

# AGENDA

# REGION 2 PLANNING COMMISSION

## Full Commission

### FOR FURTHER INFORMATION CONTACT:

**Steven Duke, Executive Director  
(517) 768-6706**

**DATE:** Thursday, September 10, 2015

**TIME:** 2:00 P.M.

**WHERE:**

**Jackson County Tower Building  
120 W. Michigan Ave – 5<sup>th</sup> Floor  
Jackson, MI 49201**

Comments will be solicited on each item following discussion and prior to any final action.

### PAGE #

1. Call to Order
2. Pledge of Allegiance
3. Approval of the Agenda - **ACTION**
4. Public Comment
5. Approval of Minutes of the July 9, 2015 Full Commission Meeting (see enclosure) – **ACTION** 2
6. Receipt of Treasurer's Report of August 31, 2015 (see enclosure) – **ACTION** 5
7. Approval of August 13, 2015 and September 10, 2015 Submitted Bills (see enclosure) – **ACTION** 9
8. Staff Progress Report for July and August, 2015 (see enclosure) – **DISCUSSION** 20
9. Regional Prosperity Initiative Update – Shanna Draheim, PSC, Inc.  
(see enclosure) - **DISCUSSION** 26
10. Connecting to Opportunity: Transportation, Jobseeking, and Economic Development  
in Prosperity Region 9 - Emma White Research (see enclosure) – **DISCUSSION** 61
11. Two-Way Conversion Plan for Louis Glick Hwy/Washington Avenue – MDOT  
(see enclosure) – **DISCUSSION** 78
12. Other Business
  - Notifications of Comprehensive Plan Update (City of Adrian) and Master Plan  
Updates (Grass Lake Charter Twp.), Riga Twp., and Blissfield Twp.) (see enclosures) 92
13. R2PC Annual Dinner – November 12, 2015 – **DISCUSSION**
  - a. Location – Jackson County
  - b. Speaker -- TBA
14. Public Comment
15. Adjournment

### **Region 2 Planning Commission**

**120 West Michigan Avenue • Jackson, Michigan 49201 • ☎ (517) 788-4426 • 📠 (517) 788-4635**

# Region 2 Planning Commission

*Serving Hillsdale, Jackson and Lenawee Counties*

## MEETING MINUTES

### Region 2 Planning Commission – Full Commission

Lenawee County Library  
4459 W. U.S. 223  
Adrian, MI 49221

**Thursday, July 9, 2015**

I. **Call to Order** – Chair Hayes called the meeting to order at 2:05 p.m. A quorum was present.

#### Attendance:

|                 |                   |                |                  |
|-----------------|-------------------|----------------|------------------|
| ✓ Acker         | ✓ Drake           | Jones          | Seegert          |
| ✓ Alexander     | ✓ Driskill        | Kastel         | Sessions         |
| Bailey          | Duckham (E)       | ✓ Knoblauch    | Shotwell         |
| Baker           | C. Emmons         | Koch (E)       | Sigers (E)       |
| Beach           | T. Emmons         | Koebbe         | Smith (E)        |
| ✓ Beeker (E)    | Fessel            | Koehn          | Spencer          |
| Bernath         | Fortress          | Kubish         | Spink            |
| Biel            | ✓ Gaede (E)       | Lance          | Stack            |
| Blythe          | Gallagher         | Ley            | Stewart          |
| Boggs           | J. Gould          | W. Mahoney (E) | Stormont         |
| ✓ Bolton        | L. Gould (E)      | McKibbin       | Tallis           |
| Broderick       | ✓ Grabert         | Navarro        | ✓ Terry (E)      |
| ✓ Bryant (E)    | ✓ Guetschow       | Nolte          | ✓ Tillotson (E)  |
| M. Burns        | Hartsel           | Overeiner      | VanValkenburg    |
| T. Burns        | Hawkins           | Overton        | Votzke           |
| Burrell         | Hawley            | Palmer         | Wagner           |
| Burtch (E)      | ✓ Hayes (E)       | Polaczyk       | Wardius          |
| ✓ Carolan       | Herl (E)          | ✓ Quigley (E)  | Webb             |
| Chamberlain     | Isley             | Reiser         | ✓ Welsh          |
| Collins         | ✓ Jancek          | ✓ Rice (E)     | ✓ Wittenbach (E) |
| Cornish         | Jeffrey           | Richardson     | ✓ Wonacott (E)   |
| Cousino         | James Jenkins     | Rohr (E)       | Wylie            |
| Cure            | John Jenkins      | Schafer        | Wymer            |
| Delezeene       | Elwin Johnson (E) | Schlecte       |                  |
| Dotterweich (E) | Eric Johnson      | Schoof         |                  |

**Key:** ✓ = present

(E) = Executive Committee member

Staff Present: Grant Bauman

- II. **Pledge of Allegiance** - Those in attendance rose and joined in the Pledge of Allegiance.
- III. **Approval of the Agenda** – The motion was made by Comm. Jancek, and supported by Comm. Alexander to approve the June 9, 2015 agenda as presented. The motion carried unanimously.
- IV. **Public Comment** – Chair Hayes requested public comment, but none was received.
- V. **Approval of Minutes of the May 14, 2015 Full Commission Meeting** – A motion was made Comm. Carolan, supported by Comm. Rice, to approve the May 14, 2015 Full Commission meeting minutes as presented. The motion carried unanimously.
- VI. **Approval of Minutes of the June 11, 2015 Executive Committee Meeting** – A motion was made by Comm. Carolan, supported by Comm. Welsh, to approve June 11, 2015 Executive Committee meeting minutes as presented. The motion carried unanimously.
- VII. **Receipt of Treasurer’s Report of June 30, 2015** – A motion was made by Comm. Jancek, and supported by Comm. Carolan, to receive the June 30, 2015 Treasurer’s Report as presented. The motion carried unanimously.
- VIII. **Approval of June 9, 2015 Submitted Bills** –A motion was made by Comm. Jancek, and supported by Comm. Carolan, to approve payment of the June 9, 2015 submitted bills. The motion carried unanimously.
- IX. **Staff Progress Report for June, 2015** – The June, 2015 staff progress report was included in the agenda packet for Commission review. Staff provided a brief summary and no comments were received.
- X. **Approval of the Region 2 Planning Commission’s FY 2016 Planning Work Program (PWP) and Budget** – A motion was made by Comm. Carolan, and supported by Comm. Jancek, to approve the Commission’s FY 2016 PWP and Budget. The motion carried unanimously.
- XI. **Michigan Right to Farm Legislation** – Mr. Bauman presented information on Michigan’s Right to Farm Act (RTFA); the Generally Accepted Agricultural Management Practices (GAAMPs) developed under the authority of the Act; and their effect upon the local regulation of agriculture. If the answer is yes to all three of the following questions, the RTFA and GAAMPs preempt local governmental regulation:
  - Is the activity a “farm” or “farm operation”?
  - Is it producing a “farm product”?
  - Is it engaged in “commercial production”?

If the answer to any of those three questions is no, local regulation is permitted. If the RTFA and GAAMPs apply, standards such as nuisance, the type of farm, and required acres per animal are not permitted. However, some of the GAAMPs do delegate the ability to regulate portions of some agricultural uses back to local governments. For example, local governments can regulate signage and some parking standards pertaining to farm markets.

Commissioners Driskill, Rice, Alexander and Jancek asked Mr. Bauman questions in order to clarify various points (e.g., the keeping of chickens, legal nonconformities (i.e., grandfa-

thering), etc.). Comm. Gould related his experience with the RTFA and how that effects his ability to make changes to his legally nonconforming farm.

**XII. Other Business** – Mr. Bauman informed commissioners that it is estimated that the population of Region 2 has decreased by -.7% between 2010 and 2014, with the largest loss occurring in Hillsdale County (-1.7%) and smaller losses in Lenawee County (-0.6%) and Jackson County (-0.3%)

**XIII. Public Comment** – Comm. Bolton welcomed Comm. Guetschow back to the R2PC.

**XIV. Adjournment** - There being no further business, Chair Hayes adjourned the meeting at 2:55 PM.

Ralph Tillotson  
Secretary



**REGION 2 PLANNING COMMISSION**  
**Treasurer's Report - Monthly Summary**  
**as of August 31, 2015**

|                                       |    |            |
|---------------------------------------|----|------------|
| <b>Balance ending August 31, 2015</b> | \$ | 626,381.08 |
|---------------------------------------|----|------------|

**Deposit Summary:**

|   |           |                   |
|---|-----------|-------------------|
| August 2015 EFT Deposits                | \$        | 57,976.11         |
| August Bank Deposits                    |           | -                 |
| August Adjustments                      |           | (459.22)          |
| <b>Total Deposits plus Bank Balance</b> | <b>\$</b> | <b>683,897.97</b> |

**Expenses:**

|   |           |                    |                       |
|---|-----------|--------------------|-----------------------|
| Submitted Expenses - August 13, 2015            | \$        | (33,839.75)        |                       |
| Interim Expenses                                |           | (19,110.06)        |                       |
| Payroll/Related Expenses                        |           | (17,230.13)        |                       |
| <b>Subtotal of Expenses</b>                     | <b>\$</b> | <b>(70,179.94)</b> | <b>\$ (70,179.94)</b> |
| Balance Checking Account ending August 31, 2015 |           |                    | \$ 613,718.03         |
| Balance CD Investments ending August 31, 2015   |           |                    | \$ 101,114.27         |
| <b>Total Cash on Hand</b>                       | <b>\$</b> |                    | <b>714,832.30</b>     |

**REGION 2 PLANNING COMMISSION**  
**Deposits and Adjustments to Cash**  
**as of August 31, 2015**

|   |                     |
|---|---------------------|
| <b>EFT Deposits:</b>  |                     |
| 8/31/2015 MDOT Regional Transit Study FY2015 - Invoice 3388 | \$ 5,000.00         |
| MDOT FHWA Q3 2015 - Invoice 3387                            | 25,150.87           |
| MDOT Asset Management Q3 2015 - Invoice 3385                | 3,171.19            |
| MDOT Rural Task Force Q3 2015 - Invoice 3384                | 432.05              |
| MDOT EFT Payment Error***                                   | 24,222.00           |
| <b>Subtotal - EFT Deposits</b>                              | <b>\$ 57,976.11</b> |
|   |                     |
| 8/31/2015 <i>No check deposits for this month.</i>          |                     |
| <b>Subtotal - Check Deposits</b>                            | <b>\$ -</b>         |
|   |                     |
| 8/31/2015 Adjustments to cash:                              |                     |
| <i>Bank fees - August</i>                                   | \$ (62.29)          |
| <i>Paycor Fees - August</i>                                 | (189.54)            |
| <i>Credit Card Charges - Supplies</i>                       | (207.39)            |
| <b>Subtotal - Adjustments to Cash</b>                       | <b>\$ (459.22)</b>  |
|   |                     |
| <b>Total Net Deposits for August 2015</b>                   | <b>\$ 57,516.89</b> |

\*\*\*Payment was sent to R2PC in error and will be returned during the month of September.

**REGION 2 PLANNING COMMISSION**  
**INTERIM BILLING and PAYROLL EXPENSES**  
**as of August 31, 2015**

**Interim Billing for August, 2015**

| <u>Vendor</u>                                    | <u>Description</u>               | <u>Amount</u>              | <u>Check #</u> |
|--|----------------------------------|----------------------------|----------------|
| City of Jackson                                  | Traffic Countsy 10/1/14-6/30/15  | \$ 12,445.55               | 13750          |
| Jackson County                                   | Accounting Services July 2015    | \$ 980.64                  | 13751          |
| Jackson County                                   | Phone/Postage July 2015          | \$ 364.83                  | 13751          |
| Jackson County                                   | Info. Tech. Maint. Contract 2014 | \$ 3,350.00                | 13751          |
| Michigan Env. Council                            | RPI Grant Services               | \$ 1,000.00                | 13756          |
| <b>Total Interim Billing for August 31, 2015</b> |                                  | <u><u>\$ 18,141.02</u></u> |                |

**Payroll & Travel Related Expenses:**

|                             |                              |                    |
|-----------------------------|------------------------------|--------------------|
| <i>Paid August 14, 2015</i> | <i>by Direct Deposit/EFT</i> |                    |
| Paycor                      | Payroll Disbursement         | \$ 8,559.72        |
| G. Bauman                   | Travel Reimbursement         | \$ 77.66           |
| S. Richardson               | Travel Reimbursement         | \$ 27.15           |
|                             |                              | <u>\$ 8,664.53</u> |

|                             |                      |                    |
|-----------------------------|----------------------|--------------------|
| <i>Paid August 28, 2015</i> |                      |                    |
| Paycor                      | Payroll Disbursement | \$ 7,975.05        |
| G. Bauman                   | Travel Reimbursement | \$ 41.75           |
| S. Duke                     | Travel Reimbursement | \$ 223.48          |
| S. Richardson               | Travel Reimbursement | \$ 325.32          |
|                             |                      | <u>\$ 8,565.60</u> |

|   |                            |
|---|----------------------------|
| <b>Total Payroll Expenses for August 2015</b> | <u><u>\$ 17,230.13</u></u> |
|---|----------------------------|

**Region 2 Planning Commission**  
**Outstanding Accounts Receivable**  
**FY 2015**

| Municipality/Source                                 | Date     | Inv. No. | Amount                     |
|---|----------|----------|----------------------------|
| MDOT Regional Transportation Planning               | 8/5/2015 | 3383     | \$ 3,930.68                |
| MDOT FTA  |          | 3386     | 9,934.00                   |
| <b><i>FY 2015 Balance as of August 31, 2015</i></b> |          |          |                            |
| <b><i>Total Accounts Receivable</i></b>             |          |          | <u><u>\$ 13,864.68</u></u> |

REGION 2 PLANNING COMMISSION  
Submitted Bills  
September 10, 2015

| Vendor                                    | Description                            | Amount Due          |
|---|--|---------------------|
| Anderson Printing                         | R2PC August Pkt. Copying/Mailing       | \$ 191.73           |
| Blue Cross Blue Shield                    | Health Insurance for September 2015    | \$ 1,427.11         |
| Corp. for a Skilled Workforce             | RPI Services Jan.-Jun. 2015            | \$ 12,550.00        |
| County of Jackson                         | Rent Expense for September 2015        | \$ 2,787.18         |
| Family Serv. & Children's Aid             | First Time Offender's Group FY 2015    | \$ 2,000.00         |
| ICMA Retirement Trust                     | ICMA 401 Contribution - September 2015 | \$ 1,439.29         |
| Jackson Police Department                 | FY 2015 JTSP Grant - July 2015         | \$ 1,262.03         |
| Public Sector Consultants, Inc.           | RPI Grant Services                     | \$ 12,600.00        |
| Springport Twp. Police Dept.              | FY 2015 JTSP Grant                     | \$ 475.37           |
| VantagePoint Transfer Agents              | ICMA RHS Contribution - September 2015 | \$ 131.63           |
| Total Submitted Billing - September, 2015 |  | <u>\$ 34,864.34</u> |

# FAMILY SERVICE



## CHILDREN'S AID

024-2015  
JTSP

330 W. Michigan Ave.  
P.O. Box 6128  
Jackson, MI 49204  
Tel: 517-787-7920  
Fax: 517-787-2440  
[www.strong-families.org](http://www.strong-families.org)

### INVOICE STATEMENT

August 14, 2015

Susan Richardson  
Region 2 Planning Commission  
120 W. Michigan Avenue  
Jackson, MI 49201

Re: First Time Offenders Group

October 2014-January 2015 (24 youth/30 parents)

Total \$ 2,000 Amount Due

If you have any questions please call Teresa Proctor @ 517-787-7920

Please make check payable and send to:

Family Service & Childrens Aid  
P O Box 6128  
Jackson MI 49201-6128

# FTOP total budget FY2015

| Expenses                             | Staff                                | Benefits           | Travel | Supplies                                   | Other                | Total       | Jackson Co. Substance Abuse Commission | 12 District Court | Region 2 Planning Comm. (JTSP) | Total       |
|--------------------------------------|--------------------------------------|--------------------|--------|--|----------------------|-------------|--|-------------------|--------------------------------|-------------|
| Description                          | 1- 15% FTE / 1- 21% FTE / 1- 14% FTE | FICA/ Health/ Comp |        | Drug testing / program and office supplies | Admin/ space / phone |             | Community coalition grant (CEI)        | Youth fines       | Traffic Safety Council         |             |
| Amount                               | \$20,500.00                          | \$5,740.00         | \$0.00 | \$2,500.00                                 | \$1,260.00           | \$30,000.00 | \$21,000.00                            | \$5,000.00        | \$4,000.00                     | \$30,000.00 |
|                                      |                                      |                    |        |  |                      |             |  |                   |                                |             |
| Current Expenses through August 2015 | Staff                                | Benefits           | Travel | Supplies                                   | Other                | Total       | Jackson Co. Substance Abuse Commission | 12 District Court | Region 2 Planning Comm. (JTSP) | Total       |
| Amount                               | \$18,792.00                          | \$5,262.00         | \$0.00 | \$2,208.00                                 | \$1,155.00           | \$27,417.00 | \$19,250.00                            | \$4,650.00        | \$4,000.00                     | \$27,900.00 |

| Recidivism rates        |         |                                |
|-------------------------|---------|--------------------------------|
| Number of people served | Parents | 3-12 month check (# of youth)  |
| Youth                   |         | 12-18 month check (# of youth) |
| 56                      | 65      | 5% (43)                        |
|                         |         | 5.3% (56)                      |

\* Includes \$2,000 being invoiced currently

**2014/2015 STEP Grant Overtime**  
**Period Reported: 07/01/15 - 07/31/15**

***Traffic Enforcement***

| Officer Name     | Date     | Overtime Rate | Hours | Total by Officer |
|------------------|----------|---------------|-------|------------------|
| Edmondson, Craig | 07/17/15 | 45.7050       | 8.0   | 365.64           |
| Brant, Charles   | 07/20/15 | 44.5950       | 4.0   | 178.38           |
| Stanton, Wesley  | 07/20/15 | 44.5950       | 4.0   | 178.38           |
| Edmondson, Craig | 07/23/15 | 45.7050       | 4.0   | 182.82           |
| Goings, Scott    | 07/27/15 | 44.5950       | 4.0   | 178.38           |
| Edmondson, Craig | 07/27/15 | 45.7050       | 4.0   | 182.82           |
| Edmondson, Craig | 07/31/15 | 45.7050       | 4.0   | 182.82           |

Total Hours                      32.0

Total Overtime Wages                      \$1,449.24

FICA    21.01

Workers' Compensation                      14.49

**Total    \$1,484.74**

15%                      222.71

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Total                      \$ 1262.03



## FY14 Traffic Enforcement Report

|   |  |                       |                    |
|---|--|-----------------------|--------------------|
| <b>Date of Enforcement</b>                                  | 7/17/2015                                      |                       |                    |
| <b>Type of Enforcement</b>                                  |  |                       |                    |
| <input type="checkbox"/> Impaired Driving                   | <input checked="" type="checkbox"/> X HVE/STEP | <b>Seat Belt Zone</b> |                    |
| <b>Lead Agency Name</b>                                     | Jackson Police Department                      | <b>Grant #</b>        |                    |
| <b>Department Name</b>                                      | Jackson Police Department                      | <b>County Name</b>    | Jackson            |
| <b>Officer Name</b>   | <b>Agency Name</b>                             | <b>Officer Name</b>   | <b>Agency Name</b> |
| Edmondson   | Jackson Police Department                      |                       |                    |
|   | Jackson Police Department                      |                       |                    |
|   |  |                       |                    |
|   |  |                       |                    |
| What are the total hours that will be billed to the grant?  |  | 4                     |                    |
| <b>PATROL ACTIVITY</b>                                      |  | <b>NUMBER</b>         |                    |
| Vehicles Stopped  |  | 8                     |                    |
| Seat Belt Citations (Age 8+)                                |  | 1                     |                    |
| Child Restraint Citations (Age 0-3)                         |  |                       |                    |
| Child Restraint Citations (Age 4-7)                         |  | 1                     |                    |
| Speeding  |  |                       |                    |
| Red-light Running   |  |                       |                    |
| Texting   |  |                       |                    |
| Suspended License - DWLS                                    |  | 2                     |                    |
| Careless Driving  |  |                       |                    |
| Reckless Driving  |  |                       |                    |
| Uninsured Motorist  |  | 5                     |                    |
| OWI/OUID  |  |                       |                    |
| High BAC (.17 or higher)                                    |  |                       |                    |
| Drug  |  |                       |                    |
| Other Alcohol (MIP, Open Intox, Adults Furnishing Alcohol)  |  |                       |                    |
| Fugitives (Warrant)   |  |                       |                    |
| Weapons   |  |                       |                    |
| <b>OTHER</b>  |  | <b>NUMBER</b>         |                    |
| Recovered Stolen Vehicles                                   |  |                       |                    |
| Felony arrests not included above                           |  |                       |                    |
| Misdemeanor arrests not included above                      |  |                       |                    |
| Traffic violations not included above                       |  |                       |                    |
| Equivalent stops per hour - electronically calculated field |  | 10                    |                    |

3 warnings



Office of Highway Safety Planning  
333 S. Grand Ave., Lansing, MI 48909  
Phone: 517-241-2500 Fax: 517-241-2501

## FY14 Traffic Enforcement Report

|   |  |                       |                    |
|---|--|-----------------------|--------------------|
| <b>Date of Enforcement</b>                                  | 7/20/2015                                      |                       |                    |
| <b>Type of Enforcement</b>                                  |  |                       |                    |
| <input type="checkbox"/> Impaired Driving                   | <input checked="" type="checkbox"/> X HVE/STEP | <b>Seat Belt Zone</b> |                    |
| <b>Lead Agency Name</b>                                     | Jackson Police Department                      | <b>Grant #</b>        |                    |
| <b>Department Name</b>                                      | Jackson Police Department                      | <b>County Name</b>    | Jackson            |
| <b>Officer Name</b>   | <b>Agency Name</b>                             | <b>Officer Name</b>   | <b>Agency Name</b> |
| Stanton   | Jackson Police Department                      |                       |                    |
| Brant   | Jackson Police Department                      |                       |                    |
|   |  |                       |                    |
|   |  |                       |                    |
| What are the total hours that will be billed to the grant?  |  | 8                     |                    |
| <b>PATROL ACTIVITY</b>                                      |  | <b>NUMBER</b>         |                    |
| Vehicles Stopped  |  | 20                    |                    |
| Seat Belt Citations (Age 8+)                                |  |                       |                    |
| Child Restraint Citations (Age 0-3)                         |  |                       |                    |
| Child Restraint Citations (Age 4-7)                         |  |                       |                    |
| Speeding  |  | 7                     |                    |
| Red-light Running   |  |                       |                    |
| Texting   |  |                       |                    |
| Suspended License - DWLS                                    |  | 1                     |                    |
| Careless Driving  |  |                       |                    |
| Reckless Driving  |  |                       |                    |
| Uninsured Motorist  |  | 2                     |                    |
| OWI/OUID  |  |                       |                    |
| High BAC (.17 or higher)                                    |  |                       |                    |
| Drug  |  |                       |                    |
| Other Alcohol (MIP, Open Intox, Adults Furnishing Alcohol)  |  |                       |                    |
| Fugitives (Warrant)   |  |                       |                    |
| Weapons   |  |                       |                    |
| <b>OTHER</b>  |  | <b>NUMBER</b>         |                    |
| Recovered Stolen Vehicles                                   |  |                       |                    |
| Felony arrests not included above                           |  |                       |                    |
| Misdemeanor arrests not included above                      |  |                       |                    |
| Traffic violations not included above                       |  | 1                     |                    |
| Equivalent stops per hour - electronically calculated field |  | 6.5                   |                    |

