**Mission:**
To sustainably cultivate living wage & career opportunities.

**Vision:**
Franklin County will be a region that
- sustainably leverages its advantages, including its rural character;
- is connected to its neighbors and across the globe;
- welcomes innovation and creativity;
- supports development of a skilled, diverse workforce;
- fosters the cultivation of diverse businesses; and
- encourages living wages & career opportunities for residents.

**Strategies:**
1. Respond to market opportunities by ensuring access to basic and sector-specific skills training for adults and youth.
2. Build collaborations within the region to build capacity and better support economic and business development opportunities.
3. Build collaborations with neighboring regions to better leverage economic development opportunities.
4. Invest in infrastructure that supports business development in appropriate areas that are currently under-utilized.
5. Increase the amount of functional space available to foster the growth of small business.
6. Accelerate business development and sustainability through direct support.
7. Support the ability of individual establishments and the economy to be resilient in case of future economic disruptions.
8. Enhance specific industry clusters through increased market understanding and asset development.

**Data Snapshots:**

**Top 5 Private Sector Employer Industries in Franklin County**

<table>
<thead>
<tr>
<th>Industry</th>
<th># of Employed (2013)</th>
<th>% of Total Employed (2013)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing</td>
<td>3,689</td>
<td>18.5%</td>
</tr>
<tr>
<td>Healthcare &amp; Social Assistance</td>
<td>3,538</td>
<td>17.8%</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>2,946</td>
<td>14.8%</td>
</tr>
<tr>
<td>Accommodations &amp; Food Services</td>
<td>1,934</td>
<td>9.7%</td>
</tr>
<tr>
<td>Education Services</td>
<td>1,258</td>
<td>6.3%</td>
</tr>
</tbody>
</table>

**Key Clusters & Initiatives:**
- Intra- & Inter- Regional Collaborations - Business Association Summit, Tri-Region, Pioneer Valley
- Metal/Precision Machining & Advanced Materials Manufacturing - Skills Training & Job Coaching
- Infrastructure Investment – Last Mile Broadband, Industrial Park Land, Brownfields, Water/Wastewater, Growth Stage Incubator Study
- Business Assistance & Financing
- Forest, Farm & Food Processing – Forest Products, Western Mass. Food Processing Center, Cold Storage, Small Scale Poultry Processing
- Tourism – Outdoor Recreation Assets, Travel by Rail Promotion
- Creative Economy – Summit & ArtBuzz events, Performance Venue Study

**CEDS Partners:**
- Franklin Regional Council of Governments
- United States
- Massachusetts
- Franklin County
- CEDS Region