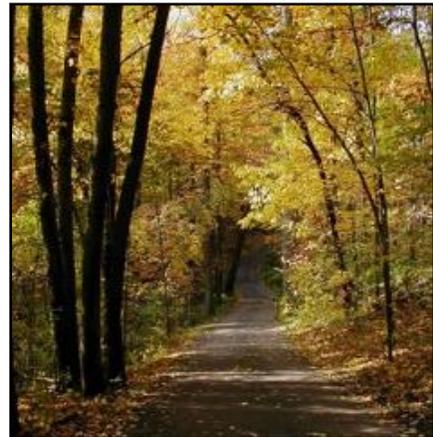


COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY 2015 Update



Region 2 Planning Commission
Hillsdale, Jackson and Lenawee Counties
December, 2015

Region 2
Planning Commission
Serving Hillsdale, Jackson and Lenawee Counties

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REGION 2 PLANNING COMMISSION

The Region 2 Planning Commission (R2PC) is a regional planning agency representing 90 local units of government in Hillsdale, Jackson, and Lenawee Counties which are located in south-central Lower Michigan.



Officers

Ron Hayes, Hillsdale County, Chair
Jack Koch, Jackson County, Vice-Chair
Phil Duckham, Jackson County, Treasurer
Ralph Tillotson, Lenawee County, Secretary
Steven Duke, Executive Director

Project Staff

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ABSTRACT

TITLE: **COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY — 2015 UPDATE**

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SUBJECT: 2015 Update of the Comprehensive Economic Development Strategy (CEDS) for the Region 2 Planning Commission, which comprises the counties of Hillsdale, Jackson, and Lenawee. This report contains the latest available demographic data, socio-economic trends, goals, objectives, action plan, and regional economic development project listing.

This document is the fourth annual update of the Comprehensive Economic Development Strategy, or CEDS, for the Region 2 Area which includes the South-Central Lower Michigan counties of Hillsdale, Jackson and Lenawee counties. The development of the initial CEDS Document and the 2012 Update were funded through a planning grant from the U.S. Economic Development Administration. The CEDS includes an analysis of local economies, identification of economic development goals and objectives for the region, determination of project opportunities and the formulation and implementation of an economic development program which includes systematic efforts to reduce unemployment and increase incomes. The project was completed with the assistance of a Steering Committee appointed by the Region 2 Planning Commission as well as the Economic Development Organizations in each of the three counties.

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I. — Introduction

History

The Region 2 Planning Commission (R2PC) began work on the development of the Region’s first Comprehensive Economic Development Strategy, or CEDS, in Fiscal Year (FY) 2010. A CEDS Steering Committee was formed and meeting dates, times and locations were arranged. After a thorough examination of regional socio-economic conditions, the Committee underwent a SWOT (Strengths, Weaknesses, Opportunities, and Threats) exercise; developed a mission statement; goals and strategies; and, with the assistance of economic developers on the Committee, developed a list of regional economic development projects.

In 2012, the CEDS was updated using data from the 2010 Census; employment data from the Michigan Department of Technology, Management and Budget (DTMB); newly-developed regional maps; revisions to the SWOT exercise; updated goals and objectives; and revisions to the economic development project listing. The 2013 CEDS Update effort included the review and update of: (1) the CEDS Committee membership, (2) demographic and employment data, and (3) the CEDS Project Listing. The R2PC was also successful in its effort to designate the Region 2 Area as an Economic Development District (EDD) in 2013. The 2014 and 2015 CEDS Updates included the review and update of (1) demographic and employment data and (2) the listing of regionally significant and vital economic development projects.

Region 2 Planning Commission (R2PC)

The Region 2 Planning Commission is a voluntary local governmental association serving Hillsdale, Jackson and Lenawee counties in south-central Michigan. The R2PC serves as a planning, research, and advisory resource to its member units of government. Staff provides a variety of professional planning services which benefit member communities. Assistance falls in three general areas of staff expertise: transportation planning, economic development, and local planning assistance.

In FY 2015, 69 governmental entities were represented on the R2PC. The membership included 2 counties (Jackson and Lenawee), 41 townships, 8 cities, and 18 villages. Seventy-seven percent of the eligible governmental entities were members of the R2PC.

Ninety-eight individuals have been appointed to represent their communities on the R2PC. These representatives include local elected officials, planning commissioners, community staff members, businesses, and representatives of the region at-large.

The R2PC’s full commission and executive committee meet on an alternating bi-monthly basis. Two subcommittees—Nominating and Personnel and Finance—meet on an as-needed basis.

CEDS Steering Committee Membership

The membership composition of the CEDS Steering Committee changed significantly during the second year of the project, but remained fairly constant in FY 2013 through FY 2015 (Table 1). However, the Committee remains reflective of the broad economic interests of the Region including representatives from each of the three county economic development organizations, county commissioners, work force development agencies; education; health; banking; industry; real estate; and local, state, and federal governments. Consistent with the requirements of the EDA, the private sector comprises a majority of committee membership.

Table 1
CEDS Steering Committee Membership, FY 2015

| Member | Title/Affiliation | Geographic Representation | Private/Public |
|--------------------|--|---------------------------|----------------|
| Karol Bolton | Lenawee County Commissioner | Lenawee County | Public |
| Mindy Bradish-Orta | Jackson Chamber of Commerce | Jackson County | Private |
| Cindy Hubble | Brooklyn-Irish Hills Chamber of Commerce | Regional | Private |
| Patrick Burtch | City of Jackson Manager | City of Jackson | Public |
| Jae Guetschow | Village of Brooklyn Manager | Village of Brooklyn | Public |
| Karen Coffman | Jackson County Treasurer | Jackson County | Public |
| Anthony Parker | CMS Energy | Regional | Private |
| Tina Matz | Jackson Community College | Regional | Private |
| Dustin Krasny | Congressman Tim Walberg's Office | Regional | Public |
| Leonidas Murembya | Michigan Dept. of Budget and Technology | State of Michigan | Public |
| Tim Robinson | Lenawee Economic Development Corporation | Lenawee County | Private |
| Jason Sanders | 5/3 Bank | Regional | Private |
| Hendrik Schuur | Allegiance Health | Jackson County | Private |
| Susan Smith | Hillsdale Economic Development Partnership | Hillsdale County | Private |
| Amy Torres | Enterprise Group of Jackson | Jackson County | Private |
| Maxine Vanlerberg | Hillsdale County Community Action Agency | Hillsdale County | Private |
| Berta Sadowsky | Allegiance Health | Jackson County | Private |
| Jeremiah Hodshire | Hillsdale Community Health Center | Hillsdale County | Public |
| Lee Shirey | Economic Development Administration - Michigan | Regional | Public |
| Molly Kaser | Center for Family Health | Jackson County | Public |
| Sarah Hartzler | South Central Michigan Works! | Regional | Public |
| Stephen Rajzer | Congressman Tim Walberg's Office | Regional | Public |
| Randy Yagiela | At-Large | Regional | Private |

The Steering Committee met two times during the year. At each meeting, the members were provided with an update on progress made towards the completion of the CEDS annual update. Table 2 provides the meeting dates, locations, and topics of discussion. Committee members assisted staff in many aspects of this effort including attendance at county board meetings when resolutions of support for creation of the EDD were considered.

FY 2015 CEDS Steering Committee Meeting Summary

A summary of each of the committee meetings held in Fiscal Year (FY) 2013 is provided in Table 2.

Table 2
CEDS Steering Committee FY 2015 Meeting Summaries

| Date | Meeting Location | Topics Discussed |
|------------------|---|--|
| October 16, 2015 | Jackson County Tower Building 120 W. Michigan Avenue, Room 101 | <ul style="list-style-type: none"> • Review of the document • The projects included in Table 18 and 19 |
| October 30, 2015 | Jackson, Michigan | <ul style="list-style-type: none"> • Final review of projects included in Table 18 and 19 |

II. — CEDS Performance Monitoring

Introduction

The CEDS identified several measures to be undertaken to monitor changes in regional socio-economic conditions. The on-going monitoring of the economy is necessary to measure the progress of CEDS implementation.

Because the Region only began the CEDS process in 2010, there has been no opportunity to monitor implementation. Therefore, a baseline of economic conditions was established that will be used to measure improvements.

The 2010 CEDS provided regional and county data regarding the labor force statistics through the end of 2009 – the last point at which data were available at that time. Since the original CEDS document was approved, economic data are now provided through 2014. Information regarding the regional civilian labor force, employment, and unemployment are provided within the following pages. Both annual and monthly data are provided.

Population

The U.S. Bureau of the Census conducts a census of population and housing every ten years with the latest official data collected in 2010. Table 3 provides population data for Hillsdale, Jackson and Lenawee Counties; the Region 2 Planning area; and the State of Michigan for 1990, 2000, and 2010.

In the decades of the 1990s and 2000s, each of the three counties increased in population. The increase during the 1990s was significantly higher than the 2000s. The total population for the three-county area was 306,828 in 2010.

**Table 3
Regional Population, 1990-2010**

| Area | 1990 | 2000 | 2010 | 1990 to 2000 | | 2000 to 2010 | |
|-----------|-----------|-----------|-----------|-------------------|---------|-------------------|---------|
| | | | | Population Change | | Population Change | |
| | | | | Number | Percent | Number | Percent |
| Hillsdale | 43,431 | 46,527 | 46,688 | 3,096 | 7.1 | 161 | 0.3 |
| Jackson | 149,756 | 158,422 | 160,248 | 8,666 | 5.8 | 1,826 | 1.2 |
| Lenawee | 91,476 | 98,890 | 99,892 | 7,414 | 8.1 | 1,002 | 1.0 |
| Region 2 | 284,663 | 303,839 | 306,828 | 19,176 | 6.7 | 2,989 | 1.0 |
| Michigan | 9,295,297 | 9,938,444 | 9,883,640 | 643,147 | 6.9 | -54,804 | -0.6 |

Source: U.S. Census Population and Housing

During the 2000s, Michigan’s population declined by 0.6% while the Region’s population increased by 1.0%. Overall regional growth resulted from varying degrees of increase in all three counties including 0.3% in Hillsdale County, 1.0% in Lenawee County, and 1.2% in Jackson County. Population estimates from the Census Bureau indicate that the populations of the three counties peaked in 2006-2007. Poor economic conditions after that point resulted in declines to the 2010 population level. The Census Bureau estimates that the population of the Region decreased to 305,658 by 2013, an additional -0.4%.

Additional information on population for sex, race, and Hispanic origin is provided in Table 4 for the three R2PC counties and the Region as a whole for the period from 2000 through 2010. Contrary to the national and state demographic pattern, the table indicates that males outnumber females primarily due the presence of large male correctional facilities located in Jackson and Lenawee counties.

**Table 4
County and Region Population by Sex, Race, and Hispanic Origin, 2000-2010**

| | Total | Male | Female | White | Black | American Indian | Asian | Native Hawaiian | Other | 2 + Races | Hispanic |
|-----------------------|---------|---------|---------|---------|--------|-----------------|-------|-----------------|---------|-----------|----------|
| 2000 Hillsdale County | 46,527 | 23,151 | 23,376 | 45,391 | 201 | 163 | 154 | 6 | 158 | 454 | 558 |
| 2010 Hillsdale County | 46,688 | 23,170 | 23,518 | 45,304 | 220 | 174 | 188 | 4 | 207 | 591 | 826 |
| # Change | 161 | 19 | 142 | (87) | 19 | 11 | 34 | (2) | 49 | 137 | 268 |
| % Change | 0.3 | 0.1 | 0.6 | (0.2) | 9.5 | 6.7 | 22.1 | (33.3) | 31.0 | 30.2 | 48.0 |
| <hr/> | | | | | | | | | | | |
| 2000 Jackson County | 158,422 | 80,848 | 77,574 | 140,267 | 12,543 | 641 | 840 | 62 | 1,315 | 2,754 | 3,493 |
| 2010 Jackson County | 160,248 | 81,710 | 78,538 | 140,507 | 12,739 | 592 | 1,137 | 33 | 1,224 | 4,016 | 4,837 |
| # Change | 1,826 | 862 | 964 | 240 | 196 | (49) | 297 | (29) | (91) | 1,262 | 1,344 |
| % Change | 1.2 | 1.1 | 1.2 | 0.2 | 1.6 | (7.6) | 35.4 | (46.8) | (6.9) | 45.8 | 38.5 |
| <hr/> | | | | | | | | | | | |
| 2000 Lenawee County | 98,890 | 49,464 | 49,426 | 91,484 | 2,094 | 408 | 450 | 7 | 2,974 | 1,473 | 6,884 |
| 2010 Lenawee County | 99,892 | 50,458 | 49,434 | 92,174 | 2,539 | 475 | 519 | 26 | 1,967 | 2,192 | 7,614 |
| # Change | 1,002 | 650 | 8 | 690 | 445 | 67 | 69 | 19 | (1,007) | 719 | 730 |
| % Change | 1.0 | 1.3 | 3.4 | 2.1 | (10.6) | 24.3 | 55.1 | 271.4 | (33.9) | 48.8 | 10.6 |
| <hr/> | | | | | | | | | | | |
| 2000 Region 2 Area | 303,839 | 153,463 | 150,376 | 277,142 | 14,838 | 1,212 | 1,444 | 75 | 4,447 | 4,681 | 10,935 |
| 2010 Region 2 Area | 306,828 | 155,338 | 151,490 | 277,985 | 15,498 | 1,241 | 1,844 | 63 | 3,398 | 6,799 | 13,277 |
| # Change | 2,989 | 1,875 | 1,114 | 843 | 660 | 29 | 400 | (12) | (1,049) | 2,118 | 2,342 |
| % Change | 1.0 | 1.2 | 0.7 | 0.3 | 4.4 | 2.4 | 27.7 | (16.0) | (23.6) | 45.2 | 21.4 |

Source: U.S. Census Population and Housing

In 2010, racial minorities totaled about 9.4% of the total regional population. With a few exceptions, racial minorities and the Hispanic population are growing at a greater rate than the white population. While the Region's total population increased by 1.0% during the 2000s, the white population grew by 0.3%. The non-white population grew by 8.0% during this period.

Population Projections

Projections for each county have been prepared by the Michigan Department of Transportation (MDOT) and are provided by five-year increments through 2040. Projections were based on data from the U.S. Census and Regional Econometric Models, Inc. (REMI) analysis. The REMI data forecast is based upon the cohort-survival methodology and economic development factors for each county.

Hillsdale County

Hillsdale County's 2010 population was 46,688. By 2015, projections indicate that the population will decrease slightly to 46,331. The slow rate of decline is expected to continue in the county through 2035 when a low of 45,077 is reached. After that, the projection indicates that the population will increase to reach 45,112 in 2040 (Table 5).

**Table 5
Hillsdale County Population Projections, 2010-2040**

| 2010 | 2015 | 2020 | 2025 | 2030 | 2035 | 2040 |
|--------|--------|--------|--------|--------|--------|--------|
| 46,688 | 46,331 | 45,794 | 45,431 | 45,199 | 45,077 | 45,112 |

Source: Michigan Department of Transportation (MDOT)

Jackson County

Jackson County’s population in 2010 was 160,248. In 2015 the population is projected to decrease to 159,924, and by 2040 the population is projected continue a long-term trend of gradual decline to 158,304 (Table 6).

Table 6
Jackson County Population Projections, 2010-2040

| 2010 | 2015 | 2020 | 2025 | 2030 | 2035 | 2040 |
|---------|---------|---------|---------|---------|---------|---------|
| 160,248 | 159,924 | 159,600 | 159,276 | 158,925 | 158,628 | 158,304 |

Source: Michigan Department of Transportation (MDOT)

Lenawee County

Lenawee County’s 2010 population was 99,892. This population was projected to decline slightly in 2015 to 98,985 and to continue a slow decline to 97,598 by 2040 (Table 7).

Table 7
Lenawee County Population Projections, 2010-2040

| 2010 | 2015 | 2020 | 2025 | 2030 | 2035 | 2040 |
|--------|--------|--------|--------|--------|--------|--------|
| 99,892 | 98,985 | 98,342 | 98,041 | 97,915 | 97,597 | 97,598 |

Source: Michigan Department of Transportation (MDOT)

Regional Population Projection

Based upon the county population projections, the population of the Region 2 area is projected to decline from its 2010 level of 306,828 to 298,503 in 2040 (Table 8). It should be kept in mind that population projections are based on trends that have occurred in the past, and are subject to change. Population trends will continue to be monitored using the latest available data.

