



MI FUTURE MOBILITY

PLAN 2.0



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MI FUTURE MOBILITY

Overview



MI FUTURE MOBILITY - WHAT IS “FUTURE MOBILITY”?

/mō'bilədē/
MOBILITY

1. The ability to move or be moved freely and easily.
 2. The ability to change one's status or move between different levels in society or employment.
-

DEFINING
FUTURE
MOBILITY

Transportation-related vehicles, services and systems that leverage technological advancements to meet changing societal and environmental needs.

DEFINING
FUTURE
MOBILITY
SECTOR

The individuals, companies and workforce that develop, build and deliver transformative mobility - from Fortune 100 companies to garage startups - along with the investors, researchers and policymakers that enable them.

MI FUTURE MOBILITY - MI MOMENTUM

Michigan is the place where the mobility future is born and built. The state catalyzed and commercialized the automotive industry, transforming transportation forever. Today - with top-tier research institutions, a strong manufacturing base, robust innovation ecosystem and visionary leadership - Michigan continues to lead in autonomous and connected vehicle technology, advanced manufacturing, and next-generation mobility solutions on land, air and water.

Transportation mobility is economic mobility for Michigan and Michiganders.

But competition is fierce and the need is great. Too often, Michigan's pioneering mobility startups leave the state to scale and grow. Too many Michigan families and workers lack the transportation options to seize their personal potential.

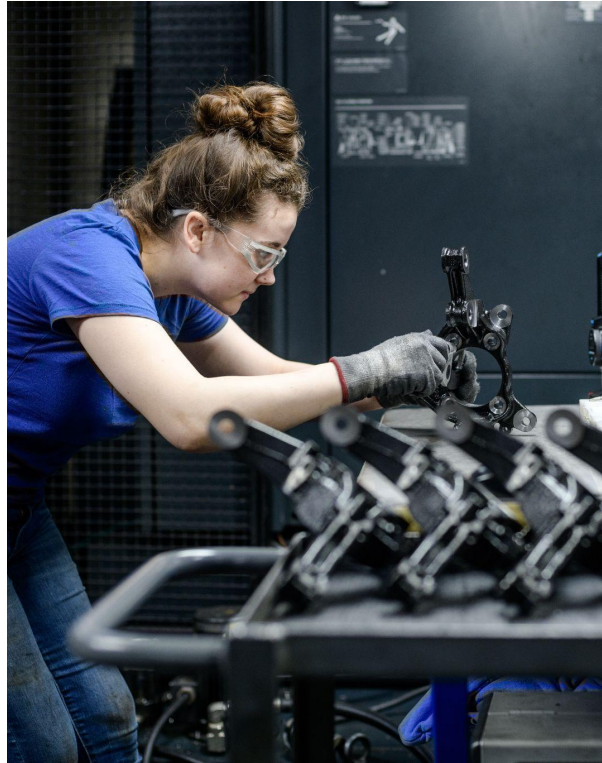
This MI Future Mobility Plan 2.0 provides the North Star to align State agency resources and efforts "to build, test, commercialize, and scale the technologies that redefine the [transportation] field" and improve outcomes for Michiganders.



MI FUTURE MOBILITY - AN URGENCY TO ACT

MICHIGAN'S ADVANTAGE

Michigan has unrivaled assets, talent, and potential to remain atop the future mobility industry. The state's major OEMs and dense network of suppliers provide unparalleled expertise in design, engineering and manufacturing, and its skilled workforce is second to none. Michigan's world-class universities, extensive research and testing hubs, and State agency leadership provide strong innovation infrastructure and feed a robust R&D ecosystem, while it's "fresh coast" beaches, vibrant cities and quality of place attract and hold current and future Michiganders.



MICHIGAN'S MUST- WIN CHALLENGE

States are racing ahead in future mobility - competing for graduates, risk-capital and a favorable regulatory environment. Michigan must keep knowledge workers in the state, grow risk-tolerant capital, expand testbeds and modernize supply chains. If not, the high-wage jobs, intellectual property and mobility future may land elsewhere.

MI FUTURE MOBILITY - MEETING THE MOMENT



The MI Future Mobility Plan 1.0 established a “whole of government” approach to leverage every opportunity to ensure Michigan’s mobility dominance. The 2.0 Plan builds on that success and drives forward to meet today’s moment.

Michigan boldly envisions that it will “Produce the mobility future that unleashes human potential” through three core pillars to:

- CREATE the solutions that drive the future;
- CULTIVATE thriving mobility enterprises in the state; and
- PROPEL Michigan’s mobility workforce, talent and industry to continue to lead the future

The coordinated plan aligns dozens of programs across multiple agencies, outlining tactical strategies to support R&D, real-world testing, and deployment of mobility solutions that benefit Michigan and the nation; scale and expand future mobility enterprises; and ensure Michigan’s mobility workforce, innovation professionals and manufacturers lead the next era of transportation.

MI FUTURE MOBILITY - INTENT > PURPOSE > VISION

MI FUTURE MOBILITY INTENT



Better economy for Michigan.

Better outcomes for Michiganders.

MI FUTURE MOBILITY PURPOSE



Align State policies, investments and actions to maximize economic impact tied to the future of mobility.

MI FUTURE MOBILITY VISION



Produce the mobility future that unleashes human potential.



MI FUTURE MOBILITY - GOALS

MI FUTURE MOBILITY PILLARS

CREATE

solutions that drive the future.

CULTIVATE

thriving mobility enterprises.

PROPEL

Michigan's workers and industry.

MI FUTURE MOBILITY GOALS

GOAL 1 - Solidify and expand Michigan's position as the nation's leading mobility testbed.

GOAL 2 - Catalyze new mobility solutions to eliminate barriers and ensure every Michigander has at least two reliable transportation options.

GOAL 3 - Develop and deploy the infrastructure and technology to provide safe, clean and reliable transportation.

GOAL 1 - Establish sustainable funding mechanisms to grow the future mobility sector.

GOAL 2 - Make Michigan the #1 state for both launching and scaling mobility companies.

GOAL 3 - Position Michigan as the premier destination for expansion or relocation of mobility enterprises.

GOAL 1 - Equip Michigan's workforce with the skills, resources and training to lead in advanced mobility production.

GOAL 2 - Retain Michigan made talent and become the first-choice state for mobility professionals and innovators.

GOAL 3 - Modernize Michigan's manufacturing to increase agility, secure supply chains, and promote resource efficiency and material reuse.

CREATE:

Identify and build the transformative solutions that accelerate physical and economic mobility.

GOAL 1 - Solidify and expand Michigan's position as the nation's leading mobility testbed.

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STRATEGIES

1.1 Support early-stage R&D by connecting Michigan's research institutions, corporate leaders and garage innovators to turn ideas into reality.

1.2 Accelerate prototype development and proof-of-concept validation by connecting innovators with tools, resources and partners to advance mobility solutions in Michigan.

1.3 Expand real-world testing of new mobility, in partnership with local governments, in all five regions of Michigan.

2.1 Support the development and deployment of new transportation form factors, services and technologies that addresses persistent unmet mobility needs of rural residents, low-income Michiganders, seniors, and persons with disabilities.

2.2 Improve, expand and promote diverse reliable, attainable transportation options that connect Michiganders to jobs, amenities and services.

2.3 Leverage State agency programs, investments and partnerships to scale effective new mobility solutions.

3.1 Identify, invest in and address critical gaps in interconnected land, water and air mobility to improve performance and resilience of Michigan's transportation system.

