.-Canadian relations, it’s no small feat to unify the majority of Michiganders around a policy issue. But the strength of Canada’s and Michigan’s economies, does just that — and is worth rallying around. 🇺🇸



GLENN STEVENS JR.

EXECUTIVE DIRECTOR, MICHAUTO;
CHIEF AUTOMOTIVE AND INNOVATION
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U.S. ★ CANADA

THE TRADE RELATIONSHIP IS HUGE, PROFITABLE, AND BRUISED

THE AMBASSADOR BRIDGE IS THE BUSIEST U.S./ CANADA BORDER CROSSING, AND HANDLES AN AVERAGE OF 11,000 TRUCKS AND 27,000 CARS DAILY.

Source: Bridge and Tunnel Operators Association

By John Gallagher

The U.S. and Canada have done more than share a peaceful border for more than two centuries. The two nations also enjoy one of the most lucrative and mutually profitable trade relationships in the world.

So, any threat to that long-term stable relationship is cause for worry, experts on both sides of the Detroit River say.

“The Michigan economy, particularly southeastern Michigan’s economy, is intrinsically related to our ability to trade across the border with Canada, and it’s been that way for a century,” said Patrick L. Anderson, Principal and Chief Executive Officer of East Lansing-based Anderson Economic Group.

CANADA IS THE TOP MARKET FOR U.S. EXPORTS

“Canada is the U.S.’s largest export market. We buy more of your stuff than anyone else by a long shot,” said Colin Bird, Consul General of Canada in Detroit. “And if you look directly at Michigan, it’s close to an \$80-billion bilateral trade relationship that dwarfs the trade relationship that the state has as a whole with many nations, and that’s just Michigan.”

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\$235B, OR
42% OF
MICHIGAN'S
ECONOMY, IS
DEPENDENT
ON FOREIGN
TRADE**

Source: International Trade Administration,
U.S. Bureau of Economic Analysis

And almost more critical than looking at those import-export numbers, Bird added, is the integration of the cross-border economy here.

“We make things together,” he said. “So we’ve developed an ecosystem between Ontario, Quebec, and Michigan, where we have completely integrated our supply chains to out-compete the world. And when you have structured yourself in a way over 120-plus years in the Windsor-Detroit corridor, any disruption is potentially damaging to our global competitiveness on both sides of the border.”

EVERY ECONOMIC SECTOR FEELS THE IMPACT OF TRADE DISRUPTIONS

And while assembled vehicles and auto parts comprise a huge share of the cross-border trade, virtually every sector of Michigan’s economy benefits – and feels the impact when something interrupts that trade.

Famed Detroit bookseller John King said he noticed an immediate fall off in visits from his Canadian customers in mid-2025 when U.S. President Donald Trump imposed new tariffs on Canadian imports and spoke about Canada about becoming the 51st state.

King said his Saturday business, heavily reliant on Canadian shoppers crossing the border for weekend trips, dropped 30% immediately.

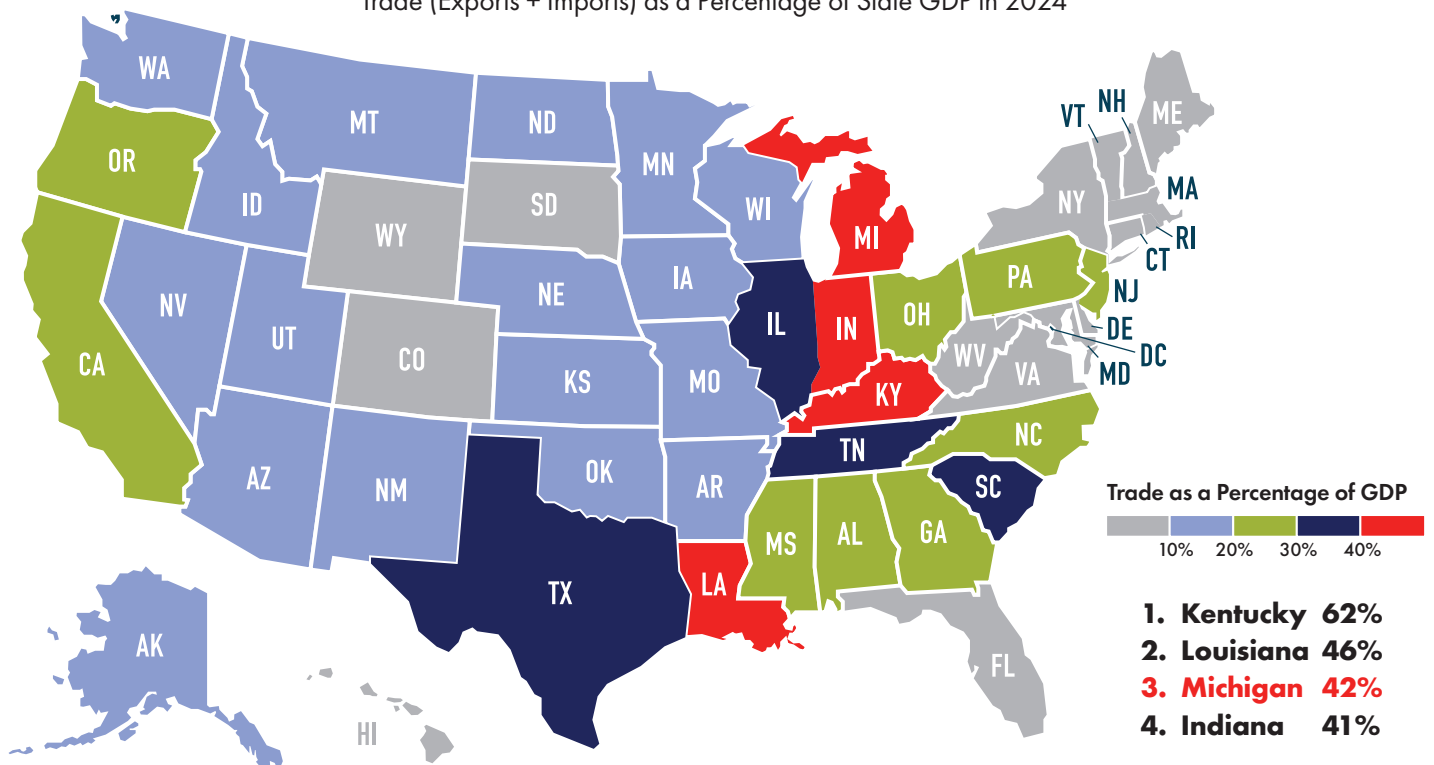
CROSS-BORDER EMPLOYMENT KEY PART OF RELATIONSHIP

Not just goods and services but cross-border employment is part of that trading relationship. Government statistics show that almost one in 10 in Michigan’s workforce is foreign born. While many of those workers are already naturalized U.S. citizens or working on guest worker visas from many countries, many Windsor-Detroit commutes happen every day.

For example, Henry Ford Health in Detroit reported that as of October 2025, 1,441 of its team members were residing in Canada, including nurses who cross the border every day.

TRADE DEPENDENCY BY STATE

Trade (Exports + Imports) as a Percentage of State GDP in 2024





Henry Ford Health has nearly 1,500 Canadian employees who cross the border to work in the U.S.

DETROIT-WINDSOR TUNNEL TRAFFIC EXAMPLE OF BENEFIT TO BOTH NATIONS

The Detroit-Windsor Tunnel alone provides a rich benefit to both nations and to the neighboring cities of Detroit and Windsor. Anderson Economic Group reported in July 2025 that more than 3.7 million vehicles crossed the border via the Detroit-Windsor Tunnel in 2023, traveling for work, sporting events, entertainment, and shopping.

This traffic produced an economic impact totaling more than \$595 million in Michigan while generating over \$22 million in income tax, sales tax from employees and visitors spending, and property tax revenue for the State of Michigan.

And the majority of that economic activity and tax revenue generated by the tunnel stayed in Detroit. In 2023, tunnel operations accounted for more than \$363 million in local economic activity and \$13 million in municipal tax revenue.

With such a lucrative cross-border trade underway, many worry that the Trump tariffs will damage the economy on both sides of the border and it's hard to predict how the relationship will evolve.

"It changes by the day," Bird said.

Clearly the stable, long-term trade relationship has been bruised, at least for now. 🐼

John Gallagher is a freelance writer and author in Detroit, and formerly of the Detroit Free Press.

THE REGION IS HOME TO THE BUSIEST NORTH AMERICAN BORDER CROSSINGS



OVER **4 MILLION** TRUCKS
CROSSED BETWEEN CANADA AND
THE DETROIT REGION IN 2024,
ACCOUNTING FOR **63%** OF
NORTHERN BORDER TRUCK VOLUME.

