



Village Square, Brooklyn, Michigan

Region 2 Planning Commission 2018 CEDS Annual Performance Report



July 26, 2019

The Region 2 Planning Commission (R2PC) —the Economic Development District (EDD) for the southcentral Lower Michigan counties of Hillsdale, Jackson, and Lenawee— is required to submit an Annual Performance Report on the 2017-2021 edition of the *Region 2 Planning Commission Comprehensive Economic Development Strategy* designed to provide an update on the implementation of the CEDS and evaluate progress in achieving its goals and objectives.

The updates included in this report are provided by the 3 county-based Economic Development Organizations (EDOs) serving the Region 2 Area and the staff of the R2PC. Those EDOs are:

- **Hillsdale County** —Economic Development Partnership of Hillsdale County (EDP)
- **Jackson County** — Enterprise Group of Jackson (EG)
- **Lenawee County** — Lenawee Economic Development Corporation (Lenawee Now)

This report follows the format suggested by the Chicago Regional Office:

Page(s)

- (A) **Adjustment to the Strategy.** The CEDS is meant to be a flexible document and may be adjusted to respond to changing economic conditions. The first section of the CEDS Performance Report must describe any necessary adjustments in the strategy that the EDD and the region have made or are in the process of implementing. Additionally, this section must document changes in the composition of the CEDS committee and staff or capacity of the District Organization to support the development or implementation of the CEDS..... **3**
- (B) **Report on Economic Development Activities.** In this section, the District Organization should provide a brief narrative describing the activities that were undertaken to help support the development or implementation of the CEDS. **3-21**
- (C) **Evaluation of Progress on Action Plan and Goals.** In this section, the District Organization should analyze its progress toward achieving the specific goals based on the Action Plan and Performance Measures contained within the CEDS, as well as goals set out in previous CEDS Performance Reports. If specific goals for the year were not met, the report should discuss what factors contributed to the goals not being met, and how the District Organization plans to address these factors so that goals will be met in the future..... **3-21**
- (D) **Schedule of the Goals for the Next Year.** The final section of this report should set achievable goals for the CEDS development or implementation for the upcoming year. The program of activities, both construction and non-construction, should be described in a format that mirrors the Action Plan in the CEDS document. This should include a schedule which is as detailed as possible to set the baseline for evaluating the CEDS performance in the next year. **22-24**

Adjustment to the Strategy (A)

No major changes have been made to the 2017-2021 edition of the *Region 2 Planning Commission Comprehensive Economic Development Strategy*, nor are any anticipated. However, 2 of the performance measures located in the Action Plan & Evaluation Framework (i.e., Table 20) are proposed for elimination (with the following reasons):

- **The number of new/updated marketing activities** (Goal 2, Strategy C, Performance Measure 3), because it is no longer thought to be a relevant metric to track.
- **Number of new medical services available** (Goal 2, Strategy F, Performance Measure 1), because it is too difficult to report.

It is proposed that the staffing of the CEDS committee be increased by amending the R2PC's current Partnership Planning Grant to include the Principal Transportation Planner and Accountant to the listing of personnel that can charge time to the grant. That change will also be reflected in future Partnership Planning Grant applications, along with more resources devoted to training/travel and supporting amenities (e.g., food and room rentals for CEDS Committee meetings, printing, etc.) These steps should increase the capacity of Region 2 to manage the development and management of the CEDS.

Report on Economic Development Activities (B) and Evaluation of Progress on Action Plan and Goals (C)

The Action Plan (i.e., Table 20) in the 2017-2021 edition of the *Region 2 Planning Commission Comprehensive Economic Development Strategy* provides the local format for reporting on economic development activities and evaluating progress on action plan strategies. It contains actions and performance measures for each strategy. This section of the report contains the entire table, separated by goal.

- **Updates on applicable performance measures (and some actions) are bulleted and displayed in bold green type.**

Frequent abbreviations/acronyms used include:

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| • BRA — Brownfield Redevelopment Authority | • MEDC — Michigan Economic Development Corporation |
| • CDBG — Community Development Block Grant | • MWSE! — Michigan Works! Southeast |
| • DDA — Downtown Development Authority | • RRC — Redevelopment Ready Communities |
| • EDP — Hillsdale Economic Development Partnership | • STEM — Science, Technology, Engineering, and Math |
| • EG — Enterprise Group of Jackson | • SBCI — State Small Business Credit Initiative |
| • EPA — U. S. Environmental Protection Agency | • TIF — Tax Increment Financing |
| • FIRST — For Inspiration & Recognition of Science & Technology | • TIFA — Tax Increment Financing Authority |
| • LDFA — Local Development Finance Authority | • USDA — U. S. Department of Agriculture |
| • MDOT — Michigan Department of Transportation | • USDOT — U.S. Department of Transportation |

