R9

Prosperity Initiative

Five-year Prosperity Strategy

March 2015

Contents

Photo credits

The REGIONAL PROSPERITY INITIATIVE (RPI) was established by Gov. Rick Snyder and the state legislature in 2014 to encourage local partners to create vibrant regional economies. The RPI is a voluntary program, developed to recognize the fact that many Michigan regions and their myriad of planning and service delivery entities have overlapping responsibilities and lack a shared vision for economic prosperity. The program is intended to help regional partners come together to identify a common vision and identify ways to reduce redundancies and gaps in service delivery within their regions. A consortium of public, private, and nonprofit organizations in the six-county Prosperity Region 9 (Hillsdale, Jackson, Lenawee, Livingston, Monroe, and Washtenaw Counties) were awarded RPI grant funds to further build relationships and work together to enhance economic prosperity in the region.

There are challenges with drawing regional boundaries that naturally match labor sheds, economic activity, or physical and cultural characteristics of regional communities. In addition to its six counties, Region 9 is part of a larger southeast Michigan (and northern Ohio) economic region. While the labor and economic sheds of this region are bigger than the Region 9 boundaries and may be imperfect in some ways, there are distinct talent, economic development, infrastructure, and cultural issues and opportunities within Region 9 that merit a cooperative approach to aligning and prioritizing resources and service delivery. In fact, there have been some significant collaborative efforts among organizations within the region in the years leading up to the RPI, including economic development organizations in the six counties collaboratively marketing the area as the Greater Ann Arbor Region for the purposes of business and talent attraction.
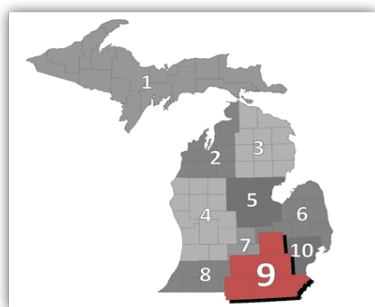
SOURCE: Michigan Department of Management and Budget

The RPI effort has provided a tremendous opportunity to build on these existing efforts, and it has already been successful in strengthening relationships and catalyzing improved communication, collaboration, and discussions regarding the alignment of services and resources to best meet regional needs.

The Planning Process

Over 70 different stakeholder organizations have been involved in the Region 9 Prosperity Initiative since it began. The implementation and coordination of the prosperity planning process has been overseen by a project management team made up of representatives from regional organizations representing education, economic development, transportation, and workforce development. The focus of Year 1 of the RPI collaborative has been on building relationships among leaders and practitioners in the region and identifying priority issues within two key areas that affect economic prosperity in the region: talent and transportation. This approach was used because these were areas identified as priorities by Gov. Snyder, and there was already some regional collaboration underway in these areas. It made sense to start with these areas, where there was momentum, and grow further regional collaboration from there.

To date, this effort has been achieved through the establishment and work of four functional teams made up of practitioners and leaders representing all six counties in the region. The teams are:

❖ Talent Council (which includes information technology, health

The **Region 9 Prosperity Initiative** manufacturers group is allowing for unprecedented collaboration between manufacturers and regional prosperity service partners. Common challenges that apply to manufacturers and partners throughout Region 9 are being explored and agreed upon. The group recognizes that filling future talent needs will require employers, service partners, educators, and community members to join forces. We are hopeful that the RPI platform will get all stakeholders working toward the same goals, with concrete results. Ideally, we can ensure the growth of our employers, our communities, our residents, and our state by collaborating in this fashion.

—Tim Kelly, Senior Manager of Human Resources, Chelsea Milling Company

care, and manufacturing industry subgroups)

- ❖ Workforce Development
- ❖ Adult Education
- ❖ Transportation

Each of these functional teams, in some cases working through subcommittees, went through a process to assess regional assets and needs, identify key regional goals and objectives, and develop strategies for addressing talent and transportation issues over the next five years. The work included monthly (or more) meetings; surveys of public, private, and nonprofit organizations participating on the functional teams regarding issues and challenges; and collection of talent, economic development, and transportation data.

In addition, the Greater Ann Arbor Region economic development organizations continued to work together to attract growing businesses that are seeking a destination for relocation or expansion. The groups' collaborative efforts included marketing the region and working with industry to identify and address talent and community needs.

In the coming years, regional partners will augment the five-year strategy by developing goals and objectives for other key issues that drive prosperity in the region, such as housing, downtown redevelopment, natural resources and recreation, anchor institution attraction and retention, and energy.

Region 9 Prosperity Initiative Partners

PUBLIC SECTOR

Ann Arbor Transportation Authority
City of Ann Arbor
City of Chelsea
City of Monroe
Hillsdale Community Health Center
Jackson Area Transit Authority
Jackson County Airport
Livingston County Administrator
Livingston County Michigan Works
Livingston County Planning
Michigan Department of Human Services Business Service Center Region 4
Michigan Department of Transportation
Michigan Economic Development Corporation
Monroe County Health Department
Monroe County Planning
Monroe Michigan Works
Region 2 Planning Commission
South Central Michigan Works!
VA Ann Arbor Health Care System
Washtenaw Area Transportation Study
Washtenaw County Commissioner
Washtenaw County Health Initiative
Washtenaw County Michigan Works!
Washtenaw County Office of Community & Economic Development
Washtenaw Health Department
Wayne County Airport Authority

EDUCATIONAL

Adrian Public Schools
Ann Arbor Public Schools
Baker College
Bedford Public Schools
Cleary University
Columbia School District
Concordia University
Eastern Michigan University
Hillsdale Community Schools

Hillsdale Intermediate School District
Jackson College
Jackson County Intermediate School District
Lenawee Intermediate School District
Livingston Educational Service Agency
Milan Area Schools
Monroe Community College
Spring Arbor University
University of Michigan Business Engagement
University of Michigan Health System
Washtenaw Community College
Washtenaw Intermediate School District
Ypsilanti Community Schools

PRIVATE SECTOR

Arbor Hospice
Bixby Medical Center
Blake Woods Medical Park Surgery Center
Center for Family Health
Chelsea Community Hospital
Corporation for a Skilled Workforce
Evangelical Homes of Michigan
Glacier Hills Senior Living Community
Great Lakes Caring
Health Improvement Organization
Herrick Hospital
Lloyd Ganton Retirement Centers, Inc.
Mercy Memorial Hospital System
Integrated Health Associates
John Ganton's Countryside Retirement
ProMedica/Herrick Hospital
Ridge Crest Health Campus (Trilogy Health Care)
Saint Joseph Mercy Health System
St. John Hospital
United Methodist Retirement Communities
United Parcel Service (UPS)

NONPROFIT

Allegiance Health Foundation
Ann Arbor SPARK
Ann Arbor/Ypsilanti Chamber of Commerce
Detroit Chamber
TranslinkeD Initiative
Economic Development Partnership Hillsdale Co.
Enterprise Group of Jackson
Global Talent Retention Initiative
Greater Brighton Chamber of Commerce
Hillsdale Chamber of Commerce
Hillsdale Economic Development Partnership
Jackson County Chamber of Commerce
Jackson Health Network
Michigan Environmental Council
Monroe County Business Development Corporation
One Lenawee/Lenawee Now
Southeast Michigan Community Alliance
Southeast Michigan Council of Governments
Transportation for Michigan
Washtenaw Literacy
Workforce Intelligence Network

Overview of the Region 9 Prosperity Planning Structure: Year 1

PROJECT MANAGEMENT TEAM

Convene partners, oversee grant, and champion five-year strategy

FUNCTIONAL WORKGROUPS

"Bubble up" priorities, goals, strategies, and measures for five-year strategy

TALENT COUNCIL*

Identify regional talent needs and goals

ADULT EDUCATION AND WORKFORCE TEAMS

Identify how the system can best meet talent needs

TRANSPORTATION TEAM

Identify transportation-related economic development goals for the region

INDUSTRY SUBGROUPS

Identify industry talent needs and issues

R2 Planning Commission: RPI Contract Manager
Public Sector Consultants (PSC): Consultant/RPI Team Coordinator

*Talent and workforce-related issues were addressed in two ways:

1) The newly formed Greater Ann Arbor Region Talent Council (working through industry subgroups) identified issues and goals around talent needs, attraction and retention (from an economic development perspective), and

2) Workforce and adult education teams focused on identifying priorities, goals, and strategies for addressing education/workforce system issues to address identified talent needs, and implement working to learn together projects. The Talent Council and subgroups will have overlapping participants to ensure that the work of each group is informing the other. WIN will facilitate the Talent Council and CSW facilitated the workforce and adult education team(s).