9 warnings



Office of Highway Safety Planning  
333 S. Grand Ave., Lansing, MI 48909  
Phone: 517-241-2500 Fax: 517-241-2501

## FY14 Traffic Enforcement Report

|   |  |                       |                    |
|---|--|-----------------------|--------------------|
| <b>Date of Enforcement</b>                                  | 7/23/2015                                      |                       |                    |
| <b>Type of Enforcement</b>                                  |  |                       |                    |
| <input type="checkbox"/> Impaired Driving                   | <input checked="" type="checkbox"/> X HVE/STEP | <b>Seat Belt Zone</b> |                    |
| <b>Lead Agency Name</b>                                     | Jackson Police Department                      | <b>Grant #</b>        |                    |
| <b>Department Name</b>                                      | Jackson Police Department                      | <b>County Name</b>    | Jackson            |
| <b>Officer Name</b>   | <b>Agency Name</b>                             | <b>Officer Name</b>   | <b>Agency Name</b> |
| Edmondson   | Jackson Police Department                      |                       |                    |
|   | Jackson Police Department                      |                       |                    |
|   |  |                       |                    |
| What are the total hours that will be billed to the grant?  |  | 4                     |                    |
| <b>PATROL ACTIVITY</b>                                      |  | <b>NUMBER</b>         |                    |
| Vehicles Stopped  |  | 9                     |                    |
| Seat Belt Citations (Age 8+)                                |  |                       |                    |
| Child Restraint Citations (Age 0-3)                         |  |                       |                    |
| Child Restraint Citations (Age 4-7)                         |  |                       |                    |
| Speeding  |  | 4                     |                    |
| Red-light Running   |  |                       |                    |
| Texting   |  |                       |                    |
| Suspended License - DWLS                                    |  |                       |                    |
| Careless Driving  |  |                       |                    |
| Reckless Driving  |  |                       |                    |
| Uninsured Motorist  |  |                       |                    |
| OWI/OUID  |  |                       |                    |
| High BAC (.17 or higher)                                    |  |                       |                    |
| Drug  |  |                       |                    |
| Other Alcohol (MIP, Open Intox, Adults Furnishing Alcohol)  |  |                       |                    |
| Fugitives (Warrant)   |  |                       |                    |
| Weapons   |  |                       |                    |
| <b>OTHER</b>  |  | <b>NUMBER</b>         |                    |
| Recovered Stolen Vehicles                                   |  |                       |                    |
| Felony arrests not included above                           |  |                       |                    |
| Misdemeanor arrests not included above                      |  |                       |                    |
| Traffic violations not included above                       |  |                       |                    |
| Equivalent stops per hour - electronically calculated field |  | 2.25                  |                    |

5 warnings



Office of Highway Safety Planning  
333 S. Grand Ave., Lansing, MI 48909  
Phone: 517-241-2500 Fax: 517-241-2501

# **FY14 Traffic Enforcement Report**

|  |  |                       |                    |
|--|--|-----------------------|--------------------|
| <b>Date of Enforcement</b>                                       | 7/27/2015                                      |                       |                    |
| <b>Type of Enforcement</b>                                       |  |                       |                    |
| <input type="checkbox"/> Impaired Driving                        | <input checked="" type="checkbox"/> X HVE/STEP | <b>Seat Belt Zone</b> |                    |
| <b>Lead Agency Name</b> Jackson Police Department <b>Grant #</b> |  |                       |                    |
| <b>Department Name</b> Jackson Police Department                 |  | <b>County Name</b>    | Jackson            |
| <b>Officer Name</b>  | <b>Agency Name</b>                             | <b>Officer Name</b>   | <b>Agency Name</b> |
| Edmondson  | Jackson Police Department                      |                       |                    |
| Goings   | Jackson Police Department                      |                       |                    |
|  |  |                       |                    |
| What are the total hours that will be billed to the grant?       |  | 8                     |                    |
| <b>PATROL ACTIVITY</b>   |  | <b>NUMBER</b>         |                    |
| Vehicles Stopped   |  | 17                    |                    |
| Seat Belt Citations (Age 8+)                                     |  | 7                     |                    |
| Child Restraint Citations (Age 0-3)                              |  |                       |                    |
| Child Restraint Citations (Age 4-7)                              |  |                       |                    |
| Speeding   |  | 3                     |                    |
| Red-light Running  |  |                       |                    |
| Texting  |  |                       |                    |
| Suspended License - DWLS   |  | 5                     |                    |
| Careless Driving   |  |                       |                    |
| Reckless Driving   |  |                       |                    |
| Uninsured Motorist   |  |                       |                    |
| OWI/OUID   |  |                       |                    |
| High BAC (.17 or higher)   |  |                       |                    |
| Drug   |  |                       |                    |
| Other Alcohol (MIP, Open Intox, Adults Furnishing Alcohol)       |  |                       |                    |
| Fugitives (Warrant)  |  |                       |                    |
| Weapons  |  |                       |                    |
| <b>OTHER</b>   |  | <b>NUMBER</b>         |                    |
| Recovered Stolen Vehicles  |  |                       |                    |
| Felony arrests not included above                                |  |                       |                    |
| Misdemeanor arrests not included above                           |  |                       |                    |
| Traffic violations not included above                            |  |                       |                    |
| Equivalent stops per hour - electronically calculated field      |  | 22.125                |                    |

8 warnings



Office of Highway Safety Planning  
333 S. Grand Ave., Lansing, MI 48909  
Phone: 517-241-2500 Fax: 517-241-2501

# **FY14 Traffic Enforcement Report**

|  |  |                       |                    |
|--|--|-----------------------|--------------------|
| <b>Date of Enforcement</b>                                       | 7/31/2015                                      |                       |                    |
| <b>Type of Enforcement</b>                                       |  |                       |                    |
| <input type="checkbox"/> Impaired Driving                        | <input checked="" type="checkbox"/> X HVE/STEP | <b>Seat Belt Zone</b> |                    |
| <b>Lead Agency Name</b> Jackson Police Department <b>Grant #</b> |  |                       |                    |
| <b>Department Name</b> Jackson Police Department                 |  | <b>County Name</b>    | Jackson            |
| <b>Officer Name</b>  | <b>Agency Name</b>                             | <b>Officer Name</b>   | <b>Agency Name</b> |
| Edmondson  | Jackson Police Department                      |                       |                    |
|  | Jackson Police Department                      |                       |                    |
|  |  |                       |                    |
| What are the total hours that will be billed to the grant?       |  | 4                     |                    |
| <b>PATROL ACTIVITY</b>   |  | <b>NUMBER</b>         |                    |
| Vehicles Stopped   |  | 8                     |                    |
| Seat Belt Citations (Age 8+)                                     |  |                       |                    |
| Child Restraint Citations (Age 0-3)                              |  |                       |                    |
| Child Restraint Citations (Age 4-7)                              |  |                       |                    |
| Speeding   |  | 1                     |                    |
| Red-light Running  |  |                       |                    |
| Texting  |  |                       |                    |
| Suspended License - DWLS   |  |                       |                    |
| Careless Driving   |  |                       |                    |
| Reckless Driving   |  |                       |                    |
| Uninsured Motorist   |  |                       |                    |
| OWI/OUID   |  |                       |                    |
| High BAC (.17 or higher)   |  |                       |                    |
| Drug   |  |                       |                    |
| Other Alcohol (MIP, Open Intox, Adults Furnishing Alcohol)       |  |                       |                    |
| Fugitives (Warrant)  |  |                       |                    |
| Weapons  |  |                       |                    |
| <b>OTHER</b>   |  | <b>NUMBER</b>         |                    |
| Recovered Stolen Vehicles  |  |                       |                    |
| Felony arrests not included above                                |  |                       |                    |
| Misdemeanor arrests not included above                           |  |                       |                    |
| Traffic violations not included above                            |  |                       |                    |
| Equivalent stops per hour - electronically calculated field      |  | 2                     |                    |

7 warnings



Office of Highway Safety Planning  
333 S. Grand Ave., Lansing, MI 48909  
Phone: 517-241-2500 Fax: 517-241-2501

**JACKSON TRAFFIC SAFETY PROGRAM**

## Financial Reimbursement Form

October 1, 2014 – September 30, 2015

Project Name: Springport Township Traffic Safety Program  
Agency: Springport Township Police Department  
Mailing Address: 137 E. Main St P.O. Box 186 Springport, MI 49284  
Activity Reimbursement Date: December 2014

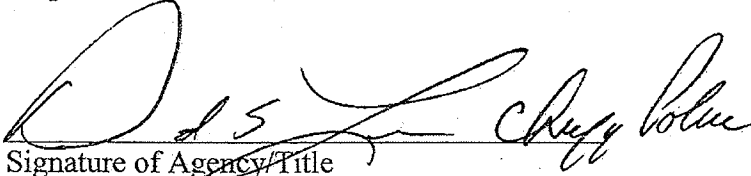
## Expenditures:

|                           |                 |
|---------------------------|-----------------|
| Personnel                 | <u>\$452.27</u> |
| Contractual               | <u>\$0</u>      |
| Operating Costs           | <u>\$78.00</u>  |
| Indirect Costs            | <u>\$28.99</u>  |
| <b>Total Expenditures</b> | <b>\$559.26</b> |

Total Cost to Agency (15% Match): \$83.89Total Amount of Request: \$475.37

I have attached the following supporting documentation:

|                             |     |    |    |
|-----------------------------|-----|----|----|
| Required Progress Report:   | Yes | or | No |
| Required Financial Records: | Yes | or | No |

 Date: 1/8/2015  
Signature of Agency/Title

Please submit Financial Reimbursement Request and all supporting documentation to:

Susan Richardson, Director  
Jackson Traffic Safety Program  
Region 2 Planning Commission  
120 W. Michigan Avenue  
Jackson, MI 49201

## JTSP PROGRESS REPORTS

It is important that monthly/quarterly progress reports accompany every billing that you submit for JTSP funds. Please include any press releases or copies of other articles involving your project.

We would like to have these reports available for the committee members at each meeting.

1. Please list briefly project activities during the month of December, 2014.

During the month of December, Springport Township Police Department worked 13 hours of traffic enforcement. We made 14 traffic stops, issued 9 speeding citations, 11 verbal warnings, and 5 other citations. We also issued one citation for Driving While license Suspended.

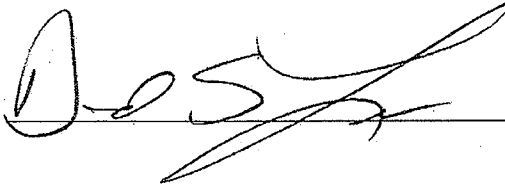
2. Please list any donations to your program this month.

3. Any additional relevant information:

---

Date: 1/8/2015

Project Director/Coordinator: \_\_\_\_\_



# Region 2 Planning Commission

*Serving Hillsdale, Jackson and Lenawee Counties*

## **Staff Progress Report *July and August, 2015***

### **Area-Wide Regional Planning Activities**

#### **Economic Development**

- Staff attended the monthly meetings of the City of Jackson and Leoni Township DDA committees.
- Staff attended the July 26<sup>th</sup> quarterly teleconference of the Chicago Office of the US Economic Development Administration (EDA).

#### **Regional Prosperity Initiative Update**

- (see attached Region 9 Newsletter)

#### **Region 2 Planning Commission**

- Staff prepared the Fiscal Year 2016 Planning Work Program (PWP) and budget.
- Staff prepared the agenda packet and conducted the July Commission meeting.
- Staff prepared and posted a job announcement for an Associate/Senior Planner position to assist with local planning efforts and transportation activities. Aaron Dawson, from North Carolina, has been hired and will start work on September 21<sup>st</sup>.
- Staff researched and selected a Jackson location for the November annual dinner.
- Staff attended the annual Michigan Association of Regions conference held in Grand Rapids.

#### **Water Quality**

- Staff represented Region 2 at a water quality roundtable hosted by the Office of the Great Lakes on July 30<sup>th</sup>.

### **Regional Transportation Planning Hillsdale, Jackson, and Lenawee Counties**

#### **Assistance to Local Governments**

- Staff worked with the Michigan Department of Transportation and local agencies to complete the update of the National Functional Classification (NFC) system for the Region. This required getting resolutions from each local government and providing maps to MDOT showing the changes. Additionally, some amendments were required which needed further information transmitted.



### **[July & August, 2015 Staff Progress Report]**

- As part of the NFC update, staff was required to enter traffic counts into RoadSoft. Because this was the first time this had been done, it required some up-front learning and several attempts before it was accomplished.
- Staff downloaded the Village of Parma's local road network into RoadSoft and participated with the village in rating their local roads.
- Staff revised some maps for the *Connecting Lenawee Plan: A Non-Motorized Vision for Lenawee County* (2015), attended an open house regarding the document on August 20<sup>th</sup>, and provided feedback/suggestions regarding the plan.
- Staff, in conjunction with MDOT, made preparations for a 6-county (Prosperity Region 9) regional transit workshop that will be held at the University of Michigan on September 29<sup>th</sup>. The purpose of the workshop is to review agency transit deficiencies in moving riders from one county to another.

## **Metropolitan Area Transportation Planning Jackson Area Comprehensive Transportation Study**

### **Technical Assistance**

- Staff attended and participated in the monthly meeting of the Local Transportation Advisory Council (LTAC).
- Staff assisted Leoni Township, the Jackson County Department of Transportation (JCDOT), and the LAP, Inc. consultants with revisions and application modifications required by MDOT in order to finalize the Ann Arbor Road non-motorized trail grant project. Funding for the project will be provided by the Leoni DDA, the Transportation Alternatives Program (TAP), and the Safe Routes to School (SR2S) program. If funding is awarded, the project will be constructed in 2017.
- Staff continued to provide administrative services for the Jackson Walkable Communities Coalition (WCC) including compiling minutes, developing the agenda, etc.
- Staff completed bi-annual Title VI certification as required by MDOT.
- Staff attended a City of Jackson public meeting to review plans for converting Louis Glick Hwy. and Washington Avenue from one-way to two-way traffic.

### **Program Management**

- Staff attended the monthly directors' meeting of the Michigan Transportation Planning Association and the MTPA annual meeting held in Ann Arbor.
- Staff conducted the monthly meetings of the JACTS Technical Advisory and Policy committees.
- Staff attended the monthly meeting of SEMCOG's Transportation Coordinating Council.
- The FY 2016 Urban Transportation Work Program was approved by MDOT and FHWA. Contract agreements have been signed and returned to MDOT.

## **[July & August, 2015 Staff Progress Report]**

### **Transportation Improvement Program (TIP)**

- Staff distributed and reviewed the development calendar for the preparation of the JACTS FY 2017-2020 version of the Transportation Improvement Program (TIP). MDOT will provide available federal revenue amounts in October; project selection and public involvement will occur through January, 2016; and the plan will be finalized by the MPO in May.

### **Jackson Traffic Safety Program**

- Staff updated strategic enforcement plans for Blackman Township. The enforcement report for these additional zones was also compiled and submitted.
- Staff entered enforcement reports for the July seatbelt and impaired driving zones in MAGIC+.
- Staff attended a mandatory OHSP Boot Camp for information regarding the FY 2016 OHSP grant.
- OHSP staff met with project director and agencies receiving OHSP funds to ascertain that the monitoring of the program was within regulations.
- Staff scheduled the quarterly JTSP meeting, developed the agenda, notified participants, and compiled minutes. The JTSP Commission approved 8 of the 10 JTSP applications for FY 2016 (the request for traffic counters by JCDOT and a speed trailer by JPD was put on hold pending more accurate revenue projections.)
- Staff worked with OHSP to receive access to traffic crash information through their office.

### **Local Planning Assistance**

The requests of member units of government within Hillsdale, Jackson, and Lenawee Counties are listed below. These activities were prepared at cost to the individual units requesting the service (unless alternative funding was available).

#### ***Hillsdale County***

##### **City of Jonesville**

- Staff is assisting a committee comprised of City and Fayette Township officials appointed to prepare the second edition of the *City of Jonesville and Fayette Township Joint Recreation Plan*. The draft plan was released by the planning committee for public comment during its July 14<sup>th</sup> meeting. A public hearing was held during the committee's August 25<sup>th</sup> meeting after which the document was approved and recommended for adoption by the Jonesville City Council and the Fayette Township Board in September.

##### **City of Litchfield**

- The Litchfield City Council approved Region 2's proposal and cost estimate for assisting the Litchfield City Planning Commission in the development of a new edition of the *City of Litchfield Master Plan*.
- Staff reviewed proposed amendments to the City Code regarding the regulation of animals and prepared a memo commenting upon the proposed regulations and suggesting some changes.

## [July & August, 2015 Staff Progress Report]

### *Jackson County*

#### **Grass Lake Township**

- Staff facilitated the August 19<sup>th</sup> meeting of the planning commission subcommittee charged with updating the *Grass Lake Charter Township Master Plan*. Staff also prepared the demographic appendix and made requested changes to the goals of the current edition of the document
- Staff met with the Township Supervisor on July 20<sup>th</sup> regarding the requested updates to the *Grass Lake Area Recreation Plan* and continues to work with the Supervisor to submit the document to the DNR for final approval.
- Staff answered several zoning questions posed by the Zoning Administrator.
- Staff met with the Township Supervisor to review MDOT's Transportation Alternatives Program as a possible funding source to construct a non-motorized trail between Grass Lake and the City of Chelsea.

#### **Leoni Township**

- Staff facilitated the August 26<sup>th</sup> meeting of the committee charged with updating the *Leoni Township Recreation Plan*. Members reviewed drafts of the demographic appendix, introductory chapter, and maps to be included in the document.

#### **County of Jackson**

- **Solid Waste Planning Committee** — Staff prepared a series of memos regarding anticipated frequently asked questions (FAQs), definitions to be included in the proposed amendment to the *Jackson County Solid Waste Management Plan*, and a summary of the various alternatives to be included in the document for review by key members of the Committee prior to its release to the full committee and the general public.
- **County Planning Commission (JCPC)** — Staff facilitated the July 9<sup>th</sup> meeting of the commission and prepared recommendations regarding proposed rezonings in Napoleon and Spring Arbor Townships and text amendments in Napoleon and Grass Lake Charter Townships. The August 13<sup>th</sup> meeting of the commission was cancelled due to the lack of a quorum.
- **County Board of Commissioners (JBOC)** — Staff presented the R2PC's bi-annual report — for the first half of calendar year 2015—during the July 13<sup>th</sup> meeting of the Board's County Agencies and Affairs Committee.
- **County Parks**
  - **Sparks Park Inter-City Trail Connector** — Staff assisted the County Parks Director in the preparation of a Jackson Community Foundation grant application for matching funds regarding the proposed Sparks Park Inter-City Trail Connector.
  - **Fairgrounds Master Plan** — Staff participated in the July 1<sup>st</sup> stakeholder meeting for the proposed *Jackson County Fairgrounds Master Plan*.
- **Jackson 2020**

## [July & August, 2015 Staff Progress Report]

- **SIT Committee** — Staff represented ARC (Arts, Recreation, and Culture) at the July 16<sup>th</sup> and August 20<sup>th</sup> meetings of the County's Strategic Implementation Team, helping to facilitate the August 20<sup>th</sup> meeting.
- **Iron Belle Trail** — Staff represented the County and ARC at the August 4<sup>th</sup> Southern Lower Michigan meeting of the proposed Iron Belle Trail sponsored by the Department of Natural Resources and the August 7<sup>th</sup> meeting of local Jackson County officials hosted by the Michigan Greenways Alliance.

### **Parma Township**

- Staff prepared the demographic appendix and various maps to be included in the next edition of the *Parma Township Master Plan*.

### **Summit Township**

- Staff prepared the demographic appendix to be included in the next edition of the *Summit Township Master Plan*.

### **Waterloo Township**

- Staff facilitated the July 23<sup>rd</sup> and August 6<sup>th</sup> meetings of the committee charged with creating the *Waterloo Township Recreation Plan*. A timeline for the project as well as a draft survey prepared by staff were discussed during the August 6<sup>th</sup> meeting. Staff also prepared drafts of the demographic appendix, introductory chapter, and maps to be included in the document.

## ***Lenawee County***

### **Fairfield Township**

- Staff converted the *Fairfield Township Master Plan* to a MS Word format at the request of the Township's planning commission.
- Staff assisted Township officials with an interpretation of the zoning map.

### **County of Lenawee**

- **Solid Waste Planning Committee (LCSWPC)** — Staff facilitated the July 8<sup>th</sup> meeting of the sub-committee, which is preparing various 'talking points' regarding the proposed amendments to the *Lenawee County Solid Waste Management Plan*, and the July 15<sup>th</sup> meeting of the full committee.
- **County Planning Commission (LCPC)** — Staff facilitated the July 16<sup>th</sup> and August 20<sup>th</sup> meetings of the planning commission and prepared reports regarding a proposed PA 116 agreement in Palmyra Township and proposed text amendments to the zoning ordinances of the Townships of Madison and Riga.

### **Rollin Township**

- Staff answered the questions of a Township official regarding a proposed project and needed changes to the Rollin Township Zoning Ordinance in order to accommodate the new business.

## **[July & August, 2015 Staff Progress Report]**

### **Woodstock Township**

- Staff answered the zoning questions of a Township official.

# Prosperity Region 9: UPDATES AND EVENTS



## New Southeast Michigan Workforce Consortium is Formed

Over the past year, Region 9's workforce organizations, business leaders, and elected officials have been working together to identify ways to better align services and potentially consolidate regional workforce organizations. Partners recognized that greater collaboration on workforce service delivery could make the region more competitive and economically prosperous.