3.2 Provide the digital and physical infrastructure necessary for adoption and deployment of transformative mobility that improves safe, clean and reliable transportation in Michigan.

CULTIVATE:

Establish the ecosystem of partners, policies and patrons to drive economic growth and opportunity.

GOAL 1 - Establish sustainable funding mechanisms to grow the future mobility sector.

GOAL 2 - Make Michigan the #1 state for both launching and scaling mobility companies.

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STRATEGIES

1.1 Identify and establish dedicated and diverse funding sources to support sustained State investment in the growth and development of the future mobility sector.

1.2 Leverage, incentivize and grow private funding pools for every stage of new mobility company growth.

2.1 Promote and facilitate public-private and industry-startup partnerships and purchasing to accelerate commercialization of demonstrated solutions.

2.2 Leverage the buying power of the State to support emerging company scaling.

2.3 Provide supportive services to help growth-stage companies identify, leverage and develop the multiple programs and resources of the state.

3.1 Proactively lead on policy development and modernization, providing models for national market expansion.

3.2 Strengthen Michigan's mobility sector by investing in supplier modernization and regional manufacturing hubs to build a resilient, future-ready supply chain. (e.g., land, air, water).

3.3 Promote and expand Michigan's live, work, play amenities and assets to job seekers and employers.

PROPEL:

Be the global maker of mobility that propels today's economy and prosperity for future generations.

GOAL 1 - Equip Michigan's workforce with the skills, resources and training to lead in advanced mobility production.

1.1 Establish cross-industry partnerships to support statewide training and upskilling programs.

1.2 Identify and deliver workforce training needs for growth-stage companies and rising innovators.

1.3 Expand access to wraparound services and digital learning infrastructure to remove barriers to participation in mobility workforce programs.

GOAL 2 - Retain Michigan made talent and become the first-choice state for mobility professionals and innovators.

2.1 Facilitate opportunities for early career professionals to work in the mobility industry.

2.2 Increase awareness and interest in youth with potential jobs in the mobility industry.

GOAL 3 - Modernize Michigan's manufacturing to increase agility, secure supply chains, and promote resource efficiency and material reuse.

3.1 Accelerate advanced mobility manufacturing by modernizing legacy assets, promoting shared facilities, and leveraging incentives and adaptive reuse programs to support Industry 4.0 adoption and scalable production.

3.2 Lower manufacturing and production costs by developing regional mobility manufacturing hubs that offer shared resources, support facility modernization, and drive adoption of efficient, technology-enabled processes.

STRATEGIES

MI FUTURE MOBILITY - BACKGROUND

AN IMPERATIVE TO ACT



MICHIGAN OFFICE OF
FUTURE MOBILITY
& ELECTRIFICATION



MICHIGAN
ECONOMIC
DEVELOPMENT
CORPORATION



MICHIGAN DEPARTMENT OF
LABOR & ECONOMIC
OPPORTUNITY



EGL
MICHIGAN DEPARTMENT OF
ENVIRONMENT, GREAT LAKES, AND ENERGY

EXECUTIVE DIRECTIVE

In March 2020, Executive Directive 2020-01 was issued, catalyzing a concerted, coordinated, multi-department initiative to secure Michigan's position as a global leader in the future of mobility.

"...the State must think creatively and act comprehensively. It must drive investment in Michigan's mobility sector by establishing Michigan as the premier state to **build, test, commercialize, and scale the technologies that are redefining the field.** It must protect and strengthen Michigan's auto **manufacturing** core, by bolstering its national competitiveness and marking a path for its evolution. It must encourage **entrepreneurship** and create an ecosystem that supports young companies as they **start up and scale up.** It must invest in new ways and at new scale in Michigan's **workforce**, to develop and attract the skills and talent necessary to meet the changing demands of the mobility sector. And it must expand Michigan's global leadership in developing the **systems and networks** necessary for the deployment of connected infrastructure, autonomous technologies, shared transportation and electric vehicles."



UNIFIED ACTION

Four core departments align visions, efforts, and resources through the Office of Future Mobility and Electrification - a unique entity positioned to de-risk and scale the technologies, infrastructure and policies of future mobility.

Provide people with a safe, future-driven, interconnected multimodal transportation network that ensures equitable options.

Transform the Michigan economy by growing and attracting business, keeping talented residents and revitalizing urban centers.



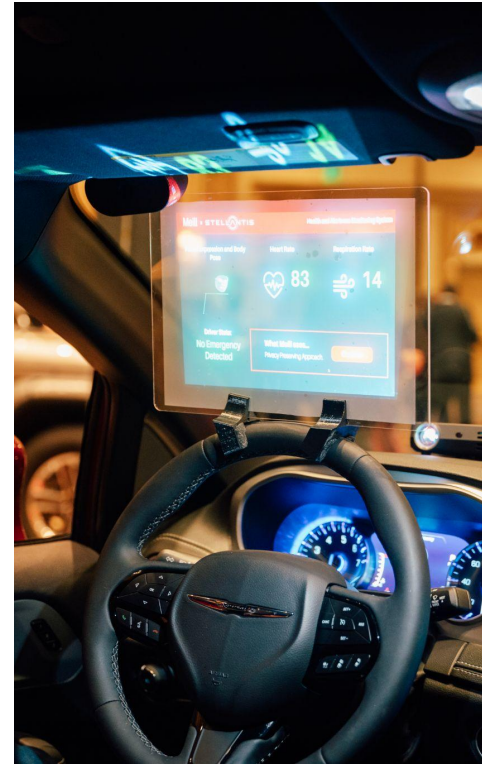
Make Michigan a place where all people, businesses, and communities have the economic means and personal freedoms to reach their full potential.

Protect Michigan's environment and public health by managing air, water, land and energy resources.

MI FUTURE MOBILITY - MI MOBILITY MOMENTUM

Michigan has accomplished much to advance the mobility future since adoption of the first statewide mobility plan:

- Created 25,000+ new jobs in mobility and automotive sector
- Supported 23,000+ workers to receive mobility credentials
- Added nearly 200,000 manufacturing jobs
- Deployed 3,000+ public chargers
- Ranked #1 for spend on mobility and electrification research and development
- Established \$60M Michigan Innovation Fund and R&D tax credits to support the formation and growth of early-stage companies
- Established the goal to reach carbon neutrality by 2050
- Signed the first five-state compact in the the Midwest to advance EV charging across the region



MI FUTURE MOBILITY - EXPERT INSIGHTS

MI Future Mobility Plan is built by - and for - the state agencies and industry leaders foundational to its success.

Key partners from across the future mobility ecosystem—including researchers, startups, industry leaders, investors, government officials and everyday Michiganders who rely on transportation—shared their insights, needs and ideas to shape the MI Future Mobility Plan. Their input ensured the plan is rooted in local priorities and designed to achieve global impact. Together, they called for urgent action to confront emerging risks and harness Michigan’s unique assets to lead the future of mobility.



