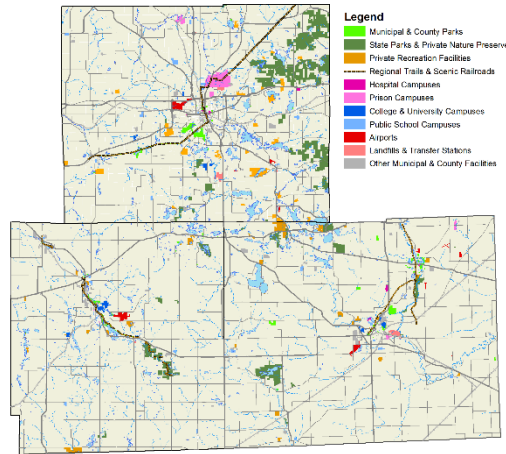
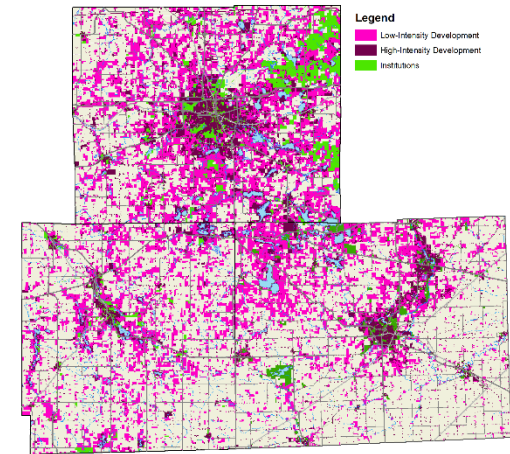


Agricultural Uses



Major Community Facilities



Existing Land Use Patterns

Region 2 Planning Commission 2019 CEDS Annual Performance Report



July 9, 2020

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

This report follows the format suggested by the EDA’s Chicago Regional Office:

Page(s)

Section 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**

Section 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.* **3-19**

Section 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.* **3-19**

Section 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.* **19-22**

Section A

Adjustment to the Strategy

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 in the 2022-2026 edition (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.

Sections B and C

Report on Economic Development Activities and Evaluation of Progress on Action Plan and Goals

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:


- | | |
|---|--|
| • BRA — Brownfield Redevelopment Authority | • MWSE! — Michigan Works! Southeast |
| • CDBG — Community Development Block Grant | • R2PC — Regional 2 Planning Commission |
| • EDP — Hillsdale Economic Development Partnership | • RPI — Regional Prosperity Initiative |
| • EG — Enterprise Group of Jackson | • RRC — Redevelopment Ready Communities |
| • EPA — U. S. Environmental Protection Agency | • STEM — Science, Technology, Engineering, and Math |
| • LDFA — Local Development Finance Authority | • SBDC — Small Business Development Center |
| • LN — Lenawee Now | • SSBCI — State Small Business Credit Initiative |
| • MDOT — Michigan Department of Transportation | • TIF — Tax Increment Financing |
| • MEDC — Michigan Economic Development Corporation | • USDA — U. S. Department of Agriculture |

2018 Region 2 Planning Commission CEDS Annual Performance Report


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"> • <i>Region-Wide.</i> The EDOs partner (via grant funding) to assist MWSEI in achieving results by connecting job seekers and job providers. The EDOs meet bi-monthly with Michigan's 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. • <i>Hillsdale County.</i> 25 meetings. <ul style="list-style-type: none"> ○ Monthly with the MWSEI team and quarterly with all stakeholders (16 meetings). ○ Bi-monthly RPI Region 9 meetings (6 meetings). ○ R2PC monthly meetings held in Hillsdale (2 meetings). ○ Report to Hillsdale County Board of Commissioners (1 meeting). • <i>Jackson County.</i> 25 meetings. <ul style="list-style-type: none"> ○ Monthly with the MWSEI team and quarterly with all stakeholders (16 meetings). ○ Bi-monthly RPI Region 9 meetings (6 meetings). ○ R2PC monthly meetings held in Jackson (3 meeting). • <i>Lenawee County.</i> 26 meetings. <ul style="list-style-type: none"> ○ Monthly with the MWSEI team and twice with all stakeholders (14 meetings). ○ Bi-monthly RPI Region 9 meetings (6 meetings). ○ R2PC monthly meetings held in Lenawee (4 meetings). ○ R2PC Annual Dinner (1 meeting). ○ Lenawee County Planning Commission Annual Dinner (1 meeting) 2. Variety of organizations who attended meetings and events each year <ul style="list-style-type: none"> • <i>Region-Wide.</i> EDOs, MWSEI, municipalities, MEDC, USDA, Michigan SBDC, R2PC, municipalities, businesses, and stakeholders.




