

VISION FOR THE FUTURE

Enhancing economic vitality & community prosperity.



Region 2
PLANNING COMMISSION

Serving Hillsdale, Jackson & Lenawee Counties

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PREFACE

The U.S. Department of Commerce Economic Development Administration (EDA) awards funding for public works and economic adjustment assistance based upon the development and implementation of a Comprehensive Economic Development Strategy (CEDS). The Region 2 Planning Commission developed its first CEDS in 2010 to satisfy a major requirement in designating the Region 2 area as an Economic Development District (EDD) by the EDA.

The R2PC was successful in its effort to achieve Economic Development District designation which was awarded in 2013. Annual updates to the 2010 R2PC CEDS were undertaken in 2012, 2013, 2014, and 2015. R2PC's second CEDS was written in 2017 to cover the period 2017 to 2021. Annual updates for the second CEDS were completed in 2018 and 2019. This edition of the CEDS, *A Vision for the Future: A Comprehensive Strategy for Economic Vitality & Community Prosperity*, will cover the period 2021 to 2025 and aligns with current EDA Investment Priorities:

Equity

Economic development planning or implementation projects that advance equity across America through investments that directly benefit 1) one or more traditionally underserved populations, including but not limited to women, Black, Latino, and Indigenous and Native American persons, Asian Americans, and Pacific Islanders or 2) underserved communities within geographies that have been systematically denied a full opportunity to participate in aspects of economic prosperity such as Tribal Lands, Persistent Poverty Counties, and rural areas with demonstrated, historical underservice.

Recovery & Resilience

Economic development planning or implementation projects that build economic resilience to, and long-term recovery from, economic shocks, like those experienced by communities impacted by the decline of an important industry or a natural disaster, that may benefit from economic diversification-focused resilience.

Workforce Development

Economic development planning or implementation projects that support workforce education and skills training activities directly connected to the hiring and skills needs of the business community and that result in well-paying, quality jobs.



Manufacturing

Economic development planning or implementation projects that encourage job creation, business expansion, technology and capital upgrades, and productivity growth in manufacturing, including efforts that contribute to the competitiveness and growth of domestic suppliers or to the domestic production of innovative, high-value products and production technologies.



Technology-Based Economic Development

Economic development planning or implementation projects that foster regional knowledge ecosystems that support entrepreneurs and startups, including the commercialization of new technologies that are creating technology-driven businesses and high-skilled, well-paying jobs of the future.

Environmentally Sustainable Development

Economic development planning or implementation projects that help address the climate crisis including through the development and implementation of green products, green processes (including green infrastructure), green places, and green buildings.

Exports & FDI

Economic development planning or implementation projects that enhance or build community assets to support growth in US exports or increased foreign direct investment.



EXECUTIVE SUMMARY

In late summer 2021 Michigan Governor Gretchen Whitmer released the *MI New Economy*ⁱ economic development plan which identified the state's biggest economic challenges as *Too Many Low-Wage Jobs and Not Enough Workers*. The Region 2 Planning Commission / Economic Development District has spent most of 2021 developing a new Comprehensive Economic Development Strategy (CEDS) to guide regional economic development efforts for the next four years. Through these efforts the Region 2 Planning Commission CEDS committee, just like the *MI New Economy* plan, has identified the lack of workers as the number one issue facing the region's future economic prosperity. Similarly, the region's per capita personal income, which significantly lags the state and national averages can be directly attributed to too many low-wage jobs.

According to the *MI New Economy* plan:

- **56% of Michigan residents earn below the national median wage of \$39,810**
- **Michigan's per capita personal income has trailed the nation since 2000**
- **Michigan's unemployment rate is better than the national average but its labor force participation has trailed the nation for more than 10 years**
- **Its prime age labor force participation was top five for largest decrease from 2005 to 2018**
 - » It is projected to get worse for most of Michigan – only 21 counties are expected to experience labor force growth by 2028. Like most of Michigan the labor force in all three of Region 2's counties is projected to decrease by 2028, with Jackson County's

labor force projected to decrease by 3.5 percent, the largest decrease in the region.

- » By 2030, deaths are expected to begin to outpace births statewide, driving a move from stagnant population growth to a declining rate of population. In Region 2 this started to occur on a regional basis in 2017. Deaths began outpacing births in Lenawee County in 2015, in Jackson County in 2017 and most recently in Hillsdale County in 2019.

Much like the *MI New Economy* plan a key component of the CEDS process has been a demographic evaluation of the region which has revealed that regional population growth has slowed dramatically in ten-year increments since 1990, resulting in a median age that has steadily risen into the low 40's. Additionally regional incomes have stagnated and trail the state and national averages by significant margins. Regional educational attainment measures also significantly trail both the state and national averages, indicating that it is becoming increasingly more difficult to attract the talented workers to fill available jobs within the region. An aging workforce, with limited numbers of available skilled workers, and an overall lack of workforce depth make business attraction efforts exceedingly difficult. These facts, combined with reports from our local economic development officials about the lack of available, infrastructure-served sites has led the Region 2 CEDS Committee to focus the strategy's efforts on quality of place and quality of life improvements in an effort to make the region an attractive option for existing residents and potential new residents.

The Region 2 CEDS Committee's work was guided by a vision that stated, "In five years, Region 2

ⁱ*MI New Economy*, www.michigan.gov/mineweconomy, September 21, 2021



will continue on the path to prosperity through a resilient and vibrant regional economy that develops, attracts and retains talent and industry by leveraging quality of life while promoting our natural and cultural resources.”

The result of the committee’s efforts is the *Vision for the Future: A Comprehensive Strategy for Economic Vitality & Community Prosperity* which serves as the Region 2 Planning Commission / Economic Development District Comprehensive Economic Development Strategy (CEDS) for the 2021 – 2025 period.

The mission of the *Vision for the Future: A Comprehensive Strategy for Economic Vitality & Community Prosperity* CEDS states that, “R2PC will collaboratively work with all partners to create a flourishing regional environment by pursuing economic prosperity through sustainable land use, devotion to developing and maintaining talent and a high quality of life for all residents, and by preserving the natural and historic beauty of the region.”

Regional economic development priorities for the district have been identified and addressed through a plan of action, which upon implementation, will positively impact the economies of the three individual counties comprising the Region 2 Economic Development District as well as the region as a whole. To achieve regional economic prosperity the *Vision for the Future* action plan details four strategies:

Mission

R2PC will collaboratively work with all partners to create a flourishing regional environment by pursuing economic prosperity through sustainable land use, devotion to developing and maintaining talent and a high quality of life for all residents, and by preserving the natural and historic beauty of the region.

Vision

In five years, Region 2 will continue on the path to prosperity through a resilient and vibrant regional economy that develops, attracts and retains talent and industry by leveraging quality of life while promoting our natural and cultural resources.



STRATEGY 1

Create Fiscally Sustainable Quality Connected Places

OBJECTIVES:

- Facilitate opportunities for centered growth and infill development
- Work with local governments to foster efficient growth
- Maximize the use of existing transportation infrastructure to lessen financial pressures
- Increase financial literacy about innovative financing strategies and incentive policies
- Maintain a full spectrum of housing inventory and affordability

STRATEGY 2

Link Development with Transportation and Other Infrastructure

OBJECTIVES:

- Improve employers' access to workforce and customers; households access to jobs and education
- Ensure households within vulnerable communities (e.g. low-income) have access to opportunities to meet their needs
- Fund infrastructure that strategically improves economic outcomes
- Invest and improve development of site infrastructure: water, sewer, fiber optic, and broadband in strategic locations

STRATEGY 3

Provide Placemaking Amenities to Attract Talent

OBJECTIVES:

- Pursue the development of an outdoor recreation economy through preservation-minded leveraging of the region's natural and man-made recreation resources
- Encourage downtown development and revitalization in the region's cities, towns, and villages to support the attraction of skilled labor and to benefit existing residents
- Identify potential multi-jurisdictional placemaking projects that contribute to talent attraction and provide a positive regional impact
- Promote regional tourism opportunities and maximize local government's revenue through increased visitor activity
- Attract skilled labor through provision of beautiful, amenity-rich, and walkable communities
- Develop a regional branding and marketing campaign

STRATEGY 4

Attract and Retain Businesses and Encourage Innovation

OBJECTIVES:

- Business expansion and retention
- Encourage entrepreneurship and innovation
- Support growth of key industry clusters
- Increase local government economic development capacity
- Develop a workforce that meets the needs of the region
- Monitor, partner, and assist with catalyst projects



To achieve the strategies and objectives leading to regional economic prosperity the Region 2 CEDS Committee has identified strategic projects, with an emphasis on local-level projects, that could be planned and/or implemented during the years 2021 to 2025 covered by the *Vision for the Future: A Comprehensive Strategy for Economic Vitality & Community Prosperity* CEDS. Representatives of each of the region's three counties were asked to submit a list of priority projects that would benefit from potential future funding and which would help move the region toward its economic goals. These projects are geographically distributed, with twelve regional projects and thirty-two county-specific projects. The projects are further identified as specific projects or non-conceptualized projects, which are more general in nature. The complete list of projects can be found in the appendix of the CEDS.

The Region 2 Planning Commission / Economic Development District and its CEDS Committee believe that the role of the Economic Development District is to serve as an economic development "think tank" for the region and to support existing efforts, not redirect or conflict with the existing economic development efforts

of our three local economic development organizations. In an effort to comply with EDA guidelines and the Region 2 Planning Commission / Economic Development District Board of Directors, the strategies, objectives, actions, and performance evaluation measures in this CEDS are determined by the Commission's members and communities within the three-county region.

Upon formal adoption of this document the CEDS Committee that served as the advisory board in the drafting of this strategy will transition into a role as the CEDS Implementation Committee and will henceforth meet quarterly to implement the strategies and objectives outlined in this plan of action. The committee will also complete an annual review of the progress and accomplishments of the Plan of Action and its effectiveness in accomplishing the strategies and objectives established in the *Vision for the Future*. Region 2 Planning Commission staff will prepare an annual CEDS report for the Region 2 Economic Development District that outlines the accomplishments, identifies changes in resources and funding, and identifies and updates needed actions. Staff will also prepare an annual report for EDA as per the planning grant requirements.

AREA PROFILE

Description of the Region

The Region 2 Planning Commission and Economic Development District is located in the southcentral area of Michigan's Lower Peninsula. The Region consists of Hillsdale, Jackson, and Lenawee Counties with the states of Indiana and Ohio forming the Region's southern border. Each of the Region's three counties has a distinct urban center located in approximately the geographic midpoint of the respective county. In Hillsdale, the City of Hillsdale anchors a core area that extends north of the City of Jonesville to the City of Litchfield, and in Jackson County, the City of Jackson is located in the geographic center of the County. In Lenawee County, the City of Adrian is located in the center, and an urbanized area extends north to include the City of Tecumseh. The Region's population centers are influenced by the Ann Arbor, Detroit, Toledo, and Lansing metropolitan areas located to the east, southeast, and north of the Region, but they also generate their own spheres of urban influence.

The most common description of the Region 2 area would likely be its rural and agricultural nature, however although urban areas only cover approximately 4.8 percent of the region, an estimated 50 percent of its population lived in one of them in 2018. According to the U.S. Census Bureau to qualify as an urban area a territory must encompass at least 2,500 people, at least 1,500 of which reside outside institutional group quarters. The Census Bureau identifies two types of urban areas: an Urbanized Area with at least 50,000 people, and an Urban Cluster with between 2,500 and 49,999 people. The Jackson Urbanized Area, including significant portions of surrounding townships, comprised approximately 59 percent of the total square mileage of Region 2's urban areas and had a 2018 population of 88,059.

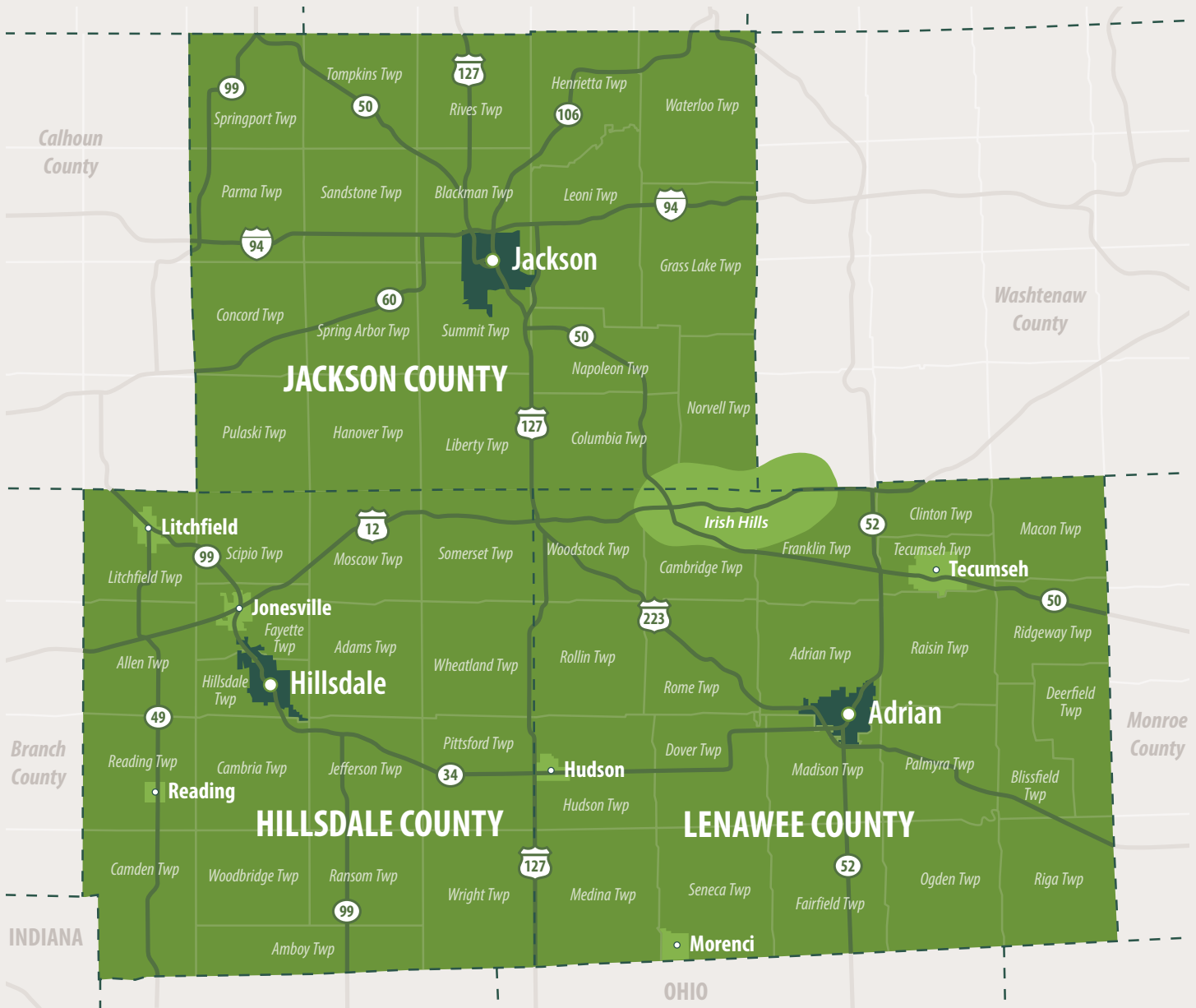


The Adrian Urban Cluster, including Tecumseh, Clinton, and portions of surrounding townships, comprises approximately 25 percent of the total square mileage of Region 2 and had a 2018 population of 43,974. The Hillsdale Urban Cluster, including Jonesville and portions of surrounding townships, comprised eight percent of the total square mileage of Region 2 with a population just under 12,000 in 2018.