Demographics

Prosperity Region 9 is a six-county region in South Central and Southeast Michigan, including Jackson, Hillsdale, Lenawee, Monroe, Washtenaw, and Livingston Counties. The region has three fully contained metropolitan statistical areas (MSAs): Ann Arbor, Jackson, and Monroe; one county (Livingston) that is part of the larger Detroit-Warren-Dearborn MSA; and one county (Hillsdale) that is a micropolitan statistical area. Most of the region is within an hour's drive of the state's ten largest cities.
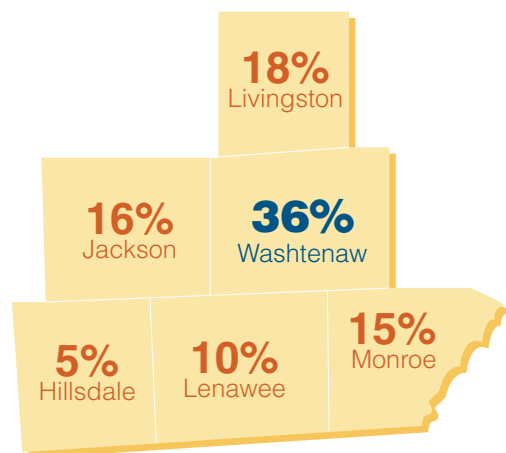
The region is home to 990,357 people, representing 10.0 percent of the statewide population. Of the region, 87.7 percent is Caucasian, 4.6 percent African American, 3.8 percent Hispanic, 2 percent Asian, and 1.9 percent other ethnicities (U.S. Census 2013). Between 2000 and 2012, the region saw a 6.5 percent growth in its population compared to the rest of Michigan, which remained flat. Similar to the population of the state as a whole, over 25 percent of the residents in the region are nearing retirement age (DTMB 2014).

The region comprises both rural and urban communities. Each of the counties has at least one distinct urban center within a mix of rural, urban and suburban environments. Washtenaw is the most populous of the six counties and is home to the city of Ann Arbor, which is the sixth-largest city in the state. Hillsdale and Lenawee are the most rural of the counties.

Median household income in the region is $53,588, which is higher than the statewide median income of $48,411 (U.S. Census Bureau 2013). Washtenaw and Monroe Counties have the highest median income in the region. Another important measure of regional economic well-being is the number of people living below the poverty level. Approximately 14 percent of people in Region 9 are below the poverty level. Statewide, that number is almost 17 percent. Hillsdale and Jackson Counties have the highest percentage of the population in poverty, at 19.7 and 17 percent respectively.

Population Distribution
U.S. Census Bureau 2013

18% Livingston
16% Jackson
36% Washtenaw
5% Hillsdale
10% Lenawee
15% Monroe

Ethnicity
U.S. Census Bureau 2013

- Other **1.9%**
- Asian **2.0%**
- Hispanic **3.8%**
- Africian American **4.6%**
- Caucasian **87.7%**
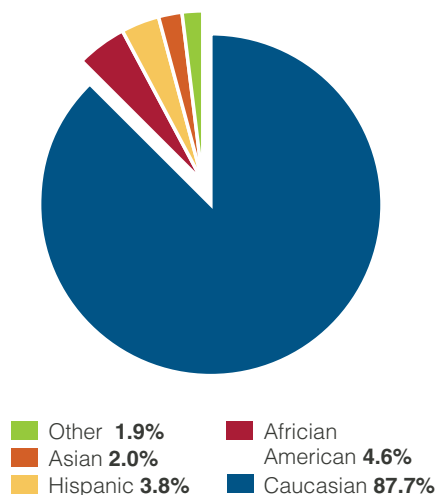
2000–2012 Population Growth
U.S. Census Bureau 2013

6.5%

Region 9 saw a population growth of 6.5% while growth remained flat across the rest of the Michigan.

Median Income
DTMB 2013

$48,411
Michigan

$53,588 ▲
Region 9
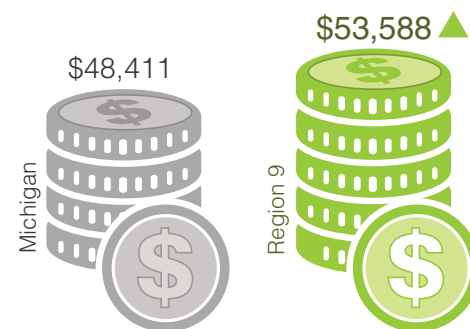
Workforce

Through December 2014, the regional labor force was estimated at 479,979. Of this number, 7 percent were unemployed last year, which was slightly less than the state average jobless rate of 7.1 percent (U.S. Department of Labor, Bureau of Labor Statistics 2014). The bulk of the workforce (64 percent) both lives and works within Region 9. Those who commute into the region largely come from Oakland, Wayne, and Lucas (Ohio) Counties (DTMB 2014), and the majority of those who commute out of Region 9 work in those counties as well. Over one-third of people who commute out of Region 9 work in Wayne County (DTMB 2014).

Employment in the region has been trending upward since 2011 (post-recession), and employment projections are optimistic. The region is projected to see 7.3 percent growth in employment between 2008 and 2018 (DTMB 2014). Mirroring the state, the cycle of employment in the region generally includes growth throughout the year, peaks during holidays and periods of agricultural harvest, and then end-of-year drops (WIN 2014).

Educational attainment of residents in the region is fairly high, especially compared to the state average. Over 41 percent have an associate's degree or higher, compared with 35 percent statewide. Washtenaw County has the highest educational attainment with 51 percent of residents holding an associate's degree or higher (U.S. Census Bureau 2009–2013). Only 9 percent of regional residents report having less than a high school diploma or General Education Development certificate (DTMB 2014).

Workers older than age 55 hold almost 20 percent of the jobs in Region 9 (DTMB 2014), which is approximately the same percentage as the statewide levels.

Live & Work
DTMB 2013

64% live & work in the region

36% commute into the region for work
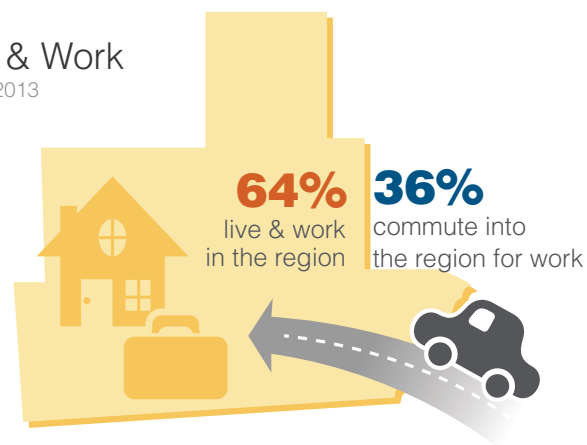
Employment
DTMB 2013

7.3% by 2018

Workforce Education
U.S. Census Bureau, American Community Survey

>30% have a bachelors degree or higher
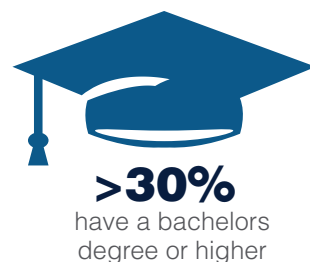
Unemployment
Bureau of Labor Statistics 2014

