An aerial photograph of a busy city street intersection, likely in Jackson, Michigan. The scene is filled with people walking, cars, and a large parking lot. A prominent clock tower stands on the left side of the intersection. The text is overlaid on a semi-transparent circular area in the center of the image.

**Region 2 Planning Commission  
Comprehensive Economic Development Strategy  
2017-2021 Edition**

***Hillsdale, Jackson and Lenawee Counties  
South-Central Lower Michigan***

**September 14, 2017**

*Cover Photo: A Jackson Cruise In, at the intersection of Michigan Avenue and Jackson Street*

## **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**

Carl Rice, Jr., Chair • Ralph Tillotson, Vice-Chair • Doug Terry, Treasurer • Chris Wittenbach, Secretary

### **Project Staff**

Steven M. Duke, Executive Director • Grant E. Bauman, AICP, Principal Planner • Alexa T. Gozdoff, Associate Planner

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## Abstract

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- Subject:** 2017-2021 edition of the *Region 2 Planning Commission Comprehensive Economic Development Strategy*, covering the counties of Hillsdale, Jackson, and Lenawee. This report contains the latest available demographic data, socio-economic trends, goals, strategies, action plan, and a listing of economic development project types.

This document is the 2017-2021 edition of the *Region 2 Planning Commission Comprehensive Economic Development Strategy*, or CEDS, for the Region 2 Area which includes the south-central Lower Michigan counties of Hillsdale, Jackson and Lenawee. The development of this edition of the CEDS Document was funded through a Partnership Planning grant from the U.S. Economic Development Administration. The CEDS includes an analysis of local economies, identification of economic development goals and strategies for the Region, 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, including the Economic Development Organization (EDO) for each of the three counties.

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## Chapter I

# Executive Summary

This document is comprised of several chapters in addition to this Executive Summary

Chapter II provides a short synopsis of the history of the federal Comprehensive Economic Development Study (CEDS) program and its role in the Region 2 Area. A description of the Region 2 Planning Commission and its purpose is also included. Finally, the CEDS Steering Committee is discussed, including a roster of its current membership and a summary of the meetings during which the 2017-2021 edition of the *Region 2 Planning Commission Comprehensive Economic Development Strategy* was developed.

Chapter III provides the location of the Region 2 Area. An analysis of the Region's urban population is provided as well as descriptions of its wide variety of transportation facilities and plentiful water resources. The economic development organizations (EDOs) which serve the Region are also described.

Chapter IV provides a wide variety of population and economic data which were consulted during the drafting of the action plan for the CEDS document. The chapter begins by describing the Region's population history and projections. Other population details are also described, including travel to work patterns, educational attainment, per capita income, and poverty. The labor force, employment and unemployment trends, and a summary of the types of employment found in the Region are also described.

Chapter V provides the action plan for the document as well as an evaluation framework. The SWOT (i.e., strengths, weaknesses, opportunities, and threats) analysis undertaken by the CEDS Steering Committee is described. The mission statement and goals and strategies which comprise the heart of the plan are stated. An action plan is provided for each of the CEDS strategies and performance measures to be used to assess progress towards those strategies are listed alongside each strategy. Finally, a listing of project types the CEDS Steering Committee endorses is also included.

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## Chapter II Introduction

### History

The U.S. Economic Development Administration (EDA) was created by the federal *Public Works and Economic Development Act of 1965*, as amended. The “EDA has evolved from a cluster of programs targeted primarily to rural communities experiencing long-term economic depression to an agency that has also been called upon to target assistance to urban areas and to address issues confronting communities experiencing sudden economic dislocation caused by factory shutdowns, foreign competition, base closures, and disasters.” The awarding of funding through the EDA for “public works and economic adjustment assistance [is conditioned] on the development and implementation of a Comprehensive Economic Development Strategy (CEDS).”<sup>1</sup> A “CEDS is a strategy-driven plan for regional economic development [and is] the result of a regionally-owned planning process designed to build capacity and guide the economic prosperity and resiliency of an area or region. It is a key component in establishing and maintaining a robust economic ecosystem by helping to build regional capacity (through hard and soft infrastructure) that contributes to individual, firm, and community success.”<sup>2</sup>

The Region 2 Planning Commission (R2PC) developed the first edition of the *Region 2 Planning Commission Comprehensive Economic Development Strategy* (CEDS) in 2010. That edition was followed by Updates in 2012, 2013, 2014, and 2015. The R2PC was also successful in its effort to designate the Region 2 Area as an Economic Development District (EDD) in 2013.

This edition of the *Region 2 Planning Commission Comprehensive Economic Development Study* was developed in 2017. A CEDS Steering Committee was formed and the initial meeting date, time and location were arranged. After a thorough examination of Regional socio-economic conditions, the Committee underwent a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis; developed a mission statement; goals and strategies; and, with the assistance of the three county Economic Development Organizations (EDOs), developed a listing of broad categories of economic development projects needed in the Region 2 Area.

### 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 Lower 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.

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<sup>1</sup> *Economic Development Administration: A Review of Elements of Its Statutory History*, a June 3, 2011, Congressional Research Service report.

<sup>2</sup> *Comprehensive Economic Development Strategy (CEDS) Content Guidelines: Recommendations for Creating an Impactful CEDS*, a U.S. EDA report.

In FY 2017, 68 out of 90 eligible governmental entities were represented on the R2PC. The membership included 2 counties (Jackson and Lenawee), 42 townships, 8 cities, and 16 villages. Ninety-five individuals represented 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 of the CEDS Steering Committee changed significantly during the second year of the project, but remained fairly constant in FY 2013 through FY 2015. The Committee was completely reorganized in 2017 (Table 1). However, it remains reflective of the broad economic interests of the Region.

**Table 1  
2017 CEDS Steering Committee Membership**

Member	Affiliation	Geographic Representation	Private/ Public
Chris Miller	City of Adrian	Lenawee County	Public
David Mackie	City of Hillsdale	Hillsdale County	Public
Jennifer Morris	City of Jackson	Jackson County	Public
Doug Terry	County of Hillsdale	Hillsdale County	Public
Mike Overton	County of Jackson	Jackson County	Public
Tina Matz	Jackson College	Regional	Public
Sue Smith	Hillsdale County EDP	Hillsdale County	Private
Tim Robinson	Lenawee Now	Lenawee County	Private
Amy Torres	The Enterprise Group of Jackson County	Jackson County	Private
Staff	Title		
Steven M. Duke	Executive Director		
Grant E. Bauman, AICP	Principal Planner		
Alexa T. Gozdoff	Associate Planner		



## CEDS Steering Committee Meeting Summaries

The Steering Committee met 9 times during the year. At each meeting, the members were provided with an update on progress made towards the completion of the 2017-2021 edition of the *Region 2 Planning Commission Comprehensive Economic Development Strategy*. Table 2 provides the meeting dates, locations, and topics of discussion.

**Table 2**  
**2017 CEDS Steering Committee Meeting Summaries**

Date	Meeting Location	Topics Discussed
February 23, 2017	Jackson County Tower Building 120 W. Michigan Avenue, Room 101 Jackson, Michigan	<ul style="list-style-type: none"> <li>• Review of guidelines</li> <li>• Review of 2015 Update</li> </ul>
March 16, 2017	Artesian Wells Sports Tavern 18711 US Highway 12 Cement City, Michigan	<ul style="list-style-type: none"> <li>• Review of demographic data</li> <li>• Questions answered by Lee Shirey, EDR for Michigan and Wisconsin</li> </ul>
April 20, 2017	Artesian Wells Sports Tavern 18711 US Highway 12 Cement City, Michigan	<ul style="list-style-type: none"> <li>• Began the SWOT Analysis, identifying Strengths and Weaknesses</li> </ul>
May 18, 2017	Artesian Wells Sports Tavern 18711 US Highway 12 Cement City, Michigan	<ul style="list-style-type: none"> <li>• Continued the SWOT Analysis, identifying Opportunities and Threats</li> </ul>
June 15, 2017	Artesian Wells Sports Tavern 18711 US Highway 12 Cement City, Michigan	<ul style="list-style-type: none"> <li>• Finalized the SWOT Analysis</li> <li>• Began work on the Mission Statement and Goals &amp; Strategies</li> </ul>
June 29, 2017	Artesian Wells Sports Tavern 18711 US Highway 12 Cement City, Michigan	<ul style="list-style-type: none"> <li>• Finalized work on the Mission Statement</li> <li>• Continued work on the Goals &amp; Strategies, including information on: why, action(s), responsibility, timeframe, resources, and performance measure(s)</li> </ul>

*(continued)*

**Table 2 (continued)**  
**2017 CEDS Steering Committee Meeting Summaries**

Date	Meeting Location	Topics Discussed
July 20, 2017	Artesian Wells Sports Tavern 18711 US Highway 12 Cement City, Michigan	<ul style="list-style-type: none"> <li>• Continued work on the Goals &amp; Strategies, including information on: why, action(s), responsibility, timeframe, resources, and performance measure(s)</li> </ul>
July 27, 2017	Artesian Wells Sports Tavern 18711 US Highway 12 Cement City, Michigan	<ul style="list-style-type: none"> <li>• Tweaked the SWOT Analysis</li> <li>• Finalized work on the Goals &amp; Strategies</li> <li>• Began and finalized work on the listing of project types the CEDS Steering Committee wants to support</li> </ul>
August 10, 2017	Artesian Wells Sports Tavern 18711 US Highway 12 Cement City, Michigan	<ul style="list-style-type: none"> <li>• The final draft of the 2017-2021 edition of the <i>Region 2 Planning Commission Comprehensive Economic Development Study</i> was reviewed and recommended for approval by the R2PC</li> </ul>

## Chapter III The Region 2 Area

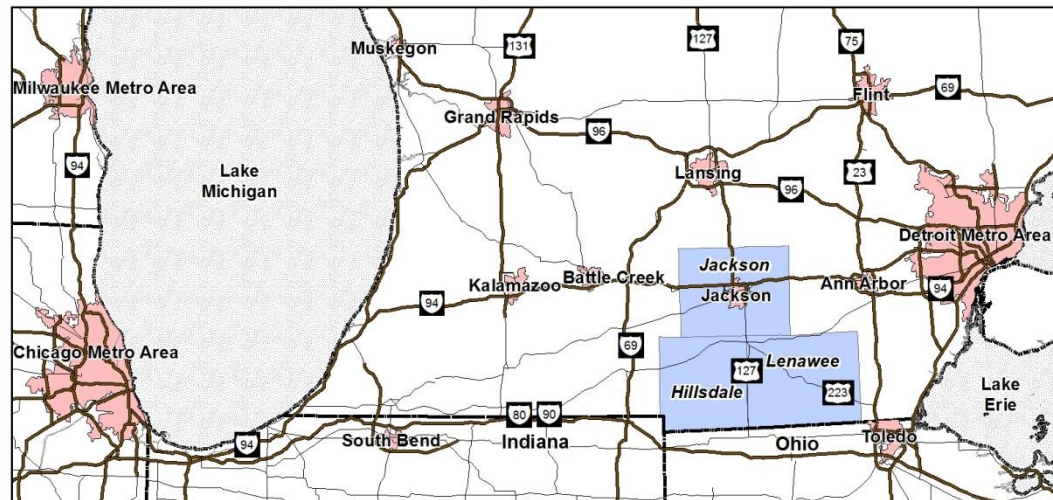
### Introduction

Prior to summarizing the performance data regarding the economy of the Region 2 Area, it is appropriate to provide a description of the Region, including its assets and the composition of its economic development team beyond the Region 2 Planning Commission Economic Development District (EDD).

### Regional Location

The Region 2 Area —comprised of Hillsdale, Jackson, and Lenawee Counties— is located in south-central portion of Michigan’s Lower Peninsula, just north of the border with Indiana and Ohio (see Map 1). Interstate 94 provides access to the Detroit Metro Area and the Chicago Metro Area as well as Ann Arbor, Battle Creek, and Kalamazoo. Lansing is accessible from the Region 2 Area via US-127. Grand Rapids is accessible via US-127 and I-96. Toledo is accessible via US-223 and US-23.

**Map 1  
Location**



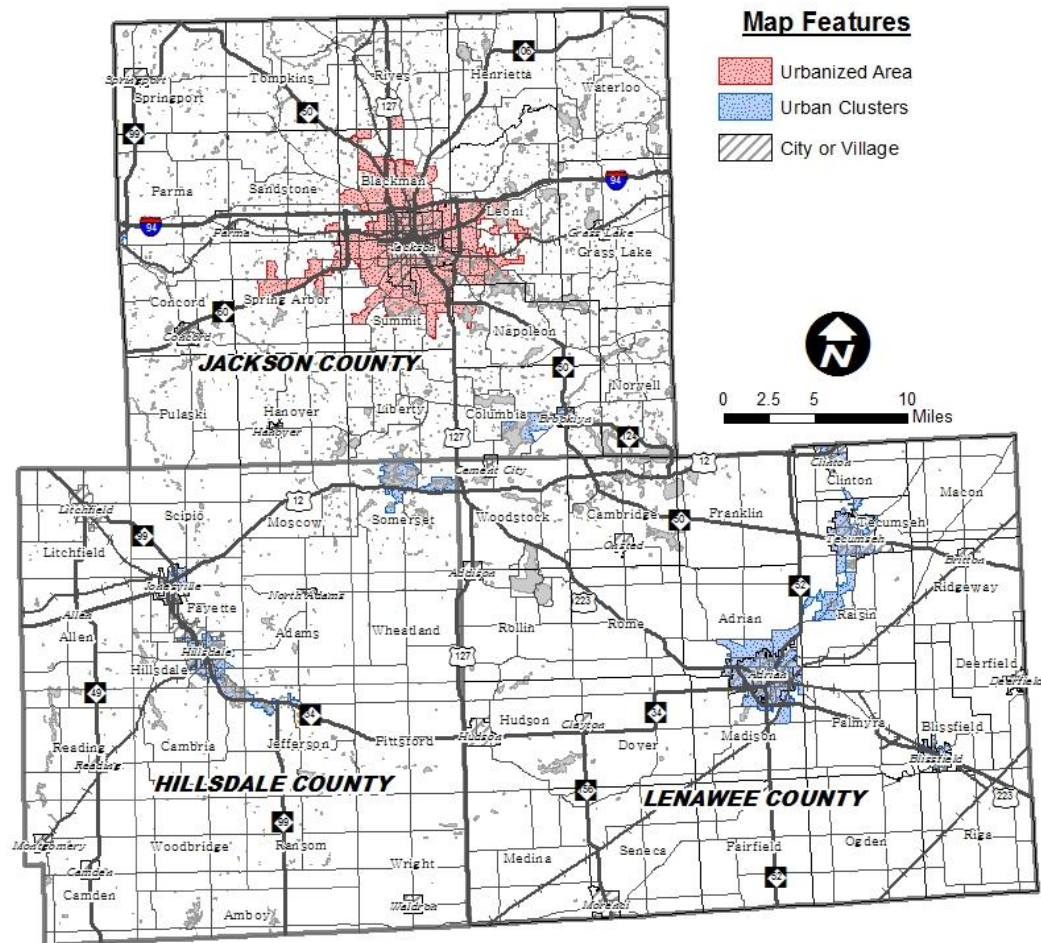
## Map 2 Urban Areas and Urban Clusters

### The Region's Urban Population

The Region 2 Area is considered to be rural in nature with an estimated population of 304,839 people in 2015. While this is true, it is interesting to note that 50.5% of the Region's estimated population lived in the Jackson Urbanized Area or 1 of 5 Urbanized Clusters in 2015 (see Map 2). An Urbanized Area (UA) is defined by the U.S. Census Bureau as an "area consisting of a densely developed territory that contains a minimum residential population of at least 50,000 people." An Urban Cluster (UC) is defined as a "densely settled territory that has at least 2,500 people but fewer than 50,000." The Region contains a number of these areas:

- Jackson UA – 88,657 people
- Adrian UC – 44,643 people
- Hillsdale UC – 11,301 people
- Somerset UC – 3,037 people
- Blissfield UC – 3,053 people
- Brooklyn UC – 2,929 people

A small portion of the Albion UC (8,809 total people) also extends into the Region 2 Area.