Physical and Natural Features

The topography of the Region 2 area varies from flat glacial lake bottoms found in southeastern Lenawee County to gently rolling, moderately hilly moraines comprising most of Jackson and Hillsdale Counties.

Most of the Region is relatively level. In Jackson County, the southwestern portion has the greatest concentration of moderate slopes. Lenawee County has very few areas with significant topography, with the greatest clustering occurring in the far northwestern portion of the county in an area known as the Irish Hills. Hillsdale County is the most rolling of the three counties particularly in the northeast, central, and southwestern portions of the county.





The Region is at the headwaters of five river systems. Jackson County is drained by the Grand and Kalamazoo basins flowing west into Lake Michigan, and the Raisin basin flowing east into Lake Erie. Lenawee County is almost entirely drained by the River Raisin basin, although a small area in the southwestern part of the County is within the Maumee basin which flows west into Lake Michigan. Hillsdale County is drained by the Kalamazoo, St. Joseph, and Maumee basins, all of which flow west into Lake Michigan.

The climate of the Region is not detrimental to most development, seldom experiencing prolonged periods of either hot humid weather in the summer or extreme cold in the winter. Summers are moderately warm with an average of only 12 to 23 days on which the temperature exceeds 90 degrees Fahrenheit and in winter, November through March the minimum daily temperature is below freezing 83 to 85 percent of the time. Precipitation in the Region is fairly evenly distributed throughout the year and averages 31" to 36" per year.

Infrastructure

In addition to US-12, I-94 bisects Jackson County connecting Detroit and Chicago. US-127 extends in a north-south direction providing access to Lansing and points northward, and Ohio to the south. US-223 runs from the center of the Region in a southeasterly direction to the Monroe and Toledo areas.

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

Northeastern Railroad with lines that serve Litchfield, Jonesville and the City of Hillsdale with areas to the southwest.

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

Central sewer and water facilities are available to many of the Region's cities and villages and surrounding townships while rural areas tend to be serviced by individual well and septic systems.

Governmental Structure

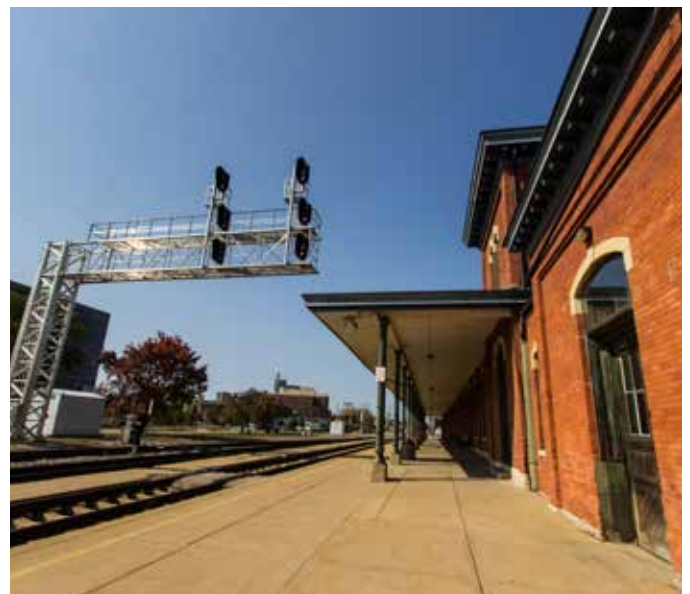
The Region 2 area is composed of 90 units of local government. In each of the three counties in the Region, local units range from rural townships and villages to cities. Jackson is the lone metropolitan area in the Region. Most local units, particularly in Jackson and Lenawee Counties, have adopted land use plans and zoning ordinances. Approximately half of the local units in Hillsdale County have adopted community plans and zoning ordinances.

R2PC staff has historically assisted local units of government with planning and zoning matters. The staff provides planning services on request

including the preparation of plans and ordinances. The Commission also conducts planning and zoning workshops for local units of government in the three-county area. The close association with local units of government has served the Commission well in the implementation of county- or region-wide plans and planning programs. The Region 2 Planning Commission provides staff assistance to the Jackson County Planning Commission and the Lenawee County Planning Commission.

The Region 2 Planning Commission is also the designated Metropolitan Planning Organization (MPO) for the Jackson metropolitan area and staffs the Jackson Area Comprehensive Transportation Study (JACTS), which encompasses all of Jackson County. Ongoing assignments in that capacity include preparation of transportation long-range plans and transportation improvement programs. In Hillsdale and Lenawee counties, the Commission staff also conducts transportation planning projects and studies.

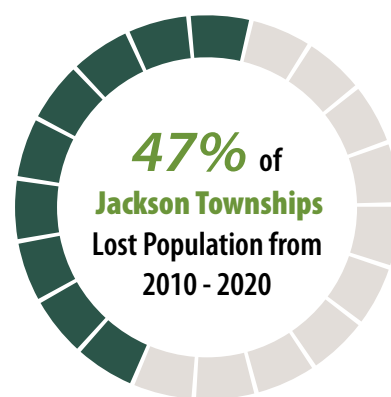
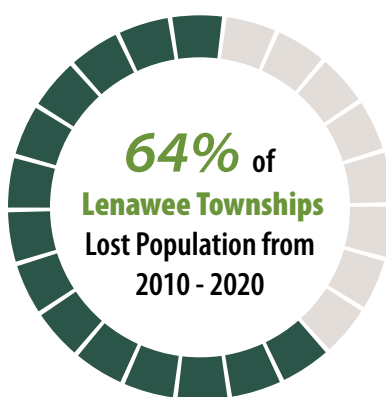
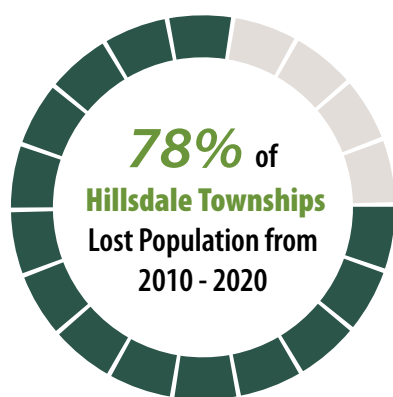
R2PC also has ongoing working relationships with each of the three economic development organizations in the Region, including the Hillsdale County Economic Development Partnership, the Enterprise Group of Jackson, and Lenawee Now.



SUMMARY BACKGROUND

Region 2 Population

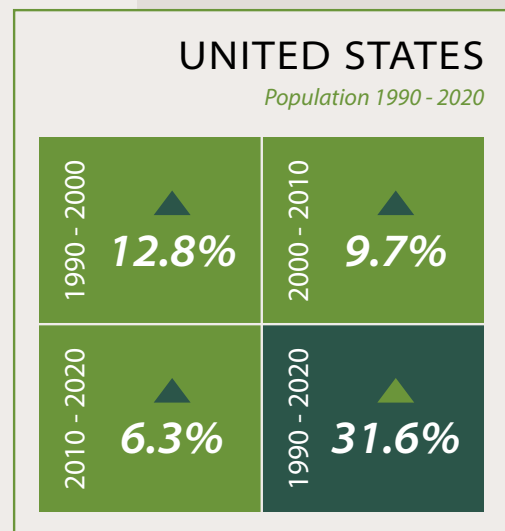
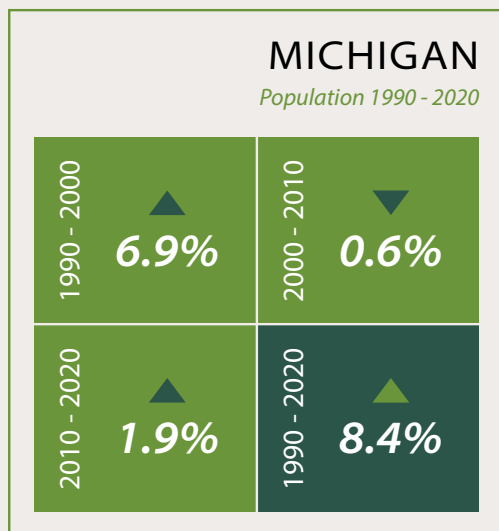
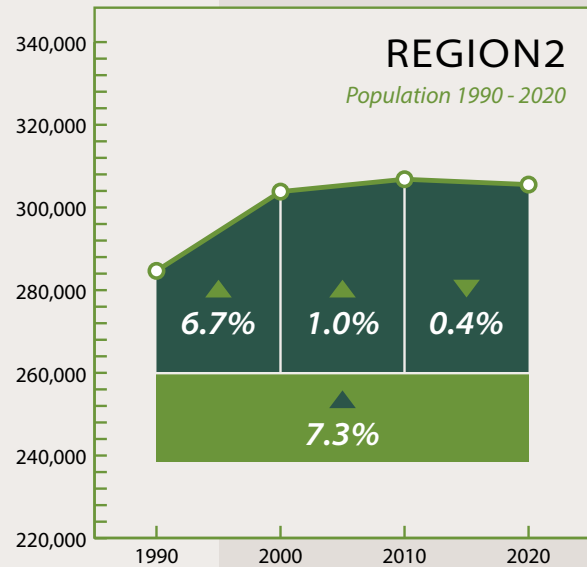
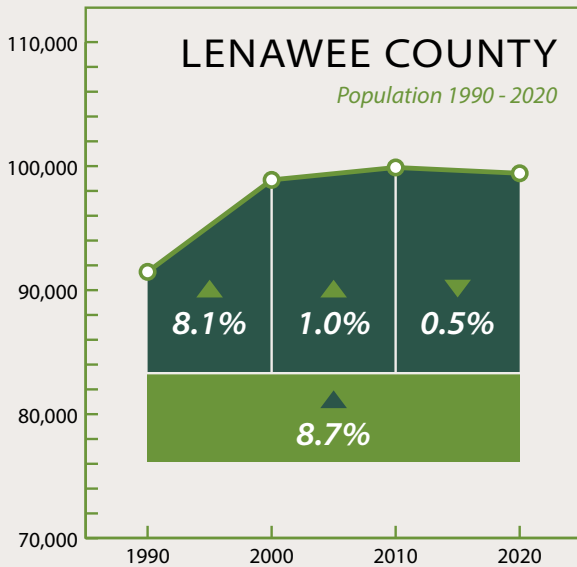
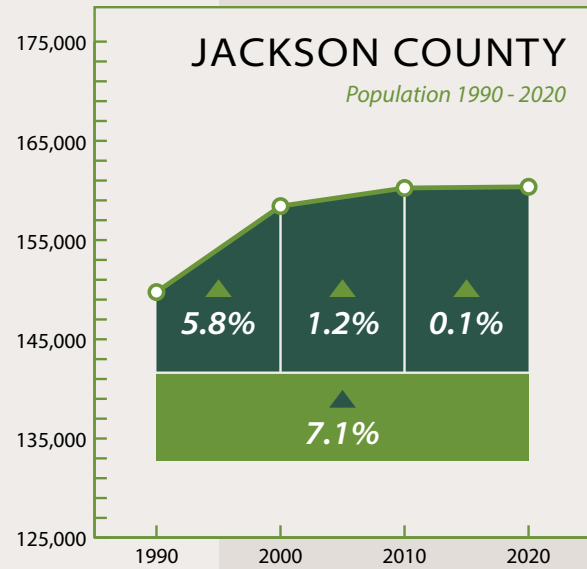
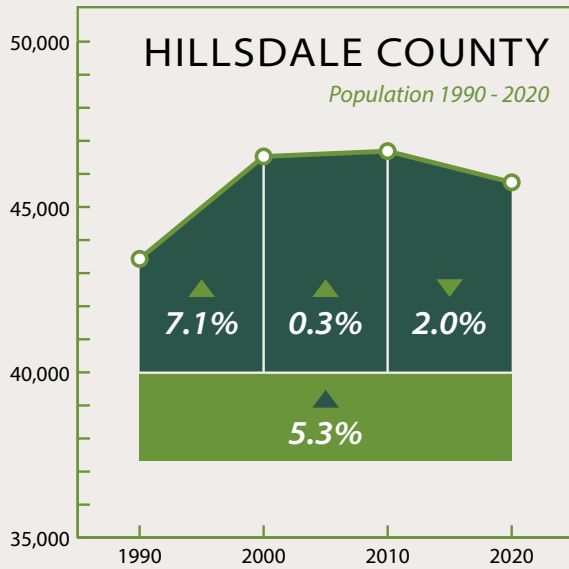
The overall population of the three-county region in 2020 was 305,535, a slight decline of 1,293 people, or four-tenths of a percent since 2010. Two of the region's three counties lost population, with Jackson County growing by 118, or one-tenth of a percent. Four of the region's nine cities lost population, including three of the four largest. Sixty-three percent, or 37, of the 59 townships in the region experienced a population decline, including:



Looking at population change since 1990, in ten-year increments, shows overall population growth for the region and its counties for the thirty-year period but the largest percentage of that growth occurred in the period of 1990 to 2000. Since 2000 population has grown slower in each of the Region's counties, and in fact declined for all but Jackson County in the period 2010 to 2020.