With funding assistance from the U.S. Department of Labor and the State of Michigan, Michigan Works! Agencies developed a regional workforce planning framework and identified strategies for aligning business, jobseeker, marketing/outreach, and pipeline development services. The planning framework will be a model for other regions throughout Michigan and the U.S.

Concurrently, regional partners evaluated the benefits of, and options for, creating a consolidated regional workforce system. Based on the evaluation and discussions among partners, Washtenaw, Livingston, Lenawee, Hillsdale, and Jackson Counties agreed to pursue the development of an interlocal agreement to consolidate workforce programs. Each of the five participating counties has approved the merger, and the Governor's Office is currently reviewing the proposed agreement. If approved, the agreement would establish the new Southeast Michigan Consortium, which will be a single, regional organization providing workforce services to these communities. The consolidation will enable the region to more effectively and efficiently provide services to workers and businesses.

### Contents

- 1** New Southeast Michigan Consortium formed
- 2** Report on transportation, jobseeking, and economic development released
- 3** Challenge grant funding available



## New report on Transportation, Jobseeking and Economic Development released

A new report, *Connecting to Opportunity: Transportation, Jobseeking, and Economic Development*, was recently released by regional partners the Washtenaw Office of Community and Economic Development, Emma White Research, LLC, and the Michigan Environmental Council.

The report, which was based on literature review, interviews with regional industry leaders and a survey of over 400 Michigan Works! Jobseekers.

It found that transportation is strongly connected to finding and maintaining

employment; a significant share of Michigan Works! support service funding goes to help with transportation needs; additional transportation options (such as transit) are needed; and business leaders see opportunities for engaging on worker transportation issues.

The report is available on the Region 9 website:

<https://sites.google.com/a/pscinc.com/r9-prosperity-initiative/documents>

*“Of survey participants, 32% report that public transportation is not available where they live. Of those who do not have access to a vehicle, one in five (21%) does not have public transportation access.”*

— *Connecting to Opportunity: Transportation, Jobseeking and Economic Development*, p. 9.

### Regional Summit— Save the Date!

Save October 27, 2015 on your calendars for a regional summit to discuss next steps for the Prosperity Initiative.

We will hear from leaders of successful regional economic partnerships, discuss options for a Region 9 council structure, and identify opportunities for future year Prosperity Initiative grant funding.

The Summit will be held at the Michigan League Ballroom at the University of Michigan. Registration and an agenda will be available shortly.

## Challenge Grant Funding Available

Region 9's grant application to the State of Michigan included funding to provide challenge grants for regional teams to implement strongly supported and timely strategies included in the Region 9 Five-year Prosperity Strategy.

Challenge grant applications will be accepted until September 1, 2015.

Grant applications must:

- Demonstrate that the project will catalyze/support implementation of one or more prosperity strategies
- Be regionally focused
- Clearly define expected outcomes
- Provide a 1:1 match with local/regional resources
- Be submitted by a nonprofit, public or private educational, or governmental entity

The full text of the challenge grant request for proposals is available on the Region 9 Prosperity Initiative website at:

<https://sites.google.com/a/pscinc.com/r9-prosperity-initiative/documents>.



## Region 9 Prosperity Initiative: Update on July, 2015 Activities

August 6, 2015

- **Communications/Engagement.** PSC developed an engaging Prosperity Region 9 newsletter that includes updates on prosperity initiative efforts. The first newsletter will be finalized and sent to stakeholders by August 12<sup>th</sup> and then will be updated and sent out every other month.
- **Management Team.** Planned and facilitated the monthly management team meeting (conference call for July), including preparation of an agenda, meeting materials and a summary of the meeting. Continuing to working with current management team members to identify one or two more members of the management team to more broadly represent the region – ensuring two members from each county.
- **Challenge Grants.** PSC revised the Request for Proposals (RFP) for the RPI Challenge Grant program and sent it out to the list of stakeholders
- **Functional Teams.** PSC prepared for and hosted 2 webinars for functional teams to update them on recent RPI activity and give them an overview of the challenge grant opportunity. We had over 45 people attend the two webinars.
- **Regional Council models.** PSC continued our research on other regional economic prosperity-related governance models, including Minneapolis-St. Paul Region, Pittsburgh, and Traverse City region. In August we will be summarizing our findings for the management team and using the results to finalize the framework for the fall summit.
- **Prosperity Summit.** PSC has secured a date (October 27<sup>th</sup>) and location (University of Michigan League Ballroom) for the Region 9 prosperity summit. We have begun to create an agenda and program for the day that will be engaging and inspiring for Region 9 stakeholders
- **Workforce Facilitation.** PSC has continued to work with an executive team of workforce development stakeholders in the region to develop an interlocal agreement for merging Michigan Works! Agencies in Hillsdale, Lenawee, Jackson, Washtenaw, and Livingston Counties. PSC has prepared for and helped facilitate meetings, coordinated with the chair of the group on a timeline for the process to get approval from the state, developed memos to and from county commissions and made presentations to county boards regarding the process.





## MEMO

TO: Interested Parties  
FROM: Emma White  
RE: Findings of a study of workforce program participants  
DATE: June 2, 2015

Transportation presents substantial challenges for participants in job training and assistance programs according to a survey of current and recent Michigan Works! customers conducted by Emma White Research for the Region 9 Prosperity Initiative<sup>1</sup>. Highlights of the findings include the following:

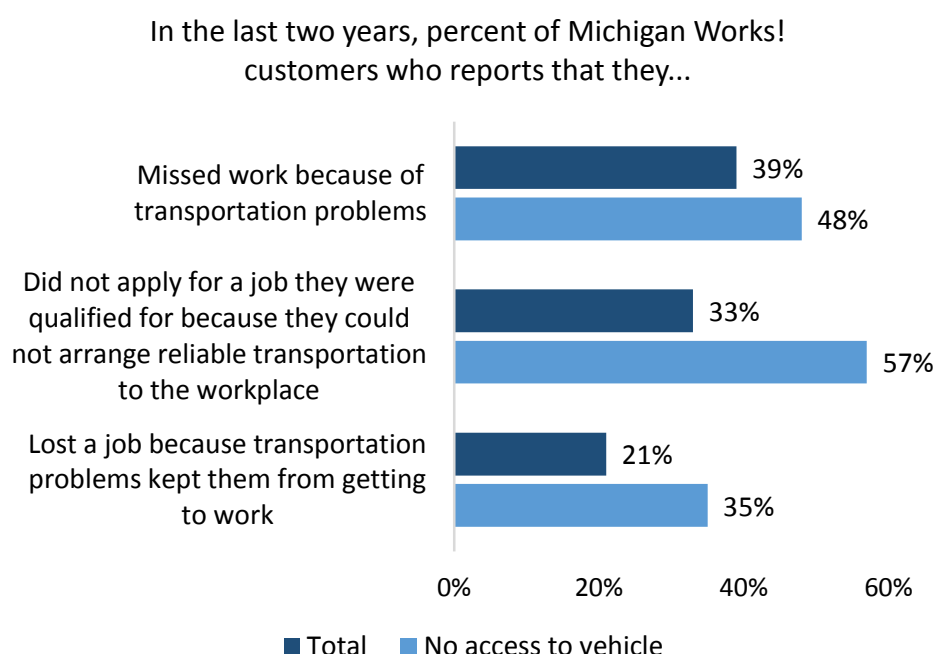
- **One in five does not have a car.** 21% of current and former workforce customers do not “have access to a vehicle such as a car, truck, or van that you can use when you need it” – and of these, a majority (58%) also lacks a current driver’s license, suggesting that for many this problem is not short-term. Younger customers, African Americans, and those with lower levels of education are more likely to be carless.
- **Even those who do have vehicle access face transportation problems.** A majority of customers who have a car or other vehicle they can drive (56%) say that within the last two years the vehicle needed repairs that they could not afford to pay for.
- **Many do not have public transportation access either.** Overall, a third (32%) say buses or other forms of public transportation are not available where they live. This rises to 53% in Hillsdale and Lenawee Counties, but is 20% even in Washtenaw.
- **Transportation issues present problems for employment.** Overall, nearly half (48%) say transportation has been at least a minor problem for them in finding and keeping a job. Specifically, within the last two years, one in five customers (21%) reports that they lost a job because transportation problems kept them from getting to work. In

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<sup>1</sup>From May 6 through 10, 2015, Emma White Research LLC conducted a telephone survey of 400 adults who participated in the Workforce Investment Act, Trade, PATH or AEP programs at a Michigan Works! center in Hillsdale, Jackson, Lenawee, Livingston, Monroe or Washtenaw Counties within the previous twelve months. The data have been weighted by county and program to match the overall population of the programs within that time. The margin of sampling error for a study of this size is +/- 4.7 percentage points at the 95% confidence level, though other sources of error may contribute to total error. A companion memo reports the findings of qualitative interviews with business leaders.

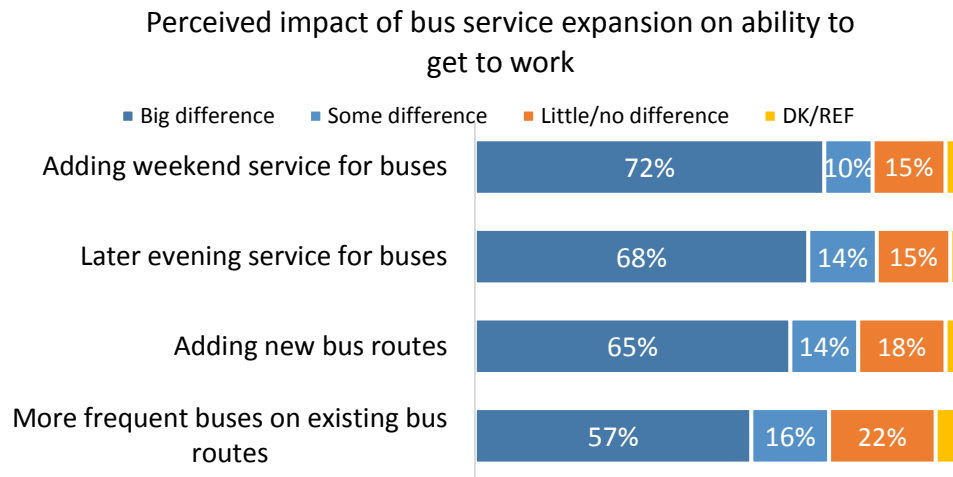
that same timeframe, 39% say they missed work because of transportation problems, and a third (33%) reports that they did not apply for a job they were qualified for because they could not arrange reliable transportation to the workplace.

- **Not having a car, in particular, can be a problem.** As shown in the figure below, transportation-related employment problems are more common in those without cars. In addition, fewer than half of those with no vehicle access (46%) report that they have a job currently, compared to 61% of those who do have vehicles. A logistic regression model reveals that not having a vehicle is associated with lower likelihood of having found a job when controlling for other factors such as race and education.



- **Getting kids to school complicates things further.** Those who have children under 18 who live with them full or part-time (63% of all workforce customers) were asked whether within the last two years, “transportation problems for getting your children to school or daycare” have made it harder for them to get or keep a job. Overall, 37% say this has been the case, though among mothers it is higher (40%) than among fathers (22%).
- **Most say public transportation expansion would help people like them.** Although few currently rely on public transit to get to work, as the figure below shows, large majorities say that adding weekend and evening service and new bus routes would make a “big difference” in helping individuals like them get to work. Improved bus service is particularly appealing in urban counties (Jackson, Monroe, and Washtenaw), where perceived access to public transportation is better, but even in

Hillsdale and Lenawee Counties, majorities say new service would help people like them, along with over four in ten in Livingston County.



Here are some ideas that some people have given for ways to improve transportation in the region. Please tell me whether you think each of them would make a big difference, some difference, a little difference or no difference in helping people like you get to work. (RANDOMIZE)

- **Programs to help with car repairs are also extremely popular.** 84% say “expanding programs to help pay for car repairs when workers would not afford it” would make a big difference for people like them. Workforce customers also perceive as helpful programs such as “supporting ways like carpools and van services to help people get to work” (67% “big difference”) and “encouraging companies to locate in areas near housing and bus routes to make it easier for workers to get to work” (66%), while 45% say “improving sidewalks and bicycle lanes” would make a big difference.

# TRANSPORTATION AND TALENT IN PROSPERITY REGION 9

HIGHLIGHTS OF WORKFORCE SURVEY AND EMPLOYER INTERVIEWS



EMMA WHITE  
RESEARCH LLC

# RESEARCH CONDUCTED

In Hillsdale, Jackson, Lenawee, Livingston, Monroe and Washtenaw Counties:

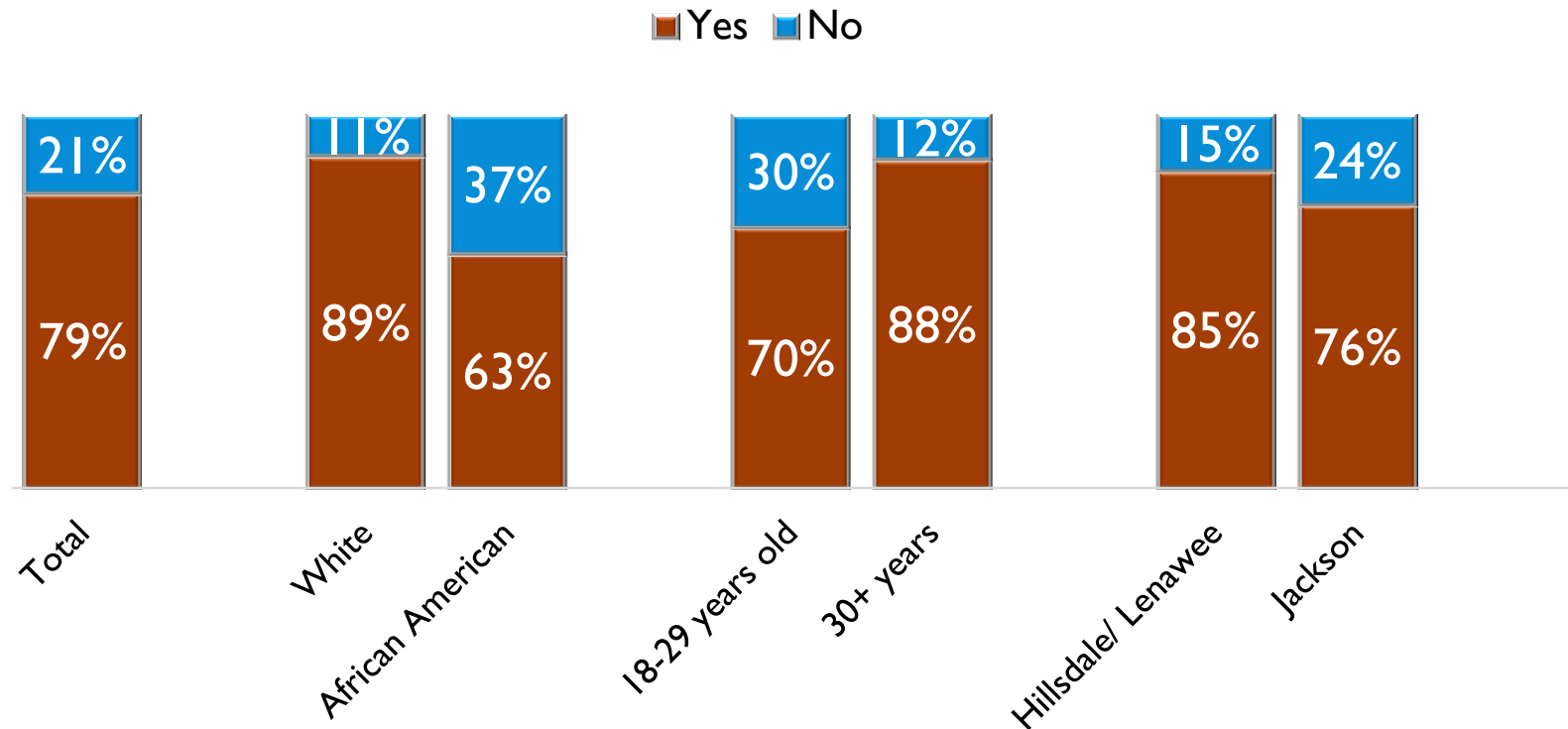
- Survey of 400 Michigan Works! customers
  - Participants in Workforce Investment Act, Trade, PATH or AEP programs within prior 12 months
  - Interviewed May 6 through 10, 2015 via telephone
  - Margin of sampling error for a study of this size is +/- 4.7 percentage points at the 95% confidence level
- 21 qualitative interviews with employers in manufacturing, IT and health care



# SURVEY HIGHLIGHTS

## TRANSPORTATION BARRIERS TO EMPLOYMENT

# 1 in 5 does not have access to a vehicle



Do you have access to a vehicle such as a car, truck, or van that you can use when you need it?



## **Repairs are often unaffordable...**

**56%** of those who do have vehicle access say that within the past two years the vehicle has needed repairs they could not afford to pay for.

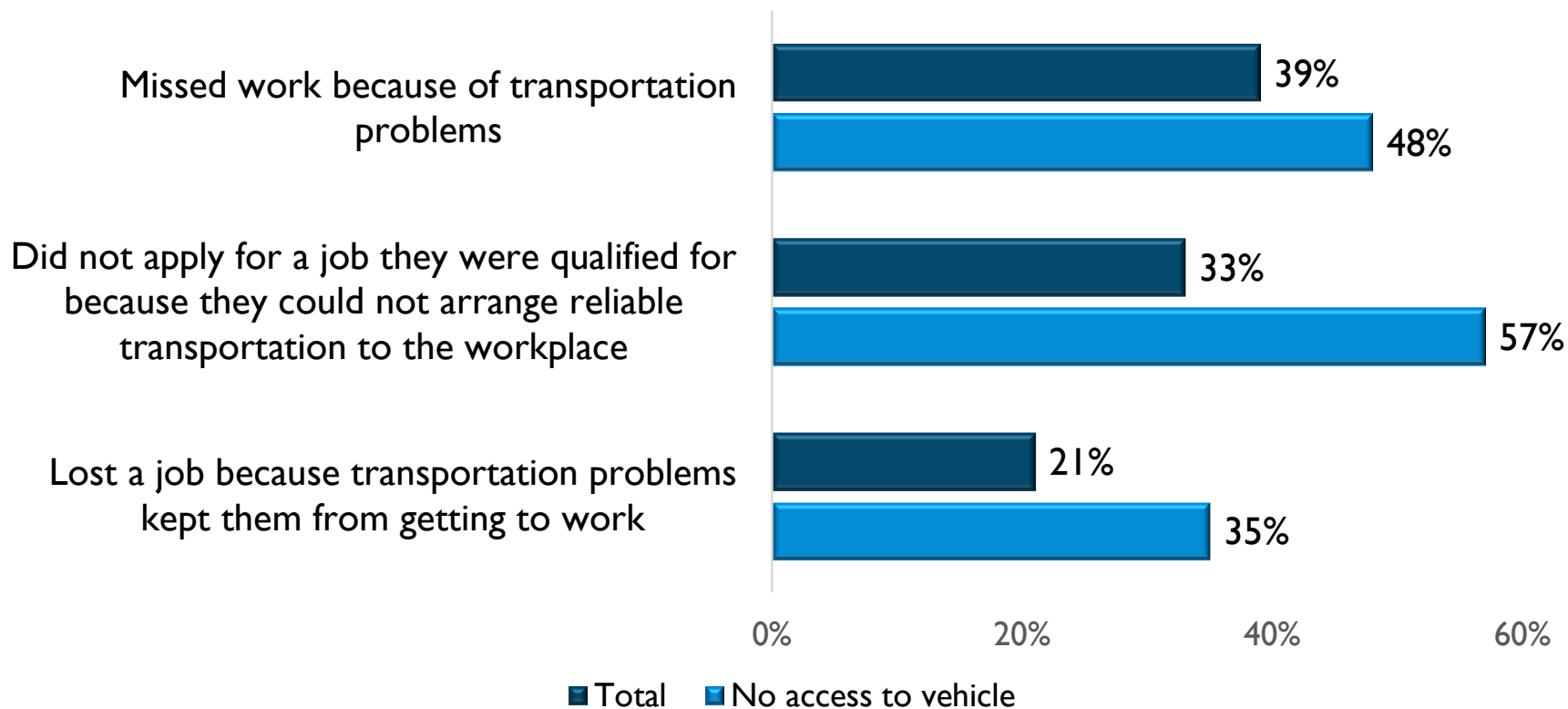
## **...and public transportation unavailable**

**32%** say there is no bus or other form of public transportation where they live – and in Hillsdale/Lenawee it is a majority (53%)



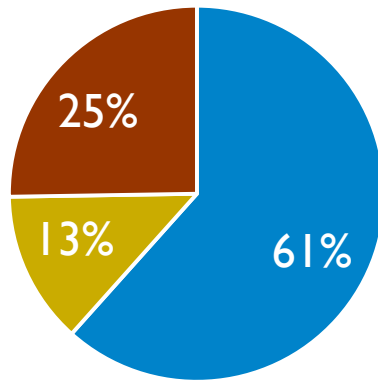
# Many have suffered employment problems due to transportation

In the last two years, percent reporting that they...



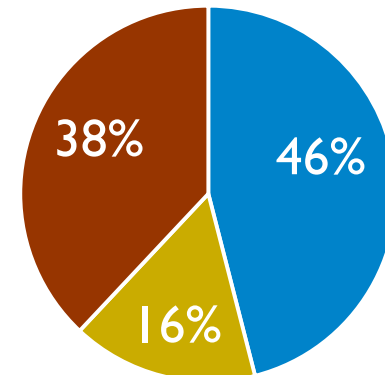
# And those without a vehicle are less likely to have found employment

Among those with vehicle access, n=316



■ Employed      ■ In school/other  
■ Looking for work

Among those without vehicle access, n=84



■ Employed  
■ In school/other  
■ Looking for work

Do you currently have a job, are you looking for work, or are you doing something else?




# INTERVIEW HIGHLIGHTS

## THE EMPLOYER PERSPECTIVE ON PROBLEMS AND SOLUTIONS



## **Problems flagged by many employers:**

- Poor road conditions
- Lack of regional public transportation
- Difficulty for low-income workers in affording transportation




It's the skilled workforce that we have difficulty producing in the town but moreover we have difficulty getting them to come to the town. If we had better linkage with Ann Arbor that would immensely help economic development.