Table 8
Regional Population Projections, 2010-2040

| 2010 | 2015 | 2020 | 2025 | 2030 | 2035 | 2040 |
|---------|---------|---------|---------|---------|---------|---------|
| 306,828 | 304,026 | 301,401 | 300,086 | 299,327 | 298,734 | 298,503 |

Source: Michigan Department of Transportation (MDOT)

Educational Attainment

Figure 1 provides the percentage of the population 25 years and older who have attained at least a high school education, or higher in each of the three counties for the years 2000 and 2010. In 2010, 86.7% of Hillsdale population aged 25 years and older had achieved at least a high school diploma. In Jackson County 88.1% of persons 25 and above held at least a high school diploma, while in Lenawee County 88.3% had at least a high school diploma. Each county has experienced an increase in educational attainment by at least three percentage points during the ten-year period from 2000-2010.

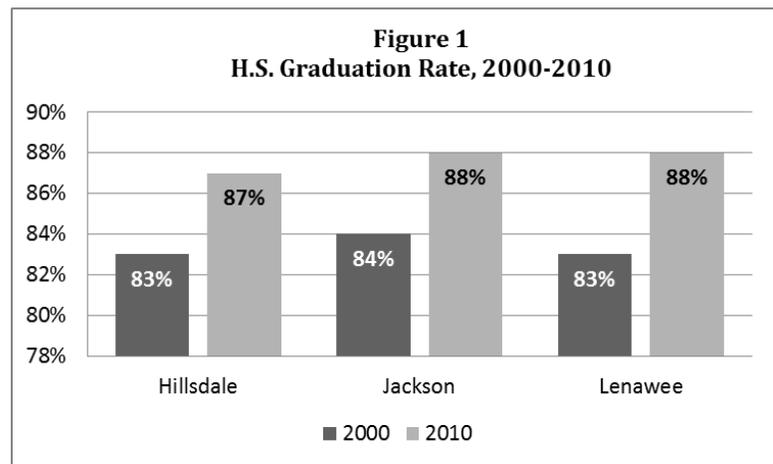
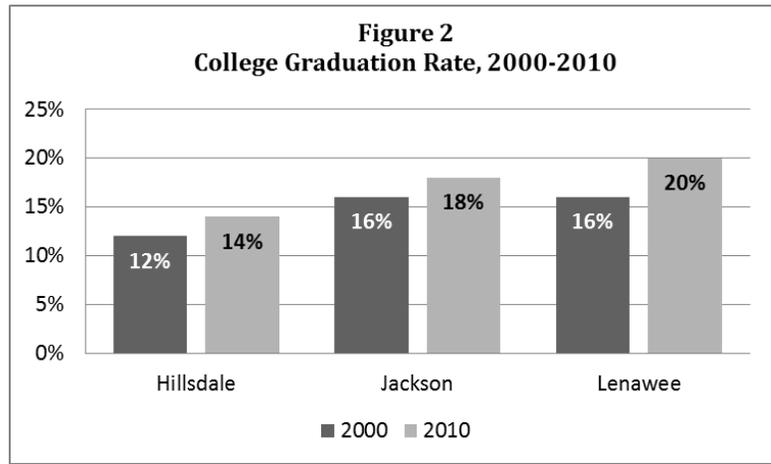


Figure 2 provides the percentage of persons aged 25 years and older who have obtained at least a Bachelor's Degree in 2000 and 2010. In Lenawee County, 19.7% of the population had a Bachelor's Degree or higher. In Jackson County, 17.8% of the population held at least a Bachelor's Degree, while in Hillsdale County 13.2% had earned at least a Bachelor's Degree. In all three counties, the totals for 2010 represent an improvement in educational attainment from 2000.



Per Capita Income

Table 9 provides data on the level of per capita income for Hillsdale, Jackson, and Lenawee Counties for the years 1999 and 2010. State of Michigan per capita income is provided as a means of comparison.

Per capita income was highest in Lenawee County in 2010 at \$21,730. Jackson and Hillsdale County residents had per capita income levels of \$21,481, and \$19,275, respectively. In each county, per capita incomes increased from 1999 to 2010 with the greatest change in Lenawee County where income increased 7.6%. Per capita income in Jackson increased 6.5% and 5.6% in Hillsdale County. Meanwhile, income in the State of Michigan increased at a faster rate than any of the three regional counties and stood at \$24,966 in 2010.

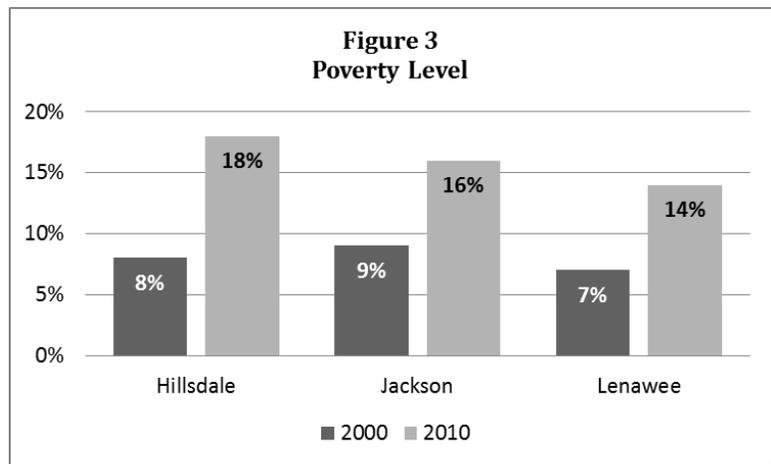
**Table 9
Per Capita Income in Dollars, 1999 & 2010**

| Area | 1999 | 2010 | Change | % of Change 1999-2010 |
|-----------|--------|--------|--------|-----------------------|
| Hillsdale | 18,255 | 19,275 | 1,020 | 5.6 |
| Jackson | 20,171 | 21,481 | 1,310 | 6.5 |
| Lenawee | 20,186 | 21,730 | 1,544 | 7.6 |
| Michigan | 22,168 | 24,435 | 2,267 | 10.2 |

Source: U.S. Bureau of the Census

Poverty

A poor economy in Michigan has led to increasing poverty levels. Figure 3 provides a comparison of the percentage of persons below the poverty level in the years 2000 and 2010 for Hillsdale, Jackson, and Lenawee counties. In 2010 the poverty level was highest in Hillsdale County at 17.7%, followed by Jackson County at 15.5%, and Lenawee County at 14.3%. By comparison, the poverty level for the State of Michigan was 15.7% in 2010.



Labor Force

The labor force is the sum of employment and unemployment. The labor force includes residents aged 16 years or above, who do not live in institutions such as prisons, mental hospitals, nursing homes, and are not members of the armed services. It does not include residents who are not actively seeking employment or have given up their search for a job.

Table 10
Annual Average Labor Force by County, 2005-2014

| | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | '05-'14 Change |
|-----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Hillsdale | 22,353 | 22,385 | 21,781 | 20,879 | 20,987 | 21,487 | 20,662 | 20,500 | 20,645 | 20,452 | -1,901 |
| Jackson | 78,307 | 78,168 | 77,563 | 76,407 | 76,509 | 74,673 | 72,635 | 71,683 | 72,545 | 72,918 | -5,389 |
| Lenawee | 49,734 | 50,177 | 49,663 | 48,629 | 48,487 | 49,811 | 48,292 | 47,601 | 47,914 | 48,161 | -1,573 |
| Region 2 | 150,394 | 150,730 | 149,007 | 145,915 | 145,983 | 145,971 | 141,589 | 139,784 | 141,104 | 141,531 | -8,863 |

Sources: Michigan Department of Technology, Management and Budget

Table 10 provides data regarding the civilian labor force for each of the three counties in the Region 2 Planning area, and Figure 4 shows the trend for the Region as a whole on an annual basis between 2005 and 2014. Table 11 and Figure 5 provide the civilian labor force for each of the three counties and the Region on a monthly basis in 2014.

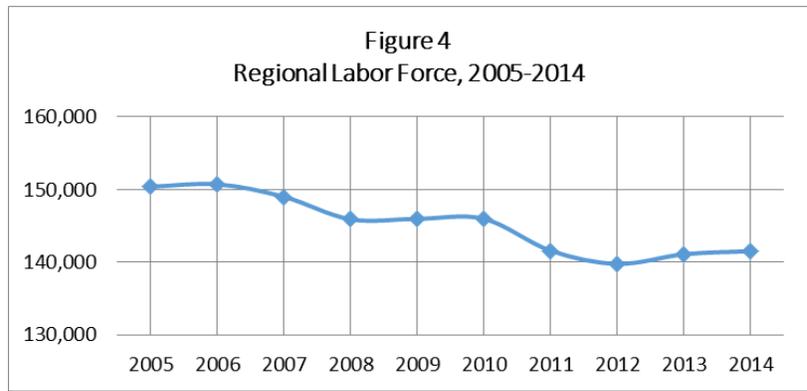
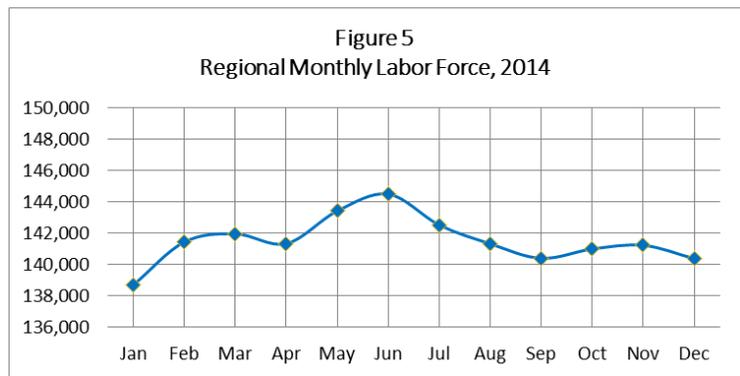


Table 11
Monthly Labor Force by County, 2014

| | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Change Jan-Dec |
|-----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Hillsdale | 20,215 | 20,518 | 20,626 | 20,279 | 20,715 | 21,138 | 20,808 | 20,465 | 20,294 | 20,233 | 20,117 | 20,025 | -190 |
| Jackson | 71,488 | 72,883 | 73,007 | 72,912 | 73,995 | 74,674 | 73,865 | 73,237 | 71,834 | 72,167 | 72,701 | 72,252 | 764 |
| Lenawee | 47,003 | 48,052 | 48,343 | 48,159 | 48,727 | 48,702 | 47,864 | 47,639 | 48,284 | 48,606 | 48,428 | 48,117 | 1,114 |
| Region 2 | 138,706 | 141,453 | 141,976 | 141,350 | 143,437 | 144,514 | 142,537 | 141,341 | 140,412 | 141,006 | 141,246 | 140,394 | 1,688 |

Source: Michigan Dept. of Technology, Management and Budget (DTMB)

Between 2005 and 2014, the civilian labor force declined in each of the three counties with the largest numerical decrease in Jackson County where 5,389 people left the labor force—a decline of 7%. Lenawee County's civilian labor force declined by 1,573—a decrease of 3%. Hillsdale County's civilian labor force declined by 1,901 workers—a decrease of 9%—the largest percentage decline of the three counties.



In 2014, the size of the labor force increased in the counties of Jackson and Lenawee as well as the Region. The size of the labor force increased by 764 workers in Jackson County over the year while the regional labor force increased by 1,688 workers. Jackson County's labor force increased 1.1%, Lenawee County increased by 2.4%, and Hillsdale County declined 0.9%. Regional monthly labor force data in 2014 indicate that the number of workers was highest between May and July, with the peak occurring in June.

Employment

Figure 6 illustrates the decrease in the number of employed persons in the Region during the 2005-2014 time period. Employment also declined over the ten-year period in each of the three counties. Table 12 shows that the numerical decline was greatest in Jackson County at 4,860, followed by Hillsdale County with a decline of 1,634, and a loss of 1,114 in Lenawee County. The greatest percentage loss in number of employed persons was in Hillsdale County where the employment level declined by 8%. During the same period, employment fell by 2% in Lenawee County and 7% Jackson County. Employment also decreased 5% region-wide. The decline in employment showed signs of stabilization between 2011 and 2014, with a small increase in all three counties. The number of employed persons increased regionally by 5,071 workers between 2011 and 2014.

Table 12
Annual Average Employed Persons by County, 2005-2014

| | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | Change '05-'14 |
|-----------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|----------------|
| Hillsdale | 20,645 | 20,589 | 19,866 | 18,754 | 17,345 | 18,577 | 18,448 | 18,600 | 18,767 | 19,011 | -1,634 |
| Jackson | 72,944 | 72,349 | 71,629 | 70,110 | 66,125 | 65,564 | 65,404 | 65,502 | 66,447 | 68,084 | -4,860 |
| Lenawee | 46,189 | 46,363 | 45,710 | 43,910 | 40,951 | 43,318 | 43,247 | 43,554 | 44,062 | 45,075 | -1,114 |
| Region 2 | 139,778 | 139,301 | 137,205 | 132,774 | 124,421 | 127,459 | 127,099 | 127,656 | 129,276 | 132,170 | -7,608 |

Sources: Michigan Department of Technology, Management and Budget

Table 13 and Figure 7 provide monthly employment estimates in 2014 for the three counties and the Region overall. During the year, employment increased in each of the three counties with the largest gain in Jackson County at 2,626, followed by Lenawee County at 2,347, and Hillsdale County at 451. Regional employment increased by 5,424 in 2014. On a percentage basis, employment increased at the highest rate in Jackson County at 1.4%, followed by Hillsdale County and Lenawee counties at 1.2% and 0.9%, respectively. For the Region overall, the employment total increased 1.2%.

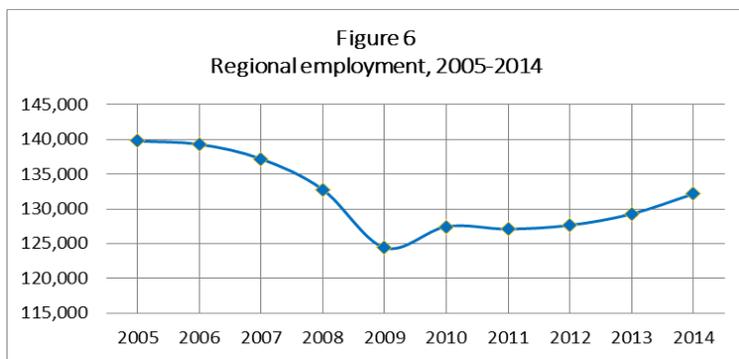
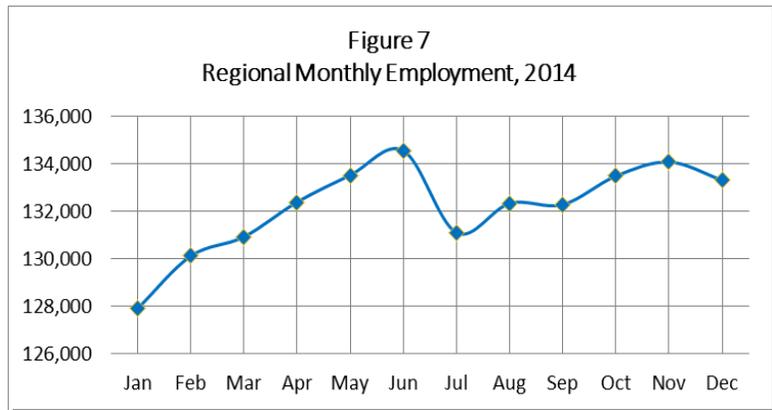


Table 13
Monthly Employment by County, 2014

| | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Change |
|-----------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|--------|
| Hillsdale | 18,509 | 18,715 | 18,885 | 18,953 | 19,208 | 19,566 | 19,038 | 19,086 | 19,090 | 19,094 | 19,032 | 18,960 | 451 |
| Jackson | 65,950 | 67,022 | 67,305 | 68,335 | 68,918 | 69,515 | 68,035 | 68,551 | 67,597 | 68,249 | 68,952 | 68,576 | 2,626 |
| Lenawee | 43,435 | 44,377 | 44,735 | 45,104 | 45,403 | 45,485 | 44,025 | 44,698 | 45,600 | 46,149 | 46,103 | 45,782 | 2,347 |
| Region 2 | 127,894 | 130,114 | 130,925 | 132,392 | 133,529 | 134,566 | 131,098 | 132,335 | 132,287 | 133,492 | 134,087 | 133,318 | 5,424 |

Source: Michigan Dept. of Technology, Management and Budget (DTMB)

Data through June, 2014 show a continued trend of increasing employment when employment levels had increased in each county and regional employment stood at 134,566 – far below the 10-year annual peak of 139,788 in 2005, but trending in a favorable direction.