Goal 1:	Encourage collaborative economic partnerships to promote innovation and entrepreneurship
Strategy A:	Proactively collaborate to advance the Mission Statement and Goals & Strategies of the CEDS
Why:	Collaboration is needed to align the Region's communities and citizens with their prime opportunities
Action(s):	<ol style="list-style-type: none"> 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):	<ol style="list-style-type: none"> 1. Number of meetings and events held each year <ul style="list-style-type: none"> • Region Wide — The EDOs partner (via grant funding) to assist MWSE! in achieving results by connecting job seekers and job providers. The EDOs meet bi-monthly with Michigan's Regional Prosperity Initiative (RPI) Region 9 (i.e., the Greater Ann Arbor Region) to discuss, plan, and implement regional and local economic development successes. Other pertinent meetings are the monthly meetings of the R2PC (including its annual dinner) and the Lenawee County Planning Commission's annual dinner. • Hillsdale County — 25 meetings <ul style="list-style-type: none"> ○ Monthly with the MWSE! team and quarterly with all stakeholders (16 meetings) ○ Bi-monthly RPI meetings (6 meetings) ○ R2PC meetings held in Hillsdale (3 meetings) • Jackson County — 23 meetings <ul style="list-style-type: none"> ○ Monthly with the MWSE! team and quarterly with all stakeholders (16 meetings) ○ Bi-monthly RPI meetings (6 meetings) ○ R2PC Annual Dinner (1 meeting) • Lenawee County — Total for 2018 (20 meetings) <ul style="list-style-type: none"> ○ Monthly with the MWSE! team and twice with all stakeholders (14 meetings) ○ Bi-monthly RPI meetings (6 meetings) 2. Variety of organizations who attended meetings and events each year <ul style="list-style-type: none"> • Region Wide — EDOs, MWSE!, municipalities, MEDC, USDA, Michigan Small Business Development Center (SBDC), R2PC, municipalities, businesses, and stakeholders
Strategy B:	Consistently track and re-evaluate progress in achieving CEDS Goals & Strategies

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Why:	It is important to track goals and strategies in order to evaluate progress towards their achievement and to make adjustments as needed
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):	<ol style="list-style-type: none"> 1. Were any adjustments to the CEDS goals and strategies necessary? <ul style="list-style-type: none"> • Region Wide — Yes. 2. If yes, were those adjustments made? <ul style="list-style-type: none"> • Region Wide — Please see the responses under the ‘Adjustment to the Strategy’ section of this report for a listing of the proposed adjustments.
Goal 2:	Provide opportunities to support globally competitive business environment strategies
Strategy A:	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):	<ol style="list-style-type: none"> 1. Make improvements to public infrastructure <ul style="list-style-type: none"> • Hillsdale County — The City of Litchfield has completed the milling and resurfacing of numerous municipal streets, including N. Chicago Street from the town square to the end of the city limits. Park and Washington Streets were also milled and resurfaced at a cost to the City of \$350,000. • Hillsdale County — The City of Hillsdale invested \$1,909,260 in infrastructure projects • Hillsdale County — The County Road Commission also invested in the following township projects: <ul style="list-style-type: none"> ○ Adams Township – 1 brining application (township share \$5,544) ○ Adams Township - gravel patching, 1,000 tons of limestone (township share \$12,187) ○ Adams Township - Paver patching, gravel Dewey Road (township share \$16,012.50) ○ Camden Township - gravel patching, 2,000 tons of limestone (township share \$31,062.50) ○ Camden Township – 1 brining application (township share \$4,872) ○ Hillsdale Township - gravel patching, 500 cubic yards (township share \$4,500)

	<ul style="list-style-type: none"> ○ Ransom Township - gravel patching, 500 cubic yards (township share \$4,750) ○ Wright Township - paver patching and gravel Lickley Road (township share \$16,625) ○ Wright Township - Berm, ditch and limestone Hartley Road (township share \$30,187.50) ○ Wright Township - paver patching and gravel Hartley Road (township share \$12,950) • <i>Jackson County</i> — The Blackman Township LDFA purchased 181 acres to expand its industrial park in March 2017. The park is in the pre-development stage and a checklist of accomplishments to make it shovel ready is attached. A force main sanitary sewer relocation is in progress to provide capacity to the expanded park. A feasibility study by Mannik-Smith is underway to address congestion and vehicular and pedestrian safety for County Farm Road. A \$100,000 grant request has been submitted to the MEDC's Site Readiness Program to complete the engineering and design for the forthcoming recommendations from the feasibility study. • <i>Jackson County</i> — A list of Jackson County public infrastructure projects reported through Dodge Data & Analytics reports the following projects (started, in process, or completed), totaling \$11,953,701: <ul style="list-style-type: none"> ○ MDOT- Moon Lake Rd Bridge Reconstruction - \$1,217,926 ○ CDBG - First St. Enhancement and Repaving - \$50,000 ○ MDOT - Fourth St/Horton Rd / Stonewall Rd. - \$477,797 ○ MDOT - W. Hawkins Rd. to M-62 Bridge, Road & Culvert Improvements - \$4,344,193 ○ MDOT - Jackson County Hot Mix Asphalt Overlay - \$2,886,072 ○ MDOT - Norvell Rd. Asphalt Resurfacing - \$2,977,713 • <i>Lenawee County</i> — Lenawee County applied for a BUILD (Better Utilizing Investments to Leverage Development) grant from the USDOT to repair railroad track between Riga Township and Ottawa Lake. This repair will reduce the 4 days it currently takes to get a railcar between Adrian & Toledo down to one day. The request was unsuccessful but a new application will be submitted in 2019.
	<p>2. Create/expand manufacturing and commercial opportunities, including industrial parks</p> <ul style="list-style-type: none"> • <i>Jackson County</i> — The 80-acre Jackson Technology Park, located on the south side of County Farm Road, is in the process of being expanded by 181 acres on the north side of the road – to be called Jackson Technology Park North (as referenced in #1). See the EG Scorecard: https://enterprise-group.org/wp-content/uploads/2019/03/2018-Year-End-Score-Card-final.pdf
	<p>3. Include placemaking in public infrastructure projects</p> <ul style="list-style-type: none"> • <i>Jackson County</i> — Several placemaking projects have occurred in Downtown Jackson from 2016-2018, including several placemaking projects with new streets, streetscapes, plantings, and parks. This excerpt is from an MLive article:

	<p><i>Jackson administrators pointed to a number of placemaking projects including a new park on the site of the former Consumers Energy headquarters, a Michigan Avenue streetscape project, and a grant-funded project to improve an alleyway in downtown Jackson.</i></p> <p>The City Square grand opening was in 2017, but was not reported previously for the CEDS.</p>
	<p>4. Prioritize potential development-ready and redevelopment-ready sites</p> <ul style="list-style-type: none"> • Hillsdale County — The City of Hillsdale achieved its RRC certification from the MEDC. The City of Jonesville is in process, but very close to receiving its certification. • Jackson County — This is the priority of the EG's efforts, and one of the reasons the new industrial park in Blackman Township was acquired and is in pre-development. The EG provides staffing to the Blackman Township LDFA and the EG continues its efforts to identify and prepare future sites for site readiness. • Jackson County — The expanded industrial park – Jackson Technology Park North – has been included as one of 16 sites in Michigan for the MEDC's recent Site Readiness Project, which has afforded the Blackman LDFA Authority) of consulting resources and a drone flyover video. (https://enterprise-group.org/ - scroll down to "Welcome to the Jackson Technology Park North Site" video).
	<p>5. Plan and seek funding for economic development activities, including SmartZones</p> <ul style="list-style-type: none"> • Jackson County — The EG was awarded a \$150,000 Gateway Grant in February 2019 to support the Lean Rocket Lab (LRL) business accelerator in Downtown Jackson through the MEDC's Entrepreneurial SmartZone Division. A goal of this innovative business accelerator, which connects manufacturing and technology by catalyzing ideas and innovation, is to "become the place where entrepreneurs on the I-94 corridor come to get things built." • Jackson County — The EG also applied for a \$100,000 grant request to the MEDC's Site Readiness Program to make the expanded business park more shovel-ready. The EG staffs the Blackman Township LDFA, which uses TIF for infrastructure projects.
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 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.)

Performance Measure(s):	<p>1. The number of infrastructure projects completed</p> <ul style="list-style-type: none"> <i>Jackson County</i> — The listing of public infrastructure projects included under Action #1 of this strategy lists public infrastructure projects totaling \$11,953,701. However, the listing does not include improvements to public buildings, such as the Jackson Correction Facility projects. The County is also building the American 1 Credit Union Event Center in Keeley Park (i.e., the county fairgrounds), as well as making other park improvements (per the park’s master plan).
	<p>2. The value of infrastructure projects completed</p> <ul style="list-style-type: none"> <i>Jackson County</i> — See the responses to #1 above.
	<p>3. The number of development-ready and redevelopment-ready sites created</p> <ul style="list-style-type: none"> <i>Hillsdale County</i> — The Hillsdale Industrial Park received RRC certification by the MEDC. <i>Jackson County</i> — Depending on the development of Jackson Technology Park North, the conceptual plan ranges from 3 sites, inclusive of a 100-acre site, to as many as 14 sites, comprising the 140-acre developable portion of the 181 acre site.
Strategy 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
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):	<p>1. Seek grants when available</p> <ul style="list-style-type: none"> <i>Jackson County</i> — The Jackson County BRA applied for a \$300,000 EPA Assessment Grant which was due in January 2019 (delayed from a late 2018 deadline), but was not successful is receiving an award. Over the years, the BRA has administered approximately \$4.5 Million in EPA Grants. The EG provides staffing and administration to the BRA. <i>Lenawee County</i> — Lenawee Now staffs the Adrian-Tecumseh (AT) Smartzone, a satellite of the Ann Arbor Smartzone. As a recipient of a “GateKeeper Grant” from the MEDC, Lenawee Now has been awarded approximately \$100,000 a year since 2016. The funds help to promote and assist technology related companies in Lenawee and throughout the State. There was approximately \$9.4 million invested and 54 new jobs created in the AT Smartzone in 2018.
	<p>2. Assess and redevelop brownfield sites</p>

	<ul style="list-style-type: none"> • <i>Jackson County</i> — During 2016-2018, the EG administered —via staffing the Jackson County BRA— 18 brownfield projects, with 228 new job commitments and 157 jobs retained. Total investment was \$46,555,240. See the EG Scorecard: https://enterprisegroup.org/wp-content/uploads/2019/03/2018-Year-End-Score-Card-final.pdf.
	<p>3. Provide resources to incentivize LEED certification, Smart Growth, and sustainability</p> <ul style="list-style-type: none"> • <i>Jackson County</i> — The Jackson County BRA application for funding includes an attachment and/or link to the BRA Sustainability Package: https://enterprisegroup.org/wp-content/uploads/2017/04/JCBRA-Community-Engagement-Packet-for-companies.pdf. • <i>Jackson County</i> — Consumers Energy (the electric and natural gas utility serving the Region 2 area), in partnership with the City of Jackson, has designated a Smart Energy District in a two square block area of the Downtown. The City, real-estate developers, investors, and economic development experts are revitalizing the area and Consumers Energy’s role is to establish the Jackson Smart Energy District, an efficient, and affordable, clean energy hub. Consumers Energy plans to integrate and test the latest smart energy solutions, supporting technologies, and business models in the area to identify scalable and repeatable solutions for other urban developments in their service territory.
	<p>4. Invest in SmartZones</p> <ul style="list-style-type: none"> • <i>Jackson County</i> — The EG has provided staffing for the business accelerator aspect of the Jackson Technology Park Smartzone since its inception (2008), including mandatory attendance at all quarterly MEDC Smartzone meetings in Lansing. The EG procured a \$100,000 MEDC Grant to hire a “Gate-keeper” for the new Lean Rocket Lab (LRL) Business Accelerator in Downtown Jackson. Through a memorandum of understanding (MOU), the LRL now provides business accelerator services on behalf of the SmartZone. The EG continues to invest in Smartzones through oversight of the MOU and membership on the LRL Board of Directors.
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 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.)
Performance Measure(s):	1. Number of brownfield properties developed each year