In 2024, the Detroit Region's border crossings with Canada handled almost **10 million** passenger vehicles in total.

Source: Bridge and Tunnel Operators Association Note: Detroit Region border crossings include: Ambassador Bridge, Blue Water Bridge, and Detroit-Windsor Tunnel

EXPORTS ARE BIG BUSINESS IN DETROIT

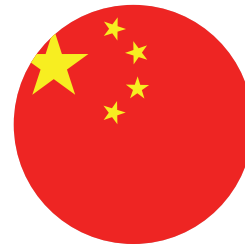
TOP EXPORT PARTNERS - DETROIT MSA, 2024



CANADA
\$15B



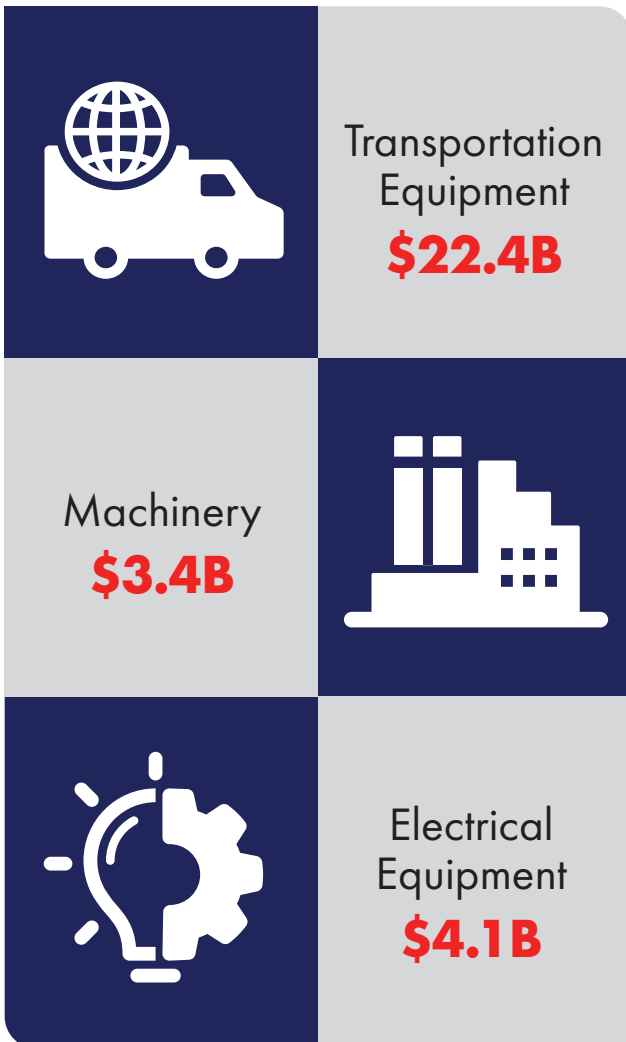
MEXICO
\$15B



CHINA
\$1B

TOP EXPORT GOODS

DETROIT MSA, 2024



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(UNDER 500 EMPLOYEES).

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TARIFFS HAVE WEAKENED CROSS-BORDER ECONOMIC ACTIVITY

By Jason Miller

The U.S.'s unilateral launch of the largest increase in tariffs in nearly a century has substantially weakened cross-border economic activity between Michigan and Canada, affecting both goods and passengers.

FEWER VEHICLES COMING INTO MICHIGAN FROM CANADA

Data from the Bureau of Transportation Statistics show that Canadian passenger vehicle entries into Michigan have declined by 12% since February 2025, resulting in 40,000 to 50,000 fewer vehicles entering the U.S. This decline is accompanied by a decrease in tourism activity within the state of Michigan and the U.S. more broadly.

Trucks crossing from Canada into Michigan with goods have also seen a roughly 7% reduction in 2025 compared to 2024, apart from an uptick in March 2025 when importers rushed goods, such as Canadian primary aluminum, across the border to avoid tariffs.

PASSENGER VEHICLE EXPORTS PLUMMET, PRIMARILY DUE TO DROP IN EXPORTS TO CANADA

A disproportionate amount of Michigan's imports from Canada is tied to the motor vehicle and parts manufacturing industry. Roughly 65-70% of Michigan's

imports from Canada are related to motor vehicles and parts. Similarly, exports to Canada with Michigan as the state of origin are disproportionately skewed toward motor vehicles and parts, accounting for 55-60% of the total.

Cross-border trade has been hampered due to the spike in tariffs for finished motor vehicles, motor vehicle parts, and steel and aluminum products (amongst others). Whereas these tariff rates were zero or near zero in January 2025, they jumped to 18.6% for imported Canadian passenger vehicles (which accounted for 26% of Canadian imports with a destination state of Michigan in 2024). Effective tariff rates for steel and aluminum products were above 40%.

Unfortunately for the state of Michigan, tariffs on motor vehicles have been met with a concomitant decrease in exports. For example, Michigan was the largest source of exported passenger vehicles to Canada in 2024. Through the first half of 2025, passenger vehicle exports from Michigan to all countries were down \$597 million (21.5%) compared to the same period last year, with most of this decline driven by a \$533-million decrease in passenger vehicle exports to Canada.

WITH IMPACT ON MOTOR VEHICLE AND PARTS PLANTS, SERIOUS QUESTIONS LOOM ON THE STATE'S MANUFACTURING HEALTH

Moving forward, severe concerns exist about the financial health of the domestic motor vehicle and parts manufacturing sector due to the extensive tariffs. Data from the Quarterly Financial Report prepared by the Census Bureau indicate that manufacturers of motor vehicles and parts in the U.S. had their second-lowest level of operating income relative to sales in the second quarter of 2025, going back 14 years. The COVID-19 lockdown quarter in Q2 2020 was the only quarter with lower profits.

The second quarter of 2024 saw so little profit that profits were just \$0.50 for each \$1,000 in revenue. Given that roughly 27% of Michigan's manufacturing employment is concentrated in motor vehicle and parts plants, these low levels of profits raise concerns about the health of Michigan's manufacturing economy. 📉

Jason Miller is a professor in the Department of Supply Chain Management at Michigan State University.

Editor's Note: Data provided as of early October 2025 is intended to help understand the impact of tariffs on Michigan's trade and economy.

TWO CITIES, ONE INDUSTRY

US-CANADA AUTO INDUSTRY TOOK GENERATIONS TO BUILD

By Paul Eisenstein

When it comes to the auto industry, cross-border ties, date back to the very earliest days of the horseless carriage. Barely a year after incorporating the Ford Motor Co. in 1903, Henry Ford launched Ford Motor Co. of Canada.

The opening of a railroad tunnel in 1910 — followed by the Ambassador Bridge in 1929, and the Blue Water Bridge in Port Huron nine years later — made it easier to ship goods across the Detroit River, but the real breakthrough came with the 1965 Canada–U.S. Automotive Products Agreement, which essentially turned the

international crossing into little more than a minor impediment. The subsequent North American Free Trade Agreement, which came into effect on Jan. 1, 1994, and the U.S.-Mexico-Canada Agreement (USMCA), which went into effect July 1, 2020, have encouraged billions of dollars of cross-border development by the industry.

A DEEPLY INTEGRATED INDUSTRY STRADDLES THE BORDER

Today, the U.S. and Canadian auto industries are “deeply integrated,” noted Stephanie Brinley, Principal Auto Analyst at S&P Global Mobility. Today, Ford operates the Oakville Assembly Complex,

Essex Engine Plant, and Windsor Engine Plant, all located in Ontario. Stellantis has a number of operations on the Canadian side, as well, most notably the Windsor Assembly Plant, which produces the Chrysler Pacifica minivan and Dodge Charger Daytona EV. Scores of parts manufacturers also straddle the border, notably Magna International. Based in suburban Toronto, the mega-supplier produces everything from seats to suspension components, generating revenues of \$42.8 billion in 2024.

“The whole industry has been designed around this ‘North-South integration,’” Brian Kingston, President and Chief



Ford of Canada workers circa 1914.



Workers assemble a vehicle at a GM production facility in Canada.

Executive Officer of the Canadian Vehicle Manufacturers' Association (CVMA), recently told CNBC. "If we are entering an era of highly protected domestic markets ... that is highly inefficient. It's extremely costly to do."

AUTO PARTS ZIGZAG ACROSS BORDER

Significantly, auto parts and components routinely zig and zag across the border. A widget produced in the U.S. may be shipped to an engine plant in Canada before the finished powertrain returns to the States for final assembly. Some parts, according to industry data, may traverse the Detroit River nearly a dozen times.