## Transportation Facilities

The Region 2 Area is served by a variety of transportation facilities (see Map 3).

### Roadways

The Region is served by freeways. I-94 traverses Jackson County, just north of the City of Jackson. A portion of US-127, on the east side of the Jackson area and going northward to Lansing is a freeway. A portion of M-60 is a freeway on the west side of the Jackson area. All counties are served by a state highway network:

- US-12, US-127, US-223
- M-34, M-49, M-50, M-52, M-60, M-99, M-106, M-124, and M-156

### Railroads

AMTRAK provides passenger rail service to the region, traversing Jackson County and the City of Jackson. All counties are served by freight lines:

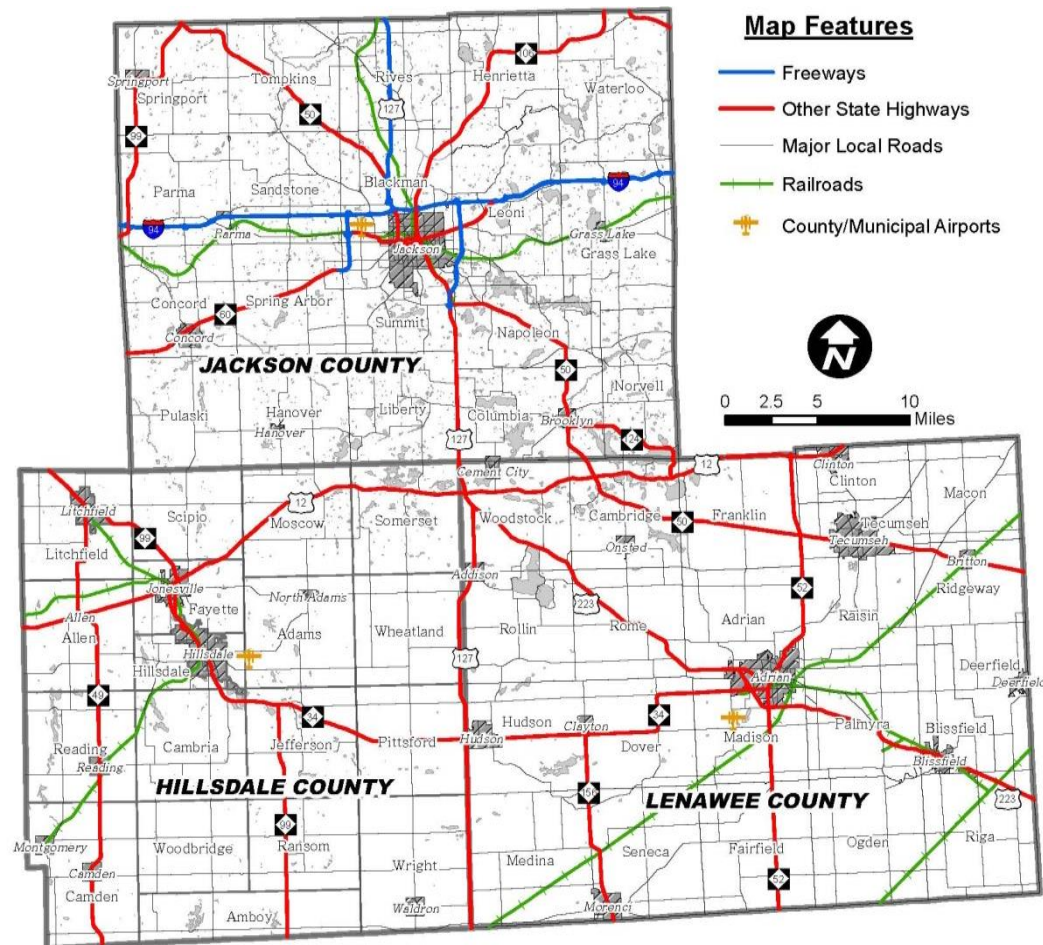
- Adrian & Blissfield Railroad
- Indiana & Ohio Railroad
- Jackson and Lansing Railroad
- Norfolk Southern Railway

### Airports

All counties are served by a county or municipal airport:

- Hillsdale Airport
- Jackson County Airport - Reynolds Field
- and Lenawee County Airport

Map 3  
Transportation



## Water Resources

The Region 2 Area is comprised of 7 of Michigan's major watersheds (see Map 4). Various lakes are also located within the Region as well as wetlands (see Map 5).

### Hillsdale County

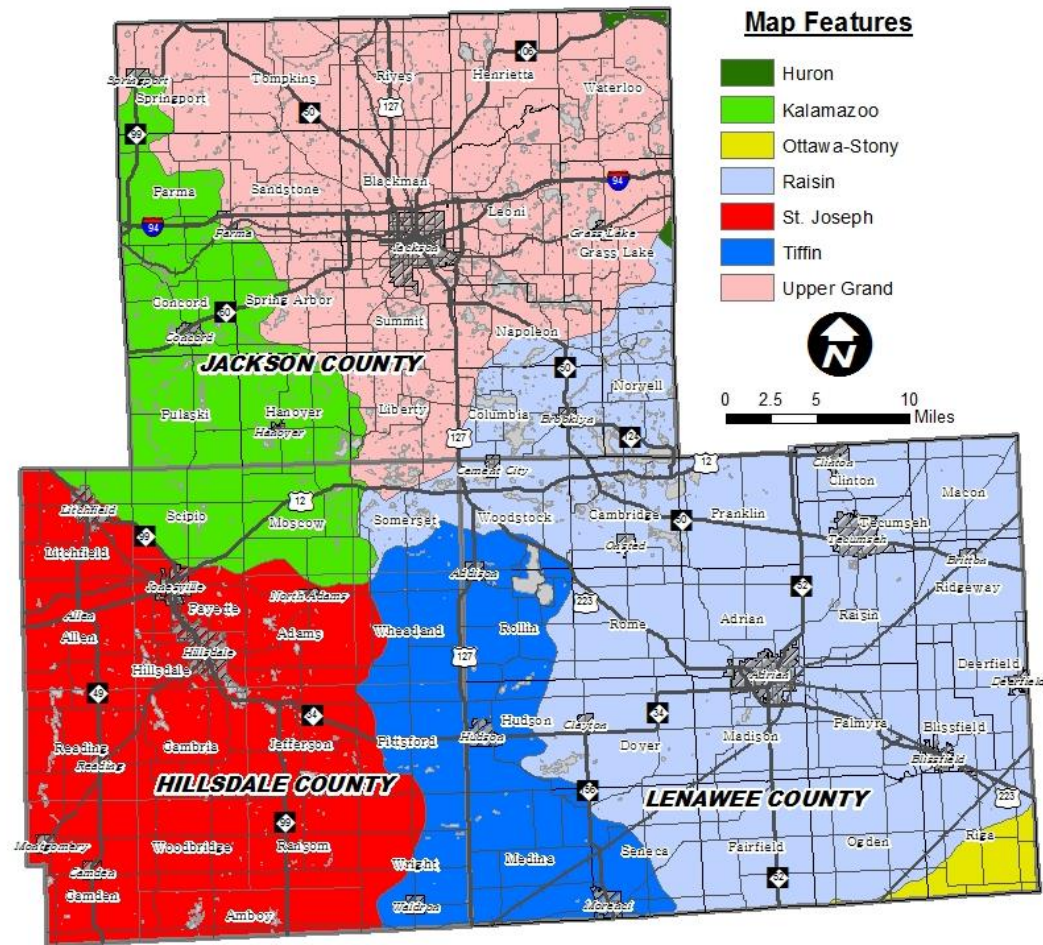
The majority of Hillsdale County is covered by the St. Joseph River Watershed. A significant portion of the Kalamazoo River Watershed and a small portion of the Upper Grand River Watershed cover the northern border of the county. All of those watersheds drain into Lake Michigan. A small portion of the River Raisin Watershed and a significant portion of the Tiffin River Watershed cover the eastern border of the County. Both of those watersheds drain into Lake Erie.

A lake is located in the vicinity of the City of Hillsdale and several lakes are located in Somerset Township. Various other lakes and ponds are located throughout the county. Wetlands are often adjacent to the rivers traversing the county.

### Jackson County

The majority of Jackson County is covered by the Upper Grand River Watershed. A significant portion of the Kalamazoo River Watershed covers the southwestern corner of the county. Both of those watersheds drain into Lake Michigan. A significant portion of the River Raisin Watershed covers the southeastern corner of the county; that watershed

Map 4  
Watersheds



drains into Lake Erie. A very small portion of the Huron River Watershed covers the eastern border of the County; that watershed also drains into Lake Erie.

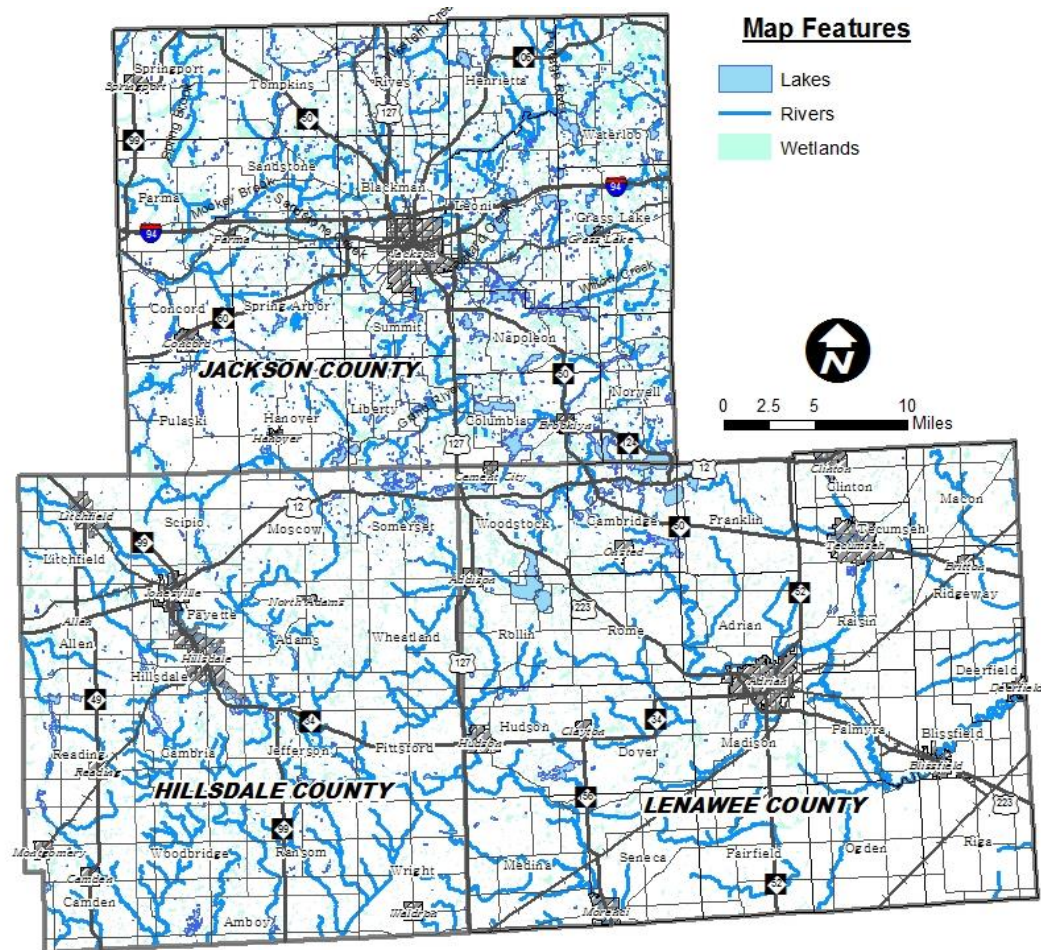
There are at least 13 major lakes located throughout Jackson County. A variety of other lakes and ponds are also found countywide. Wetlands are often adjacent to the rivers traversing the county.

### Lenawee County

The majority of Lenawee County is covered by the River Raisin Watershed. A significant portion of the Tiffin Watershed covers the western border of the county and a small portion of the Ottawa-Stony Watershed covers the southeastern portion of the county. All of those watersheds drain into Lake Erie.

There are many major lakes located in the north-western corner of Lenawee County. Various other lakes and ponds are found countywide. Wetlands are often adjacent to the rivers traversing the county.

**Map 5  
Rivers, Lakes, and Wetlands**



## Economic Development Organizations

All 3 of the counties comprising the R2PC are served by their own county-based economic development organization (EDO).

### Hillsdale County Economic Development Partnership

The [Hillsdale County Economic Development Partnership \(EDP\)](#) is a non-profit, investor-governed economic development organization primarily focused on increasing employment opportunities, private sector capital investments and the local tax base in Hillsdale County. The EDP creates an environment to support opportunity, growth and encouragement to innovate for all: communities, businesses and citizens. In that capacity, the EDP is responsible for retention and expansion efforts throughout the county and the coordination of local, state and federal resources. The U.S. Department of Agriculture (USDA) and the EDP make Intermediary Relending Program (IRP) loan funds available so that county businesses can address their special financing needs. The USDA's Office of Rural Development loans money to the EDP, which then re-lends those funds to small businesses within designated enterprise communities in Hillsdale County. In addition to IRP funds, the borrower and a commercial lender also contribute toward overall project financing. It is not the intent of this EDP to compete with local lending institutions; rather it is the intent of the program to stimulate private investments and complement local lenders for the creation of jobs and wealth in Hillsdale County. The EDP also facilitates financing through the Michigan Economic Development Corporation's (MEDC's) Business Development Program and the Center for Empowerment and Economic Development's (CEED's) Microloan Program.