	<ul style="list-style-type: none"> <i>Jackson County</i> — 18 projects from 2016-2018. See EG Scorecard: https://enterprisegroup.org/wp-content/uploads/2019/03/2018-Year-End-Score-Card-final.pdf.
	<p>2. Number of properties developed each year using Smart Growth, LEED, and other sustainable strategies</p> <ul style="list-style-type: none"> <i>Jackson County</i> — The Jackson County BRA's Sustainability Packet of information was provided to applicants. The BRA has not tracked completion of these metric recommendations.
	<p>3. Investment in SmartZones</p> <ul style="list-style-type: none"> <i>Jackson County</i> — The final 14.4 acres of the original Jackson Technology Park (located on the south side of County Farm Road) was sold to a current tenant, who has acquired adjoining buildings, demolished them, and is beginning site work to build a new 50,000 square-foot facility — an advanced manufacturing facility similar to the building built in 2014 in the same industrial park. This transaction filled the southern portion of the park, and prioritized the acquisition of the 181 acres on the north side of County Farm Road to expand the park.
	<p>4. Number of jobs in SmartZones</p> <ul style="list-style-type: none"> <i>Jackson County</i> — In their first six months of operation, Lean Rocket Labs (LRL) reports the following: <ul style="list-style-type: none"> Five companies have started and/or launched in the Lab. Nine jobs have been created as a result of businesses launched in and through the Lab. <i>Jackson County</i> — Further, 20 new jobs were created in the Jackson Technology Park SmartZone Technology Park by BASF (formerly Chemetall) and Technique. Since 2014, BASF increased employment by 48 positions. Technique increased by 56 during that same time period. Technique is in the process of constructing a second building that will provide a minimum of 10-20 new jobs. BASF's 100,000 square foot building is at-capacity.
Strategy C:	Identify and map unique cultural and Regional recreational resources which add to quality of life and placemaking, thereby aiding economic development, including, but not limited to, arts and cultural institutions, agriculture, parks, trails, and other recreation facilities, and natural resources
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):	<p>1. The number of new/updated plans</p> <ul style="list-style-type: none"> • Region Wide — Most of the plans produced in the region are facilitated by the R2PC. Staff assisted in the following planning efforts: <ul style="list-style-type: none"> ○ Recreation Plans: <ul style="list-style-type: none"> • City of Jackson • County of Jackson • Summit Township (completed) ○ Master Plans: <ul style="list-style-type: none"> • Blackman Township (completed) • Village of Brooklyn • County of Jackson • City of Jonesville (completed) ○ Master Plans (continued): <ul style="list-style-type: none"> • Leoni Township • Liberty Township • Napoleon Township (completed) • Village of Parma • Pulaski Township (completed) • Raisin Township • Rives Township (completed) • Village of Springport <p>2. The number of new/updated mapping projects</p> <ul style="list-style-type: none"> ○ Region Wide — Mapping is a part of all of the plans listed above, including maps identifying community facilities (e.g., municipal halls, fire and police stations, parks and recreation facilities, cemeteries, public and private institutions, etc.). The mapping produced for the <i>Jackson County Master Plan</i> is intended to provide a base for municipal master plan mapping in Jackson County. <p>3. The number of new/updated marketing activities</p> <ul style="list-style-type: none"> ○ Region Wide — This performance measure is proposed for deletion because it is no longer thought to be a relevant metric to track.
Strategy D:	Increase access to capital for business retention, startups, and expansions in an effort to diversify the Regional economy
Why:	Retention, expansion, and business startup opportunities are needed to maintain a diverse economy
Action(s):	<p>1. Establish/expand angel networks and venture capital</p> <p>2. Establish/expand community capital</p> <p>3. Make use of EDA, MEDC, and other granting resources</p>

	4. Establish/expand local development networks
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):	<p>1. Amount of money awarded to businesses in the Region for startups, expansion, and retention</p> <ul style="list-style-type: none"> ○ Hillsdale County — Hillsdale County had MEDC support in the amount of \$300,000 for the Hi-Lex Controls North American Headquarters in Litchfield. The City of Litchfield supported the expansion in the amount of \$1,361,000. Hi-Lex Controls investment on the new building/expansion was \$28.4 million dollars. The EDP has made USDA Intermediary Relending Fund to restaurants in Jonesville in the amounts of \$50,000 and \$35,000 to purchase liquor licenses. The City of Hillsdale TIFA has awarded \$410,000 for the restoration and renovation of the Keefer House, a historic hotel in the downtown. ○ Jackson County — The MEDC funded 10 projects in 2018, creating \$1,725,720 in public support, and leveraging \$7,663,330, with 31 new jobs committed. (Source: MEDC Jackson County Detail Report). Funding sources may include all or some of the 21st Century Job Fund, CDBG, MEDC Business Development Program, Brownfield TIF, MEDC Community Revitalization Program, and the SSBCI. ● Lenawee County — Lenawee Now has a \$150,000 micro loan program through the USDA's Intermediary Relending Program. It helped create a \$500,000 venture capital fund for start-up businesses and \$60,000 was deployed in 2018. The County has a \$1.5 million revolving loan fund for local businesses to use for start-up or expansion purposes. The State and the City of Adrian awarded \$14,036,830 of incentives to attract a telescope manufacturer to Adrian in 2018.. <p>2. Diversity of business measured through NAICS codes</p> <ul style="list-style-type: none"> ● Lenawee County — Overall there were 16 successful attractions/start-up/expansion projects in Lenawee County in 2018. The NAICS (North American Industry Classification System) sector codes include: 11, 31, 33, 54, 45, 61, 72, 81. <p>3. Number of new/expanded organizations</p> <ul style="list-style-type: none"> ● Jackson County — The EG reports 0 new expanded organizations.
Strategy E:	Implement methods to improve globally competitive businesses development opportunities
Why:	The introduction of new methods to improve business development opportunities are needed to remain globally competitive