As the tables show, the Region and its counties have generally experienced comparable growth rates, both positive and negative, to the State of Michigan over the period 1990 to 2020, although from 2010 to 2020 the state experienced more significant positive growth than Region 2 and its counties. Similar to the State of Michigan, Region 2 and its counties substantially lag the national growth rate for each ten-year period measured, as well as the overall thirty-year growth rate.





Hillsdale County

2010 - 2020 Population

Hillsdale County's 2020 population of 45,746 was a decrease of 942 people, or two percent, from its 46,688 population in 2010. Hillsdale County is the home to four cities, the two largest, Hillsdale and Jonesville experienced population loss, while the two smallest, Litchfield and Reading gained population.

The City of Hillsdale's population decreased from 8,305 in 2010 to 8,036 in 2020, a loss of 3.2 percent, or 269 people. Likewise, Jonesville's population decreased by 80 people from 2,256 in 2010 to 2,176 in 2020, a loss of 3.5 percent. The City of Litchfield grew by 30 people to 1,399 in 2020 from 1,369 in 2010, a growth rate of 2.2 percent; while Reading experienced a growth rate of 1.5 percent from 2010 to 2020 going from a population of 1,078 to 1,094, an increase of 16 citizens.

Fourteen of Hillsdale County's eighteen townships lost population between 2010 and 2020 including three of the four largest. The largest, Somerset Township, lost just under one percent (0.8) of its population between 2010 and 2020 resulting in a current population of 4,588. Jefferson Township, the second largest, saw its population shrink by 1.5 percent to 3,016 in 2020, while Adams Township, the fourth largest, experienced a population loss of 6.7 percent to 2,327. Cambria Township, the County's third largest, gained almost one percent (0.8) population to 2,552. Ransom Township experienced the second largest population loss in percentage terms, losing 13.3 percent of its population, 124 people, while Moscow Township suffered the third largest population loss in percentage terms, losing seven percent of its population, or 103 people, between 2010 and 2020. Most alarmingly, Fayette Township experienced a population loss of 66.5 percent, or 2,213 people, resulting in a 2020 population of 1,113.



HILLSDALE COUNTY

▼ **2.0%**

Hillsdale

▼ **3.2%**

Litchfield

▲ **2.2%**

Jonesville

▼ **3.5%**

Reading

▲ **1.5%**

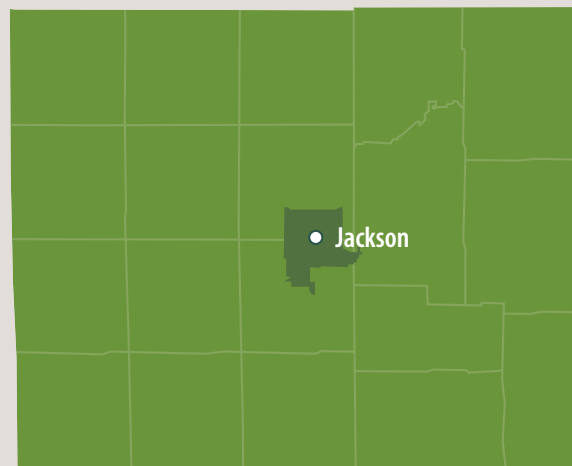


Jackson County 2010 - 2020 Population

Jackson County's 2020 population of 160,366 was an increase of 118 people, or one-tenth of one percent (0.1), from its 160,248 population in 2010. Jackson County was the only one of Region 2's three counties to experience population growth between 2010 and 2020. The City of Jackson is the only city in the county, and the largest in Region 2, suffered a population loss of 2,225 people, or 6.6 percent, dropping from a population of 33,534 in 2010 to 31,309 in 2020.



Nine of Jackson County's nineteen townships lost population between 2010 and 2020 but only one of its eight largest lost population. Blackman Charter Township, the largest, saw its population increase by 6.6 percent, or 1,591 people between 2010 and 2020 resulting in a current population of 25,642. The next largest, Summit Township, gained 412 people, or 1.8 percent, to grow to 22,920 in 2020. Columbia Township, the fifth largest, was the biggest township to lose population during the period, although it was negligible with a loss of 28 people, or four-tenths of a percent (0.4) resulting in a 2020 population of 7,392. Pulaski Township suffered the greatest population loss, both in terms of people with 192 and percentage at 9.3 percent, posting a 2020 population of 1,883.



JACKSON COUNTY

▲ 0.1%

Jackson

▼ 6.6%



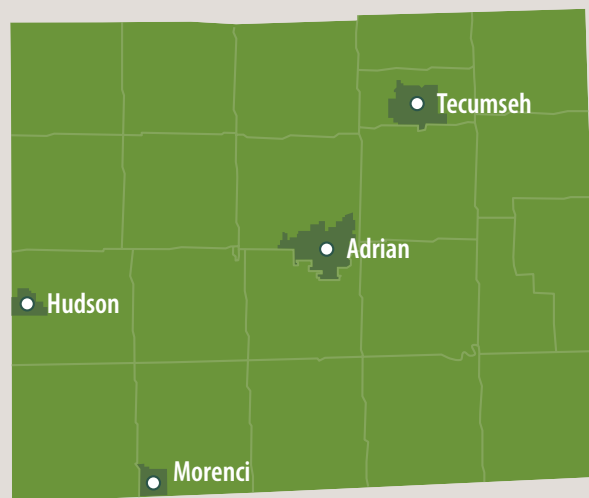
Lenawee County 2010 - 2020 Population

Lenawee County's 2020 population of 99,423 was a decrease of 469 people, or one-half of one percent (0.5) from its 99,892 population in 2010. Lenawee County is the home to four cities with only the largest, Adrian, losing population between 2010 and 2020, while Tecumseh, Hudson, and Morenci all gained population during the period.

The City of Adrian's population decreased by 2.3 percent, or 488 people, from 21,133 in 2010 to 20,645 in 2020. Tecumseh's population grew by 159, or 1.9 percent, from 8,521 in 2010 to 8,680 in 2020, while the City of Hudson grew by 4.7 percent to a population of 2,415 in 2020, an increase of 108 people from its population of 2,307 in 2010. Morenci also gained population during the period growing from 2,220 in 2010 to 2,270 in 2020, an increase of 50 people, or 2.3 percent.

Like Hillsdale County, fourteen of Lenawee's 22 townships lost population between 2010 and 2020. Two of Lenawee's three largest townships gained population, but the largest, Madison Charter Township lost 2.1 percent, or 182 people, dropping from a population of 8,621 in 2010 to 8,439 in 2020. Raisin Township, the second largest, grew 4.5 percent, an increase of 341 people from 7,559 in 2010 to 7,900 in 2020, while the third largest, Adrian Township, experienced even greater growth with an increase of 366 people, or 6.1 percent, growing from 6,035 in 2010 to 6,401 in 2020. Macon Township suffered the greatest population loss in percentage terms, losing 10.5 percent of its population, dropping from 1,486 in 2010 to 1,330 in 2020, while Rollin Township experienced the biggest loss in terms of people, dropping 235 from a 2010 population of 3,270 to 3,035 in 2020.

A detailed 2020 population analysis for each of Region 2's counties is located in the appendix of this strategy.



LENAWEE COUNTY

▼ 0.5%

Adrian

▼ 2.3%

Hudson

▲ 4.7%

Tecumseh

▲ 1.9%

Morenci

▲ 2.3%



Population Projections

Before diving in to population projections it is helpful to look back at the historical population growth of the region and its counties. Going back to population data from the 1990 census and analyzing the region's population change in ten year increments is revealing. Region 2's population grew 6.7 percent between 1990 and 2000, which was nearly equal to Michigan's growth of 6.9 percent. Both Lenawee (8.1 percent) and Hillsdale (7.1 percent) Counties grew faster than the state, while Jackson County grew at 5.8 percent. All three counties, the region and Michigan all grew significantly less than the U.S. rate of 12.8 percent for the same period.

From 2000 to 2010 population growth dramatically decreased. While the nation grew at a 9.7 percent clip for the period, Michigan experienced a population decrease of 0.6 percent. Jackson County's growth rate of 1.2 percent outpaced the overall regional growth rate of one percent. Lenawee County also grew at one percent for the period, while Hillsdale County experienced a growth rate of 0.3 percent.

For the most recent ten year period, 2010 to 2020, only Jackson County at 0.1 percent recorded a positive growth rate within the region. Region 2's population decreased by four-tenths of a percent (-0.4), while Lenawee County decreased by five-tenths (-0.5) of a percent and Hillsdale County lost 2.0 percent of its population. The State of Michigan grew by 1.9 percent for the period while the nation grew by 6.3 percent.

Overall, the region grew by 7.3 percent from 1990 to 2020, while Lenawee grew by 8.7 percent, Jackson by 7.1 percent and Hillsdale 5.3 percent. Despite the overall positive growth for this thirty-year period the trend is one of significantly decreasing population from 2000 to 2010 and 2010 to 2020 for the region and its counties.

The following population projections for the region and its counties utilize data from the Michigan Bureau of Labor Market Information and



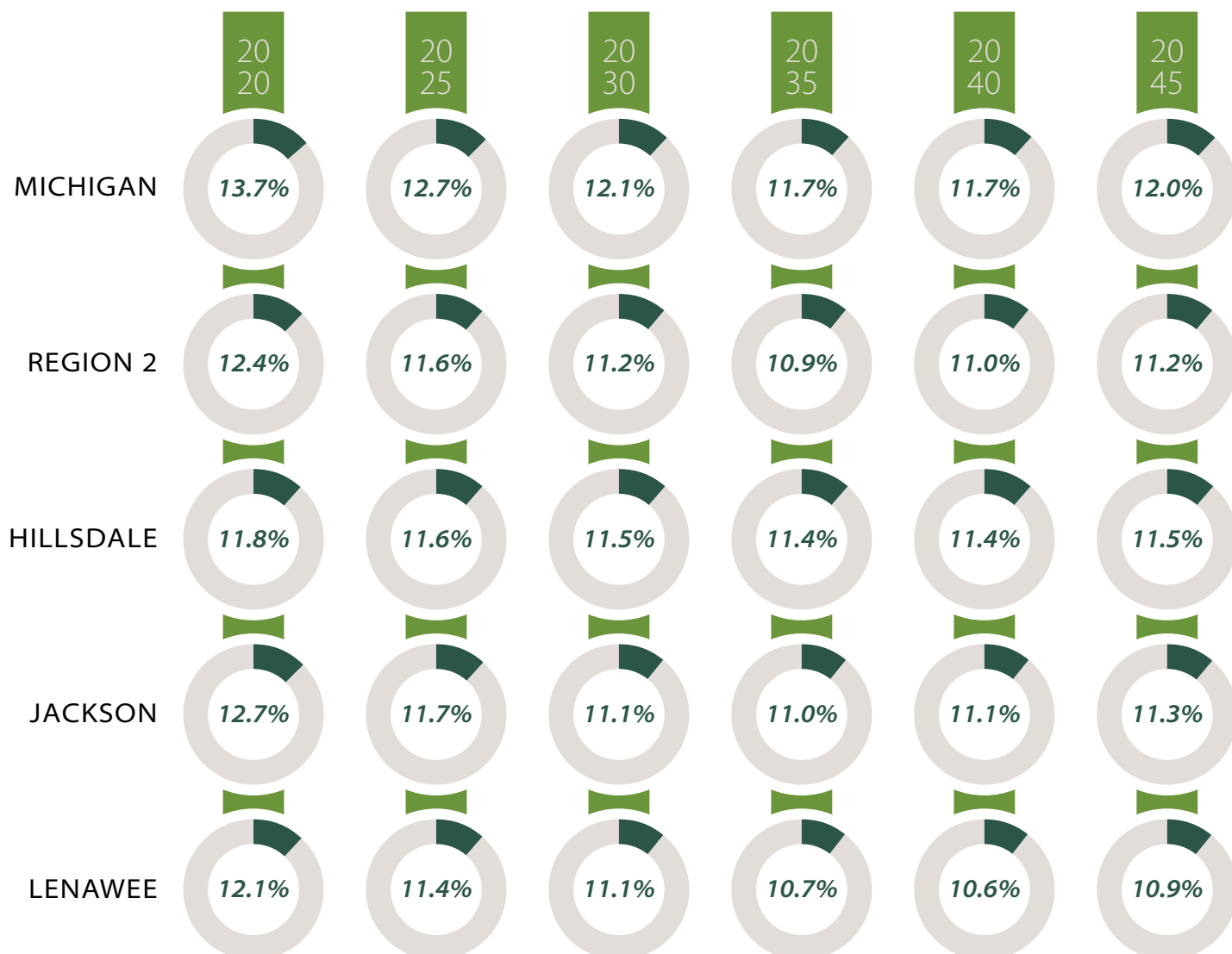
Strategic Initiatives (milmi.org) and will primarily look at a few key population segments for the region to better understand its position in terms of potential for economic growth. The milmi.org data projects Region 2's overall population to decline by 1.91 percent between 2020 and 2045. It also projects Jackson County's population to decline by 6.63 percent for the same period, while projecting Lenawee County to grow 1.23 percent and Hillsdale County's population to grow by 7.56 percent. There should be a certain level of skepticism with these projections given that after an initial decade of growth for Hillsdale County on par with the projections by milmi.org the two subsequent decades have shown growth rates of 0.3 percent from 2000 to 2010 and an actual population loss of 2.0 percent from 2010 to 2020 for the county.

