

County of Jackson
120 W. Michigan Ave.
Jackson, MI 49201
(517) 788-4335



BOARD OF COMMISSIONERS

Clifford E. Herl, District 1
David F. Lutchka, District 2
Jeffrey D. Kruse, District 3
Philip S. Duckham III, District 4
Earl J. Poleski, District 5
James C. Videto, District 6
James E. Shotwell, Jr., District 7
Gail W. Mahoney, District 8
Jonathan T. Williams, District 9
Patricia A. Smith, District 10
Michael J. Way, District 11
David K. Elwell, District 12

ELECTED OFFICIALS

Amanda Riska, Clerk
Dan Heyns, Sheriff
Mindy Reilly, Register of Deeds
Karen Coffman, Treasurer
Geoffrey Snyder, Drain Commissioner
Hank Zavislak, Prosecuting Attorney

COUNTY STAFF

Randy Treacher, Administrator/Controller and
Human Resources Director
Adam Brown, Deputy Administrator
Charles Adkins, Circuit Court Administrator
Tammy Bates, District Court Administrator
Andy Crisenbery, Friend of the Court
Gerard Cyrocki, Finance Officer
Connie Frey, IT Director
Brandon Ransom, Parks Director
Teresa Hawkins, Youth Center Director
Juli Ann Kolbe, Equalization Director
Dr. John Maino, Medical Director
Kent Maurer, Airport Manager
Ric Scheele, Director-Fleet & Facilities Opns.
Jan Seitz, MSU Ext.-Jackson County Director
Kristy Smith, Department on Aging Director
Dave Welihan, Veterans Affairs Officer
Ted Westmeier, Health Officer

County Commission Agenda **March 16, 2010**

Order of Business:

1. Call to Order
2. Invocation
3. Pledge of Allegiance
4. Roll Call
5. Approval of Agenda
6. Awards and Recognitions
7. Communications and Petitions
8. Special Orders/Public Hearing(s)
9. Public Comment
10. Special Meetings of Standing Committees
11. Minutes
12. Consent Agenda
13. Standing Committees
 - A. County Affairs
 - B. County Agencies
 - C. Human Services
 - D. Personnel & Finance
14. Unfinished Business
15. New Business
16. Public Comment
17. Commissioner Comment
18. Closed Session
19. Adjournment

Public Comment

Any person desiring to speak on a matter to the Board of Commissioners may do so under the Public Comment items near the beginning and end of the meeting. Please state your name and use the microphone. Please note that the Commission allocates a maximum of five minutes per individual at the beginning of the meeting and three minutes per individual at the end of the meeting for this purpose.

Consent Agenda

Items on the Consent Agenda are items generally routine in nature that have passed a Standing Committee and will be enacted by one motion and one vote. There will be no separate discussion on these items. Any Commissioner may remove an item from the Consent Agenda and it will be considered by separate motion at the proper place during the meeting.

Standing Committees

The Board of Commissioners operates under a Standing Committee system with the following Committees: County Affairs, County Agencies, Human Services, Personnel & Finance. All departments of the County coordinate their business through one of the Standing Committees. The Committees then forward their recommendations to the Board of Commissioners.

Closed Session

The Board of Commissioners is permitted under the Open Meetings Act to go into Closed Session to discuss labor contracts, purchase of property, and certain employee matters if requested by the employee. A two-thirds vote of the Commission is required to go into Closed Session.

"Your interest in your County Government is appreciated"

AGENDA
JACKSON COUNTY BOARD OF COMMISSIONERS BOARD MEETING
March 16, 2010
7:00 p.m.
New Commission Chambers – 5th Floor Tower Building

***Mission Statement:** Jackson County Government, in cooperation with the community
and local governmental units, strives through a planned process
to deliver quality services that address public needs.*

1. **CALL TO ORDER** – *Chairman Steve Shotwell*
2. **INVOCATION** – *by Commissioner Phil Duckham*
3. **PLEDGE OF ALLEGIANCE** – *by Chairman Steve Shotwell*
4. **ROLL CALL** – *County Clerk Amanda Riska*
5. **APPROVAL OF AGENDA**
6. **AWARDS & RECOGNITIONS** – None.
7. **COMMUNICATIONS/PETITIONS** – None.
8. **SPECIAL ORDERS/PUBLIC HEARINGS**

7:10 p.m. A. MNRTF Grant Application – Swains Lake Campground

Attachments:

*Resolution (03-10.7)

*Memo from Parks Director dated 2-24-10 regarding Grant Application

9. **PUBLIC COMMENTS**
10. **SPECIAL MEETINGS OF STANDING COMMITTEES** – None.
11. **MINUTES** - Minutes of the 2/16/10 Regular Meeting of the Jackson County Board of Commissioners

Attachments:

*2/16/10 Regular Meeting Minutes

12. **CONSENT AGENDA (*Roll Call*)**

A. County Affairs

1. **Resolution (03-10.6) Adopting a Joint City/County Five-Year Recreation Plan**

Attachments:

*Resolution (03-10.6)

*Memo from Parks Director dated 2-24-10 regarding Recreation Plan

*Joint City/County Five-Year Recreation Plan Draft

*Parks Board Resolution – Recreation Plan

2. **Resolution (03-10.7) Authorizing MNRTF Grant Application – Swains Lake Campground**

Attachments:

*Resolution (03-10.7)