### The Enterprise Group of Jackson

The [Enterprise Group of Jackson \(EG\)](#) is the economic development agency supporting all of Jackson County: *imagine... learn... develop... build... live... partner... the EG can help!* The EG provides a wide variety of services: site and building searches for new locations/expansions; compilation of project data and demographics; addressing workforce needs; identifying applicable incentives, financing, and tax abatements; property redevelopment and brownfield assistance, and identifying government contracting opportunities. The EG is also planning for the future through its Imagine Jackson 2020 initiative. As the Midwest, the U.S. and the world continue to emerge and recover from the great recession, aggressive, focused and professional economic development strategies will be determining factors that separate the winners and losers among communities seeking to attract and retain jobs, investment and talent. Jackson County is well positioned to succeed in an increasingly competitive environment, thanks to recent improvements to its economic development approach. The Enterprise Group (EG), the County's primary economic development organization since 1997, has recently reorganized and reinvigorated its efforts through new professional staff and a renewed commitment from its volunteer leaders and in-





vestors. The Imagine Jackson Initiative, launched in 2013, achieved a number of successes that created momentum and opportunities for enhanced growth and prosperity in the coming years.

### **Lenawee Now**

[Lenawee Now](#) is a non-profit organization dedicated to economic and business expansion throughout Lenawee County. By attracting new businesses, helping to grow established businesses, and supporting entrepreneurial endeavors, Lenawee Now is creating an economically viable and vibrant Region. In addition to business attraction, retention and start-up activities, Lenawee Now provides critical services to support business growth including access to funding sources and talent enhancement. Lenawee County has a skilled and qualified workforce, strong agricultural base, three higher education institutes, and commercial and industrial sites (which can be viewed via an online GIS tool) ready throughout the county including in industrial parks. With Lenawee County's location in southeast Michigan, Ann Arbor and Toledo, Ohio, are easily accessible. Manufacturing has always been one of the largest industries in Lenawee County. So much, in fact, that Lenawee Now is focusing its efforts to ensure an upcoming talent pool of students interested in the trade. With its training programs, sites available, general location, and resources, Lenawee Now has the perfect place to set up a thriving manufacturing business. Lenawee Now supports those looking to start a business of their own.



### **Ann Arbor SPARK**

All 3 of the county-based EDOs are also members of [Ann Arbor SPARK](#), the EDO for the 6-county greater Ann Arbor Region, which includes the Counties of Livingston, Monroe and Washtenaw as well as Hillsdale, Jackson, and Lenawee Counties. Ann Arbor SPARK is the Region's engine for economic development. It is an organization dedicated to the economic prosperity of the Region and uses its skills and knowledge to attract, develop, strengthen, and invest in driving industries to help the Region thrive. Economic Development requires collaboration, and Ann Arbor SPARK is committed to bringing together partners, like the Michigan Economic Development Corporation, Michigan Works!, city and municipal partners, academic institutions, and others to support the growth of companies and the creation of jobs. Ann Arbor SPARK will advance the economy of the Region by establishing the area as a desired place for business expansion and location... by identifying and meeting the needs of business at every stage, from those that are established to those working to successfully commercialize innovations. The SPARK Team can help take innovative companies to the next level.



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## Chapter IV

# CEDS Performance Monitoring

### Introduction

The 2010 edition of the *Region 2 Planning Commission Comprehensive Economic Development Strategy* (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. The 2017-2021 edition of the CEDS provides national, state, regional, and county data regarding general population and labor force statistics through the end of 2015, the last point at which data was available at the time the it was collected. Information regarding the Regional civilian labor force, employment, and unemployment are provided within the following pages. Both annual and monthly data are provided.

### Population History

The U.S. Bureau of the Census conducts a census of population, housing, and economic conditions every ten years with the latest official data collected in 2010. The Bureau’s American Community Survey (ACS) provides demographic data on an annual basis with the latest official estimates created for 2015. Table 3 provides population data for Hillsdale, Jackson and Lenawee Counties; the Region 2 Planning area; the State of Michigan, and the United States for 2000, 2010, and 2015.

In the 2000s, each of the three counties had minimal increases in population, although at much lower rates than nationally. The State had a small decrease in population. Although it is estimated that the Nation and the State grew modestly between 2010 and 2015, the Region also decreased in population slightly.

**Table 3**  
**Population History | 2000-2015**

Area	2000	2010	2015 (Estimates)	2000 to 2010		2010 to 2015	
				Population Change		Population Change	
				Number	Percent	Number	Percent
Hillsdale County	46,527	46,688	46,178	161	0.3%	-510	-1.1%
Jackson County	158,422	160,248	159,759	1,826	1.2%	-489	-0.3%
Lenawee County	98,890	99,892	98,902	1,002	1.0%	-990	-1.0%
Region 2 Area	303,839	306,828	304,839	2,989	1.0%	-1,989	-0.6%
State of Michigan	9,938,444	9,883,640	9,900,571	-54,408	-0.6%	16,931	0.2%
United States	281,421,906	308,745,538	316,515,021	27,323,632	9.7%	7,769,483	2.5%

Sources: 2000 & 2010 U.S. Census' & 2015 American Community Survey (Estimates)

While Michigan’s population declined by 0.6% in the 2000s, the Region’s population increased by 1.0% and the Nation’s population increased by 9.7%. 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 population level. The Census Bureau’s ACS estimates that the population of the Region decreased an estimated -1.0% to 304,839 in 2015. Hillsdale County decreased by an estimated -1.1% and Lenawee County decreased by an estimated -1.0%. Jackson County only decreased by an estimated 0.3%.

## 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 2020, projections indicate that the population will decrease slightly to 45,794. 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 4).

**Table 4**  
**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 2020 the population is projected to decrease to 159,600, and by 2040 the population is projected continue a long-term trend of gradual decline to 158,304 (Table 5).

**Table 5**  
**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 2020 to 98,342 and to continue a slow decline to 97,598 by 2040 (Table 6).

**Table 6**  
**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 7). It should be kept in mind that population projections are based on trends that have occurred in the past, and are subject to change.

**Table 7**  
**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)

## Population Details

Additional information on population for sex, race, and Hispanic origin is provided in Table 8 for the three R2PC counties and the Region as a whole for the period from 2010 through 2015. Contrary to the national and state demographic pattern, the table indicates that males outnumber females. This is primarily due the presence of large male correctional facilities located in Jackson and Lenawee counties.

In 2015, racial minorities including the Hispanic population totaled about 13.7% of the total Regional population. With a few exceptions, racial and ethnic minority populations (0.7%) grew at a greater rate than the white population (-0.7%) from 2010-2015. The Regional population decreased by 0.6% during this time period.

**Table 8  
County & Regional Population by Sex, Race, & Hispanic Origin, 2010-2015**

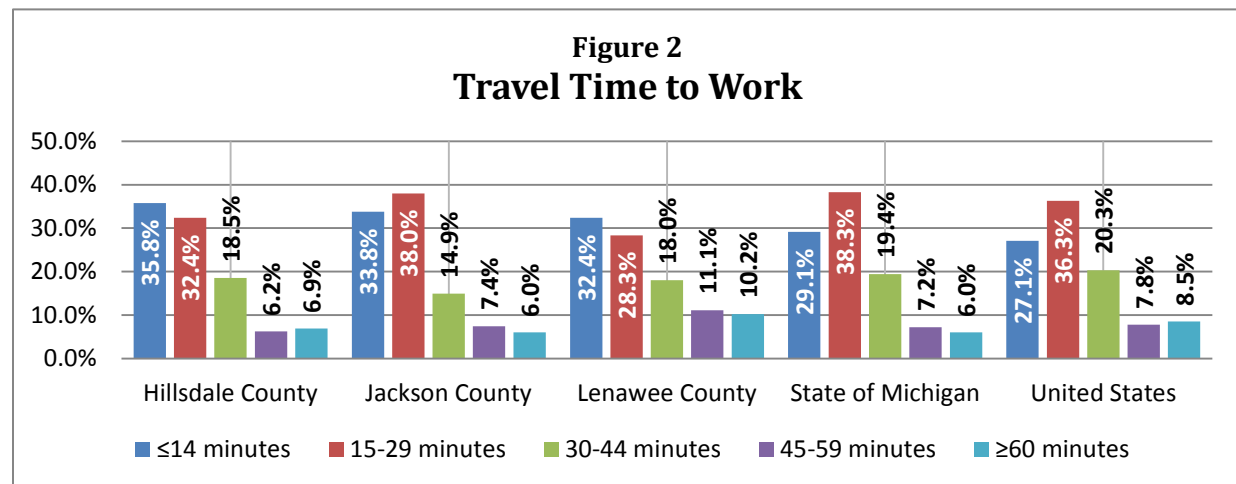
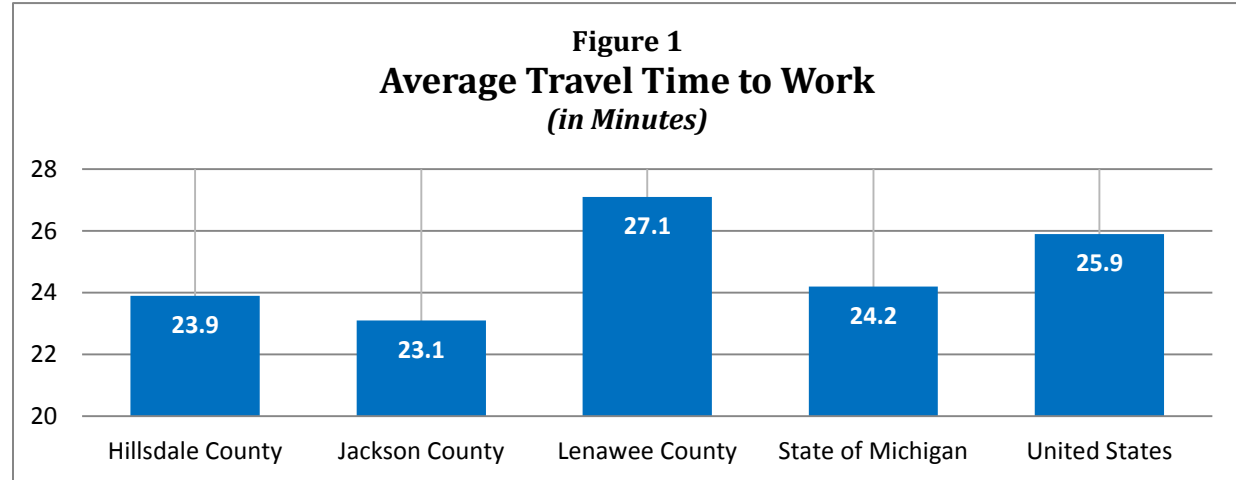
	Total	Male	Female	White	Black	American Indian	Asian	Native Hawaiian	Other	2 or More Races	Hispanic
<b>2010 Hillsdale County</b>	46,688	23,170	23,518	45,304	220	174	188	4	207	591	826
<b>2015 Hillsdale County</b>	46,178	22,972	23,206	44,860	293	220	150	0	60	595	939
<b># Change</b>	-510	-198	-312	-444	73	46	-38	-4	-147	4	113
<b>% Change</b>	-1.1%	-0.9%	-1.3%	-1.0%	33.2%	26.4%	-20.2%	-100.0%	-71.0%	0.7%	13.7%
<b>2010 Jackson County</b>	160,248	81,710	78,538	140,507	12,739	592	1,137	33	1,224	4,016	4,837
<b>2015 Jackson County</b>	159,759	81,765	77,994	139,863	13,620	763	1,061	66	767	3,619	5,228
<b># Change</b>	-489	55	-544	-644	881	171	-76	33	-457	-397	391
<b>% Change</b>	-0.3%	0.1%	-0.7%	-0.5%	6.9%	28.9%	-6.7%	100.0%	-37.3%	-9.9%	8.1%
<b>2010 Lenawee County</b>	99,892	50,458	49,434	92,174	2,539	475	519	26	1,967	2,192	7,614
<b>2015 Lenawee County</b>	98,902	50,231	48,671	91,364	2,616	467	284	67	1,512	2,592	7,512
<b># Change</b>	-990	-227	-763	-810	77	-8	-235	41	-455	400	-102
<b>% Change</b>	-1.0%	-0.4%	-1.5%	-0.9%	3.0%	-1.7%	-45.3%	157.7%	-23.1%	18.2%	-1.3%
<b>2010 Region 2 Area</b>	306,828	155,338	151,490	277,985	15,498	1,241	1,844	63	3,398	6,799	13,277
<b>2015 Region 2 Area</b>	304,839	154,968	149,871	276,087	16,529	1,450	1,495	133	2,339	6,806	13,679
<b># Change</b>	-1,989	-370	-1,619	-1,898	1,031	209	-349	70	-1,059	7	402
<b>% Change</b>	-0.6%	-0.2%	-1.1%	-0.7%	6.7%	16.8%	-18.9%	111.1%	-31.2%	0.1%	3.0%
<b>2010 State of Michigan</b>	9,883,640	4,848,114	5,035,526	7,803,120	1,400,362	62,007	238,199	2,604	147,029	230,319	486,358
<b>2015 State of Michigan</b>	9,900,571	4,861,973	5,038,598	7,823,875	1,381,388	53,951	268,766	2,083	109,184	261,324	467,021
<b># Change</b>	16,931	13,859	3,072	20,755	-18,974	-8,056	30,567	-521	-37,845	31,005	-19,337
<b>% Change</b>	0.2%	0.3%	0.1%	0.3%	-1.4%	-13.0%	12.8%	-20.0%	-25.7%	13.5%	-4.0%
<b>2010 United States</b>	308,745,538	151,781,326	156,964,212	223,553,265	38,929,319	2,932,248	14,674,252	540,013	19,107,368	9,009,073	50,477,594
<b>2015 United States</b>	316,515,021	155,734,280	160,780,741	232,943,055	39,908,095	2,569,170	16,235,305	546,255	14,865,258	9,447,883	54,232,205
<b># Change</b>	7,769,483	3,952,954	3,816,529	9,389,790	978,776	-363,078	1,561,053	6,242	-4,242,110	438,810	3,754,611
<b>% Change</b>	2.5%	2.6%	2.4%	4.2%	2.5%	-12.4%	10.6%	1.2%	-22.2%	4.9%	7.4%

Sources: 2010 U.S. Census & 2015 American Community Survey (Estimates)

## Travel to Work

Figure 1 was created based upon estimates provided by the U.S. Census Bureau’s 2015 American Community Survey (ACS). The data revealed that the estimated average travel time to work for Hillsdale County (23.9 minutes) and Jackson County (23.1 minutes) commuters were lower than the average travel time of commuters from the entire State (24.2 minutes) and Nation (25.9 minutes). The average travel time to work for Lenawee County residents (27.1 minutes) was higher.

Figure 2 breaks down estimated travel time into five time brackets. Residents of Hillsdale County (35.8%) and Lenawee County (32.4%) had the highest percentages of ≤14 minute commutes while Jackson County (38%) had the largest percent of 15-29 minute commutes. Lenawee County had the highest percentages of 45-59 minute (11.1%) and ≥60 minute (10.2%) commutes. The U.S. Census Bureau’s Household Travel Survey identifies “Stretch Commutes” as trips at least 50 miles one way. Some of the trips in the last two time brackets (45-59 minutes and ≥60 minutes) likely fall into this “stretch-commute” range.