7.1% Michigan

County	Unemployment
Hillsdale	7.5%
Jackson	7.0%
Lenawee	7.0%
Livingston	7.0%
Monroe	6.5%
Washtenaw	4.8%
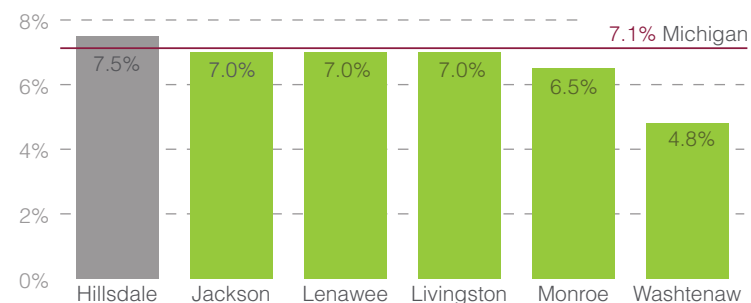
Industry

The largest industries in the region between 2009 and 2013 were (U.S. Census Bureau 2013):

- ❖ Educational services, health care and social services
- ❖ Manufacturing
- ❖ Retail trade
- ❖ Professional, scientific, management, administrative and waste management services
- ❖ Arts, entertainment, recreation, accommodations, and food service

Region 9 stakeholders have identified three priority industry clusters: health care, information technology, and advanced manufacturing. Two of these—manufacturing and health care— are already large and established industries; information technology is a growing industry. The Workforce Intelligence Network (WIN) tracks and evaluates employment and industry growth trends in these three clusters. All of these industries are expecting not only significant talent shortages in the coming years, based on an overall declining labor force in the state, but also insufficient training and education of the workforce to acquire the necessary skills for these critical industries. The occupational groups in the region with most online job postings in 2014 are (from largest to smallest), retail and hospitality, health care, information technology, engineers and designers, and skilled trades and technicians (WIN 2014).

With almost 50,000 employees in 2014, health care is Region 9's largest employment cluster. Registered nursing has continued to be one of the positions most in demand over the last several years, with nursing assistants and practitioners also highly demanded. Employment in the health care industry has steadily increased over the last

decade, and showed no significant drop-off during the recent recession. WIN has noted that health care employment in coming years could continue to grow, but increased merger activity among large health care providers could cause a decline in demand as those organizations consolidate staff—particularly in administrative positions (WIN 2014).

Advanced manufacturing employs almost 30,000 people in the region, which includes occupational clusters for skilled trades and technicians as well as engineers and designers. This industry is expected to grow over the next five years. Demand for skilled trade labor in advanced manufacturing is higher in Southeast Michigan, including Region 9, than almost anywhere else in the United States. Demand is still lower than prerecession periods, but is growing. Similarly, demand for engineers and designers has been growing quickly and consistently since 2009 (WIN 2014).

Information technology occupations, which include entry-level, technical, and professional positions related to development, design, and management of hardware, software, and multimedia applications as well as integration of information technology systems, employed 11,773 in 2014. Software application developers have seen the most employment demand over the last several years. Overall, information technology job growth has been increasing at a rapid rate over the last five years, and is expected to continue growing (WIN 2014).

In addition to the three priority cluster areas, the region has a growing transportation distribution logistics (TDL) and related supply chain industry, offering a significant opportunity to leverage the region's strengths in automotive manufacturing,

Top 5 Employer Industries
U.S. Census Bureau 2013

Educational, healthcare, and social services

Manufacturing

Retail

Professional services

Arts, entertainment, and recreation

Priority Industry Clusters
Region 9 Stakeholders

Information Technology

Advanced Manufacturing

Healthcare

Healthcare was the **largest** employment cluster in 2014 with almost

50,000 employees.

information technology, and research and development. The TDL industry in Region 9 employed 36,302 people in 2014 and has seen growth of 10.6 percent between 2009 and 2015 (projected) (WIN, February, 2015).

Not surprisingly, jobs that require the most education and/or training, such as technical and management occupations, are the ones that pay the highest in the region. Salaries in the health care field are among the highest-paying jobs in Region 9 (DTMB 2014).

Quarterly Postings for the Largest Industry Cluster Job Types in Region 9

Clusters	Q4 2013	Q1 2014	Q2 2014	Q3 2014	Q4 2014	Change over time	Share of total postings Q4 2014	Annual Growth Q3 2013–Q3 2014	Quarter Growth Q2–Q3 2014
Total	15,483	17,391	16,587	15,497	15,318				−1.2%
Skilled Trades & Technicians	476	622	604	488	502		3.3%	5.5%	2.9%
Engineers & Designers	595	664	604	560	532		3.5%	−10.6%	−5.0%
Information Technology	1,427	1,438	1,486	1,378	1,309		8.5%	−8.3%	−5.0%
Health Care	1,928	2,089	1,749	2,084	1,942		12.7%	0.7%	−6.8%
Retail & Hospitality	4,133	4,072	4,238	3,603	3,052		19.9%	−26.2%	−15.3%

SOURCE: Workforce Intelligence Network 2014

Transportation Systems

Prosperity Region 9 is served by four interstate/international highways, two major state highways, and five major U.S. highways. Interstate 96 cuts across the northernmost part of Region 9, connecting Brighton and Howell in Livingston County with Regions 3 and 10. Interstate 94 runs from Detroit through Washtenaw and Jackson Counties, continuing along the southern part of the state to Chicago. Interstates 75 and 275 connect Monroe County to the economic centers of Detroit and Toledo, Ohio. Major state and U.S. highways in the region include: M-52 through Adrian, connecting to I-94 and I-96; M-50 connecting I-75 and I-94; US-127, which connects Hillsdale, Jackson, and Lansing; US-23, which runs through Washtenaw County and is a primary connector between Ann Arbor and I-96; US-12 through Washtenaw and Jackson Counties; US-24 through Monroe County, connecting to the Detroit suburbs; and US-223 which connects Monroe County, Adrian, and US-127.

The region is also served by 24 private and passenger airports, including the state's largest international airport—Detroit Metro—which serves 32 million passengers each year and is one of the largest air transportation hubs in the country.

Amtrak's Wolverine passenger rail line also serves the region, connecting Detroit, Ann Arbor, Jackson, and Chicago. Eight other railroads provide freight

transportation within the region and to other parts of the state as well as to points in both the United States and Canada.
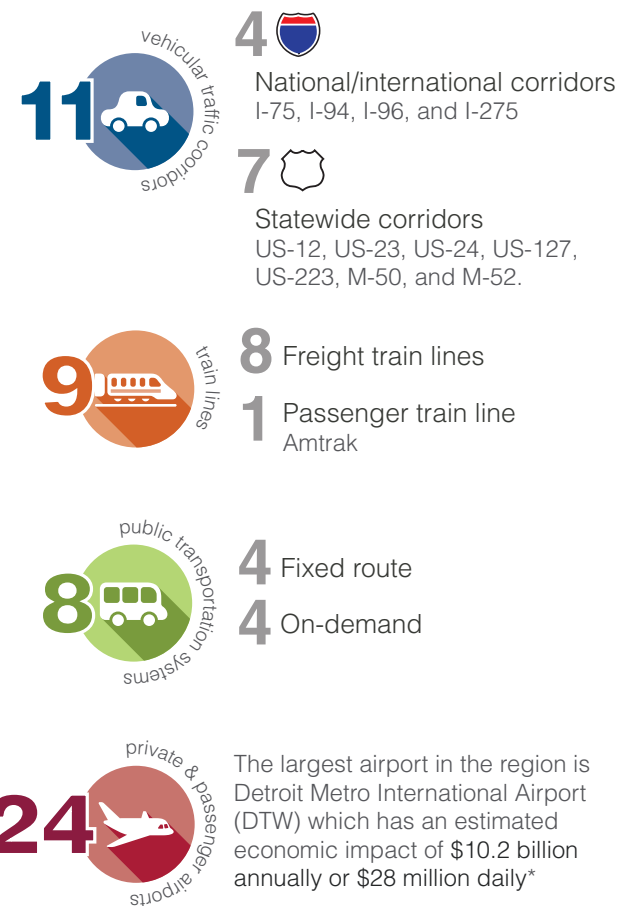
In addition, Region 9 is home to several intra- and inter-city public transportation systems, including:

❖ Ann Arbor Transportation Authority ("The Ride")
❖ Jackson Area Transportation Authority
❖ Livingston Essential Transportation Services
❖ Lenawee Transportation Corporation
❖ City of Adrian Dial-A-Ride
❖ Hillsdale Dial-A-Ride
❖ Hillsdale County Key Opportunities Transportation
❖ Lake Erie Transit

Some of these communities include fixed route bus systems and on-demand services; other communities (such as Hillsdale County) only offer on-demand services like Dial-A-Ride and Key Opportunities Transportation.