*Memo from Parks Director dated 2-24-10 regarding Grant Application

B. **County Agencies**

3. **Resolution (03-10.9) Assigning a Portion of the County's Recovery Zone Economic Bond Allocation to Jackson Public Schools**

Attachments:

*Memo from President/CEO of Enterprise Group dated 3/2/10

*Resolution (03-10.9)

4. **Jackson County Strategic Plan and Target Market Analysis**

Attachments:

*Jackson County Strategic Plan and Target Market Analysis

C. **Human Services** – None.

D. **Personnel & Finance**

5. **Health Department – Personnel Changes**

a. **Immunizations** – Increase of 0.15 FTE

b. **WIC** – Increase of 0.7 FTE

c. **HIV & AIDS Counseling & Testing** – Increase of 0.1 FTE

Attachments:

*Health Department Budget Adjustment Summary

6. **Budget Adjustments**

a. **Fair Fund**

b. **Health Department**

Attachments:

*Fair Fund Budget Adjustment

*Health Department Budget Adjustment Summary

*Health Department Budget Adjustment

7. **Claims** – Claims dated 2/1/10 – 2/28/10

13. **STANDING COMMITTEES**

A. **County Affairs – Commissioner Dave Lutchka**

1. **Appointments**

- a. **LifeWays**, one Commissioner and two public members, terms to 3/2013
- b. **Veterans Affairs**, one Vietnam War member, term to 3/2014

Attachments:

*Commissioner Board Appointments-March 2010

*March Applications

B. **County Agencies – Commissioner Gail W. Mahoney** - None.

C. **Human Services – Commissioner Mike Way** - None.

D. **Personnel and Finance – Commissioner James Videto** - None.

14. **UNFINISHED BUSINESS** – None.

15. **NEW BUSINESS**

A. **Airport**

- 1. **Resolution (03-10.8) Authorizing Purchase of Easements and Property for the Runway 7-25 Safety Area Project – for Fee Acquisition of Parcel #104 Located at 1161 Maynard Street, Jackson, Michigan (Marcia and Duane Binkley)**

Attachments:

*Memo from Airport Manager and Attachments

*Resolution (03-10.8)

B. **County Clerk**

1st Reading

- 1. **Divorce Forms Packet Kit**

Attachments:

*Memo from County Clerk dated 3/9/10 regarding Divorce Forms

C. **Appointment**

- 1. **Policy Committee** – one Commissioner member, term to 1/2011
(Chair appointment)

Attachments: None.

D. Michigan Nurses Association Tentative Agreement Summary 2010-2011

Attachments:

*Michigan Nurses Association Tentative Agreement Summary 2010-2011

E. Revised/Reviewed Policies

1. Administrative Policies 5140, 5160, 5170, 5180, 5190, 5200

Attachments:

*Policies 5140, 5160, 5170, 5180, 5190, 5200

- 16. **PUBLIC COMMENTS**
- 17. **COMMISSIONER COMMENTS**
- 18. **CLOSED SESSION** – None.
- 19. **ADJOURNMENT**

RESOLUTION (03-10.7)
Authorizing Funding Application for
Swain's Lake Campground Restroom Facility Replacement

WHEREAS, the Jackson County Parks and Recreation Commission plans to adopt a joint five-year Recreation Plan with the City of Jackson for 2010-2014 that identifies a project for development called Swain's Lake Campground Restroom Facility Replacement; and

WHEREAS, the Parks and Recreation Commission wishes to apply to the Michigan Department of Natural Resources Trust Fund for a grant for 75% of the \$225,000 cost for the planning and development of the facility; and

WHEREAS, the Jackson County Parks Department will request \$168,750 from the Natural Resources Trust Fund. A local match of \$56,250 will be supplied by Area Foundations, Private Donors and the County of Jackson; and

WHEREAS, the County of Jackson assures that the project will be undertaken, barring unforeseen circumstances, should the grant be awarded; and

WHEREAS, on March 16, 2010, after notice in the *Jackson Citizen Patriot*, the Jackson County Board of Commissioners held a public hearing on the application for funds;

WHEREAS, on February 17, 2010, the Jackson County Parks Commission authorized its Director to complete and submit a Funding Application to the Michigan Department of Natural Resources for the Swain's Lake Campground Restroom Facility, subject to County Board of Commission Approval.

NOW, THEREFORE, BE IT RESOLVED, that the Jackson County Board of Commissioners hereby approves the submission of the application as herein described for the Swain's Lake Campground Restroom Facility.

I, _____, Clerk of Jackson County, do hereby certify that the foregoing is a true and original copy of a resolution adopted by the Jackson County Board at a Regular Meeting thereof held on the ____ day of _____, 2010.

_____, Clerk
Jackson County, Michigan

Date

JACKSON COUNTY PARKS

Memorandum

To: Randy Treacher, County Administrator
From: Brandon Ransom, Parks Director
Date: February 24, 2010
Re: MNRTF Grant Application

Background

Swain's Lake Campground and County Park is a 25 acre full-service campground and day-use facility just south of Concord. The park has just one restroom/shower facility that was built in 1980 (making the building and most of its fixtures 30 years old). According to industry standards, the life expectancy of a facility like this one is around 20 years. As you can surmise, the facility is long overdue for replacement.

