



# Lenawee County Planning Commission

Staffed by the Region 2 Planning Commission (R2PC)  
120 W. Michigan Avenue • Jackson, MI 49201  
Phone (517) 788-4426 • Fax (517) 788-4635

## MEETING NOTICE

FOR FURTHER INFORMATION CONTACT:  
Grant E. Bauman, AICP  
R2PC Principal Planner  
(517) 768-6711  
[gbauman@co.jackson.mi.us](mailto:gbauman@co.jackson.mi.us)

DATE: September 21, 2017

TIME: 6:30 p.m.

PLACE: 2nd Floor Committee Room  
Lenawee County Courthouse  
Adrian, Michigan

## MEETING AGENDA

1. Call to Order and Pledge of Allegiance
2. Public Comment *[3-MINUTE LIMIT]*
3. Approval of Agenda *[ACTION]*
4. Meeting Minutes  
Approval of the Minutes of the August 17, 2017, Meeting *[ACTION]* ..... 3
5. Request(s) for Review, Comment, and Recommendation
  - a. Consideration of Township Zoning Amendment(s) — None
  - b. Consideration of PA 116 Farmland Agreement(s)
    - (1) #17-19— Riga Township *[ACTION]* ..... 6
  - c. Consideration of Master Plan(s) — None
6. Other Business
  - a. Old Business. — None
  - b. New Business. — None
    - (1) 2017-2021 edition of the Region 2 Planning Commission Comprehensive Economic Development Strategy (CEDS) *[PRESENTATION]* ..... 16
7. Public Comment *[2 MINUTE LIMIT]*
8. Commissioner Comment
9. Adjournment





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## MEETING MINUTES

Thursday, August 17, 2017

Old Lenawee County Courthouse • 2nd Floor Commissioner's Committee Room • Adrian, Michigan

Members Present: Karol (KZ) Bolton, Lenawee County Commission; Keith Dersham, City of Adrian; Carrie Dillon, Education; Ralph Tillotson, Lenawee County Commission; and James Tipton, Blissfield Twp.

Members Absent: Rebecca Liedel, Madison Charter Twp.

Others Present: Grant Bauman, Staff/Recording Secretary

Item 1 **Call to order** — The meeting was called to order at 6:40 p.m. by Vice-Chair Tillotson. Those in attendance rose and joined in the Pledge of Allegiance.

Item 2 **Public comment** — None.

Item 3 **Approval of Agenda** — Staff submitted the meeting agenda for approval.

A motion was made by Comm. Tillotson, and seconded by Comm. Dillon, to approve the agenda as presented. *The motion passed unanimously.*

Item 4 **Approval of Minutes** — Staff submitted the July 20, 2017, meeting minutes for approval.

A motion was made by Comm. Dillon, and seconded by Comm. Dersham, to approve the July 20, 2017, meeting minutes as presented. *The motion passed unanimously.*

Item 5 **Request(s) for Review, Comment, and Recommendation**

a. **Consideration of Township Zoning Amendment(s)**

- (1) **#17-08 | Rollin Twp.** — Commissioners reviewed a proposed rezoning of property from Manufactured Housing Park (RMH) to Commercial Recreation (CR) in Section 4 (T6S-R1E) of Rollin Township. Staff advised approval with comment of the proposed rezoning to CR (see the staff report). The staff comment was: "if state approval is required to dedicate part of the existing manufactured housing park as a 'recreational vehicle park', action should not be taken on the rezoning until that approval by the Manufactured Housing Commission is obtained by the applicant."

A motion was made by Comm. Bolton, and seconded by Comm. Dersham, to recommend approval with comment of the rezoning to CR as advised by staff. *The motion passed unanimously.*

- (2) **#17-09 | Raisin Charter Twp.** — Commissioners reviewed a proposed text amendment to the *Raisin Charter Township Zoning Ordinance* regarding Agricultural Tourism. Staff advised approval of the text amendment (see the staff report).

A motion was made by Comm. Dersham, and seconded by Comm. Bolton, to recommend approval of the text amendment as advised by staff. *The motion passed unanimously.*

b. **Consideration of PA 116 Farmland Agreement(s)**

- (1) **#17-18 | Rollin Twp.** — Commissioners reviewed a proposed agreement for a property located in Section 3 (T6S,R1E) of the Township, noting several application deficiencies identified by staff (see the staff report). Commissioners were concerned that the applicant claimed 40 acres whereas GIS records indicated that there are approximately 46 acres and the tax bill cited 51 acres. Commissioner Tillotson was also concerned that the acreage issue could cause assessing issues over time.

A motion was made by Comm. Dersham, and seconded by Comm. Bolton, to recommend approval as long as the correct acreage is listed and the other staff comments are addressed. *The motion passed unanimously.*

c. **Consideration of Master Plan(s)**

- (1) **#17-03 | Village of Clinton** — Commissioners reviewed the proposed 2017 edition of the *Village of Clinton Master Plan*. Section 41 (3) of the Michigan Planning Enabling Act (PA 33 of 2008) states that “if the county planning commission . . . that receives a copy of a proposed [municipal] master plan . . . submits comments, the comments shall include, but need not be limited to, both of the following, as applicable:

- (a) A statement whether the county planning commission . . . considers the proposed master plan to be inconsistent with the master plan of any municipality or region described in subsection (2). . . .
- (b) If the county has a county master plan, a statement whether the county planning commission considers the proposed master plan to be inconsistent with the county master plan”(MCL 125.3841(3)).