Finally, there has been a significant amount of planning and investment in nonmotorized transportation options throughout the region. The three transportation planning organizations serving Region 9—the Washtenaw Area Transportation Study (WATS), Region 2 Planning Commission, and Southeast Michigan Council of Governments (SEMCOG)—have all incorporated strategies for, and recommended investments in, expanded bicycle and pedestrian infrastructure in their transportation plans. The types of strategies include incorporation of "Complete Streets" design into planning and infrastructure projects, construction of sidewalks and road crossings, development of bike lanes and separated trails, lane reductions, and other measures (WATS 2013; Region 2 Planning Commission 2013; SEMCOG 2013).

Transportation Corridors

11 vehicular traffic corridors

4 National/international corridors
I-75, I-94, I-96, and I-275

7 Statewide corridors
US-12, US-23, US-24, US-127, US-223, M-50, and M-52.

9 train lines

8 Freight train lines

1 Passenger train line
Amtrak

8 public transportation systems

4 Fixed route

4 On-demand

24 private & passenger airports

The largest airport in the region is Detroit Metro International Airport (DTW) which has an estimated economic impact of $10.2 billion annually or $28 million daily*

*Estimated economic impact figures represent total impact throughout the State of Michigan.
SOURCE: University of Michigan-Dearborn, School of Management. The Economic Impact of Detroit Metropolitan Wayne County Airport, 2013.

Education & Workforce Development Systems

From preschool to postsecondary, Region 9 offers a diverse, high-quality array of educational institutions that train a pipeline of talented workers to meet current and growing industry needs. At the K–12 level, the region's six intermediate school districts (ISDs) are home to 54 individual school districts and 21 charter schools. These school districts educate over 140,000 K–12 students a year. Washtenaw and Livingston ISDs are the largest at 46,797 and 27,580 students respectively (MDE and CEPI Nd).

At the higher education level, the region offers numerous opportunities. Region 9 is home to two public universities: the University of Michigan and Eastern Michigan University. University of Michigan, the state's second-largest public university, is a world-class research and education institution that draws students and educators from around the globe, and its education and economic impacts ripple throughout the region. Eastern Michigan University (EMU) in Ypsilanti has over 23,000 students and offers more than 200 undergraduate and graduate degree programs. It ranks in the top 100 universities in the Midwest (U.S. News and World Report 2013). There are also seven private four-year universities in the region—Hillsdale College, Concordia University, Spring Arbor University, Baker College, Cleary University, Siena Heights University, and Adrian College—which offer diverse and high-quality undergraduate and advanced degree opportunities.

In addition, the region has five community colleges (Jackson College, Monroe Community College, Washtenaw Community College, Mott Community College, and Lansing Community College), several of which have multiple satellite locations serving Hillsdale and Livingston Counties. Including the region's four-year and community colleges, as well as satellite programs of other Michigan colleges and universities, every resident in Region 9 is within a 30- to 45-minute drive of at least one higher education institution.

The region's workforce system consists of four separate Michigan Works! Agencies (whose network also includes community-based workforce and job training organizations):

- Livingston County Michigan Works!
- South Central Michigan Works! (Hillsdale, Jackson, Lenawee)
- Southeast Michigan Community Alliance/ Monroe County Employment & Training Department
- Washtenaw County Michigan Works!

Collectively, these agencies operate six Michigan Works! Service centers and other access points that provide both business and job-seeker services. Business services include recruitment assistance and funding for job-based training. Job-seeker services include job readiness training, talent connect assistance, career assessments, assistance with resumes and applications, and funding for training in high-demand occupations.

Educational Institutions
MI School Data, School Year 2013–2014
DTMB 2013

54 School districts
>140,000 students/year
Largest two ISDs are:
Washtenaw ISD (46,797)
Livingston ISD (27,580)

21 Charter schools

2 Public Universities
U of M: >43,000 students
EMU: >23,00 students

7 Private Universities
Adrian College
Baker College
Concordia University
Cleary University
Hillsdale College
Siena Heights University
Spring Arbor University

5 Community Colleges

Workforce Development

4 Michigan Works! Agencies

Livingston County Michigan Works!
South Central Michigan Works!
Southeast Michigan Community Alliance/Monroe County Employment and Training Department
Washtenaw County Michigan Works!

A Roadmap for Economic Prosperity in Region 9

With a clear understanding of assets and challenges, regional partners have laid out a vision for economic prosperity in Region 9:

Over the next five years, stakeholders will work together to address two broad action areas for supporting and advancing this vision:

❖ Growing and Attracting Talent to Meet Industry Needs
❖ Advancing a High-quality and Diverse Regional Transportation System to Support Industry Growth and Community Vitality

Stakeholders have identified eleven goals, with related objectives and strategies, in these action areas that will serve as a roadmap for regional stakeholders to work toward our vision for economic prosperity.

We are a region that collaborates on, and collectively invests in, **growing, attracting and retaining talent and priority industries** in order to maintain and grow a prosperous regional economy. We do this by supporting thriving communities that offer core assets including innovative and effective transportation, education, and workforce development systems for the people and businesses in our region.

Growing and Attracting Talent to Meet Industry Needs

From August 2014 to January 2015, Region 9 partners convened three primary industry cluster groups: information technology, advanced manufacturing, and health care. Business representatives from these industries provided valuable input regarding their priority talent needs, both short-term and long-term. They discussed opportunities and challenges and, in many cases, specific solutions that they believe can help move the needle on talent. Although the groups met separately and over a period of months, the solutions they identified all fell into three major categories, ranked as follows: (1) grow the future talent pipeline ready to work in their industries, (2) prepare and upskill the current talent base to meet their industries' needs, and (3) attract and retain talent of all ages and backgrounds to the region. Each of the industry groups identified a range of

possible challenges and solutions to address its talent needs, which are summarized in Appendix A. Additional background material for this and all prosperity strategy work can be found on the Region 9 website (https://sites.google.com/a/pscinc.com/r9-prosperity-initiative/). In each case, industry partners indicated a strong commitment to working directly with regional partners to ensure that their talent needs are adequately met.

Functional teams specifically addressing workforce and adult education system needs and challenges also met during the same period. These groups identified issues and strategies for best delivering services throughout Region 9 in order to meet workforce (both current and potential) and industry talent needs, including access to training and career development, alignment of curriculum along the entire education spectrum, engagement

of industry in the development and deployment of workforce training and education systems, and broadening awareness among the current and potential labor force regarding employment opportunities and required skills.

The goals and strategies identified on the following pages are a culmination and integration of all of these workgroups' efforts.

As a health care leader in Michigan, I am so pleased to be a part of the Regional Prosperity Initiative's Health Leaders Council. I have found tremendous value in the regional collaboration with other health leaders. We have made great progress in identifying the real needs of the health care industry, especially in terms of attracting and developing workforce talent. This work is critical as our population continues to age, and the number of our workforce reaching retirement increases. The region is fortunate to have such a council and team of highly talented, knowledgeable leaders proactively responding to our current and emerging workforce needs.

—Joyce Young, Saint Joseph Healthcare System

All levels of education, including K–12, career and technical education (CTE), and college and adult education, use a common career pathway model to align and integrate their curricula and career-related experiences to enable all learners to efficiently achieve their educational and career goals.