Strategy B:	Consistently track and re-evaluate progress in achieving CEDS Goals & Strategies
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"> • <i>Region-Wide. Yes.</i> 2. If yes, were those adjustments made? <ul style="list-style-type: none"> • <i>Region-Wide. Please see the responses under Section A (Adjustment to the Strategy) section of this report for a listing of the proposed adjustments.</i>
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
	<ol style="list-style-type: none"> 1. Make improvements to public infrastructure <ul style="list-style-type: none"> • <i>Hillsdale County.</i> The Hillsdale County Road Commission invested in various township road projects. • <i>Jackson County.</i> The EG continued to work on development issues related to its 181-acre industrial park to make it shovel ready, including a force main sanitary sewer relocation (in progress) and a feasibility study to address congestion and vehicular and pedestrian safety for County Farm Road. The MEDC funded a drone flyover video of the expanded park and the engineering and design costs associated with the feasibility study. • <i>Jackson County.</i> Various MDOT-funded transportation improvement projects as well as investment in the American 1 Credit Union Event Center. • <i>Lenawee County.</i> Demolition/renovation of the Lenawee County Sherriff's Office. A portion of the building was functionally obsolete and demolished. Workers took the remaining portion down to the shell and rebuilt it, resulting in a

	<p>new state of the art facility. The renovations included central dispatch and the emergency operations center. Improvements to other buildings allowed all of those operations to continue without interruption.</p>
	<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 is located on the south side of County Farm Road. The 181-acre Jackson Technology Park North (as referenced in #1) is on the north side of the roadway.
	<p>3. Include placemaking in public infrastructure projects</p> <ul style="list-style-type: none"> • <i>Jackson County.</i> The EG continues its efforts to identify and prepare future sites for site readiness. The EG and Blackman LDFA acquired and are pre-developing the Jackson Technology Park North, which is 1 of 16 sites selected by the MEDC for its recent Site Readiness Project who funded consulting resources and a drone flyover video (https://enterprisegroup.org/ - scroll down to “Welcome to the Jackson Technology Park North Site”). • <i>Lenawee County.</i> The City of Adrian is embarking on a complete update of its Master Plan, funded in part by resources provided to it as a Rising Tide community and because of its RRC status. The City continues with aggressive placemaking efforts: extending a public spaces sculpture program, extensions of its Complete Street work, and continuation of a variety of events and activities. Ongoing regionalized conversations with transit providers that began under the Rising Tide effort encompass potential extensions through the heart of Lenawee County and to the new hospital campus. Also continued are efforts to add workforce housing with plans moving forward on several sites utilizing Brownfield Redevelopment TIFs, local capital, modular housing, and potential State or Lenawee County Land Bank incentives.
	<p>4. Prioritize potential development-ready and redevelopment-ready sites</p> <ul style="list-style-type: none"> • <i>Hillsdale County.</i> The Cities of Hillsdale and Reading achieved RRC certification and the City of Jonesville is in the final process of certification. • <i>Jackson County.</i> 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. Through a memorandum of understanding, 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. In their first six months of operation, Lean Rocket Lab (LRL) reported 5 companies started and/or launched in the Lab resulting in the creation of 9 jobs. • <i>Lenawee County.</i> The Adrian-Tecumseh SmartZone obtained an \$80,000 site readiness grant from the MEDC to market the industrial/technology parks in the SmartZone district.
	<p>5. Plan and seek funding for economic development activities, including SmartZones</p> <ul style="list-style-type: none"> • <i>Lenawee County.</i> The MEDC extended LN’s existing Gatekeeper grant for an additional year at \$100,000. • <i>Lenawee County.</i> Launch Lenawee holds two “how to start your business” classes (12 weeks each) a year, averaging 10 students per class. The Adrian-Technology SmartZone funds the LN Business Acceleration Team, a group of up to