"We are proud that Ford of Canada is the country's longest established automaker — its 121st year — and of Ford of Canada's legacy of producing vehicles in Canada for domestic and global markets," said Said Deep, Ford North America's Communications Director.

The Detroit Three aren't the only automakers that've taken advantage of the series of free trade agreements, an extensive list of foreign-based manufacturers, setting up their own cross-border supplier and production networks. Honda and Toyota produce

two of their best-selling models — the CR-V and RAV4 crossovers, respectively — in Canada, funneling their products across the border to dealerships across the U.S.

CONFIDENCE REMAINS DEEPLY ENTRENCHED IN MANUFACTURING NETWORK

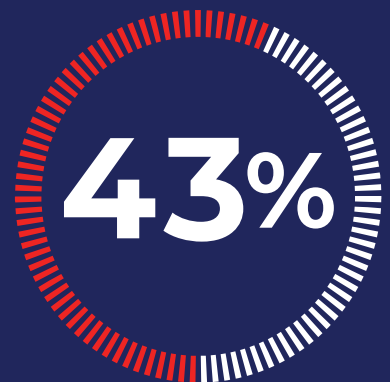
The future of the auto industry's cross-border network currently faces uncertainty, caught up in the trade war launched by President Donald Trump shortly after taking office for a second term last January.

Negotiators from the U.S. and Canada, as well as Mexico, are currently working out potential revisions to the USMCA. And several automakers, including Honda and Stellantis, are looking at possible changes in their two-nation manufacturing strategies. But trade experts remain confident that any rule changes will allow the industry to retain the deeply entrenched manufacturing network that has been built up over the past century. And, in the process, that will maintain the critical importance of the region straddling the Detroit River. 🇺🇸

Paul Eisenstein is publisher and editor-in-chief of automotive news site Headlight.News.

VEHICLES AND VEHICLE PARTS WERE MICHIGAN'S LARGEST EXPORTS, WITH MORE THAN \$25 BILLION IN 2024

Michigan is the nation's largest exporter of vehicles and vehicle parts. Canada accounts for 55% of all transportation equipment trade with Michigan.



**Transportation equipment
exports accounted for
43% of all Michigan
exports in 2024.**

Source: International Trade Administration



MICH AUTO CALLS FOR REINFORCING USMCA



The Chamber and its MichAuto program continue to highlight the mutual benefits of cross-border trade, including a March 2025 event featuring U.S. Sen. Elissa Slotkin (D-MI), the Consul General of Canada in Detroit Colin Bird, Chamber Chief Executive Officer Sandy K. Baruah, and WJR's Guy Gordon.

As the federal tariff policies unfolded in 2025, the Detroit Regional Chamber's MichAuto program served as the leading voice of the industry raising awareness about the disproportionate impact on Michigan and its signature industry.

Among MichAuto's most recent advocacy efforts for stable industry-related policy has been emphasizing the importance of U.S.-Mexico-Canada Agreement (USMCA). This included MichAuto, Executive Director and the Chamber's Chief Automotive and Innovation Officer, Glenn Stevens Jr., submitting public comments the Office of the U.S. Trade Representative (USTR) in November 2025 on behalf of the automotive and mobility industry in favor of its extension.

"A healthy flow of trade and goods across the border is essential to both our automotive and manufacturing industries and the global competitiveness of both Michigan and the U.S.," Stevens wrote.

MichAuto is urging USTR to use the USMCA review as a chance to reinforce North American auto supply chains and eliminate trade barriers that undermine U.S. competitiveness. Along with stable tariff policies, Michigan especially benefits from the USMCA, as it will continue to provide our key industry with the much-needed predictability to sustain business in Michigan. 🇺🇸

USMCA TO DATE:

- **July 1, 2020:** The USMCA is officially enforced by all three countries, replacing NAFTA.
- **November-December, 2025:** MichAuto submitted public comments to USTR and testified in support of extending USMCA in Washington, D.C.
- **Jan. 2, 2026:** The USTR will submit a report to the U.S. Congress that assesses the USMCA's performance and recommendations for the USMCA extension.
- **July 1, 2026:** The mandatory USMCA joint review to begin as the three countries decide if to extend the terms of agreement for another 16-year term.

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NURSING 'WIN-WINS' ON BOTH SIDES OF THE RIVER

A Q&A WITH HENRY FORD'S CHIEF NURSING EXECUTIVE, ERIC WALLIS

How many health care professionals from Canada work for Henry Ford?

Today, we're in the ballpark of about 1,500 of our team members who are Canadians who cross the border to come work for us. Nearly a thousand of those are nurses, and then we have other professionals like respiratory therapists, radiology technologists, and about any professional role within health care.

How does recruiting health care professionals from Canada fit into your overall kind of workforce strategy?

It's a vital part of our workforce strategy. Today, Henry Ford Health is a top 10 employer in the Windsor-Essex region. We've always seen them as great partners. The University of Windsor has a great nursing program. We know we're getting highly qualified graduates when we hire them. It benefits the Windsor region as well. The Windsor Regional Medical Center is well-staffed. A lot of those nurses who are graduating can't get full-time employment there. So, they are often left with the choice of either leaving the region, going to Toronto, or crossing the Detroit River and working here in the States. So those nurses get great experience working with us, for when a role opens up at Windsor Regional. We're happy to have them. It's a great relationship, very symbiotic. We think of it very much as a win-win.

Are there any policy steps that can be taken to bolster the health care workforce?

Specifically speaking of Canadian health care workers, prior to 9/11, Canadian nursing students could cross the border and do their clinical training with us. After 9/11, the guidance changed to not allow students to come to the U.S. without a student visa. It has really cut off our access to student nurses. It's a big piece of recruitment because, if you do your clinical training in a certain spot, you get comfortable with the team and the way things are, and they are more likely to want to work for us.

Is there anything else we should talk about today?

We're trying hard to think of this area (including parts of Canada) as a region and looking at regional opportunities. We're very close allies, and close partners separated by an international border. So, the more things that we can do that make that border appear seamless to the workforce, the more it benefits both sides of the Detroit River. And that's ultimately what we're trying to be engaged in. 🇨🇦

Eric Wallis is Chief Nursing Executive for Henry Ford Health. This interview has been edited for clarity and length.



Of the approximately 1,500 Canadian employees working for Henry Ford Health, nearly 1,000 are nurses.



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In partnership with Michigan Central and the RIVER Collaborative

A TWO-NATION DESTINATION

DETROIT AND WINDSOR MAYORS TOUT THEIR CITIES' CONNECTION

By Karen Dybis



“We’re so much better off when we reduce barriers and work together.”

MIKE DUGGAN

MAYOR, CITY OF DETROIT

Photo credits: Downtown Detroit Partnership

It’s a two-nation destination: The business partnerships, friendly relationships, and tourism between Detroit and Windsor date back more than a century.

Both Detroit’s Mayor Mike Duggan and Windsor’s Mayor Drew Dilkens agreed during the Downtown Detroit Partnership’s 2025 Fall Forum that these fruitful partnerships continue today, and, despite recent political challenges like Canadian tariffs, are likely to continue for decades to come.

CELEBRATING CONNECTIONS AND FORGING A FUTURE TOGETHER

The two mayors highlighted how both Detroit and Windsor meet the event’s theme of celebrating connections and forging a future together. Duggan noted how the U.S.-Canadian border that connects Detroit and Windsor feels like a part of metro Detroiters’ daily lives.

“I’m the kid who grew up here, going back and forth across the border,” Duggan explaining how his family would go to Windsor for barbecues and, on the other side, meeting Canadian family who came to Detroit to watch the Red Wings play hockey.

Throughout his career, positive border relations have been key to organizations Duggan has headed, including helping Canadian nurses work at the Detroit Medical Center, where he was Chief Executive Officer before becoming Detroit’s mayor in 2013.

While leading the Detroit Medical Center, about 300 of the 2,000 nurses that worked there were from the Windsor area, and over time restrictions made it challenging for the nurses to come to work in Detroit.

PARTNERSHIPS BENEFIT BOTH SIDES OF THE BORDER

Duggan also highlighted the successful partnership that led to the Gordie Howe International Bridge’s location in Detroit’s historic Delray neighborhood. Residents on both sides of the border benefited from the mutual aid that helped longtime residents stay and improve their homes or relocate.

Duggan says he is proud of the work and relationships between his city, state, and country with Canada.

Dilkens also pointed to the Gordie Howe Bridge project as an example of how Detroit and Windsor always keep an eye on long-term goals. He said it took 25 years, or what might be the length of someone’s career, to get that span from idea to completion, and it is a true link between the two countries.