Comparing population projections for Region 2 to the state for multiple age segments indicates that the region and its counties trail the state in four key age-related categories. Utilizing data from the Michigan Bureau of Labor Market Information and Strategic Initiatives (milmi.org) a comparison was developed to measure Region 2 against the state in five year increments from 2020 to 2045 for the ages of 20 – 30; 30 – 54; 25 – 44; and age 65 and older.

Brain Drain

Age 20 – 30 Projected Share of Overall Population: 2020 – 2045

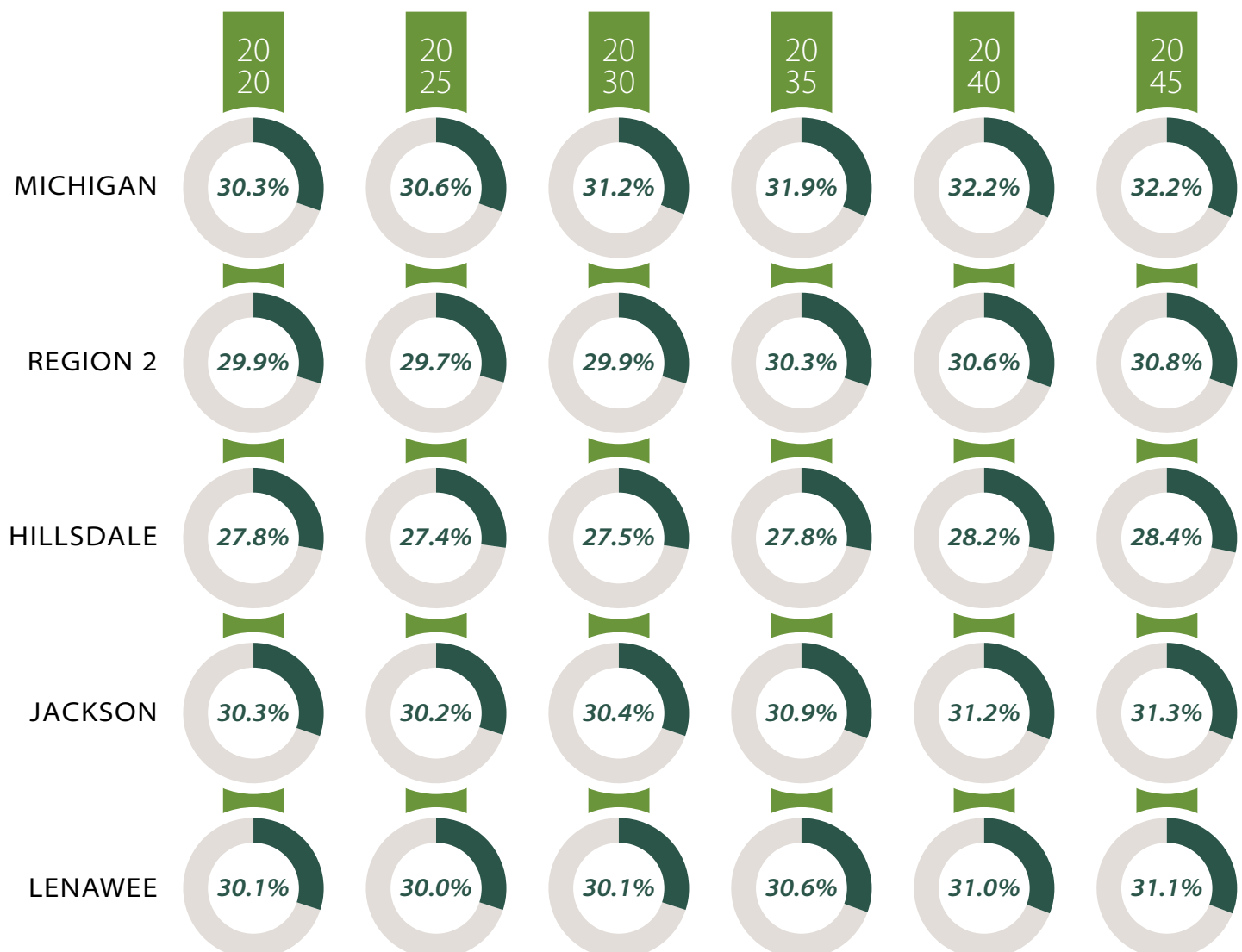
The age range 20 – 30 was measured to serve as a proxy for the “brain drain” and it indicated that 13.7 percent of the State’s population was in this age bracket for 2020 compared to 12.4 percent for Region 2. The state maintained at least a one percentage point greater share of this age group over the region until the 2030 projections when it is projected to be nine-tenths of a percent more than the region’s share.



Boomerangs

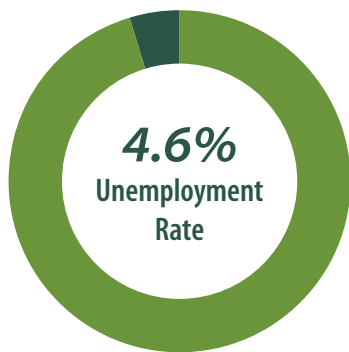
Age 30 – 54 Projected Share of Overall Population: 2020 – 2045

One avenue to counter the brain drain is by attracting former residents to move back to their hometowns when it's time to start a family or to plant more permanent roots. This is sometimes referred to as attracting "boomerangs," who are most often thought of as millennials, although there is no standard age definition of what constitutes a boomerang. Some research has measured this group as being between the ages of 30 and 54, which is the age bracket used for this comparison. Much like the brain drain group the share of boomerangs of Region 2's population was less than Michigan's share of its overall population for the age group. Whereas the brain drain cohort for Region 2 was 1.3 percent lower than the state's; when measuring the boomerangs, Region 2 trailed the state by just four-tenths of one percent in 2020 and was projected to trail by nine-tenths in 2025, but from that point on the gap widened considerably. This is the opposite of what is projected to occur with the brain drain group, where the gap between the State and Region's share is expected to lessen.



Region 2 Workforce

As of September 2021 the labor force in Region 2 stood at 136,137 with an unemployment rate of 4.6 percent resulting in 129,843 people employed throughout the region. Jackson County's unemployment rate of 4.7 percent was the highest in the region, while Lenawee's was 4.6 percent and Hillsdale County had an unemployment rate of 4.4 percent for the September 2021 reporting period, all of which were greater than the State of Michigan's rate of 3.8 percent for the same period.

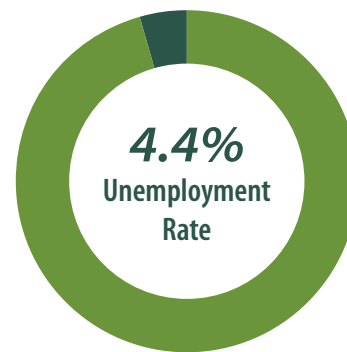


REGION 2

Labor Force
136,137

Employed
129,843

Unemployed
6,294

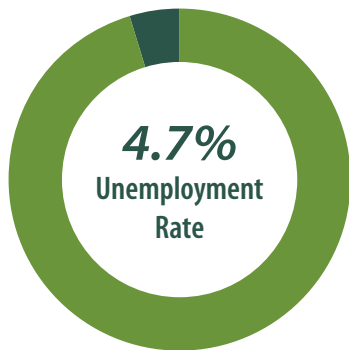


HILLSDALE

Labor Force
20,095

Employed
19,202

Unemployed
893

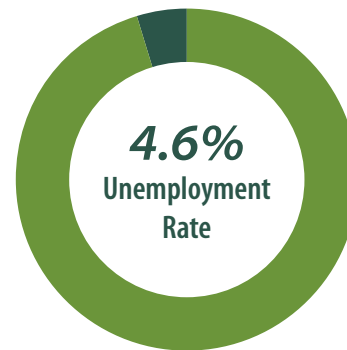


JACKSON

Labor Force
71,277

Employed
67,954

Unemployed
3,323



LENAWEE

Labor Force
44,765

Employed
42,687

Unemployed
2,078

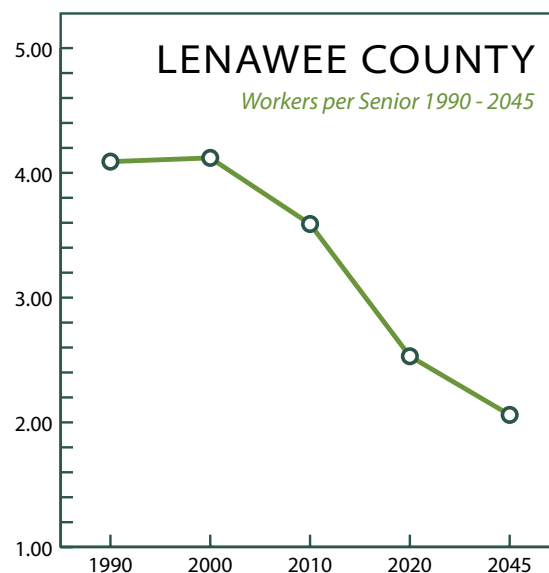
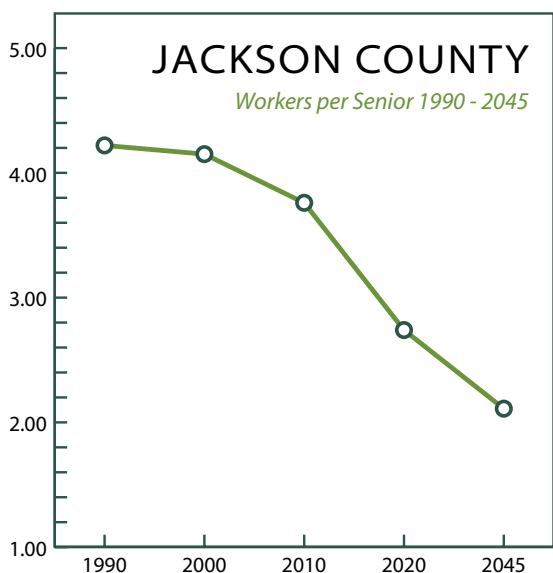
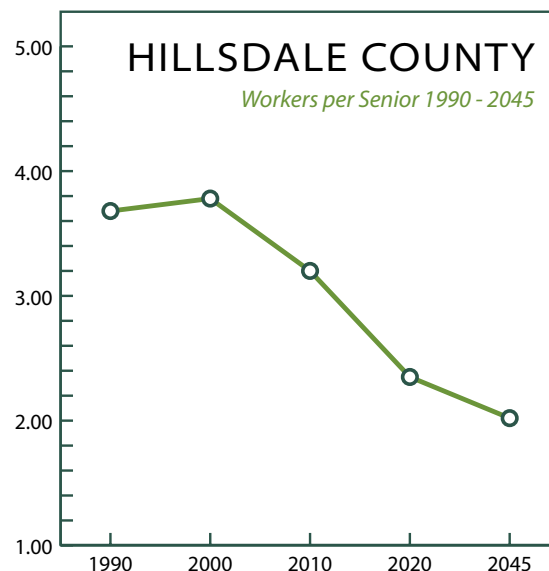
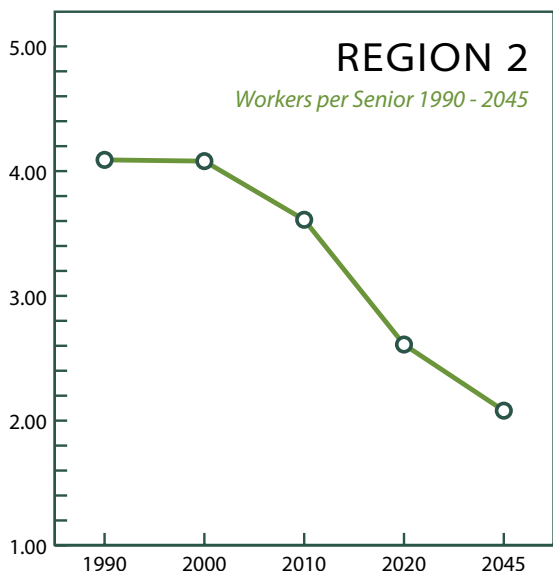
A key metric to be cognizant of when developing an economic development strategy is the size of the future workforce. This was measured utilizing milmi.org population projections for estimated changes in the age 25 – 64 population between 2020 and 2045. While Michigan's workforce is expected to grow by 2.23 percent between 2020 and 2045, the Region 2 workforce

is expected to decrease by 7.47 percent. Hillsdale County is projected to perform the best of the region's counties for the period with essentially no expected change to its workforce. Lenawee County is anticipated to decline by 3.65 percent, while Jackson County's workforce will decrease by 11.78 percent by 2045.