- *Health care employer, Jackson County*

I don't see a shortage of good routes to get to some of the major places that people would go...I see it more being the quality of the roads that we are driving on.

- *Health care employer, Lenawee County*



The only challenge is we recruit a lot from Michigan Works! so a lot of the people from Michigan Works! obviously don't have a job so finding the transportation to get here can be a challenge. I know Michigan Works! usually provides it for two weeks and then it's up to them. We do lose people due to that. It's expensive to hire a cab every day...It's costs. With the training, I mean, it takes two weeks to train somebody.

- *Manufacturing employer, Lenawee County*

## Many are enthusiastic about expanding public transportation.

I would love to see a more robust public transportation system connecting Jackson to other major cities...For us, I think it would make us more accessible to our office staff, make it more productive. And I think it increases the safety of the commute.

*- Health care employer, Jackson County*

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## Transportation and Talent in Michigan's Prosperity Region 9



Findings of qualitative interviews with employers in manufacturing,  
health care, and information technology

May 2015



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## Key Findings

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Interviews with employers across the region suggest that some in the information technology, health care, and manufacturing industries face challenges around the issues of transportation and talent. Although some report that their business and workforce are adequately served by the existing transportation network, the following problems are reported by a number of the interviewees:

- Poor road conditions (and other factors such as weather and traffic) affecting commutes;
- Lack of public transportation connectivity around the region limiting talent attraction;
- Difficulty for low-income parts of the workforce in affording transportation; and
- Problems with the supply and affordability of parking, particularly among the interviewees located in Ann Arbor.

The solutions that attract the most interest are those that directly address the problems above. Most believe fixing the roads should be a priority, and a number see improving regional public transportation as needed either for improving talent attraction or for making transportation more affordable. Other ideas such as carpooling, telecommuting, and investments in walking and biking infrastructure are generally seen as less appealing or lower priorities.

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**Methodology:** These findings are based on 21 interviews with business leaders in Prosperity Region 9 (Hillsdale, Jackson, Lenawee, Livingston, Monroe and Washtenaw Counties) conducted by Emma White Research in April and May of 2015. The interviewees work in IT, manufacturing, and health care and are largely executives or human resources professionals with a few answering to other job titles. Contacts for the leaders were provided by Region 9, and the organizations represented range in size from a few employees to the thousands. An appendix shows the interviewees by location and industry and lists those who gave permission to use their names.

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**Context:  
Commute  
Patterns  
and  
Location  
Decisions**

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The employers interviewed range from small tech start-ups to large health care networks and are located across the region from the center of Ann Arbor to small towns in rural Hillsdale County. However, regardless of the type of business or where they are located, most report that a single-car commute of 20-45 minutes is typical for their employees. Those who have recently made location decisions often report that transportation – or the location of their workforce and talent pool – was one factor among many in that process.

**The employers say most employees drive themselves to work.**

The latest estimates from the American Community Survey (<http://factfinder.census.gov>) show that, as in most areas of the U.S., the majority of workers in the six counties of Prosperity Region 9 drive themselves to work alone (about seven in ten in Washtenaw County and upwards of four-fifths in the others). This fact is reflected in the interviews, as the business leaders say that most (or nearly all) of their employees come to work in their own cars. Some, particularly in more rural areas, say there is no way other than by car to get to their workplaces, so if workers cannot drive themselves for some reason they must carpool or get a ride with someone else. Others say that even those who might have other options prefer to drive because it is faster or more flexible than carpooling or taking public transportation.

Of course, there is some variation from this pattern. Across the region, the employers report that a small number of employees carpool. Some in Washtenaw County especially say they have employees who walk, bike, or take the bus. Two employers in downtown Ann Arbor say that, because parking is limited, they purchase the go!pass to encourage employees to ride the bus. In Livingston County, a private bus brings workers from Flint to one of the manufacturer interviewed, and other employers mention shared van services sponsored by the state. Employers of lower-skill or low-wage workers say they have some in that category who rely on rides from family or friends.

**Most say the typical commute is within 30 minutes, though many say they have employees who drive an hour or more.**

In general, the interviewees report that the majority of their employees live within a 30 minute commute or so of the work site. However, many of them also say that they have at least some workers who come a much greater distance: for example from Flint to Ann Arbor, or from Sterling Heights to Jackson. The table below illustrates (by county) what employers report about the commute patterns of their employees.

**Commute Radius by County**

| County     | Reported commute patterns  |
|------------|--|
| Hillsdale  | Within 45 mile radius, including Ohio and Indiana  |
| Jackson    | Many within Jackson, and the larger employers also drawing from Washtenaw, Lansing, Kalamazoo, and as far away as Macomb County. |
| Lenawee    | Many nearby but also Toledo, Monroe, Washtenaw, Jackson  |
| Livingston | Metro Detroit, Lansing, Flint  |
| Monroe     | Within 20-50 mile radius, including Wayne County, Ohio   |
| Washtenaw  | Many within Washtenaw, and also drawing from Metro Detroit, and as far away as Flint, Traverse City                              |

**Transportation is often one factor, in some way, in location decisions.**

Companies who have moved into their facility or relocated within the last few years often say transportation is one factor in their decision, whether proximity to their workforce, availability of parking, or ease of access to major highways. They also describe other factors as being

important as well. Manufacturers say the size and capacity of the facility was a key factor, and one mentions tax breaks from the state. The health care providers say that location of their patient base is a key factor. And some of the Washtenaw County businesses say that they are located in downtown Ann Arbor, despite some inconvenience in terms of transportation and parking, because of the liveliness of the location, the lunch options, and that they believe their workers like being located in such an area.

We came down here in 2004, so it's just over 10 years...We would not have looked at anything a long ways out of this area because of where our people are located. Moving from Manchester to Tecumseh did not play a big role in that, but if someone suggested we move to a bigger metropolitan area or something, we'd have big issues...Our people, the people who are here working for us now, would not make that kind of a move.

Diana Parr, Human Resources Manager, Uniloy Milcron (Lenawee County)

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## Perceived Problems and Business Impacts

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Many of the interviewees say that the transportation network generally meets their needs and the needs of their employees. At the same time, however, there is near universal agreement across the region that the roads are in poor condition, and there are several other issues that multiple employers report as affecting their business, their workforce, or their ability to attract talent.

### Poor road conditions are seen as a fact of life in Michigan.

Nearly all agree that the roads are in generally poor condition. They say that potholes and other problems make driving less pleasant for their employees and some say that this costs workers in car repairs. Another more serious concern about the roads comes from a Livingston County manufacturer who describes incurring costs because product arrived damaged after being shipped on pothole-laden roads. However, the interviewees often express a degree of resignation to this problem, which they see as unlikely to be solved any time soon, and some say that the problems it causes are annoyances rather than issues that have a major impact on the business.



I spoke to our logistics manager... One thing he pointed out is that the poor road conditions have led to damaged products, broken freight and that type of thing due to potholes. I think that's a bigger issue outside our industrial park, the nature of the roads I guess in the state of Michigan.

John Slot, Human Resources Manager,  
Toyoda Gosei (Livingston County)

### Weather and traffic can lead to missed work – but must be lived with too.

Winter weather makes workers later or even makes it impossible for some employees to get to work, while unexpected traffic can delay employees as well. The employers mention these issues, but are generally resigned to them rather than searching for solutions.

## Some believe the lack of regional public transportation limits talent attraction.

In addition to road conditions, which most believe they have to live with, there are also a number of problems some interviewees see as having more serious impacts on their businesses. In particular, a number believe that the existing transportation network limits their ability to recruit talent. For example, some of the leaders interviewed from growing IT firms in Washtenaw County say that they have a difficult time recruiting – or that they hire and then lose people – from Metro Detroit, even though it is close in terms of distance, because the auto commute is so unpleasant. They believe that if there were a rail connection it would make the commute easier and have positive impacts on recruiting.

### SPOTLIGHT: Adding jobs in California instead of Michigan

Duo Security is an Ann Arbor-based IT company of 100 employees – and planning to double in size this year. But they are opening offices elsewhere, including the Bay Area, rather than adding those jobs here. Dug Song, CEO, explains how transportation is driving that business decision:

There's a ton of talent in Metro Detroit that we just don't have access to because it's too far for them to consider the commute... and that's why we're opening a California office. We've sped up out there because really, the talent is easier for us to pull from given the BART, given the CalTrain, than it is here.

You know, having to split up the company and do more in other places, I wish we could grow more here...We're just very strong supporters of regional transit. I think it would be very helpful if we had trains that went to Detroit, the airport at least, to Grand Rapids, down to Columbus...Our challenge is we just need more access to talent.

Dug Song, CEO, Duo Security (Washtenaw County)

Similarly, in Jackson County, an interviewee from Allegiance Health (the largest employer in the county) believes it would be easier to recruit talent if there were a rail connection to Ann Arbor. And in Hillsdale County, a manufacturer says that it can be difficult to recruit for some positions because the cost of gas and car repairs make the commute expensive, and believes it would be easier to recruit from cities such as Jackson and Battle Creek if employees could commute by bus.

Finally, some say that the lack of public transportation limits recruiting from other areas of the country as well as from nearby parts of the region. In particular, some of the IT employers say they recruit nationally, but that it can be difficult to attract young people to the region in part because the public transportation is poor and they believe Millennials do not want to be so car-reliant.

These issues are not universally perceived to be problems however, and are most often brought up regarding hiring relatively high-skill employees.

It's the skilled workforce that we have difficulty producing in the town but moreover we have difficulty getting them to come to the town. If we had better linkage with Ann Arbor that would immensely help economic development.

Hendrik Schuur, Director of Treasury Services, Allegiance Health (Jackson County)

I would love to see 24 hour transportation source. That would be great. If we could pull from Jackson County, Branch County, Calhoun County, we could have I think a more diverse, more skilled workforce.

Donny Crumbsby, Organizational Development and Training Coordinator, Martinrea (Hillsdale County)

Young people are seeking places that they can work where they don't have to buy a car...So they will choose communities that have excellent public transportation infrastructure. Ann Arbor does pretty good. Southeast Michigan...this is a region that has let the car reign supreme. And so it's a factor, it's a factor in recruiting talent to this region.

Richard Sheridan, CEO, Menlo Innovations (Washtenaw County)



## **Others say the cost of transportation causes problems for some parts of the workforce or limits others from being hired.**

Some of the interviewees say that the cost of transportation can be a problem for parts of their workforce, particularly general labor positions in manufacturing. Vehicle costs, insurance, gas, and repairs are costly, and present a problem for those in lower-paid positions, particularly when no public transportation is available. For example, one manufacturer reports that they often hire Michigan Works! customers who can get short term help with transportation through their participation in those programs, but then cannot get to work once the assistance expires and have to be let go. Other employers say that they only hire those who have their own reliable transportation. And some say that transportation costs limit the area they can recruit from because the cost of gas and car repairs are not worth the commute for lower-paid positions.

The only challenge is we recruit a lot from Michigan Works! so a lot of the people from Michigan Works! obviously don't have a job so finding the transportation to get here can be a challenge. I know Michigan Works! usually provides it for two weeks and then it's up to them. We do lose people due to that. It's expensive to hire a cab every day...It's costs. With the training, I mean, it takes two weeks to train somebody.

Kim Beattie, Recruiting Coordinator, Hi-Lex (Lenawee County)

One of the stipulations is that [potential hires] have to have good transportation, reliable transportation.

Trevor Peitz, VP Sales and Business Development, Export Corporation (Livingston County)

A related issue reported by the interviewees at health care facilities, especially those serving rural areas, is patients who are unable to afford transportation. When public transportation is not available, these employers say that patients who cannot afford a car or have health issues that keep them from driving have trouble making it to doctors' appointments. The box to the right illustrates how one health care provider in Jackson County copes with this issue.

### SPOTLIGHT: Helping patients get to medical care

The Center for Family Health in Jackson County is a federally qualified health center serving a largely low-income clientele for whom transportation is an issue. To meet patients' needs for transportation, the Center has located its facilities at bus stops. It also maintains a van to pick up clients in rural areas who are unable to get to appointments.

### In some locations, parking may limit growth.

For employers throughout most of the region, land is affordable and plentiful. This means that even if a work site has outgrown available parking, additional spaces can be added. This is a cost, of course, but those interviewed generally do not describe it as a major impact on business. For employers in Washtenaw County, however, especially those located in downtown Ann Arbor, parking is not just a cost but a limitation on growth. Because additional parking is not being added to the downtown area, some of the employers worry about the ability to accommodate future growth.

I think the more we expand the [parking] challenge will continue. We have contracts with the city for parking for our employees, but I'm sure as we expand and need more spots, it's not like they're growing parking decks around here every day, and there's only so much that are reasonably close to the office.

IT employer (Washtenaw County)

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## Reactions to Possible Policy Solutions

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The interviews asked about a number of potential solutions to transportation issues, depending on their location. The ideas that hold the most appeal for this group are those that directly address the problems they identify – poor roads, lack of regional connectivity, and lack of convenient affordable transportation.

### Fixing the roads is an obvious step.

Regardless of location, all interviewees were asked about improving road conditions, and nearly all of the interviewees say they would like to see road conditions improved. However, as a number of the interviews happened in close proximity to the failure of Proposition 1, which would have provided road funding, some express the view that improving roads is unlikely, even if it would be a good idea.

Additionally, most agree that fixing pavement quality on existing roads should be a higher priority than building new road infrastructure. In the less urban areas, the interviewees generally report not much need for new or wider roads, though in more urban areas a few identify particular locations where they believe more road capacity is needed.

Nothing that I can think of [to improve in transportation] except for of course our road quality. But Proposal 1 bombed, so...

Cathy Deron, Human Resources Manager,  
Hanwha (Monroe County)

I don't see a shortage of good routes to get to some of the major places that people would go...I see it more being the quality of the roads that we are driving on.

Amanda Brooks, HR Service Specialist,  
ProMedica Bixby (Lenawee County)

## Some are enthusiastic about increasing options for public transportation.

A number of the employers who pointed out affordability problems or talent attraction problems for their workforce see better public transportation as part of the solution, including those in rural areas where little public transportation is available now. Those in urban areas were also asked directly about this issue, and even some who say they are not having problems related to transportation believe their employees would appreciate it if convenient public transportation were available, either for cost reasons or because it would make for a more pleasant commute than driving.

I would love to see a more robust public transportation system connecting Jackson to other major cities...For us, I think it would make us more accessible to our office staff, make it more productive. And I think it increases the safety of the commute.

Health Care Employer (Jackson County)

I do [think public transportation would make a difference]. Because right now if you live in, let's say you live out in Detroit, or Southfield or Troy – there's a lot of talent there, we don't even try recruiting them because the commute always ends up where they quit....I think public transportation would make traffic as a whole better.

IT employer, Washtenaw County

Others, however, are a little less enthusiastic. Some say that while public transportation might be positive in general, their own employees would be unlikely to take advantage of it, while some in the urban areas note that the bus, even where it is available, is less convenient than driving.

Generally this skepticism does not shade into outright negativity, however, with the exception of one Monroe employer who believes that there currently is too much investment in Lake Erie Transit and it should be scaled back (though not eliminated).

I'm mixed on [expanding public transportation]. Because even people who live in Ypsi who talk about taking the bus, or try to during the commuter months, it takes over an hour for them to take the bus in. It's a length of time versus a 20 minute commute...I think time is the issue.

IT Employer, Washtenaw County

### **A few see a need for better walking and biking infrastructure.**

Those in urban areas were asked about biking and walking. Some, especially if they walk or bike themselves, report safety issues such as a dangerous intersection or a crossing without a crosswalk that make these modes of transport difficult. Others either have not thought much about the issue or believe that Michigan's cold winters make a real investment in this mode of commuting impractical.

### **Some already provide flexibility so employees can avoid bad commutes, but pushing to expand this meets some resistance.**

A number of the interviewees across urban and rural settings report that they allow some employees to work from home at least part of the time, and some where traffic is an issue say they allow for some flexibility in schedule to cope with commuting.

We have some of our transcriptionists that work offsite, that's probably the biggest group that does. We have some of our employees work part time at our facility and part time in Toledo to try to cut down on some of that driving back and forth.

Amanda Brooks, HR Service Specialist,  
ProMedica Bixby (Lenawee County)

We have good work from home possibilities. But I think the reality is if you're working in a team, it's just not as collaborative as being in person. I think by and large we're a culture that mostly likes to work together, we like each other.

Dug Song, CEO, Duo Security (Washtenaw County)

However, most, even in IT, say that their businesses require having employees together in one space, while the manufacturer and health care providers say that many jobs can only be done on location, and they express little enthusiasm for expanding working from home or flex schedules. Additionally, for many of the less urban employers, this kind of flexibility is viewed as unnecessary, because traffic does not present a major problem for their workforce.

### **Encouraging carpooling holds little appeal, though flexible car service or car sharing may have more draw.**

Across urban and rural settings, employers were asked about carpooling, and most say that carpooling may be necessary sometimes, for example if parking is severely limited or the commute distance makes it too expensive. However, they believe it is generally not preferred as a mode of transportation because workers who carpool lack flexibility in when they can arrive and leave. More flexible ride-sharing or semi-taxi services may be a more appealing way of meeting the same need, but these concepts are less familiar to the employers.

Are there taxi services or car services? Are there any companies like that around?...Because again, if [transportation] is a problem for more people than we know and if there's resources we can provide, we can help people overcome that issue.

Erik Huntley, Human Resources, Guardian Industries (Monroe County)

**Transportation as economic development takes some explanation for many.**

Some of the interviewees already see the connection between transportation and economic development, in that they think better public transportation is needed for the economic health of the whole region rather than just their business. A couple of the IT employers also believe that better mid-distance train service would help economic growth by making it easier for them to develop clients in cities such as Chicago and Columbus. However, many of the interviewees have not considered the impact of transportation on economic development or economic growth overall. Those in urban settings were asked about this idea, and while many were initially unsure, after hearing the idea explained, they say that they can understand how transportation investments could have a positive impact on local businesses and supporting growth.

## Appendix

### Profile of Interviewees

The distribution of the interviews across the counties and industries is shown in the table below.

|              | TOTAL     | Health Care | IT       | Manufacturing |
|--------------|-----------|-------------|----------|---------------|
| Hillsdale    | 2         | 1           |          | 1             |
| Lenawee      | 3         | 1           |          | 2             |
| Livingston   | 2         |             |          | 2             |
| Jackson      | 4         | 3           | 1        |               |
| Monroe       | 3         |             | 1        | 2             |
| Washtenaw    | 7         | 1           | 6        |               |
| <b>TOTAL</b> | <b>21</b> | <b>6</b>    | <b>8</b> | <b>7</b>      |

A small number of the interviewees asked to remain anonymous. Those who gave permission for their names to be used are listed below in alphabetical order:

- Kim Beattie, Recruiting Coordinator, Hi-Lex
- Amanda Brooks, HR Service Specialist, ProMedica Bixby
- Donny Crumbsby, Organizational Development and Training, Martinrea
- Cathy Deron, Human Resources Manager, Hanwha
- Jean Dahm, CEO and President, Vital Tech Services LLC
- Neil Gudsen, Program manager, Business and Technology Division, Washtenaw Community College
- JJ Hodshire, Director of Organizational and Business Development, Hillsdale Community Health Center
- Erik Huntley, Human Resources, Guardian Industries
- Molly Kaser, President and CEO, Center for Family Health
- Diana Parr, Human Resources Manager, Uniloy Milcron
- Trevor Peitz, VP Sales and Business Development, Export Corporation
- Hendrik Schuur, Director of Treasury Services, Allegiance Health
- Richard Sheridan, CEO, Menlo Innovations
- Dug Song, CEO, Duo Security
- John Slot, Human Resources Manager, Toyoda Gosei
- Mariane Udow-Phillips, Director, Center for Healthcare Research & Transformation





# CONNECTING TO OPPORTUNITY:

## Region 9 Report on Transportation, Jobseeking and Economic Development

**JUNE 2015**

Prepared by the Washtenaw County Office of Community and Economic Development  
In partnership with Emma White Research LLC  
and Michigan Environmental Council



Contents

Executive Summary, Findings and Recommendations ..... 3

Background & Related Documents..... 4

Commuting Patterns ..... 5

Jobseekers and Transportation: 2015 Michigan Works! participant survey and data on service requests ..... 7

Employer Perspective ..... 10

Opportunities to Improve Connections ..... 15

Next Steps ..... 16

Exhibits, Tables & Case Studies

Exhibit A. Total Vehicle Miles Traveled in the United States (1994 - 2013) ..... 5

Exhibit B. Average commute time (minutes) ..... 5

Exhibit C. About how far is your job from where you live? ..... 6

Exhibit D. How do you generally get to work? ..... 6

Exhibit E. In the last two years, percent of Michigan Works! customers who report that they... ..... 7

Exhibit F. Do you have access to a vehicle such as a car, truck, or van that you can use when you need it? - by demographic ..... 8

Exhibit G. Do you have access to a vehicle such as a car, truck, or van that you can use when you need it? ..... 8

Exhibit H. At any point in the last two years, has the vehicle needed repairs that you could not afford to pay for? ..... 8

Exhibit I. 5 years of Support Service Requests ..... 9

Exhibit J. 5 years of Support Services - Budget ..... 9

Exhibit K. Are buses or any other form of public transportation, available where you live? ..... 9

Exhibit L. Expanding programs to help pay for car repairs when workers cannot afford it would make a: ..... 15

Exhibit M. Perceived impact of bus service expansion on ability to get to work ..... 16

Table 1: Employer impression of employee origins ..... 6

CASE STUDY #1: Workforce Agency..... 10

CASE STUDY #2: Regional Transportation for Talent Attraction ..... 13

CASE STUDY #3: Transit Tax Benefit Program ..... 14

CASE STUDY #4: Employer Practices ..... 15

## Executive Summary

Sustainable growth in a region depends on connecting individuals to jobs and connecting business to the talent they need to grow. There are many components to make successful workforce connections, education and training are central, but one of the most obvious and sometimes most challenging to overcome is the physical connection due to inadequate transportation options.