LET’S CONTINUE TO BUILD OUR ECONOMIES TOGETHER

Dilkens added that he is hopeful to work with



Colin Bird, Consul General of Canada in Detroit (third from left), and Eric Larson, Chief Executive Officer of the Detroit Downtown Partnership (fourth from left), look on during the Fall Forum.

Detroit again on many events, including the Chevrolet Detroit Grand Prix. He paused Windsor’s sponsorship of the 2025 race because of U.S. tariff concerns.

“We celebrate our two-nation destination,” Dilkens said. “We’re looking forward and we’re willing to create partnerships

between Windsor and Detroit that have been so successful for so many years. We ought not stop now. Let’s continue to build our economies together because we’re really darn good at it.”

Karen Dybis is a freelance writer in Metro Detroit.

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Photo credits: Visit Detroit, Ilitch Companies

POISED TO GROW

DETROIT AND CANADA BOND TO THRIVE

By Claude Molinari

As we wrap up 2025 and look ahead to 2026, it is important to acknowledge that it has been an incredibly challenging year for our friends and partners in Canada. And in our Detroit Region, we are navigating those challenges with a significant decrease in visitation, specifically among our neighbors in Windsor and Southern Ontario.

The numbers fluctuate month by month, but it's safe to say that Canadian visitation to Southeast Michigan is down about 30% this year alone.

That's a big decline in a short amount of time. And it's having a detrimental impact on our area's hotels, restaurants, and attractions, which have relied on consistent Canadian travel in past years.

I'm not upset at Canadians for being upset with us, and I don't think that's an unpatriotic statement. I understand and empathize with their frustrations.

AN ENDURING RELATIONSHIP

The bond between Detroit and Canada is a deep and enduring one, rooted in centuries of shared history, economic collaboration, and cultural exchange. Separated only by the Detroit River, the city of Detroit and its Canadian neighbors, particularly Windsor and Ontario, have built a unique cross-border relationship that has stood the test of time.

The Ambassador Bridge, the busiest international land border crossing in North America, facilitates billions of dollars in trade annually. The automotive industry, a cornerstone of Detroit’s economy, is deeply integrated with Canadian manufacturing, with parts and vehicles crossing the border multiple times during the production process.

STRONG CULTURED CONNECTIONS

Beyond business, Detroit and Canada share a strong cultural connection. Music, art, and sports transcend the border, with Canadians frequenting Detroit for concerts, sporting events, and festivals, while Detroiters travel to Ontario for dining, nightlife, and entertainment. The shared love for hockey, jazz, and Motown music underscores the cultural synergy between the two regions.

With the completion of the Gordie Howe International Bridge-set to open new opportunities for trade and travel in 2026, the bond between Detroit and Canada is poised for continued growth, regardless of political tensions.

A SHARED STORY

Detroit deeply values our Canadian visitors. We are committed to facilitating seamless cross-border travel and ensuring an exceptional experience for our Canadian friends. However, tariffs have created barriers, impacting both tourism and trade. Maintaining a strong, collaborative relationship is essential to the economic and cultural vitality of our region.

This shared history and commitment to innovation highlight the importance of cross-border cooperation. Detroit and Canada are not just neighbors — they are partners in shaping a thriving and interconnected future. 🇺🇸🇨🇦

Claude Molinari is President and Chief Executive Officer of Visit Detroit.

“Detroit deeply values our Canadian visitors. We are committed to facilitating seamless cross-border travel and ensuring an exceptional experience for our Canadian friends.”

CLAUDE MOLINARI

PRESIDENT AND CHIEF EXECUTIVE OFFICER
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THE BLUE WATER BRIDGE:

A GATEWAY FOR TRADE, SECURITY, AND AMERICAN PROSPERITY

By U.S. Rep. Lisa McClain (R-MI 9)



In Michigan, we understand better than most the importance of a beneficial relationship with our neighbor to the north, Canada. I represent Michigan's 9th Congressional District in the U.S. Congress, which is home to the Blue Water Bridge. Every day, more than \$100 million in goods cross the Bridge, making it one of the busiest commercial crossings between our two nations.

From auto parts and agricultural products to advanced manufacturing materials, this Bridge isn't just steel and concrete – it's a symbol of economic strength, shared prosperity, and American opportunity.

But our trade relationship with Canada only works when it's both secure and fair.

WHEN TRADE FLOW AND SECURITY ARE BALANCED, WE WIN

Border security is not just a national security issue; it's an economic one. Smooth, safe, and efficient border operations ensure that Michigan-made goods reach global markets without delay, while keeping illegal goods, drugs, and bad actors out. When the flow of commerce and security is balanced, Michigan workers, manufacturers, and farmers win.

That's why maintaining and modernizing the Blue Water Bridge is so critical. It's not just about infrastructure. It's about protecting our supply chains and keeping our economy competitive. The Bridge supports thousands of jobs across Michigan, from truck drivers and customs agents to engineers and factory workers. Investments in new technology and personnel that keep this border running efficiently are investments in Michigan's future.

FAIR TRADE EQUALS SECURE BORDERS WITH MUTUALLY BENEFICIAL COMMERCE

The Trump administration recognizes this reality and is pursuing "America First" trade policies that put American workers, businesses, and taxpayers ahead of multinational interests. We saw how renegotiating trade deals, like the U.S.-Mexico-Canada Agreement (USMCA), helped level the playing field, bringing jobs back to our communities and strengthening domestic manufacturing. President Donald Trump strongly believes, and so do I, that we can go even further. Fair trade doesn't mean open borders; it means secure borders with mutually beneficial commerce.

As we continue to expand Michigan's role as a hub of North American trade, we must never lose sight of that balance. Our goal should be to promote "Made in America" goods while ensuring that Canada remains a strong and reliable partner. That means addressing border delays, strengthening customs coordination, and investing in the infrastructure that supports efficient trade – all while keeping our national security front and center.

BLUE WATER BRIDGE A TESTAMENT TO WHAT'S POSSIBLE

In the end, Michigan's success depends on keeping our borders secure and our economy growing. The Blue Water Bridge stands as a testament to what's possible when we prioritize both.

With smart policy, strong infrastructure, and a commitment to putting America first, we can ensure that this vital crossing continues to serve as a bridge not only between nations, but between prosperity and security for generations to come. 🇺🇸

U.S. Rep. Lisa McClain represents Michigan's 9th District in the U.S. House of Representatives.



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WHY STRONGER TRADE DEALS MATTER MORE THAN TARIFFS

By U.S. Sen. Gary Peters (D-MI)

In Michigan, we're proud of our partnership with our Canadian neighbors. Our two countries share a deep-rooted friendship and trade relationship that is vital to our national security and economy. In fact, if Michigan were its own country, we would be among Canada's largest trading partners in the entire world. This is especially true for our state's robust automotive industry, which is heavily integrated with Canada.

The U.S.-Mexico-Canada Agreement (USMCA) was implemented in 2020 with the goal of strengthening this trade partnership and ensuring products like auto parts can move freely and securely across our northern border. Unfortunately, the tariffs enacted by the Trump administration are making it harder for manufacturers and suppliers in our state to work with our ally to the North.

TARIFFS HAVE CREATED CHAOS AND UNCERTAINTY

I support tariffs that make sense, like those imposed on our adversaries, like China, to help protect our national security and support American jobs. But as we have seen this year, President Donald Trump's

tariff strategy has created chaos and uncertainty for Michigan manufacturers who need clarity and stability. We need to create a trade environment that allows businesses to plan for long-term success in Michigan and throughout the U.S.

The only way to do that is by pushing for beneficial trade deals that promote collaboration with our trusted international partners and protect Michigan jobs.

USMCA RENEGOTIATION IS AN OPPORTUNITY

Next summer, the U.S. will have an opportunity to renegotiate the USMCA, and we need to seize that opportunity. We must pursue changes that support our manufacturers, improve labor standards, and prevent non-USMCA countries from taking advantage of the agreement. But we can't stop there.

We must also aggressively enforce the trade laws that we already have on the books to deter trade cheats like China. Doing so will help us counteract countries that try to evade our laws, dump products into U.S. markets, and engage in illegal and deceptive transshipment.

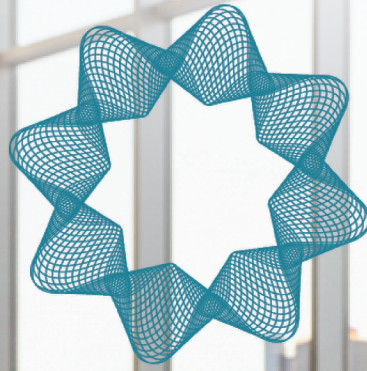
We should also reinstate incentives that were created through the Inflation Reduction Act that Republicans repealed in their so-called "Big Beautiful Bill." These investments were working to support job growth and usher in new manufacturing opportunities in our state and across the country.