Staff advised “the Lenawee County Planning Commission to state that, in its opinion, the 2017 edition of the *Village of Clinton Master Plan* is largely consistent with Clinton Township’s Future Land Use Plan (FLUP) and consistent with the *Lenawee County Comprehensive Land Use Plan* (see the staff report). Staff also noted a few things the Village may want to address:

- The new Introduction cites the Municipal Planning Act of 1931 which has been repealed. The correct citation is the Michigan Planning Enabling Act
- The Zoning Plan does not contain a section which equates the future land use categories used in the FLUP to the zoning districts in the Zoning Ordinance, *as required by the Michigan Planning Enabling Act*; it is recognized by staff that both maps utilize the same terminology.
- Although the Zoning Plan contains a section regarding influences on zoning changes, no set criteria are established upon which all rezoning requests must be judged.

Commissioners asked that staff send the Village examples of the criteria that have been included in other Zoning Plans in the region.

A motion was made by Comm. Bolton, and seconded by Comm. Dersham, to recommend approval of the proposed master plan as advised by staff. *The motion passed unanimously.*

Item 6 **Other Business**

- a. **Old Business** — None.
- b. **New Business** — None.

Item 7 **Public Comment** — None.

Item 8 **Commissioner Comment** — None.

Item 9 **Adjournment.** The meeting was adjourned at 7:40 pm.

Respectfully submitted,



Grant E. Bauman, Recording Secretary



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## PA 116 FARMLAND AGREEMENTS | FA #17-19

**Applicant:** Dennis E and Dawn E. Makula  
10741 Hodges Highway  
Blissfield, MI 49228

**Meeting Date:** September 21, 2017

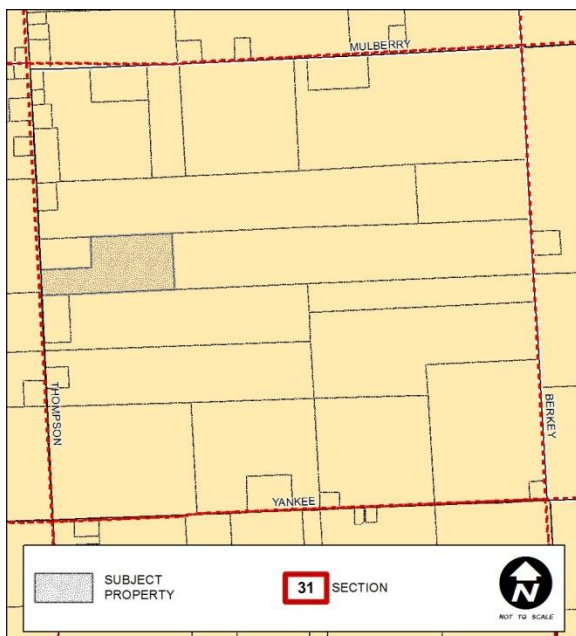
**Property Location:** The subject property is located in Section 31 of Riga Twp. (T8S,R5E), on the east side of Thompson Highway, between Mulberry and Yankee Roads (see Maps 1a & 1b).

**Acresage:** The application states that the subject property has an area of 18.138 acres, of which 17.5 acres are used for the agricultural enterprise of ‘cash crops’. The average gross annual income per acre is \$475, well above the \$200 per acre minimum. There are no buildings located on the property (see Maps 3a & 3b).

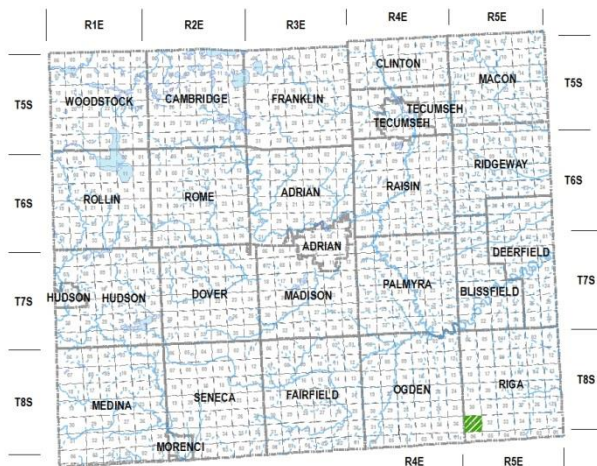
**Term:** 20 years

**Future Land Use:** The *Lenawee County Comp. Land Use Plan* places the property in the midst of an area recommended for “Intensive Agricultural” uses (see Map 2).