Action(s):	<p>1. Support/encourage engagement of local governments in MEDCs RRC program</p> <ul style="list-style-type: none"> • Region Wide — The following Region 2 Area municipalities are involved in the MEDC’s RRC program as of June 2019 (https://www.miplace.org/49ec0e/globalassets/documents/maps/rrc-map.pdf): <ul style="list-style-type: none"> ○ Hillsdale County: <ul style="list-style-type: none"> • City of Hillsdale • City of Jonesville • Village of Reading ○ Jackson County <ul style="list-style-type: none"> • Village of Brooklyn • Village of Concord • Village of Grass Lake • City of Jackson • Village of Springport ○ Lenawee County: <ul style="list-style-type: none"> • City of Adrian • Village of Blissfield • Village of Clinton • City of Tecumseh
	<p>2. Promote/encourage participation in retention/expansion programs and resources</p> <ul style="list-style-type: none"> • Hillsdale County — EDP has made 76 retention calls in 2017-2018 with its MEDC Business Development Manager and MWSE! representative (as available). • Jackson County — The EG conducted 82 retention visits in 2018, and 352 from 2016 through 2018, partnering with the MEDC. The EG’s business development representative attends all retention visits. See EG Scorecard for Jackson County: https://enterprisegroup.org/wp-content/uploads/2019/03/2018-Year-End-Score-Card-final.pdf. • Lenawee County — 6 communities actively participate in Lenawee Now’s Business Retention & Expansion (BRE) program and the remaining 26 participate when there is an active prospect/project in their municipality. All available local, state, and federal programs are routinely used to help grow the Lenawee County economy (e.g., Lenawee Now’s BRE program; entrepreneurial assistance and funding programs; county and municipality-based BRAs and DDAs; the Adrian-Tecumseh (AT) Smartzone; etc.). Lenawee Now routinely meets with elected bodies to educate and inform them of economic development activities and programs. <p>3. Educate local elected and appointed officials</p> <ul style="list-style-type: none"> • Hillsdale County — The EDP’s Executive Director made presentations to Rotary Clubs, the Hillsdale Exchange Club, Kiwanis Clubs, the Hillsdale County Commissioners, and various Township Boards to educate citizens and elected officials about the importance of planned growth and preparedness requirements for business attraction and expansion. The MEDC representative has come to the City of Jonesville to outline the Redevelopment Ready Community certification process.

	<ul style="list-style-type: none"> <i>Jackson County</i> — The EG’s vice president of economic development attends Township meetings at which tax incentives are sought by local businesses. She advocates for the business as part of the retention visit program, but also educates the elected and appointed municipal officials, as well as the public, regarding the timeline and process. The same effort occurs for the public approval process for Brownfield Plans.
Responsibility:	Municipalities (including counties) and EDOs
Timeframe:	Medium-term and ongoing
Resources:	MEDC, USDA, EDA, etc.
Performance Measure(s):	<ol style="list-style-type: none"> Number of communities participating <ul style="list-style-type: none"> <i>Region Wide</i> — R2PC staff has or is facilitating master plans which include elements required by the MEDC’s RRC program in the City of Jonesville and Villages of Brooklyn, Parma, and Springport Number of programs created/utilized <ul style="list-style-type: none"> <i>Jackson County</i> — 10 projects benefited by MEDC funding programs. Economic investment from the programs <ul style="list-style-type: none"> <i>Jackson County</i> — 10 projects involved various types of MEDC funding, creating \$1,725,720 in public support, leveraging \$7,663,330, and committing 31 new jobs. (Source: MEDC Jackson County Detail Report). Funding sources may include all or some of the 21st Century Job Fund, CDBG, MEDC Business Development Program, Brownfield TIF, MEDC Community Revitalization Program, and the SSBCI.
Strategy F:	Promote access to exceptional health care in the greater Region
Why:	Increase quality of life, including health care, in order to attract new talent/corporations into the area
Action(s):	<ol style="list-style-type: none"> Provide public transportation to health care centers Increase quality of life in the Region in order to attract medical talent Provide alternatives to traditional health care centers (e.g., telemedicine, community clinics, etc.) <ul style="list-style-type: none"> <i>Hillsdale County</i> — The EDP worked alongside Hillsdale Hospital to visit, tour and educate industrial employers about the newly available Litchfield Clinic which provides walk-in services occupational health services and family health care. Updated infrastructure