MI FUTURE MOBILITY - THE CASE FOR URGENCY

Macro Trends

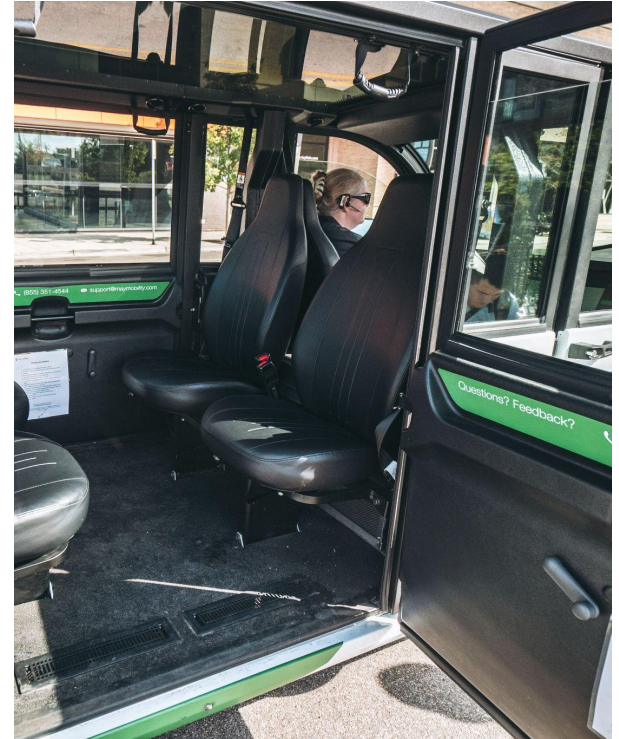
Several global trends are shaping our mobility future, impacting manufacturing, early stage companies, infrastructure and workforce needs.

Autonomous, Automation and AI

From vehicle design to factory floor to movement of goods and people, advancements in autonomous technology, automation, and artificial intelligence (AI) are transforming how transportation is built, operated and delivered. The global AV market alone is projected to exceed \$75 billion by 2030. This necessitates adoption of advanced manufacturing technologies, investment in smart public infrastructure, and proactive modernization of policy and regulation to manage emerging technologies.

Electric and Alternative Fuels

Globally, the transportation sector is rapidly and massively shifting to electric and alternative fuel vehicles, with over \$1.2 trillion in global investments over the last decade. This shift necessitates changes to manufacturing and supply chain, workforce training and public infrastructure to remain competitive.



MI FUTURE MOBILITY - THE CASE FOR URGENCY

Risks and Challenges

Manufacturing

- Tariffs and onshoring - Michigan faces pressure to reshore manufacturing but lacks a clear competitive edge in cost, speed, or agility production and supply.
- Interstate competition - States like Texas, North Carolina and Ohio are surpassing Michigan in testing, investment and support for new mobility technology.
- Advanced manufacturing - Michigan lags behind others leveraging automation, lightweight materials and clean tech in production.

Early Stage Companies

- Funding for new mobility companies - Mobility startups struggle to secure adequate seed capital and venture funding compared to coastal peers.
- Support moving from concept to scale - Early stage companies face the "canyon of death" transitioning from pilot to commercialization to market scale.

Infrastructure

- Transitioning Michigan's infrastructure and grid - Clean, connected mobility is the future. State energy, transportation and communication infrastructure lags.
- Supporting industries transition in fuel sources - The shift in vehicle propulsion necessitates major deployment of public charging and fueling infrastructure.

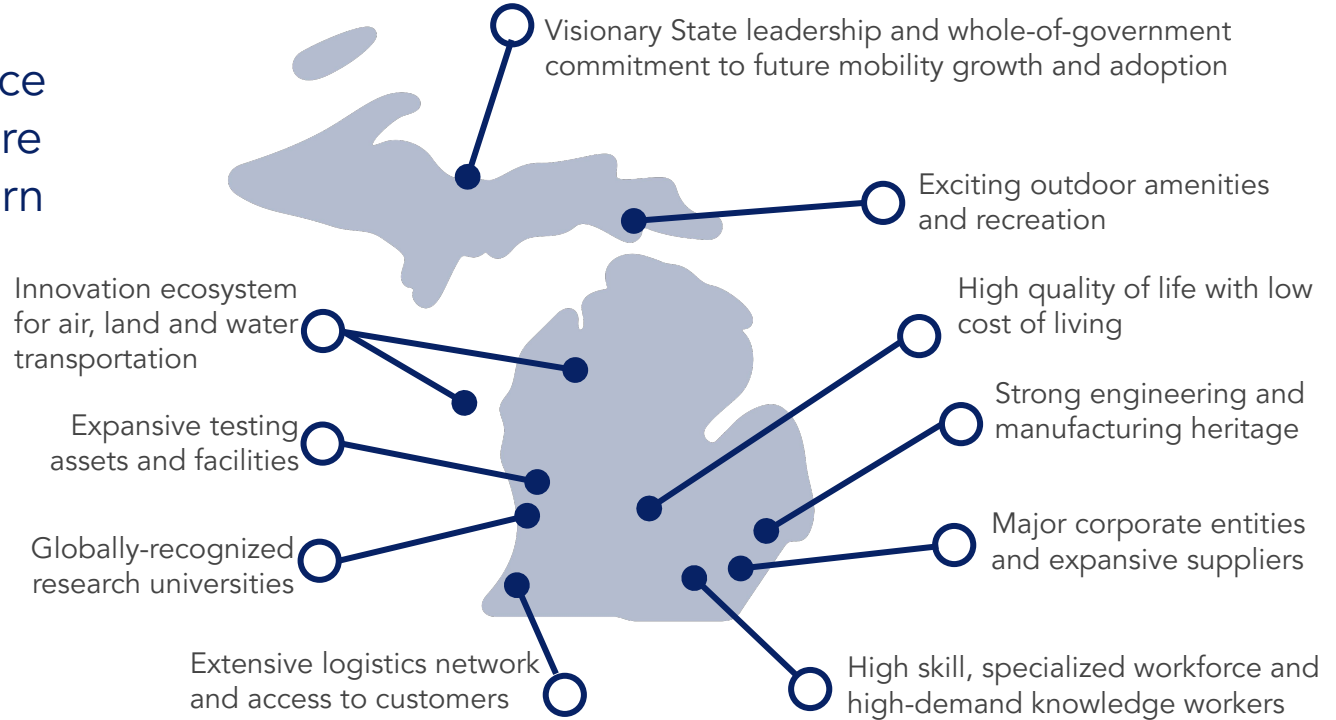
Workforce

- Transportation barriers to job access - The lack of reliable, affordable, appropriate transportation limits full workforce participation in employment.
- Skills Training and Transition - Maintaining the most skilled workforce in the nation requires continuous upskilling and reskilling to meet rapidly changing tech.