All stakeholders, including students, parents, teachers, counselors, service providers, and employers, are aware of and exposed to high-demand and other occupations in the region, as well as the most important foundational and technical skills and credentials needed to find gainful employment.

Objectives

Public and private partners will work together to create and implement a common career pathway model throughout the region.

Strategies

- ❖ Develop common career pathway model using CLASP Policy Solutions model.
- ❖ Incorporate stackable credentials and dual enrollments into the career pathway model and encourage agreements between institutions.
- ❖ Evaluate options for transitioning to competency-based education and assessment.
- ❖ Develop a common regional approach to collecting, compiling, sharing, and utilizing employer input.
- ❖ Incorporate employer-driven curricula and education programs into commong career pathways model.

Objectives

Regional stakeholders will collaborate to develop and implement a comprehensive career awareness campaign and develop (or expand) experiential learning opportunities that increase the knowledge of all stakeholders (including students, parents, teachers, counselors, service providers, and job seekers) regarding career options.

Strategies

- ❖ Develop consistent messaging and expand on existing career awareness activities to educate teachers, counselors, parents, and students about high-demand jobs.
- ❖ Partner with employers to identify skill gaps and employment opportunities, and build that information into awareness/outreach efforts.
- ❖ Educate people about how to use the Michigan Career Pathways tool which describes six career pathway areas and helps students understand and explore a variety of careers throughout their K–12 education and beyond.
- ❖ Provide more contextual learning and real work applications for students, including internships, apprenticeships, and expanded use of CC Inspire tool and Jump Start to support experiential learning pathways and directly engage with employers.
- ❖ Engage students in industry and local user-group events, working with local colleges/universities to get more student attendance.
- ❖ Facilitate awareness of and connection to tools and resources that can support upskilling (e.g., identify and promote essential credentials, bring training into facilities, identify industry-specific resource hubs for upskilling).
- ❖ Promote cross-technology events to help current workers learn multiple skills and languages.
- ❖ Target programs to minorities and females, who are underrepresented in industry.

GOAL

Major industries in the region are planning for, and ensuring a smooth and effective transition of management and leadership over time

Objectives

Support leadership development/succession planning for executives and managers in key industry areas.

Strategies

- ❖ Promote cross-functional (e.g., developer and finance) interactions to encourage broad-based awareness of organizational functions and operations.
- ❖ Develop and implement formal succession planning processes (especially for the health care industry).
- ❖ Support "technology master," executive, and other roundtables and venues for industry leaders to grow skills and connect for continued skill development and career advancement.

GOAL

Deepen relationships and increase collaboration among employers, educators, and economic developers to promote the region as a high-quality place to live and work.

Objectives

Employer, education, workforce, and economic development partners will continue to collaborate to promote the region and job opportunities to job seekers within and outside of the region. These efforts will include processes for attracting and assisting foreign nationals in relocating to Region 9.

Strategies

- ❖ Develop a scorecard to help employers improve their hiring and retention processes.
- ❖ Provide benchmarks/metrics to employers that would allow each to become an "Employer of Choice" in order to make the region more attractive as a place for high-quality career opportunities.
- ❖ Develop regional industry cluster partnerships, potentially through the newly forming Talent Development Career Councils to provide input to the career pathways model.
- ❖ Conduct a comprehensive regional employer talent and skills needs assessment.
- ❖ Work with the Global Talent Retention Initiative and Upwardly Global to attract foreign nationals to the region to address industry talent gaps.
- ❖ Inform job seekers outside of the region about Region 9 job opportunities, competitive wages and regional quality-of-life amenities (e.g., through a pilot LinkedIn student outreach project).
- ❖ Engage future and current job seekers with local companies to show breadth of opportunity in the region.
- ❖ Support licensure and other reciprocity measures to ensure that credentials earned in one geography are applicable in another.

In order for the talent system to address the talent skills gap, we need sustained employer input. The initiation of several industry talent clusters in Region 9 holds promise that such collaboration can be formalized.

—Gregory Pitoniak, Southeast Michigan Community Alliance

GOAL

All vulnerable and/or underserved populations, including low-income, low-skilled, long-term unemployed, older, physically or emotionally disabled, veteran, and more, are aware of and utilize available services, pursue training and education in high-demand occupations, and work with employers who provide necessary supports and pay living wages.

Objectives

Vulnerable or underserved populations in the region will have access to career readiness and job placement services that help them access necessary training, understand job opportunities, and connect with potential employers. Regional workforce and education stakeholders will educate and engage employers about opportunities for employing special populations.

Strategies

❖ Integrate outreach with vulnerable or underserved populations as part of the regional outreach program (described in the second goal above) that educates job seekers about the job market and work expectations.
❖ Educate employers about the benefits and incentives of hiring vulnerable or underserved populations, and promote the use of employer best practices in this area.
❖ Assist in helping vulnerable and underserved populations achieve more credentials to make them more marketable for available employment opportunities.
❖ Provide support services that assist vulnerable or underserved populations after hiring in being successful in their careers over the long term.
❖ Identify available resources and gaps in services, including transportation services, and implement changes that assist underserved populations and geographies.

GOAL

Transform adult education so that more learners gain the crucial basic skills they need to succeed in postsecondary education and obtain good jobs, greatly increasing the likelihood of sustained employment and higher income.

Objectives

In order to better meet changing talent development needs in the region, adult education will move away from standalone programs and be integrated into a broader career pathway system that includes adult education, postsecondary education, workforce development training, and career support services. Adult educators will utilize state-of-the-art approaches and evidence-based design attributes in providing programs to their customers in order to increase learner success, including attaining meaningful credentials. A much larger proportion of those entering adult education should ultimately attain a postsecondary credential than is now the case. As part of these changes, stakeholders will collaborate to ensure that adult education services are available in all parts of Region 9.

Strategies

❖ Implement Learning Labs, small sites at which learners can improve their basic skills on a self-paced basis, using computer-based instruction supplemented by support from an instructor who manages the Learning Lab.
❖ Provide adult education at CTE career centers in order to leverage CTE resources and expertise in providing contextual basic skills development (an approach that national research has shown to be effective) and utilizing dual enrollment with CTE.
❖ Create and implement distance/blended learning programs using e-learning with support as an important way to effectively serve an expanded number of learners.
❖ Explore other nontraditional education sites or modes of service delivery, such as locating a program at an employer site, workforce one-stop centers, or local libraries.
❖ Employ modularized program delivery, with recognition of completion/credit for each module.
❖ Ensure quality assessments and support in navigating career and education options, resulting in quality individual learning plans.
❖ Create bridge programs that focus on helping learners be ready for the initial steps in a career pathway.
❖ Build these strategies into the Section 107 Request for Proposals for program operators that will be issued by Washtenaw Intermediate School District in 2015, including a grant stipulation that grantees commit to working collectively as a network to ensure effective connections between adult education and other talent partners.

Advancing a High-quality and Diverse Regional Transportation System

A group of regional stakeholders, including transportation planners, economic developers, businesses, community planners, and community leaders, worked together from September through December 2014 to identify key regional transportation issues and strategies (see Appendix B for a summary of a transportation group issues survey). The group was particularly focused on identifying transportation strategies that could be better advanced through regional collaboration and that could support talent development and attraction strategies identified by the prosperity initiative talent teams. The group agreed that transportation-related economic prosperity issues, goals, or strategies they recommend should meet the following guiding principles:

❖ Help Region 9 maintain or expand its competitiveness within the Midwest, U.S., or global markets.
❖ Include nonhighway or automobile infrastructure and/or programs
❖ Help attract and retain young people to the region (i.e., contribute to attractive quality of life)
❖ Modernize existing infrastructure systems in the region
❖ Have a multijurisdictional impact
❖ Improve people's access to jobs, services, and goods
❖ Be politically feasible (i.e., able to garner political support and funding)
❖ Minimize environmental impacts
❖ Help engage the region's business community
❖ Offer an opportunity to be a model for other regions and states

Based on these principles, the Transportation Team identified the following five goals, each with related objectives and strategies, to help improve and advance the region's transportation system to meet the needs of its residents, workforce, and industry.