This project would be a nice fit for a Michigan Natural Resources Trust Fund Grant. The Parks Commission made a motion supporting a grant application to the MNRTF for a total project amount of \$168,750. The grant application will be for a 75/25 split which will make the local match amount \$56,250. Local match money will come from local foundations, private individuals and the Parks PIF Fund.

Parks Commission Motion from February 17, 2010:

Moved by Youngdahl, supported by Dubois to support the MNRTF grant application for the Swain's Lake Campground Restroom/Shower Facility Replacement. Motion Carried.

Attachment:

Proposed BOC Resolution of Support for the MNRTF Grant Application

MINUTES
JACKSON COUNTY BOARD OF COMMISSIONERS BOARD MEETING
February 16, 2010
7:00 p.m.
Room 005 – Human Services Building

1. **CALL TO ORDER** – Chairman Steve Shotwell called the February 16, 2010, Jackson County Board of Commissioners Meeting to order at 7:03 p.m.
2. **INVOCATION** – *by Commissioner Jeff Kruse*
3. **PLEDGE OF ALLEGIANCE** – *by Chairman Steve Shotwell*
4. **ROLL CALL** – *County Clerk Amanda Riska*

(12) Present. Commissioner Herl, Lutchka, Kruse, Duckham, Poleski, Videto, Mahoney, Williams, Smith, Way, Elwell, and Shotwell.
5. **APPROVAL OF AGENDA**

Moved by Videto, supported by Kruse for Approval of the Agenda. Motion carried unanimously.
6. **AWARDS & RECOGNITIONS** – None.
7. **COMMUNICATIONS/PETITIONS** – None.
8. **SPECIAL ORDERS/PUBLIC HEARINGS** – None.
9. **PUBLIC COMMENTS**

Linda Marks asked to be supported for a position on the Substance Abuse Advisory Council.
10. **SPECIAL MEETINGS OF STANDING COMMITTEES**

A. **Personnel & Finance**

1. **Commission Chambers Audio Visual Contract Award**

The meeting adjourned briefly to allow the commissioners on the Personnel & Finance Committee to meet.
11. **MINUTES** - Minutes of the 1/19/10 Regular Meeting of the Jackson County Board of Commissioners

Moved by Mahoney, supported by Elwell to Approve the Minutes of the 1/19/10 Regular Meeting of the Jackson County Board of Commissioners. Motion carried unanimously.
12. **CONSENT AGENDA**

Cmr. Williams asked that item 12. D. 6. d. – Capital Fund Budget Adjustment be removed from the Consent Agenda. Item was moved to 13. D. 2. under Personnel and Finance.

Moved by Herl, supported by Duckham **for Approval of the Consent Agenda as Amended.**
Roll Call: (12) Yeas. Motion carried unanimously.

A. County Affairs

1. **Resolution (02-10.5) Authorizing the County Board of Commissioners Chair, James E. Shotwell, Jr., to Sign MDOT Contract #2010-0089 (Federal Project #B-26-0051-2608) for Preliminary Engineering for Relocation of Airport and Argyle Roads Plus Installation of Taxiway Guidance Signs.**

B. County Agencies – None.

C. Human Services – None.

D. Personnel & Finance

2. **Resolution (02-10.3) In Support of the Final Report of the Legislative Commission on Statutory Mandates, December 2009**
3. **Revision to Non-Union DROP**
4. **Agent of Record for Humana – McGraw Wentworth**
5. **Addition of Curtis & Curtis, P.C. and Best, Heyns, & Schroeder, P.C. to the County's Approved Attorney List**
6. **Budget Adjustments**
 - a. Circuit Court – Technology Fund and Equipment Fund 402 Rollover
 - b. Department on Aging
 - c. Parks Budget Adjustments and Carryovers
 - d. ~~Capital Fund Budget Adjustment~~
7. **Claims – Claims dated 12/1/09 – 12/31/09**

13. STANDING COMMITTEES

A. County Affairs – Commissioner Dave Lutchka

1. Appointments

- a. **Land Bank Authority**, one Commissioner member, term to 10/2012

Commissioner Lutchka stated that the committee recommended Jon Williams. No other nominations from the floor. *Jon Williams appointed.*

- b. **Mid-South Substance Abuse Advisory Council (new Committee)**, two public members, terms to 1/2012

Commissioner Lutchka stated that the committee recommended Tina Belcourt and Linda Marks. No other nominations from the floor. *Tina Belcourt and Linda Marks appointed.*

B. County Agencies – Commissioner Gail W. Mahoney - None.

C. **Human Services – Commissioner Mike Way** - None.

D. **Personnel and Finance – Commissioner James Videto**

1. **Commission Chambers Audio Visual Contract Award**

Moved by Videto, supported by Elwell to Award the Commission Chambers Audio Visual Contract to the Lowest Bidder, ICI Group, with a 10% Contingency for a Total of \$91,295.23. Roll Call: (12) Yeas. Motion carried unanimously.

2. **Capital Fund Budget Adjustment**

Some discussion held.

Moved by Videto, supported by Mahoney to Allow the Capital Fund Budget Adjustment. Roll Call: (10) Yeas. Cmr. Herl, Lutchka, Kruse, Poleski, Videto, Mahoney, Smith, Way, Elwell, and Shotwell. (2) Nays. Cmr. Duckham and Williams. Motion carried.

14. **UNFINISHED BUSINESS** – None.