ACTION NEEDED TO ENSURE MICHIGAN'S COMPETITIVENESS

All of these efforts combined will demonstrate our country's commitment to leveling the playing field for American producers and provide businesses with needed certainty in the face of the President's chaotic tariff approach.

I look forward to working in a bipartisan way to improve this agreement and bolster our nation's trade policy. The bottom line is there is no option but to take action to ensure Michigan remains economically competitive and protects good jobs here at home. 🇺🇸

Sen. Gary Peters has represented the State of Michigan in the U.S. Senate since 2015.



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WORK HOURS**

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CONTRACT VALUE
BILLIONS (CDN)
OR (\$4.6B US)



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IN THE WORLD**

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WILL BE SHORTER AND
MORE RELIABLE VIA:

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16 TOLL LANES

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INSPECTION
LANES**

CONNECTION
BETWEEN **I-75 AND
HWY 401**



By Rick Snyder

BUSIEST NORTHERN CROSSING IS A CRITICAL JOBS GENERATOR

The Gordie Howe International Bridge is critical to Michigan's economic future. In 2024, the top destination for exports for the U.S. was Canada. For Michigan, Canada accounted for 38% of our exports. The Detroit-Windsor border crossing is the busiest commercial connection between our two countries, accounting for over 25% of total goods traded. Annually, there are over 2 million commercial truck crossings between Detroit and Windsor. What do all of these statistics mean? They translate into jobs that provide the livelihood for thousands and thousands of families on both sides of the Detroit River.

CONGESTION ON THE AMBASSADOR BRIDGE IS COSTING YOU EXTRA MONEY

Currently, we rely on the Ambassador Bridge for much of this traffic. This bridge is approaching its 100th birthday in 2029. It only has four lanes and feeds into the streets of Windsor. It is known for long lines of trucks backed up on both sides of it. This congestion has been a major issue for decades. The shipping delays cost all of us money by delaying the efficient delivery of goods. For nearby residents, it is a cause of noise, pollution, and safety concerns.

COMMERCIAL TRAFFIC WILL MOVE MUCH FASTER

The Gordie Howe International Bridge will have six lanes, along with direct freeway-to-freeway connections. A huge improvement. In addition, there will be new and enlarged customs facilities on both sides of the border. Commercial traffic will be able to move much faster, not only over the Bridge, but also in total transit times to their destinations. As consumers, this will save all of us money. In addition, nearby residents will have a much-improved experience due to reduced noise and pollution. The construction of the Gordie Howe International Bridge also included a community improvement plan to help residents with their overall quality of life.

THE NEW BRIDGE WAS NO COST TO MICHIGANDERS

One incredible aspect of this new bridge for Michiganders is that it came at no cost to us. We need to thank Canada for its great generosity in paying the entire cost of the Bridge. They will get repaid with interest from the tolls for crossing. Once they are repaid, Michigan and Canada will have equal ownership of any ongoing financial benefits from the Bridge.

HAVING TWO BRIDGES INSULATES OUR ECONOMY FROM DAMAGING CLOSURES

Also, adding a second Bridge to the critical Detroit-Windsor crossing only makes good sense from a national security perspective for both countries. Having two crossings instead of just one provides an important level of redundancy in the event of a prolonged closure of either bridge.

IT'S A SYMBOL OF THE CLOSE FRIENDSHIP BETWEEN CANADA AND THE U.S.

In addition, I believe there is an important emotional connection that comes with the new Bridge. Canada is our neighbor and a close friend. The Gordie Howe International Bridge will stand as a representation of this critically important relationship for the next hundred years and beyond. In fact, I look forward to walking across the new Bridge, given that it comes with walking and bike lanes, seeing the incredible views down the Detroit River, and visiting friends in Windsor.

THE NAME CAME FROM A QUICK CALL WITH PRIME MINISTER HARPER

Finally, you may wonder how it got the name Gordie Howe International Bridge. After vetting the idea with my Chief of Staff Dennis Muchmore, Prime Minister Stephen Harper called me and suggested, "If you don't have a better idea, I thought Gordie Howe might be a good name." I agreed right away. Howe, originally from Saskatchewan, played for the Red Wings and was one of the greatest hockey players of all time. 🏒

Rick Snyder served as the 48th governor of Michigan from 2011 to 2018.

GORDIE HOWE?

A LOOK BACK ON THE CHAMBER'S ADVOCACY FOR THE NEW INTERNATIONAL BRIDGE

By James Martinez



For more than a decade, the Detroit Regional Chamber has advocated for a third connection between Detroit and Windsor – the busiest northern border crossing between Canada and the U.S. – and a key hub in one of the densest, most interconnected transportation and trade corridors in North America.

That leadership is coming to fruition as both the U.S. and Canadian sides of the border prepare to open the Gordie Howe International Bridge in 2026, which will create a new critical artery for one of the world's largest trading partnerships.

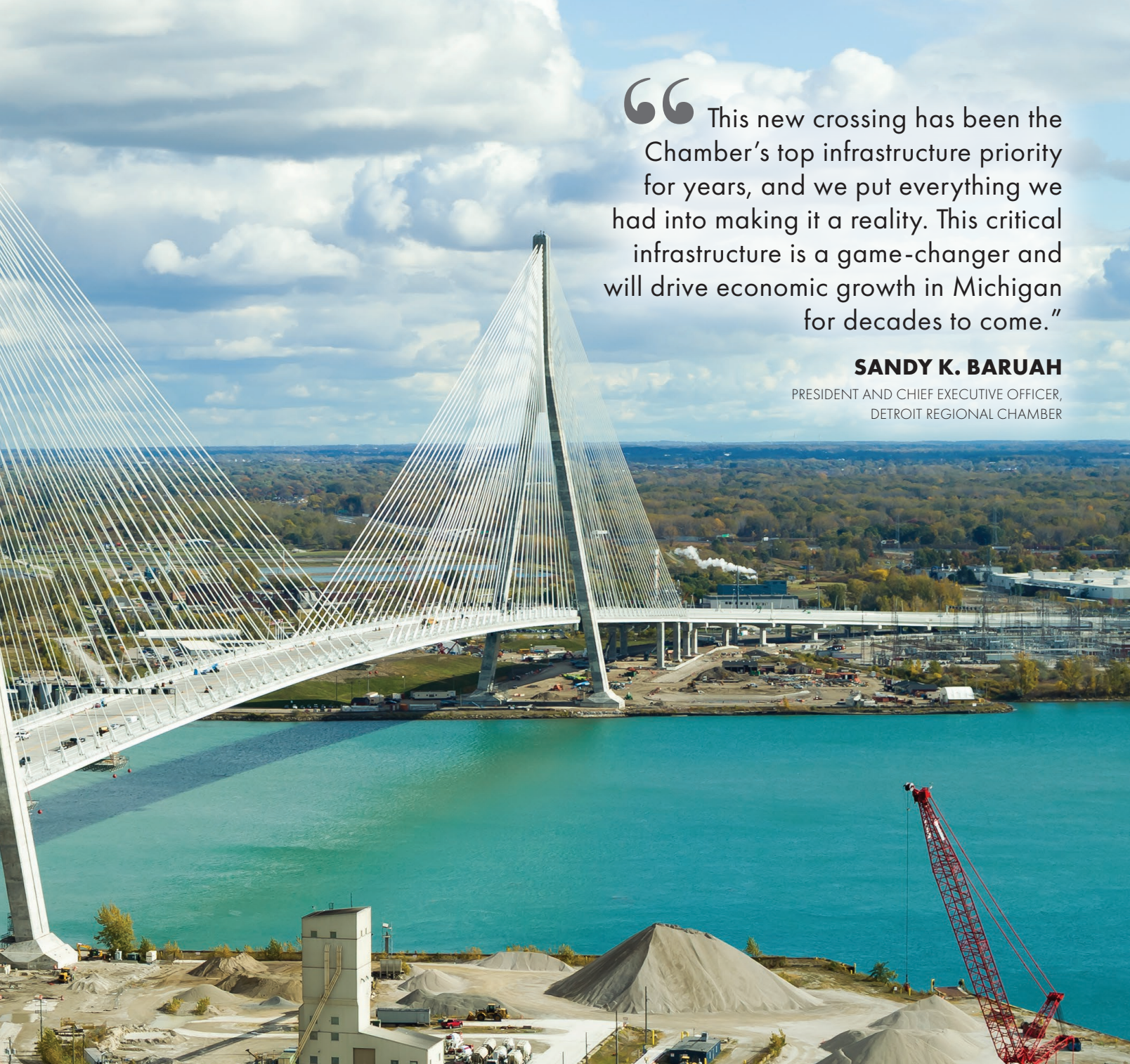
“The long-enduring and lucrative trade relationship between Canada and the U.S. is one of our nation’s most important and

central to our economic competitiveness and prosperity,” said Sandy K. Baruah, President and Chief Executive Officer of the Chamber, in explaining why the Chamber pushed so hard for the new border crossing.