Not only is Region 2's workforce projected to shrink by 2045 the number of workers per senior is also projected to decrease, calling in to question whether there will be enough people to fill potentially available jobs within the region. Much like the region's slowing population growth between 1990 and 2020 the number of workers per senior has also shown a similar decline. Region 2's workers per senior measure in 2020 was 2.61, which is projected to decrease to 2.08 workers

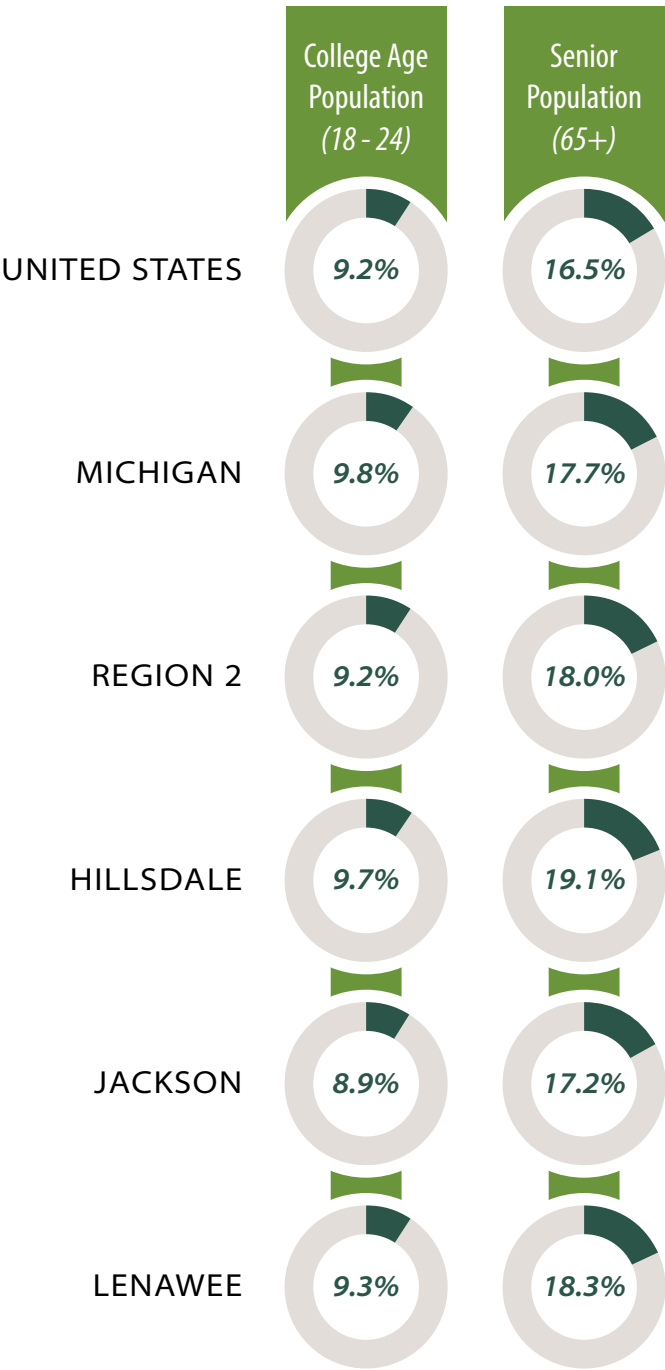
per senior by 2045. Jackson County had the highest workers per senior in 2020 at 2.74, which is projected to decline to 2.11 in 2045, while Lenawee County's is anticipated to drop from 2.53 in 2020 to 2.06 in 2045 and Hillsdale County will experience a similar decline from 2.35 in 2020 to 2.02. This is a statewide issue, as Michigan's worker per senior ratio will likely decline from 2.83 in 2020 to 2.36 by 2045.

Workers per Senior: 1990 – 2045



Another key workforce metric is comparing the percent of the area’s “college age” population, those aged 18 – 24, who will be entering the workforce in the near future, to the area’s senior population, aged 65+, who will likely be leaving the workforce due to retirements. Using 2019 population data reveals that 9.2 percent of the region’s population was of “college age,” compared to 18.0 percent who were seniors, 65+. Hillsdale County had the region’s highest share of college age population at 9.7 percent versus a 19.1 percent senior share. Lenawee County had a 9.3 percent college age population and 18.3 percent senior population. Jackson County had the lowest regional college age population at 8.9 percent and also the lowest senior share at 17.2 percent. While the region’s 9.2 percent college age population was identical to the national average, its senior population was higher than the national senior population share of 16.5 percent. The State of Michigan’s college age population of 9.8 percent was higher than the region and national averages, and the state’s 17.7 percent senior population was also lower than the regional average.

Commuting patterns offer another snapshot of the regional economy. Utilizing commuting pattern data from 2019, the most recent available, reveals that all three of the region’s counties are net exporters of jobs, meaning more people leave the county for work than come into the county for employment. Lenawee County is the largest net exporter of jobs with 14,484 more people working outside the county than travel into the county for work. Hillsdale County exports 6,804 more jobs than it imports and Jackson County is a net exporter of 3,762 jobs.



Based on 2019 population data

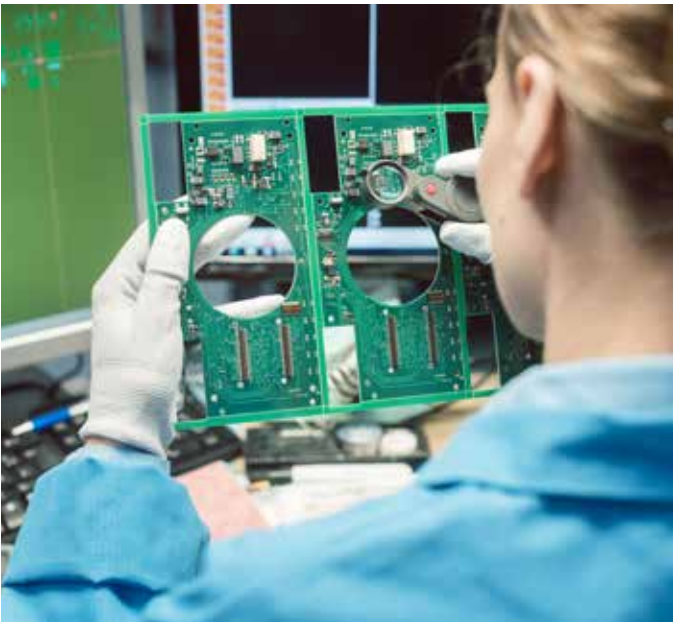


Region 2 Economy

Manufacturing is the largest industry segment in Region 2 as measured by the percentage of jobs in the sector. Hillsdale County leads the region with 29.6 percent of its jobs in manufacturing, which ranks as the fifth highest in the state. Manufacturing accounts for 18.3 percent of the jobs in Lenawee County, ranking 26th in Michigan, while 16.4 percent of Jackson County’s jobs are manufacturing related, 34th highest in the state. Overall, 11.3 percent of jobs in Michigan are in manufacturing, nearly double the national average of 6.7 percent.

Educational attainment as measured by the percentage of an area’s population age 25 and older with at least a bachelor’s degree is a standard proxy for “talent” when developing an economic development strategy. Compared to the national BA 25+ rate of 32.1 percent, and Michigan’s 30.1 percent, Region 2, at 21.1 percent, has some ground to make up. Jackson County’s 22.2 percent leads the region, and ranks 30th in the state. Two of Jackson’s neighboring counties rank in the top five in the state, Washtenaw’s 55.9 percent ranks first, while Ingham’s 38.9 percent is fourth, not surprising since they’re the home counties of the state’s two Big Ten universities. Lenawee County’s 21.0 percent ranks 35th best in the state, while Hillsdale County’s 17.3 percent ranks 56th.

By 2025, 60 percent of adults, age 25 to 64, in the United States will need some quality credential beyond high school according to the Lumina Foundation, an independent, private foundation in Indianapolis with a focus on making opportunities for learning beyond high school available to all that meets the nation’s need for talent through a broad range of credentials. These credentials include graduate or professional degrees, bachelor’s degrees, associate degrees, certificates, and industry-recognized certifications and provide a much deeper and more complete picture of educational attainment than the traditional measure of population age 25+ with at least a bachelor’s degree. According to Lumina



Foundation’s 2021 National Report “A Stronger Nation,” the national attainment rate of these credentials is currently 51.9 percent, with a goal of 60 percent attainment by 2025. The State of Michigan had achieved a credential attainment of 49.1 percent by 2021, however the state has not yet established a statewide attainment goal. Although Michigan’s attainment rate is 49.1 percent, the state’s rate without short-term credentials is 41.7 percent compared to the national attainment rate without short-term credentials of 43.8 percent. Short-term credentials



include certificates (added to attainment calculations in 2014) and industry-recognized certifications (added in 2018). The current short-term credential attainment rate in Michigan is 7.4 percent, which includes 3.1 percent of certificates and 4.3 percent of certifications. Within Region 2 Jackson County has the highest credential rate, at 33.0 percent of the population 25 to 64 holding a credential. Credentials measured on a county level include graduate or professional degrees, bachelor's degrees, and associates degrees but not short-term credentials because that data is not available by county. Lenawee County had a 2021 credential rate of 31.8 percent, while Hillsdale's was 28.0 percent. In terms of increase of credential attainment since 2009 Hillsdale County led the region with a 5.0 percent improvement, followed by Jackson County with a 4.5 percent increase and Lenawee increasing by 3.1 percent.

Similar to the measure for educational attainment Region 2 and its counties trail the state and national per capita personal income averages by a fairly significant margin. The most recent per capita personal income data are from 2019, at which time the U.S. per capita personal income

(PCPI) was \$56,490, while the State of Michigan's PCPI was \$49,228, or 87.1 percent of the national average. Region 2's per capita personal income in 2019 was \$39,907. Lenawee County had the highest PCPI in the region in 2019 at \$40,932, 44th highest in the state, followed closely by Jackson County's \$40,387, 49th highest in Michigan. Hillsdale County's was significantly lower at \$36,033, which ranked 70th in Michigan.

Median household income for Region 2 and its counties trails the state and national averages, although not as significantly as per capita personal income. The most recent median household income data are from 2019, at which time the U.S. median household income was \$65,723, while Michigan's median household income was \$59,584, or 90.6 percent of the national average. Jackson County had the highest median household income in the region in 2019 at \$56,001, 24th highest in the state, followed closely by Lenawee County's \$55,466, 26th highest in Michigan. Hillsdale County had the lowest median household income in the region at \$50,015, which ranked 50th in the state.

Per Capita Personal Income: 2019

	PCPI	% OF U.S. PCPI	% OF MI PCPI	PCPI RANK IN MI
UNITED STATES	\$56,490			
MICHIGAN	\$49,228	87.1%		
REGION 2	\$39,907	70.6%	81.8%	
HILLSDALE COUNTY	\$36,033	63.8%	73.2%	70th
JACKSON COUNTY	\$40,387	71.5%	82.0%	49th
LENAWEE COUNTY	\$40,932	72.5%	83.2%	44th

Median Household Income: 2019

	MHHI	% OF U.S. MHHI	% OF MI MHHI	MHHI RANK IN MI
UNITED STATES	\$65,723			
MICHIGAN	\$59,584	90.6%		
HILLSDALE COUNTY	\$50,015	76.1%	83.9%	50th
JACKSON COUNTY	\$56,001	85.2%	94.0%	24th
LENAWEE COUNTY	\$55,466	84.4%	93.1%	26th

STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS

Through committee input, public engagement, stakeholder guidance, and research and analysis, the CEDS Committee completed a SWOT (strengths, weaknesses, opportunities, threats) analysis that identified several factors affecting the region's economic well-being.

The findings from the SWOT analysis can be broken down into the broader categories of assets and challenges. Assets represent existing strengths and opportunities that can be leveraged to further support economic activity within the region. The intention of the CEDS Implementation Committee moving forward is to build upon and leverage the following assets for economic gain:

Region 2 Assets

- Strong higher education presence with 5 colleges and universities in region
- Natural resource amenities such as lakes and rivers for outdoor recreation
- Downtown districts with a sense of place
- Arts and culture
- A developing entrepreneurial ecosystem
- Renewable energy investment in projects and businesses
- Strategic location near major metro areas

Challenges are the threats and weaknesses to regional economic vitality and community prosperity. These challenges represent opportunities that, when overcome can become strengths. Addressing these challenges will support talent attraction, business growth, community development, and overall regional success. Region 2's most significant challenges

that were identified as a result of the SWOT analysis are:

Region 2 Challenges

- Regional population loss
- Regional median age older than the state and nation
- Significantly lower educational attainment, as measured by college degrees, than state and national averages
- Regional per capita personal income that is 70% of U.S. average and 80% of Michigan average
- Lack of widespread broadband access
- Talent attraction and retention
- Lack of a clearly defined and articulated regional vision





Strengths

- **Strong and deep manufacturing presence in the region**
 - » Numerous innovative Tier 2 manufacturers in region
 - » Incredible and strong engineering bench of talent
 - » Manufacture amazing stuff in region
- **Agriculture**
- **Cost of living**
- **Cost of doing business**
 - » Labor, taxes, transportation
- **Available land**
- **Industry adaptability**
- **Arts, culture, museums**
- **Strong higher education presence with 5 colleges and universities in region**
- **Positive regulatory environment**
- **K-12 school choice options including home and micro schools**
- **Middle college program at Jackson College**
 - » Dual enrollment/credit opportunities at local schools
- **Jackson Area Manufacturers Association (JAMA)**

- **Health Care**
 - » Regional hospital in Jackson affiliated with larger health system in Detroit
 - » New Lenawee Hospital
 - » Full service Hillsdale Hospital
 - » Proximity to medical care at University of Michigan
- **Workforce training and education options at Litchfield Training Center**
 - » Certifications and trades
- **Safe, stable communities benefits resident attraction**
- **Natural resource amenities such as lakes and rivers for outdoor recreation**
- **Downtown districts with a sense of place**
- **Strategic location near major metro areas**
 - » Interstate and major state highways run through region
 - » Passenger rail
 - » Proximity to major airports in Detroit and Lansing and many general aviation airports within region
 - » Region borders Indiana and Ohio beneficial for business
 - » Proximity to Canada offers international business opportunities
- **Boomerangs interested in returning to region**
- **Housing values in region are attractive to transplants**