15. **NEW BUSINESS**

A. **Deputy Sheriff Association Tentative Agreement Summary 2010**

Moved by Mahoney, supported by Kruse to Approve the Deputy Sheriff Association Tentative Agreement Summary for 2010. Motion carried unanimously.

B. **District Court Probation Agents Association Tentative Agreement Summary 2010**

Moved by Mahoney, supported by Williams to Approve the District Court Probation Agents Association Tentative Agreement Summary for 2010. Motion carried unanimously.

C. **Command Officers Association of Michigan Tentative Agreement Summary 2010**

Moved by Mahoney, supported by Elwell to Approve the Command Officers Association of Michigan Tentative Agreement Summary for 2010. Motion carried unanimously.

Administrator/Controller Treacher gave an update regarding the Union Agreements.

D. **Revised/Reviewed Policies**

1. **Administrative Policies 5130 and 5150**

Moved by Mahoney, supported by Duckham to Approve Administrative Policies 5130 and 5150. Motion carried unanimously.

16. **PUBLIC COMMENTS**

Linda Marks thanked the Board for her appointment.

Robert McNitt introduced himself as the new Chairman of the LifeWays Board.

Mitsy Cranwar spoke about Summit Township Recycling.

17. **COMMISSIONER COMMENTS**

Cmr. Mahoney thanked Human Services for allowing them to meet in their building. She requested that there be more Commissioners on the LifeWays Board.

Cmr. Williams thanked the Board for his appointment to the Land Bank Authority. He expressed his appreciation for unions.

Cmr. Elwell thanked the Administration for their work on the contracts.

Cmr. Lutchka expressed support for public improvement fund.

Chairman Shotwell thanked the Staff and endorsed the work of Administration.

18. **CLOSED SESSION** – None.

19. **ADJOURNMENT**

Chairman Shotwell adjourned the February 16, 2010 meeting of the Jackson County Board of Commissioners at 7:40 p.m.

James E. Shotwell – Chairman, Jackson County Board of Commissioners

Amanda L. Riska – County Clerk

Respectfully submitted by Carrienne VanDusseldorp – Chief Deputy County Clerk

Resolution (03-10.6)
Adopting the City of Jackson and Jackson County
Joint Recreation Plan, 2010-2014 Edition

WHEREAS, Jackson County and the City of Jackson joined together to form a Joint Oversight Committee for the purpose of developing a Five Year Joint Parks and Recreation Plan which describes the physical features, existing recreation facilities, and the desired actions which can be taken to improve and maintain recreation facilities during the period between 2010 and 2014; and

WHEREAS, the Joint Oversight Committee solicited suggestions and questions from the general public through an online recreation survey; and

WHEREAS, the Joint Oversight Committee developed the Joint Plan for the benefit of both jurisdictions and to assist both jurisdictions in meeting the recreation needs of their communities; and

WHEREAS, after the one-month review period, held between January 6th and February 9th of 2010, and the public hearing, held on February 10, 2010, the Parks and Recreation Commission of Jackson County voted to approve the 2010-2014 edition of the City of Jackson and Jackson County Joint Recreation Plan on February 17, 2010 and to recommend its adoption by the Jackson County Board of Commissioners.

NOW, THEREFORE BE IT RESOLVED, that the Jackson County Board of Commissioners hereby adopts the 2010-2014 edition of the City of Jackson and Jackson County Joint Recreation Plan.

I, _____, Clerk of Jackson County, do hereby certify that the foregoing is a true and original copy of a resolution adopted by the Jackson County Board at a Regular Meeting thereof held on the ____ day of _____, 2010.

_____, Clerk
Jackson County, Michigan

Date

JACKSON COUNTY PARKS

Memorandum

To: Randy Treacher, County Administrator
From: Brandon Ransom, Parks Director
Date: February 24, 2010
Re: Adoption of 5-Year Recreation Plan - March, 2010 County Affairs

Joint City/County 5-Year Recreation Plan

The Joint 5-Year Recreation Plan of the City of Jackson and Jackson County is ready for adoption. The Oversight Committee has been working with Region 2 Planning to finalize the plan. Public input and a resolution of support by the Board of Commissioners are just a few of the steps that are required by the MDNRE in the preparation of the plan.

There was a public comment period to receive comments made on the plan from January 6, 2010 through February 9, 2010 and a public hearing that was conducted on February 10th. The Jackson County Parks Commission recommended approval of the plan at their February 17, 2010 meeting and the City of Jackson is in the same adoption process as the plan needs to be approved and delivered to the MDNRE before April 1, 2010 to make the City and County eligible to for any MDNRE grant consideration.

5-year plans typically contain a great deal of information that describes the overall community from a demographic and recreational perspective. Perhaps receiving the most interest, however, is Chapter 5 which describes the projects and actions that we intend to complete over the coming years.

Parks Commission Motion from February 17, 2010:

Moved by Dubois, supported by Gaede to recommend approval of the Joint City/County 5-Year Recreation Plan with minor adjustments as noted. Motion Carried.