**Figure 3  
Means of Transportation to Work**

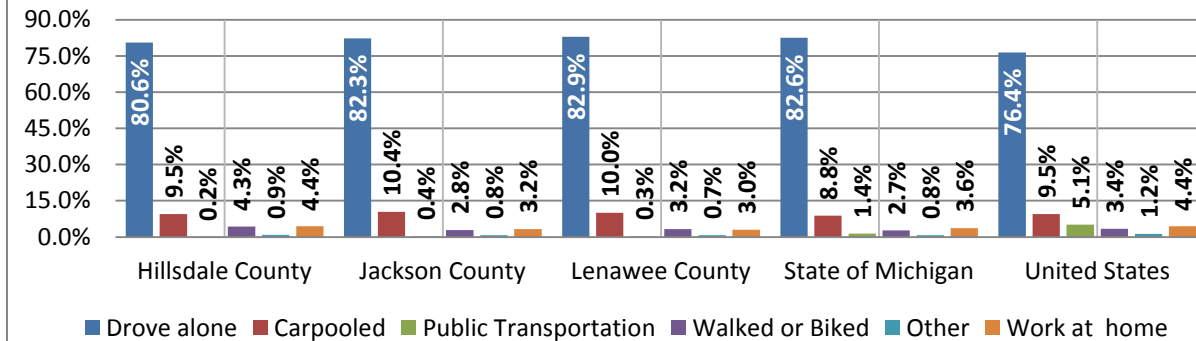


Figure 3 focuses on the means of transportation to work. “Drove alone” is the most popular means of transportation. The counties of Hillsdale (80.6%), Jackson (82.3%), and Lenawee (82.9%) all had higher percentages of commuters who “drove alone” than the National average (76.4%). Hillsdale County (4.3%) had a greater percent of commuters who “walked or biked” to work than Jackson County (2.8%), Lenawee County (3.2%), the entire State (2.7%), and the Nation (3.4%).

### Educational Attainment

Figure 4 provides the percentage of people 25 years and older who had obtained a high school education or higher in each of the three counties for the years 2010 and 2015 (estimated). In 2015, an estimated 86.8% of the Hillsdale population aged 25 years and older had achieved at least a high school diploma. In Jackson County and Lenawee County, an estimated 89.8% of persons 25 and above held at least a high school diploma. Jackson and Lenawee counties have experienced an estimated increase in educational attainment by nearly two percentage points during the five-year period from 2010-2015. Hillsdale County (86.8%) experienced an estimated less than 1% increase in educational attainment while remaining just above the national average (86.7%).

**Figure 4  
High School Diploma | 2010-2015  
Includes Equivalency**

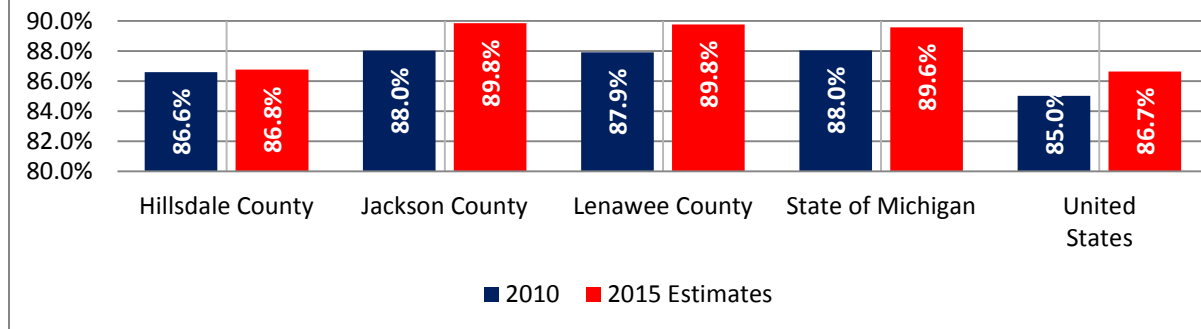
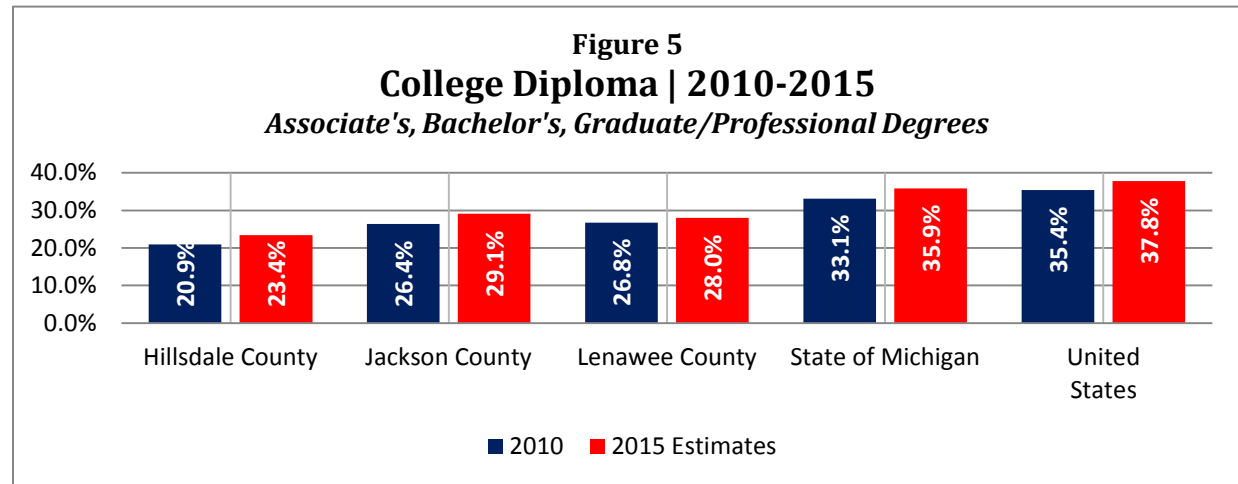




Figure 5 provides the percentage of persons aged 25 years and older who have obtained at least a Bachelor’s Degree in 2010 and 2015 (estimated). In Lenawee County, an estimated 28% of the population had a Bachelor’s Degree or higher in 2015. In Jackson County, an estimated 29.1% of the population held at least a Bachelor’s Degree, while in Hillsdale County, an estimated 23.4% had earned at least a Bachelor’s Degree. In all three counties, the estimated totals for 2015 represent an improvement in educational attainment from 2010.



### Per Capita Income

Table 9 provides data on the level of per capita income for the years 2010 and 2015 (estimated). Per capita income was highest in Jackson County in 2015 at an estimated \$23,377. Lenawee County per capita income was just below that at an estimated \$23,252 while Hillsdale County per capita income was an estimated \$21,291. Per capita incomes increased in each county from 2010 to 2015 with the greatest change in Jackson County where income increased an estimated 6.5%. Per capita income in Hillsdale increased an estimated 6.4% and an estimated 3.2% in Lenawee County. Meanwhile, income in the State of Michigan and the United States increased at estimated rates of 5.9% and 5.8%, respectively.

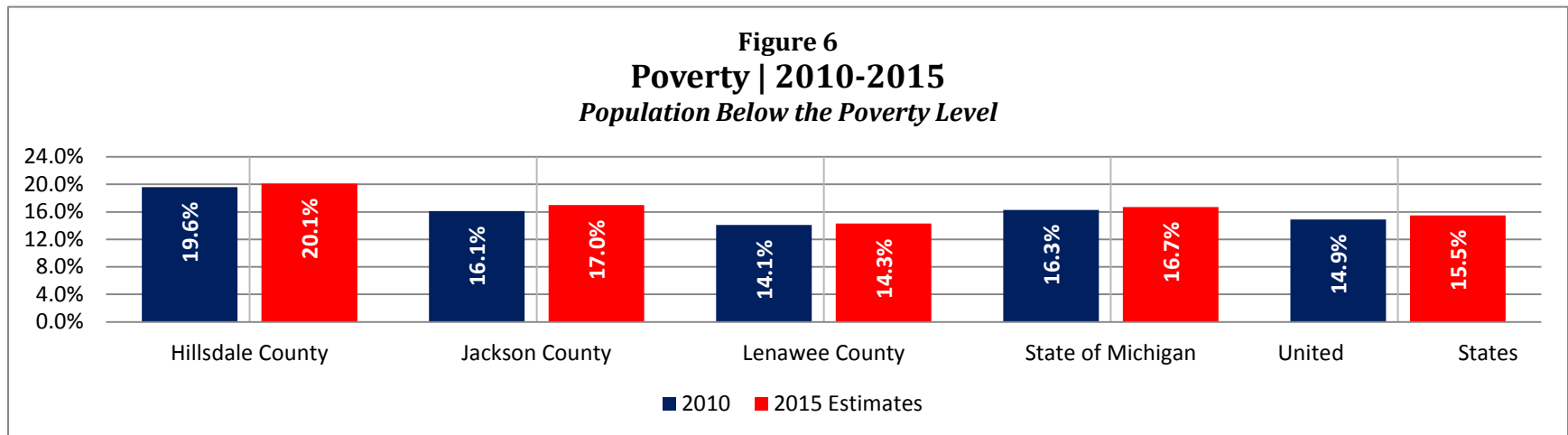
**Table 9  
Per Capita Income | 2010-2015**

	2010	2015 (estimated)	Change	% of Change 2010-2015
Hillsdale County	\$20,006	\$21,291	\$1,285	6.4%
Jackson County	\$21,947	\$23,377	\$1,430	6.5%
Lenawee County	\$22,529	\$23,252	\$723	3.2%
State of Michigan	\$25,135	\$26,607	\$1,472	5.9%
United States	\$27,334	\$28,930	\$1,596	5.8%

Sources: 2010 & 2015 American Community Survey estimates

## Poverty

A poor economy in Michigan has led to increasing poverty levels<sup>3</sup>. Figure 6 provides a comparison of the percentage of persons below the poverty level in the years 2010 and 2015 (estimated) for Hillsdale, Jackson, and Lenawee counties. In 2015 the poverty level was highest in Hillsdale County at an estimated 20.1%, followed by Jackson County at an estimated 17%, and Lenawee County at an estimated 14.3%. By comparison, the poverty level for the State of Michigan was an estimated 16.7% in 2015.



## 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.

<sup>3</sup> According to the American Community Survey, "Following the Office of Management and Budget's (OMB's) Directive 14, the Census Bureau uses a set of money income thresholds that vary by family size and composition to determine who is in poverty. If the total income for a family or unrelated individual falls below the relevant poverty threshold, then the family (and every individual in it) or unrelated individual is considered in poverty."

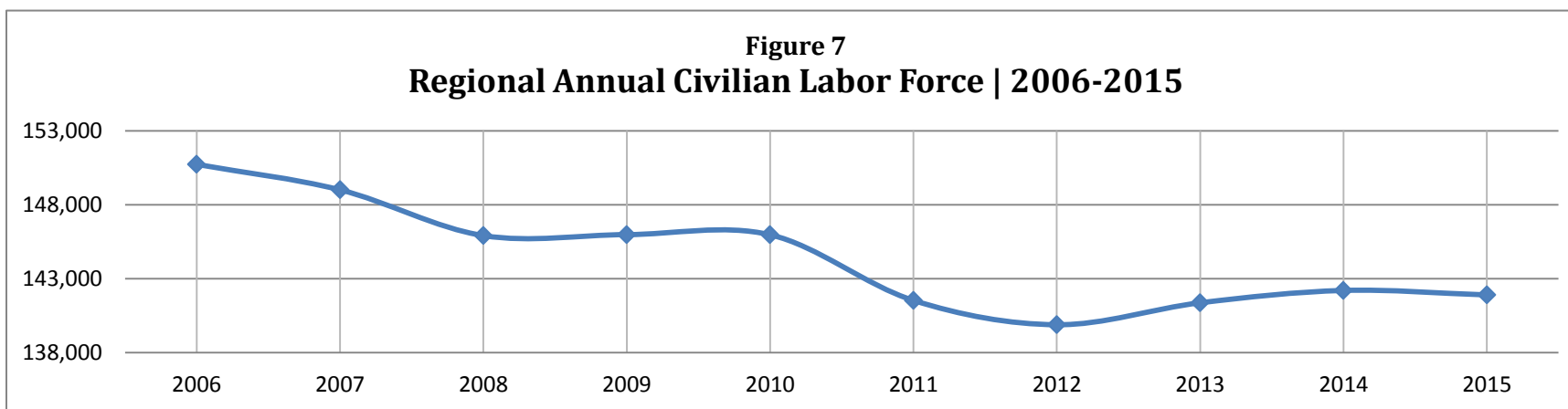
Table 10 provides data regarding the civilian labor force for each of the three counties in the Region 2 Area, and Figure 7 shows the trend for the Region as a whole on an annual basis between 2006 and 2015. Table 11 and Figure 8 provide the civilian labor force for each of the three counties and the Region on a monthly basis in 2015.

**Table 10**  
**Annual Civilian Labor Force | 2006-2015**

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	'06-'15 Change
Hillsdale County	22,385	21,781	20,879	20,987	21,487	20,651	20,512	20,675	20,598	20,918	-1,467
Jackson County	78,168	77,563	76,407	76,509	74,673	72,614	71,747	72,699	73,362	73,043	-5,125
Lenawee County	50,177	49,663	48,629	48,487	49,811	48,269	47,631	47,999	48,248	47,944	-2,233
Region 2 Area	150,730	149,007	145,915	145,983	145,971	141,534	139,890	141,373	142,208	141,905	-8,825

Source: Michigan Department of Technology, Management and Budget

**Figure 7**  
**Regional Annual Civilian Labor Force | 2006-2015**



Between 2010 and 2015, the civilian labor force declined in each of the three counties with the largest numerical decrease in Jackson County where 5,125 people left the labor force—a decline of 6.6%. Hillsdale County’s civilian labor force declined by 1,467 workers—a decrease of 6.5%. Lenawee County’s civilian labor force declined by 2,233—a decrease of 4.5%.