Weaknesses

- **Regional population loss**
- **Regional median age older than state and nation**
- **Significantly lower educational attainment measured by college degree than state and national averages**
- **Lack of widespread broadband access**
- **Talent retention and attraction**
- **Reliance on automotive manufacturing**
- **Weather**
- **Lack of marketing and promotion of region**
 - » Particularly relevant in terms of business and talent attraction
 - » Local residents don't know what's in region or its assets
 - » Hillsdale College does do a good job of marketing
- **Lack of skilled labor**
 - » Talent development
 - » How do we keep talent here once it's developed?
 - *Get them plugged into community*
- **Affordable and attainable housing**
 - » Utilize American Relief Plan funds?
 - » Regional housing study?
 - *Lenawee is looking at doing a study*
 - » Lack of available housing stock
 - *Lack of contractors*
 - *High material prices*
 - » Property taxes for investment in rental properties are too high affecting availability of rental segment of housing market
- **Region is affected by proximity to Indiana and Ohio, which have better business tax and incentive climate**
- **Vacant downtown buildings**



- **Quality of life**
 - » Cost of living
 - » Remote work
- **Relocation interest from people in larger metro areas driven by remote work, quality of life and housing values**
- **Vacant retail space**
- **Remote work / co-work options can benefit family-friendly communities**
 - » Region can benefit from its location
- **American Relief Plan funds**
- **Hillsdale College Shooting Sports facility**
 - » Events and national championships
 - » New home of USA Shooting
- **Midwestern values and friendliness and family-friendly communities**
- **Sense of place without urban sprawl and intensity**
- **Regional trail connectivity**
- **Senior housing for aging in place**
- **Distribution / fulfillment centers for online retail**
- **Electricity stability, availability and cost**

Opportunities

- **Renewable energy investment, projects, and businesses**
- **Developing entrepreneurship ecosystem**
- **Expand outdoor recreation opportunities utilizing lakes, rivers, trails & other resources as an attraction mechanism**
- **Encourage placemaking to enhance quality of life**
- **Food manufacturing**
- **Arts and culture**
- **K-12 education and school choice**
- **Manufacturing positions and training in the trades**
- **Boomerangs interested in returning to the region**
- **More accessible path to home ownership than in more expensive regions**
- **Hillsdale College students and graduates are entrepreneurial and interested in staying**
- **Vacant downtown buildings**



Threats

- Regional per capita income that is 70% of U.S. average and 80% of Michigan average
- Perceptions / reality of high crime rates and homelessness in more populated areas of the region
- Lack of housing availability and inventory at certain price points
- Lack of a clearly defined and articulated regional vision
- Significant portion of the workforce without soft skills
- Commercial real estate vacancies as a result of remote work
- Low wages and lack of opportunities as a gateway to drug abuse
- Electricity stability, availability and cost
 - » Concern to manufacturers
 - » Consumer price affordability
 - » Impact of electric vehicles
- Conversion to electric vehicles impact on traditional auto manufacturing and its supply chain
 - » Could decimate the region's Tier 2 manufacturers
 - » Potential to pose an "existential threat" to our region as currently positioned



PLAN OF ACTION & EVALUATION MEASURES



Through the plan of action, the Region 2 Planning Commission / Economic Development District has the opportunity to identify and promote regional economic development priorities. The strategies, objectives, and actions of this CEDS, will, when implemented, positively impact the economies of the three counties comprising the Region 2 Economic Development District as well as the region as a whole.

The CEDS has identified strategic projects and activities at the local level to help implement the region's goals. Representatives of each of the region's three counties were asked to submit a list of priority projects, which are included in the appendix, that would benefit from potential future funding and would help move the region towards its economic goals.

The CEDS Committee that served as the advisory board in the drafting of this strategy will transition into a role as the CEDS Implementation Committee upon completion of this document. The CEDS Implementation Committee will meet quarterly henceforth and work to implement the strategies and objectives outlined in this plan of action. This committee will also

complete an annual review of the progress and accomplishments of the Plan of Action and its effectiveness of meeting the strategies and objectives established in the CEDS. Region 2 Planning Commission staff will prepare an annual CEDS report for the Economic Development District that outlines the accomplishments, identifies changes in resources and funding, and identifies updates on actions needed. Staff will also prepare an annual report for EDA as per the planning grant requirements.

The Region 2 Planning Commission / Economic Development District and its CEDS Committee believe that the role of the Economic Development District is to serve as an economic development "think tank" for the region and to support existing efforts, not redirect or conflict with the existing economic development efforts of the three local economic development organizations. In an effort to comply with EDA guidelines and the Region 2 Planning Commission / Economic Development District Board, the strategies, objectives, actions, and performance evaluation measures in this CEDS are determined by the Commission's members and communities within the three-county region.

STRATEGY 1

Create Fiscally Sustainable Quality Connected Places

Encourage responsible growth in interconnected areas within the region that have a critical mass of population, supportive infrastructure, and basic quality of life amenities, while also being fiscally sustainable, where revenues and expenses are balanced and sustainable for households, communities, and the region.

Objectives

- **Facilitate opportunities for centered growth and in-fill development.**

ACTIONS

- » Provide local governments with land use planning resources focused on population centers, growth areas, and areas with the capacity for in-fill development.

- **Work with local governments to foster efficient growth.**

ACTIONS

- » Assist local governments and economic development partners in understanding the local benefits and costs of development and infrastructure decisions.

- **Maximize the use of existing transportation infrastructure to lessen fiscal pressures.**

ACTIONS

- » R2PC supports and encourages choice of alternate modes of transportation and policies when developing transportation planning and programming.

- **Increase financial literacy about innovative financing strategies and incentive policies.**

ACTIONS

- » R2PC/R2EDD/economic development partners work with local governments to understand the full range of development financing strategies and incentive policies available. Efforts should be focused on regional places providing greatest return on investment.
- » R2EDD to explore the feasibility of developing a revolving loan fund to spur regional development.

- **Maintain a full spectrum inventory of regional housing and affordability.**

ACTIONS

- » R2PC/R2EDD/economic development partners/local governments work together to ensure an appropriate inventory of all housing types are available within each county and the region.

Performance Evaluation Measure

SHORT TERM: 1 – 3 YEARS

- Development of transportation plans, master plans, small area plans, zoning changes, efficient land use policies
- Development of a basic housing inventory for each county measuring owner occupied, renter occupied, single family, multi-family, and average housing costs, updated annually
- Regional Revolving Loan Fund feasibility analysis



MEDIUM TERM: 3 – 5 YEARS

- Survey cost of transportation as a percentage of income
- Survey housing costs to income ratio per county
- Creation of a database of regional rental ordinances by municipality
- Partner with the Region's Boards of Realtors to develop a measure for housing capacity per county



LONG TERM: 5+ YEARS

- Measure and analyze growth rates for each county and the region



STRATEGY 2

Link Development with Transportation & Other Infrastructure

Coordinated transportation, infrastructure, and land-use decisions to enhance regional resident's access to jobs and educational opportunities and employer's access to workforce and customers.

Objectives

- **Improve employers' access to workforce and customers; residents access to jobs and education.**

ACTIONS

- » R2PC/R2EDD will provide transportation and site accessibility information to appropriate transportation, workforce, and residential development entities when requested.
- **Ensure households within vulnerable communities, as measured by Diversity, Equity, Inclusion and income metrics, have access to opportunities that meet their needs.**

ACTIONS

- » R2PC/R2EDD will prioritize site locations for households and firms with good access to jobs and households for vulnerable communities when making land use planning recommendations and decisions.

- **Fund infrastructure that strategically improves economic outcomes.**

ACTIONS

- » R2PC works with other transportation agencies to incorporate economic development considerations into transportation planning, specifically the Transportation Improvement Program (TIP).
- » R2PC/R2EDD/economic development partners consider refinements to transportation planning and programming policies to improve economic outcomes.
- » R2PC/local governments/transportation partners develop policies around "mobility as a service" and integration of alternative transportation modes into community plans and policies.

- **Invest and improve development of site infrastructure: water, sewer, fiber optic, and broadband in strategic locations.**

ACTIONS

- » R2PC/R2EDD/economic development partners/local governments assess needed infrastructure for identified regional priority development locations.
- » Focus economic development efforts on areas with workforce access, transportation, existing infrastructure and services.
- » Expand broadband deployment to maximize investment and connectivity.

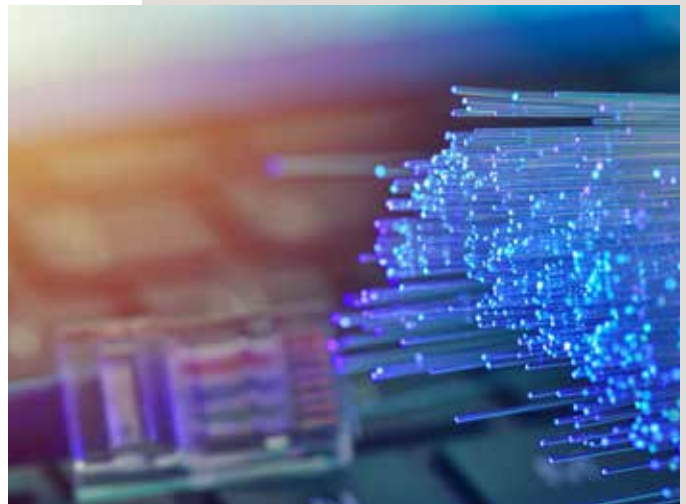
Performance Evaluation Measure

SHORT TERM: 1 – 3 YEARS

- Catalogue regional development-ready sites

MEDIUM TERM: 3 – 5 YEARS

- Increase the number of development-ready sites
- Measure workforce accessibility to job sites by auto, transit, biking, and walking
- Measure vulnerable communities' accessibility to job sites by auto, transit, biking, and walking



STRATEGY 3

Provide Placemaking Amenities to Attract Talent

Maintain quality of life elements that attract skilled labor by encouraging and highlighting walkable cities, towns, and villages, downtown development and revitalization, arts and culture, outdoor recreation, and open space preservation.

Objectives

- Pursue the development of an outdoor recreation economy through preservation-minded leveraging of the region's natural and man-made recreation resources.

ACTIONS

- » R2PC/R2EDD/local governments/economic development partners support and encourage development and funding of regional outdoor recreational assets; development of events to attract visitors and economic impact; and improving access to outdoor recreation for local residents.
- Encourage downtown development and revitalization in the region's cities, towns, and villages to support the attraction of skilled labor and to benefit existing residents.

ACTIONS

- » R2PC/R2EDD will support local downtown development efforts such as Michigan Main Street affiliated programs, downtown development authorities, revitalization programs, and others within the region through land use planning and technical expertise.
- » Support development and building standards that balance affordability and encourage infill development where appropriate.

- Identify potential multi-jurisdictional placemaking projects that contribute to talent attraction and provide a positive regional impact.

ACTIONS

- » R2PC/R2EDD/local governments/economic development partners identify, support, and encourage development of impactful multi-jurisdictional regional placemaking projects, such as trail connections.
- Promote regional tourism opportunities and maximize local government's revenue through increased visitor activity.

ACTIONS

- » R2PC/R2EDD/local governments/economic development partners identify enhancements to existing and potential tourism areas, and promote efforts around increasing diversity, and broadening of arts and cultural opportunities within the region.
- Promote innovative and successful companies headquartered in the region.

ACTIONS

- » Identify ten companies to be featured in a coordinated marketing campaign and to also serve as local ambassadors in business and talent recruitment efforts.



- **Provide attractive, amenity-rich, and walkable communities to attract skilled labor.**

ACTIONS

- » R2PC/R2EDD provide land-use resources to local governments to amend plans and policies in order to facilitate the development of more livable places that provide additional amenities to people near their homes and workplaces.
- **Develop a regional branding and marketing campaign to improve awareness and recognition of the region.**

ACTIONS:

- » R2EDD/economic development partners work with relevant entities to develop a regional branding and marketing campaign to attract talented new residents while also highlighting regional amenities for existing residents.

Performance Evaluation Measure

SHORT TERM: 1 – 3 YEARS

- **Number of direct jobs in Leisure and Hospitality (NAICS code 102600) and Arts, Entertainment, and Recreation (NAICS code 710000); innkeepers tax revenue**
- **Number of outdoor recreation events established and participants**
- **Develop interactive regional maps of outdoor recreation and arts and culture attractions**
- **Number of partner organizations utilizing regional brand; marketing metrics**

MEDIUM TERM: 3 – 5 YEARS

- **Open space and trail miles dedicated per city population**
- **Increase regional resident's access to high-quality, safe, and affordable recreation facilities and experiences**

LONG TERM: 5+ YEARS

- **Walkability Demand: index of connectivity, density, land use mix. Walk and bicycle access to parks**

STRATEGY 4

Attract & Retain Businesses, & Encourage Innovation

Support and encourage economic diversity in business retention, job creation, workforce development, and innovation through partnering and information sharing.

Objectives

- **Business expansion and retention.**

ACTIONS

- » Recruitment of businesses from targeted clusters, such as renewable energy, as well as other high-wage producing industries.
- » R2PC/R2EDD/local governments/economic development partners collaborate to gather and distribute data regarding buildings, sites and local permit processes and fees. Aim to streamline permitting process, if necessary, at local government level.
- » R2PC/R2EDD review Transportation Improvement Program (TIP) funding criteria and consider scoring criteria for projects that invest and modernize infrastructure at key business sites.