Unemployment

Table 14 and Figure 8 provide unemployment data on an annual basis for the period from 2003 to 2012.

Table 14
Annual Average Unemployed Persons by County, 2005-2014

| | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | Change '05-'14 |
|------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-------|----------------|
| Hillsdale | 1,708 | 1,796 | 1,915 | 2,125 | 3,642 | 2,910 | 2,214 | 1,900 | 1,878 | 1,441 | -267 |
| Jackson | 5,363 | 5,819 | 5,934 | 6,297 | 10,384 | 9,109 | 7,231 | 6,181 | 6,098 | 4,834 | -529 |
| Lenawee | 3,545 | 3,814 | 3,953 | 4,719 | 7,536 | 6,493 | 5,045 | 4,047 | 3,852 | 3,086 | -459 |
| Region 2 | 10,616 | 11,429 | 11,802 | 13,141 | 21,562 | 18,512 | 14,490 | 12,128 | 11,828 | 9,361 | -1,255 |

Sources: Michigan Department of Technology, Management and Budget

Table 14 indicates that in 2005, the annual average unemployment was 10,616 people for the Region. The number of unemployed workers in the Region increased in 2006 and then peaked with an annual average high of 21,562 unemployed workers in 2009. Since then unemployment has decreased, with an average annual low of 9,361 workers in 2014.

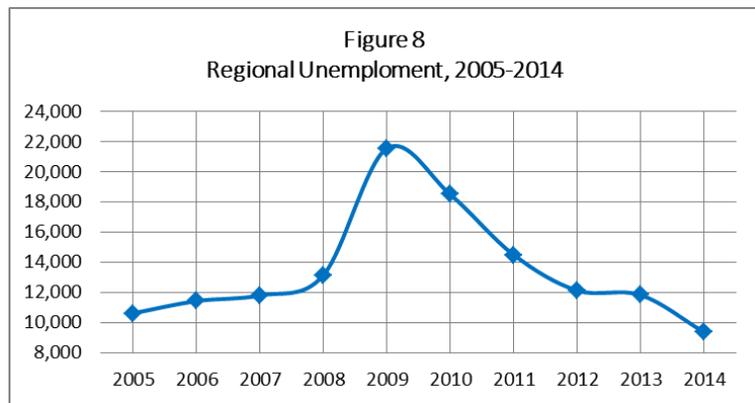
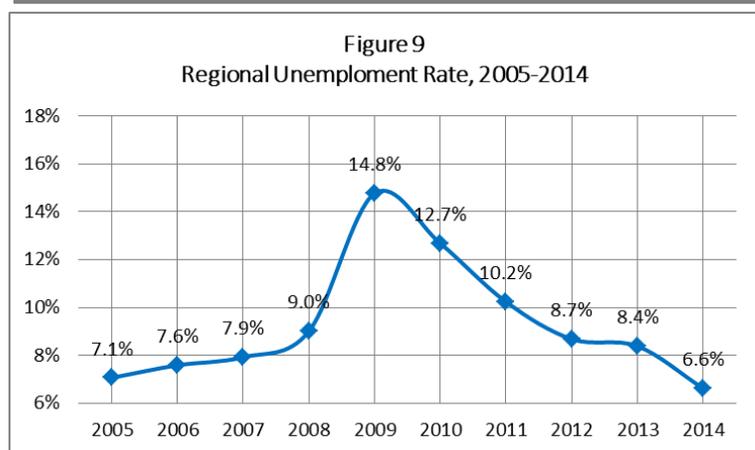
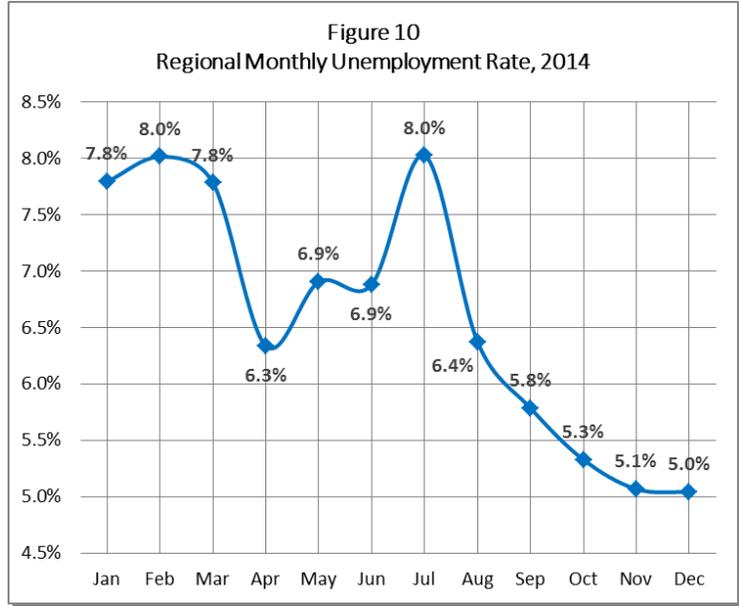


Figure 9 shows that the Regional unemployment rate increased between 2005 and 2009, reaching a peak of 14.8%. Hillsdale County had the highest level of unemployment at 17.4%—a significant increase above the 2005 level of 7.6%. The rate in Lenawee County increased from 7.1% in 2005 to 15.5% in 2009. Jackson County had the lowest level of unemployment at 13.6%—well above the 2005 rate of 6.8%.



Since 2009, the unemployment rate has declined in all three counties. The average annual unemployment rate for the Region in 2013 was 8.4%. County unemployment rates in 2014 ranged from a high of 7.0% in Hillsdale County to a low of 6.4% in Lenawee County for the year.

Figure 10 provides the monthly regional unemployment rate for 2014. The data show that the unemployment rate continued its decline throughout the year. In January, the unemployment rate stood at 7.8%. The rate peaked in July when it was 8.0% and decreased to a low of 5.0% in December.



Employment by Industry Sector

According to data from the U.S. Census Bureau, the number of businesses in the Region decreased by 977 during the 2003-2013 time period, to a low of 5,546 establishments (Figure 11). For the first few years of the twenty-first century, the trend was stable or increasing, reaching a peak of 6,523 businesses in 2002 and 2003. From 2003-2007 the number decreased slightly, but the decline became more precipitous from 2007 to 2013 when the low point was reached.

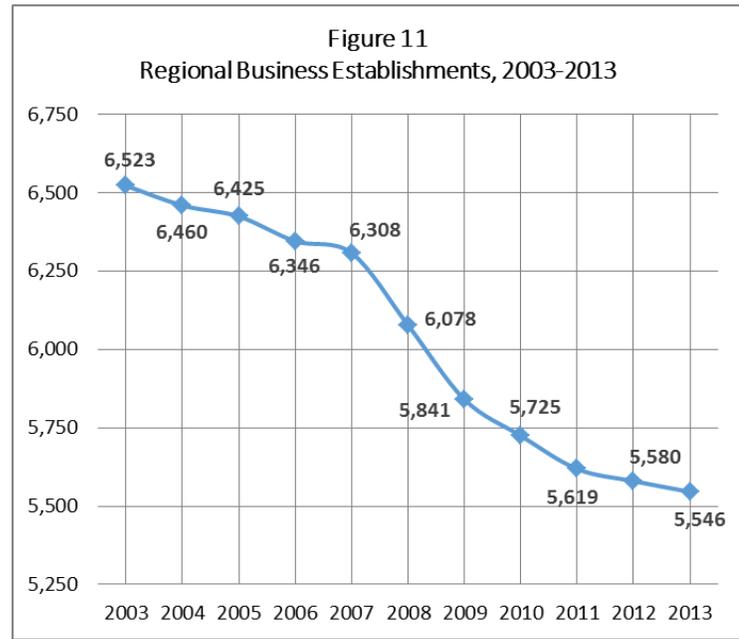


Table 15 shows the trends in the number of regional business establishments by category from 2003-2013. The number of businesses declined in most sectors reflecting the overall loss of 977 establishments during the 10-year period. Gains were seen in only 1 sector. On a percentage basis, educational services increased by 29.4%. However, the other 18 sectors saw declines in the number of establishments, while one remained even. By percentage, mining, quarrying, and oil and gas extraction declined at a high rate (55.6%), although this sector contained relatively few establishments. The agriculture, forestry, fishing, and hunting sector also declined at a high rate (36.4%), but contained even fewer businesses. The most significant declines occurred in the following sectors: utilities (35.7%); construction (35.1%); manufacturing (20.2%); other services (except public administration) (18.5%); real estate, rental, and leasing (17.9%); administration and support, and waste management (16.2%); wholesale trade (14.5%); retail trade (13.8%). The information sector remained the same over the ten year span. The remaining sectors decreased by less than 10% during the 10-year period, while the arts, entertainment, and recreation and the finance and insurance sectors decreased by less than 3%.

Table 15
Regional Business Establishments by Industry, 2003-2013

| Industry Sector | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | Change |
|--|-------|-------|-------|-------|-------|-------|-------|------|------|------|------|--------|
| Agriculture, forestry, fishing, hunting | 11 | 9 | 9 | 9 | 10 | 11 | 7 | 6 | 7 | 7 | 7 | -4 |
| Mining, quarrying, and oil and gas extraction | 18 | 18 | 17 | 22 | 19 | 15 | 15 | 12 | 10 | 10 | 8 | -10 |
| Utilities | 28 | 22 | 19 | 18 | 18 | 20 | 18 | 20 | 20 | 16 | 18 | -10 |
| Construction | 741 | 737 | 741 | 707 | 659 | 591 | 521 | 508 | 490 | 484 | 481 | -260 |
| Manufacturing | 574 | 565 | 549 | 529 | 526 | 511 | 486 | 476 | 473 | 474 | 458 | -116 |
| Wholesale trade | 303 | 297 | 283 | 281 | 281 | 275 | 261 | 257 | 258 | 258 | 259 | -44 |
| Retail trade | 1,111 | 1,091 | 1,087 | 1,066 | 1,069 | 1,029 | 1,015 | 977 | 960 | 968 | 958 | -153 |
| Transportation and warehousing | 157 | 160 | 167 | 168 | 168 | 144 | 140 | 140 | 143 | 143 | 147 | -10 |
| Information | 81 | 78 | 76 | 81 | 88 | 81 | 75 | 81 | 71 | 71 | 81 | 0 |
| Finance and insurance | 345 | 350 | 351 | 342 | 374 | 370 | 344 | 328 | 339 | 339 | 337 | -8 |
| Real estate and rental and leasing | 207 | 195 | 214 | 212 | 211 | 197 | 184 | 172 | 169 | 169 | 170 | -37 |
| Professional, scientific, and technical services | 409 | 403 | 401 | 407 | 413 | 418 | 396 | 405 | 381 | 384 | 383 | -26 |
| Management of companies and enterprises | 44 | 38 | 42 | 38 | 45 | 43 | 41 | 38 | 32 | 41 | 33 | -11 |
| Administration and support and waste management | 265 | 269 | 262 | 278 | 247 | 233 | 237 | 229 | 224 | 217 | 222 | -43 |
| Educational services | 34 | 39 | 38 | 46 | 46 | 46 | 44 | 45 | 48 | 48 | 44 | 10 |
| Health care and social assistance | 730 | 727 | 747 | 751 | 743 | 743 | 737 | 723 | 707 | 689 | 681 | -49 |
| Arts, entertainment, and recreation | 111 | 113 | 111 | 107 | 128 | 120 | 111 | 113 | 113 | 108 | 108 | -3 |
| Accommodation and food services | 542 | 543 | 533 | 535 | 548 | 532 | 535 | 512 | 524 | 512 | 515 | -27 |
| Other services (except public administration) | 773 | 760 | 752 | 715 | 703 | 687 | 657 | 660 | 640 | 635 | 630 | -143 |
| Industries not classified | 39 | 46 | 26 | 34 | 12 | 12 | 17 | 23 | 10 | 7 | 6 | n/a |

Source: County Business Patterns, US Census Bureau

Industry Clusters

An industry cluster is defined as a group of enterprises that share common and complementary markets, suppliers, or workforce skills. The industries within a regional cluster may cooperate or compete with one another and have a common need for talent. An important aspect of clusters is that they revolve around business establishments that export products to areas outside of the region in which they exist. Examples of clusters include technology-based Silicon Valley in California, the auto industry in southeast Michigan, and the Federal Government in Washington, D.C.

Industry cluster analysis is helpful in examining the economy of a region for several reasons. Cluster analysis helps to:

- Describe how industries compare to one another.
- Identify growth trends through regional location quotient analysis.
- Reveal emerging industries in a region.
- Analyze the mix of clusters in a diverse region that might include both rural and urban areas.
- Rethink business expansion strategies.
- Reveal groups of industries that have similar workforce needs.
- Prioritize groups of firms that have growth potential.
- Create regional identities and improve marketing effectiveness.¹

¹ Indiana Business Research Center, www.statsamerica.org/innovation/guide/industry_cluster.html

Under a grant from the Economic Development Administration, the Purdue University Center for Regional Development and the Indiana University Business Research Center developed a tool for evaluating regional industry clusters. Using data from the United States Bureau of Labor Statistics (BLS), industrial establishments are organized according to six-digit NAICS classifications.

The percentage of regional business establishments by type is compared to the percentage nation-wide to determine whether the area has a high LQ (location quotient) in comparison to the nation. The cluster tool focuses on 17 industry clusters. Each cluster contains a detailed listing of establishments too lengthy to list.²

The results of the findings for each Region 2 Area county and the overall Region are provided in Table 16. Geographic areas with LQ's of 1.2 or greater are highlighted. LQ ratios are also provided for the State of Michigan for comparison.

Table 16
County, Region, and State Location Quotient (LQ) Ratios, 2012

| Industry Cluster | LQ Ratio by County/Region/State | | | | |
|---|---------------------------------|------------|------------|------------|----------|
| | Hillsdale | Jackson | Lenawee | Region | Michigan |
| <i>Advanced materials</i> | 2.8 | 3.1 | 2.0 | 2.7 | 1.8 |
| <i>Agribusiness, food processing and technology</i> | 2.7 | 0.8 | 1.8 | 1.4 | 0.9 |
| <i>Apparel and textiles</i> | 0.3 | 0.3 | 0.2 | 0.3 | 0.9 |
| <i>Arts, entertainment, recreation and visitor industries</i> | 1.0 | 1.0 | 0.9 | 0.9 | 1.0 |
| <i>Biomedical/Biotechnical (life sciences)</i> | 1.1 | 1.2 | 1.0 | 1.1 | 1.1 |
| <i>Business and financial services</i> | 0.5 | 0.7 | 0.6 | 0.6 | 0.9 |
| <i>Chemicals and chemical-based products</i> | 2.2 | 1.2 | 2.3 | 1.7 | 1.2 |
| <i>Defense and security</i> | 0.3 | 0.7 | 0.4 | 0.5 | 0.9 |
| <i>Education and knowledge creation</i> | 0.9 | 0.7 | 0.8 | 0.8 | 0.8 |
| <i>Energy (fossil and renewable)</i> | 1.0 | 0.8 | 0.8 | 0.8 | 0.9 |
| <i>Forest and wood products</i> | 1.0 | 0.8 | 1.8 | 1.2 | 1.1 |
| <i>Glass and ceramics</i> | 2.5 | 4.5 | 2.3 | 3.4 | 2.2 |
| <i>Information technology and telecommunications</i> | 0.4 | 0.4 | 0.4 | 0.4 | 0.9 |
| <i>Manufacturing supercluster</i> | 3.3 | 4.7 | 2.3 | 3.7 | 2.1 |
| 1. <i>Computer and electronic product manufacturing</i> | 1.2 | 0.4 | 0.3 | 0.5 | 1.1 |
| 2. <i>Electrical equipment, appliances and components</i> | 4.5 | 0.9 | 1.4 | 1.6 | 1.2 |
| 3. <i>Fabricated metal product manufacturing</i> | 3.6 | 5.0 | 2.5 | 3.9 | 2.0 |
| 4. <i>Machinery manufacturing</i> | 4.7 | 8.3 | 4.1 | 6.4 | 3.3 |
| 5. <i>Primary metal manufacturing</i> | 3.4 | 4.1 | 1.7 | 3.1 | 2.3 |
| 6. <i>Transportation equipment manufacturing</i> | 2.0 | 5.7 | 2.3 | 4.0 | 2.5 |
| <i>Mining</i> | No data | 1.3 | 0.8 | 1.1 | 0.7 |
| <i>Printing and publishing</i> | 0.5 | 0.5 | 0.5 | 0.5 | 0.9 |
| <i>Transportation and logistics</i> | 1.4 | 0.7 | 1.1 | 0.9 | 1.0 |

Source: StatsAmerica.org

The data indicate that the Region 2 area has the strongest industrial clusters in manufacturing; advanced materials; glass and ceramics; chemicals and chemical-based products; agribusiness, food processing and technology; and forest and wood products. These clusters are discussed below.