Attachments:

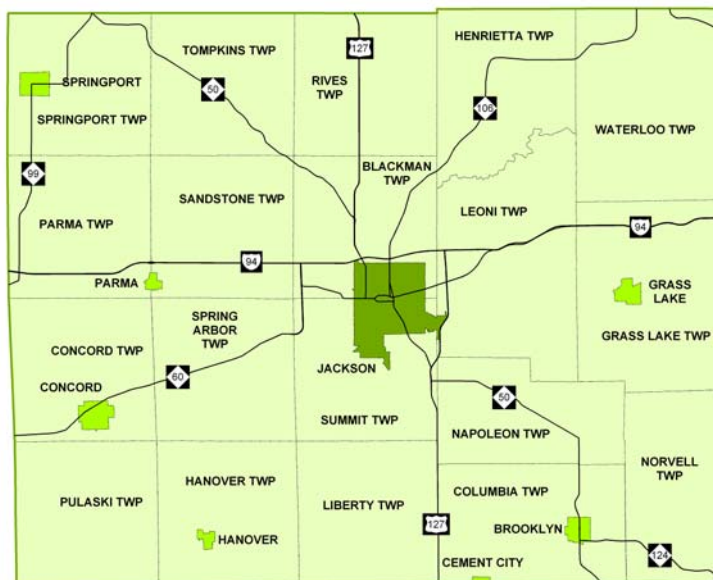
Proposed 5-Year recreation Plan

Resolution of Support Adopted by the Parks Commission at their 2/17/10 meeting

Proposed Resolution to Adopt the Joint City/County 5 Year Recreation Plan



City of Jackson and Jackson County Joint Recreation Plan 2010-2014 Edition



Plan Approval and Adoption

Jackson City Council	TBD
Jackson County Board	TBD
Michigan Department of Natural Resources	TBD

***The 2010-2014 edition of the City of Jackson & Jackson County
Joint Recreation Plan will expire on December 31, 2014***

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Chapter 1

Community Description

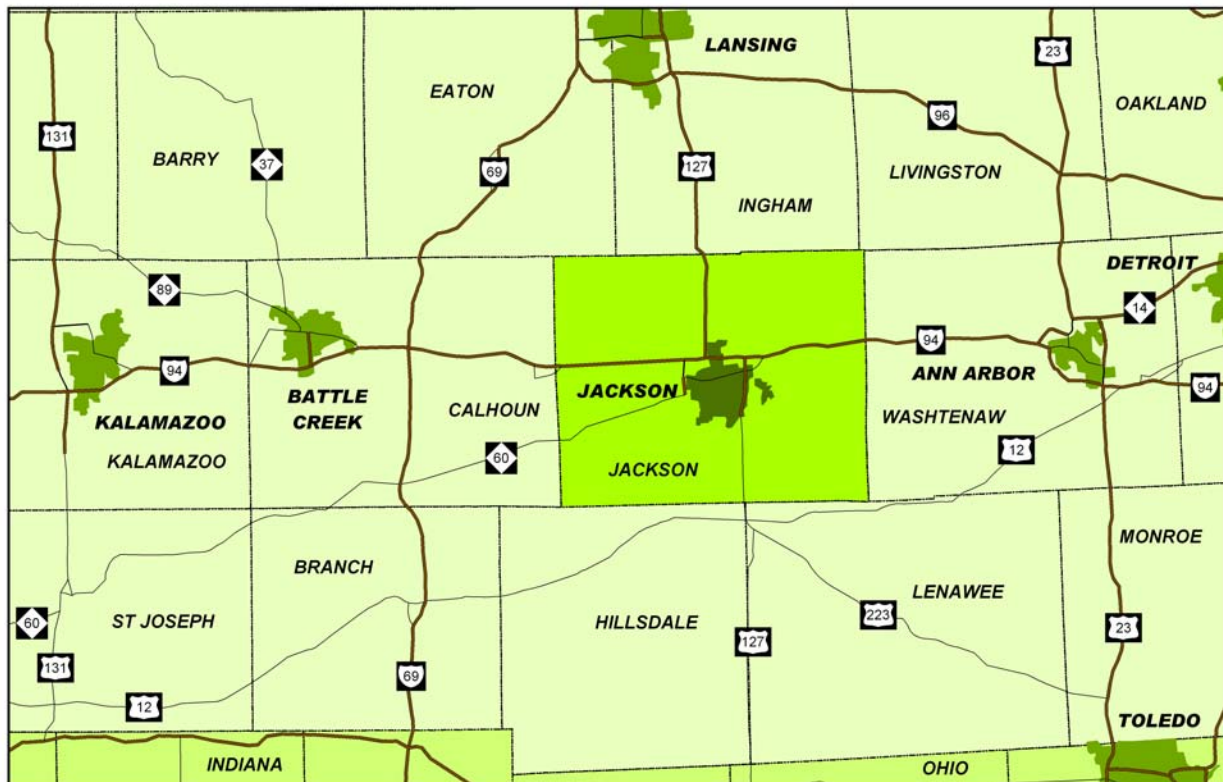
City of Jackson & Jackson County Joint Recreation Plan

A priority of Jackson County and the City of Jackson is to develop and implement a joint recreation plan which responds to the recreational desires of their citizens and plans for enhancements to their parks and recreation programs. A sincere effort was spent in developing this joint plan which represents the projected needs for recreation facilities and services in the County and City. For example, the plan provides a clear picture of the recreational opportunities available to residents regardless of who provides them. Nontraditional recreation opportunities such as historic districts/structures and shopping opportunities are catalogued as well as traditional parks and recreation facilities.