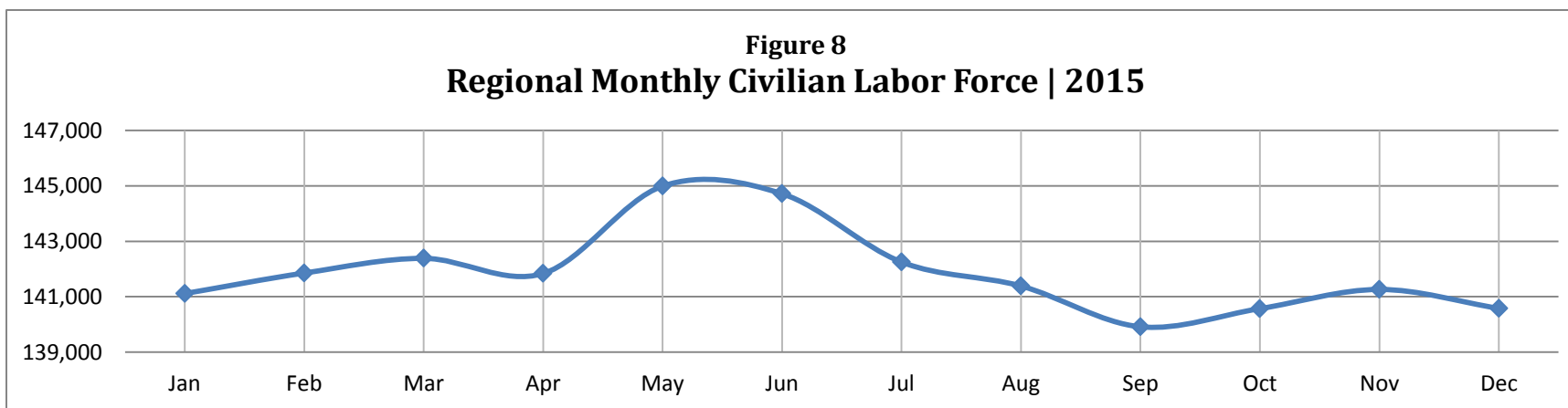
The decline in civilian labor force showed signs of stabilization between 2012 and 2014, with a small increase in all three counties. Between 2012 and 2014, the number of people in the workforce increased Regionally by 2,318 workers. In 2015, the size of the labor force experienced a slight decline from 2014 in the counties of Jackson and Lenawee as well as the Region as a whole. The size of the labor force increased by 320 workers in Hillsdale over the year while the size in Jackson, Lenawee, and Regional labor force decreased by 319 workers, 304 workers, and 303 workers, respectively. Regional monthly labor force data in 2015 indicate that the number of workers was highest between May and July, with the peak occurring in May.

**Table 11**  
**Monthly Civilian Labor Force | 2015**

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan-Dec Change
Hillsdale County	20,739	20,791	20,975	20,696	21,486	21,614	21,119	20,904	20,695	20,683	20,698	20,608	-131
Jackson County	73,179	73,211	73,381	73,472	74,634	74,598	73,495	72,859	71,649	71,792	72,385	71,861	-1,318
Lenawee County	47,195	47,851	48,028	47,669	48,868	48,501	47,636	47,623	47,571	48,095	48,179	48,109	914
Region 2 Area	141,113	141,853	142,384	141,837	144,988	144,713	142,250	141,386	139,915	140,570	141,262	140,578	-535

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

**Figure 8**  
**Regional Monthly Civilian Labor Force | 2015**



## Employment

Figure 9 illustrates the decrease in the number of employed persons in the Region during the 2006-2015 time period. Employment also declined over the 10-year period in each of the 3 counties. Table 12 shows that the numerical decline was greatest in Jackson County at -3,025, followed by Hillsdale County with a decline of -732, and a loss of -720 in Lenawee County. The greatest percentage loss in number of employed persons was in Jackson County where the employment level declined by -4.2%. During the same period, employment fell by -1.5% in Lenawee County and by -3.5% Hillsdale County. Employment also decreased -3.2% Region-wide. The decline in employment rates also showed a stabilization trend from 2011 to 2015.

**Table 12**  
**Annual Employed Persons | 2006-2015**

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	'06-'15 Change
Hillsdale County	20,589	19,866	18,754	17,345	18,577	18,454	18,631	18,828	19,158	19,857	-732
Jackson County	72,349	71,629	70,110	66,125	65,546	65,424	65,609	66,665	68,481	69,324	-3,025
Lenawee County	46,363	45,710	43,910	40,951	43,318	43,261	43,626	44,206	45,136	45,643	-720
Region 2 Area	139,301	137,205	132,774	124,421	127,441	127,139	127,866	129,699	132,775	134,824	-4,477

Source: Michigan Department of Technology, Management and Budget

**Figure 9**  
**Regional Annual Employment | 2006-2015**

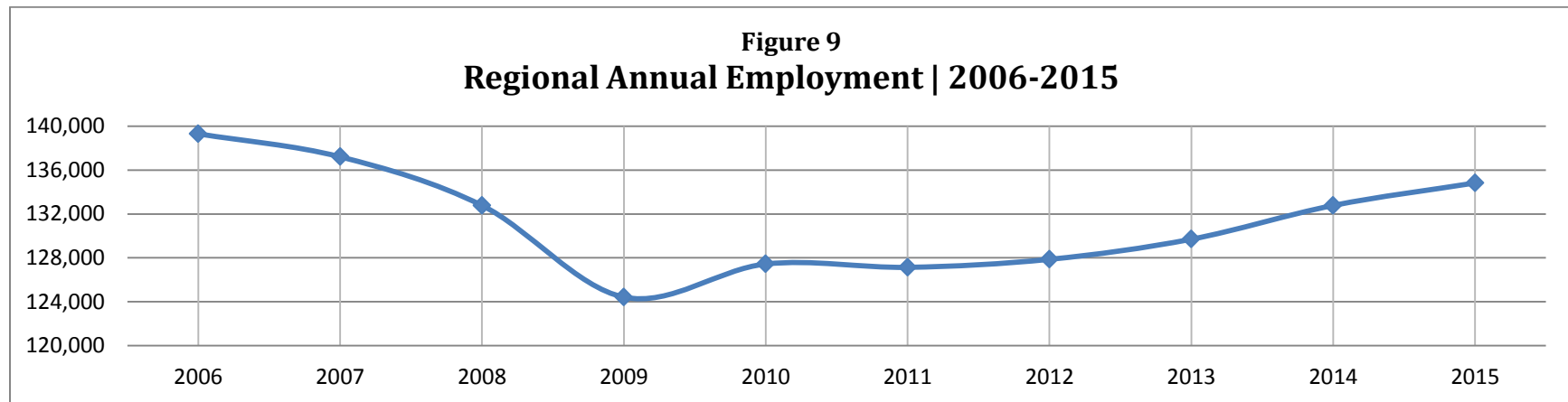


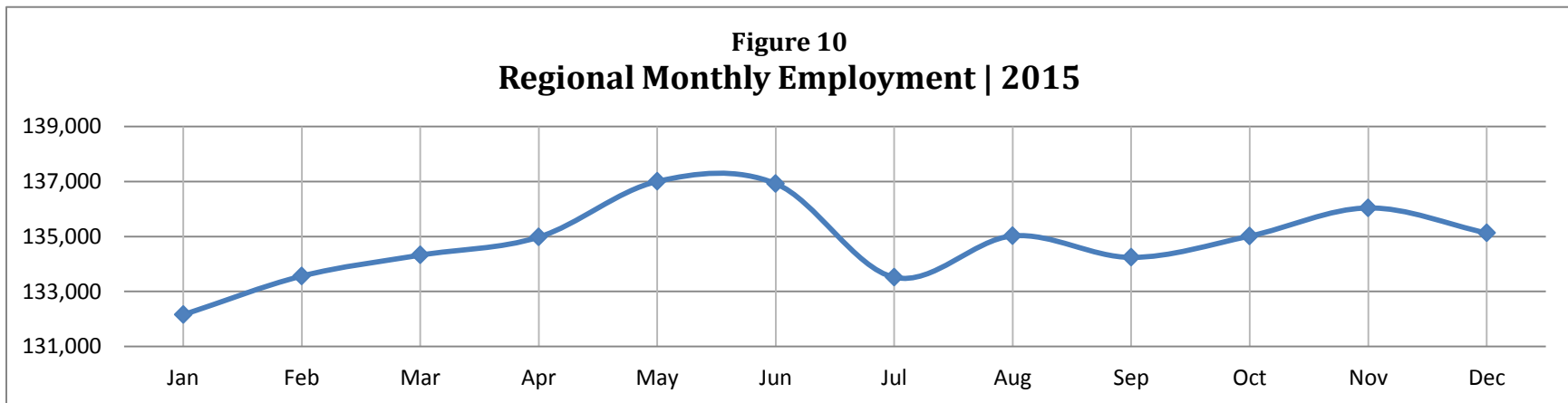
Table 13 and Figure 10 provide monthly employment estimates in 2015 for the 3 counties and the Region overall. During the year, employment increased in each of the counties with the largest gain in Lenawee County at 2,169, followed by Hillsdale County at 406, and Jackson County at 396. Regional employment increased by 2,971 in 2015. On a percentage basis, employment increased at the highest rate in Lenawee County at 4.9%, followed by Hillsdale County and Jackson County at 2.1% and 0.6%, respectively. For the Region overall, the employment total increased by 2.2%. Data through December of 2015 shows a continued trend of increasing employment. Employment levels had increased in each county and Regional employment stood at 135,126 – far below the 10-year annual peak of 139,301 in 2006, but trending in a favorable direction.

**Table 13**  
**Monthly Employment by County | 2015**

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan-Dec Change
Hillsdale County	19,392	19,581	19,749	19,665	20,276	20,438	19,809	19,947	19,859	19,864	19,900	19,798	406
Jackson County	68,562	68,841	69,206	69,883	70,430	70,491	68,871	69,499	68,647	68,894	69,609	68,958	396
Lenawee County	44,201	45,138	45,366	45,429	46,294	45,991	44,835	45,575	45,733	46,256	46,528	46,370	2,169
Region 2 Area	132,155	133,560	134,321	134,977	137,000	136,920	133,515	135,021	134,239	135,014	136,037	135,126	2,971

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

**Figure 10**  
**Regional Monthly Employment | 2015**



## Unemployment

Table 14 and Figure 11 provide unemployment data on an annual basis for the period from 2006 to 2015. Table 14 indicates a spike of 21,562 unemployed workers in 2009, a 60% increase from 2008. Since then unemployment has gradually decreased, with an average annual low of 7,081 workers in 2015.

**Table 14**  
**Annual Unemployed Persons | 2006-2015**

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	'06-'15 Change
Hillsdale County	1,796	1,915	2,125	3,642	2,910	2,197	1,881	1,847	1,440	1,061	-735
Jackson County	5,819	5,934	6,279	10,384	9,109	7,190	6,138	6,034	4,881	3,719	-2,100
Lenawee County	3,814	3,953	4,719	7,536	6,493	5,008	4,005	3,793	3,112	2,301	-1,513
Region 2 Area	11,429	11,802	13,123	21,562	18,512	14,395	12,024	11,674	9,433	7,081	-4,348

Sources: Michigan Department of Technology, Management and Budget

**Figure 11**  
**Regional Unemployment | 2006-2015**

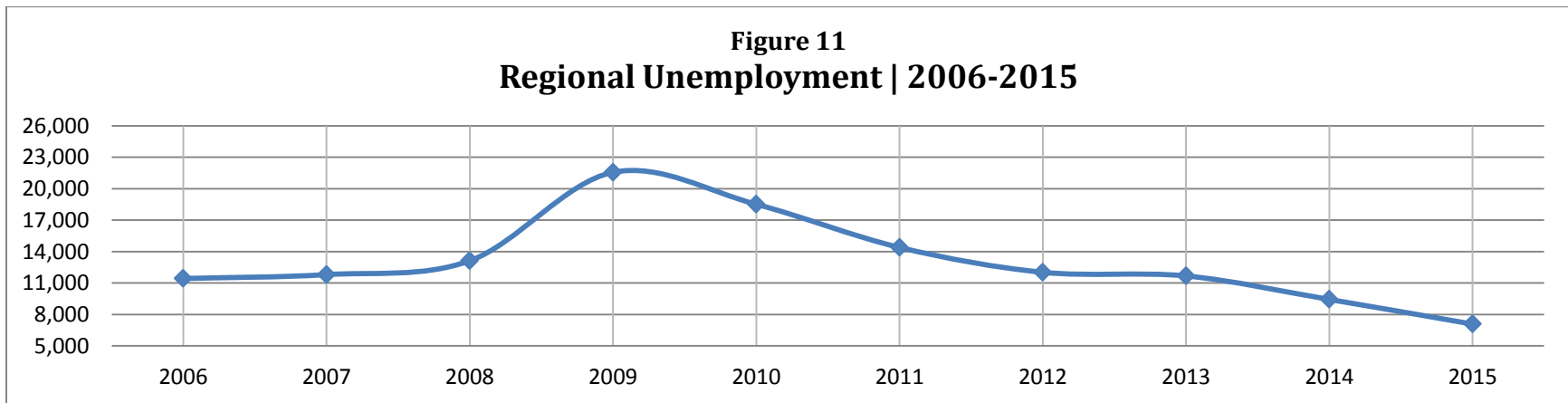


Figure 12 shows that the Regional unemployment rate increased between 2006 and 2015, reaching a peak of 14.8%. Hillsdale County had the highest level of unemployment at 17.4%—a significant increase above the 2006 level of 8%. The rate in Lenawee County increased from 7.6% in 2006 to 15.5% in 2009. Jackson County had the lowest level of unemployment at 13.6%, still much higher than the 2006 rate of 7.4%. Since 2009, the unemployment rate has declined in all three counties. The average annual unemployment rate for the Region in 2015 was 5%. County unemployment rates in 2015 ranged from a high of 5.1% in Hillsdale and Jackson counties to 5.8% in Lenawee County.

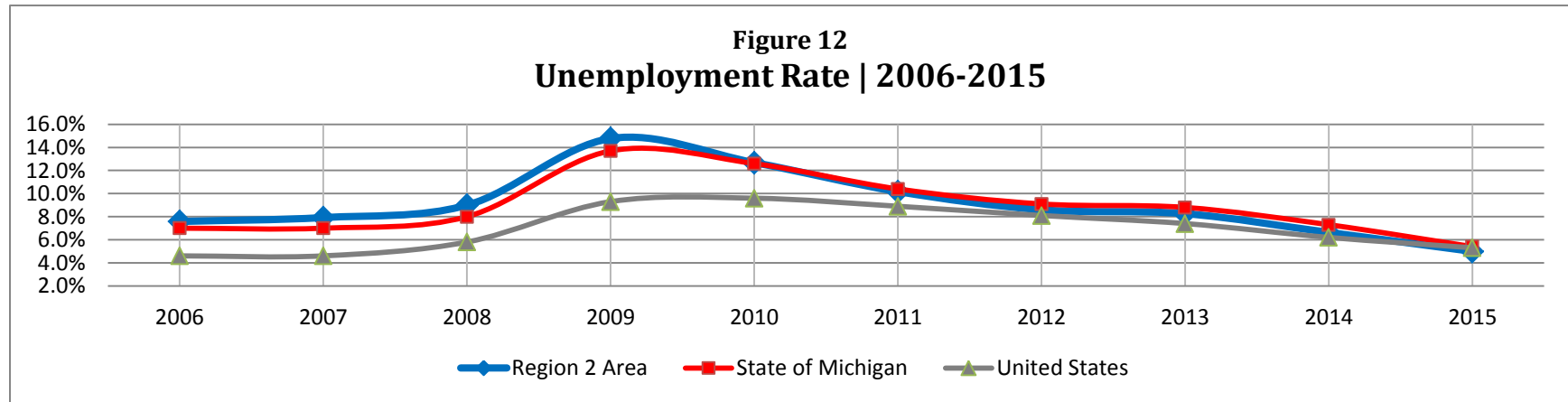


Table 15 and Figures 13 and 14 provide the monthly Regional unemployment rate for 2015. The data shows that the unemployment rate continued its decline throughout the year. In January, the unemployment rate stood at 6.3% in the Region. The rate increased in July when it was 6.1% and decreased to a low of 3.7% in November.