MI FUTURE MOBILITY - ASSETS TO BUILD ON

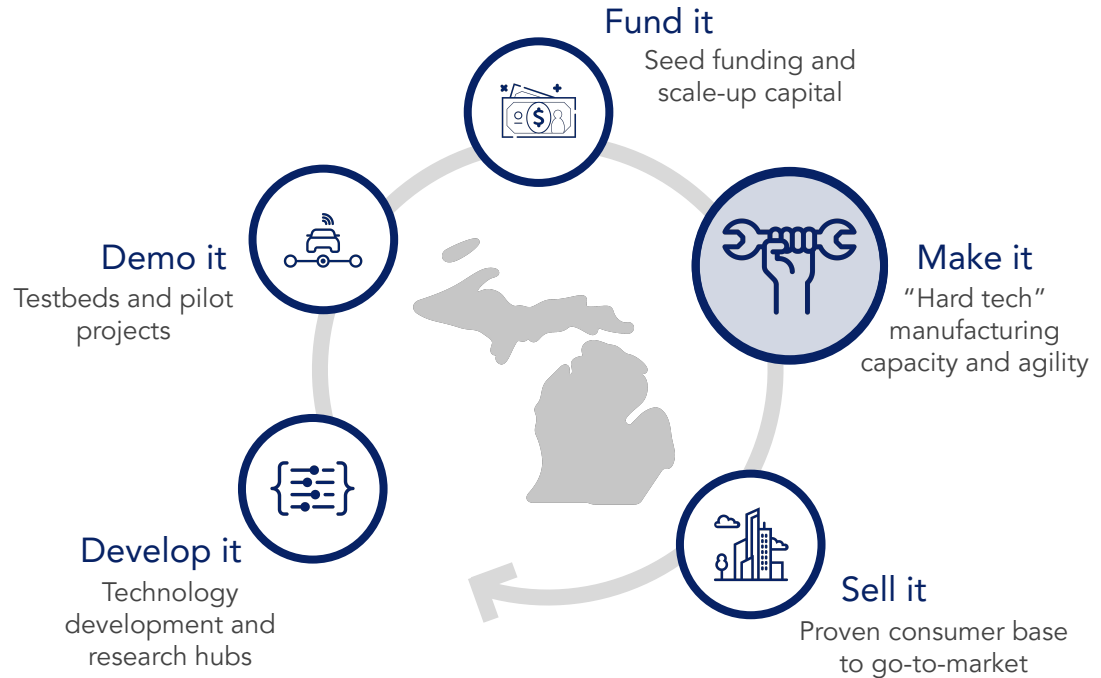
Michigan has the assets and experience to be *the* place where future mobility is born and built.



MI FUTURE MOBILITY - COMPETITIVENESS

Michigan's manufacturing heritage is its competitive advantage to attract high-value future mobility growth.

...but the state's ability to command the future of mobility relies on its strength across the entire innovation ecosystem, from development to commercialization at scale.



MI FUTURE MOBILITY

Strategies for Success



MICHIGAN OFFICE OF
FUTURE MOBILITY
& ELECTRIFICATION



MICHIGAN
ECONOMIC
DEVELOPMENT
CORPORATION



MICHIGAN DEPARTMENT OF
LABOR & ECONOMIC
OPPORTUNITY



MDOT
Michigan Department of Transportation

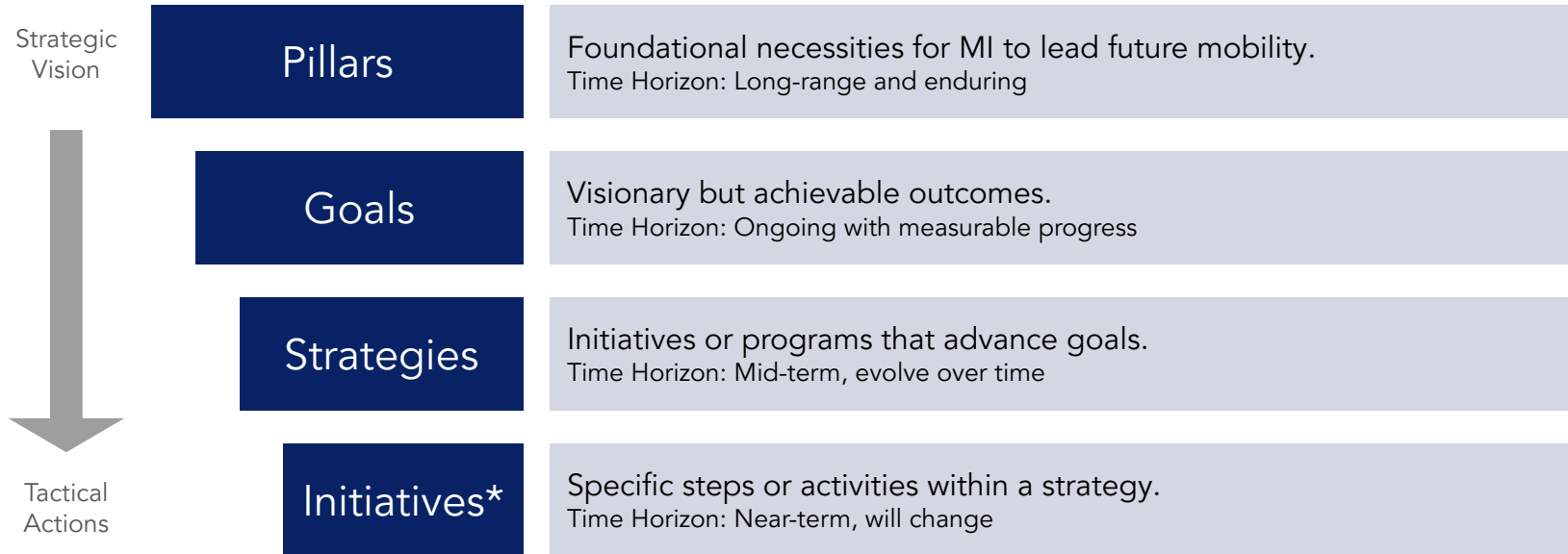
EGLE

MICHIGAN DEPARTMENT OF
ENVIRONMENT, GREAT LAKES, AND ENERGY

MI FUTURE MOBILITY - HOW TO READ THE PLAN

Challenges & Opportunities

These serve as the foundation to shape the pillars, goals, strategies and actions.



**Partners across the state have already made progress on some initiatives, while others have not been launched yet.*

CREATE:

Identify and build the transformative solutions that accelerate physical and economic mobility.

GOAL 1 - Solidify and expand Michigan's position as the nation's leading mobility testbed.

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Identify and build the transformative solutions that accelerate physical and economic mobility.

1. Solidify and expand Michigan's position as the nation's leading mobility test bed.
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Historically, Michigan was the undisputed leader in mobility innovation. Other states are challenging Michigan for future mobility prominence. To continue to lead, and ensure that future mobility improves the lives and opportunities of Michiganders, Michigan will need to continue to catalyze and grow investment in research and development, support and expand prototype development, and provide real-world opportunities to test and demonstrate the mobility solutions that improve safety and expand access.

Michigan is well-positioned to do this. With more innovation assets than practically any other state - including Mcity, Detroit Smart Parking Lab, multiple R1 research universities, and an ever-growing number of testbeds and testing centers - Michigan has a commanding presence. The unique partnership between Michigan's Departments of Transportation, Economic Development, Labor and Environment, Great Lakes and Energy positions the state to identify key mobility gaps and issue challenges to industry to develop solutions to address them.

Michigan must leverage these assets and relationships to create and deploy leading mobility solutions. The state can forge new partnerships linking early stage startups, established legacy companies and premier research institutions to propel research and development. In partnership with local and State agencies, Michigan can provide real-world testing opportunities and a clear path to deploy successful solutions through State or local agencies. Through buyer incentives, Michigan can grow a market of consumers in the state and help solutions go to-scale. The close alignment of State departments means solutions can find practical application in the physical and digital assets of the State to make travel safer, cleaner and more efficient.



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2.2 Improve, expand and promote diverse reliable, attainable transportation options that connect Michiganders to jobs, amenities and services.

2.3 Leverage State agency programs, investments, and partnerships to scale effective new mobility solutions.

3.1 Identify, invest in, and address critical gaps in interconnected land, water and air mobility to improve performance and resilience of Michigan's transportation system.

3.2 Provide the digital and physical infrastructure necessary for adoption and deployment of transformative mobility that improves safe, clean, reliable transportation in Michigan.