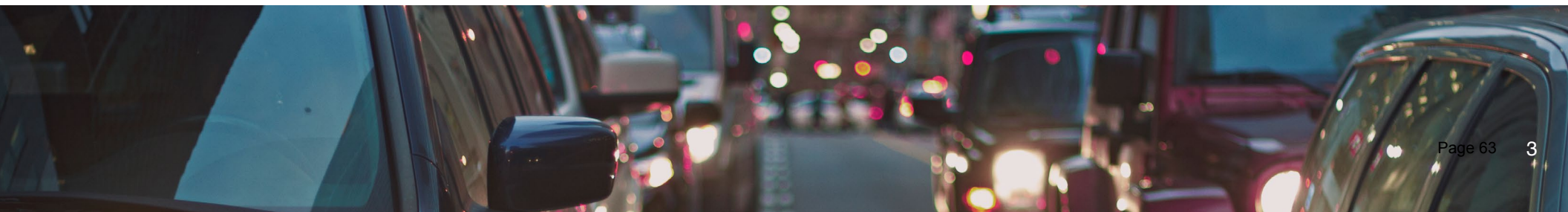
### Findings:

- ◆ A 2015 survey of 400 Michigan Works! customers in Region 9 finds that nearly half (48%) say transportation has been a problem in finding and keeping a job. Today those who have access to a vehicle are more likely to be employed, even when controlling for other factors like age, education, and race.
- ◆ Budget data from Michigan Works! agencies in Region 9 over the last 5 years show that 60-80% of support service budgets are directed to individual transportation needs. These public funds are provided to individuals for car repairs, bus passes, cab service, etc. as short term and often one-time transportation fixes rather than contributing to broader systemic investments to improve regional transportation.
- ◆ Survey data and employer interviews both show need for additional transportation options such as fixed transit, para-transit and regional commuter rail. A third (32%) of workforce survey participants responded that buses and other forms of public transportation are not available where they live. This number increases to 53% in Hillsdale and Lenawee Counties.
- ◆ Interviews with business leaders reveal opportunities to engage this audience on transportation issues. Some already see the need for transportation assistance for their workers or believe that the lack of regional public transportation is hindering their ability to recruit. Others have not thought deeply about these issues but can see benefits for the local economy or their business specifically.

### Recommendations

To address the findings above requires a shift in priorities to align transportation investments with workforce and talent needs. Opportunities exist within Region 9 to provide long-term solutions through targeted transportation investments in public transit, complete streets, regional commuter rail, and improved road conditions:

- ◆ Educate employers on ways to provide transportation options to employees, either on their own or in partnership with workforce, economic development, and/or transportation agencies.
- ◆ Work for longer-term public transit solutions and measure progress, keeping in mind that existing service may need tweaks to accommodate workers' schedules with expanded daily and weekend hours.
- ◆ Keep existing workforce programs that connect the most vulnerable job seekers to employment with additional support to make sure jobs are retained over time.



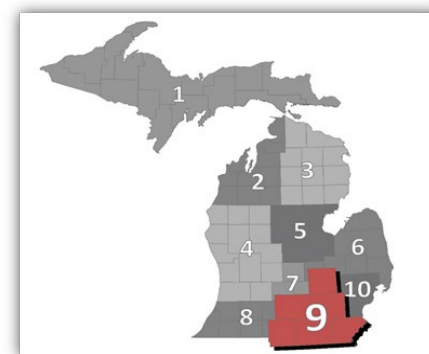
## Background

In March of 2015, the Region 2 Planning Commission contracted for a report investigating the role of transportation in successful job seeking as well as business location and growth on behalf of the Region 9 Transportation Functional Committee. Three agencies were engaged in the study, Emma White Research, LLC., Michigan Environmental Council, and the Washtenaw County Office of Community and Economic Development, to complete the following scope:

1. Perform a literature review focused on recent transportation and business trends, including examples of best practices for connecting residents to jobs and employers to talent.
2. Conduct twenty interviews with key business leaders in the key sectors of IT, healthcare, and manufacturing as targeted by Region 9. The interviews focused on the role transportation plays in job seeking, talent attraction, and related successes and challenges.
3. Administer 400 interviews with current and previous Michigan Works! jobseeker clients in Region 9 to statistically determine the role transportation or lack thereof has on finding and keeping employment.
4. Develop dashboard to provide means to benchmark the region and allow for future measurement of regional decisions around transportation investments and policy as it relates to job access, employment, and business growth.

What follows is that review, study and synthesis as well as preliminary recommendations for next steps to improve opportunity through improved transportation connections. Note, this report synthesizes three separate reports as well as additional data. The original reports are available for review from the Region 9 Transportation Committee.

- ♦ **Working to Learn Literature Review:** Understanding Transportation and Workforce Trends  
Liz Treutel, Michigan Environmental Council (5/27/15)
- ♦ **Transportation and Talent in Michigan's Prosperity Region 9:** Findings of qualitative interviews with employers in manufacturing, health care, and information technology  
May 2015 – Emma White Research, LLC
- ♦ **Transportation and Talent in Michigan's Prosperity Region 9:** Findings of a survey on transportation access, barriers, and priorities  
May 2015 – Emma White Research, LLC



SOURCE: Michigan Department of Management and Budget



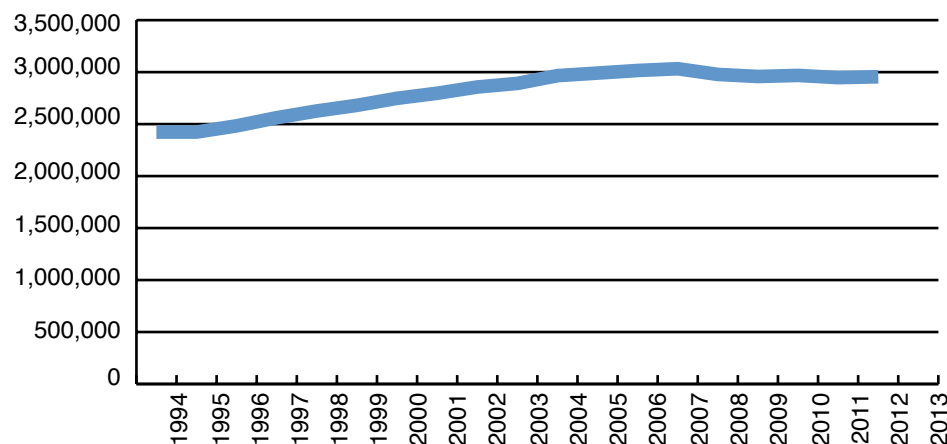
## Commuting Patterns

### National Trends

For decades, public policy and cultural trends steered most American families into owning personal automobiles. From the mid-1950s until about 2007, total vehicle miles traveled increased steadily and at a steep rate. Over these fifty years, our cities and transportation systems were built to accommodate the mass influx of personal automobile use, which included wide streets, fast expressways, ample parking and sprawling land use patterns—specifically separating housing and jobs.<sup>1</sup>

**Exhibit A:**

Total Vehicle Miles Traveled in the United States (1994-2013)



Data Source: Federal Highway Administration

Commuting patterns have echoed these historical trends. From 1960 to 1990, the percent of people who traveled by automobile to work increased by over 22%, during the same period the percent who chose to use public transportation to get to work decreased by over half.<sup>2</sup> For the last 20 years, about 86% of the U.S. population traveled to work by automobile and just 5% use public transportation.<sup>3</sup>

Despite this long term trend, the early part of the 21st century is showing a cultural shift away from auto-only oriented transportation. The seemingly endless increase in vehicle miles traveled (VMT) is experiencing a plateau, and the population is looking for more options to get around, which include public transit, biking, walking, car-sharing, and more. Millennials, in particular, are leading this trend. Per capita VMT among 16 to 34 year olds dropped by 23 percent from 2001-2009.<sup>4</sup>

1) John M. Levy. Contemporary Urban Planning. Eighth Edition. (Pearson Education, Inc.: 2009), 226.

2) U.S. Census Bureau. Characteristics of the Population. United States Summary. 1960, 1990, 2010.

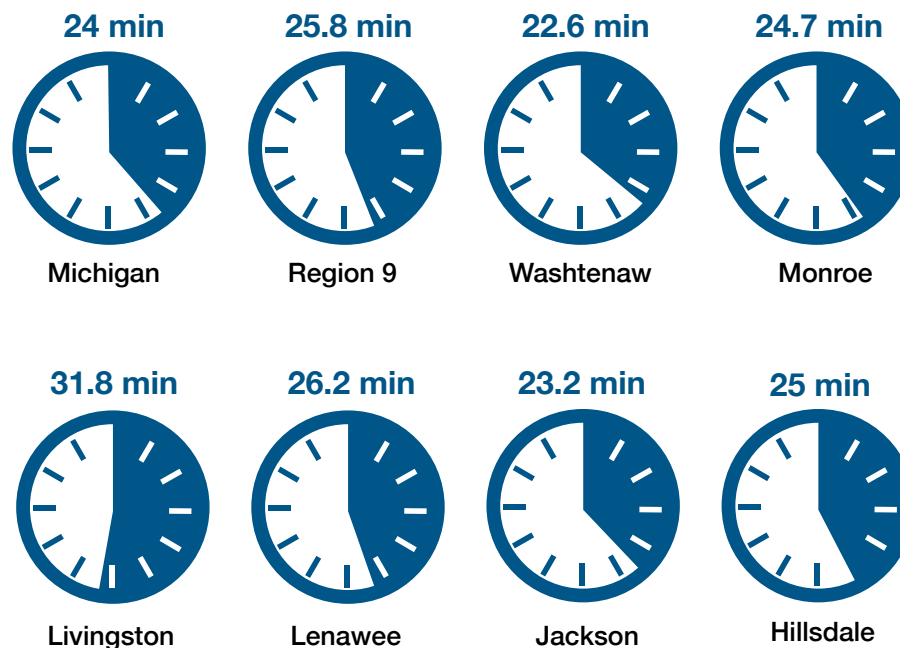
3) U.S. Census Bureau. 1960, 1990, 2010.

4) Benjamin Davis, Tony Dutzik and Phineas Baxandall. "Transportation and the New Generation: Why Young People Are Driving Less and What It means for Transportation Policy." Frontier Group and U.S. PIRG Education Fund. April 2012.

Experts point to a whole host of reasons for this shift including a preference toward other modes for environmental, health, or economic reasons; population growth in urban areas; and the concept that people have simply reached the maximum amount of time they are willing to spend in traffic every day. Michigan residents spend an average of 24 minutes traveling one-way to work. In some counties, including Livingston, Lenawee and Hillsdale, travel averages are higher at 32, 26 and 25 minutes, respectively.<sup>5</sup>

**Exhibit B:**

Average commute time (min)



Source: 2006-2010 American Community Survey

5) U. S. Census Bureau, American Community Survey, 5-Year Estimates. 2006-2010.

## Region 9 Commuting Habits

For Region 9, the average commute one-way is slightly higher than the state average. Livingston has the highest average commute in the region, exceeding an hour round trip each day.

The 21 employers interviewed in the region generally said the most common commute for their employees is between 20 and 45 minutes, with an average of 30 minutes one-way. However, many say they have employees who drive an hour or more.

**Table 1: Employer impression of employee origins**

| County     | Reported commute patterns   |
|------------|---|
| Hillsdale  | Within 45 mile radius, including Ohio and Indiana   |
| Jackson    | Many within Jackson, and the larger employers also drawing from Washtenaw, Lansing, Kalamazoo and as far away as Macomb County. |
| Lenawee    | Many nearby but also Toledo, Monroe, Washtenaw and Jackson  |
| Livingston | Metro Detroit, Lansing, Flint   |
| Monroe     | Within 20-50 mile radius, including Wayne County, Ohio  |
| Washtenaw  | Many within Washtenaw, and also drawing from Metro Detroit, and as far away as Flint, Traverse City                             |

Source: 2015 Employer Interviews

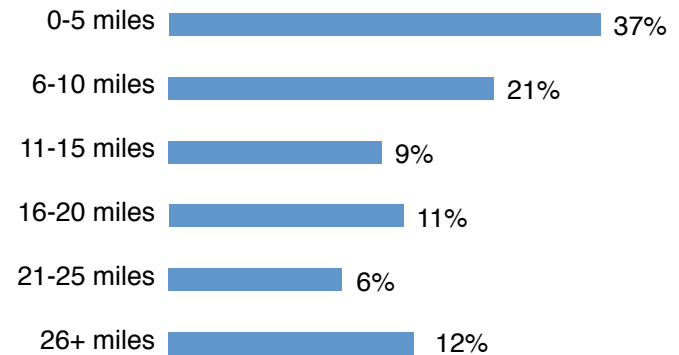
According to the survey of 400 Michigan Works! participants conducted in May by Emma White Research, respondents with jobs, on average report a commute distance of a little less than 14 miles in each direction, well below the average in all the Region 9 counties. Almost four in ten (37%) of those who have a job say they work within five miles of their home, but many commute longer distances, including 12% who report that they commute at least 26 miles to work.

As noted above, the means for travel is still often an individual vehicle, even if that is not what today's talent prefers. Increasingly, our workforce is requiring and demanding more options to get to work; workforce agencies, employers, and communities are following their lead. Access to transportation is no longer only a matter of providing a service to the workforce, but also a talent attraction and retention issue. Practices in places throughout the country, led by local, regional and state government; workforce development agencies; and employers themselves, focus on filling gaps in the workforce-transportation connection, and building a more robust, multi-modal system to improve competitiveness.

Solutions to workforce-transportation barriers must respond to specific needs of the workforce, employers, and the community. This means that solutions must consider the community characteristics, workforce demographics, and the industry in which they are looking to address. This report includes the perspectives of Michigan Works! participants and employers in the fields of IT, health care, and manufacturing, as well as considering overall trends in transportation around jobseekers and businesses looking to connect to employment and talent respectively.

**Exhibit C:**

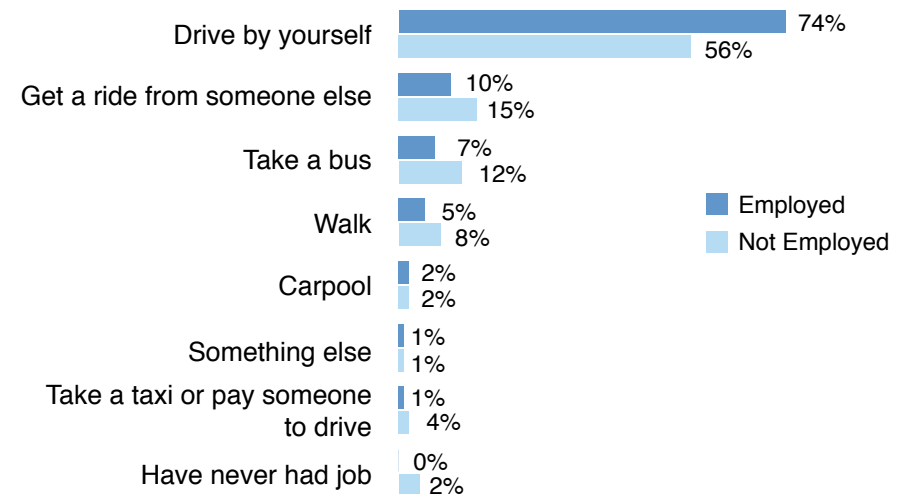
About how far is your job from where you live?  
*among those who have a job*



Source: 2015 Region 9 Michigan Works! Customer Surveys

**Exhibit D:**

How do you generally get to work?  
Last time you had a job, how did you generally get to work?



Source: 2015 Region 9 Michigan Works! Customer Surveys

## Trends in Best Practices

A clear trend in responding to workforce-transportation needs is collaboration. When key stakeholders—workforce agencies, employers, transportation providers, and planners—work together to understand problems, pool resources, and combine capacities, solutions are more easily accessible and more broadly impactful. In many of the “best practices,” highlighted throughout this report, employers take the lead to provide services which range from transit pass subsidies to providing high-end shuttle services for employees. However, many of the examples listed can be transferred for use by workforce development agencies, transportation providers, other government entities, or a combination of stakeholders. In fact, when these institutions take the lead to initiate a solution, the result is often a systematic approach that provides benefits for many more residents and employers.

## Jobseekers and Transportation:

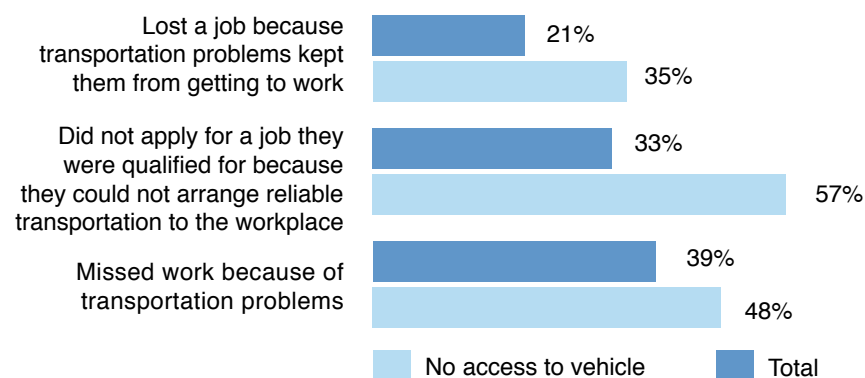
### 2015 Michigan Works! participant survey and data on service requests

Transportation presents substantial challenges for participants in job training and assistance programs according to a survey of current and recent Michigan Works! customers conducted by Emma White Research for the Region 9 Prosperity Initiative.<sup>6</sup> Key findings include:

- ◆ **Transportation is a problem for gaining and keeping employment.** Nearly half of survey participants (48%) say transportation has been a problem for them in finding and keeping a job. Today, those who have access to a vehicle are more likely to be employed – even when controlling for other factors. Overall, one in five customers (21%) reports losing a job because of transportation problems in the last two years, while 39% say they have missed work and a third (33%) have not applied for a job because they could not arrange transportation.
- ◆ **Many face transportation limitations.** For example, 21% of current and former workforce customers do not have access to a car or other vehicle, and the majority who don’t have a vehicle also lack a driver’s license creating a long-term issue. Younger customers, African Americans, and those with lower levels of education are more likely to be carless.
- ◆ **Having a vehicle doesn’t mean there aren’t issues.** A majority of those with vehicle access (56%) says they have needed repairs they could not afford within the last two years.

- ◆ **Many do not have public transportation access either.** Overall, a third (32%) say buses or other forms of public transportation are not available where they live. This rises to 53% in Hillsdale and Lenawee Counties, but is still 20% even in Washtenaw County, with a robust bus system.
- ◆ **Getting kids to school or daycare complicates things further.** Of those who have children under 18 who live with them full or part-time, 37% said getting their child to school or daycare has made it harder for them to get or keep a job.

**Exhibit E.**  
In the last two years, percent of Michigan Works! customers who report that they...



Source: 2015 Region 9 Michigan Works! Customer Surveys

6) From May 6 through 10, 2015, Emma White Research LLC conducted a telephone survey of 400 adults who participated in the Workforce Investment Act, Trade, PATH or AEP programs at a Michigan Works! centers in Hillsdale, Jackson, Lenawee, Livingston, Monroe or Washtenaw Counties within the previous twelve months. The data have been weighted by county and program to match the overall population of the programs within that time. The margin of sampling error for a study of this size is +/- 4.7 percentage points at the 95% confidence level, though other sources of error may contribute to total error.

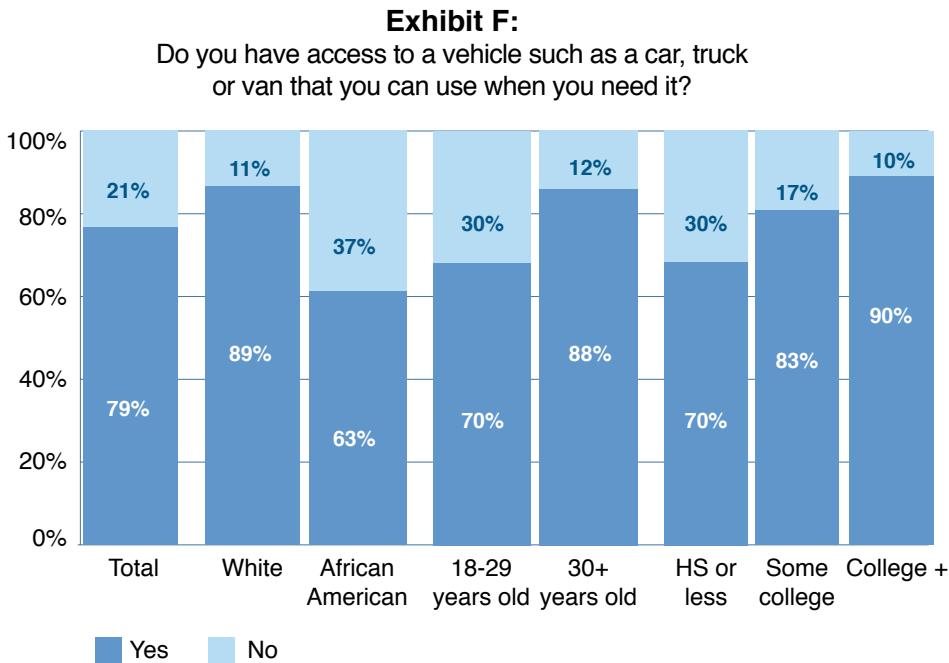
# Access to a vehicle is a strong predictor of employment

Analysis of survey data finds that having access to a vehicle predicts a higher likelihood of employment even when controlling for factors such as age, race, and education. Other transportation problems are associated with lower rates of employment as well. Among those with a vehicle, those who have faced repairs they could not afford within the last two years are less likely to have a job now (55%) than those who have not had such a problem (69%).

This data is important because 1 in 5 (21%) of respondents do not have access to a vehicle.

This problem is more acute among some subpopulations. Among African-American customers, 37% lack vehicle access. Three in ten of those under 30 (30%) and those with a high school education or less (30%) also lack access.

Customers in more urban Washtenaw County (31%) and Jackson County (24%) are more likely to be without vehicle access, but even in rural Hillsdale and Lenawee Counties, a substantial portion (15%) do not have cars, along with a similar number in Monroe (12%). In Livingston County fewer (3%) experience this problem.

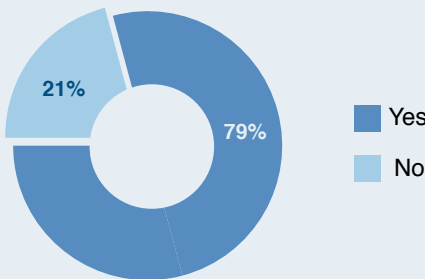


Even of those with vehicle access, 56% have needed repairs they could not afford within the past two years. Among those with vehicles, women (62%), those with children under 18 (64%) and those in PATH-AEP programs (65%) are more likely to have had problems paying for vehicle repair.

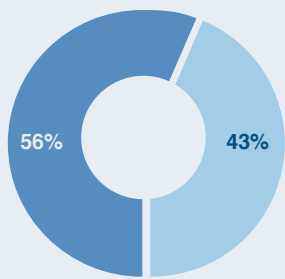
For those without access to a vehicle, gaining access often requires multiple steps and assistance. Of all surveyed, 17% were without a license and 32% without car insurance. Even for those with access to a vehicle, 6% are without a license and 16% are without insurance, potentially driving illegally. For those without access to a vehicle, 58% lack a license and 90% don't have insurance. In many of these cases Michigan Works! can assist, but the figures represent the overall transportation needs of workforce clients throughout Region 9.