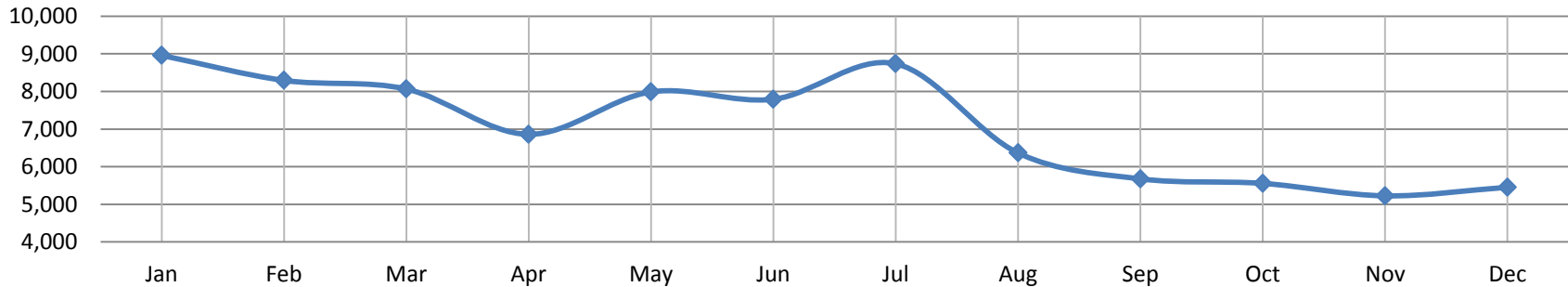
**Table 15**  
**Monthly Unemployment | 2015**

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Change
Hillsdale County	1,347	1,210	1,226	1,031	1,210	1,176	1,310	957	836	819	798	810	-537
Jackson County	4,617	4,370	4,175	3,589	4,204	4,107	4,624	3,360	3,002	2,898	2,776	2,903	-1,714
Lenawee County	2,994	2,713	2,662	2,240	2,574	2,510	2,801	2,048	1,838	1,839	1,651	1,739	-1,255
Region 2 Area	8,958	8,293	8,063	6,860	7,988	7,793	8,735	6,365	5,676	5,556	5,225	5,452	-3,506

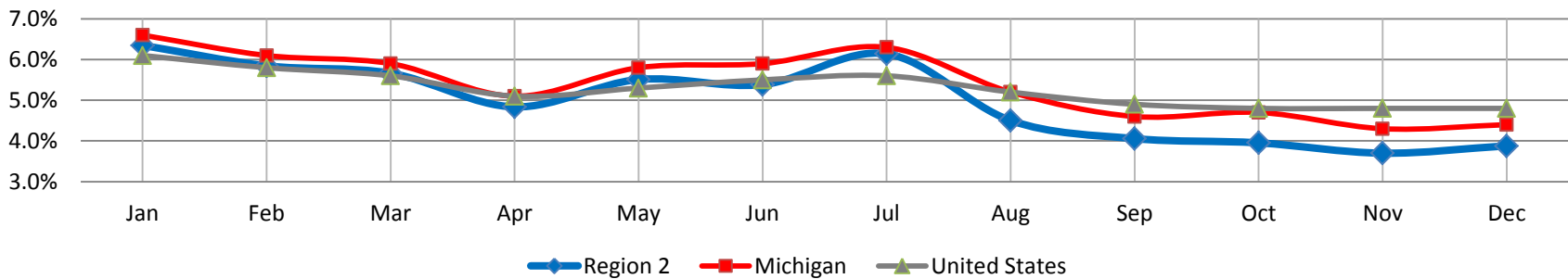
Source: Michigan Dept. of Technology, Management and Budget (DTMB)



**Figure 13**  
**Regional Monthly Unemployment | 2015**



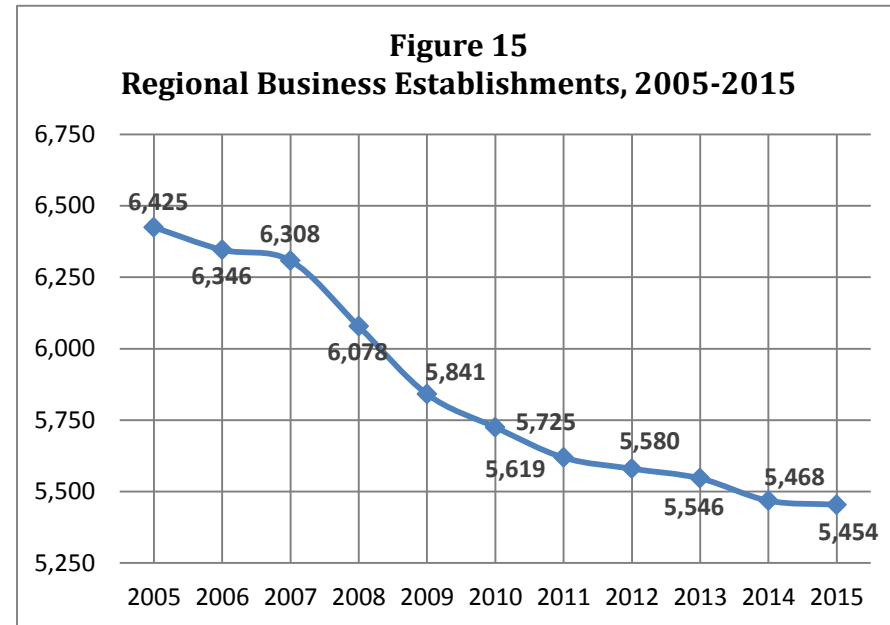
**Figure 14**  
**Monthly Unemployment Rate | 2015**



## Employment by Industry Sector

According to data from the U.S. Census Bureau, the number of businesses in the Region decreased by 971 during the 2005-2015 time period, dropping to 5,454 establishments (Figure 15). For the first few years of the twenty-first century, the trend was stable or increasing, however, a trend of decline began in 2002 and this trend became more precipitous from 2007 to 2011. Since then the number of business establishments in the Region are still declining, but at a slower rate.

Table 16 shows the trends in the number of Regional business establishments by category from 2005-2015. The number of businesses that declined in most sectors reflects the overall loss of 971 establishments during the 11-year period. Gains were seen in 2 sectors: Educational Services and Information. On a percentage basis, Educational Services increased by 15.8% and Information by 26.3%. However, all of the other 18 sectors saw declines in the number of establishments. By percentage, the mining, quarrying, and oil and gas extraction sector declined at the highest rate (-52.9%), although this sector contained relatively few establishments. The agriculture, forestry, fishing, and hunting sector also declined at a high rate (-22.2%), but contained even fewer businesses. Arts, entertainment, and recreation sector establishments decreased by -11.7%. The most significant declines occurred in the following sectors: construction (-37.5%); management of companies and enterprises (-26.2%); utilities (-21.1%); manufacturing (-19.1%); real estate, rental, and leasing (-18.2%); other services (except public administration) (-16.4%); retail trade (-16.2%); administration and support and waste management (-14.5%); and wholesale trade (-9.2%). The remaining sectors decreased by less than -10% during the 10-year period, while finance and insurance; and professional, scientific and technical services sectors decreased by less than -3%.



**Table 16  
Regional Business Establishments by Industry, 2005-2015**

Industry Sector	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	'05-'15 Change
Agriculture, forestry, fishing, hunting	9	9	10	11	7	6	7	7	7	6	7	-2
Mining, quarrying, and oil and gas extraction	17	22	19	15	15	12	10	10	8	8	8	-9
Utilities	19	18	18	20	18	20	20	16	18	17	15	-4
Construction	741	707	659	591	521	508	490	484	481	464	463	-278
Manufacturing	549	529	526	511	486	476	473	474	458	445	444	-105
Wholesale trade	283	281	281	275	261	257	258	258	259	259	257	-26
Retail trade	1,087	1,066	1,069	1,029	1,015	977	960	968	958	932	911	-176
Transportation and warehousing	167	168	168	144	140	140	143	143	147	144	154	-13
Information	76	81	88	81	75	81	71	71	81	109	96	20
Finance and insurance	351	342	374	370	344	328	339	339	337	333	322	-29
Real estate and rental and leasing	214	212	211	197	184	172	169	169	170	175	175	-39
Professional, scientific, and technical services	401	407	413	418	396	405	381	384	383	374	392	-9
Management of companies and enterprises	42	38	45	43	41	38	32	41	33	32	31	-11
Administration and support and waste management	262	278	247	233	237	229	224	217	222	229	224	-38
Educational services	38	46	46	46	44	45	48	48	44	42	44	6
Health care and social assistance	747	751	743	743	737	723	707	689	681	668	667	-80
Arts, entertainment, and recreation	111	107	128	120	111	113	113	108	108	104	98	-13
Accommodation and food services	533	535	548	532	535	512	524	512	515	504	491	-42
Other services (except public administration)	752	715	703	687	657	660	640	635	630	613	629	-123
Industries not classified	26	34	12	12	17	23	10	7	6	10	26	n/a

Source: County Business Patterns, US Census Bureau

## Employer Demand by Occupational Groups

The Workforce Intelligence Network for Southeast Michigan (WIN) tracks employment numbers by occupational group for Hillsdale-Lenawee Counties and Jackson County. The source of the data regarding number of employees comes to WIN from the Bureau of Labor Statistics, U.S. Department of Labor, via WIN’s vendor, EMSI.

### Hillsdale-Lenawee Counties

As of the second quarter of 2016, the top occupational groups for Hillsdale-Lenawee Counties were: (1) Health Care, with 33.3% of those jobs; (2) Skilled Trades & Technicians (Manufacturing Focused), with 30.0% of those jobs; (3) Agriculture, with 25.0% of those jobs; (4) Business & Finance, with 8.8% of those jobs; and (5) Informational Technology, with 3.0% of those jobs.

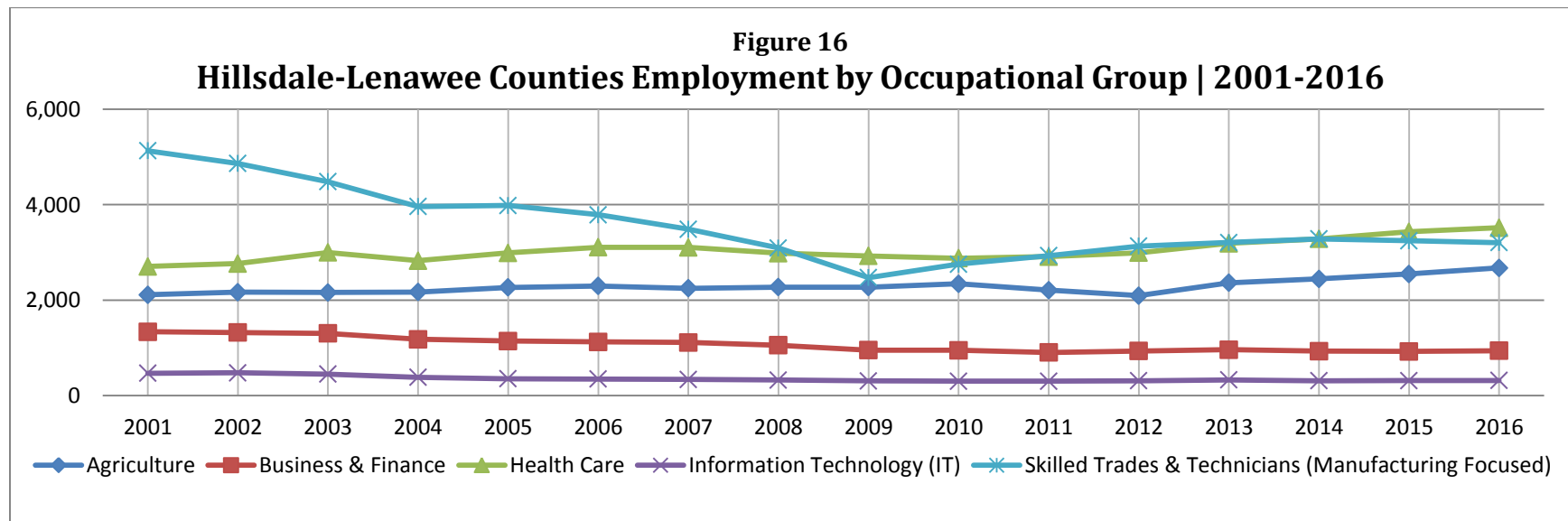


Figure 16 and Table 17 show that the Skilled Trades and Technicians (Manufacturing Focused) occupational group experienced the most significant decrease (-37.5%) in Hillsdale-Lenawee Counties between 2001 and 2016. The Information Technology (IT) and Business & Finance occupational groups also experienced significant decreases (-31.8% and -29.8%, respectively). Conversely, the Health Care occupational group experienced the most significant increase (31.6%) in the 2-county area during that time period. The Agricultural occupational group also experienced a significant increase (26.6%).

**Table 17**  
**Hillsdale-Lenawee County Employment Over Time**

Industry	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	Change
Agriculture	2,114	2,167	2,161	2,169	2,268	2,298	2,249	2,272	2,273	2,341	2,210	2,094	2,363	2,446	2,548	2,676	562
Business & Finance	1,339	1,322	1,305	1,179	1,144	1,127	1,114	1,055	954	950	905	936	962	931	926	940	-399
Health Care	2,706	2,766	3,000	2,828	2,991	3,109	3,104	2,985	2,926	2,877	2,912	2,993	3,189	3,285	3,431	3,561	855
Information Technology (IT)	468	477	451	384	355	348	338	326	309	304	302	312	331	313	316	319	-149
Skilled Trades & Technicians (Manufacturing Focused)	5,131	4,864	4,481	3,692	3,983	3,790	3,485	3,092	2,474	2,753	2,932	3,133	3,208	3,284	3,243	3,205	-1,926

Source: Workforce Intelligence Network (WIN) for Southeast Michigan

### Jackson County

As of the second quarter of 2016, the top occupational groups for Jackson County were: (1) Health Care, with 39.3% of those jobs; (2) Skilled Trades & Technicians (Manufacturing Focused), with 27.5% of those jobs; (3) Energy, with 16.1% of those jobs; (4) Agriculture, with 11.8% of those jobs; and (5) Information Technology (IT), with 5.4% of those jobs.