Location

Jackson County is located in south-central Lower Michigan, close to border with Northwest Ohio and Northeast Indiana. The Jackson area is located in the center of the County. Interstate Highway 94 (I-94) and United States Highway 127 (US-127) converge in Metropolitan Jackson, earning the area the nickname of “Crossroads of Michigan.” Those roads connect Jackson directly to Ann Arbor and Detroit to the east, Battle Creek and Kalamazoo to the west, and Lansing to the north.

LOCATION MAP



The City of Jackson has a total land area of 10.8 square miles. Jackson County has a total land area of 720 square miles. In addition to Jackson, the County includes 19 townships and 6 incorporated villages.

CITY OF JACKSON &
JACKSON COUNTY

**JACKSON
COUNTY
BASE MAP**

BOUNDARIES

PROPERTIES
& PARCELS



URBAN TOWNSHIPS



RURAL TOWNSHIPS
AND VILLAGES



JACKSON
URBANIZED AREA

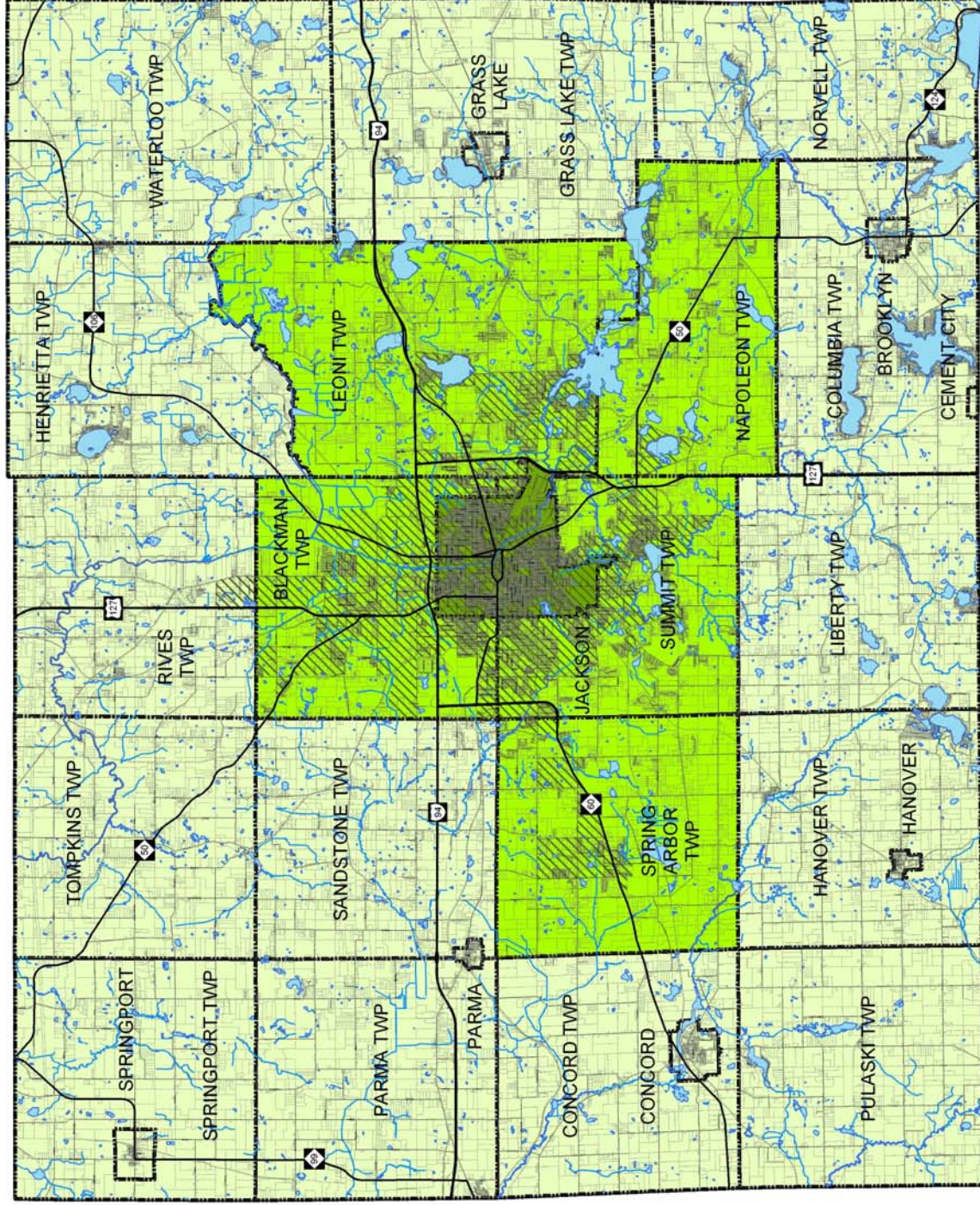
HYDROLOGY

LAKES & PONDS

RIVERS, STREAMS,
& DRAINS

TRANSPORTATION

— STATE HIGHWAYS



The townships of Blackman, Leoni, Napoleon, Spring Arbor, and Summit are recognized as urban because the Jackson Urbanized Area extended into them in the Year 2000. The remainder of the townships and the villages are considered to be rural.

A Brief History

Jackson County was first occupied by the Pottawatomie Indians. Jackson was the crossing place of two great trails, the St. Joseph and the Washtenaw. Western tribes stopped in the area to fish in the Grand River.

In 1829 a Federal Act was passed to survey Jackson County. Horace Blackman, the first white settler, arrived in what is now Jackson that year. He came from New York to investigate the region and found dense woods, a beautiful river in a little valley, and an Indian campground.