HARD WORK PRECEDED THE CRANES

While the Bridge work in recent years has largely been focused on construction, the earliest – and arguably most challenging – lift did not involve cranes or engineers at all.

It involved finding a way to move the project forward in the immediate years following the Great Recession with formidable, deep-pocketed opposition and a cash-strapped state legislature.



“ This new crossing has been the Chamber’s top infrastructure priority for years, and we put everything we had into making it a reality. This critical infrastructure is a game-changer and will drive economic growth in Michigan for decades to come.”

SANDY K. BARUAH

PRESIDENT AND CHIEF EXECUTIVE OFFICER,
DETROIT REGIONAL CHAMBER

“This new crossing has been the Chamber’s top infrastructure priority for years, and we put everything we had into making it a reality,” Baruah said. “We can’t overstate what the Gordie Howe International Bridge means to our members, particularly those in automotive, advanced manufacturing, and the supporting supply chain.”

Continued



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On October 5, 2018, Canadian Prime Minister Justin Trudeau (middle left) and Michigan Gov. Rick Snyder (middle right) mark the official start of construction for the Gordie Howe International Bridge project. Photo credit: Gordie Howe International Bridge

THE CHAMBER'S LEADERSHIP ON THIS PROJECT:

- Raising awareness about the economic impact of the Detroit-Windsor border crossing and the need for a new crossing.
- Advocating for the state legislature to move the project forward amid stiff opposition.
- Supporting then-Gov. Rick Snyder's efforts to partner with the legislature and then Canada to move the project forward.
- Opposing Proposal 12-6, which could have undermined the project, and educating Michigan voters who soundly rejected the ballot proposal in 2012.

PROTECTING ONE OF THE REGION'S LARGEST ECONOMIC ASSETS

With more than 200 million people and approximately \$500 billion in goods moving across the Canadian-U.S. border annually, maintaining that flow had been a long-standing Chamber priority since the early 2000s.

Michigan accounted for more than half of the total U.S. trade with Canada, with almost all of it coming via the Detroit and Port Huron international border crossings. In 2008, total trade between Michigan and Canada exceeded \$67.4 billion, with Canada serving as the state's most important trading partner.

Protecting that flow from congestion and delays gained prominence during and after the Great Recession, as did worries about the capacity of Michigan's infrastructure. The Chamber began to emerge as a vocal advocate for the project and a supporter of the Detroit River International Crossing (DRIC) Report, which reaffirmed support for the project by providing traffic numbers to the legislature to clarify the need for a second span.

ELEVATING THE PROJECT'S IMPORTANCE IN THE FACE OF LEGISLATIVE OPPOSITION

Despite the strong business case for another span, the project met strong political headwinds in a state still reeling from the Great Recession.

In order to move the project forward initially, the Michigan Legislature needed to pass legislation enabling the state to enter an agreement with Canada to build it, create a public-private partnership to finance it, and collect tolls to pay for the Bridge.

Operating one of the most well-respected advocacy offices in Lansing, the Chamber continued to rally the business community around the project and pressure lawmakers as it became known as the New International Trade Crossing (NITC).

AGAINST LONG ODDS, A CHAMBER-ENDORSED GOVERNOR FINDS A WAY

With the Legislature blocking the way, the Chamber would find a Bridge champion in then-newly elected Gov. Rick Snyder.

After remaining non-committal on the project during the 2010 election, Snyder, whom the Chamber had endorsed early and loudly in a crowded Republican primary, eventually called for the Bridge to be built in his first State of the State Address.

Snyder also kicked off the 2011 Mackinac Policy Conference, calling for the Bridge to be built.

“The Mackinac Bridge has been a shining example of what a modern bridge can do for our state,” said Snyder, wearing a “Build the Bridge” pin and speaking at a press conference with Baruah and other leaders on Grand Hotel’s porch at the Conference.

“[The Mackinac Bridge] has lived up to its expectations,” Snyder added. “Now it’s time to build a new bridge to Canada that will provide efficient and reliable infrastructure to the largest trading partner of Michigan and America.”

With Snyder ultimately finding himself blocked by the Republican-led legislature, he would take executive action in June 2012, reaching an agreement directly with Canada to move the project forward. Under the agreement, Michigan was not obligated to immediately pay any of NITC’s costs, and no state appropriation was needed, allowing the move to circumvent the legislature.

“Gov. Snyder stuck his neck out for this project,” said Brad Williams, former Vice President of Government Affairs at the Chamber, who held that position during much of the advocacy to build the Bridge.



The Detroit Regional Chamber, including Brad Williams, played a key role in opposing a ballot proposal that could have undermined the new bridge project.

“He kept running into obstacles in the legislature, and it took a lot of political courage to push for the new bridge. It would have been easier to just walk away and point the finger at the legislature.”

As part of the agreement, Canada’s payment of \$550 million on the project was eligible for matching U.S. federal funds, as tolls charged in Canada would be used to reimburse the Canadian government. The Canadians would also pay for land acquisition in Canada and Michigan, as well as the construction of an interchange to connect the NITC to I-75.

FIGHTING OFF PROPOSAL 12-6 PUSH TO ENSNARE THE PROJECT IN THE MICHIGAN CONSTITUTION

With the Bridge project gaining momentum, another challenge would emerge with Proposal 12-6 on the ballot in the November 2012 election. Proposal 12-6 stated that any new bridge crossing between the U.S. and Canada should be approved by the people through a constitutional amendment, and if passed, could have undermined Snyder’s deal.

Seeing the threat to its top infrastructure priority, the Chamber became the face of opposition to Proposal 12-6, going to the media and raising voter awareness about voting “no.” 🇺🇸

James Martinez is Vice President of Communications and Business Intelligence at the Detroit Regional Chamber.



The Chamber hosted the U.S. Department of Homeland Security Secretary Jeh Johnson and then-U.S. Rep. Gary Peters, in addition to other high-ranking officials, for a roundtable discussion on the proposed trade crossing in May 2014.

CANADIANS ARE BELIEVERS IN A WIN-WIN STRATEGY

Marta Leardi-Anderson is Executive Director of the Cross-Border Institute at the University of Windsor, and her work focuses on the impacts on the movement of goods, people, services, and funds across international borders.

IN TERMS OF COMMERCE, WHAT IS THE BIGGEST CHALLENGE WE FACE ALONG THE DETROIT-WINDSOR BORDER?

In the short term, it's uncertainty of how businesses will and can respond to tariffs being applied to goods that cross our borders and impact our integrated economy. In the medium and long term, it's how quickly businesses will evolve in our region because of tariffs that become permanent for the foreseeable future and how the U.S.–Mexico–Canada Agreement (USMCA) negotiations proceed, if they proceed at all.

WHAT DO YOU WISH MICHIGANDERS BETTER UNDERSTOOD ABOUT MICHIGAN'S SHARED BORDERS WITH CANADA?

From an economic perspective, it's how this region represents a unique economic success story rooted in our ability to create

an integrated economy that leverages talent, technology, and value added to economic sectors, like auto and agriculture, which compete with the world. The other is that Canadians are as invested in a strong and growing Michigan economy as we are in our own. We are believers in a “win-win” strategy.

WHAT IMPACT WILL THE GORDIE HOWE INTERNATIONAL BRIDGE HAVE ON OUR CROSS-BORDER RELATIONSHIP?

The Gordie Howe links our current infrastructure and transportation networks to create a trade corridor between jurisdictions that supports an overall high economic standard of living for not only our regions but also our national economies. It was built with great cooperation between Michigan and Canada, with remarkable effort and dedication to making it a success for both regions: a great lesson for our current national discussions related to our economic futures.

WHAT DO YOU THINK WE NEED TO DO TO STRENGTHEN THIS CRITICAL RELATIONSHIP?

Support the work the Premier of Ontario and the Governor of

Michigan are doing on a bilateral basis. We represent billions of dollars in trade, and we cooperate to make a lot of lives economically comfortable. We need to make and sustain some ‘noise’ around these facts. Our regional economy sustains [both of] our national economies, and that's built on years of hard work and resolve to find mutually beneficial solutions.

WHAT WOULD YOU LIKE TO SEE COME OUT OF THE USMCA, WHICH IS SET TO BE RENEGOTIATED IN 2026?