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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):	<ol style="list-style-type: none"> Number of new medical providers <ul style="list-style-type: none"> Lenawee County — Promedica —a healthcare provider serving southeastern Lower Michigan and northwestern Ohio—is building a new \$100,000,000 hospital in central Lenawee County. The new hospital, which will replace the Bixby and Herrick Hospitals (in Adrian and Tecumseh, respectively), is expected to be open in 2020. R2PC staff assisted Adrian Township in the site plan review process for the new hospital. Number of new medical services available <ul style="list-style-type: none"> Region Wide — This performance measure is proposed for deletion because it is too difficult to report.
Goal 3:	Expand post-secondary educational and workforce development opportunities to retain and attract talent
Strategy A:	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
Why:	Higher educational levels lead to competitive wages and higher quality of life which help to attract and retain students, young adults, and entrepreneurs
Action(s):	<ol style="list-style-type: none"> Encourage workforce development opportunities Encourage educational institutions to expand educational opportunities Encourage entrepreneurship
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"> Number of new post-secondary and workforce educational development programs in the Region <ul style="list-style-type: none"> Hillsdale County — The Litchfield Regional Training Center applied for and received a proprietary school designation from the U.S. Department of Labor. Employers have received training in Fanuc/

	<p>Motoman electrical, maintenance, operations, and programming. Other course work includes Six Sigma Green Belt and core tools: APQP, FMEA, PPAP, SPC & MSA, shop math, blue print reading,) Excel (introduction, intermediary, and advanced), lean principles, A3 problem solving, GD&T, supervisory and communications, team building, and more. Many of the robotic trainees were apprentices. The Krohn Center proprietary school in Litchfield also provided training in GMAW Welding and GTAW Welding. Both courses were instructed by a certified AWS instructor preparing company employees, high school students, and open enrollment participants to sit for the AWS certification and to pass local employer weld testing for employment or advancement.</p> <ul style="list-style-type: none"> • <i>Jackson County</i> — The EG has been working with strategic partners since 2017 to establish an online talent portal. The goal is to provide all students, teachers and parents (k-14) an interactive resource to access local programs and resources that can be utilized in career path planning, career awareness, and job placement. Software is under development and will be implemented in the 2019/2020 school year. The portal will be managed by a partner steering committee who will determine performance based on portal usage, user reviews, and partner program enrollments. • <i>Lenawee County</i> — Lenawee Now has built a new talent retention/attraction program called, Align Lenawee. It includes businesses, K-12 educators, Parents, Colleges and our economic / workforce development agencies.
	<p>2. Number new of entrepreneurial businesses</p> <ul style="list-style-type: none"> • <i>Hillsdale County</i> — Rough Draft Coffee (Hillsdale), which also houses a new attorney's office and an art studio, launched a retail clothing and customized products entrepreneur, creating 15 jobs; the upstairs was also renovated into much needed upscale family apartments. Precision Metal Arts USA (Hillsdale) has grown in a 2-year period from 2 to 26+ employees and a 3,600 sq. ft. to a 35,00 sq. ft. facility; a space for a crane repair start up business is also available within the new facility (2 new jobs). The Hillsdale Brewing Company and the Ramshackle Brewery (Jonesville) have also opened. • <i>Jackson County</i> — In their first six months of operation, the Lean Rocket Lab (LRL) reports the following efforts in Jackson: <ul style="list-style-type: none"> ○ Five companies have started and/or launched in the Lab. ○ Nine jobs have been created as a result of businesses launched in and through the Lab.
Strategy B:	Encourage career laddering within the STEAM (Science, Technology, Engineering, the Arts and Math) system
Why:	Diverse career options, available through STEAM, will help to retain and attract students and young adults