The survey results are reinforced by data from Michigan Works! agencies in the region. Jobseekers in Michigan Works! programs have access to support services to help them find and gain employment. Of the requests for support services 76-92% of the requests were for some sort of transportation assistance, either car repairs, help obtaining driver's licenses, bus passes, car purchase in some cases, car insurance, and other related costs. When provided, transportation services made up two-thirds to three-quarters of the support services budget.

**Exhibit G:**  
Do you have access to a vehicle such as a car, truck or van that you can use when you need it?

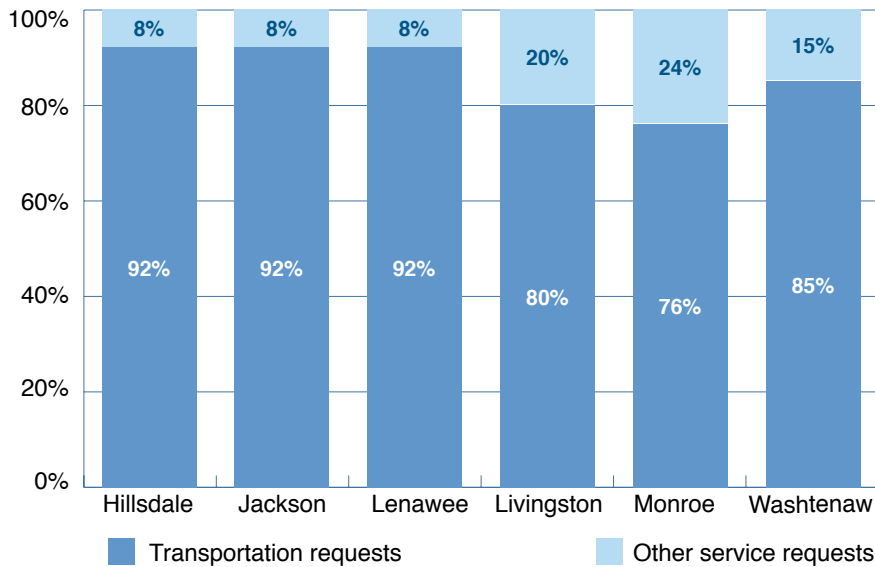


**Exhibit H:**  
At any point in the last two years, has the vehicle needed repairs that you could not afford to pay for?  
*Among those with vehicle access*



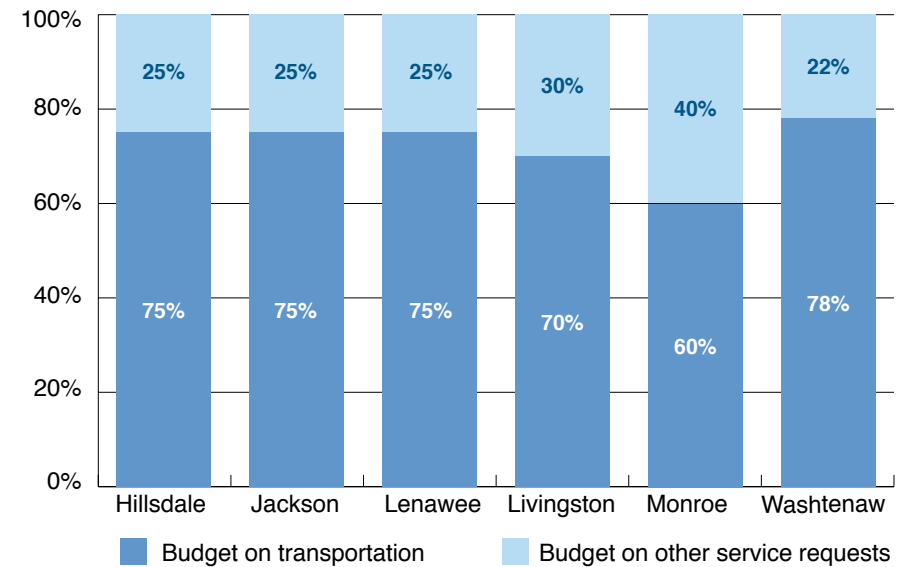


**Exhibit I: 5 years of Support Service Requests**



Source: 2015 Region 9 Michigan Works! Service Centers

**Exhibit J: 5 years of Support Services - Budget**



Source: 2015 Region 9 Michigan Works! Service Centers

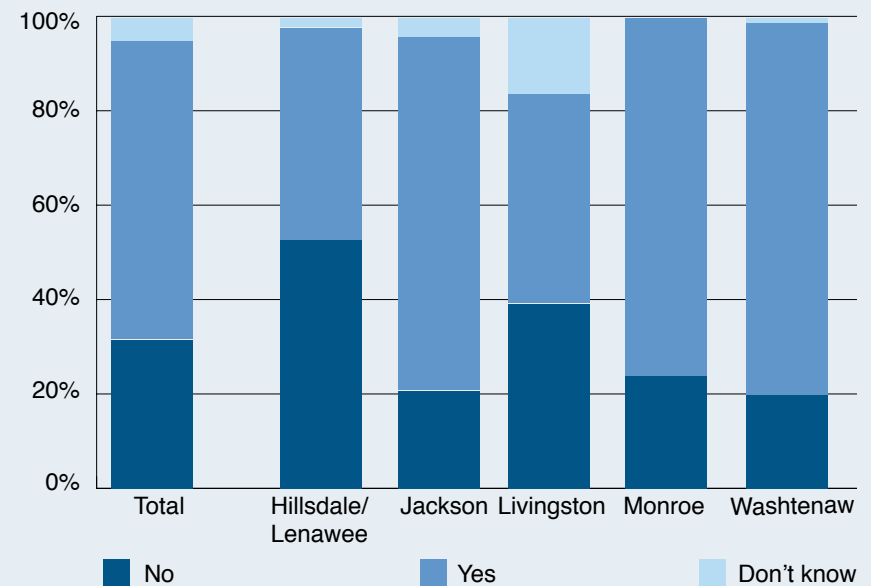
### *Are jobseekers connecting to public transit?*

Other forms of transportation including fixed-route transit and para-transit services are available, although they vary greatly throughout the region. Of survey participants, 32% report that public transportation is not available where they live. Of those who do not have access to a vehicle, one in five (21%) does not have public transportation access and thus is reliant on others for transportation or are limited to walking or biking.



**Exhibit K:**

Are buses, or any other form of public transportation, available where you live?



Source: 2015 Region 9 Michigan Works! Customer Surveys

## Employer perspective

These findings are based on 21 interviews with business leaders in Region 9 conducted by Emma White Research, LLC in April and May of 2015. The interviewees work in IT, manufacturing, and health care and are largely executives or human resources professionals with a few answering to other job titles. Contacts for the leaders were provided by Region 9, and the organizations represented range in size from a few employees to the thousands.

### Roads in Rough Shape

Employers interviewed noted that poor road conditions are a fact of life in Michigan, and primarily seen as a nuisance, except in cases where it could damage product being shipped in and out of manufacturing sites.

I spoke to our logistics manager... One thing he pointed out is that the poor road conditions have led to damaged products, broken freight and that type of thing due to potholes. I think that's a bigger issue outside our industrial park, the nature of the roads I guess in the state of Michigan.

John Slot, Human Resources Manager, Toyoda Gosei (Livingston County)



## Case Study: Workforce Agency

### Workforce Solutions for the Heart of Texas: Highway 6 to Success

**Partners:** Workforce Solutions, Waco Transit, McLennan Community College, Texas State Technical College, Sanderson Farms, Falls Community Hospital

Workforce Solutions, in the Waco, TX area, implemented a transportation project to address an on-going problem with their clients—access to the Waco transit system by residents of an adjacent rural county, Falls County. Falls County is characterized by residents with low-household income, high unemployment and low educational attainment.

When Sanderson Farms, a large food processing company, planned to move into the Waco metro area and required 1,200 new employees, the main barrier to entry for the company was workforce mobility. To address this gap, Workforce Solutions began the Highway 6 to Success program in 2007 using a Federal Transit Administration Job Access and Reverse Commute (JARC) grant through the Texas Department of Transportation. The grant required a local match which came from Workforce Solutions, technical colleges in the area, a local hospital, local banks, and several municipalities who saw a benefit to bringing Sanderson Farms to the area.

Highway 6 to Success is a circular bus service that runs along Highway 6 into five rural communities in the Waco region. Riders can then make a free transfer to Waco Transit's fixed route system to access jobs, education and training opportunities, other public services and connect to intercity bus services. Waco residents can board Highway 6 to Success to access Sanderson Farms. Highway 6 to Success provides more than 1,000 trips per month with about half of those going to or from Sanderson Farms.

## Distance and lack of transportation options are barriers to recruitment and retention

Employers of low and high skill employees are finding that commuting distance affects both their ability to attract and retain talent. One manufacturer reports that they often hire Michigan Works! customers who can get short term help with transportation through their participation in those programs, but then cannot get to work once the assistance expires and have to be let go. Other employers say that they only hire those who have their own reliable transportation. Some employers have found that that transportation costs limit the area they can recruit from because the cost of gas and car repairs are not worth the commute for lower-paid positions.

In the health care world, transportation connections are focused on patient access. Interviewees at health care facilities, especially those serving rural areas, find issues with patients who are unable to afford transportation. When public transportation is not available, patients who cannot afford a car or have health issues that keep them from driving have trouble making it to doctors' appointments.

The Center for Family Health in Jackson County is a federally qualified health center serving a largely low-income clientele for whom transportation is an issue. To meet patients' needs for transportation, the Center has located its facilities at bus stops. It also maintains a van to pick up clients in rural areas who are unable to get to appointments.

The only challenge is we recruit a lot from Michigan Works! so a lot of the people from Michigan Works! obviously don't have a job so finding the transportation to get here can be a challenge. I know Michigan Works! usually provides it for two weeks and then it's up to them. We do lose people due to that. It's expensive to hire a cab every day...It costs. With the training, I mean, it takes two weeks to train somebody.

Kim Beattie, Recruiting Coordinator, Hi-Lex (Lenawee County)

## Parking plays a role

For employers throughout most of the region, land is affordable and plentiful. This means that even if a work site has outgrown available parking, additional spaces can be added. This is a cost, of course, but those interviewed generally do not describe it as a major impact on business. For employers in Washtenaw County, however, especially those located in downtown Ann Arbor, parking is not just a cost but a limitation on growth. Because additional parking is not being added to the downtown area, some of the employers worry about the ability to accommodate future growth.

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**One of the stipulations is that [potential hires] have to have good transportation, reliable transportation.**

Trevor Peitz, VP Sales and Business Development, Export Corporation (Livingston County)

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## Regional public transit would be beneficial for recruiting

Another example comes from some of the leaders interviewed from growing IT firms in Washtenaw County who say that they have a difficult time recruiting, or that they hire and then lose people from Metro Detroit, even though it is close in terms of distance. Why? Because the auto commute is so unpleasant. They believe that if there were a rail connection it would make the commute easier and have positive impacts on recruiting.

Similarly, in Jackson County, an interviewee from Allegiance Health (the largest employer in the county) believes it would be easier to recruit talent if there were a rail connection to Ann Arbor. And in Hillsdale County, a manufacturer says that it can be difficult to recruit for some positions because the cost of gas and car repairs make the commute expensive, and believes it would be easier to recruit from cities such as Jackson and Battle Creek if employees could commute by bus.

Finally, some say that the lack of public transportation limits recruiting from other areas of the country as well as from nearby parts of the region. In particular, some of the IT employers say they recruit nationally, but that it can be difficult to attract young people to the region in part because the public transportation is poor and they believe Millennials do not want to be so car-reliant. These issues are most often brought up regarding hiring relatively high-skill employees. Yet, the data on jobseekers without a car shows a heavy reliance on public transit when available. Further, the trend analysis shows that Millennials are drawn to places that are dense, walkable, and urban where walking, biking, and transit connect them to employment, basic goods and services, entertainment, and recreation.

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There's a ton of talent in Metro Detroit that we just don't have access to because it's too far for them to consider the commute... and that's why we're opening a California office. We've sped up out there because really, the talent is easier for us to pull from given the BART, given the CalTrain, than it is here.

You know, having to split up the company and do more in other places, I wish we could grow more here...We're just very strong supporters of regional transit. I think it would be very helpful if we had trains that went to Detroit, the airport at least, to Grand Rapids, down to Columbus...Our challenge is we just need more access to talent.

Dug Song, CEO, Duo Security (Washtenaw County)

## Flex-time, remote workdays, flexible car sharing service

Employers interviewed do provide some options related to remote working when appropriate, but don't see much room to expand those options in some cases due to team-culture, work duty limitations, or in the case of carpool, lack of interest on the part of employees due to limits on flexibility.

In some cases, employers did see potential in car sharing and semi-taxi services as these provide more flexibility than a traditional carpool. However, the concern over long-term costs is similar to those who have challenges of vehicle access and repair over time.

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Young people are seeking places that they can work where they don't have to buy a car...So they will choose communities that have excellent public transportation infrastructure. Ann Arbor does pretty good. Southeast Michigan...this is a region that has let the car reign supreme. And so it's a factor, it's a factor in recruiting talent to this region.

Richard Sheridan, CEO, Menlo Innovations (Washtenaw County)

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## Business leadership learning link between economic development and transportation

Some of the interviewees already see the connection between transportation and economic development; in that they think better public transportation is needed for the economic health of the whole region rather than just their business. A couple of the IT employers also believe that better mid-distance train service would help economic growth by making it easier for them to develop clients in cities such as Chicago and Columbus. However, other interviewees have not considered the impact of transportation on economic development or economic growth overall. Those in urban settings were asked about this idea, and while many were initially unsure, after hearing the idea explained, they say that they can understand how transportation investments could have a positive impact on local businesses and supporting growth. Opportunities exist here for continued education and engagement including implementation of Transportation Demand Management (TDM) Practices in areas with public transportation and parking challenges, to try and alleviate congestion, improve access and promote options to employees through the direct engagement of employers in transportation decisions for employees.



## Case study: Regional Transportation for Talent Attraction

### Project Name: Green Line Light Rail Line

**Partners:** Minneapolis, MN; St. Paul, MN; Metro Transit

The Minneapolis-St. Paul metro area—known as the “Twin Cities”—is a model for talent attraction, workforce retention, and economic development in the Midwest. The metro area has an unemployment rate of 4% and is frequently ranked among the top ten in lists of best cities for Millennials.

A combination of good regional policies has led to the Twin Cities’ economic success; however, experts point to investment in public transportation as one of the most transformative tools the region has used to attract talent, provide access to its workforce, and catalyze sustainable job creation. Specifically, the new Green Line, a light rail transit line connecting downtown Minneapolis to downtown St. Paul, connects people of all income levels and racial and ethnic backgrounds to plentiful and diverse job opportunities at existing and newly developing businesses and institutions along the corridor. Since the project commenced, the corridor has seen over \$2.5 billion in development with special attention paid to supporting affordable housing and small businesses through special financing and other programs initiated by the local, regional, and state government.

Arguably one of the most important decisions of the project came when finalizing the light rail route and station locations. At the project’s inception, many community stakeholders were not supportive of the project due to its familiarity with many highway projects that had divided neighborhoods and hindered accessibility. Three additional stations were added to the central portion of the corridor serving African American and Southeast Asian residents who live in those neighborhoods, many of whom commute to the two urban cores.

The Green Line opened in spring of 2014 and has surpassed its ridership projections by over 35% —serving more than one million riders per month.

Sources: Hargreaves, Steve, and Dominic V Aratari. “How the Twin Cities Got Transit Right.” CNNMoney. Accessed April 20, 2015.  
Maher, Amanda. “Investing In Urban Economic Development: How the Twin Cities Are Getting It Right.” Initiative for a Competitive Inner City. November 7, 2014. Accessed April 18, 2015.

## Case Study: Employer Practices

**Partners:** Barnes Jewish and St. Louis Children's Hospital and St. Louis Regional Transit

The Transit Tax Benefit Program is a business-initiated program in St. Louis, MO. Through this program, the Barnes Jewish and St. Louis Children's Hospital provides transit pass subsidies for employees, which can be voluntarily deducted through payroll before taxes. Passes are purchased on a monthly basis with a \$20 subsidy covered by the hospital. Over 50 percent of employees participate in the program, with many who travel from the edge of the metro area. In addition to the transit pass subsidies, the hospital provides shuttle service between local transit stations and the hospital for both employees and patients.

Along with transit pass subsidies, the employer also offers participants the following benefits.

- ◆ A guaranteed ride home in the case of emergencies
- ◆ Free shuttle service
- ◆ Ridesharing coordination
- ◆ Secure bicycle parking and showers

The hospital partners with the local transit agency to offer transit-related events which provide the agency an opportunity to connect with employees, share information such as schedule changes and simply answer questions for employees. Hospital officials say the program showcases their dedication to environmental consciousness which has contributed to positive employee recruitment and retention.

Source: "Success Stories of Employer-Sponsored Transportation Programs." *Transportation to Work: A Toolkit For The Business Community*. August 1, 2012. Accessed April 17, 2015.



I do [think public transportation would make a difference]. Because right now if you live in, let's say you live out in Detroit, or Southfield or Troy – there's a lot of talent there, we don't even try recruiting them because the commute always ends up where they quit... I think public transportation would make traffic as a whole better.

IT employer, Washtenaw County



# Opportunities to Improve Connections

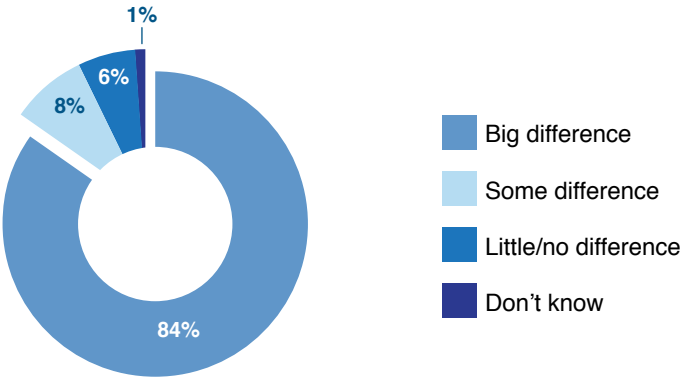
Employers interviewed felt roads are the place to start. Workforce participants surveyed felt the most impact comes from making funds available for vehicle repairs when needed. However both strategies represent short term fixes that have to be reapplied continuously, and lack the ability to provide impactful change over the long term.

A number of the employers who pointed out affordability problems or talent attraction problems for their workforce see better public transportation including commuter rail as part of the solution, including those in rural areas where little public transportation is available now.

Those in urban areas were also asked directly about this issue, and even some who say they are not having problems related to transportation believe their employees would appreciate it if convenient public transportation were available, either for cost reasons or because it would make for a more pleasant commute than driving. Complementary walking and biking infrastructure would help support transportation options such as public transit or regional commuter rail.

Exhibit L:

Expanding programs to help pay for car repairs when workers cannot afford it would make a:



Source: 2015 Region 9 Michigan Works! Customer Surveys

# Case Study: Transit Tax Benefit Program

Project Name: Duke Energy's Transit Subsidy Program

Partners: Duke Energy and Charlotte Area Transit System

Duke Energy, with locations in Charlotte, NC; Cincinnati, OH; and Houston, TX, participates in the Internal Revenue Service Qualified Transportation Fringe Benefit program, which allows the company to offer transportation subsidies for qualified employees. The program began in the company's Charlotte location where employees had an average commute time of 40-60 minutes daily.

The program began over ten years ago when the company began offering monthly bus passes and 10-Ride bus passes for a small portion of its workforce that required transportation assistance. In August 2006, the company began offering a \$50 monthly subsidy toward the purchase of transit or vanpool passes—covering the full cost of those services. In just two years, transit use by eligible employees increased from about 0.5% to 16%. When the Charlotte Area Transit System began new light rail service, which employees could utilize using their transit passes, participation in the program increased to about 30 percent.

In fact, feedback from users of the program was so positive in Duke Energy's Charlotte location, the company expanded the program to its Cincinnati and Houston locations. Along with the Transit Subsidy Program, the company also offers several other transportation benefits listed below.

- ◆ Complimentary parking for carpools and vanpools that meet criteria outlined by the program
- ◆ Bike parking and access to shower facilities and lockers
- ◆ Online resources where employees can review the program guidelines, learn about updates, and coordinate rideshare opportunities

Due in large part to these transportation benefits, Duke Energy was named a "Best Workplace for Commuters" by the Environmental Protection Agency and the Department of Transportation attracting workers who increasingly look for employers championing clean air and sustainability practices.

Source: "Success Stories of Employer-Sponsored Transportation Programs." Transportation to Work: A Toolkit For The Business Community. August 1, 2012. Accessed April 17, 2015.

Most workforce respondents said public transportation expansion would help people like them. Although few currently rely on public transit to get to work, large majorities say that adding weekend and evening service and new bus routes would make a “big difference” in helping individuals like them get to work. In addition, they are very enthusiastic about expanding programs to help pay for car repairs and widely supportive of programs to support carpooling and encouraging businesses to locate close to housing and bus routes. Adding new service (weekends, later evenings, and new routes) is viewed as more helpful than increasing frequency on existing routes. It is possible that one reason so few take a bus to work is that the times or routes are not adequate for their needs. In any case, for each proposed service expansion seven in ten or more say that each would make a “big” or “some difference” in helping people like them get to work.

Several of the case studies included present employers taking the lead on ensuring their employees have access to a variety of transportation alternatives. The motives may vary from reducing cost of building parking lots or parking garages and providing an attractive amenity to employees, to ensuring connections to the talent pool companies need to grow and expand. In Region 9, opportunities exist to further engage businesses in conversations and activity around economic development and transportation, either one-on-one, through workforce development councils, chambers of commerce, economic development agencies, and other means to provide improved connections between businesses and jobseekers. Specifically, working with employers to provide van or other direct transportation service, assisting employees with gaining access to transportation options through transit passes, car sharing, preferred parking, guaranteed ride home, and other means as shown in the best practices, will benefit employees and jobseekers alike. As mentioned by jobseekers, location decisions for companies that locate new or expanding businesses in central locations near housing, transit, bicycling and pedestrian facilities allowing current and future employees expanded options for connecting to work.