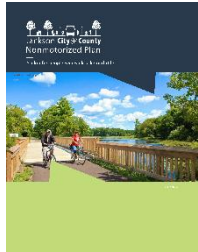
2018 Region 2 Planning Commission CEDS Annual Performance Report

	four Adrian College / Siena Heights University interns who assist individuals and existing businesses start a business or new product line. This team works year-round and helps entrepreneurs with their business plan, customer discovery, competitive analysis, and financial analysis.
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):	<div>  </div> <ol style="list-style-type: none"> The number of infrastructure projects completed <ul style="list-style-type: none"> <i>Hillsdale County.</i> The Hillsdale County Road Commission invested in 15 Road Culvert, Road Stabilization, Limestone Patch, Rail Road Ditch/Gravel, Gravel Patch, and Chip/Fog Seal projects in 8 townships. <i>Jackson County.</i> Martini Spa & Lounge; Jackson County American 1 Event Center; and MDOT investment in 6 Shoulder Widening, Railroad Bridge Replacement; and Resurfacing projects. <i>Lenawee County.</i> Sherriff's Office demolition/renovation. The value of infrastructure projects completed <ul style="list-style-type: none"> <i>Hillsdale County.</i> \$424,918, with \$251,144 contributed by townships. <i>Jackson County.</i> \$22,348,429 overall, including \$6,175,000 for non-transportation projects. <i>Lenawee County.</i> \$8,810,000. The number of development-ready and redevelopment-ready sites created <ul style="list-style-type: none"> <i>Jackson County.</i> Depending on park development, the conceptual plan ranges from 3 sites (inclusive of a 100-acre site) to as many as 14 sites (comprising the full 140-acre developable portion of the 181-acre property).
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):	1. Seek grants when available

	<ul style="list-style-type: none"> • <i>Hillsdale County.</i> The City of Hillsdale demolished 110 N. Broad Street (Brownfield) and used \$1,415,000 in CDBG Blight Elimination funding. • <i>Jackson County.</i> The EPA awarded the Jackson County BRA a \$300,000 assessment grant in May 2020. Over the years, the BRA has administered approximately \$4.5 Million in EPA grants.
	<p>2. Assess and redevelop brownfield sites</p> <ul style="list-style-type: none"> • <i>Jackson County.</i> The Jackson County BRA administered 4 brownfield projects in 2019: <ul style="list-style-type: none"> ○ American 1 Credit Union - \$1,600,000 investment – 12 new jobs ○ Dollar General - \$1,350,000 investment – 7 new jobs ○ Diversified Engineering & Plastics, LLC – Blackman Township - \$1,300,000 investment – 5 new jobs ○ Dysert Properties – Blackman Township - \$390,000 investment – 1 new job
	<p>3. Provide resources to incentivize LEED certification, Smart Growth, and sustainability</p> <ul style="list-style-type: none"> • <i>Jackson County.</i> Consumers Energy, in partnership with the City of Jackson, designated a Smart Energy District in 2 square blocks of the downtown. Consumers Energy's role in this redevelopment area is to establish the Jackson Smart Energy District, an efficient, affordable, and clean energy hub. Consequently, it plans to integrate and test the latest smart energy solutions, supporting technologies, and business models in the district 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 was successful in procuring a \$150,000 MEDC Grant to hire a "Gatekeeper" for the new Lean Rocket Lab (LRL) Business Accelerator in downtown Jackson. Through a 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 Board Membership on the LRL Board of Directors. • <i>Lenawee County.</i> LN staffs the Adrian-Tecumseh SmartZone, a satellite of the Ann Arbor SmartZone. The MEDC has awarded LN approximately \$100,000 a year since 2016 through its Gatekeeper grant. The funds help to promote and assist technology related companies in Lenawee and throughout the State.
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.)