Action(s):	<p>1. Encourage secondary and post-secondary educational institutions to expand/integrate STEAM into their curriculums</p> <ul style="list-style-type: none"> • Region Wide — The following activity has been reported by D. Scott Heister, MiSTEM Network Region 2 Director (https://www.mistemregion2.org/) covering the southeastern Lower Michigan area of Hillsdale, Jackson, Lenawee, Livingston, Monroe and Washtenaw Counties: <ul style="list-style-type: none"> ○ Ten80 Teams are forming across the Region (including teams from Hillsdale, Jackson and Lenawee) and 2 days of professional learning will take place Aug 6-7, with follow-up day in the fall (TBA). There are monthly support meetings and 3 regional events (e.g., Race Day / Student Engagement Day) in September December. and February. ○ MiStem supported construction career days in Howell, Michigan where students and teachers from the region attended an immersion in the construction trades. ○ MiStem organized and held a "FIRST Look" event at the FIRST Robotics World Championships - teachers/administrators were invited to World Championships for a professional learning event / panel discussion and immersion into the world of FIRST Robotics. ○ MiSTEM Region 2 is currently working to develop a 2-day STEM training in Flint, MI, specifically targeting Lenawee County schools that do not have FIRST Robotics Teams. A grant from the Argosy Foundation is sought to provide a professional learning opportunity at Kettering University. ○ MiSTEM participated in a University of Michigan Post-Secondary Workshop around "de-siloing" education, specifically around integrating Arts and Humanities into STEM Education. • Jackson County — The EG, Consumers Energy (the electric and natural gas utility serving the Region 2 Area), and MACI (Michigan Automotive Compressor, Inc.) led an effort to provide middle school students the opportunity to participate in the FIRST Tech Challenge (FTC) program focused on STEM skills and their application to robotics. The Goal: 100% of Jackson County middle schools with an FTC program by the start of the September 2018 season. FTC is the middle school version of the FIRST Robotics program in which several Jackson County high schools participate. • Jackson County — The EG organized the 2018 MFG (manufacturing) Day for schools and manufacturers. The effort included 16 partner organizations, 14 participating businesses, approximately 500 students, and 6 schools. Students are surveyed to identify those interested in skilled trades with a goal of giving them a defined path to become employed in manufacturing skilled trades. This includes summer job shadowing, Career Center enrollment assistance, and participation in local hands-on camps. • Jackson County — The Jackson County Career Readiness Talent Consortium/PACT initiative was awarded \$500,000 by Michigan's Department of Talent and Economic Development (TED) to implement a comprehensive talent pipeline initiative for high school students. The award is a result of a
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	<p>partnership between 35 educational, business and community entities, including the EG. The Marshall Plan award was one of only 9 statewide. The Employability PACT is an endorsed certification that all Jackson County high school seniors can earn as a result of demonstrating proficiency in personal management, adaptability, communication and teamwork/collaboration. In addition, the grant provides some funding for the online talent portal, which is being developed as a local interactive database to assist parents, students and teachers in grades k-14 in accessing all available programs and resources in the County related to career planning and employment.</p>
	<p>2. Encourage the integration of STEAM into workforce development opportunities</p> <ul style="list-style-type: none"> • Region Wide — Reported by D. Scott Heister, MiSTEM Region 2 Director (https://www.mistemregion2.org/) covering the Southeast Michigan area of Hillsdale, Jackson, Lenawee, Livingston, Monroe and Washtenaw Counties: <ul style="list-style-type: none"> ○ MiSTEM Participated in Workforce Pipeline Summit was held in Washtenaw County ○ Building MiSTEM Teacher Network in Hillsdale, this included two full day Professional Learning Days where roughly 30 teachers participated in exploring Experiential Learning and working with colleagues across the County to build a supportive MiSTEM Network of Teachers.
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.
Performance Measure(s):	<p>1. Number of new post-secondary educational development programs which include STEAM in the Region</p> <ul style="list-style-type: none"> • Jackson County — See Actions #1 above. • Lenawee County — The previously mentioned Align Talent System is a K-12, post-secondary and adult training system. <p>2. Number of new workforce development programs that include STEAM in the Region</p> <ul style="list-style-type: none"> • Region Wide — See Actions #2 above.
Strategy C:	Foster relationships among businesses and resources to enhance training and market diversification
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

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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):	<p>Number of meetings between business and resources discussing training and market diversification</p> <ul style="list-style-type: none"> Jackson County — EG meetings <ul style="list-style-type: none"> Annual Informational Meeting sponsored by MWSE! to inform businesses of the GoingPro Training Fund (formerly STTF) = 1 meeting EG Board and Leadership meetings, which provide resources through guest speakers and networking = 4 meetings
Strategy D:	Seek additional resources for funding workforce training
Why:	To attract and retain talent in the Region
Action(s):	<ol style="list-style-type: none"> Facilitate plans for new/enhanced workforce training opportunities Submit applications for funding workforce training
Responsibility:	Businesses, EDOs, workforce development agencies, etc.
Timeframe:	Short-term and ongoing
Resources:	EDA, MEDC, workforce development agencies, etc.
Performance Measure(s):	<ol style="list-style-type: none"> <p>Number of plans for workforce training</p> <ul style="list-style-type: none"> Region Wide — For the 2019 MWSE! funding cycle, 113 applications were submitted for Going Pro competitive training, requesting \$4,694,966 in funds. Total requests submitted by county are as follows: Hillsdale - \$331,484 (6 Apps); Jackson - \$2,024,539 (32 Apps); Lenawee \$427,281 (11 Apps); Livingston - \$978,152 (34 apps); Washtenaw – 933,510 (30 Apps). The companies that have submitted requests are estimating their total leverage dollars at \$14,287,496. Trainees and hires are as follows: Incumbent = 3,071; New Hires = 697; 1st Year United States Department of Labor (DOL) Apprentices = 218; and Total Trainings = 854. <p>Amount of funding for workforce training awarded in the Region</p> <ul style="list-style-type: none"> Region Wide — For the 5-county area served by MWSE! —including Hillsdale, Jackson and Lenawee Counties— 71 companies were awarded \$2,777,696, resulting in 1,911 employees trained, 480 trainings, 482 new hires and 135 apprenticeships.

	<ul style="list-style-type: none"> • Jackson County — Jackson County received funding for 18 companies, with \$1,368,328 in funding. • Lenawee County — The MEDC routinely utilizes CDBG funding for job training for low to moderate income individuals. The largest project in Lenawee in 2018 secured \$12,740,830 for employee attraction and training.
Goal 4:	Diversify the economy
Strategy A:	Enhance and encourage the retention and expansion of existing businesses, including the incorporation of new automotive technologies
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):	<p>Number of retained/expanded businesses in the Region</p> <ul style="list-style-type: none"> • Jackson County — 11 businesses were retained, expanded or attracted as new companies, including bringing Blain's Farm & Fleet (first location in Michigan) to Blackman Township, and Kleinfelder Engineering to the City of Jackson. See EG Scorecard: https://enterprisegroup.org/wp-content/uploads/2019/03/2018-Year-End-Score-Card-final.pdf. • Lenawee County — 7 successful retention projects.
Strategy B:	Foster the development of new businesses and their associated jobs to create a more diverse economy
Why:	New businesses in the Region help to diversify the economy
Action(s):	<p>Develop programs that support an entrepreneurial environment</p> <ul style="list-style-type: none"> • Region Wide — R2PC staff has reviewed and commented upon—part of the duties associated with staffing the County Planning Commissions in Jackson and Lenawee— various municipal zoning ordinance amendments that allow the development of non-traditional agricultural enterprises (e.g., wedding barns, large gatherings, farm markets, etc.) while protecting the surrounding area. Those comments are often utilized to improve the regulation of new enterprises that supplement/support traditional agriculture in the region.
Responsibility:	EDO, 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):	1. Number of new jobs <ul style="list-style-type: none"> Jackson County — 387, including Business Retention/Expansion/Attraction, PTAC Awards, and Brownfield Redevelopment. See EG Scorecard: https://enterprisegroup.org/wp-content/uploads/2019/03/2018-Year-End-Score-Card-final.pdf.
	2. Number of new businesses <ul style="list-style-type: none"> Jackson County — 2 new businesses. Lenawee County — 9 new businesses with a total of 106 new jobs.
Strategy C:	Promote the value-added processing of agricultural goods produced in the Region.
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 <ul style="list-style-type: none"> Jackson County — 0 new food processing businesses. Lenawee County — 1 new food processing business, a winery, and a new produce and flower greenhouse.
	2. Number of new food processing jobs <ul style="list-style-type: none"> Jackson County — 0 new food processing jobs.