In our region, transportation is about more than just good roads; it's about the kind of mobility that connects people to jobs and builds communities of choice for tomorrow's talented workers. The transportation team scoped out a visionary research project asking how our system serves talent—from the perspective of employers, employees and job seekers—so that our planning agencies and service providers know how to leverage their infrastructure investments to build a strong and resilient economy. Whether you need a ride to work, want to live in a walkable neighborhood, or have to get freight to the warehouse, our region is going to be prepared to deliver a transportation system that serves those needs in interest of our shared prosperity.

—Conan Smith, Washtenaw County Commissioner

Adequate funding is available to ensure that the region offers a high-quality and diverse transportation system.

Objectives

Regional stakeholders will work together to expand and diversify transportation funding sources, particularly engagement of the private sector and those sources identified in the Transportation Funding Task Force (TF2), to ensure the long-term sustainability of Michigan's transportation infrastructure. Partners will work together to better prioritize transportation funding and integrate multimodal transportation opportunities into the prioritization process.

Strategies

❖ Evaluate the applicability and impact of TF2 options on the region and get consensus among regional stakeholders on long-term transportation funding options to pursue.
❖ Identify the business case for addressing key regional industry talent transportation needs and pursue public-private partnerships to address gaps.

The national and statewide corridors of highest significance[1] in the region offer safe travel for all modes of transportation.

Objectives

Partners will work to address aging roads and bridges, construction, congestion, and maintenance needs, as well as outdated road and bridge design standards and inadequate nonmotorized infrastructure in order to reduce the number and severity of highway accidents and accidents related to automobile and nonautomobile interactions.

Strategies

❖ Minimize construction-phase delays in order to reduce the number of active construction zones and related construction safety issues.
❖ Create a plan to share services/resources for ongoing road maintenance and emergency services (e.g., snow removal, emergency road repair, and/or debris removal) in order to support quicker response time and/or more effective coverage of road maintenance and upgrades.
❖ Develop a plan to share some road maintenance services within the region.
❖ Invest in infrastructure and road design that separates vehicular traffic from pedestrian and bicycle traffic on surface roads and at highway interchanges.
❖ Improve highway incident management by increasing courtesy safety patrols and providing designated crash investigation sites.

1 As defined by the Michigan Department of Transportation in the 2035 State Long-Range Transportation Plan. These corridors are designated as such because they carry the highest value and volumes of goods, services, and people, and provide a higher level of support for the economy or specific economic sectors.

GOAL

The national and statewide corridors of highest significance in the region allow for reliable, efficient, and comfortable travel for personal and commercial travelers within and through the region.

Objectives

Passenger travel should be improved by decreasing congestion and travel time and improving the experience of highway systems in the region to be more aesthetically pleasing and comfortable for users.

Strategies

❖ Support projects that improve existing highway infrastructure and offer more alternative highway traffic management solutions (e.g., high-occupancy vehicle lanes [HOV], toll lanes) before implementing highway expansion projects.

❖ Collectively advocate for necessary state legislative changes that allow for stronger enforcement (human and electronic) of HOV lanes to improve their effectiveness.

❖ Develop a plan for the I-94 corridor that directs the style and type of infrastructure and related landscaping design (MDOT's "context sensitive solutions" approach) used by MDOT in future I-94 improvement projects.

❖ Metropolitan Planning Organizations serving Region 9 should adopt policies and advocate for relevant legislative changes that support the use of technology (e.g., cameras, intelligent transportation systems) regionwide for addressing highway congestion, and work with the Michigan Department of Transportation (MDOT) to identify priority corridors implementing highway technology systems.

❖ Work with businesses and other organizations in the region to expand participation in the Adopt-a-Highway program in order to improve the aesthetic character of regional highway corridors.

GOAL

A highly accessible, excellent-quality network of nonautomobile options is available to transport people and goods within and through the region.

Objectives

In terms of nonpassenger travel within the region (freight), partners will work to help improve the efficiency of, and increase the opportunities for, rail freight movement to and from the region in order to support regional businesses and export opportunities. Partners will also work to improve people's physical, geographic, and perceived accessibility to public transit and nonmotorized transportation infrastructure in the region.

Strategies

❖ Identify and coordinate planning among regional stakeholders for key commuter-focused public transit options for critical routes and types of service (express bus service, commuter rail, etc.) between cities and counties. Examples where opportunities for collaboration exist include the North-South Commuter Rail study, the Ann Arbor to Detroit Regional Rail project, and the Michigan Avenue Alternatives Analysis.

❖ Work to implement recommendations in local and regional non-motorized transportation plans for establishing separated bike facilities adjacent to the I-94 corridor similar to those along M-14 and I-275, which connect to rest stations and each other, and contribute to the Great Lake to Lake Trail (MTGA 2011).

❖ Collectively participate in the planning for, and advocate on behalf of, expanded passenger rail routes and frequency of service between the region and other parts of Michigan, the U.S., and Canada.

❖ Maintain and improve rail lines (potentially extending track) and rail support yard adjacent to Willow Run Airport in order to support planned economic development opportunities at the site.

❖ Create and implement a regionwide outreach campaign regarding the benefits of, and opportunities for, using public transit.

❖ Convene local governments in the region to evaluate, discuss, and begin to implement models for regionally consistent pedestrian policies and outreach strategies.

❖ Identify gaps in pedestrian and bike connections where new or extended nonmotorized, rail, bus, or other nonautomobile infrastructure is implemented, and plan for necessary pedestrian and bicycle access improvements. Collaborate with other public works or capital improvement plans and projects to incorporate pedestrian and bicycle improvements at the same time where cost effective.

Transportation and land use planning will be collaborative and highly integrated within the region.

Objectives

Regional partners will improve and formalize how they coordinate and work together on transportation planning and will proactively work to increase the integration of transportation, land use planning, and project development within the region.

Strategies

❖ Assess current transportation and land use collaboration efforts and relationships within the region, and identify gaps.

❖ Convene transportation leaders from Regions 9 and 10 to identify the highest-priority cross-region transportation issues, and evaluate models for formalizing collaboration and/or consolidation of transportation planning within the two regions (such as WATS' memorandum of understanding with SEMCOG or the cross-state coordination system between SEMCOG and Toledo Metropolitan Area Council of Governments).