- **Encourage entrepreneurship and innovation.**

ACTIONS

- » Work with economic development partners and other relevant entities to retain and expand diverse businesses: women-owned, locally-owned, and other small business types.
- » R2PC/R2EDD/local economic development partners identify and act upon new cluster-based opportunities to maintain economic resiliency through a diverse economy.

- » R2EDD/local economic development partners connect with Small Business Development Centers (SBDC), Small Business Administration (SBA), Lean Rocket Lab, and Chambers of Commerce to assist with entrepreneurial start-ups.
- » R2EDD/local economic development partners work with local colleges and universities to integrate students into regional entrepreneurial ecosystem.

- **Support growth of key industry clusters.**

ACTIONS

- » Support local economic development partners' identification of desired workforce and site characteristics of key industry clusters, and share available data.
- » Explore use of industry cluster information in R2PC regional transportation and local land use planning process.

- **Increase local government economic development capacity.**

ACTIONS

- » R2EDD support Hillsdale Economic Development Partnership, Enterprise Group of Jackson, and Lenawee Now's local economic development efforts.
- » R2PC/R2EDD provide training opportunities in economic development tools, financing strategies, and policies.



- **Develop a workforce that meets the needs of the region.**

ACTIONS

- » R2EDD works with local economic development partners, colleges and universities, and other local workforce development entities to identify local gaps in workforce and meet with education institutions and industries to align resources.
- **Monitor, partner, and assist with catalyst projects.**

ACTIONS:

- » R2EDD will encourage and monitor the development of large or significant economic sites and projects, strategic and emerging clusters, and housing policies and development.

Performance Evaluation Measure

SHORT TERM: 1 – 3 YEARS

- **Number of trainings held, information shared, communication of events and opportunities**
- **Number of local college and university students integrated into regional entrepreneurial ecosystem**

MEDIUM TERM: 3 – 5 YEARS

- **Measure income to cost of living ratio**
- **Track the number of grants and the amount of funding awarded within the region for economic and workforce development**

LONG TERM: 5+ YEARS

- **Transportation Improvement Program expenditures within regional population centers**
- **Track employment in key industry clusters**
- **Measure enrollment in colleges, universities, certification, or apprenticeships within identified gap workforce programs**

ECONOMIC RESILIENCE

Resiliency is the ability to quickly adapt to a changing economic climate ensuring both long term and short term economic sustainability. Whether the disruptions are the result of a global health pandemic, extreme weather events resulting from climate change, or economic downturns affecting particular industry clusters, the more a region plans for these events the more economically resilient the region will be.

The COVID-19 pandemic has been a revelatory test of every community's resiliency and it has illustrated Region 2's lack of preparedness to address unanticipated large-scale events resulting in significant economic shifts. Specific weaknesses in basic economic infrastructure, such as broadband availability, especially in our smaller communities, and more rural areas, and the lack of businesses in the region with true e-commerce capabilities and nimbleness has increased awareness about the region's economic resilience vulnerabilities. The pandemic has also shown that

low-income earners, less educated and younger workers, women, and communities of color are more vulnerable to job loss and decreased wages.

The CEDS process provides a critical mechanism to help identify regional vulnerabilities and prevent and/or respond to economic disruptions. The Region 2 Planning Commission through its Economic Development District, engages in both steady-state and responsive initiatives which enhance the economic resilience of the district. Steady-state initiatives tend to be long-term efforts that seek to bolster an area's ability to withstand or avoid a disruption. Examples of steady-state initiatives maintained by R2PC include:

- **Hazard mitigation planning.** Each county within the Region 2 Economic Development District maintains a FEMA-approved Hazard Mitigation Plan, which is a pre-requisite for certain types of pre- and post-disaster hazard mitigation assistance.
- **Coordinated comprehensive land use planning.**

Responsive initiatives can include establishing capabilities for an area to be responsive to recovery needs following a disruption. Examples of responsive initiatives maintained by R2PC include:

- **Region 2 COVID Recovery website,** funded by an EDA CARES Act grant, provides access to technical resources and guidance to businesses within the region impacted by the pandemic.
- **An established CEDS Implementation Committee** which meets quarterly to address regional economic development issues.



APPENDIX:

Project List

The Region 2 CEDS Committee has developed the following list of potential projects that could be planned and/or implemented during the years 2021 to 2025 covered by the *Vision for the Future: A Comprehensive Strategy for Economic Vitality & Community Prosperity* CEDS. These projects are geographically distributed, as either regional projects or county-specific projects, and identified as specific projects or non-conceptualized, which are more general in nature.

Regional Specific Projects

- Broadband expansion
- Regional marketing and branding campaign
- Trail system expansion with regional connectivity
- EV infrastructure / smart roads
- Expansion of expressway connecting all three regional counties

Regional Non-Conceptualized Projects

- Infrastructure development serving the outdoor recreation industry, such as MTB trails, marketing and branding campaigns, and event development and support
- Identification and support to prepare industrial, commercial, and residential sites for development
- Expansion of the entrepreneurial ecosystem including additional funding resources
- Development of recycling infrastructure

- Talent pipeline development and workforce attraction and retention marketing
- Marketing support for regional shovel-ready development sites
- Larger-scale downtown redevelopment projects

Hillsdale County Specific Projects

- Lake Baw Beese upgrades to the Park area in the City of Hillsdale, including the walking path along the waterfront area, building structure to provide storage for residents with a boat slip and kayak rental, new playground equipment, restrooms, and signage throughout Baw Beese park area
- Historic Opera House renovation for ground level commercial and upper story event center in the City of Reading
- Extension of utilities in the City of Reading's industrial park
- Class A road to route semi-truck traffic to and from the Village of North Adams' industrial park



Hillsdale County Non-Conceptualized Projects

- Redevelopment and reuse of a vacant, obsolete manufacturing site and building located at 135 E. South Street in downtown Hillsdale
- Redevelopment and reuse of a vacant, obsolete manufacturing site and building located at 170 E. South Street in downtown Hillsdale
- City of Hillsdale Airport expansion
- Rail-served, 130,000 square foot, vacant, obsolete manufacturing site at 651 Beck Road in the City of Jonesville
- Redevelopment and reuse of a vacant, obsolete manufacturing site located on the St. Joe River at 121 Water Street in downtown Jonesville
- Development of upper story workforce housing in downtowns county-wide
- County-wide rail expansion
- County-wide repair and extension of walking/biking trail
- County-wide business incubator facility

Jackson County Specific Projects

- Redevelopment of the old Jackson prison property, including restoration of the prison wall and commissary building
- Expansion of trail system with regional connectivity
- Downtown commercial site development to attract a grocery store/market and hotel
- Winter outdoor recreation, such as a downtown ice rink, or cross country ski trails
- Activation of the Grand River in downtown Jackson

Jackson County Non-Conceptualized Projects

- Development of water trails throughout the county
- Redevelopment of the Hotel Hayes
- Redevelopment of the Grand River waterfront at One Jackson Square
- Infrastructure redevelopment and rehabilitation in underserved areas of the City of Jackson, including streetlights and sidewalk repair and replacement
- Implementation of wayfinding and identification signage of outdoor recreation assets and resources county-wide



Lenawee County Specific Projects

- Project Phoenix redevelopment of 50-acre former Tecumseh Products site in Tecumseh into a multi-use indoor and outdoor sports complex
- A tunnel under M-52 at the north end of Adrian to connect the Kiwanis Trail on both sides of the road
- Development of a Riverwalk along the Raisin River through Adrian
- Lenawee Business Development Center facility/program to address the impacts and opportunities for businesses and workforce in regard to Industry 4.0; mobility; electric vehicles; and artificial intelligence



Lenawee County Non-Conceptualized Projects

- Demolition and environmental remediation of the 27-acre former Bixby Hospital site in Adrian to facilitate redevelopment into commercial or multi-family housing use
- Demolition and environmental remediation of multi-acre former Daily Telegram HQ and printing facility site in Adrian to facilitate redevelopment into multi-family housing
- Dura Site development, a 15-acre brownfield site that was a former auto supplier facility in Adrian
- Buckeye Site development, a 7-acre brownfield site that was a former chroming facility in Adrian
- Site identification, acquisition, remediation, and pre-development work necessary to issue RFPs to real estate developers to address the lack of housing options, specifically missing middle housing, county-wide



APPENDIX:

CEDS Strategy Committee Roster - 2021

Member	Affiliation	Geographic Representation	Economic Interests
Toby Berry*	Community Action Agency	Regional	Community Leaders
Frank Hribar	Adrian College	Lenawee County	Higher Education
Kelly LoPresto	City of Hillsdale	Hillsdale County	Public Officials
Rich Pewe	Hillsdale College	Hillsdale County	Higher Education
Martin Marshall*	County of Lenawee	Lenawee County	Public Officials
Tina Matz	Jackson College	Regional	Higher Education
Mindy Bradish-Orta*	Consumers Energy	Regional	Private Sector
Greg Elliott*	City of Adrian	Lenawee County	Public Officials
Scott Fleming	City of Jackson/Jackson Anchor Initiative	Jackson County	Public Officials
Jonathan Greene*	City of Jackson	Jackson County	Public Officials
Mike Overton	County of Jackson	Jackson County	Public Officials
Tim Robinson	Lenawee Now	Lenawee County	Community Leaders
Tom Robinson	Michigan Works! Southeast	Hillsdale County	Workforce
Dr. Timothy Ekpo	Henry Ford Allegiance Health	Jackson County	Private Sector
Sue Smith	Hillsdale County EDP	Regional	Community Leaders
Doug Terry	County of Hillsdale	Hillsdale County	Public Officials
Alex Masten	The Enterprise Group of Jackson County	Jackson County	Community Leaders

Member	Affiliation	Geographic Representation	Economic Interests
Ken Seneff	Lean Rocket Lab	Jackson County	Entrepreneurship
Steve Trosin	Jackson Symphony Orchestra	Jackson County	Arts & Culture
Lee Johnson	Siena Heights University	Lenawee County	Higher Education
Ron Griffith	Spring Arbor University	Jackson County	Higher Education
Tracy McCullough	The Cardinal Group	Hillsdale County	Private Sector
Pete Jancek	Blackman Charter Twsp/R2PC BoD	Jackson County	Public Officials
Joe Williams	Lenawee Community Foundation	Lenawee County	Private Sector
Elizabeth King	MEDC	Regional	Public Officials
Stephanie Pena	MEDC	Regional	Public Officials

Staff	Title
Steven M. Duke	Executive Director
Jacob Hurt	Deputy Director
Grant E. Bauman	Principal Planner
Jill Liogghio	Executive Assistant

** Invited*

The R2PC EDD affirms that the representatives on the CEDS Strategy Committee represent the main economic interests of the region in accordance with EDA requirements.

APPENDIX:

1990 – 2020 Population Comparison & Analysis

			1990 – 2000 Population Change		
	1990	2000	#	%	2010
Hillsdale	43,431	46,527	3,096	7.1	46,688
Jackson	149,756	158,422	8,666	5.8	160,248
Lenawee	91,476	98,890	7,414	8.1	99,892
Region 2	284,663	303,839	19,176	6.7	306,828
Michigan	9,295,297	9,938,444	643,147	6.9	9,883,640
U.S.	249,464,396	281,421,906	31,957,510	12.8	308,745,538

2000 – 2010 Population Change			2010 – 2020 Population Change		1990 – 2020 Population Change	
#	%	2020	#	%	#	%
161	0.3	45,746	942	- 2.0	2,315	5.3
1,826	1.2	160,366	118	0.1	10,610	7.1
1,002	1.0	99,423	469	- 0.5	7,947	8.7
2,989	1.0	305,535	1,293	- 0.4	20,872	7.3
54,408	- 0.6	10,077,331	193,691	1.9	782,034	8.4
27,323,639	9.7	328,239,523	19,493,985	6.3	78,775,127	31.6

APPENDIX:

2020 Census Population Analysis

Municipality	County	2020 Population	2010 Population	Gain / Loss	% Change
Region 2		305,535	306,828	1,293	-.4%
Jackson County	Jackson	160,366	160,248	118	.1%
Lenawee County	Lenawee	99,423	99,892	469	-.5%
Hillsdale County	Hillsdale	45,746	46,688	942	-2.0%
Jackson City	Jackson	31,309	33,534	2,225	-6.6%
Blackman Charter Township	Jackson	25,642	24,051	1,591	6.6%
Summit Township	Jackson	22,920	22,508	412	1.8%
Adrian City	Lenawee	20,645	21,133	488	-2.3%
Leoni Township	Jackson	13,847	13,807	40	.3 %
Tecumseh City	Lenawee	8,680	8,521	159	1.9%
Spring Arbor Township	Jackson	8,530	8,267	263	3.2%
Madison Charter Township	Lenawee	8,439	8,621	182	-2.1%
Hillsdale City	Hillsdale	8,036	8,305	269	-3.2%
Raisin Township	Lenawee	7,900	7,559	341	4.5%
Columbia Township	Jackson	7,392	7,420	28	-.4%
Napoleon Township	Jackson	6,789	6,776	13	.2%
Adrian Township	Lenawee	6,401	6,035	366	6.1%
Grass Lake Charter Township	Jackson	6,069	5,684	385	6.8%
Cambridge Township	Lenawee	5,722	5,733	11	-.2%
Rives Township	Jackson	4,750	4,683	67	1.4%
Henrietta Township	Jackson	4,673	4,705	32	-.7%
Somerset Township	Hillsdale	4,588	4,623	35	-.8%
Sandstone Township	Jackson	3,927	3,984	57	-1.4%
Blissfield Township	Lenawee	3,924	3,973	49	-1.2%
Clinton Township	Lenawee	3,765	3,604	161	4.5%
Hanover Township	Jackson	3,662	3,695	33	-.9%
Woodstock Township	Lenawee	3,608	3,505	103	2.9%
Franklin Township	Lenawee	3,063	3,174	111	-3.5%