**Staff Comments:** A copy of the most recent tax assessment or tax bill is not included (see Question #10); the property was recently split and the required documentation was not available. A legal description was provided (see Exhibit A) for the newly split parcel which staff was able to utilize to estimate its shape; the legal description identified as ‘RGO-131-1775-00’ is the 5 acres split off from the approximately 23-acre parent property. The “2 or more persons having a joint or common interest in the land” category is not checked off on Question #15. The number of buildings (which is 0) is not listed in Question #16g.

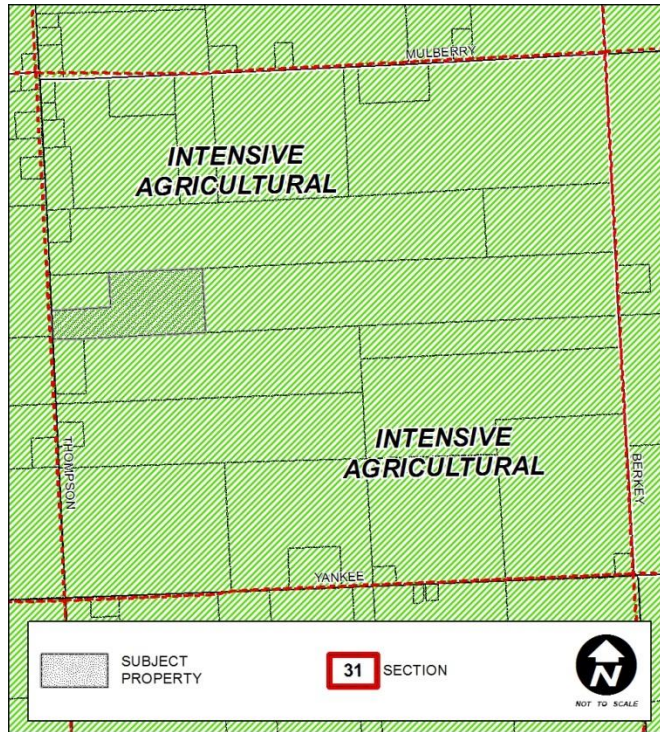


### Maps 1a & 1b Location Maps





### Map 2 County Future Land Use Map



### Maps 3a & 3b Aerial Photographs









**FARMLAND AND OPEN SPACE PRESERVATION PROGRAM**

**Application for Farmland Agreement**

Part 361 of the Natural Resources and Environmental Protection Act, 1994 Act 451 as amended, more commonly known as PA 116.

Please print or type. Attach additional sheets as needed. **Please read the Eligibility and Instructions document before filling out this form.**

OFFICIAL USE ONLY	
Local Governing Body:	
Date Received	August 23, 2017.
Application No:	20174
State:	
Date Received	
Application No:	
Approved:	Rejected

**ALL APPLICATIONS MUST BE APPROVED BY LOCAL GOVERNING BODY ON OR BEFORE NOVEMBER 1 IN ORDER TO BE EFFECTIVE FOR THE CURRENT TAX YEAR**

**I. Personal Information:**

1. Name(s) of Applicant: MAKULA DENNIS E  
Last First Initial

(If more than two see #15) MAKULA DAWN E  
Last First Initial

Marital status of all individual men listed on application, if more than one, indicate status after each name:  
 Married  Single

2. Mailing Address: 10741 HODGES HWY, BLISSFIELD MI 49228  
Street City State Zip Code

3. Telephone Number: (Area Code) (517) 260-4926

4. Alternative Telephone Number (cell, work, etc.): (Area Code) ( ) \_\_\_\_\_

5. E-mail address: DMAKULA@GREENSTONEFCS.COM

**II. Property Location (Can be taken from the Deed/Land Contract)**

6. County: LENAWEE 7. Township, City or Village: RIGA TWP

8. Section No. 31 Town No. 8S Range No. 5E

**III. Legal Information:**

9. Attach a clear copy of the deed, land contract or memorandum of land contract. (See #14)

10. Attach a clear copy of the most recent tax assessment or tax bill with ~~complete tax description of property~~ <sup>added</sup> NOT AVAILABLE

11. Is there a tax lien against the land described above?  Yes  No NEW SPLIT  
 If "Yes", please explain circumstances: \_\_\_\_\_

12. Does the applicant own the mineral rights?  Yes  No  
 If owned by the applicant, are the mineral rights leased?  Yes  No  
 Indicate who owns or is leasing rights if other than the applicant: \_\_\_\_\_  
 Name the types of mineral(s) involved: \_\_\_\_\_

13. Is land cited in the application subject to a lease agreement (other than for mineral rights) permitting a use for something other than agricultural purposes:  Yes  No If "Yes", indicate to whom, for what purpose and the number of acres involved: \_\_\_\_\_

14. Is land being purchased under land contract  Yes  No: If "Yes", indicate vendor (sellers):  
 Name: \_\_\_\_\_  
 Address: \_\_\_\_\_  
Street City State Zip Code

14a. Part 361 of the Natural Resources and Environmental Protection Act, 1994 Act 451 as amended, states that the vendor (sellers) must agree to allow the land cited in the application to be enrolled in the program. Please have the land contract sellers sign below. (All sellers must sign).