❖ Identify and document examples or models of transportation and land use collaboration that are already underway in the region, and convene local and regional leaders to explore how that collaboration could be enhanced and expanded throughout the region.
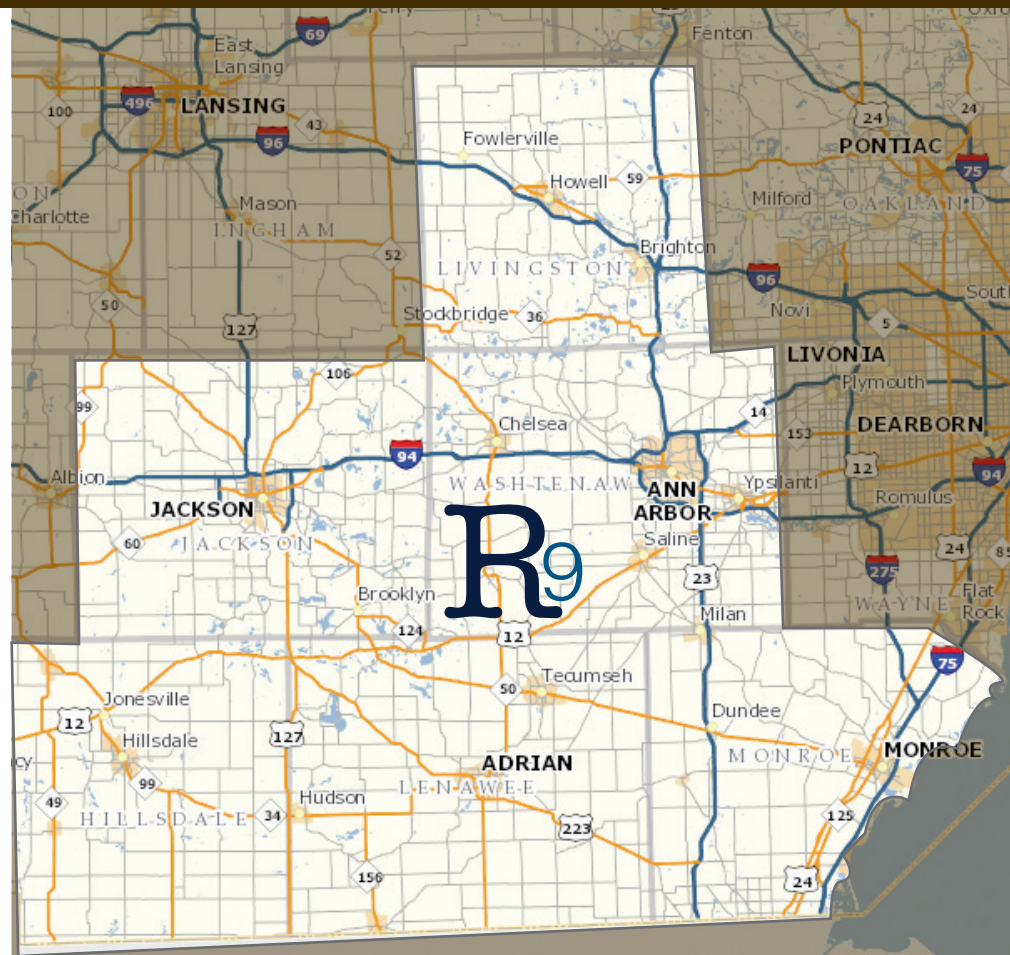
Transportation planning decisions set the contours for development of our built environment and significantly impact the landscape within which we live, work, and play. Building a sustainable, vibrant, and complete transportation system is vital for the future of Michigan communities. Working together on this important priority opens up many more avenues to get this work done. Having the opportunity to work with the Regional Prosperity Initiative has helped the Michigan Environmental Council collaborate with people and organizations from both the public and private sector in a way that wouldn't have otherwise been possible.

—Elizabeth Treutel, Michigan Environmental Council

How Will We Measure Our Success?

Regional partners are keenly aware that in order to make significant progress in achieving their vision and goals for economic prosperity, success must be measured. Understanding how the region is performing using key metrics will enable partners to prioritize and track progress on implementing strategies, agree on mid-course corrections and improvements, and evaluate and promote success in achieving the region's vision and goals.

At a high level, partners have identified the following measures of success for achieving the vision for regional economic prosperity:

- ❖ More people are enrolled in education and job training programs that meet talent and skill needs for high-demand fields.
- ❖ An increased number of regional residents are achieving credentials/degrees in high-demand fields in order to meet industry talent needs and demonstrate the success of regionally aligned education, training, and workforce development programs.
- ❖ There are a greater number of businesses in the region's priority clusters, including health care, information technology, and advanced manufacturing, as well as emerging industries such as TDL.

- ❖ Job placement and retention of existing regional residents increases, particularly in high-demand occupations within the region.
- ❖ The size and quality of the workforce increases and improves, through the reintegration of existing residents into the workforce and attraction of new workers from elsewhere in Michigan, the United States, and abroad.
- ❖ There are improved and formalized mechanisms for public-private collaboration and engagement on economic development, talent, transportation, and other economic prosperity issues.

- ❖ Greater alignment and coordination of service delivery between education, workforce, economic development, and nonprofit service providers is occurring. Partners will evaluate cost savings and efficiencies from improved alignment and coordination (or more formal consolidations as appropriate).
- ❖ Regional transportation and land use partners are expanding and improving the alignment of programs and coordinating investment.
- ❖ Options for and the quality of the region's transportation system are improved, including levels of investment in highway infrastructure, rail, and public transit; improvements in access to transportation; and decreased accidents or other transportation safety issues.

An initial set of metrics was identified that would allow regional partners to track progress on these measures over time. While these metrics are not a perfect method for measuring regional prosperity as defined in this strategy, they provide a reasonable proxy for understanding progress in achieving the identified goals and objectives. In the coming years, as more detailed workplans for implementing prosperity strategies are developed, additional metrics to track progress may be developed.

Metrics of Regional Prosperity

Indicator	Measure	Regional Performance
Percentage population growth	Higher than the state average	▲
Size of the regional workforce	Increased from previous reporting period	⊘
Unemployment rate	Lower than the state average	▲
Median income	Higher than the state average	▲
% of population over 25 with a bachelor's degree or higher	Higher than the state average	▲
% of population over 25 with an associate's degree or higher	Higher than the state average	▲
Number of people enrolled K–12, adult education, dual enrollment programs, community colleges, and four-year universities	Increased from previous reporting period	⊘
Number of establishments in the region's priority clusters (e.g., health care, information technology, and advanced manufacturing)	Increased from previous reporting period	⊘
% of population below the poverty line	Lower than previous reporting period	⊘
Median home value	Higher than the state average	▲
% of households commuting by public transit	Higher than the U.S. average	▲
# of transit routes	Increased from previous reporting period	⊘
Average work commute time	Lower than the state average	▼
Per capita number of highway accidents	Lower than the state average	⊘
Per capita transportation spending in the region	Increased (or no decline) from previous reporting period	⊘
Miles of nonautomobile infrastructure	Increased from previous reporting period	⊘
Established structure for regionwide prosperity strategy engagement	Functioning and clearly defined structure for regional strategy guidance and tracking of success	▲ (yellow)

▲ Meeting the measure
▼ Not meeting the measure
▲ Partially meeting the measure
⊘ No comparision data available at this time

What's Next?

Region 9 is a vibrant, economically diverse region that offers residents, employers, and visitors a wide variety of jobs, education, and transportation opportunities, as well as numerous quality-of-life amenities and community types from which to choose. In short, Region 9 is—and can continue to be— economically and socially prosperous over the next five years and beyond.

The first year of the regional prosperity strategy has been rewarding and successful—relationships have been built, a vision for future economic prosperity has been laid out, assets have been identified, and honest conversations have taken place about the challenges and opportunities for aligning regional services and programs to best meet the needs of residents, employers, and visitors.

In the coming years, these relationships will grow—sometimes into formal regional systems and service-sharing arrangements, and just as often into ad hoc communication, coordination, and collaboration efforts to address the goals and strategies identified in this Regional Prosperity Strategy.

This is just the beginning. Partners recognize that regional prosperity is much more than just talent, transportation, and economic development. A growing and evolving regional stakeholder collaborative will tackle issues around quality-of-life amenities, affordability, sustainability, and environmental protection. This will involve expanding the circle of stakeholders, identifying additional goals and strategies, and establishing appropriate structures and processes for decision making and stakeholder engagement in the region.

This is an ambitious effort but one that has garnered the support of most regional stakeholders, among whom there is consensus on its benefits for long-term prosperity in the region.