2018 Region 2 Planning Commission CEDS Annual Performance Report

Performance Measure(s):	1. Number of brownfield properties developed each year <ul style="list-style-type: none"> <i>Jackson County.</i> 4 projects in 2019.
	2. Number of properties developed each year using Smart Growth, LEED, and other sustainable strategies <ul style="list-style-type: none"> <i>Jackson County.</i> The Jackson County BRA provided its Sustainability Packet of information to applicants. However, it has not tracked completion of these metric recommendations.
	3. Investment in SmartZones <ul style="list-style-type: none"> <i>Lenawee County.</i> A Cannabis grow/processing facility was built in the Adrian portion of the Adrian-Tecumseh Smart-Zone. This project resulted in \$56,000,000 of private investment.
	4. Number of jobs in SmartZones <ul style="list-style-type: none"> <i>Jackson County.</i> Technique is in the process of constructing a second building in the Jackson Technology Park Smart-Zone that will provide a minimum of 10-20 new jobs. <i>Lenawee County.</i> A Cannabis grow/processing facility was built in the Adrian part of the Adrian-Tecumseh SmartZone. This project resulted in 60 new jobs.
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):	1. The number of new/updated plans <ul style="list-style-type: none"> <i>Region-Wide.</i> The R2PC facilitates most of the plans produced in the region. Staff assisted in the following planning efforts in 2019:



- Recreation Plans:
 - City of Jackson (completed)
 - County of Jackson (completed)
- Master Plans:
 - Village of Brooklyn (completed)
 - County of Jackson
 - Leoni Township
 - Liberty Township (completed)
 - Village of Parma (completed)
 - Raisin Township
 - Spring Arbor Township
 - Village of Springport
- Zoning Ordinances:
 - Village of Brooklyn
 - Rollin Township
 - Somerset Township

R2PC staff also facilitated a few regional plans. The recently completed *Jackson City + County Nonmotorized Plan* addresses mobility and recreation, both of which are important to the economy. The Greater Irish Hills Intermunicipality Committee (comprised of 10 townships and 4 villages in 4 counties) hopes to develop a joint recreation plan, which will make its member communities eligible to apply for grants managed by the Michigan Department of Natural Resources and help to reinforce the identity of the Greater Irish Hills. Jackson County is updating its hazard mitigation plan.

2. The number of new/updated mapping projects


- *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). R2PC staff conducted an existing land use study for the entire region utilizing property assessment data. Staff utilized that data (along with local knowledge and online resources) to map major community facilities throughout the region. Staff developed the existing land use and major community facilities maps at the county level (as well as the region) and posted them to the [Regional Economic Development](#) webpage of [region2planning.com](#).



~~3. The number of new/updated marketing activities~~



- *Region-Wide.* Staff proposes the deletion of this performance measure because the EDOs no longer think it is 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):	<ol style="list-style-type: none"> 1. Establish/expand angel networks and venture capital 2. Establish/expand community capital