Land Contract Vendor(s): I, the undersigned, understand and agree to permit the land cited in this application into the Farmland and Open Space Preservation Program.

Date

Signature of Land Contract Vendor(s) (Seller)

15. If the applicant is one of the following, please check the appropriate box and complete the following information (if the applicant is not one of the following – please leave blank):

- 2 or more persons having a joint or common interest in the land
- Corporation  Limited Liability Company  Partnership
- Estate  Trust  Association

If applicable, list the following: Individual Names if more than 2 Persons; or President, Vice President, Secretary, Treasurer; or Trustee(s); or Members; or Partners; or Estate Representative(s):

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Name: \_\_\_\_\_ Title: \_\_\_\_\_

(Additional names may be attached on a separate sheet.)

IV. Land Eligibility Qualifications: Check one and fill out correct section(s)  
This application is for:

- a. 40 acres or more → complete only Section 16 (a thru g);
- b. 5 acres or more but less than 40 acres → complete only Sections 16 and 17; or
- c. a specialty farm → complete only Sections 16 and 18.

16. a. Type of agricultural enterprise (e.g. livestock, cash crops, fruit, etc):

CASH CROPS

b. Total number of acres on this farm 18.138

c. Total number of acres being applied for (if different than above): \_\_\_\_\_

d. Acreage in cultivation: 17.5

e. Acreage in cleared, fenced, improved pasture, or harvested grassland: \_\_\_\_\_

f. All other acres (swamp, woods, etc.) .638

g. Indicate any structures on the property: (If more than one building, indicate the number of buildings):

No. of Buildings  Residence: \_\_\_\_\_ Barn: \_\_\_\_\_ Tool Shed: \_\_\_\_\_

Silo: \_\_\_\_\_ Grain Storage Facility: \_\_\_\_\_ Grain Drying Facility: \_\_\_\_\_

Poultry House: \_\_\_\_\_ Milking Parlor: \_\_\_\_\_ Milk House: \_\_\_\_\_

Other: (Indicate) \_\_\_\_\_

17. To qualify as agricultural land of 5 acres or more but less than 40 acres, the land must produce a minimum average gross annual income of \$200.00 per acre from the sale of agricultural products.

Please provide the average gross annual income per acre of cleared and tillable land during 2 of the last 3 years immediately preceding this application **from the sale of agricultural products (not from rental income):**

\$ 8312 : 17.5 = \$ 475 (per acre)  
total income total acres of tillable land

18. To qualify as a specialty farm, the land must be designated by MDARD, be 15 acres or more in size, and produce a gross annual income from an agricultural use of \$2,000.00 or more. If a specialty farm, indicate average gross annual income during 2 of the last 3 years immediately preceding application from the sale of agricultural products: \$ \_\_\_\_\_

Please note: specialty farm designation may require an on-the-farm site visit by an MDARD staff person.

19. What is the number of years you wish the agreement to run? (Minimum 10 years, maximum 90 years); 20

V. Signature(s):

20. The undersigned declare that this application, including any accompanying informational material, has been examined by them and to the best of their knowledge and belief is true and correct.

Dennis E Makula

(Signature of Applicant)

(Corporate Name, If Applicable)

Dawn E Makula

(Co-owner, If Applicable)

(Signature of Corporate Officer)

8-21-17

(Date)

(Title)

**ALL APPLICATIONS MUST BE APPROVED BY LOCAL GOVERNING BODY ON OR BEFORE NOVEMBER 1 IN ORDER TO BE EFFECTIVE FOR THE CURRENT TAX YEAR.**

**RESERVED FOR LOCAL GOVERNMENT USE: CLERK PLEASE COMPLETE SECTIONS I & II**

I. Date Application Received: 8/23/17 (Note: Local Governing Body has 45 days to take action)

Action by Local Governing Body: Jurisdiction: Riga - Lenawee Co.

County  Township  City  Village

This application is  approved,  rejected

Date of approval or rejection: \_\_\_\_\_

(If rejected, please attach statement from Local Governing Body indicating reason(s) for rejection.)

Clerk's Signature: \_\_\_\_\_

Property Appraisal: \$ \_\_\_\_\_ is the current fair market value of the real property in this application.

II. Please verify the following:

\_\_\_\_ Upon filing an application, clerk issues receipt to the landowner indicating date received.

\_\_\_\_ Clerk notifies reviewing agencies by forwarding a copy of the application and attachments

\_\_\_\_ If rejected, applicant is notified in writing within 10 days stating reason for rejection and the original application, attachments, etc. are returned to the applicant. Applicant then has 30 days to appeal to State Agency.