Jackson may be best known for hosting the first Republican Convention on July 6, 1854. It was selected as the site of the first Republican Convention due to its involvement in the Underground Railroad. Hundreds of influential Michigan citizens made the pilgrimage to Jackson.

The prison in Blackman Township may have been responsible for Jackson's industrial boom in the mid-1800's. The prison provided a source of cheap labor for factories, making Jackson a very attractive place to do business. However, in 1909 the practice of using prisoners for labor in private industry was prohibited by the Michigan legislature.

By the 1930's, Jackson had been transformed from an agricultural community to a bustling city of 55,000 with several tall buildings built of limestone and marble. Jackson was known for its beautiful homes, tree-lined streets and its many fine parks.

A Brief Socioeconomic Summary

The demographic composition of the population of Jackson County — including its urban and rural townships and the City of Jackson — has an effect upon its recreational needs. Pertinent demographic components are listed below along with a brief paragraph describing the local situation. Each of the components is described in greater detail in Appendix A of this document.

Population History and Projections

Jackson County's population was comprised of 158,422 people in 2000 according to the US Census. The share of county residents living within the city declined to less than a quarter (22.9%) in 2000. Accordingly, the residents of the urban (45.7%) and rural (31.4%) townships grew to comprise correspondingly larger portions of the county population that year. Based upon this pattern, the county population in 2015 is projected to be around 165,996 with the city comprising considerably less than one-quarter (19.1%) of that population, the urban townships comprising almost one-half (46.1%) of that population, and rural townships comprising over one-third (35.8%) of that population.

The Sexes and Age of the Population

Males comprised over one-half of county (51.0%) and urban township (54.3%) residents in 2000. In contrast, over one-half (52.3%) of city residents were female. The sexes were split evenly (50.0%) in the rural townships. The average city resident also tended to be younger than the average county resident while the average residents of urban and rural townships tended to

be older. For example, ‘Baby boomers’ –people between 35 and 54 years of age in 2000– accounted for almost one-third of all county (31.0%) and urban township (32.0%) residents, over one-quarter of city residents (26.0%), and over one-third of rural township residents (33.2%).

Households and Families

Families comprised over two-thirds of county (70.2%) and urban township (70.2%) households, less than two-thirds of city (61.0%) households, and over three-quarters of rural township (77.5%) households in 2000. One-person households comprised less than one-quarter of county (24.6%) and rural township (18.3%) households, approximately one-quarter of urban township (25.1%) households, and almost one-third of city (32.0%) households.

Racial and Ethnic Minorities

African Americans comprised the largest minority group countywide (7.9%) as well as in the city (19.7%) and the urban (7.0%) and rural (0.6%) townships. Persons of Hispanic origin were a small but important segment of the countywide (0.8%) population and the populations of the city (1.7%) and the urban (0.7%), and rural (0.4%) townships in 2000.

The Disabilities of Residents

Disabled individuals comprised well less than one-quarter (17.3%) of county residents in 2000. More city residents (20.5%) were disabled that year than residents of the urban (16.7%) or rural (16.0%) townships. It is also important to note that older residents are more apt to have a disability than their younger neighbors.

Income

The recent economic downturn is reflected in local household, family, and per capita estimates for 2005-2007 despite gains in most categories since 2000. For example, the median family income in the county (\$55,325) was lower than the median for the United States (\$60,374) during that time period and the median in the city (\$37,619) was far lower.

The Health of Jackson County Residents

Almost one-quarter of Michigan residents were considered obese in 2001, the third highest rate in the nation according to the Jackson Community Comprehensive Plan (please see Appendix B). That Plan also showed that a poor diet and physical activity were second only to tobacco as the greatest cause for actual death in the United States in 1990 and 2000. These statistics point to a need for more active recreational opportunities in all communities. Those opportunities may include providing more walkable neighborhoods as well as the provision of actual recreational opportunities such as athletic fields (e.g., soccer, baseball, etc.) and courts (e.g., basketball, tennis, etc.).

The 2008 Jackson Community Report Card indicates that well over one-third (36.7%) of survey respondents reported being overweight and approaching one-quarter (18.3%) reported being obese in 2007, which means that under half (45.0%) of respondents reported a healthy weight. Although the rates of obesity and overweight were less than what was reported in Jackson County in 2005 and 2002 and statewide in 2002 and 2004, they are still very high. “Overweight and obesity substantially increase the risk for cardiovascular disease, type 2 diabetes, hyper-

tension, lipid disorders, stroke, gallbladder disease, osteoarthritis, sleep apnea, respiratory problems, psychological disorders, stress incontinence, and cancers of the endometrium, breast, prostate and colon,” according to Promoting Healthy Weight in Michigan through Physical Activity and Nutrition. A couple factors of particular relevance to community growth, development, and planning contribute to unhealthy weight, according to that report:¹²

- “Inadequate community infrastructure limits the ability of people to be active. These include lack of accessible indoor and outdoor exercise facilities, neighborhood sidewalks, walking paths, and bicycle trails. Additionally, inclement weather, lack of adequate recreational opportunities, fear of unsafe neighborhoods, and unattractive/unpleasant local environments may prevent people from exercising.”
- “Programs and policies are necessary to promote smart community growth and the establishment of urban and rural environments supportive of physical activity. Active community environments provide access to safe favorable conditions for physical activity and promote the development of social support networks that encourage activity.”