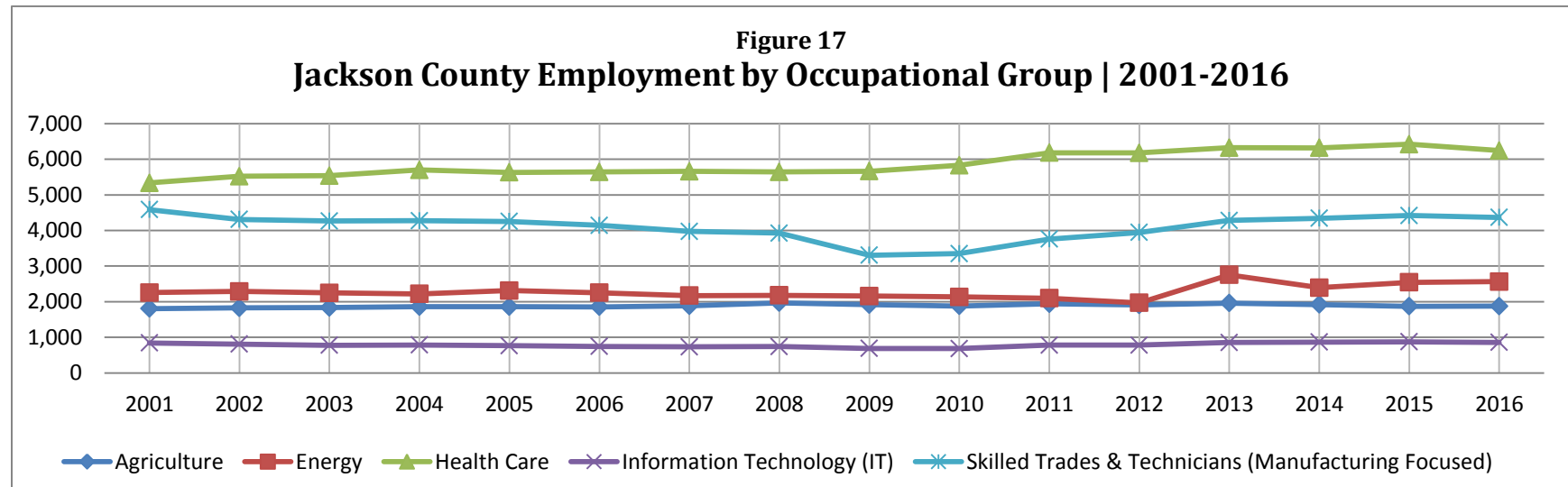


Figure 17 and Table 18 show that the Skilled Trades and Technicians (Manufacturing Focused) occupational group experienced the most significant decrease (-4.7%) in Jackson County between 2001 and 2016. Conversely, the Health Care occupational group experienced the most significant increase (17.1%) in the county during that time period. The Energy occupational group also experienced a significant increase (13.8%). The Agricultural (3.8%) and Information Technology (IT) (2.0%) occupational groups experienced small increases.

**Table 18**  
**Jackson County Employment Over Time**

Industry	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	Change
Agriculture	1,805	1,826	1,836	1,858	1,860	1,853	1,881	1,967	1,917	1,879	1,941	1,909	1,960	1,919	1,869	1,873	68
Energy	2,254	2,290	2,249	2,219	2,313	2,250	2,171	2,180	2,159	2,135	2,096	1,969	2,753	2,393	2,545	2,565	311
Health Care	5,335	5,521	5,537	5,701	5,630	5,644	5,659	5,644	5,665	5,828	6,184	6,177	6,323	6,322	6,422	6,245	910
Information Technology (IT)	841	808	775	783	763	743	732	740	688	682	779	782	854	866	872	858	17
Skilled Trades & Technicians (Manufacturing Focused)	4,586	4,310	4,264	4,274	4,252	4,144	3,972	3,926	3,305	3,348	3,758	3,944	4,281	4,344	4,418	4,369	-217

Source: Workforce Intelligence Network (WIN) for Southeast Michigan

## Chapter VI

# Action Plan & Evaluation Framework

This chapter provides the SWOT analysis for the Region 2 Area; the CEDS mission statement; goals, strategies, and an action plan; and a listing of economic development project types endorsed by the CEDS Steering Committee.

### SWOT Analysis

As a preliminary step toward mission and goal development, the CEDS Steering Committee participated in a SWOT analysis in order to identify the Region’s Strengths, Weaknesses, Opportunities and Threats (SWOT). The results of this effort are provided in Table 19 of this chapter.

**Table 19**  
**Strengths, Weaknesses, Opportunities, and Threats**

Strengths	
<ul style="list-style-type: none"> <li>● Intermodal transportation               <ul style="list-style-type: none"> <li>○ Access to major airports: <i>Detroit Metropolitan Wayne County Airport, Willow Run Airport, and Toledo Express Airport</i></li> <li>○ A general aviation airport in each county: <i>Jackson County Airport-Reynolds Field, Lenawee County Airport, and Hillsdale Municipal Airport</i></li> <li>○ Access to major ports: <i>Port of Monroe and Toledo-Lucas County Port Authority</i></li> <li>○ Rail transit is available in Jackson County: <i>Amtrak’s Wolverine® line</i></li> <li>○ Excellent road network, including Interstate 94 (in Jackson County)</li> </ul> </li> <li>● Quality of life               <ul style="list-style-type: none"> <li>○ Family-oriented communities</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>○ Affordable cost of living</li> <li>○ Attractive and unique tourism assets</li> <li>○ Bountiful recreation resources and facilities</li> <li>○ Good health care available</li> <li>○ Historic Downtowns</li> <li>● Infrastructure and natural resources               <ul style="list-style-type: none"> <li>○ Ample energy capacity</li> <li>○ Abundant natural resources</li> <li>○ Plentiful groundwater</li> <li>○ Infrastructure capacity is available for industry</li> <li>○ Quality sites are available for development and redevelopment</li> </ul> </li> <li>● Education               <ul style="list-style-type: none"> <li>○ Within one hour of 21 colleges and universities</li> </ul> </li> </ul>

*(continued)*

**Table 19 (continued)**  
**Strengths, Weaknesses, Opportunities, and Threats**

<b>Strengths (continued)</b>	
<ul style="list-style-type: none"> <li>○ A four-year educational institution in each county: <i>Hillsdale College, Spring Arbor College, Adrian College, and Siena Heights University</i></li> <li>○ Jackson College has a presence in each county, with campus housing in Jackson</li> <li>○ Entrepreneurial programs are available in area colleges</li> <li>○ Strategic location: <i>proximity to several major metropolitan areas, including Ann Arbor, Chicagoland, Metro Detroit, and Lansing</i></li> <li>● Workforce and economy               <ul style="list-style-type: none"> <li>○ Strong manufacturing workforce</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>○ Workforce with technological skills</li> <li>○ Workforce training is available</li> <li>○ Business incubators are available</li> <li>○ Pro-business attitude</li> <li>○ Competitive cost of doing business</li> <li>○ Presence of Foreign Trade Zones</li> <li>○ Overall Regional economic diversity</li> <li>○ Several employers received nationally recognized work/life balance awards</li> <li>○ Abundant agricultural resources</li> </ul>
<b>Weaknesses</b>	
<ul style="list-style-type: none"> <li>● Region lacks widespread high-speed broadband access</li> <li>● Workforce training               <ul style="list-style-type: none"> <li>○ Need for more post-secondary educational attainment of the general population: <i>certificate programs; associate, undergraduate, and graduate degrees; and other training programs</i></li> <li>○ Inadequate funding for workforce training</li> <li>○ Additional trained workforce is essential</li> </ul> </li> <li>● Existing industrial building stock is largely obsolete</li> <li>● Limited access to technology</li> </ul>	<ul style="list-style-type: none"> <li>● Lack of food processing manufacturing</li> <li>● Capital is limited for business development and expansion</li> <li>● Public transportation limitations</li> <li>● Limited housing options (i.e. the missing middle)</li> <li>● Lack of succession planning</li> <li>● Need to sustain and expand mental health care programs and facilities</li> <li>● Limited resources for the support of existing businesses</li> <li>● Lack of resources for roadway improvements that will aid commerce</li> </ul>

*(continued)*



**Table 19 (continued)**  
**Strengths, Weaknesses, Opportunities, and Threats**

<b>Opportunities</b>	
<ul style="list-style-type: none"> <li>● Lakes and rivers, other natural resources, and expanding recreation opportunities (e.g., parks, terrestrial and aquatic non-motorized trails, etc.) to attract visitors, new residents, and new businesses</li> <li>● Initiatives               <ul style="list-style-type: none"> <li>○ All levels of government recognize the need for economic development</li> <li>○ Economic development organizations are established and active in each county and are members of the Greater Ann Arbor Region</li> <li>○ Collaborative opportunities with nearby research institutions</li> <li>○ State-designated SmartZones offer business acceleration services</li> <li>○ Provide resources for workforce development strategies</li> <li>○ Opportunities for brownfield redevelopment</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>○ Aggregation of community capital and local investment</li> <li>○ Entrepreneurial expansion</li> <li>● Variety               <ul style="list-style-type: none"> <li>○ Evolution of automotive technologies</li> <li>○ Region is well positioned to attract and expand manufacturing</li> <li>○ Diversify agriculture through value-added production</li> <li>○ Regional health care enhancement</li> <li>○ Placemaking projects improve quality of life and aid in economic development</li> </ul> </li> <li>● Keep intermodal transportation safety infrastructure current</li> <li>● Encourage better integration of the STEAM (Science, Technology, Engineering, the Arts, and Math) system into educational opportunities</li> <li>● Encourage the use of Smart Growth principles and LEED (Leadership in Energy and Environmental Design) certification</li> </ul>

*(continued)*

**Table 19 (continued)**  
**Strengths, Weaknesses, Opportunities, and Threats**

Threats	
<ul style="list-style-type: none"> <li>● Manufacturing Threats               <ul style="list-style-type: none"> <li>○ Manufacturing jobs continue to be lost to technology as well as workforce challenges</li> <li>○ Auto-centric manufacturing</li> </ul> </li> <li>● Infrastructure Threats: <i>Institutions and Utilities</i> <ul style="list-style-type: none"> <li>○ Inadequate public transportation and other infrastructure</li> <li>○ Varied capacities of municipal governments impact economic development efforts</li> <li>○ Inadequate quantity of development-ready and redevelopment ready land</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Deterioration of the roadway network</li> <li>● Funding Threats               <ul style="list-style-type: none"> <li>○ Insufficient funding for economic development agencies</li> <li>○ Unbalanced distribution of state funding for all local governments</li> <li>○ Insufficient education and training funding</li> <li>○ Threat of reduced federal funding</li> </ul> </li> <li>● Social Threats               <ul style="list-style-type: none"> <li>○ Impacts of drug use on the population</li> <li>○ Challenges to public education</li> </ul> </li> </ul>

The CEDS Steering Committee was able to identify much strength in the Region due to a variety of factors: its strategic location; a multimodal transportation network, other infrastructure, and natural resources; the existing educational system (i.e., primary, secondary, and post-secondary); and a strong workforce and solid economy. Various opportunities that can enhance those strengths were also identified: natural amenities; various initiatives that can be taken advantage of; a variety of potential economic opportunities (i.e., expanded manufacturing, including automotive technologies; diversification in value-added agriculture; enhanced regional health care; and placemaking); as well as evolution in education and infrastructure (i.e., STEAM and LEED). However, in order to increase the economic resiliency of the Region, the Committee also looked at potential weaknesses and threats. Weaknesses and threats identified include: a lack of widespread high-speed broadband access; impediments to workforce training; threats to manufacturing (i.e., an auto-centric focus, jobs lost to technology, and workforce challenges); infrastructure threats (i.e., a largely obsolete industrial building stock, varied municipal governmental capacities and a lack of development-ready land); insufficient funding leading to limited investment (i.e., capital, public transportation, roadway improvements, business support, and housing options); and the need for additional mental health care.

## Mission Statement

The mission statement is the general guiding principal for the 2017-2021 edition of the *Region 2 Planning Commission Comprehensive Economic Development Strategy*:

*To produce an environment that encourages the creation of jobs, promotes education, fosters community development (including placemaking, quality of life, and infrastructure), and advances business development to compete in a global environment.*

## Action Plan

The action plan is based upon goals, which represent a vision for the future of the Region, and the strategies which are more specific means to achieve that vision (see Table 20). The action plan also provides implementation measures to achieve CEDS strategies, including performance measures which will be used to determine progress over time.

**Table 20  
Action Plan & Evaluation Framework**

<b>Goal 1:</b>	<b>Encourage collaborative economic partnerships to promote innovation and entrepreneurship</b>
<b>Strategy A:</b>	<b>Proactively collaborate to advance the Mission Statement and Goals &amp; Strategies of the CEDS</b>
Why:	Collaboration is needed to align the Region’s communities and citizens with their prime opportunities
Action(s):	1. Schedule quarterly meetings of the CEDS Steering Committee 2. Utilize other economic development processes and networks (e.g., EDA, RPI Region 9, county EDOs, etc.)
Responsibility:	The CEDS Steering Committee and regional Economic Development Organization (EDO) partners and staffs
Timeframe:	Short-term and ongoing
Resources:	Established Economic Development Organizations (EDOs)
Performance Measure(s):	1. Number of meetings and events held each year 2. Variety of organizations who attended meetings and events each year
<b>Strategy B:</b>	<b>Consistently track and re-evaluate progress in achieving CEDS Goals &amp; Strategies</b>
Why:	It is important to track goals and strategies in order to evaluate progress towards their achievement and to make adjustments as needed

(continued)

**Table 20 (continued)**  
**Action Plan & Evaluation Framework**

<b>Goal 1 (continued):</b>	<b>Encourage collaborative economic partnerships to promote innovation and entrepreneurship</b>
<b>Strategy B (continued):</b>	<b>Consistently track and re-evaluate progress in achieving CEDS Goals &amp; Strategies</b>
Action(s):	Make adjustments to the CEDS goals and strategies, as needed
Responsibility:	The CEDS Steering Committee and regional Economic Development Organization (EDO) partners and staffs
Timeframe:	Short-term and ongoing
Resources:	Established Economic Development Organizations (EDOs)
Performance Measure(s):	1. Were any adjustments to the CEDS goals and strategies necessary? 2. If yes, were those adjustments made?
<b>Goal 2:</b>	<b>Provide opportunities to support globally competitive business environment strategies</b>
<b>Strategy A:</b>	Improve infrastructure throughout the entire Region which leads to placemaking, including, but not limited to, multimodal transportation facilities (including public transportation), sewer and water service, electric and gas utilities, broadband/fiber optics, and increased development-ready and redevelopment-ready sites
Why:	Adequate infrastructure is required in order to increase development opportunities and quality of life
Action(s):	1. Make improvements to public infrastructure 2. Create/expand manufacturing and commercial opportunities, including industrial parks 3. Include placemaking in public infrastructure projects 4. Prioritize potential development-ready and redevelopment-ready sites 5. Plan and seek funding for economic development activities, including SmartZones
Responsibility:	Municipalities (including counties), the other providers of public infrastructure, and Economic Development Organizations (EDOs)
Timeframe:	Medium-term to long-term
Resources:	The local tax base, bonds, and various grants (e.g., the U.S. Economic Development Administration (EDA), the Michigan Economic Development Corporation (MEDC), the Michigan Department of Environmental Quality (MDEQ), the Michigan Department of Natural Resources (MDNR), Michigan Municipal League (MML), Michigan Township Association (MTA), Michigan Association of Counties (MAC), etc.)