\_\_\_\_ If approved, applicant is notified and the original application, all supportive materials/attachments, and letters of review/comment from reviewing agencies (if provided) are sent to:

**MDARD-Farmland and Open Space Program, PO Box 30449, Lansing 48909**

**\*Please do not send multiple copies of applications and/or send additional attachments in separate mailings without first contacting the Farmland Preservation office.**

Please verify the following regarding Reviewing Agencies (sending a copy to reviewing agencies is required):

**COPY SENT TO:**

- County or Regional Planning Commission
- Conservation District
- \_\_\_\_ Township (if county has zoning authority)
- \_\_\_\_ City (if land is within 3 miles of city boundary)
- \_\_\_\_ Village (if land is within 1 mile of village boundary)

**Before forwarding to State Agency, FINAL APPLICATION SHOULD INCLUDE:**

- Copy of Deed or Land Contract (most recent showing current ownership)
- Copy of most recent Tax Bill (must include tax description of property)
- Map of Farm
- \_\_\_\_ Copy of most recent appraisal record
- \_\_\_\_ Copy of letters from review agencies (if available)
- \_\_\_\_ Any other applicable documents

**Questions? Please call Farmland Preservation at (517) 284-5663**

**Map of Farm with Structures and Natural Features:**

- A. Show boundary of land cited in application. (Grid below is designed to represent a 5280 ft<sup>2</sup> (1 mile<sup>2</sup>) Section)
- B. Show all buildings (house(s), barn(s), etc.); also label roads and other avenues of travel (i.e. utility access, etc.).
- C. Outline and designate the current uses of the property (crops, pasture, forest, swamp, etc.).
- D. Clear copies of map(s) provided by USDA Farm Service Agency are acceptable, but please label any roads visible on map, structures and their use, etc.

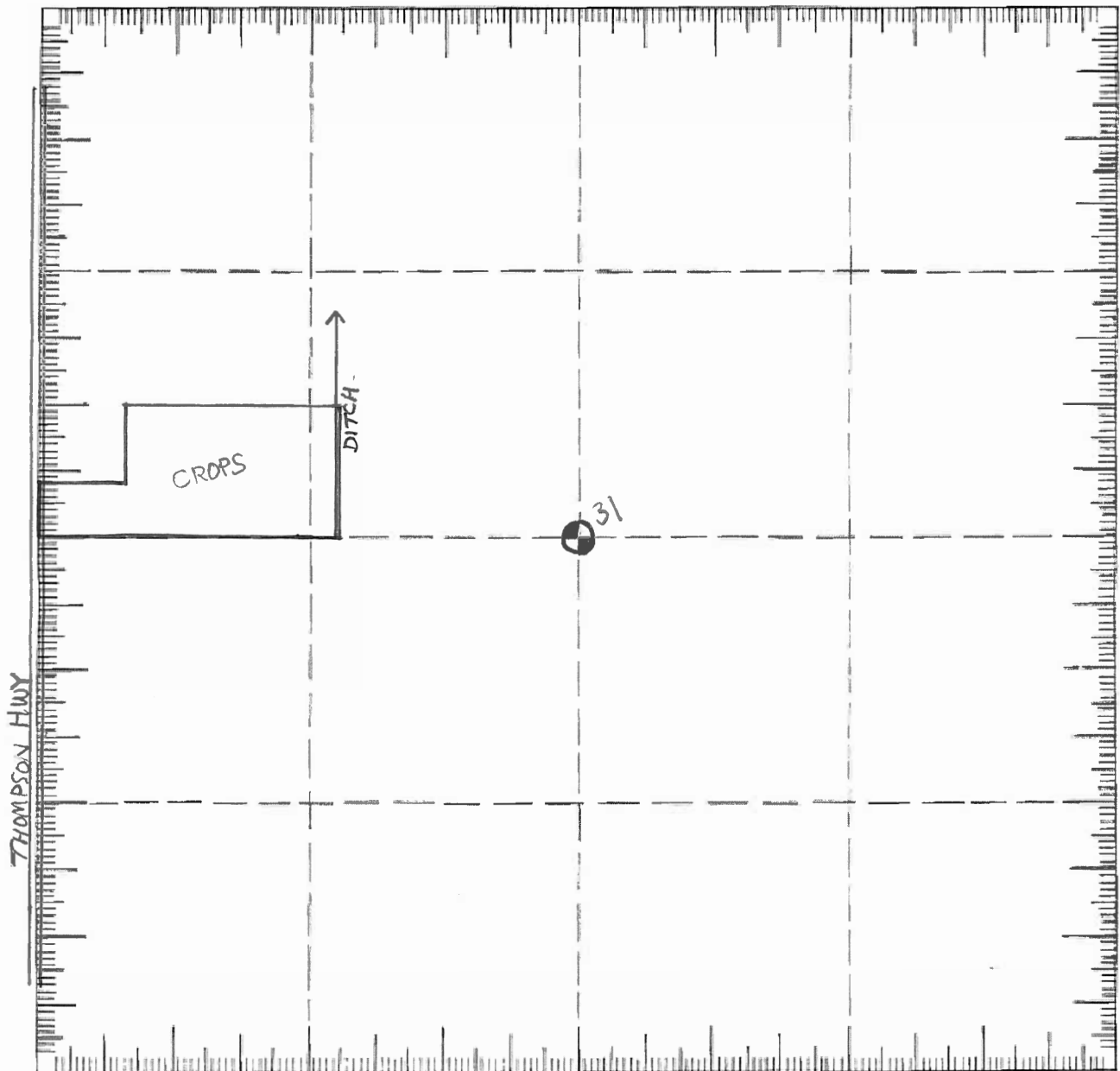
**Note:** Any residential structures housing persons not directly associated with the farm operation must be excluded from the application. Please indicate if a building falls in this category and provide the appropriate property description for its exclusion. Unless the appropriate description is included, your application cannot be processed.