Manufacturing

The Region 2 area is strong on manufacturing. The highest regional location quotient was found in the manufacturing supercluster which includes six industrial sub-clusters.

² Detailed cluster definitions are available at http://www.statsamerica.org/innovation/reports/detailed_cluster_definitions.pdf.

The LQ was high in 5 out of 6 manufacturing sub-clusters with computer and electronic product manufacturing being the only sector with an LQ less than 1.2. Machinery manufacturing was the strongest sub-cluster which was high compared to other manufacturing, and significantly higher than the State of Michigan. Jackson County had the highest LQs in machinery manufacturing, but all three regional counties were higher than average in this category.

The Region also had relatively high LQ levels in transportation equipment manufacturing. This sub-cluster includes the assembly of all types of transportation vehicles and vehicle parts. LQ's in all three counties were equal to or higher than the state in this sub-cluster, and well above the national average.

Fabricated metal product manufacturing includes industries that manufacture products such as hardware, utensils, parts, and other items from metal. The counties and Region each showed a higher concentration of enterprises in this cluster than the State and Nation. Another category of manufacturing – primary metal manufacturing – had a higher location quotient in the Region and each county than the state and nation.

The manufacture of electrical equipment, appliances, and components cluster had a slightly higher concentration in the Region and the counties of Hillsdale and Lenawee than the state and nation.

Advanced Materials

The advanced materials cluster includes the development and production of articles for consumption by consumers or for use by commercial and industrial entities. The Region and each of the counties had relatively higher concentrations in these enterprises than the State and Nation.

Glass and Ceramics

The glass and ceramics cluster includes industries that transform non-metallic minerals, such as sand, gravel, stone, and clay, into products for immediate or final consumption. The cluster also includes industries that pertain to metal products through heat treating, etching, coating, and the like. Establishments within this cluster often use materials extracted from mining operations.

Enterprises within this cluster are found in particularly high concentrations in Jackson County. Hillsdale and Lenawee counties are still well above the national average.

Chemicals and Chemical-Based Products

The chemicals and chemical-based products cluster is based upon the transformation of raw materials by a chemical process and the formulation of products. This cluster was slightly more concentrated in the Region and all three counties than the Nation and State.

Agribusiness, Food Processing, and Technology

The agribusiness, food processing, and technology cluster consists of establishments that support farm production (both animal and crop), farm-related industries, and indirect agribusinesses. Farming and supporting industries which provide input, processing, management, and marketing comprise the core elements of this cluster.

The regional location quotient in the agribusiness cluster was slightly higher than the nation. Hillsdale and Lenawee counties had higher concentrations of these businesses than the national average while Jackson County was slightly lower.

Forest and Wood Products

The forest and wood products cluster comprises establishments that harvest lumber from forests, paper manufacturing, and manufacture of any tools associated with the logging industry. Forest and wood product activity in the region is found in slightly higher concentrations than the state and nation.

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III. — CEDS Action Plan

The 2010 CEDS identified a number of tasks for implementation of economic development goals and objectives. While several of the tasks are carried out on a day-to-day basis as part of the regular duties of R2PC staff, five measures were specifically identified to be carried out as part of the implementation of the CEDS. These were as follows:

- Economic Development District (EDD) Status Attainment
- CEDS Annual Update
- Annual Data Monitoring Report
- Community Master Plan Status
- Infrastructure Inventory

The status of each of the tasks is described in the following paragraphs.

Economic Development District (EDD) Status Attainment

Upon approval of its first CEDS by the EDA in October, 2010, the next step was to seek EDD status for the Region 2 planning area. Creation of an EDD for the region will result in an on-going relationship with the EDA. EDD status was awarded to the Region 2 planning area on November 15, 2012.

CEDS Annual Update

This document is the second update of the 2010 CEDS. The report includes an update of demographic data from employment trends, revised economic development project listings, and CEDS Steering Committee membership. The first update was completed in 2012.

Annual Data Monitoring Report

The annual data monitoring report calls for the monitoring of economic development activities within the Region in addition to the tracking of socio-economic data, as well as improvements to transportation and other community facilities. To address this, the CEDS Steering Committee includes representation from each of the three regional economic development organizations. Socio-economic and infrastructure updates are also included within this document.

Listing of Community Master Plan Status

Quality of life is an important factor in business recruitment and retention. Several communities in the Region have completed master plans and parks and recreation plans which increasingly emphasize economic development, orderly community growth, and improvements in quality of life. Since the 2012 CEDS, the following community plans and plan updates have been completed within the Region:

- Concord Township/Village of Concord Joint Master Plan (Jackson)
- Grass Lake Charter Township Master Plan (Jackson) (under development)
- City of Hillsdale Master Plan (Hillsdale)
- Hillsdale County Master Plan (Hillsdale)
- Leoni Township Master Plan (Jackson)
- City of Litchfield Master Plan (Hillsdale) (under development)
- Norvell Township Master Plan (Jackson)
- Parma Township Master Plan (Jackson) (under development)
- Spring Arbor Township Master Plan (Jackson)
- Springport Township Master Plan (Jackson)
- Summit Township Master Plan (Jackson) (under development)

- Village of Brooklyn Master Plan

Several communities in the Region have not enacted a zoning ordinance or a community master plan. The majority of these unzoned communities are found in Hillsdale County.

Infrastructure Inventory

Four types of infrastructure were inventoried to discover geographic areas of regional strength and deficiencies and to determine where the groundwork is laid for economic development projects. The categories of infrastructure that were inventoried and mapped include transportation facilities; central sewer; central water; and broadband capability. These are briefly described below.

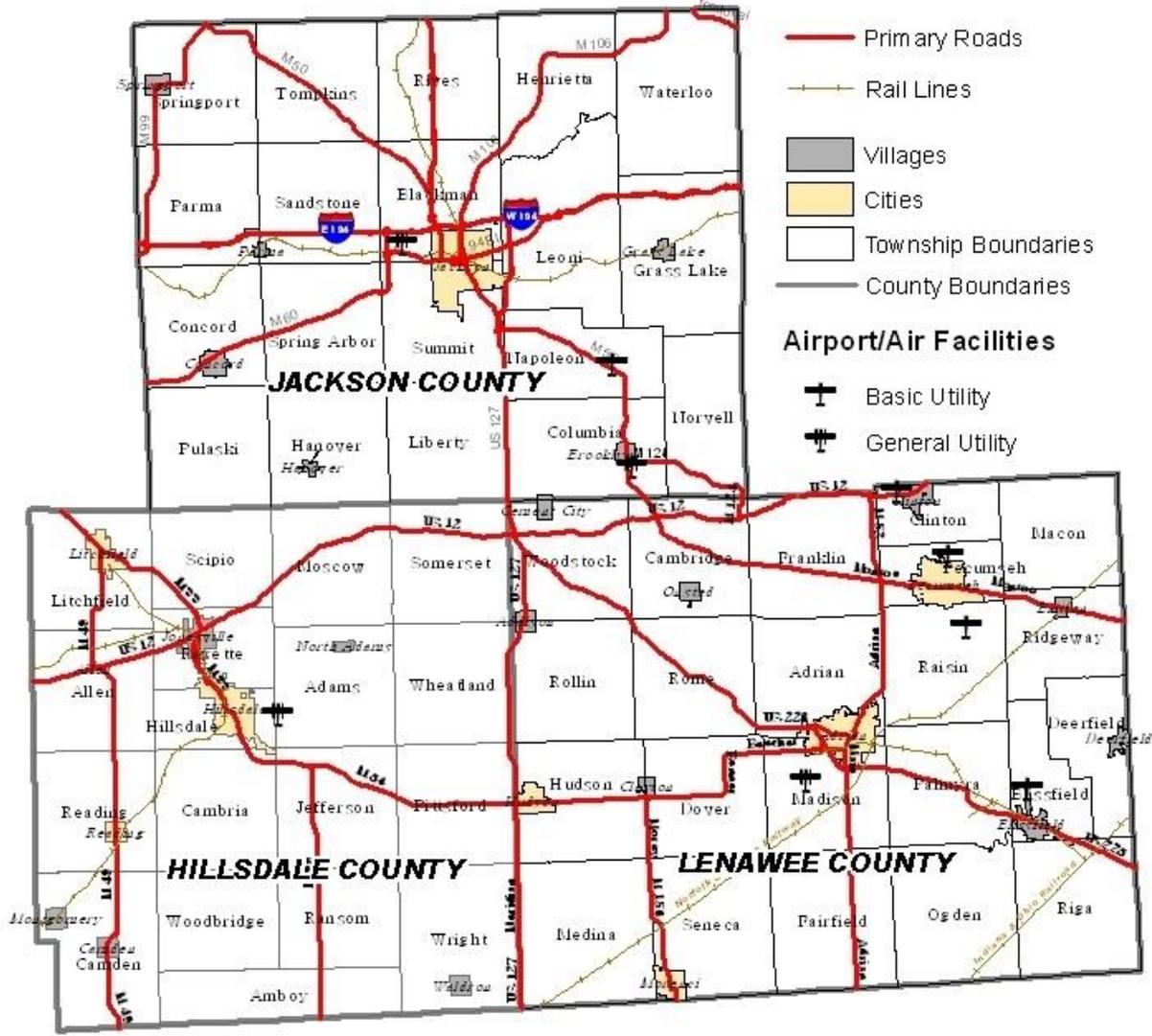
Transportation Facilities (Map 1) — The Region 2 planning area is located within an area of significant western movement during the 1800's with Detroit acting as a gateway for settlers moving west. Chicago Road (US-12) was constructed in the early 1800's as a military route and is designated as a Heritage Route by the Michigan Department of Transportation. This road, which passes through Lenawee and Hillsdale counties, offered a means of wagon travel to Chicago and the western plains beyond. The route followed the old Sauk Trail, an important Native American transportation route. The high volume of traffic along the route had two important consequences. First, the area became well established as a result of the transportation corridor which extended through it. Secondly, the high volume of settlers passing through the area created a demand for wagon and carriage makers. These skills became the antecedent for early automobile producers which led directly to growth in the manufacturing industry and automobile production. In addition, the extension of rail lines through the area enhanced the significance of the Region as a transportation center. At one time during this era, Jackson had more rail passenger traffic than any other city in Michigan and was second only to Detroit in the amount of rail freight shipped per year.

In addition to US-12, I-94 bisects Jackson County connecting Detroit and Chicago. US-127 extends in a north-south direction providing access to Lansing and northern Michigan to the north, and Ohio to the south. US-223 runs from the center of the Region in a southeasterly direction to the Monroe and Toledo areas. Several other state trunkline routes serve a less regional function acting as non-interstate arterial routes.

The Jackson area is served by Amtrak which offers passenger rail service linking the Detroit area with Chicago. A station is located in downtown Jackson. Rail freight service is offered by Norfolk Southern with an east-west line through Jackson County and a line which extends diagonally across Lenawee County linking the County with freight service to Detroit and to points southwest of Lenawee County. Additional freight service in Lenawee County includes the Adrian and Blissfield Railroad and the Indiana and Ohio Railroad which transects the southeast corner of Lenawee County roughly parallel to the Norfolk Southern freight lines.

Hillsdale County is served by the Indiana Northeastern Railroad with lines that serve Litchfield, Jonesville and the City of Hillsdale with areas to the southwest.

Map 1 Transportation Systems



Each of the three counties has publicly owned airports located near the cities of Hillsdale, Jackson, and Adrian. Cargo ports are available nearby in Detroit and Monroe.

Central Sewer and Water Facilities (Maps 2 and 3) — Central sewer and water facilities are available to many of the Region’s cities and villages and surrounding townships. However, most rural areas tend to be serviced by individual well and septic systems.

As seen on Map 2, central sewer has been installed in most densely population villages and cities throughout the Region. Several lakes have been provided with central sewer systems as well. In most cases, the presence of central sewer in lake areas results from the conversion of summer lake cabins to permanent residential units. Most, if not all, of the industrial/business parks within the Region are served by central sewer facilities.

To a lesser extent, most densely-populated areas of the Region are served by central water facilities. As Map 3 shows, most, but not all, cities and villages are served by central water facilities. Nearly all industrial/business parks in the Region are served by central water facilities.

Broadband Capability (Map 4) — The ability of a community to offer broadband service is an increasingly important factor for prospective residents and industries. Broadband is defined as the capability of delivering information at high speeds. While there are several standards to define broadband speed, Connect Michigan³ currently defines the minimum standard at 3 megabytes/second.

The Region contains several areas that have little or no broadband service. These underserved areas are found at the northern and eastern edges of Jackson County (near Waterloo State Recreation Area), the eastern portion of Lenawee County, and along the boundary of Hillsdale and Lenawee counties. While some of these areas are rural in nature, some underserved areas are located in proximity to moderate residential densities.