	3. Make use of EDA, MEDC, and other granting resources
	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"> <i>Hillsdale County.</i> The MEDC funded 12 projects in Hillsdale County with a public investment of \$2,134,376 and a private investment of \$2,325,340. Funding sources include CDBG, Public Spaces Community, MI-Step and SSBCI. The EDP made 9 loans totaling \$257,476 through its USDA funded Intermediary Relending Fund. A modest amount of funding is currently available as 6 of the loans are currently active. <i>Jackson County.</i> The EG assisted with five MEDC-incented projects that involved various types of MEDC funding, creating \$1,027,930 in public support and leveraging \$3,843,192. Funding sources may include all or some of the Business Development Program, Community Revitalization Program, SSBCI, 21st CJP, CDBG, Brownfield TIF, and other programs. <i>Lenawee County.</i> LN has a \$150,000 microloan program through the USDA's Intermediary Relending Program and deployed \$25,000 of these funds in 2019. LN also created a \$500,000 venture capital fund for start-up businesses, deploying \$250,000 in 2019. Lenawee County loaned \$900,000 of its \$1.5 million CDBG-based revolving loan fund to GLOV Enterprises, a Tecumseh based auto supplier, in 2019 and has a \$1.5 million CDBG-based revolving loan fund for local businesses to use for start-up or expansion purposes. <p>2. Diversity of business measured through NAICS codes</p> <ul style="list-style-type: none"> <i>Lenawee County.</i> Overall, there were 14 successful attractions/start-up/expansion projects in Lenawee County in 2019. The NAICS (North American Industry Classification System) sector codes include 11, 23, 31, 33, 44, 61, and 72. <p>3. Number of new/expanded organizations</p> <ul style="list-style-type: none"> <i>Hillsdale County.</i> The EDP reports Mackinaw Island Creamery, Spangler's Restaurant expansion, the Sauk Diner, Commodity Blenders, Puppy Paradise, and Hillsdale Craft. <i>Lenawee County.</i> LN reports 11 new/expanded organizations with over \$75,000,000 of private investment, 147 new jobs, and 127 retained jobs.
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


	<p>Action(s):</p> <ol style="list-style-type: none"> Support/encourage engagement of local governments in MEDCs RRC program <ul style="list-style-type: none"> <i>Region-Wide.</i> 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"> <i>Hillsdale County:</i> <ul style="list-style-type: none"> City of Hillsdale * City of Jonesville Village of Reading <i>Jackson County:</i> <ul style="list-style-type: none"> Village of Brooklyn Village of Concord Village of Grass Lake City of Jackson * Village of Springport <i>Lenawee County:</i> <ul style="list-style-type: none"> City of Adrian Village of Blissfield Village of Clinton City of Tecumseh * <p>* = RRC Certified</p>
	<ol style="list-style-type: none"> Promote/encourage participation in retention/expansion programs and resources <ul style="list-style-type: none"> <i>Hillsdale County.</i> The EDP coordinated 40 retention calls in 2019 with customers and representatives from the MEDC and MWSE! <i>Jackson County.</i> The EG conducted 44 retention visits in 2019, and 352 from 2016 through 2018. It collaborates with the MEDC and its Business Development representative attends all retention visits in Jackson County. <i>Lenawee County.</i> 6 communities actively participate in LN's Business Retention & Expansion (BRE) program and the remaining 26 participate when there is an active prospect/project in their municipality. In 2019, LN conducted 61 retention visits. LN also holds two Stakeholder meetings every year. These Stakeholder meetings bring together all Lenawee municipalities and appropriate State and Federal agencies to discuss the current state of affairs in Lenawee County and address any economic development issues that need attention. Educate local elected and appointed officials <ul style="list-style-type: none"> <i>Jackson County</i> —The EG attends Township meetings during which local businesses seek tax incentives, advocates for the business as part of the retention visit program, and educates 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. <i>Lenawee County</i> — LN routinely meets with elected bodies, services clubs, secondary and post-secondary educational institutions to educate and inform them of economic development activities and programs.
Responsibility:	Municipalities (including counties) and EDOs
Timeframe:	Medium-term and ongoing
Resources:	MEDC, USDA, EDA, etc.
Performance Measure(s):	1. Number of communities participating