County LENAWEE

Township RIGA

T 85 R 5E Section 31

↑ North



RG0-131-1775-00 Map #:  
12000 THOMPSON HWY BLK 09/05/2017  
MAKULA, DENNIS & DAWN  
10741 HODGES HWY  
BLISSFIELD MI 49228

Class: 101 School: 46040

LD DES AS BEG AT THE W1/4 COR OF SEC 31 T8S R5E TH N01^21'00"W 651.47 FT ALG  
THE W LI OF SD SEC (CNTRLI OF THOMPSON HWY) TH N89^04'00"E 1545.30 FT ALG THE N  
LI OF THE S1/2 OF S1/2 OF NW FRL 1/4 OF SD TH S01^37'21"E 651.73 FT TO THE E-W  
1/4 LI OF SD SEC TH S89^04'31"W 1548.40 FT ALG SD 1/4 LI TO POB (SURVEY 23.138  
AC) EXC LD DES AS COMM AT THE W1/4 COR OF SEC 31 T8S R5E TH N01^21'00"W 279.97  
FT ALG THE W LI OF SD SECT (CTNRLI OF THOMPSON HWY) FOR A POB TH CONT  
N01^21'00"W 371.50 FT ALG SD LI & SD HWY TO THE NW COR OF THE S1/2 OF THE S1/2  
OF THE NW1/4 OF SD SEC TH N89^04'00"E 586.29 FT ALG THE N LI OF THE S1/2 OF THE  
S1/2 OF THE NW1/4 OF SD SEC TH S01^21'00"E 371.50 FT TH S89^04'00"W 586.29 FT  
TO THE POB (EXC - SURVEY 5 AC)  
SPLIT ON 08/07/2017 FROM RG0-131-1725-00



**WARRANTY DEED**

This Deed made this 11th day of August 2017

WITNESSETH That, **SHARON L. CAMBAL, PERSONAL REPRESENTATIVE OF THE ESTATE OF EDWARD J. CAMBAL, a/k/a EDWARD JOHN CAMBAL**, 12401 Thompson Hwy., Blissfield, MI 49228

IN CONSIDERATION OF NINETY-SIX THOUSAND DOLLARS (\$96,000.00) -----

CONVEY AND WARRANTS TO **DENNIS MAKULA AND DAWN MAKULA**, husband and wife, as tenants in common with full rights of survivorship, 10741 Hodges Hwy., Blissfield, MI 49228

**Land and premises in the Township of Riga, County of Lenawee, and State of Michigan, described on Exhibit A attached hereto and made a part hereof.**

Subject to zoning ordinances, easements and restrictions of record and that portion of the property taken or used by the public for road or highway purposes.

This property may be located within the vicinity of farmland or a farm operation. Generally accepted agricultural and management practices which may generate noise, dust, odors and other associated conditions may be used and are protected by the Michigan Right to Farm Act.

The Grantor grants to the Grantee the right to create all parcels under Section 108 of the Land Division Act, Act No. 288 of the Public Acts of 1967.

ESTATE OF EDWARD J. CAMBAL, a/k/a EDWARD JOHN CAMBAL

By Sharon L. Cambal  
Sharon L. Cambal, Personal Representative

STATE OF MICHIGAN)  
                                  ) §  
COUNTY OF LENAWEЕ)

On this 11th of August, 2017, before me, a notary public in and for said County, personally appeared Sharon L. Cambal, Personal Representative for the Estate of Edward J. Cambal, a/k/a Edward John Cambal, known to be the same person described in and who executed the foregoing instrument, who acknowledged the same to be her free act and deed.

**BETH A. FETZER**  
Notary Public, Lenawee Co., MI  
Acting In Lenawee Co., MI  
My Comm. Expires Dec. 21, 2020

Beth A. Fetzer  
Beth A. Fetzer Notary Public  
Lenawee County, Michigan  
My Commission Expires: 12/21/2020

**THIS INSTRUMENT DRAFTED BY:**  
BRUGGEMAN LAW OFFICES, P.C.  
Mark A. Bruggeman (P66065)  
126 E. Church Street, Adrian, MI 49221-2780

**AFTER RECORDING RETURN TO:**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Description taken from American Title Company Commitment 60779  
Property Identification Number R90-131-1775-00

**Exhibit A**  
**Legal Description**

Land situated in the Township of Riga, County of Lenawee, State of Michigan, described as follows:

Land in the Township of Riga, Lenawee County, Michigan, being a part of the Northwest 1/4 of Section 31, Town 8 South, Range 5 East, further described as beginning at the West 1/4 corner of Section 31; thence North 01° 21' 00" West, 279.97 feet along the West line of Section 31 (centerline of Thompson Highway); thence North 89° 04' 00" East, 586.29 feet; thence North 01° 21' 00" West, 371.50 feet to the North line of the South 1/2 of the South 1/2 of the Northwest 1/4 of Section 31; thence North 89° 04' 00" East, 959.01 feet along said line; thence South 01° 37' 21" East, 651.73 feet to the East-West 1/4 line of Section 31; thence South 89° 04' 31" West, 1548.40 feet along said line to the point of beginning.