GOAL 1

Solidify and expand Michigan's position as the nation's leading mobility testbed.

STRATEGY 1.1
Support early-stage R&D by connecting Michigan's research institutions, corporate leaders and garage innovators to turn ideas into reality.

Current State - Michigan boasts a robust ecosystem that supports early-stage mobility R&D by connecting research institutions, industry leaders and innovators. This is both through corporate research and the higher education system, which includes four R1 universities.

PRIORITY INITIATIVE:

Sustain and expand existing programs supporting research and development - Broaden State-facilitated R&D programs to support cross-collaboration between research institutions, entrepreneurs, and small to mid-sized companies. Ensure the right testing resources and wrap-around services to connect R&D with the local ecosystem.

STRATEGY 1.2
Accelerate prototype development and proof-of-concept validation by connecting innovators with tools, resources and partners to advance mobility solutions in Michigan.

Current State - As companies work to commercialize new mobility technologies, access to real-world testing environments and market feedback is essential for achieving product-market fit. Michigan offers key demonstration sites like the Detroit Smart Parking Lab and Mcity, which serve as vital platforms for early-stage validation, and which can be expanded to support broader innovation across the state.

PRIORITY INITIATIVE:

Market matching program for early-stage tech and mid-sized companies - These partnerships can accelerate product development, and lead to co-designed solutions and first customers. OFME will lead an analysis to identify opportunities to build a new program that connects early-stage innovations with Michigan-based corporate partners.

Continue Make it in Michigan Prototyping Grant - Continue support for the development and commercialization of innovative mobility and electrification technologies through funding and technical assistance. The program will continue helping companies prototype, test and scale products in Michigan.

STRATEGY 1.3
Expand real-world testing of new mobility, in partnership with local governments, in all five regions of Michigan.

Current State - Michigan has a strong foundation of public and private testing facilities that support R&D for emerging mobility solutions. The Transportation Innovation Zone in Detroit serves as a key model for real-world testing, but expanding similar testbeds across the state—on land, air, and water—will create more opportunities for innovation and help distribute economic benefits statewide.

PRIORITY INITIATIVE:

Regional Collaboration - Develop a statewide Regional Collaboration approach for partners to come together and apply for funding that allows for streamlined permitting, collaboration between early-stage and mature companies, community outreach, and development of a cohort to share lessons between regions.

GOAL 2

Catalyze new mobility solutions to eliminate barriers and ensure every Michigander has at least two reliable transportation options.

STRATEGY 2.1

Support the development and deployment of new transportation form factors, services and technologies that address persistent unmet mobility needs of rural residents, low-income Michiganders, seniors, and persons with disabilities.

Current State - As MI solidifies its positioning as the epicenter for mobility innovation, it is essential that the mobility innovation born and tested in MI also benefits Michiganders and accelerates their economic opportunity. Too often companies will come to test in MI only to deploy their solutions elsewhere. Ensuring Michiganders benefit from the new mobility solutions will both support the companies and Michiganders.

PRIORITY INITIATIVE:

Unsolicited Proposals and Microscale Pilots - Clearly identify and convey priority needs and pressing problems for which innovative solutions are needed. Develop a clear, consistent process for intake and processing of unsolicited proposals. Streamline ability to rapidly deploy microscale pilots for assessment, and have clear path to formal procurement solicitation for effective demonstrations.

STRATEGY 2.2

Improve, expand and promote diverse reliable, attainable transportation options that connect Michiganders to jobs, amenities and services.

Current State - Reliable transportation is essential to economic mobility, yet many Michiganders face barriers—whether due to the high cost of car ownership or accessibility challenges for individuals with disabilities. While public transit plays a critical role, the State aims to ensure that all residents have access to at least two dependable transportation options, expanding opportunity and independence statewide.

PRIORITY INITIATIVE:

Mobility Challenge to Change - Continue and expand Michigan's highly successful mobility challenge process and partners, ensuring challenges are aligned with critical gaps. Ensure every challenge has identified aligned partners and resources that can sustain and expand effective solutions for lasting change.
Purchase Incentives for Form Factors of the Future - Develop and deploy a customer rebate program to promote adoption and purchase of Michigan-made new mobility vehicles - such as e-bikes, low-speed vehicles, and micro-trucks - that provide affordable, sustainable alternatives for people and goods movement, improve street safety, and grow local enterprises.

STRATEGY 2.3

Leverage State agency programs, investments and partnerships to scale effective new mobility solutions.

Current State - Michigan is a recognized leader in the breadth and depth of programs to generate new innovations. These programs exist across a number of Departments and Offices. There are, however, limited opportunities for cross-pollination between initiatives, as well as barriers to marketing and expanding effective outcomes of successful pilots.

PRIORITY INITIATIVE:

Interagency Innovation Hours and Amplified Messaging - Create a structure for regular collaboration building between State agencies and Offices and local mobility providers to share and amplify successes of pilots, identify joint collaboration opportunities, catalyze new initiatives, and leverage resources across Departments to adopt effective solutions into program delivery.

GOAL 3

Develop and deploy the infrastructure and technology to provide safe, clean and reliable transportation.

STRATEGY 3.1

Identify, invest in and address critical gaps in interconnected land, water and air mobility to improve performance and resilience of Michigan's transportation system.

Current State - Michigan has tremendous air, water, rail, and road ports and hubs, but there is a lack of communication and integration across these modes.

PRIORITY INITIATIVE:

Michigan Innovation Exchange - Annually convene the Michigan Innovation Exchange, bringing together public, private and nonprofit stakeholders engaged in future mobility. Use the Summit as an annual opportunity to identify critical needs and refine interagency work plan to identify and address issues and opportunities just around the corner.

Mobility and Resilience Hubs of the Future - Convene intermodal stakeholders - including air, land and water modes - to plan and pilot diverse intermodal hubs such as vertiports, hydroports, zero emission logistics hubs and urban mobility hubs in both urban and rural contexts. Explore viability of hubs as resilience hubs, enabling bi-directional electric storage and charging. Assess and market findings such as business models, design, and policy considerations, while exploring how MOUs such as the REV Midwest and hydrogen MOU can expand findings beyond Michigan's borders.

STRATEGY 3.2

Provide the digital and physical infrastructure necessary for adoption and deployment of transformative mobility that improves safe, clean and reliable transportation in Michigan.

Current State - Michigan is building the digital and physical infrastructure needed to support next-generation mobility, including a growing EV charging network and numerous hydrogen demonstration projects. The State is also investing in hydrogen production and fueling stations, positioning itself as a leader in sustainable transportation solutions.

PRIORITY INITIATIVE:

Midwest Alliance for Clean Hydrogen - Pursue advancement of hydrogen projects to make Michigan a national leader. Implement the Truck Stop of the Future Demonstration project in Detroit, a clean hydrogen production facility in Ypsilanti, and hydrogen public transit investments in Flint.

Public Access to EV Charging - As the adoption of electric vehicles continues to grow, it is essential that there is reliable access to public charging infrastructure, including a mix of L2 and DCFC charging. The State is committed to facilitating the deployment of EV charging through a coordinated statewide effort.

Digital Infrastructure Initiative - Proactively and productively work with county and municipal governments to advance digital infrastructure technical understanding, capacity and assets. Identify funding opportunities for digital twinning of physical infrastructure and digital policies (such as curb regulations) and promote standardization of digital IPAs to support interoperability and use.