	<ul style="list-style-type: none"> • <i>Region-Wide.</i> The R2PC is facilitating master plans and zoning ordinances that include elements required by the MEDC's RRC program in the Villages of Springport and Brooklyn, respectively. <p>2. Number of programs created/utilized</p> <ul style="list-style-type: none"> • <i>Jackson County.</i> 14 Jackson County projects benefited from MEDC funding programs in 2019. • <i>Lenawee County.</i> LN created the Align Talent System in 2015 and has expanded the program's efforts every year since. The System's focus is the creation of a talent pipeline within Lenawee County for the benefit of its businesses and residents. <p>3. Economic investment from the programs</p> <ul style="list-style-type: none"> • <i>Jackson County.</i> The EG assisted with five MEDC-incented projects that involved various types of MEDC funding, creating \$1,027,930 in public support, and leveraging \$3,843,192. Funding sources may include all or some of the Business Development Program, Community Revitalization Program, SSBCI, 21st CJP, CDBG, Brownfield TIF, and other programs. • <i>Lenawee County.</i> In 2019, LN (Align Talent System) received approximately \$1,000,000 of State (Marshall Plan) and Local (CTE) funds to build a sustainable and effective communication system/process between our K-12 schools, colleges, and businesses.
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):	<p>1. Provide public transportation to health care centers</p> <p>2. Increase quality of life in the Region in order to attract medical talent</p> <p>3. Provide alternatives to traditional health care centers (e.g., telemedicine, community clinics, etc.)</p> <ul style="list-style-type: none"> • <i>Hillsdale County.</i> The EDP works with Hillsdale Hospital and their community clinics to promote wellness and occupational health opportunities to our local manufacturers and employers. They scheduled on-site and open seminars for employees regarding personal wellness and safety as well as controlling health issue like smoking cessation and promoting a healthy diet. <p>4. Updated infrastructure</p>
	
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"> 1. Number of new medical providers <ul style="list-style-type: none"> • <i>Lenawee County.</i> Promedica, a healthcare provider serving southeastern Lower Michigan and northwestern Ohio, continues to construct a new \$100,000,000 hospital in central Lenawee County, which will replace the Bixby and Her-rick Hospitals (in Adrian and Tecumseh, respectively). 2. Number of new medical services available <ul style="list-style-type: none"> • <i>Region-Wide.</i> Staff proposes the deletion of this performance measure 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"> 1. Encourage workforce development opportunities 2. Encourage educational institutions to expand educational opportunities 3. 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"> 1. Number of new post-secondary and workforce educational development programs in the Region <ul style="list-style-type: none"> • <i>Hillsdale County.</i> Employers utilized the Litchfield Regional Training Center to enhance their employee's skills in Fanuc Robotics Operations & Programming, Mechanical Troubleshooting, Electrical Troubleshooting, 6 Sigma Green Belt, IATF, 5S Manufacturing Core Tools (APQP, FMEA, PPAP, SPC & MSA), Geometric Dimensioning & Tolerancing, Blue print Reading, Excel (basic and advanced), Lean Manufacturing and Lean Office, RS Logix, Hydraulics and Pneumatics, Supervisory, and Team Building. Individuals seeking new opportunities and to enhance skills have taken part in the Welding GMAW and GTAW courses. This course prepares students for AWS testing and employer weld tests to obtain employment opportunities. All courses are available to the public, including high school students. • <i>Jackson County.</i> Since 2017, the EG has worked with strategic partners to establish a Talent Portal whose goal is to provide all students, teachers and parents (K-14) an interactive resource to access local programs and resources that