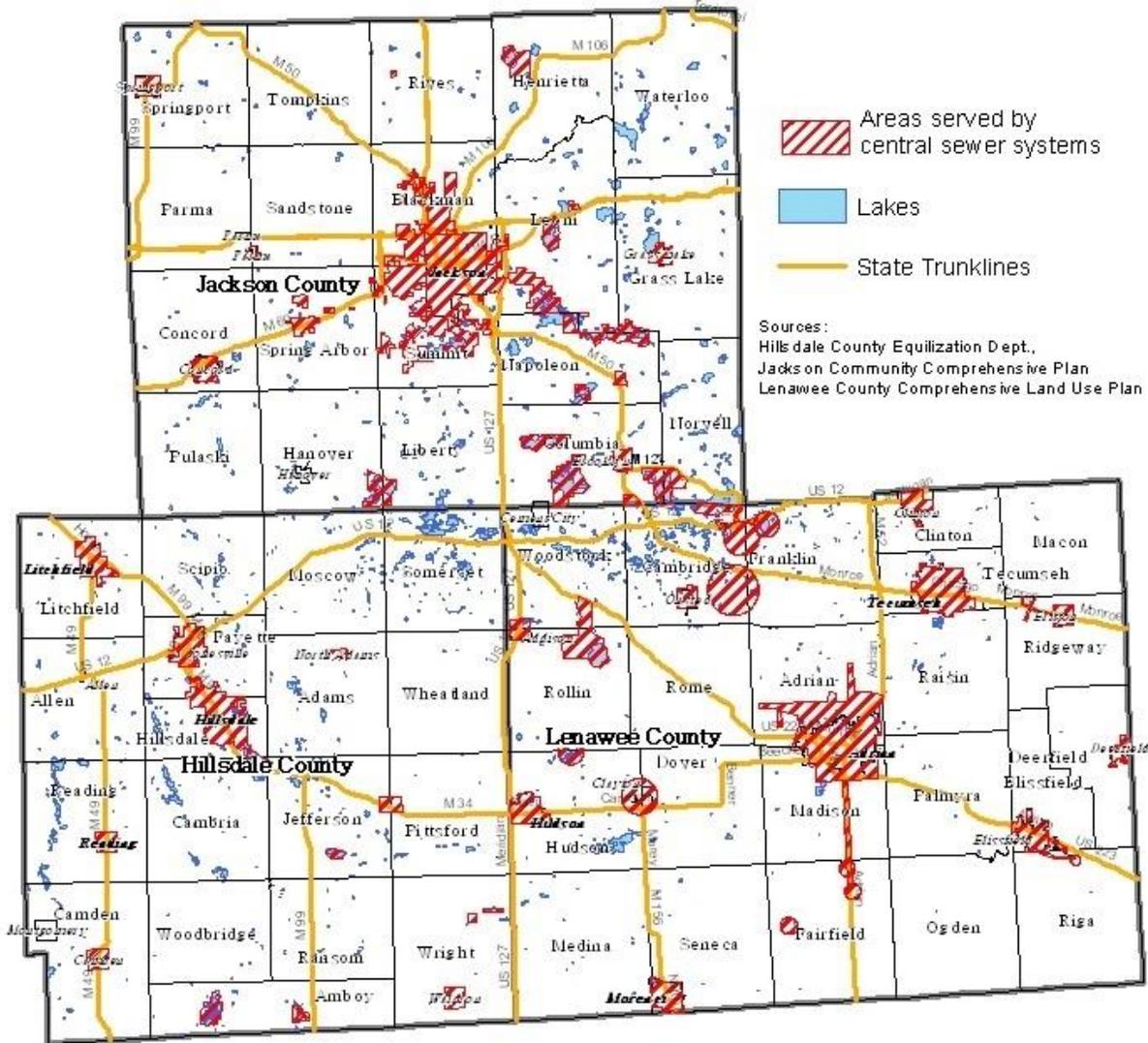
Expanding broadband infrastructure into underserved rural areas is an important goal of the Merit Network⁴. Merit is currently making use of ARRA⁵ funds to expand fiber technology in the state with a goal to extend fiber into Michigan’s Upper Peninsula by the end of 2013. Merit fiber currently runs along the I-94 Corridor throughout the State of Michigan. Installation of a fiber conduit through Lenawee and Hillsdale counties including the cities of Adrian and Hillsdale is in process.

³ Connect Michigan is a subsidiary of [Connected Nation](#) and operates as a non-profit in the state of Michigan. Connect Michigan partnered with the Michigan Public Service Commission to engage in a comprehensive broadband planning and technology initiative as part of National effort to map and expand broadband. Connect Michigan’s web site is located at <http://www.connectmi.org/>.

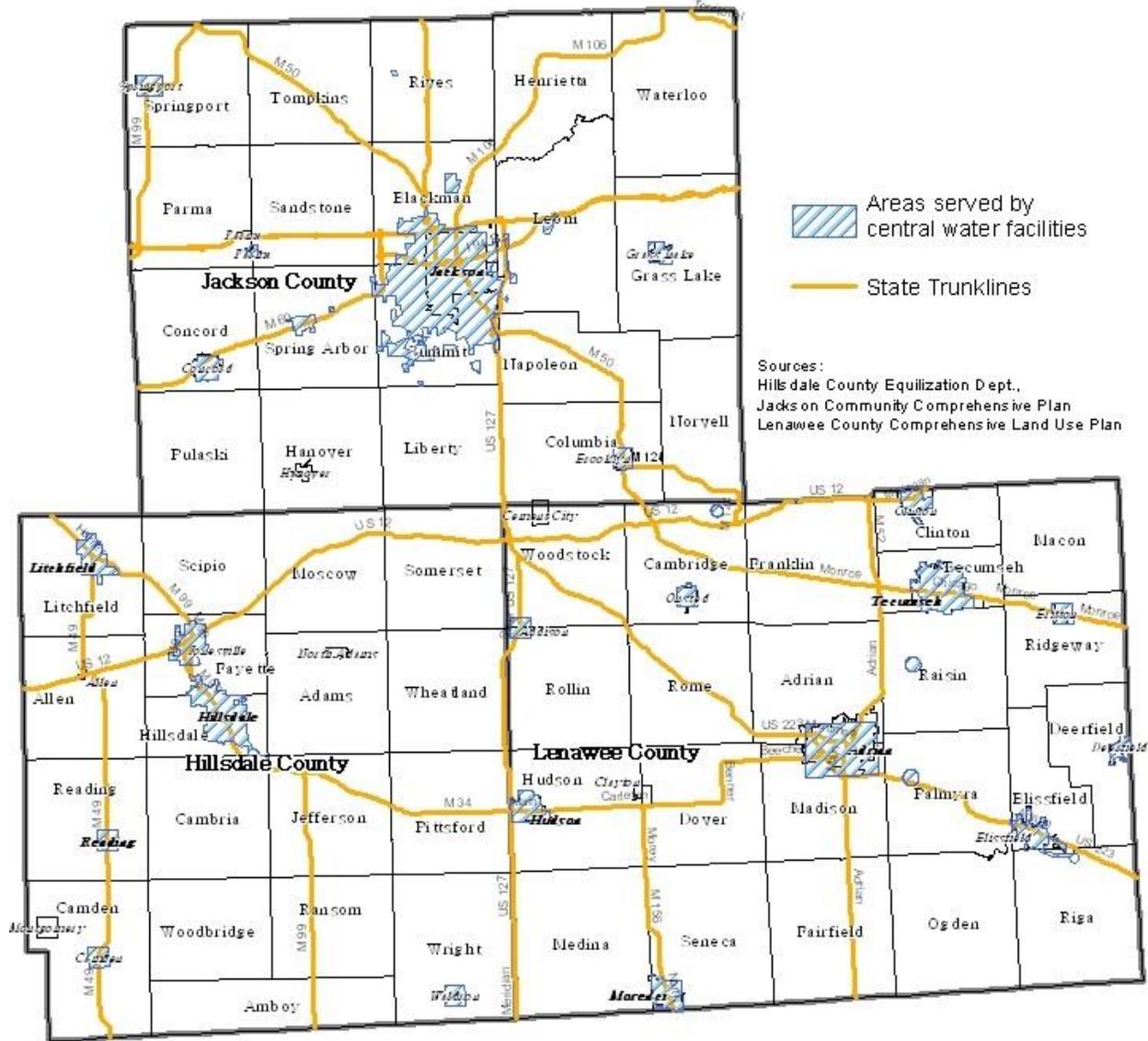
⁴ Merit Network, Inc. is a nonprofit, member-owned organization formed in 1966 to design and implement a computer network between public universities in Michigan. After 40 years of innovation, Merit continues to provide high-performance networking and services to the research and education communities in Michigan and beyond. The Merit Network’s web site is located at <http://www.merit.edu/index.php>.

⁵ American Recovery and Reinvestment Act of 2009

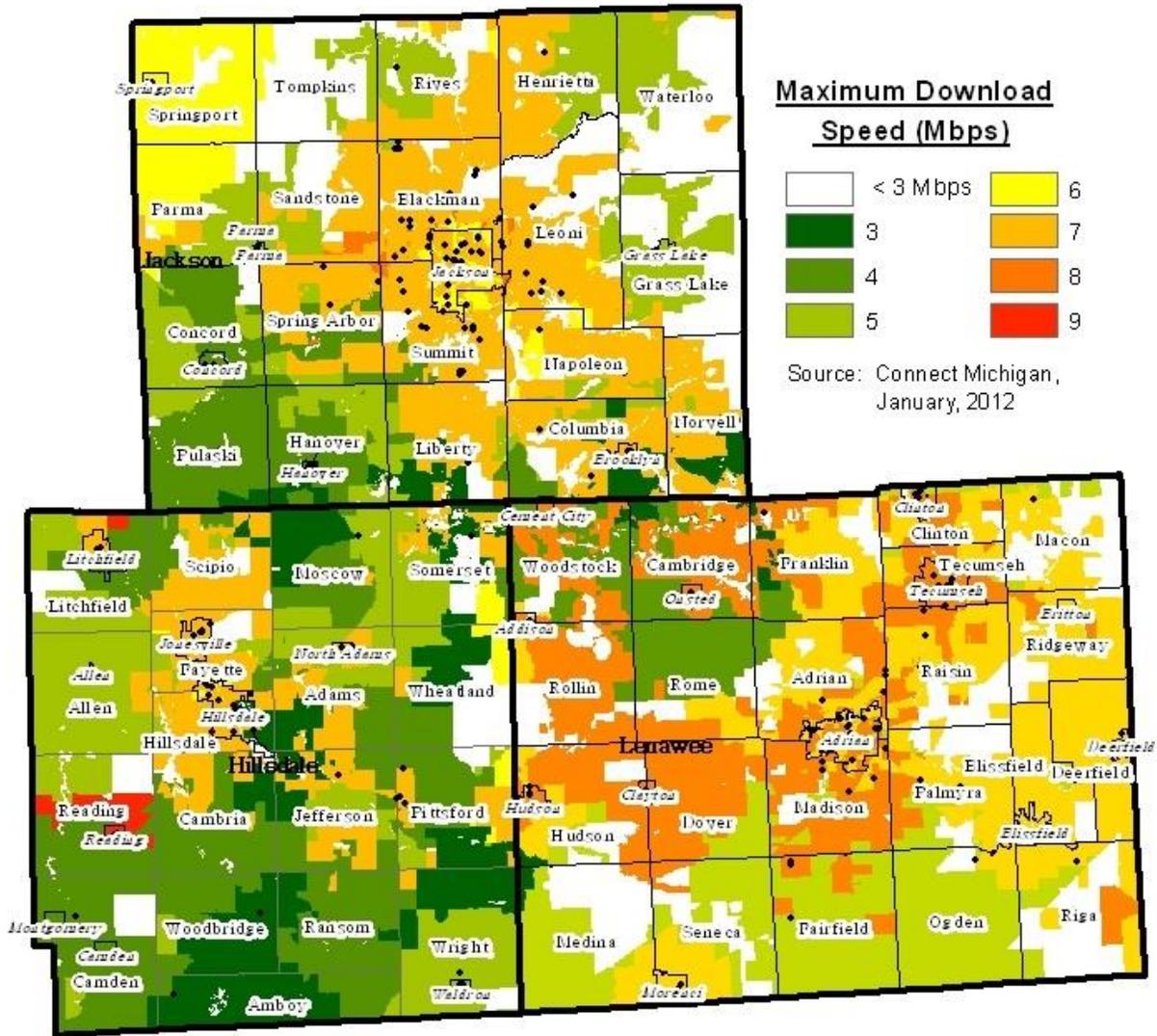
Map 2 Sewer Service Areas



Map 3 Water Service Areas



Map 4 Broadband Capability



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IV. — Issue Identification, Mission Statement, Goals and Objectives

This chapter provides the CEDS mission statement, goals, objectives, and action plan. The mission statement is a general guiding principal; goals represent a vision for the future of the Region; and objectives are more specific means to achieve that vision. The action plan provides implementation measures to achieve CEDS objectives. As a preliminary step toward goal development, the CEDS committee identified the Region’s SWOT (Strengths, Weaknesses, Opportunities and Strengths). The results of this effort are provided in the following table, which was updated as necessary as part of the 2012 CEDS effort.

| Strengths | Weaknesses |
|--|---|
| <ul style="list-style-type: none"> ○ Proximity to several major metropolitan areas ○ Each county has a four-year educational institution ○ Jackson College has a presence in each county ○ Within one hour of 21 colleges and universities ○ Family-oriented communities ○ Abundant groundwater ○ Energy capacity ○ Access to Detroit Metropolitan Airport ○ Skilled, trained workforce is available ○ Workforce training is available ○ Good transportation routes including interstates ○ Rail transit is available ○ Low cost of living ○ Retail business incubators are available ○ Technology-trained workforce ○ Infrastructure is available for industry ○ Pro-business attitude ○ Quality of life ○ Presence of Foreign Trade Zones ○ Regional Farm-to-Factory, community asset, and work force asset maps ○ Overall regional economic diversity ○ The Academy for Manufacturing Careers | <ul style="list-style-type: none"> ○ Region lacks widespread broadband access ○ Communities have differing levels of professional ability ○ Low educational attainment levels in some areas of the Region ○ Technological illiteracy exists in the Region. ○ Many existing buildings are obsolete and unsuited for the types of industry we are seeking ○ Cumbersome legislation is seen as an obstacle to development ○ Reduction in funding for workforce training ○ Limited access to technology ○ Lack of food processing manufacturing ○ Capital is limited for business development and expansion ○ Lack of skilled labor force ○ Inadequate access to electric utilities ○ Poor connections – a community of commuters ○ Lack of succession planning |
| Opportunities | Threats |
| <ul style="list-style-type: none"> ○ Lakes and recreation opportunities provide a lure to areas to the south ○ Economic development organizations are established and active in each county ○ Local government recognizes the need for economic development ○ Automobile production will increase in the short term as the economy improves ○ A certified workforce strategy exists – proactive instead of reactive ○ Blackman Township’s SmartZoneSM offers business acceleration services ○ Region is well positioned to attract all industrial classifications ○ Major research universities are located in the Region’s vicinity ○ Opportunities for brownfield redevelopment ○ Diversified agricultural base | <ul style="list-style-type: none"> ○ Inconsistent government structure – some work well and some don’t. Risky for businesses ○ Manufacturing jobs continue to be lost to foreign countries. ○ There is a heavy dependence on the automobile industry ○ Funding for economic development organizations is very limited ○ Reduction of federal and state workforce training ○ Unbalanced distribution of state funding for non-metropolitan urban areas ○ Lack of identifiable development-ready land |

Mission Statement

Prior to the development of specific goals, the Committee created a mission statement which provides a guiding vision for the future economic development of the Region. It served as a basis for the creation of goals and objectives. The CEDS mission is as follows:

To create an environment that encourages the creation of jobs, promotes education, fosters community development (including infrastructure), and advances business development.

Goals and Objectives

The SWOT analysis and the mission statement provided the basis for development of CEDS goals and objectives. *Goals* are broad statements that describe a desired future condition. *Objectives* are more specific and identify particular actions that need to be taken to achieve the goals.

The goals below are listed in priority order. In determining priorities, the Committee believed that it is important to create a spirit of collaboration, innovation, and entrepreneurship before moving on to other goals and objectives. That is the purpose of Goal 1. As goals are attained, the groundwork is laid for greater dialogue as agencies represented on the Committee continually promote the goals of the CEDS in addition to the objectives of their own agencies.

The goals are listed below in order of priority:

Goal 1: Encourage collaborative economic partnerships to promote innovation and entrepreneurship.

- Objective: Proactively collaborate to advance the mission, goals, and objectives of the CEDs.
- Objective: Engage in dialogue to solicit and support economic innovation.
- Objective: Consistently track and re-evaluate progress in achieving CEDS goals and objectives.

Goal 2: Provide an environment to support business development.

- Objective: Improve and expand infrastructure (e.g. sewer, water, electric and gas utilities, broadband, digital) throughout the entire Region.
- Objective: Redevelop our Region's Brownfield properties and encourage the use of Smart-Growth tenets for future development.
- Objective: Identify unique cultural and recreational resources and promote the development of trails and recreational opportunities in the Region. Develop maps that identify regional assets related to economic development including transportation facilities, educational institutions, agriculture, parks, and natural resources.
- Objective: Increase access to capital for business startups, expansion, and diversification.
- Objective: Collaborate to promote regional strengths, fulfill shared opportunities, and address common threats and weaknesses.
- Objective: Seek out and implement methods to reduce rules and regulations that interfere with businesses and potential entrepreneurs.

Goal 3: Expand workforce development and education strategies.

- Objective: Develop workforce and education strategies to increase educational levels, high wage jobs, and promote business retention/expansion to retain our graduating students.
- Objective: Encourage career laddering within the STEM (Science, Technology, Engineering and Math) system.
- Objective: Link businesses to resources for training and market diversification.
- Objective: Seek out additional sources of funding for workforce training.

Goal 4: Diversify the economy.