INITIATIVES TO LEVERAGE

- **R&D assets:** I-94 connected corridor, Advance Air Mobility Activation Fund
- **Directed challenges:** Equitable Mobility Challenge, Mobility Wallet Challenge, Uncrewed Triple Challenge
- **Integrated platforms:** Statewide MaaS Platform, Advancing Rural Mobility
- **Next generation infrastructure:** Intelligent Transportation System - Transportation Operations Centers



CREATE:

Identify and build transformative solutions that accelerate mobility

- **Partnership building:** Michigan SmartZones, MTRAC
- **Investment:** Michigan Emerging Technology Fund, Michigan Outdoor Innovation Fund, Advanced Air Mobility Fund

- **Investment:** Barrier Removal and Employment Success Grant



- **Challenge competitions:** MI Healthy Climate Challenge
- **Networking:** Midwest Alliance for Clean Hydrogen
- **Investment:** Charge Up Michigan Program, Clean Fuel and Charging Infrastructure Program

CULTIVATE:

Establish the ecosystem of partners, policies, and patrons to drive economic growth and opportunity.

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Michigan, and its competitor states, have a growth gap. While many resources exist to support startups, there is a yawning chasm that prevents many, many startups from scaling up and eventually finding the commercial success that is necessary to provide the state with abundant, reliable jobs and economic growth. While investment funding is perhaps the most significant challenge, it is not the only challenge. Michigan needs to both scale-up homegrown companies and attract expansion investments from national and global established brands.

Michigan has much to build on. The state has a modest base of venture and capital investment funds, and significant opportunity to creatively and strategically expand these pools. With tremendous buying power, State purchase contracts can be a vital “first customer” essential to scale-up. The State’s account management process has proven successful for helping large and middle-market firms navigate the resources the State - a model that can easily be adapted to growth-stage firms. Further, the State possesses a nearly unrivaled network of suppliers - vital to business attraction and expansion.

Several strategies can help Michigan cultivate future mobility growth in the state. This includes establishing dedicated funding for investment and programing to support future mobility. Michigan is uniquely positioned to build industry + startup partnerships and State + startup purchasing agreements that can be a real catalyst for growth. The State can proactively lead in policy and regulatory development to ensure the policy environment is an opportunity, not a barrier. Similarly, properly aligned, the state’s robust supplier network and ecosystem can provide an unrivaled competitive advantage to attracting business growth and expansion.



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3.3 Promote and expand Michigan's live, work, play amenities and assets to job seekers and employers.

GOAL 2

Make Michigan the #1 state for both launching and scaling mobility companies.

STRATEGY 2.1

Promote and facilitate public-private and industry-startup partnerships and purchasing to accelerate commercialization of demonstrated solutions.

Current State - Moving from demonstration projects to scaled market adoption can be one of the most difficult barriers for most companies to navigate. Even with a proven product, this can be a race, as companies look to book revenue before their runway ends. The State and industry partners can play a critical role bridging this gap and ensuring that early-stage companies generate the revenue needed to scale.

PRIORITY INITIATIVE:

B2B Partnership program - Existing corporations play a vital role in scaling innovation by serving as early customers, collaborators and distribution partners for emerging mobility companies. This initiative will explore strategies to strengthen connections between mid-sized firms and early-stage companies, creating pathways for pilot projects, co-development opportunities, and long-term commercial partnerships that drive mutual growth and accelerate the adoption of new mobility solutions.

STRATEGY 2.2

Leverage the buying power of the State to support emerging company scaling.

Current State - The State is a major purchaser of transportation and mobility products and services, yet the procurement process and payment timelines can be challenging for early-stage companies that rely on steady revenue. By streamlining access to State contracts and leveraging its buying power, the State can both meet public needs and provide vital revenue opportunities to innovative startups it supports.

PRIORITY INITIATIVE:

State as Customer Program - The State's significant buying power offers a critical opportunity to support early-stage mobility companies by providing contracted revenue and market validation. This initiative will explore the development of a program to identify shared needs and opportunities for innovative mobility across Departments, pool purchasing resources, and streamline procurement pathways for early-stage enterprises to secure the first sale.

STRATEGY 2.3

Provide supportive services to help growth-stage companies identify, leverage and develop the multiple programs and resources of the State.

Current State - Michigan offers a wide range of funding and support resources that can help homegrown companies grow and attract new businesses to the state. However, these resources are often spread across multiple state and local agencies, with varying eligibility requirements. As a result, navigating the landscape can be time-consuming and complex, making it difficult for companies to identify and access the programs that best meet their needs.

PRIORITY INITIATIVE:

Mobility Navigator Program - Replicate the success of business development accounts applied to larger corporate interests to develop dedicated account management for growth-stage companies, particularly those who have received State funding. Navigators will provide concierge service, helping to connect companies to demonstration opportunities, build awareness of diverse program resource from across departments, navigate policies and procurement processes, build relationships with State and local agencies, and guide customer acquisition strategies.

GOAL 3

Position Michigan as the premier destination for expansion or relocation of mobility enterprises.

STRATEGY 3.1

Proactively lead on policy development and modernization, providing models for national market expansion.

Current State - Emerging mobility solutions often do not fit neatly within existing policy and regulatory frameworks, making companies hesitant to invest or hindering market scaling. States with supportive - and sensible - policies provide attractive environments for product and service development, demonstration and deployment. Policy is non-monetary investment in growth.

PRIORITY INITIATIVE:

Council on Future Mobility and Electrification - Annually work with the rising Michigan future mobility industry to identify key policy barriers, obstacles, or uncertainty in both Michigan and states across the nation. Convene diverse stakeholders from state governments, local policy makers, industry, and critical community perspectives to identify needs and desired outcomes and collaboratively develop model policies for adoption in Michigan and replication nationally. Likewise, support development of complementary county and municipal policies, adding capacity and peer collaboration to smaller communities.

STRATEGY 3.2

Strengthen Michigan's mobility sector by investing in supplier modernization and regional manufacturing hubs to build a resilient, future-ready supply chain. (e.g., land, air, water)

Current State - Michigan is home to a vast network of mobility suppliers and advanced manufacturers, many of which are already adapting to electrification and automation. Ongoing efforts to modernize these suppliers and develop regional manufacturing hubs are helping to build a more resilient, future-ready supply chain across emerging modes of transportation—land, air and water.

PRIORITY INITIATIVE:

Supply Chain Mapping - Support a statewide mobility supply chain mapping initiative to create a data-driven central source of truth that identifies current gaps and opportunities. Develop a comprehensive database of mobility suppliers, along with structures and resources to facilitate connections between OEMs and suppliers. Use this data to develop likely economic scenarios and evaluate long-term risks, opportunities and effective interventions.

MI Hub for Manufacturers - Create a platform to connect small and mid-sized Michigan manufacturers with resources from public, private and nonprofit partners. Provide access to funding, advisory support, partner networks, cohort programs, and digital curriculum.

Regional Mobility Manufacturing Hubs - Develop a strategy to create specialized industrial parks for mobility component manufacturing while also providing shared resources and facilities for diverse manufacturing needs (including low-to-medium volume manufacturing).

STRATEGY 3.3

Promote and expand Michigan's live, work, play amenities and assets to job seekers and employers.

Current State - Michigan offers undeniable appeal—from natural beauty to business incentives and infrastructure. Yet, a gap remains in how the state is perceived for employee relocation. Through targeted marketing and initiatives like the Make MI Home program, Michigan can strengthen both the perception and reality of livability—prioritizing walkability, mobility choice and broad connectivity to attract and retain talent.