	<p>can be utilized in career path planning, career awareness, and job placement. A partner steering committee will determine performance based on portal usage, user reviews, and partner program enrollments.</p> <ul style="list-style-type: none"> • <i>Lenawee County.</i> In 2019, LN (Align Talent System) received approximately \$800,000 of State (Marshall Plan) funds to build a “stackable” Skill Certificate program in conjunction with K-12 school systems, colleges, and adult education programs. This program will provide residents an opportunity to enhance specific employment skill sets with less cost and time commitment usually associated with typical post-secondary classes. These certificate programs will also afford area employers a fast and cost effective way to upskill new and existing employees.
	<p>2. Number new of entrepreneurial businesses</p> <ul style="list-style-type: none"> • <i>Jackson County.</i> 2 new businesses began construction on their facilities in 2019, with an estimated build cost of approximately \$60,000,000. 3 new businesses started operations with assistance from LN.
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"> • <i>Hillsdale County.</i> The EDP and Litchfield Regional Training Center hosted a “Going Pro Career Exploration” night during which students engaged in experiential activities in manufacturing, technology and healthcare careers. Various instructors (i.e., construction trades, welding, cyber security and digital forensics) and local employers (i.e., Hillsdale Terminal, Speedrack, Paragon Metal, County National Bank, and Michigan Works Southeast) offered their time/knowledge. • <i>Hillsdale County.</i> The EDP coordinated a countywide Manufacturing Day for high school students during which 11 companies provided tours to 142 students. Students also had the opportunity to speak with a panel of employers. • <i>Jackson County.</i> The EG contracted with the Workforce Intelligence Network (WIN) to compile an overview of available talent in Jackson County and its adjacent labor market area. In addition to general labor market information, the Jackson County Talent Profile includes specific data on five targeted occupation groups. • <i>Jackson County.</i> Michigan awarded the Jackson County Career Readiness Talent Consortium/PACT initiative \$500,000 to implement a comprehensive talent pipeline initiative for high school students through its Marshall Plan. The award (1 of only 9 statewide) is a result of a partnership between 35 educational, business and community entities. The Employability PACT is an endorsed certification that all Jackson County high school seniors can earn by demonstrating proficiency in personal management, adaptability, communication, and team-work/collaboration. In addition, the grant provides 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. • <i>Jackson County.</i> The EG worked collaboratively with its partners at the Jackson County Intermediate School District, the Jackson Area Career Center, the Jackson Area Manufacturers Association, and Junior Achievement of the MI Edge, Inc., on a Job Shadowing opportunity for Jackson High School students who expressed an interest in manufacturing



	<p>and engineering. The experience kicked off on June 12, 2019, with 4 hours of job shadowing at Alro Plastics, Aertech Machining & Manufacturing, Elm Plating, Orbitform, and Miller Tool. Students then ended their day at the Jackson Area Career Center doing a hands-on project, learning how to read blueprints, machining, and even welding their own pencil holder to take home.</p> <ul style="list-style-type: none"> • <i>Lenawee County.</i> In 2019 LN and the LISD worked together to organize their fourth countywide Manufacturing day for high school students when 21 employers opened their doors to 400 students from 11 schools.
	<p>2. Encourage the integration of STEAM into workforce development opportunities</p> <ul style="list-style-type: none"> • <i>Region-Wide.</i> Reported by D. Scott Heister, Mi STEM Region 2 Director (https://www.mistemregion2.org/) covering the Southeast Michigan area of Hillsdale, Jackson, Lenawee, Livingston, Monroe and Washtenaw Counties: Spring Arbor University played host to MiSTEM and Ten80 on Dec. 11, 2019 for RaceDay. • <i>Lenawee County.</i> The Align Talent System is working with area K-12 teachers to have business professionals deliver lectures / presentations that support the teacher's curriculum. While giving the students real life examples of why the current lesson is relevant, it also highlights the various STEAM jobs available in Lenawee County.
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"> • <i>Jackson County.</i> See Actions #1 above. • <i>Lenawee County.</i> 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"> • <i>Region-Wide.</i> 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
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.

2018 Region 2 Planning Commission CEDS Annual Performance Report

Performance Measure(s):	<p>Number of meetings between business and resources discussing training and market diversification</p> <ul style="list-style-type: none"> <i>Jackson County.</i> EG Board and Leadership meetings, which provide resources through guest speakers and networking = 4 meetings. <i>Lenawee County.</i> Annual Informational Meeting sponsored by MWSE! to inform businesses of the GoingPro Training Fund (formerly STTF) = 1 meeting.
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"> Number of plans for workforce training <ul style="list-style-type: none"> <i>Region-Wide.</i> MWSE! submitted 113 Going Pro competitive training funding applications totaling \$4,694,966 for its 2019 funding cycle. Total requests per county: Hillsdale = \$331,484 (6 Apps); Jackson = \$2,024,539 (32 Apps); Lenawee = \$427,281 (11 Apps); Livingston = \$978,152 (34 apps); and Washtenaw = \$933,510 (30 Apps). The companies that submitted requests estimate their total leverage dollars at \$14,287,496. Amount of funding for workforce training awarded in the Region <ul style="list-style-type: none"> <i>Region-Wide.</i> For the 5-county area served by MWSE! (including Hillsdale, Jackson and Lenawee), 71 companies were awarded \$2,777,696, resulting in 1,911 employees trained, 480 trainings, 482 new hires, and 135 apprenticeships. Jackson County received \$1,368,328 for 18 companies.
	