Municipality	County	2020 Population	2010 Population	Gain / Loss	% Change
Liberty Township	Jackson	3,059	2,961	98	3.3%
Rollin Township	Lenawee	3,035	3,270	235	- 7.2%
Jefferson Township	Hillsdale	3,016	3,063	47	- 1.5%
Waterloo Township	Jackson	2,931	2,856	75	2.6%
Norvell Township	Jackson	2,800	2,963	163	- 5.5%
Concord Township	Jackson	2,755	2,723	32	1.2%
Parma Township	Jackson	2,668	2,726	58	- 2.1%
Tompkins Township	Jackson	2,618	2,671	53	- 2.0%
Cambria Township	Hillsdale	2,552	2,533	19	.8%
Hudson City	Lenawee	2,415	2,307	108	4.7%
Adams Township	Hillsdale	2,327	2,493	166	- 6.7%
Morenci City	Lenawee	2,270	2,220	50	2.3%
Jonesville City	Hillsdale	2,176	2,256	80	- 3.5%
Springport Township	Jackson	2,142	2,159	17	- .8%
Camden Township	Hillsdale	2,070	2,047	23	1.1%
Tecumseh Township	Lenawee	2,042	1,972	70	3.5%
Palmyra Township	Lenawee	2,031	2,084	53	- 2.5%
Hillsdale Township	Hillsdale	2,002	2,033	31	- 1.5%
Pulaski Township	Jackson	1,883	2,075	192	- 9.3%
Scipio Township	Hillsdale	1,845	1,884	39	- 2.1%
Rome Township	Lenawee	1,824	1,791	33	1.8%
Reading Township	Hillsdale	1,732	1,765	33	- 1.9%
Dover Township	Lenawee	1,662	1,834	172	- 9.4%
Fairfield Township	Lenawee	1,661	1,764	103	- 5.8%
Wright Township	Hillsdale	1,618	1,655	37	- 2.2%
Allen Township	Hillsdale	1,602	1,657	55	- 3.3%
Pittsford Township	Hillsdale	1,538	1,603	65	- 4.1%
Ridgeway Township	Lenawee	1,535	1,542	7	- .5%
Deerfield Township	Lenawee	1,503	1,568	65	- 4.1%
Hudson Township	Lenawee	1,499	1,497	2	.1%

APPENDIX:

2020 Census Population Analysis (cont'd)

Municipality	County	2020 Population	2010 Population	Gain / Loss	% Change
Litchfield City	Hillsdale	1,399	1,369	30	2.2%
Moscow Township	Hillsdale	1,367	1,470	103	- 7.0%
Wheatland Township	Hillsdale	1,341	1,351	10	- 0.7%
Macon Township	Lenawee	1,330	1,486	156	- 10.5%
Woodbridge Township	Hillsdale	1,322	1,325	3	- .2%
Riga Township	Lenawee	1,286	1,406	120	- 8.5%
Amboy Township	Hillsdale	1,176	1,173	3	.3%
Seneca Township	Lenawee	1,155	1,230	75	- 6.1%
Medina Township	Lenawee	1,115	1,090	25	2.3%
Fayette Township	Hillsdale	1,113	3,326	2,213	- 66.5%
Reading City	Hillsdale	1,094	1,078	16	1.5%
Litchfield Township	Hillsdale	1,024	1,003	21	2.1%
Ogden Township	Lenawee	913	973	60	- 6.2%
Ransom Township	Hillsdale	808	932	124	- 13.3%

Source: U.S. Census Bureau

Notes

- The region experienced a population loss of 1,293 (.4%) between 2010 and 2020.
- Two of the three counties in the region lost population, with Jackson growing by .1% or 118 people.
- Four of the region's nine cities lost population, including three of the four largest.
- 37 of the region's 59 townships (63%) lost population.
 - » 9/19 Jackson Townships (47%) lost population
 - » 14/22 Lenawee Townships (64%) lost population
 - » 14/18 Hillsdale Townships (78%) lost population

APPENDIX:

Hillsdale County 2020 Census Population Analysis

City/Township	County	2020 Population	2010 Population	Gain / Loss	% Change
Region 2		305,535	306,828	1,293	- .4%
Hillsdale County	Hillsdale	45,746	46,688	942	- 2.0%
Hillsdale City	Hillsdale	8,036	8,305	269	- 3.2%
Somerset Township	Hillsdale	4,588	4,623	35	- .8%
Jefferson Township	Hillsdale	3,016	3,063	47	- 1.5%
Cambria Township	Hillsdale	2,552	2,533	19	.8%
Adams Township	Hillsdale	2,327	2,493	166	- 6.7%
Jonesville City	Hillsdale	2,176	2,256	80	- 3.5%
Camden Township	Hillsdale	2,070	2,047	23	1.1%
Hillsdale Township	Hillsdale	2,002	2,033	31	- 1.5%
Scipio Township	Hillsdale	1,845	1,884	39	- 2.1%
Reading Township	Hillsdale	1,732	1,765	33	- 1.9%
Wright Township	Hillsdale	1,618	1,655	37	- 2.2%
Allen Township	Hillsdale	1,602	1,657	55	- 3.3%
Pittsford Township	Hillsdale	1,538	1,603	65	- 4.1%
Litchfield City	Hillsdale	1,399	1,369	30	2.2%
Moscow Township	Hillsdale	1,367	1,470	103	- 7.0%
Wheatland Township	Hillsdale	1,341	1,351	10	- 0.7%
Woodbridge Township	Hillsdale	1,322	1,325	3	- .2%
Amboy Township	Hillsdale	1,176	1,173	3	.3%
Fayette Township	Hillsdale	1,113	3,326	2,213	- 66.5%
Reading City	Hillsdale	1,094	1,078	16	1.5%
Litchfield Township	Hillsdale	1,024	1,003	21	2.1%
Ransom Township	Hillsdale	808	932	124	- 13.3%

Source: U.S. Census Bureau

APPENDIX:

Jackson County 2020 Census Population Analysis

City/Township	County	2020 Population	2010 Population	Gain / Loss	% Change
Region 2		305,535	306,828	1,293	-.4%
Jackson County	Jackson	160,366	160,248	118	.1%
Jackson City	Jackson	31,309	33,534	2,225	- 6.6%
Blackman Charter Township	Jackson	25,642	24,051	1,591	6.6%
Summit Township	Jackson	22,920	22,508	412	1.8%
Leoni Township	Jackson	13,847	13,807	40	.3 %
Spring Arbor Township	Jackson	8,530	8,267	263	3.2%
Columbia Township	Jackson	7,392	7,420	28	-.4%
Napoleon Township	Jackson	6,789	6,776	13	.2%
Grass Lake Charter Township	Jackson	6,069	5,684	385	6.8%
Rives Township	Jackson	4,750	4,683	67	1.4%
Henrietta Township	Jackson	4,673	4,705	32	-.7%
Sandstone Township	Jackson	3,927	3,984	57	- 1.4%
Hanover Township	Jackson	3,662	3,695	33	-.9%
Liberty Township	Jackson	3,059	2,961	98	3.3%
Waterloo Township	Jackson	2,931	2,856	75	2.6%
Norvell Township	Jackson	2,800	2,963	163	- 5.5%
Concord Township	Jackson	2,755	2,723	32	1.2%
Parma Township	Jackson	2,668	2,726	58	- 2.1%
Tompkins Township	Jackson	2,618	2,671	53	- 2.0%
Springport Township	Jackson	2,142	2,159	17	-.8%
Pulaski Township	Jackson	1,883	2,075	192	- 9.3%

Source: U.S. Census Bureau

APPENDIX:

Lenawee County 2020 Census Population Analysis

City/Township	County	2020 Population	2010 Population	Gain / Loss	% Change
Region 2		305,535	306,828	1,293	-.4%
Lenawee County	Lenawee	99,423	99,892	469	-.5%
Adrian City	Lenawee	20,645	21,133	488	-2.3%
Tecumseh City	Lenawee	8,680	8,521	159	1.9%
Madison Charter Township	Lenawee	8,439	8,621	182	-2.1%
Raisin Township	Lenawee	7,900	7,559	341	4.5%
Adrian Township	Lenawee	6,401	6,035	366	6.1%
Cambridge Township	Lenawee	5,722	5,733	11	-.2%
Blissfield Township	Lenawee	3,924	3,973	49	-1.2%
Clinton Township	Lenawee	3,765	3,604	161	4.5%
Woodstock Township	Lenawee	3,608	3,505	103	2.9%
Franklin Township	Lenawee	3,063	3,174	111	-3.5%
Rollin Township	Lenawee	3,035	3,270	235	-7.2%
Hudson City	Lenawee	2,415	2,307	108	4.7%
Morenci City	Lenawee	2,270	2,220	50	2.3%
Tecumseh Township	Lenawee	2,042	1,972	70	3.5%
Palmyra Township	Lenawee	2,031	2,084	53	-2.5%
Rome Township	Lenawee	1,824	1,791	33	1.8%
Dover Township	Lenawee	1,662	1,834	172	-9.4%
Fairfield Township	Lenawee	1,661	1,764	103	-5.8%
Ridgeway Township	Lenawee	1,535	1,542	7	-.5%
Deerfield Township	Lenawee	1,503	1,568	65	-4.1%
Hudson Township	Lenawee	1,499	1,497	2	.1%
Macon Township	Lenawee	1,330	1,486	156	-10.5%
Riga Township	Lenawee	1,286	1,406	120	-8.5%
Seneca Township	Lenawee	1,155	1,230	75	-6.1%
Medina Township	Lenawee	1,115	1,090	25	2.3%
Ogden Township	Lenawee	913	973	60	-6.2%

Source: U.S. Census Bureau

APPENDIX:

Net Population Increase 1991 – 2020

Area	Births	Deaths	Natural Increase	Net Int'l. Migration ⁱ	Net Dom. Migration ⁱⁱ	Net Increase
Region 2:						
1991 – 2000	36,274	24,211	12,063	639	7,064	19,766
2001 – 2010	35,732	26,315	9,417	1,420	- 8,665	2,172
2011 – 2020	33,285	31,780	1,505	1,449	- 8,797	- 5,843
Hillsdale County:						
1991 – 2000	5,375	3,750	1,625	46	2,118	3,789
2001 – 2010	5,391	4,027	1,364	106	- 2,263	- 793
2011 – 2020	5,309	4,837	472	100	- 1,503	- 931
Jackson County:						
1991 – 2000	19,645	12,942	6,703	378	771	7,852
2001 – 2010	19,016	14,114	4,902	889	- 3,912	1,879
2011 – 2020	17,664	16,730	934	796	- 4,835	- 3,105
Lenawee County:						
1991 – 2000	11,254	7,519	3,735	215	4,175	8,125
2001 – 2010	11,325	8,174	3,151	425	- 2,490	1,086
2011 – 2020	10,312	10,213	99	553	- 2,459	- 1,807

Source: U.S. Census Bureau

ⁱNet International Migration

ⁱⁱNet Domestic Migration

APPENDIX:

2019 Educational Attainment Bachelor's Degree Age 25+

Municipality	County	% of Population 25+ with at least a Bachelor's Degree: 2019
United States		33.1
Michigan		30.1
Region 2		21.1
Jackson County		22.2
Lenawee County		21.0
Hillsdale County		17.3
City of Tecumseh	Lenawee	30.2
City of Hillsdale	Hillsdale	25.6
Village of Grass Lake	Jackson	24.7
Village of Onsted	Lenawee	22.4
Village of Brooklyn	Jackson	21.8
Village of Concord	Jackson	21.8
Village of Blissfield	Lenawee	18.5
Village of Parma	Jackson	18.0
City of Adrian	Lenawee	17.7
City of Jackson	Jackson	17.2
City of Jonesville	Hillsdale	14.8
City of Litchfield	Hillsdale	14.3
Village of Addison	Lenawee	13.7
Village of North Adams	Hillsdale	13.5
Village of Deerfield	Lenawee	13.4
City of Hudson	Lenawee	12.6
City of Morenci	Lenawee	12.6
City of Reading	Hillsdale	11.6
Village of Hanover	Jackson	11.5
Village of Britton	Lenawee	11.4
Village of Cement City	Lenawee	10.4
Village of Springport	Jackson	8.0
Village of Waldron	Hillsdale	7.8
Village of Camden	Hillsdale	5.5

Source: U.S. Census Bureau

APPENDIX:

Region 2 Urban and Rural Areas

	2018 Population	Square Miles	People / Sq. Mile	% of Population	% of Area
Urban Areas ⁱ	152,758	97.5	1,567.5	50.4	4.8
Rural Areas	150,161	1,952.2	76.9	49.6	95.2
	302,919	2,049.7	147.8	100.0	100.0
Urban Areas:ⁱⁱ					
Jackson (Jackson UA) ⁱⁱⁱ	88,059	57.8	1,524.8	57.6	59.3
Adrian/Tecumseh/Clinton (Adrian UC) ^{iv}	43,974	24.0	1,831.2	28.8	24.6
Hillsdale/Jonesville (Hillsdale UC)	11,722	7.5	1,557.6	7.7	7.7
Lake LeAnn/Lake Somerset (Somerset UC)	3,163	3.4	942.3	2.1	3.4
Blissfield/Palmyra (Blissfield UC)	3,105	1.8	1,685.9	2.0	1.9
Brooklyn/Lake Columbia (Brooklyn UC)	2,735	3.0	922.7	1.8	3.0
	152,758	97.5	1,567.5	100.0	100.0

Source: 2018 American Community Survey (ACS) 5-Year Estimates

ⁱThe small portion of the Albion Urban Cluster extending into Jackson County is not included in this analysis.

ⁱⁱIBID

ⁱⁱⁱUrbanized Area (UA) = at least 50,000 people

^{iv}Urban Cluster (UC) = 2,500 – 49,999 people

NOTES



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