Commonly known as: Thompson Hwy. Block, Blissfield, MI 49228

# *Region 2 Planning Commission Comprehensive Economic Development Strategy*



2017-2021 EDITION  
EXECUTIVE SUMMARY

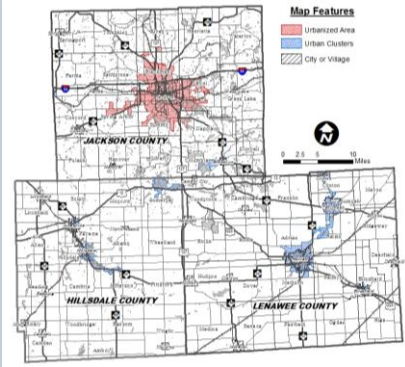
## Outline



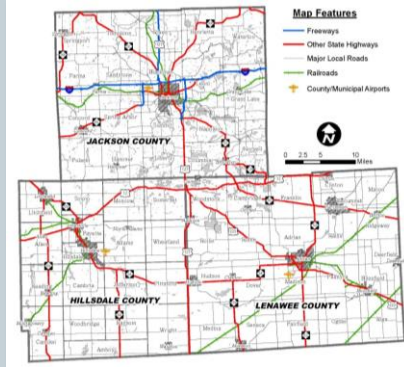
- The U.S. EDA funding for public works and economic adjustment assistance based upon a CEDS
- A Steering Committee was formed in order to complete the 2017-2021 CEDS edition
- **The Committee:**
  - Developed a description of the Region 2 Area, including socio-economic performance monitoring
  - Further refined the analysis through a SWOT analysis
  - Established a mission statement, goals and strategies, and a listing of broad categories of economic development projects

## Description | 1

### Urban Population

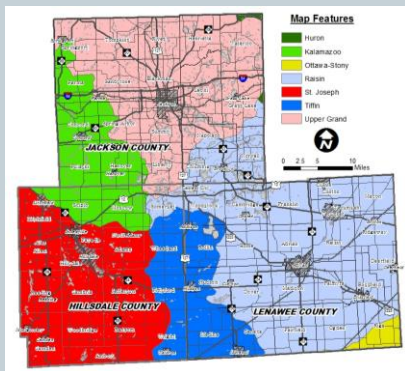


### Transportation

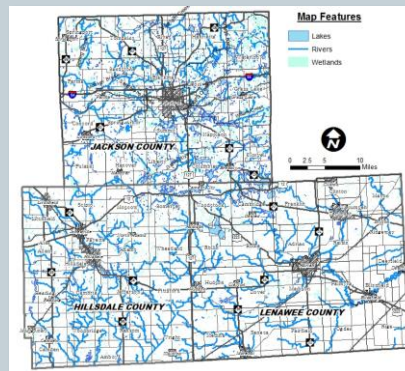


## Description | 2

### Watersheds



### Rivers, Lakes, & Wetlands



## Performance Measures | 1

### Population History | 2000-2015

Area	2010	2015 (Estimates)	2010 to 2015 Population Change	
			Number	Percent
Hillsdale County	46,688	46,178	-510	-1.10%
Jackson County	160,248	159,759	-489	-0.30%
Lenawee County	99,892	98,902	-990	-1.00%
Region 2 Area	306,828	304,839	-1,989	-0.60%
State of Michigan	9,883,640	9,900,571	16,931	0.20%
United States	308,745,538	316,515,021	7,769,483	2.50%

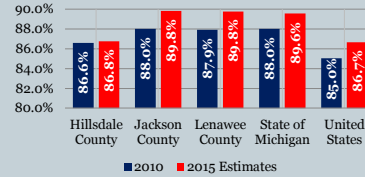
Sources: 2000 & 2010 U.S. Census & 2015 American Community Survey (Estimates)

### Regional Population Projections | 2010-2040

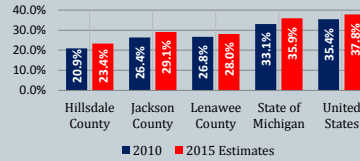
2010	2015	2020	2025	2030	2035	2040
306,828	304,026	301,401	300,086	299,327	298,734	298,503

Source: Michigan Department of Transportation (MDOT)