A dedication to how we can drill down on our combined strengths to provide our current and future generations with the economic stability they need to build successful careers and livelihoods. We need to bring urgency to get our trading relationship to a place where it works for all three countries and grow a continental economy that allows us to compete globally, succeed, and share prosperity more broadly. 🇺🇸

“Our regional economy sustains [both of] our national economies, and that's built on years of hard work and resolve to find mutually beneficial solutions.”

MARTA LEARDI-ANDERSON

EXECUTIVE DIRECTOR, THE CROSS-BORDER INSTITUTE AT THE UNIVERSITY OF WINDSOR





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DELIVERING FOR DETROIT

12 YEARS OF TRANSFORMATION WITH MAYOR MIKE DUGGAN

As Detroit Mayor Mike Duggan neared the end of his transformative 12-year tenure, he sat down with Rocket Companies' Dan Gilbert at the Detroit Regional Chamber to reflect on the city's remarkable journey and revitalization.

Business leaders across various sectors shared remarks on their time collaborating with Duggan and the legacy he leaves behind in a room filled with business leaders and Chamber board members.



Rocket Companies' Dan Gilbert and Detroit Mayor Mike Duggan discuss the keys to Detroit's transformation over the past 12 years.

“ We had a leader that cared enough to not only want manufacturing to come back to [Detroit], but [Duggan] also rolled up his sleeves and created partnerships with me and other employers in town to make sure that we had what we need to put these businesses in the city.”

SYLVESTER HESTER

PRESIDENT AND CHIEF EXECUTIVE OFFICER,
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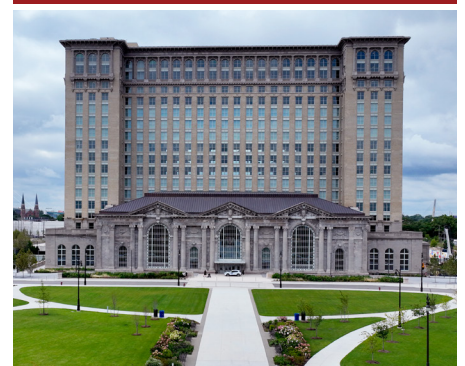
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A NEW LEADERSHIP ERA

By James Martinez

2026



JARED FLEISHER

President and Chief Executive Officer
Bedrock



JOI HARRIS

President and Chief Executive Officer
DTE Energy



DIALLO SMITH

President and Chief Executive Officer
Life Remodeled

Looking across the Detroit skyline, it's impossible to miss the gleaming, new 45-story skyscraper that is both eye-catching and a nod to the city's past, present, and future.

Sitting on the site of the former J.L. Hudson Department Store, Hudson's Detroit is the long-anticipated and ambitious project spearheaded by Dan Gilbert's Bedrock real estate company.

While it will be a few years before the full tower opens, the 12-story 400,000-square-foot office building portion of the project opened in 2025. Situated on historic Woodward Avenue, it serves as the new headquarters for General Motors and will also host the Detroit Regional Chamber's 2026 Detroit Policy Conference on Jan. 29 in The Department at Hudson's event space.


"We couldn't ask for a better or more appropriate venue for this year's Conference," said Megan Spanitz, Chief Strategy and Operating Officer for the Chamber. "It's General Motors, Woodward Avenue, Bedrock, Hudson's — it's truly a location that's important to both the city's past and future, and reflects our conference theme of 'A New Leadership Era.'"

Headlining the Conference agenda are leaders in new roles, from Bedrock President and incoming Chief Executive Officer Jared Fleisher to DTE Energy's President and Chief Executive Officer Joi Harris to Life Remodeled President and Chief Executive Officer Diallo Smith.

"Our city and region are experiencing or on the cusp of so many major leadership transitions in business and government, and we're excited to be hosting several of the leaders who are going to chart our collective path forward," Spanitz added.

The city's former mayor, Mike Duggan, will also take the stage as he mounts a ground-breaking run for governor as an independent candidate — it's just one of the major offices or elected bodies that will welcome new leadership during the 2026 election cycle.

The 2026 Conference, presented by Rocket, brings together about 800 leaders of business, government, and philanthropy from across the region and city. The Conference will focus on fostering collaboration among business, government, civic, and philanthropic leaders to propel the Detroit Region forward and drive innovation and economic growth.

In addition to speakers in new roles, will be those who continue to provide stability in their current positions, including the Macomb, Oakland, and Wayne County Executives, Mark Hackel, Dave Coulter, and Warren C. Evans. 

James Martinez is the Vice President of Communications and Business Intelligence at the Detroit Regional Chamber.

Learn more at DetroitChamber.com

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IN THE NEWS

American Red Cross Michigan welcomed Brian Chambers as its new Chief Operating Officer. In his role, Chambers leads a 12-member team, overseeing business operations across the region.

The **Auto Club Group** (AAA) strengthened its executive team with the addition of three senior leaders. Vincent Fusco was named Executive Vice President and Chief Distribution Officer, Brian Savage was named Senior Vice President and Chief Financial Officer, and Georgina Flores was named Senior Vice President and Chief Marketing Officer.

The **Better Business Bureau® of Michigan** proudly honored the state's most ethical businesses during the 2025 Torch Awards for Ethics Luncheon. The awards ceremony drew business leaders from across Michigan to celebrate companies that exemplify integrity, trust, and excellence in their communities.

Butzel was named to Crain's Detroit Business' 2025 Best Places to Work list for the fifth straight year, ranking number 38 out of the top companies.

Community Financial Credit Union celebrated two powerful recognitions that reinforce its deep impact across the state of Michigan. For the second year in a row, Community Financial was named one of Forbes' Best-in-State Credit Unions in Michigan. Secondly, the company's President and Chief Executive Officer, Tansley Stearns, was named one of Crain's Detroit Business' 2025 Notable Leaders in Finance.

Communities First, Inc.'s Co-founder, President, and Chief Executive Officer, Glenn Wilson, was honored with the 2025 Excellence in Homeless Service Award by the Michigan Campaign to End Homelessness.

Dickinson Wright announced that attorneys in the firm's Michigan offices have been included in Best Lawyers in America®, Lawyer of the Year, and Ones to Watch 2026 editions.

Douglas Marketing Group was celebrated on the international stage, earning four HERMES creative awards for its Detroit-Windsor-based campaigns.

GOOD THINGS ARE HAPPENING TO BUSINESSES THROUGHOUT METRO DETROIT

In late June, **Ernst & Young** announced the winners of its Entrepreneur of the Year 2025 Michigan and Northwest Ohio Awards, honoring leaders of high-growth companies.

Foster Swift Collins & Smith was included in the 2026 U.S. News – Best Lawyers® "Best Law Firms" list. The firm rated as a Tier 1 law firm in 22 practice areas.

French/West/Vaughan (FWV) once again received top honors in the 2025 Bulldog PR Awards, a national competition judged by a panel of the country's leading journalists. The agency was named Business-to-Consumer (B2C) Agency of the Year, Most Innovative Agency of the Year, and the Agency That Gets Results.

The **GABA Foundation** presented a \$1,500 workforce access grant to the African Bureau of Immigration and Social Affairs (ABISA) during the second annual Blvck Migrant. The grant will support its statewide program focused on connecting African, Caribbean, and immigrant residents in Michigan to the workforce systems and opportunities that drive the state's economy.

The **Greektown Neighborhood Partnership** (GNP) is offering a unique opportunity to leave a mark on one of Detroit's most beloved cultural districts. As part of its transformative Monroe Streetscape Project, GNP launched the Greektown Legacy Paver Campaign, inviting individuals, families, and businesses to sponsor custom-engraved granite pavers that will be permanently installed along the newly redesigned Monroe Street.



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MICHIGAN LGBTQ+ ELDERS NETWORK

Michigan's only statewide organization dedicated exclusively to LGBTQ+ older adults and those who love and care for them.

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www.gabanetwork.com

The Global African Business Association (GABA) is a nationally recognized organization based in Michigan, exclusively focused on advancing African and Caribbean business success through trade, logistics, and job creation. GABA leads a distinctive three-tiered ecosystem: the GABA Marketplace Center, a sector-focused logistics and fulfillment hub tailored to the needs of African and Caribbean enterprises; the GABA Foundation, driving workforce development to expand talent pipelines and strengthen operational capacity; and the GABA Network, Michigan's leading connection point for continental and U.S.-based African entrepreneurs and partners. As one of the most trusted and fastest-growing conduits for African business engagement, GABA offers the infrastructure, expertise, and commercial pathways necessary to transform high-potential ventures into high-performing enterprises. Its work ensures that global businesses have the tools,

infrastructure, and networks they need to grow and compete in Michigan and beyond.