- Objective: Market unique cultural and recreational resources in the Region.
- Objective: Enhance and encourage the retention and expansion of existing businesses.
- Objective: Open our communities to immigration and welcome diversity.
- Objective: Promote the entrepreneurial spirit.
- Objective: Seek job creation in growth industries.
- Objective: Advance the information economy in the Region.
- Objective: Identify industry clusters in the Region.

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V. — Regional Project Listing

Project List Development

With the assistance of the three economic development organizations in the Region (i.e., the Enterprise Group of Jackson; the Lenawee Economic Development Corporation; and the Hillsdale Economic Development Partnership), South Central Michigan Works!, and the Village of Brooklyn, a list of economic development projects was developed, and the projects were placed into three tiers. ‘Vital Projects’ were those that have the potential to have the greatest regional economic impact. ‘Regionally Significant Economic Development Projects’ are those economic development projects that meet a number of scoring criteria and rank highly in terms of positive regional economic impact. The third tier of projects, the ‘Regional Community Infrastructure Investment Projects’, have a more significant local impact.

While all projects listed herein are likely to have beneficial economic impacts on all or part of the Region, Vital Projects are those that align to the greatest extent with the EDA’s Investment Priorities. As part of their project evaluation, the EDA evaluates projects to determine if they advance global competitiveness, create jobs, leverage public and private resources, demonstrate readiness and ability to use funds quickly and effectively, and link to measurable outcomes. The EDA identifies the following investment priorities to evaluate projects:

- **Collaborative regional innovation.** Initiatives that support the development and growth of innovation clusters based on existing regional competitive strengths. Initiatives must engage stakeholders; facilitate collaboration among urban, suburban and rural areas; provide stability for economic development through long-term intergovernmental and public/private collaboration; and support the growth of existing and emerging industries.
- **Public/private partnerships.** Investments that use both public and private sector resources and leverage complementary investments by other governmental/public entities and/or non-profits.
- **National strategic priorities.** Initiatives that encourage job growth and business expansion related to advanced manufacturing; information technology (e.g. broadband, smart grid) infrastructure; communities severely impacted by automotive industry restructuring; urban waters; natural disaster mitigation and resiliency; access to capital for small, medium-sized, and ethnically diverse enterprises; and innovations in science and health care.
- **Global competitiveness.** Investments that support high-growth businesses and innovation-based entrepreneurs to expand and compete in global markets, especially investments that expand U.S. exports, encourage foreign direct investment, and promote the repatriation of jobs to the U.S.
- **Environmentally-sustainable development.** Investments that promote job creation and economic prosperity through projects that enhance environmental quality and develop and implement green products, processes, places, and buildings as part of the green economy. This includes support for energy-efficient green technologies.
- **Economically distressed and underserved communities.** Investments that strengthen diverse communities that have suffered disproportionate economic and job losses and/or are rebuilding to become more competitive in the global economy.

The four vital projects listed in Table 18 and later described are also consistent with other project evaluation established by the CEDS Committee. These additional evaluation criteria are as follows:

- Project readiness
- Local match available
- Ownership status of property
- Buy-in from local officials
- Consistency with CEDS goals

EDA Grant and Loan Programs

In the event that EDA funding is sought for vital projects, it is expected that one of the following programs will be the source of funds:

- **Public Works and Economic Development Program.** EDA supports development in economically distressed areas of the United States by fostering job creation and attracting private investment. Specifically, the EDA will consider construction, non-construction, and revolving loan fund investments under the Public Works and Economic Adjustment Assistance programs. Grants made under these programs will leverage regional assets to support the implementation of regional economic development strategies designed to create jobs, leverage private capital, encourage economic development, and strengthen America's ability to compete in the global marketplace.
- **Strong Cities, Strong Communities Visioning Challenge.** The Strong Cities, Strong Communities Visioning Challenge is designed to assist cities experiencing chronic economic distress with leveraging innovative ideas and approaches from diverse perspectives to create and adopt actionable economic development proposals and plans. These proposals and plans will be based on a comprehensive understanding of local, regional, and global economic realities and aim to foster long-term economic development, job creation, and community prosperity. Each city selected for an award under this grant will hold challenge competitions that will incentivize teams of professionals from various fields related to economic development to submit economic development proposals that outline how cutting-edge concepts and ideas could be applied to address the persistent economic development challenges faced by the city. Each city will award financial prizes to the Multidisciplinary Teams submitting the top three economic development proposals as rated by city-selected evaluation panels, and will invite two to six Multidisciplinary Teams to develop robust economic development plans, which will provide greater detail on the strategies that each city should employ to adopt the innovative ideas contained in the submitted economic development proposals. The Multidisciplinary Team submitting the highest ranked economic development plan is expected to receive a financial prize. The ultimate product under this funding opportunity will be a set of strategies derived from submitted economic development plans that meet the specific needs of each recipient city.
- **I-6 Challenge.** EDA solicits competitive applications to encourage and reward innovative, ground-breaking ideas that greatly expand innovation, commercialization, and new enterprise formation across the United States. The i6 Challenge will award applicants submitting the best strategies to create Proof of Concept Centers that greatly increase innovation within their organizations, create processes to commercialize or implement innovation, and build networks that can utilize that innovation and entrepreneurship for local economic development.
- **The Advanced Manufacturing Jobs and Innovation Accelerator Challenge.** Under this funding opportunity, regional partnerships across the nation can compete to access complementary Federal resources to support advanced manufacturing activities in order to drive high potential industry clusters. The Advanced Manufacturing Jobs Accelerator is designed to foster job creation, increase public and private investments, and enhance economic prosperity by har-

nessing the economic growth and job creation potential resulting from advanced manufacturing activities within high-growth industry clusters that have been identified by regional stakeholders. This initiative is designed to leverage existing financial and technical resources from five distinct Federal agencies through awards to approximately 12 projects that will be selected through competitive multi-agency grants. Funds awarded to the selected applicants will be used to achieve measurable outcomes.

- **The Economic Adjustment Assistance Program.** The Economic Adjustment Assistance Program provides a wide range of technical, planning, and infrastructure assistance in regions experiencing adverse economic changes that may occur suddenly or over time. This program is designed to respond flexibly to pressing economic recovery issues and is well-suited to help address challenges faced by regions and communities.
- **Planning Program.** The Planning Program helps support planning organizations in the development, implementation, revision or replacement of comprehensive economic development strategies (CEDs), and for related short-term planning investments and State plans designed to create and retain higher-skill, higher-wage jobs, particularly for the unemployed and underemployed in the nation’s more economically distressed regions.

EDA Grant Eligibility Criteria

EDA regional offices determine project eligibility, but eligibility is generally based upon an averaged 24-month unemployment rate and per capita income. The grant rate is the maximum percentage of funding for a project that is provided by a federal grant. Table 17 indicates the maximum grant eligibility percentage of each county in the Region 2 Planning area.

**Table 17
EDA Grant Eligibility Rate**

| Maximum Grant Rate | Distress Criteria | County Eligibility |
|--------------------|--|---------------------------------|
| 80% | Federally Declared Disaster Area | |
| 80% | 24-month unemployment rate at least 225% of the U.S. average or PCI of not more than 50% of the U.S. average. | |
| 70% | 24-month unemployment rate of at least 180% of the U.S. average or PCI of not more than 60% of the U.S. average. | |
| 60% | 24-month unemployment rate of at least 150% of the U.S. average or PCI of not more than 70% of the U.S. average | |
| 50% | Projects in all other eligible areas; 24-month unemployment rate of at least one percentage point above the U.S. average or PCI of not more than 80% of U.S. average | Hillsdale Jackson Lenawee |

Source: StatsAmerica, Measuring Distress, A Tool for Economic Development

As of June, 2015, each county within the Region 2 planning area was experiencing unemployment rates similar to the national average rate of 5.3%. No county had a rate as high as 7.95%—the level of distress required in order to be eligible for the 60% funding level for grants.

Strategic Projects, Programs and Activities

The CEDS Strategy Committee identified several priority projects for the three-county area. The projects have been divided into three tiers – Vital Projects, Regionally Significant Economic Development Projects and Regional Community Infrastructure Investment Projects.

- **Vital Projects.** The list includes those projects that best meet EDA’s funding priorities for high-wage, high-skill job creation and the EDA focus areas of innovation, technology, and entrepreneurialism. Table 18 provides information regarding the applicant, project name, investment location, and project cost. An estimate of the number of additional employees within the 5-year period of the CEDS plan is also listed. Summaries of project profiles are indicated on the pages referenced in the table.
- **Regionally Significant Economic Development Projects.** Regionally Significant Economic Development Projects include projects that are likely to have an impact on the region as a whole. These projects are listed in Table 18 and the four Vital Projects were selected from this list.
- **Regional Community Infrastructure Investment Projects.** This list includes important community development projects that will boost the local economy of the Region, but may not fall within the funding priorities currently established by the EDA. A list of regional community infrastructure projects is provided in Table 19.

**Regionally Significant and Vital
Economic Development Projects**

Table 18
Regionally-Significant and Vital Economic Development Projects

| Applicant(s) | Project | Location | Total Project Cost | Page Reference |
|--|---|---|------------------------|----------------|
| Private Initiative | Big Mitten State Fair and Festival LLC | Regional | N/A | 33 |
| Lenawee Economic Development Corp. | LJH Region Wide Kitchen Incubator Coordination Unit | Regional | \$75,000 | 35 |
| Current manager of the revolving loan fund | Revolving Loan & Financial Asset System Initiative | Regional | \$500,000 | 36 |
| Several communities in Jackson and Lenawee counties | Southwest Jackson County Sewer Extension | Regional | \$11,781,000 | 37 |
| Village of North Adams | Village of North Adams Road Infrastructure | Hillsdale County | TBD | |
| Hillsdale Community Health Care Center | Health Clinic in Litchfield | Hillsdale County | \$550,000 | 38 |
| Center for Family Health | Center for Family Health Graduate Medical Education (GME) Expansion | Jackson County | \$500,000 | 39 |
| Center for Family Health | Center for Family Health Dental Clinic and Administrative Offices | Jackson County | \$7,000,000 | 40 |
| Hillsdale Economic Development Group | The Manor | Hillsdale County | #353,745+ | 41 |
| Center for Family Health | Center for Family Health Hillsdale Facility | Hillsdale & Jackson Counties | \$2,500,000 | |
| Experience Jackson Lenawee Now | Regional Museum Corridor | Regional | \$7,500,000 | 42 |

Note: Vital Projects indicated in red.

Regionally-Significant and Vital Economic Development Projects Update

- **Village of North Adams Road Infrastructure**

The Hillsdale County Road Commission has taken on the lion’s share of road work needed in North Adams by upgrading the roads. This has enabled semi-truck traffic to have better flow for the recently located Martinrea facility. This is imperative to open the potential for additional growth in the existing manufacturing facilities in the village.

- **Center for Family Health Hillsdale Facility**

The leased facility has recently opened for business on M-99 in Hillsdale. The services are available to all citizens regardless of their insurance status. Those who are uninsured are given the opportunity to investigate insurance options and how to apply for coverage. There is still the need for a new facility so services can be expanded for the underserved population in the community.

Project Name: Big Mitten State Fair and Festival LLC

Investment Region/Location: Southern Michigan, with a target market of all communities within a 75 mile radius of Michigan International Speedway.

Funding: This is a private initiative with public funding not required at this time.

Support: Promote and support an event touting manufacturing, agriculture, and tourism in the heart of Michigan. Refer and recommend us to relevant organizations, manufacturers, companies, businesses, farmers, and skilled trades that have programming and content that will provide expertise, increase the awareness of consumers, and amplify their experience of the Big Mitten. Identify and assist Big Mitten exhibitors that need to secure grants in order to participate. Build a workforce pipeline for attraction and development of skilled trade talent.

Background: Invested in a premier asset, Michigan International Speedway (MIS), to launch a major tourist attraction promoting modern business needs, future economic development, and heritage of the state. The principal industries of manufacturing, agriculture, and tourism, will be showcased. Combining traditional components of a fair with our “not so” traditional approach, the Big Mitten will have a mid-way, big name entertainment, fair food, hospitality village, teen scene, kids go zone, farm-to-fork, live animal birthing, big drive, and more. Presented in a public forum, special emphasis will be placed upon early childhood awareness and education, in relationship to skilled trades and workforce development, with the imminent rewards of enthusiastic recruits and retained talent.

The Big Mitten is hosted at Michigan International Speedway (MIS), a premier tourist attraction and is designed to:

- Increase the public awareness of the demand for skilled trade professionals.
- Link consumers and parents of students to skilled trades, work force initiatives and available opportunities.
- Link youth to skilled trade workers, certifications, and available opportunities.
- Attract creative resources, develop knowledge, and retain assets.
- Build regional pride by hosting a friendly, safe, and interactive social environment.
- Strengthen our region’s reputation as a center for manufacturing, agriculture, and tourism.
- Strengthen employer’s links to students and the parents of students.
- Supplement our region’s economy by attracting tourists who will experience pride, affordability and community assets.

The Big Mitten concentrates resources at a region-centric entertainment attraction with the task of alerting youth and the disenfranchised to the vital and lucrative careers in the skilled trades. The Big Mitten project provides large exhibition spaces for presentation and collaboration by business resources, business owners, entrepreneurs, consumers, workers, students, and the parents of students at which all can grow in their familiarity of skilled opportunities and workforce trends.

The Big Mitten State Fair and Festival LLC will be marketed as a destination location for fairgoers, encouraging daylong or multiday excursions, becoming one of the few attractions that can pull tourists into our region for a multiday stay. This type of tourism will be of great benefit to a wide range of local

business including, but not limited to, bars and restaurants, hotels, motels and bed and breakfasts, and the many retail shops in the region.

Why the Big Mitten is a vital initiative: This initiative will provide quick and direct consumer impacts aimed at public awareness of manufacturing, agriculture, and tourism. Children will be exposed to possible careers in manufacturing, agriculture, and the skilled trades at an early age. Consumers will be introduced to in-demand and highly skilled employment opportunities. Business sponsored exhibits will amplify our message to consumers. Tourists will be drawn to a centrally located attraction and experience regional expertise and hospitality. A long term, large scale public forum will also attract local participants who can connect, experience, learn, plan, play, and enrich their regional economy. Furthermore, a donor-advised fund will be established to direct a percentage of the profits into causes that support regional employment initiatives.

Estimated Employment: The Big Mitten Fair and Festival LLC has invested the time to research, and the capital to secure a major asset, Michigan International Speedway, for the creation of a tourist attraction that will help to advance awareness of opportunities in trade and industry and, overtime, will meaningfully impact the employment and economy within our region. The economic impact of the Houston Livestock Show and Rodeo Study details and quantifies the significant economic impact a modeled tourist attraction can have upon the impacted community. A copy of this study is available upon request.

Project Name: LJH Region Wide Kitchen Incubator Coordination Unit

Investment Region/Location: The Kitchen Incubator Coordination Unit will be located with one of the economic development agencies within the three county (Lenawee, Hillsdale, Jackson) region.

Description and Background: The LHJ region is seeking assistance in the development of a Kitchen Incubator Program. A Kitchen Incubator is a place where caterers, street cart vendors and producers of specialty/gourmet food items can prepare their food products in a fully licensed and certified kitchen. Typically the kitchen is rented out by the hour as needed at affordable rates and provides community food businesses the opportunity to expand into new lines or for potential entrepreneurs to start entirely new businesses.

Building a sustainable Kitchen Incubator Program requires four basic phases; (1) create a coordination unit, (2) develop business/operational plans, (3) implementation phase, and (4) program sustainability phase. This request only encompasses the first two phases.

It is essential to create a “kitchen incubator coordination unit” during phase 1. This unit will operationalize and coordinate future activities in order to implement the kitchen incubator program. Working with collaborators, the unit initiates strategic alliances and partnerships that provide support for the program, and plays a leading role in implementing the second phase of the project, particularly in (1) developing a detailed business and operational plan, (2) creating a suitable governance, management and ownership structure, and (3) finding start-up capital for the project. The creation of a coordination unit and the completion of phase 2 of the Kitchen Incubator Program will take approximately twelve months.