References

Michigan Department of Technology, Management and Budget (DTMB). 2014. *Regional Prosperity Initiative: Labor Market Information Supplement for Region 9*. Online, accessed 12/16/14. Available at: http://milmi.org/admin/uploadedPublications/2074_Region_9_Final.pdf

Michigan Department of Education (MDE) and Center for Educational Performance and Information (CEPI). Nd. *MI School Data: School Year 2013–2014*. Online, accessed 02/01/15. Available at: https://www.mischooldata.org/

Michigan Trails and Greenways Alliance (MTGA). January 2011. *The Great Lake to Lake Trails*. Online, accessed 01/15/15. Available at: http://bicycletouringroutes.com/pdf/Lake-to-Lake-Brochure.pdf

Region 2 Planning Commission. 2013. J*ackson Area Comprehensive Transportation Study (JACTS) 2040 Long Range Transportation Plan for the Jackson Metropolitan Area*. Online, accessed 01/07/15. Available at: www.region2planning.com/website/Committees.asp?CID=7

Southeast Michigan Council of Governments (SEMCOG). 2013. *Creating Success with Our Transportation Assets: 2040 Regional Transportation Plan for Southeast Michigan*. Online, accessed 12/04/14. Available at: www.semcog.org/uploadedFiles/Programs_and_Projects/Planning/Long_Range_Transportation_Plan/2040RTPupdated_FHWARec_12-26-13.pdf

U.S. Census Bureau. 2013. *State and County Quick Facts (for Jackson, Monroe, Washtenaw, Hillsdale, Livingston, and Lenawee Counties)*. Online, accessed 01/12/15. Available at: http://quickfacts.census.gov/qfd/states/26000.html

_____. 2009–2013. *American Community Survey (for Jackson, Monroe, Washtenaw, Hillsdale, Livingston, and Lenawee Counties)*. Online, accessed 1/12/15. Available at: www.census.gov/acs/www/about_the_survey/american_community_survey/

U.S. Department of Labor, Bureau of Labor Statistics. November 2014. *Local Area Unemployment Statistics*. Online, accessed 3/2/15. Available at: http://data.bls.gov/map/MapToolServlet?survey=la.

U.S. News and World Report. 2015. *Best Colleges Rankings: 2015 Edition*. Online, accessed 02/06/15. Available at: http://colleges.usnews.rankingsandreviews.com/best-colleges/rankings/regional-universities-midwest

Washtenaw Area Transportation Study (WATS). 2013. *2040 Long Range Transportation Plan for Washtenaw County*. Online, accessed 1/9/15. Available at: http://static1.squarespace.com/static/524e0929e4b093015db69c07/t/52701e7be4b0764939e3bb0d/1383079547548/2040LRP.pdf

Workforce Intelligence Network (WIN). 2014. Quarterly Report, *Region Nine: Q3 2014*. Online, accessed 01/12/15. Available at: www.win-semich.org/wp-content/uploads/2013/01/Region-9-Q3-2014-Report.pdf

_____. February 3, 2015. *TDL Occupation Overview Report*. Prepared for the Region 9 Prosperity Initiative Based on Economic Modeling Specialists International Data. Provided to Public Sector Consultants on February3, 2015. Available upon request.

Appendix A:
Summary of Issues, Objectives and Strategies Identified by the Talent Council Industry Clusters

Target Industry Cluster	Opportunities	Sample Strategies
Information Technology • Entry level developer • Senior developer • Architect/CTO • Systems analysts • Quality assurance/testing • Security	**① Grow Future Talent** • Develop a workforce pipeline with K–12 and colleges, including creation of clear career pathways to support students' advancement over time. • Raise college and career awareness among youth and their influencers through the provision of information, exposure and experiences.	• Offer technology user groups and workshops for young beginners. • Engage students in industry and local user-group events, working with local colleges/universities to get more student attendance. • Foster internships, apprenticeships and other experiential learning opportunities that directly engage employers. • Create a regular feedback loop between industry and academic partners around talent needs. • Target programs to minorities and females, who are underrepresented in industry. • Promote talent need awareness and exposure among youth influencers (parents, teachers, counselors, etc.), leveraging direct engagement, social medial and an array of tools and strategies.
Advanced Manufacturing • First line production/operation supervisors • Computer Numeric Controlled Machining operators • Inspectors, testers, sorters • All production • Welders, cutters, fitters	**② Prepare & Upskill Current Talent** • Foster an interest among the current workforce of high-demand careers; help them easily connect to education, training and other resources that help them grow technical capacity in their industry fields. • Support leadership development/ succession planning for executives/ managers in key industry areas.	• Facilitate awareness of and connection to tools and resources that can support upskilling (e.g., identify and promote essential credentials, bring training into facilities, identify industry-specific resource hubs for upskilling, etc.). • Promote cross-technology events to help current workers learn multiple skills, languages, etc. • Promote cross-functional (e.g., developer and finance) interactions to encourage broad-based operational awareness. • Develop formal succession planning processes (especially for long term health care). • Support "technology master," executive and other roundtables and venues for industry leaders to grow and connect.
Health Care • Registered nurses • Nursing assistants • Physical therapists • Nurse practitioners • Medical assistants • Medical records - health IT	**③ Attract and Retain Talent** • Market and promote the region, its opportunities and amenities, and remove barriers to living & working in the area.	• Engage future and current jobseekers with local companies to show breadth of opportunity in the region. • Market the region to young talent, skilled workers and executive leadership talent (leverage social media and other messaging opportunities). • Support licensure and other reciprocity measures to ensure that credentials earned in one geography are applicable in another.

Appendix B:
Summary of Transportation Team Issues Survey Findings

QUESTION 1: What are the three (3) most important issues or projected trends related to transportation and prosperity along the I-94 corridor that the group and its regional partners should consider as priorities?

Quality and quantity of the highway infrastructure and bridges along the corridor

❖ Improving and maintaining highway bridge crossings for all legal users (preventing highways from being barriers)
❖ Ingress and egress that are sufficient to handle the volume of current and future traffic

Safety

❖ Ability of the roadway to handle both truck and auto traffic safely

Efficiency

❖ Efficient movement of goods and services
❖ Improving travel-time reliability (particularly for freight), and incident management

Nonauto transportation opportunities

❖ New opportunities for increased rail service for both passenger and freight
❖ Intercity transit to enable people to access jobs throughout the region
❖ Increase in efficient transportation options for long and short trips (i.e., commuter rail, passenger rail, public bus, etc.)

Market position

❖ I-94 is an important international, national, and state freight facility
❖ Ensure a strong commercial/industrial base so the corridor maintains its importance as a connector
❖ Competition from the alternatives to the south (80/90, US-24) for commercial traffic

Quality of life in corridor communities

❖ Sprawl mitigation and minimization
❖ Improve the corridor as a gateway /pass through for visitors in terms of attractiveness/aesthetics, tourism opportunities, etc.
❖ Develop healthy livable communities throughout the corridor (preventing brain drain while attracting new young talent)

Funding

❖ Inadequate funding
❖ Funding is needed to ensure that I-94 functions in a safe and efficient manner for all users

QUESTION 2: What are three (3) actions regional partners should take to address these issues?

Additional Funding

- ❖ Identify additional funding sources to address current and future infrastructure improvements
- ❖ Investigate funding partnerships
- ❖ Support increased funding package in the Michigan legislature
- ❖ Work to increase transportation funding and investment in public transit and rail
- ❖ Support funding for the Detroit Intermodal freight terminal

Improve Freight Traffic

- ❖ Consider dedicated freight lanes and passenger-carrying bus lanes
- ❖ Actively engage with trucking and freight industry
- ❖ Target economic development to draw freight traffic along the corridor from Detroit to Chicago

Make stronger connections to and between communities

- ❖ Identify current and future development areas and build ingress and egress ramps to accommodate estimated traffic
- ❖ Promote better connections to downtown Jackson from I-94
- ❖ Enhance rail or bus linkages between Ypsilanti, Ann Arbor,and Detroit

Other

- ❖ Collaborate on shared goals with a unified voice
- ❖ Work with policy makers at state and local levels to shape legislation and ordinances to move forward with the goals
- ❖ Better understand (survey, or review surveys) on the reasons young professionals relocate or stay in a particular community

QUESTION 3: What potential barriers to collaboration, if any, do you see in this region that might impact the ability to effectively address priority issues?

- ❖ Funding
- ❖ Unnatural boundaries
- ❖ Lack of trust among planning agencies
- ❖ Differing priorities among communities along the corridor
- ❖ Different capacity among communities
- ❖ Fractured governance/planning along the full length of the corridor
- ❖ Poor integration of transportation and economic development strategies
- ❖ Agreement on a unified vision for the region
- ❖ Determining what is an equitable share of investments from communities throughout the corridor