Workforce agencies should look for opportunities to partner with larger employers, Metropolitan Planning Organizations (MPOs), and other regional planning groups to work toward more permanent improvements to transportation options for those most in need, low-income jobseekers lacking vehicles.

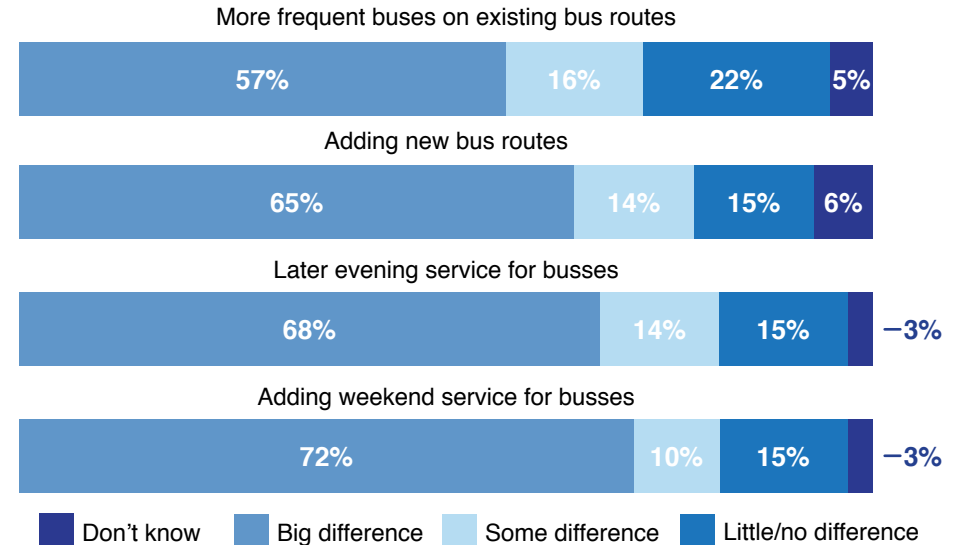
## Next Steps

The surveys, interviews, and best practices all show areas where Region 9 can work to align transportation investments with workforce and talent needs. Opportunities exist within Region 9 to provide long-term solutions through targeted transportation investments in public transit, complete streets, regional commuter rail, and improved road conditions:

- ◆ Educate employers on ways to provide transportation options to employees, either on their own or in partnership with workforce, economic development, and/or transportation agencies
- ◆ Work for longer-term public transit solutions and measure progress, keeping in mind that existing service may need tweaks to accommodate workers’ schedules with expanded daily and weekend hours
- ◆ Keep existing workforce programs that connect the most vulnerable job seekers to employment with additional support to make sure jobs are retained over time

### Exhibit M:

#### Perceived impact of bus service expansion on ability to get to work



Source: 2015 Region 9 Michigan Works! Customer Surveys

I would love to see a more robust public transportation system connecting Jackson to other major cities...For us, I think it would make us more accessible to our office staff, make it more productive. And I think it increases the safety of the commute.



As a region, we have options and opportunities to partner on enhancing transportation options for all. Partnerships and collaboration provide part of the means to make connections stick. Bringing the transportation agencies into the mix will be essential for long-term changes. To start that conversation, a proposed benchmarking matrix follows.

Understanding the many opportunities to connect residents to jobs and employers to talent, below is suggested benchmarking for Region 9 using a handful of key indicators to allow the region to monitor results of changes in policy, funding, and focus over the coming years.

### Exhibit N: Benchmarking Transportation and Economic Development Performance

| County       | Average commute time (min.) | Worker population                    | Jobless rate                        | Population. w/in half-mile to fixed-route transit | % of Federal-aid roads: Good              | % of Federal-aid roads: Fair              | % of Federal-aid roads: Poor              | % requests for transportation help        | % of budget used on transportation help   | Total transportation requests             |
|--------------|-----------------------------|--------------------------------------|-------------------------------------|---|---|---|---|---|---|---|
| Hillsdale    | 25                          | 19,214                               | 7%                                  | 0   | 17.5%*                                    | 40.4%*                                    | 42.1*                                     | 92%*                                      | 75%*                                      | 37,929*                                   |
| Jackson      | 23.2                        | 66,254                               | 6.6%                                | 57,120  | 17.5%*                                    | 40.4%*                                    | 42.1*                                     | 92%*                                      | 75%*                                      | 37,929*                                   |
| Lenawee      | 26.2                        | 44,152                               | 6.4%                                | 0   | 17.5%*                                    | 40.4%*                                    | 42.1*                                     | 92%*                                      | 75%*                                      | 37,929*                                   |
| Livingston   | 31.8                        | 86,089                               | 6.7%                                | 0   | 15.8%                                     | 37.9%                                     | 46.2%                                     | 80%                                       | 70%                                       | 5,020                                     |
| Monroe       | 24.7                        | 68,007                               | 6.1%                                | 35,045  | 12.1%                                     | 45.2%                                     | 41.3%                                     | 76%                                       | 60%                                       | 4,944                                     |
| Washtenaw    | 22.6                        | 163,823                              | 4.8%                                | 220,366   | 20.7%                                     | 42.8%                                     | 36.4%                                     | 85%                                       | 78%                                       | 7,890                                     |
| State        | 24                          |                                      | 7.3%                                |   |   |   |   |   |   |   |
| Region 9     | 25.8                        | 447,539                              |                                     |   | 17.3%                                     | 41.4%                                     | 41.3%                                     |   |   |   |
| Data source: | 2006-2010 ACS               | 2006-2010 CTPP and workers by county | 2014 Bureau of Labor and Statistics | Region 2, WATS, and SEMCOG                        | Asset Management data collection program. | Asset Management data collection program. | Asset Management data collection program. | Michigan Works! Service Centers, Region 9 | Michigan Works! Service Centers, Region 9 | Michigan Works! Service Centers, Region 9 |

\*combined data for Hillsdale, Jackson and Lenawee counties

# I-94 BL - City of Jackson Louis Glick Hwy. & Washington Ave.

## 2017 One Way to Two Way Conversion



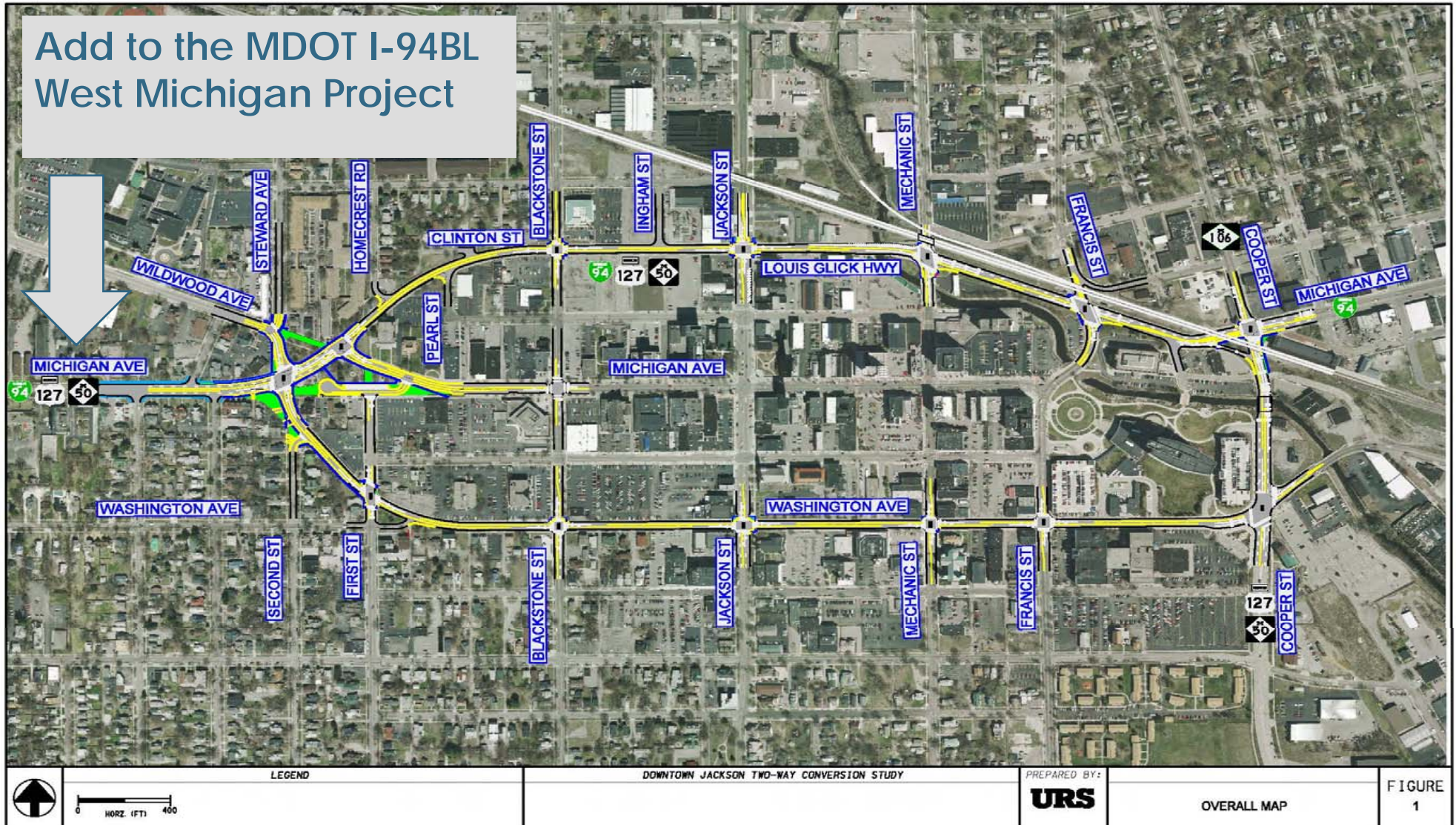
# Overview

Summary Of Project  
History of Conversions in Jackson  
City and MDOT Project Development  
Intersection Details

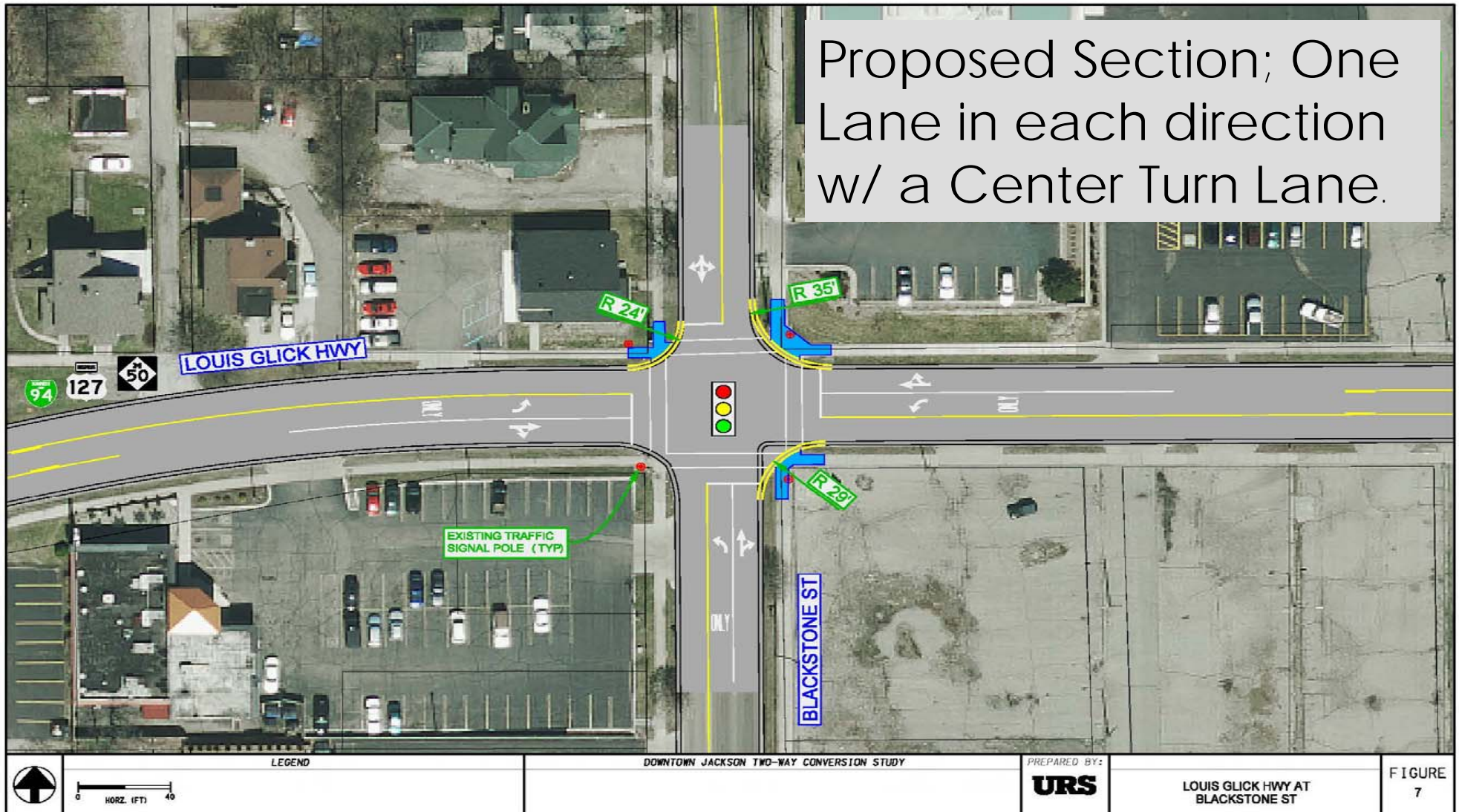




# Add to the MDOT I-94BL West Michigan Project







# Two Way Conversions in Jackson

City Study by HNTB; 2000 -2002

Lansing Ave (Blackstone)/Steward Ave

Cooper (M-106)/Francis (Milwaukee)

Louis Glick Hwy/Washington Ave

also known as.... I-94 BL, M-50, Bus. US-127





# Project Development

2002 Study - Glick/Wash. 5-lane section

Can it be done differently?

MDOT Concerns; Congestion, Railroad Crossing, Turning Movements.

Timing Opportunity. MDOT reconstruction I-94BL; Brown St. to Louis Glick Hwy.



# MDOT Participation Benefits

Washington Becomes City Owned  
Complete Streets Policy Alignment  
Improves Glick/Wash. Intersection  
Coordination Opportunity





# Public Outreach by the City

Informal Meetings

City Council Approved; June 2015

Formal Public Meetings; August and September



# Traffic Congestion Analysis

## Intersection Level of Service Definitions

- "A" Free Flow
- "B" Stable Flow (Slight Delays)
- "C" Stable Flow (Acceptable Delays)
- "D" Approaching Unstable; Occasionally > 1 Cycle
- "E" Unstable Flow (Intolerable Delay)
- "F" Forced Flow (Jammed)





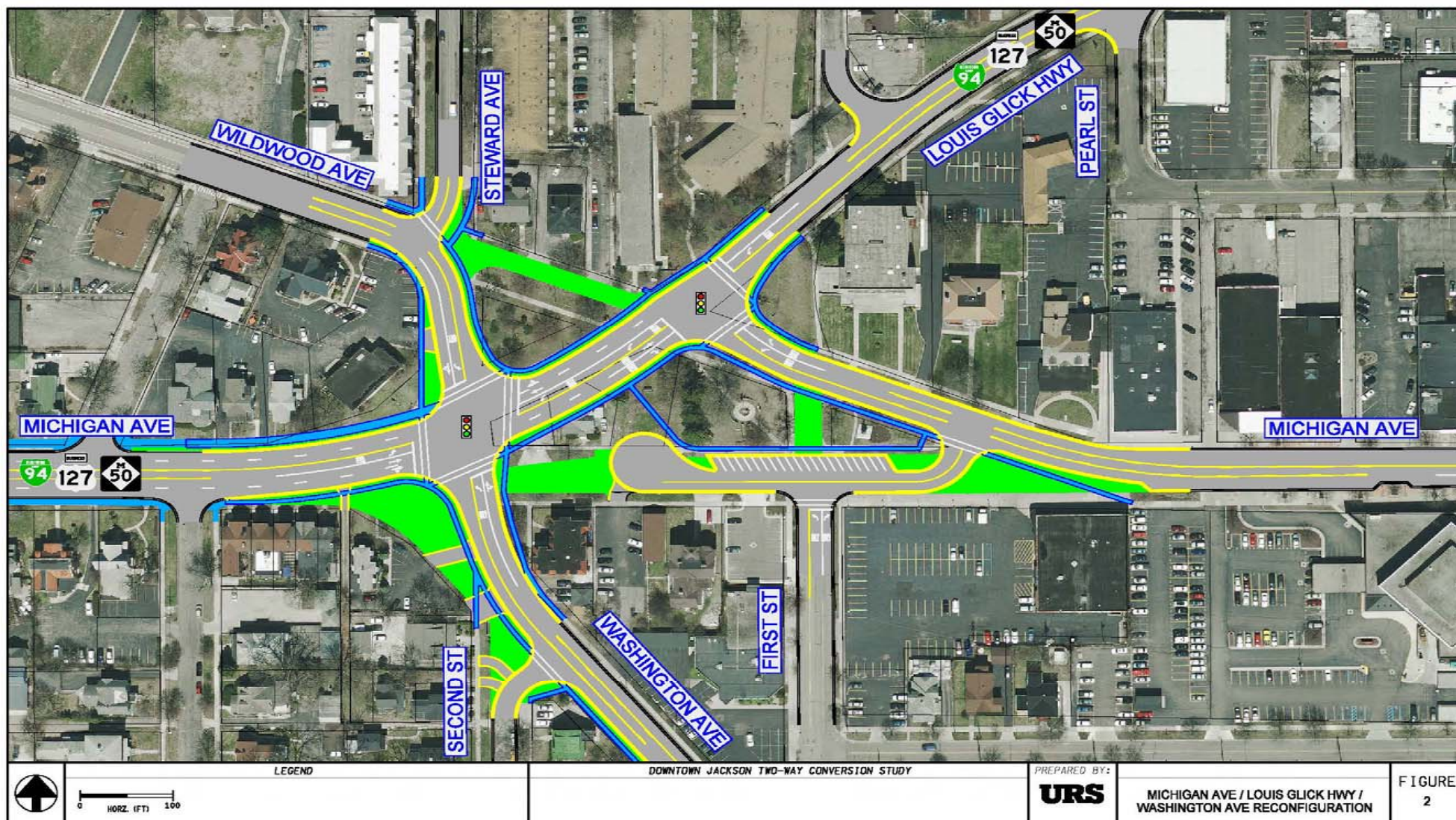
# Glick/Washington Congestion Analysis

## Mainline – Peak Hour Intersection Model Results

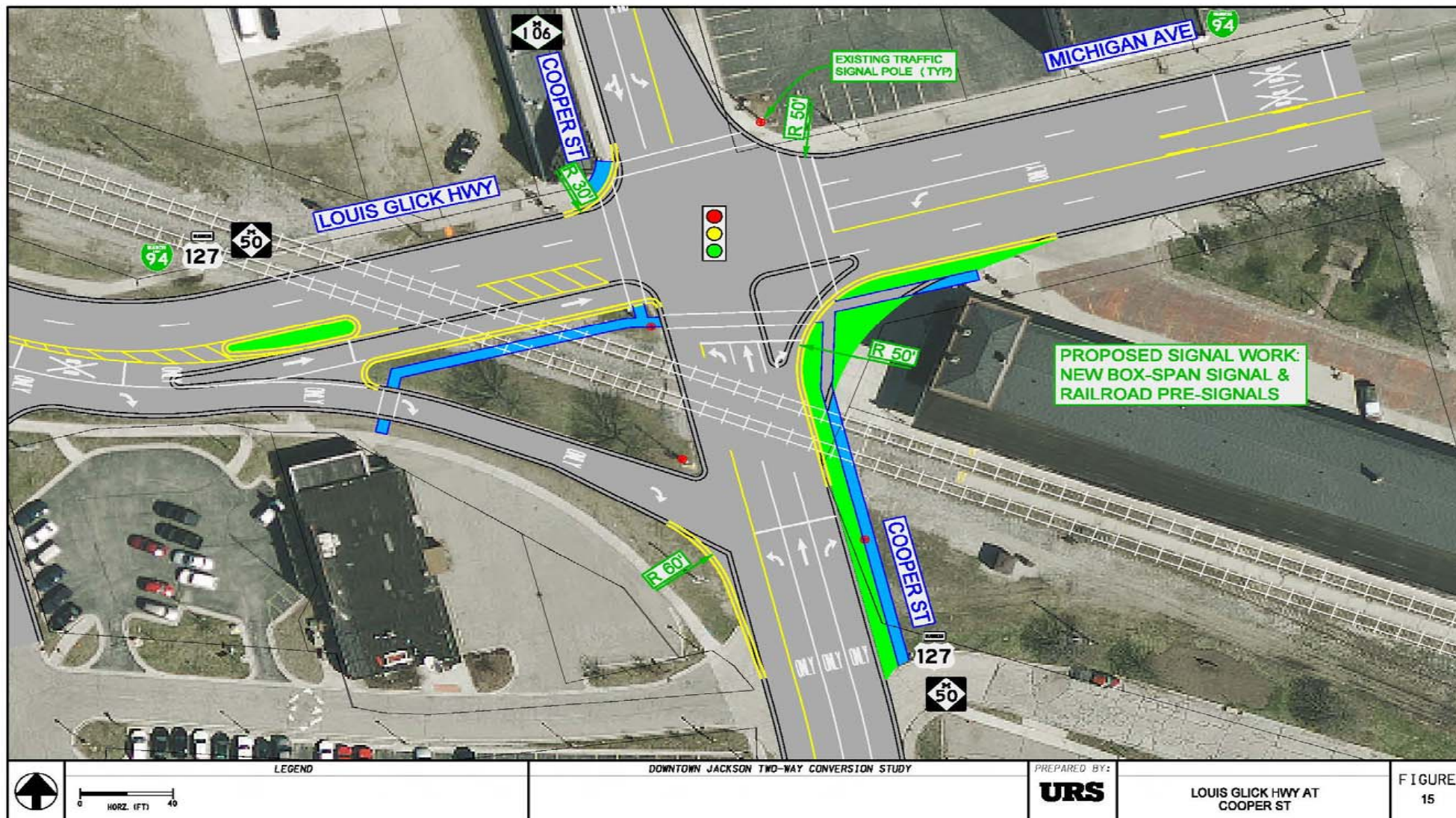
|                       | 2014 (Current)<br>Level of Service             | 2035 (Projected)<br>Level of Service  |
|-----------------------|--|---|
| Current Configuration | All "A"  | All "A"   |
| Two-Way Conversion    | Mostly "A"<br>Some "B"<br>Blackstone/Glick "C" | Mostly Split "A" & "B"<br>Some "C"<br>Blackstone/Glick "D"<br>Jackson/Glick "D" |