*(continued)*

**Table 20 (continued)**  
**Action Plan & Evaluation Framework**

<b>Goal 2 (continued):</b>	<b>Provide opportunities to support globally competitive business environment strategies</b>
<b>Strategy A (continued):</b>	Improve infrastructure throughout the entire Region which leads to placemaking, including, but not limited to, multimodal transportation facilities (including public transportation), sewer and water service, electric and gas utilities, broadband/fiber optics, and increased development-ready and redevelopment-ready sites
Performance Measure(s):	<ol style="list-style-type: none"> <li>1. The number of infrastructure projects completed</li> <li>2. The value of infrastructure projects completed</li> <li>3. The number of development-ready and redevelopment-ready sites created</li> </ol>
<b>Strategy B:</b>	<b>Redevelop and repurpose the Region’s Brownfield properties and encourage the use of SmartZones, Smart Growth principles and LEED (Leadership in Energy and Environmental Design) certification for future globally competitive economic development opportunities</b>
Why:	Investment in brownfields, sustainable strategies (e.g., SmartZones, Smart Growth, LEED certification, etc.), and blight elimination are needed in order to take advantage of globally competitive economic development opportunities
Action(s):	<ol style="list-style-type: none"> <li>1. Seek grants when available</li> <li>2. Assess and redevelop brownfield sites</li> <li>3. Provide resources to incentivize LEED certification, Smart Growth, and sustainability</li> <li>4. Invest in SmartZones</li> </ol>
Responsibility:	Municipalities (including counties) and EDOs
Timeframe:	Medium-term to long-term
Resources:	Various funding agencies (e.g., the U.S. Economic Development Administration (EDA), the Michigan Economic Development Corporation (MEDC), the Michigan Department of Environmental Quality (MDEQ), the Michigan Department of Natural Resources (MDNR), Michigan Municipal League (MML), Michigan Township Association (MTA), Michigan Association of Counties (MAC), etc.)

*(continued)*

**Table 20 (continued)**  
**Action Plan & Evaluation Framework**

<b>Goal 2 (continued):</b>	<b>Provide opportunities to support globally competitive business environment strategies</b>
<b>Strategy B (continued):</b>	<b>Redevelop and repurpose the Region’s Brownfield properties and encourage the use of SmartZones, Smart Growth principles and LEED (Leadership in Energy and Environmental Design) certification for future globally competitive economic development opportunities</b>
Performance Measure(s):	1. Number of brownfield properties developed each year
	2. Number of properties developed each year using Smart Growth, LEED, and other sustainable strategies
	3. Investment in SmartZones
	4. Number of jobs in SmartZones
<b>Strategy C:</b>	<b>Identify and map unique cultural and Regional recreational resources which add to quality of life and place-making, thereby aiding economic development, including, but not limited to, arts and cultural institutions, agriculture, parks, trails, and other recreation facilities, and natural resources</b>
Why:	Leverage the abundant resources to provide a high quality of life in the Region
Action(s):	1. Plans and plan updates completed
	2. Other studies completed
	3. The mapping of cultural and recreational resources
Responsibility:	Municipalities (including counties), the CEDS Steering Committee, other community organizations, etc.
Timeframe:	Short-term and ongoing
Resources:	Municipal IT (Information Technology) units, municipalities (including counties), the CEDS Steering Committee staff, convention and visitors bureaus, and other community organizations
Performance Measure(s):	1. The number of new/updated plans
	2. The number of new/updated mapping projects
	3. The number of new/updated marketing activities

*(continued)*

**Table 20 (continued)**  
**Action Plan & Evaluation Framework**

<b>Goal 2 (continued):</b>	<b>Provide opportunities to support globally competitive business environment strategies</b>
<b>Strategy D:</b>	<b>Increase access to capital for business retention, startups, and expansions in an effort to diversify the Regional economy</b>
Why:	Retention, expansion, and business startup opportunities are needed to maintain a diverse economy
Action(s):	<ol style="list-style-type: none"> <li>1. Establish/expand angel networks and venture capital</li> <li>2. Establish/expand community capital</li> <li>3. Make use of EDA, MEDC, and other granting resources</li> <li>4. Establish/expand local development networks</li> </ol>
Responsibility:	Municipalities (including counties) and EDOs
Timeframe:	Short-term and ongoing
Resources:	Angel networks, venture capital, community capital, SmartZone networks, MEDC, USDA, EDA, etc.
Performance Measure(s):	<ol style="list-style-type: none"> <li>1. Amount of money awarded to businesses in the Region for startups, expansion, and retention</li> <li>2. Diversity of business measured through NAICS codes</li> <li>3. Number of new/expanded organizations</li> </ol>
<b>Strategy E:</b>	<b>Implement methods to improve globally competitive businesses development opportunities</b>
Why:	The introduction of new methods to improve business development opportunities are needed to remain globally competitive
Action(s):	<ol style="list-style-type: none"> <li>1. Support/encourage engagement of local governments in MEDCs Redevelopment Ready Communities (RRC) program</li> <li>2. Promote/encourage participation in retention/expansion programs and resources</li> <li>3. Educate local elected and appointed officials</li> </ol>
Responsibility:	Municipalities (including counties) and EDOs
Timeframe:	Medium-term and ongoing

*(continued)*

**Table 20 (continued)**  
**Action Plan & Evaluation Framework**

<b>Goal 2 (continued):</b>	<b>Provide opportunities to support globally competitive business environment strategies</b>
<b>Strategy E (continued):</b>	<b>Implement methods to improve globally competitive businesses development opportunities</b>
Resources:	MEDC, USDA, EDA, etc.
Performance Measure(s):	1. Number of communities participating
	2. Number of programs created/utilized
	3. Economic investment from the programs
<b>Strategy F:</b>	<b>Promote access to exceptional health care in the greater Region</b>
Why:	Increase quality of life, including health care, in order to attract new talent/corporations into the area
Action(s):	1. Provide public transportation to health care centers
	2. Increase quality of life in the Region in order to attract medical talent
	3. Provide alternatives to traditional health care centers (e.g., telemedicine, community clinics, etc.)
	4. Updated infrastructure
Responsibility:	Transportation organizations, municipalities (including counties), EDOs, medical community, etc.
Timeframe:	Medium-term and ongoing
Resources:	The medical community, MEDC, USDA, EDA, etc.
Performance Measure(s):	1. Number of new medical providers
	2. Number of new medical services available
<b>Goal 3:</b>	<b>Expand post-secondary educational and workforce development opportunities to retain and attract talent</b>
<b>Strategy A:</b>	<b>Develop methods to increase educational levels and local work-based learning experiences (including training on innovative equipment), in order to retain and attract students and entrepreneurs</b>
Why:	Higher educational levels lead to competitive wages and higher quality of life which help to attract and retain students, young adults, and entrepreneurs

*(continued)*



**Table 20 (continued)**  
**Action Plan & Evaluation Framework**

<b>Goal 3 (continued):</b>	<b>Expand post-secondary educational and workforce development opportunities to retain and attract talent</b>
<b>Strategy A (continued):</b>	<b>Develop methods to increase educational levels and local work-based learning experiences (including training on innovative equipment), in order to retain and attract students and entrepreneurs</b>
Action(s):	<ol style="list-style-type: none"> <li>1. Encourage workforce development opportunities</li> <li>2. Encourage educational institutions to expand educational opportunities</li> <li>3. Encourage entrepreneurship</li> </ol>
Responsibility:	Workforce development agencies, EDOs, vocational/technical/CTE (career/technical education) centers, Local College Access Network (LCAN), private industry, etc.
Timeframe:	Medium-term and on-going
Resources:	EDA, Economic Development Agencies, workforce development agencies, Local College Access Network (LCAN), etc.
Performance Measure(s):	<ol style="list-style-type: none"> <li>1. Number of new post-secondary and workforce educational development programs in the Region</li> <li>2. Number new of entrepreneurial businesses</li> </ol>
<b>Strategy B:</b>	<b>Encourage career laddering within the STEAM (Science, Technology, Engineering, the Arts and Math) system</b>
Why:	Diverse career options, available through STEAM, will help to retain and attract students and young adults
Action(s):	<ol style="list-style-type: none"> <li>1. Encourage secondary and post-secondary educational institutions to expand/integrate STEAM into their curriculums</li> <li>2. Encourage the integration of STEAM into workforce development opportunities</li> </ol>
Responsibility:	Private industry, educational institutions, EDOs, workforce development agencies, etc.
Timeframe:	Medium-term and ongoing
Resources:	MEDC, USDA, EDA, secondary and post-secondary educational institutions, vocational/technical/CTE (career/technical education) centers, local businesses, workforce development agencies, etc.

*(continued)*

**Table 20 (continued)**  
**Action Plan & Evaluation Framework**

<b>Goal 3 (continued):</b>	<b>Expand post-secondary educational and workforce development opportunities to retain and attract talent</b>
<b>Strategy B (continued):</b>	<b>Encourage career laddering within the STEAM (Science, Technology, Engineering, the Arts and Math) system</b>
Performance Measure(s):	<ol style="list-style-type: none"> <li>1. Number of new post-secondary educational development programs which include STEAM in the Region</li> <li>2. Number of new workforce development programs that include STEAM in the Region</li> </ol>
<b>Strategy C:</b>	<b>Foster relationships among businesses and resources to enhance training and market diversification</b>
Why:	Building relationships and networks is important for sharing resources in order for businesses to advance and succeed in a global economy
Action(s):	Hold conferences/meetings/trainings each year
Responsibility:	EDOs, workforce development agencies, local chambers of commerce, BNIs (Business Networks and Industry), CEDS Steering Committee, etc.
Timeframe:	Short-term and ongoing
Resources:	EDA, MEDC, EDOs, workforce development agencies, local chambers of commerce, BNIs (Business Networks and Industry), etc.
Performance Measure(s):	Number of meetings between business and resources discussing training and market diversification
<b>Strategy D:</b>	<b>Seek additional resources for funding workforce training</b>
Why:	To attract and retain talent in the Region
Action(s):	<ol style="list-style-type: none"> <li>1. Facilitate plans for new/enhanced workforce training opportunities</li> <li>2. Submit applications for funding workforce training</li> </ol>
Responsibility:	Businesses, EDOs, workforce development agencies, etc.
Timeframe:	Short-term and ongoing
Resources:	EDA, MEDC, workforce development agencies, etc.

*(continued)*

**Table 20 (continued)**  
**Action Plan & Evaluation Framework**

<b>Goal 3 (continued):</b>	<b>Expand post-secondary educational and workforce development opportunities to retain and attract talent</b>
<b>Strategy D (continued):</b>	<b>Seek additional resources for funding workforce training</b>
Performance Measure(s):	<ol style="list-style-type: none"> <li>1. Number of plans for workforce training</li> <li>2. Amount of funding for workforce training awarded in the Region</li> </ol>
<b>Goal 4:</b>	<b>Diversify the economy</b>
<b>Strategy A:</b>	<b>Enhance and encourage the retention and expansion of existing businesses, including the incorporation of new automotive technologies</b>
Why:	Retaining and expanding existing businesses will help to strengthen and stabilize the economic base
Action(s):	Promote the retention and expansion of existing businesses
Responsibility:	Municipalities (including counties), EDOs, local businesses, workforce development agencies, etc.
Timeframe:	Medium-term and ongoing
Resources:	MEDC, USDA, EDA, local businesses, workforce development agencies, etc.
Performance Measure(s):	Number of retained/expanded businesses in the Region
<b>Strategy B:</b>	<b>Foster the development of new businesses and their associated jobs to create a more diverse economy</b>
Why:	New businesses in the Region help to diversify the economy
Action(s):	Develop programs that support an entrepreneurial environment
Responsibility:	EDOs, Municipalities (including counties), workforce development agencies, etc.
Timeframe:	Medium-term and ongoing
Resources:	MEDC, EDA, workforce development agencies, EDOs, post-secondary institutions, municipalities (including counties), and chambers of commerce, etc.
Performance Measure(s):	<ol style="list-style-type: none"> <li>1. Number of new jobs</li> <li>2. Number of new businesses</li> </ol>

*(continued)*

**Table 20 (continued)**  
**Action Plan & Evaluation Framework**

<b>Goal 4 (continued):</b>	<b>Diversify the economy</b>
<b>Strategy C:</b>	<b>Promote the value-added processing of agricultural goods produced in the Region.</b>
Why:	Regional agriculture provides opportunity for value-added processing, thereby strengthening the economy
Action(s):	Offer incentives to food processing businesses
Responsibility:	Municipalities (including counties), the agricultural community, EDOs, etc.
Timeframe:	Medium-term and ongoing
Resources:	USDA, EDA, MEDC, etc.
Performance Measure(s):	1. Number of new food processing businesses 2. Number of new food processing jobs

A timeframe is identified for each strategy listed in Table 19: short-term, medium-term, or long-term. For the purposes of this CEDS, those terms mean the following:

- Short-term = 1-2 years
- Medium-term = 3-5 years
- Long-term = more than five years

### **CEDS Project Types**

Table 21 contains a listing of economic development project types that the CEDS Steering Committee would like to endorse throughout the Economic Development District:

**Table 21**  
**CEDS Project Types**

<b>Project Type:</b>
1. Commercial, Industrial, and Entrepreneurial Investments
2. New/Expanding Research and Development Facilities and High-Tech Industries

*(continued)*

**Table 21**  
**CEDS Project Types**

Project Type:
3. New/Expanding Education Facilities and Innovative Equipment Acquisition
4. Public and Multi-Modal Transportation
a. Roadway Network Maintenance/Improvements
b. Expansion/Maintenance of Public Transportation Services
c. Freight — Rail/Air/Port Maintenance/Improvements
5. Investment in Energy and Renewable Energy
6. Infrastructure Improvements
a. Waste Management and Treatment (e.g., Water, Sewer, Solid Waste, etc.)
b. Utility Restoration, Improvement, and Access (including Broadband)
c. Provision of Other Municipal (including County) Services
7. Place Making, Culture, Recreation and Tourism Efforts
8. New Mixed-Use Developments
9. Business and Technology Incubator/Accelerator
10. Agriculture, including Value-Added Processing, and the Local Food Movement
11. Water/Natural Resources
12. Education/Workforce Training
13. Increased Housing Options (e.g., the ‘missing middle’)
14. Health Care, including Medical Services, and Wellness
15. Asset Mapping
16. Professional Service Industries (i.e., engineering, architects, accountants, lawyers, etc.)

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