Schedule of the Goals for the Next Year (D)

Efforts to implement the strategies contained in the CEDS over the next year are summarized below:

- Goal 1 — ***Encourage collaborative economic partnerships to promote innovation and entrepreneurship***
 - Strategy A — **Proactively collaborate to advance the Mission Statement and Goals & Strategies of the CEDS**

The EDOs will continue to convene and/or participate in the various meetings reported on in the previous section. R2PC staff will concentrate on organizing and facilitating meetings of the CEDS committee that add value to the services provided by the EDOs and to make regular presentations during meetings of the R2PC's Full Commission and Executive Committee on various economic development projects.
 - Strategy B — **Consistently track and re-evaluate progress in achieving CEDS Goals & Strategies**

R2PC staff will work with the EDOs to create and manage a process for reporting CEDS implementation activities throughout the year, including any needed adjustments to CEDS Goals & Strategies.
- Goal 2 — ***Provide opportunities to support globally competitive business environment strategies***
 - Strategy A — **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**

R2PC staff will work through the JACTS Transportation Study —the MPO of Jackson County— and the 3 county Rural Task Forces formed by MDOT to facilitate transportation improvements throughout the Region 2 Area. The R2PC will work through the Michigan Infrastructure Council and the Michigan Association of Regions on other statewide infrastructure programs. R2PC staff will also work the EDR to facilitate EDA funding of infrastructure projects throughout the region (as opportunities occur) and to encourage include placemaking in the infrastructure planning projects in which it is involved.
 - Strategy — **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**

The EDOs will continue with the brownfield, SmartZone, Smart Growth, and LEED efforts reported on in the previous section.
 - Strategy C — **Identify and map unique cultural and Regional recreational resources which add to quality of life and placemaking, thereby aiding economic development, including, but not limited to, arts and cultural institutions, agriculture, parks, trails, and other recreation facilities, and natural resources**

R2PC staff will continue to facilitate the development of community master, recreation, and other plans (as requested), including the mapping of natural features, cultural institutions, and other community facilities which contribute to the quality of life in those communities and throughout the Region 2 Area. The R2PC will also compile a regional geodatabase of those resources for the CEDS and other economic development efforts.

- Strategy D — **Increase access to capital for business retention, startups, and expansions in an effort to diversify the Regional economy**

The EDOs will continue to partner with the MEDC and other resources/sources to facilitate business retention, startups and expansions, as reported on in the previous section.

- Strategy E — **Implement methods to improve globally competitive businesses development opportunities**

R2PC staff will continue to assist local communities with downtowns to become RRC certified through master planning and other economic development efforts (as requested). The EDOs will continue to promote/encourage participation in retention/expansion programs and resources, as reported on in the previous section.

- Strategy F — **Promote access to exceptional health care in the greater Region**

The EDOs will continue efforts to promote access to exceptional health care, as reported on in the previous section.

- Goal 3 — ***Expand post-secondary educational and workforce development opportunities to retain and attract talent***

- Strategy A — **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**

The EDOs will continue efforts to increase educational levels and local work-based learning experiences, as reported on in the previous section.

- Strategy B — **Encourage career ladder within the STEAM (Science, Technology, Engineering, the Arts and Math) system**

The EDOs will continue to partner with other institutions to encourage STEAM educational efforts throughout the region, as reported on in the previous section.

- Strategy C — **Foster relationships among businesses and resources to enhance training and market diversification**

The EDOs will continue to facilitate the development of relationships aimed at enhancing training and market diversification, as reported on in the previous section.

- Strategy D — **Seek additional resources for funding workforce training**

The EDOs will continue to partner with other institutions in seeking additional workforce training funding resources, as reported on in the previous section.

- Goal 4 — ***Diversify the economy***

- Strategy A — **Enhance and encourage the retention and expansion of existing businesses, including the incorporation of new automotive technologies**

The EDOs will continue to promote/facilitate efforts at existing business retention/expansion, as reported on in the previous section.

- Strategy B — **Foster the development of new businesses and their associated jobs to create a more diverse economy**

The EDOs will continue efforts to diversify the economy, as reported on in the previous section.

- Strategy C — **Promote the value-added processing of agricultural goods produced in the Region**

The EDOs and R2PC staff will continue efforts to promote value-added processing of agricultural goods, as reported on in the previous section.