Economic Development Need: The kitchen incubator program is a strategic fit with the agri-food system and the ongoing entrepreneurship and business development activities in the region. A 2007 study by the Michigan State University Product Center for Agriculture and Natural Resources indicated the existence of demand for a LHJ regional kitchen incubator. Diversity appears to be the greatest strength of the region’s agri-food sector that supports the development and implementation of the program. In addition, most of the farms in the region are small- and medium-sized that need services in value-added production. The region’s large consumer base also indicates the existence of local and regional markets for value added products that could be developed at the kitchen incubator. Thus, the region could benefit from developing a regional kitchen incubator operation that specifically provides value added services to small and medium size farms in the region.

Project Cost:

| | |
|---|-----------------|
| Grant Phase 1 & 2 | \$37,500 |
| In-Kind staff time from regional partners | <u>\$37,500</u> |
| Total | \$75,000 |

Project Name: Revolving Loan & Financial Asset System Initiative

Project Cost: \$500,000

Scope: Regional

Support: County economic developers from Lenawee, Jackson, and Hillsdale County

Partners: Private Sector, banks, credit unions, local investment firms, local economic developers, and Region 2 Planning.

Need: The leverage of a regional scale would allow the counties to gain funding that they do not gain when applying for federal grants and loans on an individualized basis. This funding could also be used for entrepreneurial start-ups.

Area to be Served: Region 2 Planning area (would serve as a model for the EDA to implement in other rural regions).

Summary: The initiative would create a system within the region for local economic developers to access in order to expand their current assets. The system would support the retention, attraction, and diversification demands of the local economic developers attempting to help local employers. The coordination of assets would allow developers to create a bank participation model on a regional basis, a revolving loan funding that does not currently exist at the regional level, venture and angel funding, and other processes for gap funding. Region 2 and local developers would create a system of access and grow the financial asset base.

Estimated Employment: The projection is based on how many firms would be funded annually that are not funded now in the three counties. Even if each economic developer had two successful funding projects that saved or created jobs that otherwise would not be funded the estimate would be significant.

Project Name: Southwest Jackson County Sewer Extension — Vital Project

Scope: Regional/Multi-County

Project Cost: \$11,781,000

Dates: The Feasibility Study has been completed by Arcadis U.S., Inc.

Matching Funds: Columbia, Liberty, Hanover, Norvell, Cambridge, Grass Lake, and Napoleon Townships, the Village of Brooklyn, and USDA Rural Development Funds (grant to be sought)

Support: Has support of Summit, Columbia, Liberty, Hanover, Norvell, Cambridge, Grass Lake and Napoleon Townships along with the Village of Brooklyn, the City of Jackson, and the Leoni Regional Utility Authority (LURA).

Need: Columbia, Liberty, Hanover, Norvell, Cambridge, Grass Lake, and Napoleon Townships along with the Village of Brooklyn and Michigan International Speedway presently utilize the Leoni Wastewater Treatment Plan (LWWTP) via the Southern and the Clark Lake Interceptors. However, an alternate treatment option is deemed essential due to the high levels of infiltration and inflow being treated by the LWWTP which are causing at and/or over capacity issues along with concerns resulting from recent main breaks, concerns regarding staffing levels and compliance with National Pollution Discharge Elimination System (NPDES) requirements. The new line connection to the City of Jackson wastewater treatment plant would also afford those businesses along US-127 with the opportunity to connect to the sewer system while upgrading the existing system utilized by businesses along the corridor and areas to the east, including the Michigan International Speedway and the pending PB groundwater remediation project. The enhancements would also provide opportunities for property owners on Lake LeAnn and Lake Somerset to connect to the system. In total, the system upgrades are anticipated to provide enhanced development/redevelopment opportunities within the region. The resulting new business ventures will also provide much needed jobs along with an expansion of the tax base. Additionally, utilization of the existing capacity within the City of Jackson wastewater treatment plant would enhance the efficient operation of their system. The potential interconnectivity of the City's plant with the Leoni Wastewater Treatment Plant would further triangulate the system and ultimately serve a four (4) county region.

Areas to be Served: Columbia, Liberty, Hanover, Norvell, Cambridge, Grass Lake, and Napoleon Townships, the Village of Brooklyn, and the City of Jackson will see direct/immediate benefits while Summit Township along with communities in northeastern Hillsdale County would experience secondary benefits as they connect into the system.

Estimated Employment: While the exact number of new jobs cannot be determined at this point, it can be assumed that there would be numerous short term construction jobs created along with the potential for a few part time/full time maintenance and operation jobs.

Project Name: Health Clinic in Litchfield**Estimated Project Cost:** \$550,000

Scope: To insure the retention and further expansion of the industrial park and the community, a healthcare facility is needed to sustain and promote economic development and job growth.

Support: The Litchfield Tax Increment Finance Authority (TIFA) will provide direct financial support for the project. The Hillsdale Community Health Center will lease space and provide healthcare professionals to staff the portion of the building they occupy. The business community and the Economic Development Partnership of Hillsdale County support and recognize the necessity of this facility.

Impact: The City of Litchfield has done an excellent job of expanding their industrial park to its current 2,300 employees. Lacking in their Industrial Park and the community is a clinic to service employers, employees, and the community at large.

Need: The Litchfield Industrial Park is highly successful due to the focus and assistance from the City and TIFA Board. Employment at three of the facilities exceeds 500 and there is anticipated growth at these and several other facilities. The issue at hand is the nearest healthcare services are at a minimum 20-30 minutes away, which is unacceptable. Potential industrial, commercial, and retail growth will be hampered by the lack of available healthcare. At minimum, a walk-in clinic with regular hours is needed. However, a 24/7 facility with ancillary services to accommodate industrial customers would serve as an attraction asset to the area for future growth. Additionally, a clinic would provide employers a local facility for employment screening, the community a local healthcare facility, and a learning opportunity for school students interested in an occupation in healthcare which could mirror the program currently offered at Hillsdale Community Health Center's main campus.

Project Name: Center for Family Health Graduate Medical Education (GME) Expansion

Area Served: Jackson County

Funding: \$500,000

Dates: Renovation is expected to begin January 1, 2016 and be completed by June 30, 2016

Organizational Summary: The Center for Family Health (CFH) is a non-profit, federally qualified health center (FQHC) located in Jackson, Michigan. CFH has been a valuable resource in the Jackson community since 1991 offering high-quality, primary medical, OB/GYN, dental, and behavioral health services to all residents regardless of their ability to pay. A variety of payment options are offered including a sliding fee discount program for uninsured and underinsured patients. CFH has six clinics in Jackson. The main clinic is located downtown, there are four school health clinics located within local school campuses, and a clinic housed at LifeWays, the regional community mental health organization.

Project Summary: Allegiance Health of Jackson has developed a residency program that provides hands-on training to medical school graduates in preparation for their entrance into the medical profession. CFH has partnered with Allegiance to serve as the family medicine continuity clinic, providing experience to the residents in treating patients in a clinic environment. This program requires dedicated clinical and office space for the residents and the residency faculty. The expansion of this program has created the need for more space within the main clinic. To accommodate this program, CFH will convert existing dental clinic space into additional exam rooms and offices. This project will provide for the renovation of the existing dental space into medical exam rooms and offices. This additional medical space will allow CFH to meet the needs of the residency (GME) program as well as service our other medical patients. In addition to providing medical services in Jackson County, this renovation project will serve as an economic engine for the community by creating temporary construction jobs. In addition, the residency program will provide a pool of qualified physicians that could be recruited to serve the Jackson community either at CFH or other local medical practices.

Estimated Employment: Center for Family Health currently employs 215 people. This project will allow us to add an estimated 10 medical employees and support staff. The renovation project will also add a variety of construction jobs over the six month construction period.

Project Name: Center for Family Health Dental Clinic and Administrative Offices

Area Served: Jackson County

Funding: \$4.6 million

Dates: Groundbreaking is planned for spring of 2015 with project completed and seeing patients by January 1, 2016

Organizational Summary: The Center for Family Health (CFH) is a non-profit, federally qualified health center (FQHC) located in Jackson, Michigan. CFH has been a valuable resource in the Jackson community since 1991 offering medical, dental and behavioral health services to all residents regardless of their ability to pay.

Project Summary: The Affordable Care Act provided for the expansion of Medicaid coverage to a broader number of adult residents within the State of Michigan. This expansion is expected to increase the opportunity for these residents to obtain dental services. Because area dental clinics provide limited service to Medicaid patients, the CFH projects a large increase in adult patients seeking dental treatment. Since the CHF's mission is "opening the door to health care for all", we are committed to meeting this new demand. The current dental space at the main clinic is not adequate to meet this demand. The growth in medical services provided has also created facility capacity constraints at the main clinic. To accommodate the growth in both dental and medical services, CFH has decided to construct an additional clinic/office building on CFH-owned property adjacent to the main clinic. The new building will house an expanded dental clinic. In addition, the building will provide administrative office space that will allow some current administrative employees to move from the main clinic, freeing space for expanded medical services. The facility will be a 20,000 square foot, two-story structure with the dental clinic on the main floor, administrative offices on the second floor, and a basement for storage and ancillary services. In addition to providing additional medical and dental services in Jackson County, this construction project will serve as an economic engine for the community by creating temporary construction jobs and permanent clinical and support jobs in the county.

Estimated Employment: The Center for Family Health currently employs 215 people. This project will allow the CHF to add an estimated 16-20 dental employees, including dentists, hygienists, and support staff. The construction project will also add a variety of construction jobs over the nine-month construction period. Once construction plans are finalized a better estimate of construction jobs will be available.

Project Name: “The Manor”

Area Served: Hillsdale County

Funding: \$353,745+

Dates: N/A

Project Summary: The Affordable Care Act provided for the expansion of Medicaid coverage to a broader number of adult residents within the State of Michigan. This expansion is expected to increase the opportunity for these residents to obtain dental services. Because area dental clinics provide limited service to Medicaid patients, the CFH projects a large increase in adult patients seeking dental treatment. Since the CHF’s mission is “opening the door to health care for all”, we are committed to meeting this new demand. The current dental space at the main clinic is not adequate to meet this demand. The growth in medical services provided has also created facility capacity constraints at the main clinic.

“The Manor” is a facility on US 12 in Jonesville. Previously it served as a youth home, but has been closed by the State due to budget cuts. It has potential for many different uses and is currently being looked at by Jonesville Schools. There are many possible uses for the property and facilities that could improve education for children and adults in the community and region. The school is researching adding an “Over 26 Year Old” program to train adults who have aged out of the special education programing to learn useful skills and run a small restaurant for the region. The school is looking at using one of the buildings as its alternative education and on line learning center. The property has an industrial kitchen in it. It could also be used for a K-12+ culinary arts program for the region. There is a large amount of green space on the property that could be developed into an outdoor learning center. All of these possibilities would be of great service to the region. The buildings have been vacant for several years and have environmental issues. There are some cost estimates:

- The estimated cost to remove the mold in the classroom facility is \$30,000.
- The quote to inspect all of the heat units in the buildings is \$7450.
- The roof repair quote on the original Manor building is \$149, 250.
- The quote to repair the gym roof is \$11,700.
- The quote to repair the dorm at the east end of the property is \$79,395.
- The quote to repair the roof on the school building is \$54, 450.
- The quote to repair the roof on the old brick house is \$21,500.
- The boiler in the gym needs to be replaced.

A quote has been requested to take buildings down and is awaiting the results. It is expected to be several hundred thousand per building.

At this time the cost ranges from \$353,745+ to renovate remediate with a cost for demolition to be obtained.

Project Name: Regional Historic Corridor

Investment/Location: The project as currently envisioned will include museums in Jackson and Lenawee County, but could be expanded to include museums in Hillsdale County.

Funding: \$7.5 Million

Applicants: Experience Jackson, Lenawee Now

Description and Background: Domestic and international travelers to Michigan spent \$16.2 billion and directly accounted for the creation of 139,600 jobs. It is our belief that a Regional Historic Corridor could position us to take greater advantage of the very lucrative Michigan tourism industry. The intention of the project is to build capacity and partnerships that could support and promote multiple museums in the region. The partners would likely include regional Economic Development Organizations, Chambers of Commerce, Convention/Conference and Visitors Bureaus and Workforce Development.

Lenawee Now, the county-wide Economic Development Organization in Lenawee County, in partnership with South Central Michigan Works! is working on a project with the Board of Directors of the Agricultural Awareness and Preservation Museum to find a Lenawee County location to develop an agricultural heritage museum, featuring a world renowned collection of antique farm toys.

Experience Jackson, the Jackson County Convention and Visitors Bureau, is working on two museum projects. The first, in partnership with Ella Sharp Museum and The State of Michigan Department of Corrections, will be a prison themed museum in the “7-Block” on the site of the world’s largest walled prison and Michigan’s oldest prison, Jackson State Prison, built in 1839. The second, in partnership with Michigan International Speedway, will be an automotive heritage museum, featuring cars on loan, or donated by local collectors. The museum will be conveniently and appropriately located on the grounds of Michigan International Speedway.

The Need: While each of these projects could be a successful stand alone, our region would be missing a real opportunity to leverage the synergy created by collaboration. The impact of collaboration could impact both sides of the ledger for these projects by providing cost savings through shared resources, and increased revenue by creating a museum destination location.

Although each museum will have a distinctly different focus, much of the infrastructure needed to develop and operate each would be the same. With a fully developed Museum Corridor there could be economies of scale in the sharing of commonly needed resources, expertise, and even potentially personnel. By co-branding the museums they could be effectively and efficiently marketed to wide regional audience.

Also the Museum Corridor could be marketed as a destination location for museum goers, encouraging day-long or multi-day excursions. Currently we have very few attractions that can pull tourist into our region for a multi-day stay. This type of tourism would be of great benefit to a wide range of local business including, but not limited to; bars and restaurants, hotels, motels and bed and breakfasts, and the many retail shops in the region.

Estimated Employment: 15 to 20 new jobs added

The third museum is proposed as part of a larger project called the Old Irish Mill in Brooklyn, Michigan, and is intended to be a regional destination on its own. The Old Irish Mill is located on a site with significant historic value in Jackson County. It is the first property deeded in Brooklyn back in 1832, making it the original Swainsville, now called Brooklyn. It is also the site of a Henry Ford facility that operated as one of the Village's industries from 1939-1967. The Old Irish Mill will include many tourism options, including an Irish restaurant and pub, café, microbrewery, the State's most unique and largest indoor farmers market, bakery, meat and cheese house, canoe livery, and ice skating rink. The farmers market will also include a 400 square foot commercial demonstration kitchen that will be used for multiple purposes, including: cooking classes, vendors at the market, and others that need commercial space for their small business. The Brooklyn Historical Society plans to showcase their memorabilia throughout the facility, making it one of the most interactive museums in the area.