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

2018 Region 2 Planning Commission CEDS Annual Performance Report

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"> • <i>Jackson County.</i> The EG assisted in the following projects in 2019: <ul style="list-style-type: none"> ○ Technique (Blackman Township) = 20 new jobs. ○ Classic Turning (\$2,500,000 investment in Leoni Township) = 30 new jobs. ○ Lean Rocket Lab/MEDC reported jobs (Downtown Jackson) = 9 new jobs. ○ Adam's Development Project (\$1,000,000 investment in Grass Lake Township) = 70 new jobs. • <i>Lenawee County.</i> LN reports 10 new/expanded organizations with over \$75,000,000 of private investment resulting in 147 new jobs and 127 retained jobs.
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"> • <i>Region-Wide.</i> R2PC staff continues to review and comment 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 entrepreneurial businesses while protecting the surrounding area. Municipalities often utilize those comments to improve regulations. • <i>Lenawee County.</i> Launch Lenawee, an entrepreneurial assistance effort, purchased the former Adrian Armory LN received a \$50,000 USDA grant to build a commercial kitchen incubator in the Armory. Launch Lenawee holds two "how to start your business" classes (12 weeks each) a year averaging 10 students per class. • <i>Lenawee County.</i> The Adrian-Tecumseh SmartZone funds the LN Business Acceleration Team, a group of up to four Adrian College / Siena Heights University interns that assist individuals and existing businesses start a business or new product line year-round. The Team helps entrepreneurs with their business plan, customer discovery, competitive analysis, and financial analysis.
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):	<p>1. Number of new jobs</p> <ul style="list-style-type: none"> • <i>Jackson County.</i> Total EG job commitments = 195 with a total investment of \$11,050,235. The Imagine Jackson 2020 Goal is 1,500 new/retained jobs and job commitments from EG-assisted projects exceeded that goal with 2,051 jobs between 1/1/2016 and 7/31/2019. • <i>Lenawee County.</i> 147 new jobs from 11 attraction/startup/retention projects.



	2. Number of new businesses <ul style="list-style-type: none"> • <i>Lenawee County. 14 new businesses.</i>
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"> • <i>Lenawee County. 1 new food processing business, an alcohol distiller.</i>
	2. Number of new food processing jobs

Section D

Schedule of the Goals for the Next Year

Summarized below are the continuing efforts to implement the strategies contained in the CEDS:

- 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 collaborating with the EDOs, making regular presentations during meetings of the its Full Commission and Executive Committee regarding various economic development projects, and organizing/facilitating meetings of the CEDS committee that add value to the services provided by the EDOs (when needed).

- Strategy B

Consistently track and re-evaluate progress in achieving CEDS Goals & Strategies

R2PC staff will continue to work with the EDOs to revise and manage the process for reporting CEDS implementation activities, 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 continue to work through the JACTS Transportation Study —the MPO of Jackson County— and the various county Rural Task Forces formed by MDOT to facilitate transportation improvements throughout the Region 2 Area. The R2PC will continue to work through the Michigan Infrastructure Council and the Michigan Association of Regions on other statewide infrastructure programs. R2PC staff will also continue to work with the EDR and EDOs to facilitate EDA funding of infrastructure projects throughout the region (as opportunities occur) and to encourage including placemaking in the infrastructure planning projects in which it is involved. Finally, R2PC staff will continue to write letters of support for grant applications regarding infrastructure improvements.

- 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**

- 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**

- Staff will continue to supplement the mapping collection of natural features, cultural institutions, and other community facilities that contribute to the quality of life throughout the Region 2 Area. That effort includes compiling a regional geodatabase of those resources for the CEDS and other economic development and community planning efforts. R2PC staff will also continue to facilitate the development of municipal and county master, recreation, and other special use plans.

- 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, zoning, 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 laddering 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.