### High School Diploma | 2010-2015 Includes Equivalency



### College Diploma | 2010-2015 Associate's, Bachelor's, Graduate/Professional Degrees



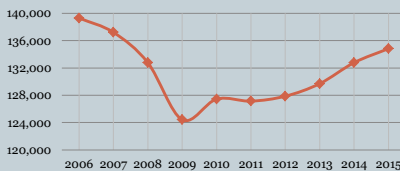
## Performance Measures | 2

### Per Capita Income | 2010-2015

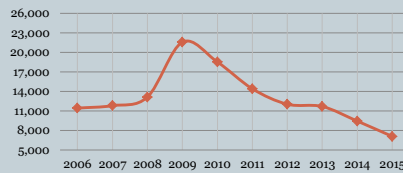
	2010	2015 (estimated)	Change	% of Change 2010-2015
Hillsdale County	\$20,006	\$21,291	\$1,285	6.40%
Jackson County	\$21,947	\$23,377	\$1,430	6.50%
Lenawee County	\$22,529	\$23,252	\$723	3.20%
State of Michigan	\$25,135	\$26,607	\$1,472	5.90%
United States	\$27,334	\$28,930	\$1,596	5.80%

Sources: 2010 & 2015 American Community Survey estimates

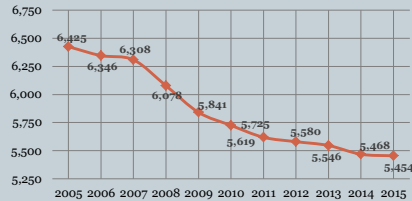
### Regional Employment | 2006-2015



### Regional Unemployment | 2006-2015



### Regional Business Establishments | 2005-2015





## SWOT Analysis | 1

Strengths	Opportunities
<ul style="list-style-type: none"> <li>• Strategic location</li> <li>• Multimodal transportation network</li> <li>• Other infrastructure</li> <li>• Natural resources</li> <li>• Existing educational system (i.e., primary, secondary, and postsecondary)</li> <li>• Strong workforce and solid economy</li> </ul>	<ul style="list-style-type: none"> <li>• Natural amenities</li> <li>• Various initiatives that can be taken advantage of</li> <li>• Variety of potential economic opportunities               <ul style="list-style-type: none"> <li>○ expanded manufacturing, including automotive technologies</li> <li>○ diversification in value-added agriculture</li> <li>○ enhanced regional health care</li> <li>○ placemaking)</li> </ul> </li> <li>• Evolution in education and infrastructure               <ul style="list-style-type: none"> <li>○ STEAM</li> <li>○ LEED</li> </ul> </li> </ul>

## SWOT Analysis | 2

Weaknesses & Threats   1	Weaknesses & Threats   2
<ul style="list-style-type: none"> <li>• Lack of widespread high-speed broadband access</li> <li>• Impediments to workforce training</li> <li>• Threats to manufacturing (i.e., an auto-centric focus, jobs lost to technology, and workforce challenges)</li> <li>• Infrastructure threats (i.e., a largely obsolete industrial building stock, varied municipal governmental capacities and a lack of development-ready land)</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient funding leading to limited investment (i.e., capital, public transportation, roadway improvements, business support, and housing options)</li> <li>• The need for additional mental health care</li> </ul>

## Mission Statement & Action Plan

Mission Statement	Action Plan
<p><b><i>To produce an environment that encourages the creation of jobs, promotes education, fosters community development (including placemaking, quality of life, and infrastructure), and advances business development to compete in a global environment.</i></b></p>	<ol style="list-style-type: none"> <li>1. Encourage collaborative and economic partnerships to promote innovation and entrepreneurship</li> <li>2. Provide opportunities to support globally competitive business environment strategies</li> <li>3. Expand post-secondary educational and workforce development opportunities to retain and attract talent</li> <li>4. Diversify the economy</li> </ol>

## CEDS Project Types

<ol style="list-style-type: none"> <li>1. Commercial, Industrial, and Entrepreneurial Investments</li> <li>2. New/Expanding Research and Development Facilities and High-Tech Industries</li> <li>3. New/Expanding Education Facilities and Innovative Equipment Acquisition</li> <li>4. Public and Multi-Modal Transportation               <ol style="list-style-type: none"> <li>a. Roadway Network Maintenance/Improvements</li> <li>b. Expansion/Maintenance of Public Transportation Services</li> <li>c. Freight – Rail/Air/Port Maintenance/Improvements</li> </ol> </li> <li>5. Investment in Energy and Renewable Energy</li> <li>6. Infrastructure Improvements               <ol style="list-style-type: none"> <li>a. Waste Management and Treatment (e.g., Water, Sewer, Solid Waste, etc.)</li> <li>b. Utility Restoration, Improvement, and Access (including Broadband)</li> <li>c. Provision of Other Municipal (including County) Services</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>7. Place Making, Culture, Recreation and Tourism Efforts</li> <li>8. New Mixed-Use Developments</li> <li>9. Business and Technology Incubator/Accelerator</li> <li>10. Agriculture, including Value-Added Processing, and the Local Food Movement</li> <li>11. Water/Natural Resources</li> <li>12. Education/Workforce Training</li> <li>13. Increased Housing Options (e.g., the 'missing middle')</li> <li>14. Health Care, including Medical Services, and Wellness</li> <li>15. Asset Mapping</li> <li>16. Professional Service Industries (i.e., engineering, architects, accountants, lawyers, etc.)</li> </ol>
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