Estimated Employment: 90 to 100 new jobs added

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**Regional Community
Infrastructure Investment Projects**

**Table 19
Regional Community Infrastructure Investment Projects**

| County | Submitting Agency | Project Name | Project Description | Location | Total Investment |
|-----------|-------------------------|---|---|-----------------------|------------------|
| Hillsdale | Adams Township | Broadband tower | Construct a broadband tower to encourage growth in this rural township | Adams Township | \$50,000 |
| Hillsdale | City of Reading | Water tower | Install 300,000 gal Water Tower to be located in the City industrial park | City of Reading | \$750,000 |
| Hillsdale | Wheatland Township | New township hall | New Town Hall (energy efficient) 4600 sq. ft. with water and septic green concepts | Wheatland Township | \$850,000 |
| Hillsdale | Wheatland Township | Energy audit | Block Grant Program to allow residential and commercial energy audits for all residents and businesses in the Township | Wheatland Township | \$125,000 |
| Hillsdale | Scipio Township | New township hall | Construct a township hall to have all information in one designated location, and to have a handicap accessible location for township meetings. | Scipio Township | \$160,000 |
| Hillsdale | Somerset Township | New township hall | Build energy efficient and people friendly 6400 square foot township hall on presently owned township property. | Somerset Township | \$1,380,000 |
| Hillsdale | City of Jonesville | Industrial Park Infrastructure Maintenance and Improvements | Road maintenance and resurfacing, construction of rail spur, installation of communication technology. | Village of Jonesville | \$260,000 |
| Hillsdale | City of Jonesville | Revolving Business Loan Fund | Establish revolving loan fund for business attraction and retention within LDFA district. | Village of Jonesville | \$600,000 |
| Hillsdale | City of Jonesville | LDFA District/Industrial District Expansion | Land acquisition to expand existing LDFA district. | Village of Jonesville | \$1,500,000 |
| Hillsdale | City of Jonesville | Occupancy Assistance Program | Provide funds for building acquisition/subsidy/renovation to businesses within LDFA district. | Village of Jonesville | \$700,000 |
| Hillsdale | City of Jonesville | Business Diversification | Increase business retention visits to address opportunities for expansion | Village of Jonesville | \$35,000 |
| Hillsdale | EDP of Hillsdale County | Various rail improvements | Rail improvements throughout Hillsdale County, including the communities of Reading, Jonesville, and Hillsdale | Hillsdale County | TBD |
| Hillsdale | City of Hillsdale EDC | Stock's Mill Redevelopment | Environmental assessment & demo of obsolete structures to facilitate redevelopment of site. | City of Hillsdale | \$3,000,000 |
| Hillsdale | City of Hillsdale | City Park Maintenance | Purchase electric vehicle for park maintenance. | City of Hillsdale | \$35,000 |
| Hillsdale | City of Hillsdale | Downtown Street/Sidewalk Reconstruction | Complete street, curb & gutter, sewer, and sidewalk replacement in downtown on Howell St. from North to Bacon. | City of Hillsdale | \$1,200,000 |
| Hillsdale | City of Hillsdale | Department of Public Services Building | Construct modern public services facility. | City of Hillsdale | \$4,300,000 |
| Hillsdale | City of Hillsdale | Hillsdale Municipal Airport | Construct airport terminal building. | City of Hillsdale | \$960,000 |
| Hillsdale | City of Hillsdale | Lake Baw Beese Marina | Construct marina slips, community/marina building, ADA accessible boat launch. | City of Hillsdale | \$3,500,000 |
| Hillsdale | City of Hillsdale | Mitchell Building/Research Center Renovation | Make energy efficiency and weatherization improvements, including proper climate control for document preservation | City of Hillsdale | \$450,000 |

**Table 19
Regional Community Infrastructure Investment Projects**

| County | Submitting Agency | Project Name | Project Description | Location | Total Investment |
|-----------|-------------------------|---|--|---------------------|-------------------|
| | | | to existing building. | | |
| Hillsdale | City of Hillsdale | Mill Pond Campground | Construct campground with modern site amenities; joint project between City and Hillsdale County Agricultural Society. | City of Hillsdale | \$1,800,000 |
| Hillsdale | City of Hillsdale | Fire Engine | Replace used platform truck with new platform truck. | City of Hillsdale | \$1,250,000 |
| Hillsdale | City of Hillsdale | Industrial Park Infrastructure Maintenance and Improvements | Road maintenance and resurfacing, construction of curb & gutter, wayfinding, lighting, and landscaping. | City of Hillsdale | \$310,000 |
| Hillsdale | City of Hillsdale | Hallet Street | Roadway improvement from West Street to M-99 | City of Hillsdale | \$840,000 |
| Hillsdale | City of Hillsdale | State Street | Roadway improvements from Wolcott Street to the City Limits, including the addition of a storm water lift pump. | City of Hillsdale | \$470,000 |
| Hillsdale | City of Hillsdale | Cold Springs Park | Roadway and storm water improvements. | City of Hillsdale | \$925,000 |
| Jackson | Village of Brooklyn | Department of Public works Garage (11,700 sq. ft.) | Construction of a new DPW garage to accommodate equipment/materials and personnel associated with water, sewer, roads, signs, parks and recreation, and other assets of the Village. | Village of Brooklyn | \$750,000 (up to) |
| Jackson | Village of Brooklyn | Forcemain replacement | Wastewater forcemain replacement within the rights-of-way of N. Main (M-50), Michigan, Delameter, and Marshall Streets. | Village of Brooklyn | \$318,550 |
| Jackson | Village of Brooklyn | Forcemain replacement | Wastewater forcemain replacement within the right-of-way of Lansing Street. | Village of Brooklyn | \$39,215 |
| Jackson | Village of Brooklyn | M-50 Lift Station reconstruction | M-50 wastewater lift station reconstruction. | Village of Brooklyn | \$172,500 |
| Jackson | Grass Lake Charter Twp. | Tenneco Facility Watermain Extension (10,200 ft.) | Extend water to Tenneco Company for expanded R & D | Grass Lake Twp. | \$473,460 |
| Jackson | Grass Lake Charter Twp. | Ganton Retirement Center Sewer and Water (2,686 ft.) | Sewer and Water extension on E. Mich. Ave. for new facility | Grass Lake Twp. | \$530,000 |
| Jackson | Grass Lake Charter Twp. | Safe Routes to School Sidewalk Project (4,246 ft.) | Sidewalks - Wolf Lake Rd., Mich. Ave., Mt. Hope Rd. | Grass Lake Twp. | \$90,000 |
| Jackson | Grass Lake Charter Twp. | Community Park Trail system (7,200 ft.) | Construct 2 miles of walkable exercise trails | Grass Lake Twp. | \$312,000 |
| Jackson | Grass Lake Charter Twp. | Information Technology Infrastructure | Broadband, smart grid coverage for Grass Lake 4 sq. miles | Grass Lake Twp. | \$597,000 |
| Jackson | Grass Lake Charter Twp. | Island Heights Subdivision sewer extension (2,000 ft.) | Sewer extension from Mt. Hope Rd. | Grass Lake Twp. | \$343,000 |
| Jackson | Grass Lake Charter Twp. | Grass Lake Community Center (106,000 sq. ft.) | Construct Facility and connect to sewer and water | Grass Lake Twp. | \$12,516,850 |

Table 19
Regional Community Infrastructure Investment Projects

| County | Submitting Agency | Project Name | Project Description | Location | Total Investment |
|---------|---|---|--|-----------------------------------|------------------|
| Jackson | Grass Lake Charter Twp. | Grass Lake Township Office Building (5040 sq. ft.) | Construct new Township Office at 12222 E. Mich. Ave. | Grass Lake Twp. | \$554,000 |
| Jackson | Grass Lake Charter Twp. | Mack Island Nature Preserve (81 acres) | Purchase land and develop as a nature area for community | Grass Lake Twp. | \$400,000 |
| Jackson | Grass Lake Charter Twp. | Siegrist Shopping Center sewer extension (1,865 ft.) | Sewer extension on Norvell Rd. | Grass Lake Twp. | \$45,000 |
| Jackson | Grass Lake Charter Twp. | Lockwood Subdivision sewer extension (3,800 ft.) | Sewer extension on Norvell Rd. and subdivision | Grass Lake Twp. | \$633,000 |
| Jackson | Grass Lake Charter Twp. | Warrior Trail Subdivision sewer extension (3,950 ft.) | Sewer extension on Norvell Rd. and subdivision | Grass Lake Twp. | \$578,000 |
| Jackson | Jackson County Airport - Reynolds Field | Airport Ramp Rehabilitation | Replace main ramp asphalt | Blackman Twp. | \$1,200,000 |
| Jackson | Spring Arbor Twp. | Falling Waters Trail | Add new connecting ped/bike paths to the Falling Waters Trail | Spring Arbor Twp., Jackson County | \$1,047,000 |
| Jackson | Spring Arbor Twp. | Chapel Rd Water Extension (15,840 Ft.) | 12" connector water main to increase flow and pressure for fire suppression, University growth, and improved water quality from "looping". | Spring Arbor Twp. | \$1,030,000 |
| Jackson | Spring Arbor Twp. | Spring Arbor Rd Water Extension (2,000 Ft.) | 12" connector water main to increase flow and pressure for fire suppression, University growth, and improved water quality from "looping". | Spring Arbor Twp. | \$240,000 |
| Jackson | Spring Arbor Twp. | King Rd Water Extension (2,900 Ft.) | 12" connector water main to increase flow and pressure for fire suppression, University growth, and improved water quality from "looping". | Spring Arbor Twp. | \$189,000 |
| Jackson | Spring Arbor Twp. | King Rd Water Extension (2,900 Ft.) | 12" connector water main to increase flow and pressure for fire suppression, University growth, and improved water quality from "looping". | Spring Arbor Twp. | \$260,000 |
| Jackson | Spring Arbor Twp. | Richard St extension | This extension will relieve congestion at several intersections on Spring Arbor Rd. | Spring Arbor Twp. | \$125,000 |
| Jackson | Spring Arbor Twp. | Traffic light at Spring Arbor and Dearing Rds. | This is a very busy intersection that will benefit greatly from a traffic control light | Spring Arbor Twp. | \$100,000 |
| Jackson | Spring Arbor Twp. | Second St. Upgrade | Cap and add bike lane to improve safety for University and senior citizen housing development residents. | Spring Arbor Twp. | \$374,000 |
| Jackson | Spring Arbor Twp. | Arbor Hgts., Ogle, and Cottage St. Upgrade | Cap and add bike lane to improve safety for University and senior citizen housing development residents. | Spring Arbor Twp. | \$340,000 |
| Jackson | Spring Arbor Twp. | Second St. pedestrian path | Pedestrian path will provide safe passage for joggers and walkers from the University and senior citizen development | Spring Arbor Twp. | \$147,000 |

Table 19
Regional Community Infrastructure Investment Projects

| County | Submitting Agency | Project Name | Project Description | Location | Total Investment |
|---------|-------------------|---|---|-------------------|------------------|
| Jackson | Spring Arbor Twp. | Falling Waters Trail Access | Add pedestrian / bike path to provide safe access to a very popular non-motorized trail | Spring Arbor Twp. | \$392,000 |
| Jackson | Spring Arbor Twp. | Dearing Rd Walking / bike path | Add pedestrian / bike path to provide safe passage to Western secondary schools from Spring Arbor and FW Trail. Used by students, walkers, joggers, school sport teams. | Spring Arbor Twp. | \$655,000 |
| Jackson | Spring Arbor Twp. | King Rd / Spring Arbor Rd Intersection redesign | King Rd intersects with Spring Arbor Rd at a sharp angle which creates a hazard for persons using this route | Spring Arbor Twp. | \$200,000 |
| Jackson | Spring Arbor Twp. | Replace fire engine | Replace 1985 vintage tanker truck | Spring Arbor Twp. | \$350,000 |
| Jackson | Spring Arbor Twp. | Cross Road bridge replacement | Replace bridge that has been condemned, which isolates several homes from Township emergency services | Spring Arbor Twp. | \$575,000 |
| Jackson | Summit Twp. | Municipal Water Reliability Improvement and VFD Pump Conversion | Add two backup generators & convert 15 pumps to soft start | Summit Twp. | \$325,000 |
| Jackson | Summit Twp. | 340 Farms Municipal Water Pump | Upgrade municipal water well pump | Summit Twp. | \$115,000 |
| Jackson | Summit Twp. | Garden City Sewer | Install sanitary sewer system | Summit Twp. | \$1,822,500 |
| Jackson | Summit Twp. | Walnut Lane Sewer | Install sanitary sewer system | Summit Twp. | \$2,400,000 |
| Jackson | Summit Twp. | Frogtown Sewer | Install sanitary sewer system | Summit Twp. | \$1,797,500 |
| Jackson | Summit Twp. | Park Dr Sewer | Install sanitary sewer system | Summit Twp. | \$1,237,500 |
| Jackson | Summit Twp. | Kimmel Rd Municipal Water Loop | Install municipal water loop for reliability | Summit Twp. | \$1,200,000 |
| Jackson | Summit Twp. | North Side Sewer | Install municipal water loop for reliability | Summit Twp. | \$1,185,000 |
| Jackson | Summit Twp. | South Street Sewer | Install sanitary sewer system | Summit Twp. | \$1,398,000 |
| Jackson | Summit Twp. | Floyd Avenue Sewer | Install sanitary sewer system | Summit Twp. | \$870,100 |
| Jackson | Summit Twp. | Spring Arbor Rd & Robinson Rd. Sewer | Install sanitary sewer system | Summit Twp. | \$990,000 |
| Jackson | Summit Twp. | Southwest Area Municipal Water Main | Install municipal water main | Summit Twp. | \$3,978,000 |
| Jackson | Summit Twp. | South Jackson Rd Sewer | Install sanitary sewer system | Summit Twp. | \$900,000 |
| Jackson | Summit Twp. | Horton Rd Area Sewer | Install sanitary sewer system | Summit Twp. | \$862,500 |

**Table 19
Regional Community Infrastructure Investment Projects**

| County | Submitting Agency | Project Name | Project Description | Location | Total Investment |
|--------------------|---------------------------|---|--|--------------------------|------------------|
| Jackson | Summit Twp. | Non-motorized Trails Retrofit | Upgrade 3.5 miles to current stds. | Summit Twp. | \$1,750,000 |
| Jackson | Summit Twp. | Non-motorized Trails New | Construct 5.04 miles of new trails | Summit Twp. | \$2,500,000 |
| Jackson | Summit Twp. | Station #3 | Remove 2nd Floor | Summit Twp. | \$85,000 |
| Jackson | Summit Twp. | DPW Addition | 1000 sq. ft. Addition | Summit Twp. | \$100,000 |
| Jackson | Summit Twp. | Wireless/Interconnect Expansion | Add/Replace Mobile Data Computers & offsite backup | Summit Twp. | \$330,000 |
| Jackson | Summit Twp. | Street Lighting | Replace obsolete luminaries | Summit Twp. | \$75,000 |
| Jackson | Summit Twp. | Township Vehicles | 3 alternative fuel vehicles for township business | Summit Twp. | \$100,000 |
| Jackson | Summit Twp. | Fire Engine | Replace obsolete engine | Summit Twp. | \$525,000 |
| Jackson Lenawee | Village of Cement City | Road Maintenance Project | Chip/fog seal all Village street | V. of Ce- ment City | \$102,889 |
| Lenawee | Village of Britton | Replace water mains | Replace aging water mains under North and South Main Street, moving them out from under the roadway. | Village of Britton | \$3, 500,000 |
| Lenawee | Village of Britton | Reconstruct Main Street | Reconstruct Main Street to improve storm water drainage | Village of Britton | |
| Lenawee | Village of Britton | Sidewalk Replacement | Replace crumbling sidewalks along Main Street. | Village of Britton | |
| Lenawee | Village of Britton | New Water Tower | Purchase and install a new water tower. | Village of Britton | |
| Lenawee | LEDC | Industrial Park/Renaissance Zone | Create Renaissance Zone | City of Hudson | \$116,419 |
| Lenawee | LEDC | Industrial Park/Renaissance Zone | Create Renaissance Zone | City of Morenci | \$11,755 |
| Lenawee | LEDC | Tecumseh Technology Park | Create technology park | City of Te- cumseh | \$2.3 million |
| Lenawee | LEDC | Commercial Development in Raisin Twp. | Incentives for commercial development in a residential township | Raisin Char- ter Twp. | Unknown |
| Lenawee | LEDC | Retention | Increase manufacturing retention and expansion visits | Lenawee County | \$60,537 |
| Lenawee | LEDC | Workforce Development for Chemical Industry | | Lenawee County | \$98,956 |
| Lenawee | City of Morenci | Industrial Park Road | Finish Phase II of the City's industrial park road | City of Morenci | \$1,300,000 |
| Lenawee | City of Morenci | New Municipal Building | Combine city hall, police, EMS, and DPW into a new municipal building. | City of Morenci | TBD |

Table 19
Regional Community Infrastructure Investment Projects

| County | Submitting Agency | Project Name | Project Description | Location | Total Investment |
|---------------|--------------------------|-------------------------------|--|-----------------|-------------------------|
| Lenawee | City of Morenci | Trail Development | Phase I of a walking/biking trail including fishing platforms on Bean Creek and revocation of Wakefield Park. | City of Morenci | \$500,000 |
| Lenawee | City of Morenci | Splash Park | Installation of a splash park in Wakefield Park. | City of Morenci | \$150,000 |
| Lenawee | City of Morenci | Police and Fire Vehicles | Purchase a new fire truck and police car. | City of Morenci | \$200,000 |
| Lenawee | City of Morenci | Water Infrastructure Upgrades | Install a loop on the west side of the City (as needed), a larger water main along Locust Street, and water tower maintenance. | City of Morenci | TBD |

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