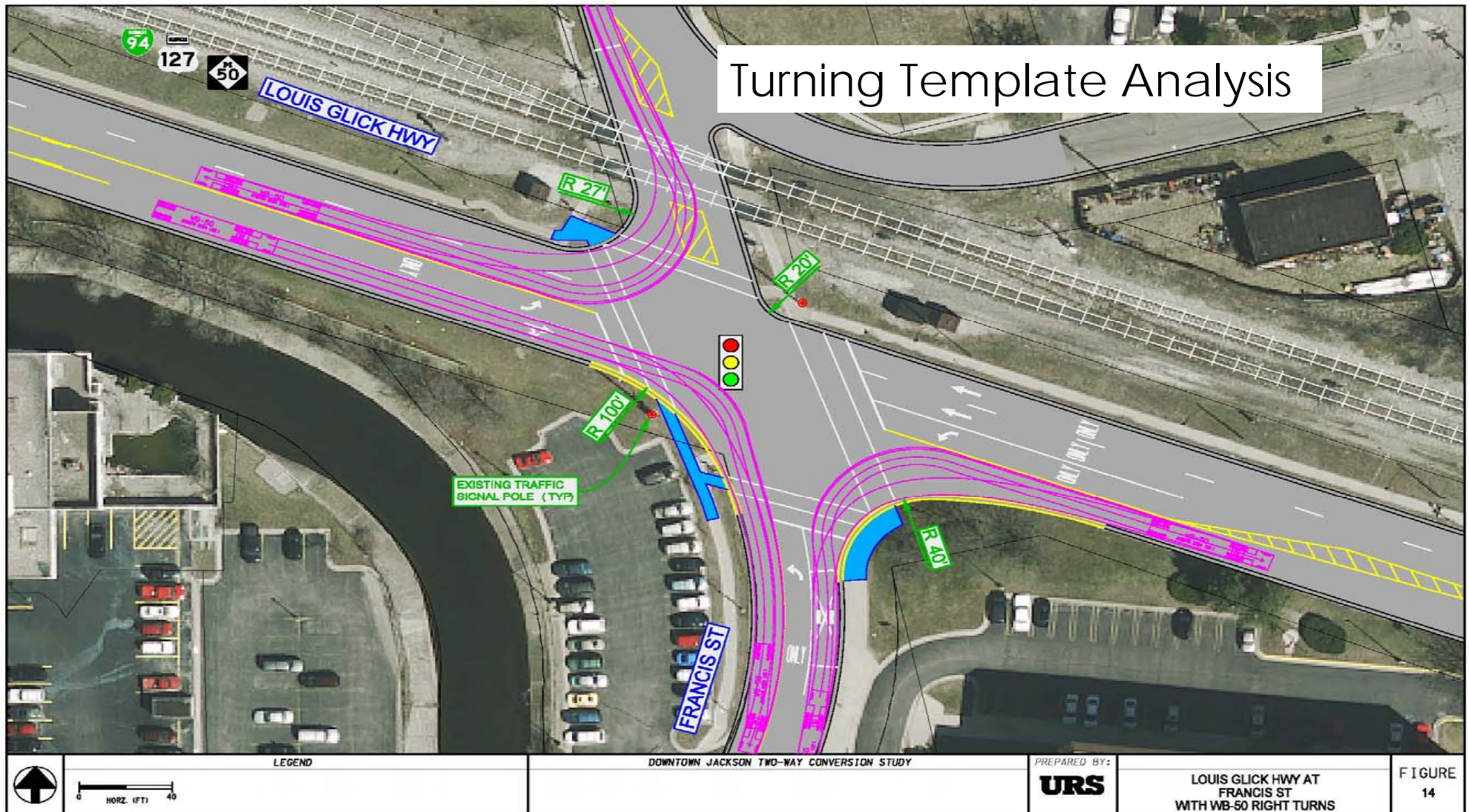














# QUESTIONS?



RECEIVED

AUG 13 2015

Per \_\_\_\_\_



135E. Maumee St. Adrian, Michigan 49221

---

August 11, 2015

Region 2 Planning Commission  
Jackson County Tower Building  
120 W. Michigan Avenue, 9th Floor  
Jackson, Michigan 49201

To Whom It May Concern:

Pursuant to the requirements of Section 125.7a(2) of the Michigan Planning Act as amended, this notification is to inform you that the Adrian City Planning Commission intends to amend its existing Comprehensive Plan. The Adrian City Planning Commission asks that you contact us with any questions, comments; suggestions or specific needs that you identify that could assist us in preparing this plan.

The Adrian City Planning Commission will send you a copy of the proposed amendments to the Comprehensive Plan as soon as we have a finished draft.

If you have any questions, please feel free to contact me at (517) 264-4861, or you may e-mail me at [drohr@adrianmi.gov](mailto:drohr@adrianmi.gov)

We look forward to your input as we prepare this update to the City's Comprehensive Plan.

Sincerely,

A handwritten signature in dark ink, appearing to read 'David Rohr'.

David Rohr  
Planning & Zoning Administrator

ddc





RECEIVED

JUL 27 2015

Per \_\_\_\_\_

373 Lakeside Dr  
PO Box 216  
Grass Lake, MI 49240  
517.522.8464  
Fax 517.522.4955  
[www.grasslakect.com](http://www.grasslakect.com)  
[clerk@grasslakect.com](mailto:clerk@grasslakect.com)

July 21, 2015

## Notice of Intent to Update a Master Plan

Grass Lake Charter Township, in Jackson County, Michigan, announces its intent to update the Grass Lake Charter Township Master Plan and requests the cooperation of, and comments from, the recipients of this notice. The following local governments commissions/committees, and utility and transportation agencies/companies are receiving this *Notice of Intent* as required by Section 39 of the Michigan Planning Enabling Act (MCL 125.3839):

- Henrietta Township
- Leoni Township
- Napoleon Township
- Norvell Township
- Sharon Township
- Sylvan Township
- Village of Grass Lake
- Waterloo Township
- Jackson County Planning Commission
- Consumers Energy
- Wide Open West (dba WOW)
- Frontier Communications
- Jackson County Department of Transportation
- Michigan Department of Transportation

Grass Lake Charter Township will utilize e-mail and its website for future required submittals regarding the update and approval of the 2013 edition of the Grass Lake Charter Township Master Plan. Please notify the Township Clerk in writing, if you prefer to receive hard copies of future communications. Other questions and comments should be directed to Township Clerk: E-mail [clerk@grasslakect.com](mailto:clerk@grasslakect.com) or U.S. Postal to:

Grass Lake Charter Township  
Attn: Clerk  
PO Box 216  
Grass Lake, MI 49240

Gary Kastel, Supervisor  
Katy Gust, Clerk  
Richard Beagle, Treasurer

RIGA TOWNSHIP  
Box 25  
Riga, Michigan 49276

Karlene Goetz, Trustee  
Paul Dusseau, Trustee

To: Lenawee County Planning Commission  
Grant Bauman  
Region II  
120 W. Michigan Ave., 9<sup>th</sup> Floor  
Jackson, MI 49201

RECEIVED  
AUG 04 2015

Per \_\_\_\_\_

From: Dwight Gilliland, Secretary  
Riga Township Planning Commission

Date: July 28, 2015

This notice is to inform you that the Riga Township Planning Commission is updating its existing master plan.

In accordance with Section 39 of the Michigan Planning Enabling Act, Public Act 33 of 2008, MCL 125.3839, this notice is to inform our neighboring local governments, planning entities, and any public utilities and railroad companies of Riga Township's intent to update a master plan. The Riga Township Planning Commission welcomes your cooperation and comments on the proposed plan.

The Riga Township Planning Commission will have available for you a copy of the proposed master plan as soon as we have completed the draft for review.

The proposed plan will be posted and available free of charge on the township's Web site at: [www.rigatownship.com](http://www.rigatownship.com). If you would like to receive a hard copy or PDF, please send your request to [rigaclerk@gmail.com](mailto:rigaclerk@gmail.com) or call (517) 486-4260.

Any comments you submit may be sent in digital format via email to: [rigaclerk@gmail.com](mailto:rigaclerk@gmail.com) or mail to: Riga Township, Box 25, Riga, Michigan 49276.

Under MCL 125.3841(2)(f), each public utility company and railroad company owning or operating a public utility or railroad within the local unit of government, and any government entity that registers its name and address for this purpose with the secretary of planning commission, shall reimburse the township for any copying and postage cost incurred in receiving a hard copy of the proposed master plan or final master plan.

"An Equal Opportunity Provider"

**BLISSFIELD TOWNSHIP ZONING AND PLANNING COMMISSION**

120 S. Lane Street  
Blissfield, MI 49228

July 23, 2015

**RECEIVED**

**JUL 27 2015**

Per \_\_\_\_\_

Village of Blissfield  
ATTN: James Wonacott, Administrator  
130 S. Lane St.  
Blissfield, MI 49228

RE: Blissfield Township Master Plan Amendment

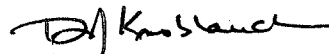
Dear Mr. Wonacott:

Pursuant to the requirements of the Michigan Township Planning Act, as amended, and the Michigan Zoning Enabling Act of 2006, notice is hereby given that Blissfield Township intends to amend the master plan. Please contact the Blissfield Township Zoning and Planning Commission with any questions, comments, or suggestions regarding the proposed changes, which are enclosed.

Please note that pursuant to the Michigan Zoning Enabling Act of 2006, 125.3845 §45(1)(c), the review period is 42 days. As such, please provide your comments on or before September 3, 2015.

Thank you for your anticipated assistance in this process.

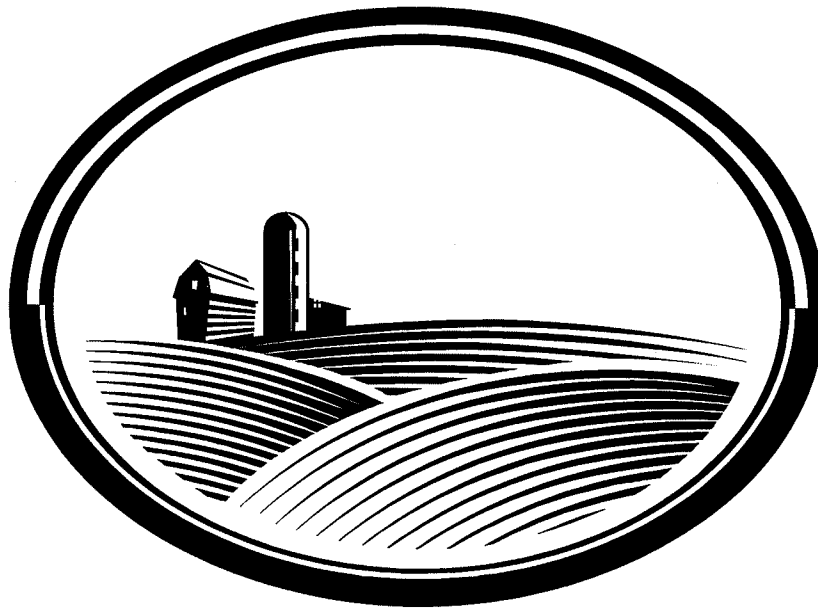
Very truly yours,



Diane J. Knoblauch, Chair  
djk@djkllegal.com  
Office: (517) 486-2800  
Cell: (419) 350-6771

cc: Al Navarro, Township Supervisor

# BLISSFIELD TOWNSHIP MASTER PLAN



PROPOSED CHANGES JULY, 2015

*MAY, 2008*

# TABLE OF CONTENTS

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|   |               |
|---|---------------|
| <b>I. INTRODUCTION .....</b>                            | <b>1</b>      |
| Purpose of the Master Plan .....                        | 1             |
| How is the Plan to be Used? .....                       | 1             |
| Historic Context .....                                  | 2             |
| Planning Process .....                                  | 3             |
| Regional Setting .....                                  | 4             |
| <br><b>II. BACKGROUND STUDIES .....</b>                 | <br><b>5</b>  |
| Population and Housing Summary .....                    | 5             |
| Natural Resources Inventory and Capability .....        | 11            |
| Soils .....   | 12            |
| Groundwater .....                                       | 12            |
| Woodlands .....   | 13            |
| Wetlands, Floodplains and Waterways.....                | 13            |
| Circulation .....                                       | 16            |
| Existing Land Use.....                                  | 19            |
| Zoning.....   | 21            |
| <br><b>III. GOALS AND POLICIES .....</b>                | <br><b>24</b> |
| Goals .....   | 24            |
| Agricultural Goal and Policies.....                     | 25            |
| Residential Goal and Policies .....                     | 26            |
| Natural Resource Goal and Policies .....                | 27            |
| Economic Development Goal and Policies.....             | 28            |
| <br><b>IV. MASTER PLAN .....</b>                        | <br><b>29</b> |
| Land Use Plan .....                                     | 29            |
| Agricultural (AA) .....                                 | 29            |
| <del>Residential-1</del> Rural Residential (RR) .....   | 30            |
| <del>Residential-2</del> Village Residential (VM) ..... | 30            |

for the agricultural economy. The designation of agriculture recognizes the importance of existing farmlands and the maintenance of established rural agricultural activities.

The designation of these agricultural lands is based upon several considerations. These considerations include existence of large agricultural parcels (greater than forty (40) acres), farmlands under active farm production, and natural feature constraints including poor soils and inadequate potable water for residential purposes.

The primary use of these areas is agricultural production and associated uses. For residential purposes, the Township has adopted a Farm Development Program through its zoning ordinance that regulates the number of splits that are allowed based on the size of the parent parcel. In general, it keeps the new lots to a ~~size~~ <sup>minimum size of</sup> between 10 and 16 acres ~~minimums~~. The intent of this ordinance is to discourage haphazard lot splits and help protect the rural character of the Township. To this end, rampant lot splits along prime road frontage are discouraged. It is further intended that the areas maintain an agricultural character.

#### ~~Residential—1~~ Rural Residential (RR)

Rural Residential <sup>with 3.5</sup>  
~~Residential—1~~ areas on the land use plan are proposed for residential parcels a minimum of ~~2.5~~ <sup>3.5</sup> acres ~~that surround the Village of Blissfield.~~ <sup>within Blissfield Township.</sup> While agricultural activities would be allowed within this area, the low density residential uses are primarily for rural residential activities. The intent is to preserve the rural characteristics of the Township, provide sufficient land area for low density residential usage, ~~as well as provide a transition from agricultural uses to the Village.~~ Other non-residential uses, such as schools, churches, community and recreational facilities that support residential development would also be provided for in this part of the Township.

#### ~~Residential—2~~ Village Residential (VR)

Village Residential <sup>2.5 acres</sup>  
~~Residential—2~~ land use incorporates residential uses at an average density of ~~one (1) acre~~ <sup>2.5 acres</sup> per residential unit. These residential areas are planned only for those areas directly adjacent to existing higher density residential uses <sup>surrounding</sup> ~~in the Village of Blissfield.~~ Higher residential densities

are warranted within these areas and will provide areas of future planned residential growth and tax base for the Township. As in the ~~Residential-1~~ Rural residential district, other non-residential uses that support residential development would also be provided for in this district.

such as schools, churches, community and recreational facilities that support residential development would also be provided for in this part of the Township.

#### Commercial

Blissfield Township considers that the Village of Blissfield meets most of its commercial land needs. However, some Commercial uses are designated on the Future Land Use map on Township properties along both sides of US 223. The Township properties designated as commercial coordinate with the Village's Master Plan and existing commercial land uses along the corridor. Commercial uses are intended to primarily serve residents within the immediate area. The proposed land uses would include a mixture of retail, office and service uses. As the only principal arterial within the Township, it would also be anticipated that commercial uses within this district may also serve those traveling along US 223.

#### Industrial

Planned industrial uses are bounded by the railroad tracks and Silberhorn Highway at the southern boundary of the Township. This district has a mixture of large and smaller parcels to accommodate various types of small shop and light industrial uses. The Industrial district is intended to encourage the location of clean industries which will have a minimal impact upon surrounding properties. Industries which have the potential for groundwater contamination or which create excessive noise, smoke, or hazardous wastes are discouraged.

### Conservation

The Township contains a number of water resources and other natural features that would benefit from protective planning and management practices. The future land use plan identifies these features as significant resources the Township wants to preserve for the good of both the residents and the ecology of the area. The most important resource is the River Raisin. The Village of Blissfield obtains its drinking water from the river, and the river contributes to the character of the Township and its identity. The conservation land use category contains woodlands, wetlands, and a 150' buffer on each side of the River Raisin.



# BLISSFIELD TOWNSHIP

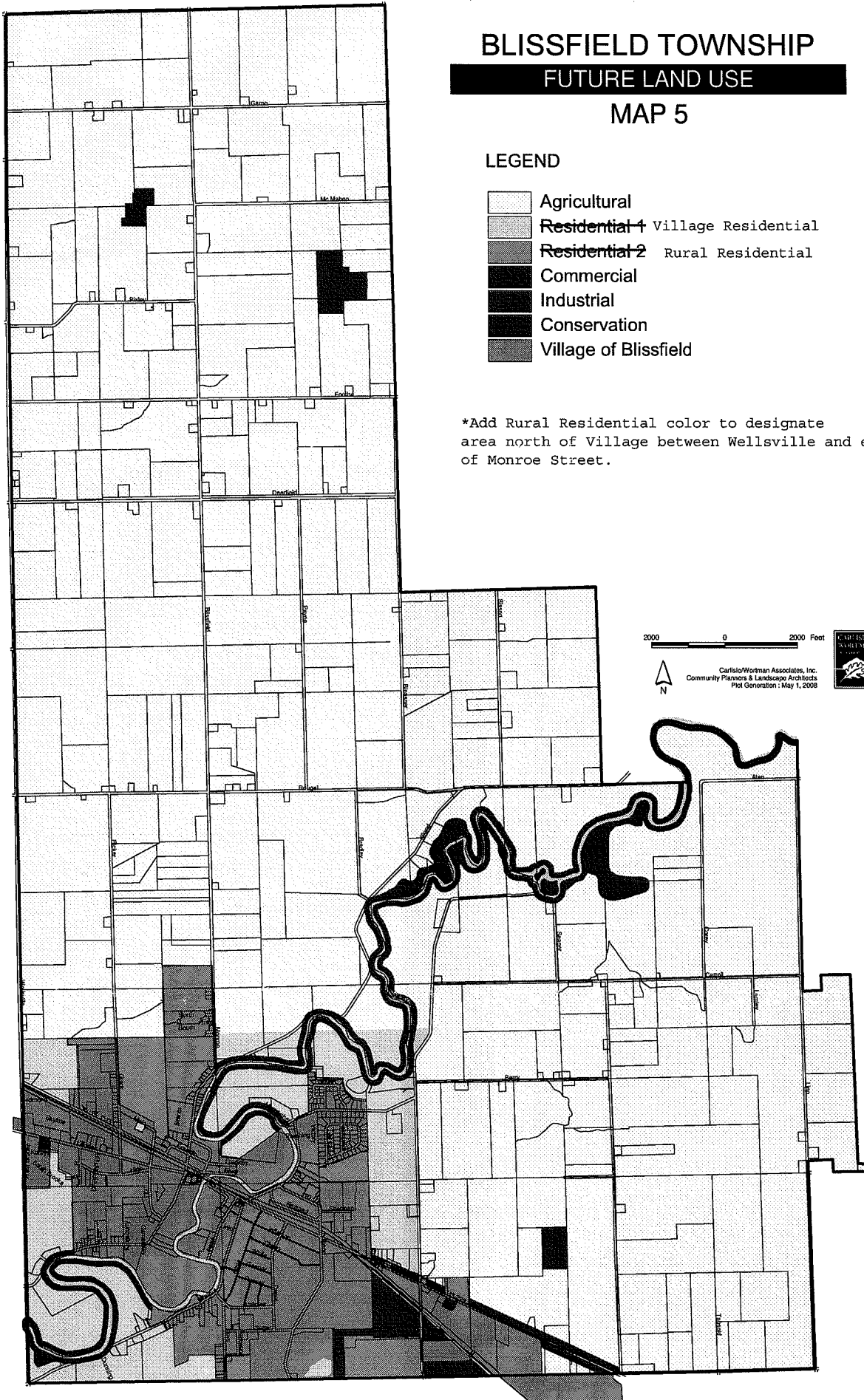
## FUTURE LAND USE

### MAP 5

#### LEGEND

|  |  |
|--|--|
|  | Agricultural                             |
|  | <b>Residential 1</b> Village Residential |
|  | <b>Residential 2</b> Rural Residential   |
|  | Commercial                               |
|  | Industrial                               |
|  | Conservation                             |
|  | Village of Blissfield                    |

\*Add Rural Residential color to designate area north of Village between Wellsville and east of Monroe Street.



### **Agricultural District (AA)**

- Review the Zoning Ordinance in light of the Right to Farm Act to ensure that it is consistent with this law.
- Limit the “Special Exception” uses to uses that support the agricultural economy. For instance, uses such as government buildings, schools, hospitals, and other “residential” uses dilute the agricultural district and limit land specifically designated for farming and animal husbandry.

For future consideration, it is recommended that the Township have at least two residential districts with densities between two and one-half (2.5) acre and three and one-half (3.5 ) acres.

### **Residential/Agricultural District (A)**

- ~~This zoning district represents Township properties that form a ring around the Village of Blissfield. It makes sense that transitional uses, such as residential, be placed between strictly agricultural uses and the higher density of the Village. For future consideration, it is recommended that the Township have at least two residential districts with densities between one (1) acre and five (5) acres (versus the current .25 acre minimum). Note that any residential lot under .25 acres will require that sewer and water be extended into the Township. The Residential/Agricultural District could be replaced by a “rural residential” district and a “village residential” district. Neither of these districts would allow large-scale agricultural operations. The Village Residential zoning district represents Township properties that form a ring around the Village of Blissfield. It makes sense that transitional uses, such as residential, be placed between strictly agricultural uses and the higher density of the Village.~~
- Limit the “Special Exception” uses to uses that support residential uses.

### **Restricted Commercial (B)**

- Replace the existing commercial district with two new districts: a “local or village” commercial district and a “highway” commercial district. The local commercial would be located close to the Village of Blissfield, and would be used for retail and personal service shops, as well as home occupations and mixed residential uses. Agricultural uses should be eliminated from the local