PRIORITY INITIATIVE:

Produce and Pilot bold “mobility livability” visions - Highly coveted knowledge workers are looking for more than just great jobs. They want great places to live. For Michigan, this may mean more “15-minute” neighborhoods or quick (non-drive) connections from cultural centers to beaches and snow. Michigan needs bold, compelling visions for both local and regional connectivity—and can harness emerging technologies like connected corridors and shared mobility to demonstrate innovative solutions and reinforce its commitment to vibrant communities.

GOAL 1

Establish sustainable funding mechanisms to grow the future mobility sector.

STRATEGY 1.1

Identify and establish dedicated and diverse funding sources to support sustained State investment in the growth and development of the future mobility sector.

Current State - While Michigan has a commitment to be the leader of the future of mobility, it has not committed dedicated and sustained resources to the effort, instead cobbling together resources on a program-by-program and year-by-year basis. Catalyzing solutions and scaling the industry with sustained success requires greater certainty in funding and pooling of purpose and partnership across stakeholder agencies.

PRIORITY INITIATIVE:

Explore and pursue a 1% for innovation program - Across the country, many governments operate “1% for Art” programs, reserving a small portion of capital project budgets to integrate public art into infrastructure. Modest in individual size, but in aggregate, the investment is transformative. To remain at the forefront of future mobility, Michigan should explore this approach — setting aside a small percentage of funding from a broad range of capital and programmatic budgets across transportation, energy, workforce and economic development agencies. This will yield a substantial and stable pool of pooled resources to support the development, demonstration, and commercialization of forward-looking mobility solutions that multi-solve across agency missions to address the state's most pressing mobility challenges and needs for competitiveness.

STRATEGY 1.2

Leverage, incentivize and grow private funding pools for every stage of new mobility company growth.

Current State - The State has made significant investments into both State government infrastructure and awarding funds to innovative companies. The State has a strong portfolio of programs to support early stage commercialization, proof-of-concept, and pilot projects. It also has a proven track record for attracting and retaining mid-sized companies. However, there is a gap of support for companies looking to scale and grow their solutions after they have proven tech through early-stage deployment and before they reach widespread market adoption.

PRIORITY INITIATIVE:

Explore Creation of State sponsored Angel Fund - Angel investors are critical to the success of early-stage companies, providing both capital and strategic support during a startup's most vulnerable phases. This initiative will develop a roadmap to revitalize past State-led efforts and establish a fund to cover administrative costs, support risk mitigation, and strengthen connections between investors and high-potential mobility startups—unlocking more early-stage capital and accelerating company growth.

INITIATIVES TO LEVERAGE

- **Procurement support:** Leverage government-as-buyer to scale proven solutions



CULTIVATE:

Establish the ecosystem of partners, policies and patrons to drive economic growth and opportunity

- **Investment:** First Capital Fund, and State Essential Services Assessment, Advanced Aerial Mobility Activation Fund
- **Policy:** Council on Future Mobility
- **Networking:** Leverage MOUs and international relationships
- **Incentive Toolbox:** Strategic Outreach & Attraction Reserve, MI Business Development Program, tax incentives for manufacturers

- **Investment:** Michigan Innovation Fund
- **Worker Support:** Community & Worker Economic Transition Office



- **Quality of Life Investments:** Investments to protect freshwater resources, outdoor recreation and vibrant communities

PROPEL:

Be the global maker of mobility that propels today's economy and prosperity for future generations.



GOAL 1 - Equip Michigan's workforce with the skills, resources and training to lead in advanced mobility production.

GOAL 2 - Retain Michigan-made talent and become the first-choice state for mobility professionals and innovators.

GOAL 3 - Modernize Michigan's manufacturing to increase agility, secure supply chains, and promote resource efficiency and material reuse.

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Be the global maker of mobility that propels today's economy and prosperity for future generations.

1. Equip Michigan's workforce with the skills, resources and training to lead in advanced mobility production.

2. Retain Michigan made talent and become the first-choice state for mobility professionals and innovators.

3. Modernize Michigan's manufacturing and promote resource efficiency and material reuse.

Maintaining the pole position in future mobility invention and production requires a world-class workforce, a robust pool of knowledge workers and company leaders, and a manufacturing ecosystem appropriate to the demands of modern production. Fortunately, Michigan presently leads in all three areas. Michigan has more engineers per capita than any other state in the nation, and the quality of Michigan's workforce is second to none. With more than a century of manufacturing excellence, the State has the assets of production that can be the engine to propel growth.

However, future mobility is a fast changing, technology-driven industry. To compete effectively, Michigan needs to ensure its workforce has the of-the-moment skills and training to build, operate and maintain the products of future mobility innovation. Future mobility professionals are in tremendous demand, with a choice of places to live and build their careers. In an era of "high-mix/low-volume," future mobility industries demand reliable supply chains and nimble manufacturing to appropriately meet demand.

Michigan is advancing a comprehensive workforce strategy - establishing cross-industry partnerships to support statewide training and retraining programs, ensuring the current workforce is equipped for next-generation mobility jobs. The state is building a strong network of rising professionals to ensure hotly demanded knowledge workers are well-supported and see robust opportunity for career growth in the state. Michigan is modernizing legacy manufacturing assets and stale supply chains to respond to modern manufacturing needs and future mobility production.



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STRATEGIES

1.1 Establish cross-industry partnerships to support statewide training and upskilling programs.

1.2 Identify and deliver workforce training needs for growth-stage companies and rising innovators.

1.3 Expand access to wraparound services and digital learning infrastructure to remove barriers to participation in mobility workforce programs.

2.1 Facilitate opportunities for early-career professionals to work in the mobility industry.

2.2 Increase awareness and interest in youth with potential jobs in the mobility industry.

3.1 Accelerate advanced mobility manufacturing by modernizing legacy assets, promoting shared facilities, and leveraging incentives and adaptive reuse programs to support Industry 4.0 adoption and scalable production.

3.2 Lower manufacturing and production costs by developing regional mobility manufacturing hubs that offer shared resources, support facility modernization, and drive adoption of efficient, technology-enabled processes.

GOAL 1

Equip Michigan's workforce with the skills, resources and training to lead in advanced mobility production.

STRATEGY 1.1

Establish cross-industry partnerships to support statewide training and upskilling programs.

Current State - New mobility requires new skills, including retooling of the existing workforce and proactive training of the rising workforce. Rising workers in rural and northern areas of the state may have more limited access to hands-on training with new mobility technologies, while employers experience labor shortages down state. Training and connections are both needed.

PRIORITY INITIATIVE:

Strengthen Community College Partnerships - Virtual reality and other technology can now offer the equivalent of hands-on training without the physical equipment. Working with industry, explore opportunities to train rural workers to be job-ready and employment competitive even before they hit the factory floor or maintenance yard.

Expand Apprenticeships - Work with industry to develop, promote and expand apprenticeship opportunities, not just with larger employers, but midsized and startup companies as well. Identify necessary incentives for employers and support to provide sustainability and certainty for workers in a dynamic and uncertain industry.

STRATEGY 1.2

Identify and deliver workforce training needs for growth-stage companies and rising innovators.