**HURON ARC
RYAN MONDALEK**

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313.288.6734
www.huronarc.com

Huron Advanced Research Center (ARC) is a Michigan-based, Michigan-founded laboratory dedicated to solving some of the world's most complex scientific challenges. Huron ARC brings together leading scientists from around the globe, with expertise spanning artificial intelligence, genetics, linguistics, engineering, high-energy physics, and advanced optics. The center is funded through the licensing of its internally developed intellectual property and the creation of spin-off companies that further develop its innovations. In addition to its research goals, the center works to source materials and labor within Michigan whenever possible, supporting local workforce development and economic growth.



**MIGEN MICHIGAN LGBTQ+ ELDERS NETWORK
ANGELA GABRIDGE**


290 West Nine Mile Road
Ferndale, MI 48220
313.241.8994
www.migenconnect.org

MiGen Michigan LGBTQ+ Elders Network focuses on building awareness and promoting change so that LGBTQ+ older adults may age with dignity and authenticity. MiGen focuses on four key areas: information, advocacy, training, and programs. Information work empowers LGBTQ+

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older adults to advocate on behalf of themselves by providing information that assists in making important life decisions. Advocacy focuses on informing Michigan's landscape on LGBTQ+ aging through community-based, local, and state advocacy efforts. Training program focuses on educating and leading organizations, service providers, faith institutions, and businesses on how best to provide services to the aging LGBTQ+ population. Lastly, its programs provide services and events to LGBTQ+ older adults, service providers, and allies that center around issues of LGBTQ+ aging.

PREMIER MEMBERSHIP

BBQ CENTRAL DENITA RAMSEY

13300 West Seven Mile Road
Detroit, MI 48235
313.397.7523
www.bbqcentraldet.com

BBQ Central is a Black-owned restaurant dedicated to delivering high-quality, authentic barbecue cuisine while creating positive economic and cultural impact within the community. Founded, owned, and operated by Denita Ramsey — a native Detroit, graduate of the Detroit Public School System, longtime Detroit resident, and business owner in

the city she loves. BBQ Central blends traditional recipes with modern hospitality to offer a memorable experience. The menu highlights slow-smoked meats, homemade side dishes, and signature sauces rooted in family traditions. Beyond great food, BBQ Central represents empowerment, resilience, and community development. BBQ Central is committed to fostering local employment opportunities, supporting minority vendors, and serving as a role model for women and successful Black-owned businesses. BBQ Central aims to expand its reach, strengthen neighborhood engagement, and contribute to Detroit's thriving food and small business landscape through continued growth and community partnerships.

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Chris Palmer Leadership equips leaders and companies to drive big change with clarity, confidence, and momentum. Led by former Chief People Officer Chris Palmer, we bring decades of real-world transformation experience from global industry leaders to organizations ready to level up. We partner with medium to large enterprises

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City Shield Security was founded with the goal of elevating and professionalizing the contract security industry by providing thorough trainings for our employees and opportunities for continuing education and increased workforce development. By investing in individuals and creating resources to maximize employee retention, City Shield can offer the most comprehensive, innovative security solutions and maintain client safety and satisfaction.

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MARK SCHRUPP
 130 Atwater Street
 Detroit, MI 48226
 313.259.5091
 www.portdetroit.com

The Detroit/Wayne County Port Authority is a governmental entity with a mission to represent the Port of Detroit cargo terminals and protect our waterways for recreational and commercial use, with sustainable practices. It promotes maritime employment opportunities and economic growth for our region and state. collective change. We ingratiated ourselves with our neighbors, got a better understanding of our values, and drove civic engagement on multiple levels, from the grassroots to the treetops. Detroit Change Initiative focuses on voter education, voter engagement, voter mobilization, voter protection, youth leadership development, and STEM education.

HDR

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HDR provides engineering, architecture, and consulting services. While adding beauty and structure to communities through high-performance buildings and smart infrastructure, it provides much more. HDR creates an unshakable foundation

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JAMES H. COLE HOME FOR FUNERALS, INC.

ANTONIO GREEN
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For more than a century, James H. Cole Home for Funerals, Inc. has been a trusted pillar in Detroit, serving families with dignity, empathy, and excellence. Founded in 1919 by the visionary grandson of a freed slave, the fourth-generation family business continues to honor every life with care and respect while embracing the future of funeral service. Its mission is to guide families through life's most difficult moments with compassion and clarity. Their vision is to set the standard for service excellence by blending heartfelt care with innovation — from personalized memorial experiences to technology-enhanced celebrations of life. Deeply rooted in community, they are committed to uplifting Detroit and building connections that span generations. At James H. Cole: "We don't just honor life — we celebrate legacy."

JW MARRIOTT DETROIT WATER SQUARE

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Arriving in early 2027, the new JW Marriott Detroit Water Square is being meticulously crafted to deliver an unrivaled luxury experience. Rising 25 stories and nestled on Detroit's vibrant international waterfront, the hotel will be connected via sky bridge to Huntington Place Convention Center and feature 600 well-appointed guestrooms, including 44 impressive suites with breathtaking water views and 53,000 square feet of sophisticated meeting and event space with outdoor terraces. Four curated dining options will elevate Detroit's culinary scene and offer some of the very best views in the city — both indoor and out. An 8,500-square-foot, full-service Spa by JW® with nine treatment rooms will be the centerpiece of the hotel's wellness programming, in addition to a 50-foot indoor lap pool and state-of-the-art fitness and movement studio.

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RoboSense (Stock Code 2498.HK) is a global leader in AI-driven robotic technology platforms, committed to building a "Safer World, Smarter Life." Founded in 2014, the company develops cutting-edge LiDAR and perception solutions for robotics and autonomous mobility. With over 1,700 employees across major innovation hubs in Asia, North America, and Europe, it serves more than 2,800 customers in over 40 countries and regions. RoboSense Inc., its wholly owned U.S. subsidiary, has been operating since 2022. Headquartered in Plymouth, Michigan, with a satellite office in Mountain View, California, it focuses on sales, marketing, program management, application, and system engineering. The company holds a dominant position in the U.S. ADAS LiDAR market and plays a critical role in the robotaxi segment. It was also the first to integrate automotive-grade LiDAR into a consumer vehicle in the U.S. and is a close partner of Nvidia and the University of Michigan's Mcity initiative.

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– through a digital equity and access lens. Central to SRO's work is the Pathfinder program – a year-round workforce readiness program for low-income, single parents in Detroit – and the Career & College Access Center (CACAC) – a community tech hub that provides year-round digital skilling toward career and college-readiness for student and adult learners.

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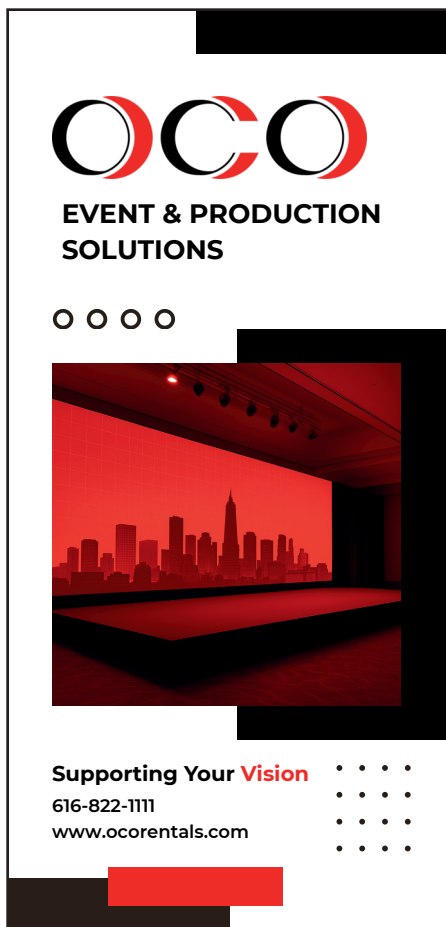
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The Leona Group (TLG) provides a foundation of support for public school academies. Its management services provide autonomy to allow each school program to serve the specific needs of its community with a standard of quality education in a safe and caring environment. TLG has a team of committed and passionate professionals working

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JENNY (JAY) HUTCHINSON

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Detroit, MI 48235
313.910.4346
www.srodet.org

Sistahs Reachin' Out (SRO) is a community-based nonprofit with the overarching mission to effectuate economic equality for underserved, under-resourced residents and families in Detroit. They do this by promoting higher education attainment, transformative employment opportunities, and entrepreneurship – all research-proven pathways for overcoming low-wage living and poverty toward achieving economic mobility and security



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