Current State - To keep pace with rapid mobility innovation and remain economically competitive, Michigan must strengthen partnerships between industry and workforce development organizations. By aligning training programs with emerging industry needs, the State can ensure its workforce is equipped with the skills of the future while also expanding access to opportunity, so that all Michiganders benefit from the growth and transformation of the mobility sector.

PRIORITY INITIATIVE:

State-level industry council - Guide curriculum and labor market needs, ensuring that workforce development initiatives are designed to meet the evolving needs and skills sets of industry. Specifically engage with emerging mobility companies to understand the skill needs of the smaller and more diversified future mobility industry.

Mobility upskilling micro-credential framework that allows incumbent workers to earn stackable credentials aligned with emerging technologies without leaving their jobs.

STRATEGY 1.3

Expand access to wraparound services and digital learning infrastructure to remove barriers to participation in mobility workforce programs.

Current State - Across the state, there is a robust network of workforce development programs that provide training/retraining to provide critical skills to meet the needs of the industry. While many of these programs offer some wrap-around services, and individuals may have access to additional programs, it can be difficult to navigate, and there are often critical gaps that prevent individuals securing and retaining employment after completing training.

PRIORITY INITIATIVE:

Comprehensive wrap around services strategy - Conduct an audit of wrap-around services provided by existing workforce development programs. Identify barriers and opportunities to better leverage these programs to ensure all mobility workforce trainees have access to transportation, mental health support, digital literacy training, childcare, and career services needed to secure and retain employment after training.

GOAL 2

Make Michigan the nation's leading producer of future mobility talent and the first-choice state for mobility professionals and innovators.

STRATEGY 2.1
Facilitate opportunities for early-career professionals to work in the mobility industry.

Current State - Michigan has a growing number of programs aimed at connecting early-career professionals to the mobility industry. However, these efforts remain fragmented and not widely scaled, limiting awareness and access to career pathways for emerging talent across the state.

PRIORITY INITIATIVE:

MI Mobility Fellows Program - Provide paid fellowship opportunities to early-career professionals to work in mobility, energy and economic development organizations within transit agencies, government agencies and early-stage companies.

Immigrant Founder Expansion - Develop mentorship programs and resources for Immigrant Founders and early career professionals to find pathways to high wage mobility jobs and expedite retention of talent in the state.

Mobility Job Fairs and Demo Days - Foster strong partnerships between employers in the mobility sector and Michigan's colleges and universities to connect students with in-state career opportunities and increase the number of graduates launching their careers with Michigan-based companies.

Explore Databases to aggregate startup career opportunities - Design or partner to develop a platform that aggregates careers opportunities with early-stage companies.

STRATEGY 2.2
Increase awareness and interest in youth with potential jobs in the mobility industry.

Current State - Michigan has launched several initiatives to spark youth interest in mobility careers, including hands-on programs and industry partnerships in schools. However, these efforts are not yet scaled statewide, and many students still lack exposure to the full range of opportunities in the evolving mobility sector.

PRIORITY INITIATIVE:

Mobility Ambassadors Program - Connect early career professionals from diverse backgrounds with high school tech centers and community colleges to share their pathways into the mobility sector. Utilize the program to host regular mobility industry job fairs and demo days across the state and develop a thriving mobility career network. Market and promote career rises of young Michigan knowledge workers and innovation professionals. Establish a small funding pool to support participation of Michigan young knowledge talent attending national and international conferences, and to present and promote their career in the state and opportunities for others.

GOAL 3

Modernize Michigan's manufacturing to increase agility, secure supply chains, and promote resource efficiency and material reuse.

STRATEGY 3.1

Accelerate advanced mobility manufacturing by modernizing legacy assets, promoting shared facilities, and leveraging incentives and adaptive reuse programs to support Industry 4.0 adoption and scalable production.

Current State - Michigan has a strong legacy in manufacturing, which served as the backbone for the automotive industry. As the mobility industry evolves, so to must the suppliers who will need to integrate new technology to increase efficiency and support smaller-scale production. Additionally, there is an opportunity to support a circular economy, which minimizes waste and creates additional economic opportunities through recycling and repurposing of products originally created in Michigan.

PRIORITY INITIATIVE:

Develop roadmap for small scale new mobility manufacturing - Lead a Mobility Manufacturing Tech Audit to assess legacy manufacturers' readiness for automation and clean tech upgrades—offering technical assistance and implementation roadmaps.

STRATEGY 3.2

Lower manufacturing and production costs by developing regional mobility manufacturing hubs that offer shared resources, support facility modernization, and drive adoption of efficient, technology-enabled processes.

Current State - The manufacturing ecosystem in Michigan has largely been driven around supporting the large OEMs resulting in manufacturers who are used to having high order quantities from a small customer base. This makes it difficult for manufacturers to scale down production to meet the needs of emerging companies. To capitalize on the new mobility sector, it will be necessary to support legacy manufacturers to support smaller order quantities, consolidate orders across small and medium firms, and share manufacturing resources.

PRIORITY INITIATIVE:

White Box Industrial - Convert underutilized industrial spaces into flexible, ready-to-use manufacturing sites that support the rapid deployment of electric and autonomous mobility technologies. By reducing infrastructure barriers for new and transitioning manufacturers, the initiative strengthens Michigan's position as a leader in next-generation mobility.

Manufacturing and New Mobility Challenge - Create a challenge program that brings legacy manufacturers and mobility companies together to build new mobility solutions in MI.

INITIATIVES TO LEVERAGE

- **Workforce Support:** Transportation Career Pathways Program (TCPP), MDOT Career Fest, On the Job Training Program

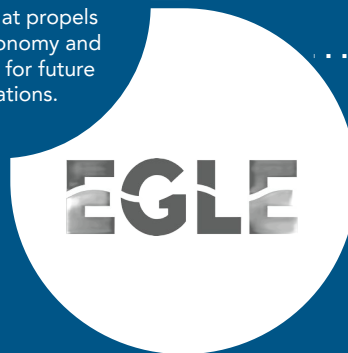


PROPEL:

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- **Workforce Support:** Changing Lanes, Talent Action Team, STEAM Ahead, Michigander Scholars Program, Team MI Intern Cohort, MSTAR, MI Mobility Fellows Program, Michigan Strategic Fund
- **Attracting and Retaining Talent:** Make it in Michigan Strategy, STEAM Ahead

- **Investment:** Community and Worker Economic Transition Fund, Go PRO Talent Fund, Michigan Maritime Manufacturing, Supplier Resource Hub
- **Networking:** Supply Chain Mapping, MI Hub for Manufacturers
- **Transition Support:** Utility Partnership & Supply Chain Diversification



- **Future Manufacturing:** Next Cycle Program, Small Manufacturers Retooling
- **Workforce Support:** Clean Energy Workforce Development Program, MI Healthy Climate Corps

TRACKING PROGRESS

These are directional targets or milestones that signal progress toward each strategic objective. They are not always strictly quantitative but provide a clear picture of what success looks like.

CREATE

solutions that drive the future.

Establish 5 new testbeds

Become top 10 state for Government investment in transportation R&D

Achieve top 10 ranking for Transportation Livability index

Achieve annual reduction in pedestrian fatalities

CULTIVATE

thriving mobility enterprises.

Achieve top 15 for VC investment/GDP

Achieve annual increase in number of establishments across the state

Achieve annual increase in number of employees

PROPEL

Michigan's workers and industry.

Achieve 70% workforce participation

Achieve annual increase in MI graduates staying in the state

Achieve Top 10 ranking for manufacturing innovation