Promoting Healthy Weight in Michigan through Physical Activity and Nutrition recommends cooperation among state and local units of government and residents in the promotion of active environments, including the following actions.

- “Develop walkable communities by widening and maintaining or building sidewalks, safe roadway crossings, and aesthetically pleasing areas.”
- “Encourage bicycling by developing, maintaining, and promoting the use of bike paths.”
- “Require [that] all urban planning and re-design incorporate the concepts of active community environments and there by promote physical activity.”

The 2008 Jackson Community Report Card indicates that only around two thirds (69.0%) of survey respondents reported exercising over the past month. Less than 1.0% of respondents were not sure, which means that approaching one third of respondents participated in no form of exercise over the past month.

¹ The 2006 Jackson Community Report Card was produced by the United Way of Jackson County, www.uwjackson.org

² Promoting Healthy Weight in Michigan through Physical Activity and Nutrition is part of a series entitled “Informing the Debate: Health Policy: Options for Michigan Policymakers,” published by Michigan State University’s Institute for Public Policy and Social Research (IPPSR) and Institute for Health Care Studies (IHS).

Chapter 2

Administrative Structure

City of Jackson & Jackson County Joint Recreation Plan

Authorization

The authority to provide public park systems and recreation programs is granted by the State of Michigan. Jackson County and the City of Jackson currently operate under the authority of two separate public acts:

- **Jackson County** — Jackson County's park system is established under the authority of Public Act 261 of 1965, *County and Regional Parks* (MCL 46.351 et seq). The act allowed for the creation of the Jackson County Parks and Recreation Commission, under the control of the Jackson County Board of Commissioners.
- **City of Jackson** — The City of Jackson's park system is established under the authority of Public Act 156 of 1917, *Recreation and Playgrounds* (MCL 125.51 et seq). The act allowed for the creation of the City of Jackson Parks and Recreation Commission and the Ella Sharp Park Board, both under the control of the Jackson City Council. The act also allows for the recreation millage through Jackson Public Schools.

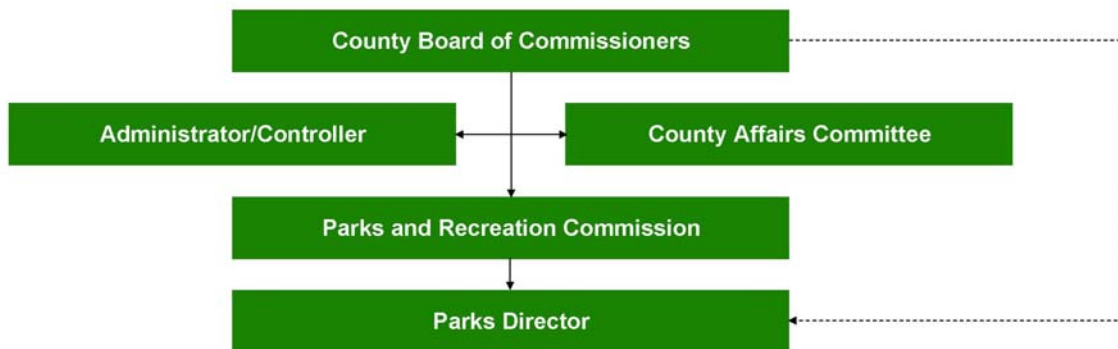
Organizational Structure

The following bodies are involved in the provision of recreation facilities and programs:

Jackson County

The Jackson County Parks and Recreation Commission is responsible for planning, constructing, maintaining, programming, and administering all county parks. The Commission is also charged with studying various recreation needs, advising the Jackson County Board of Commissioners on recreation issues, and making appropriate budget requests (see the organizational chart).

JACKSON COUNTY ORGANIZATIONAL CHART



The following members comprise the Parks and Recreation Commission:

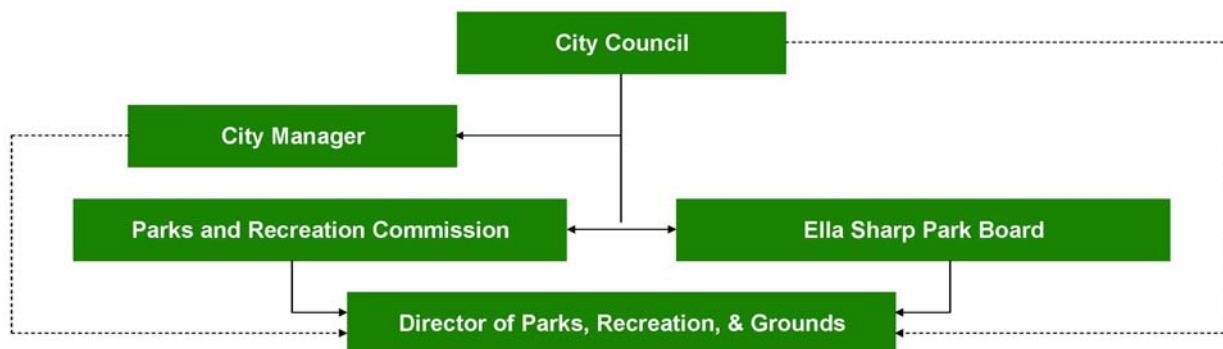
- The Chair of the Road Commission, or a Road Commissioner designated by the Chair;
- The County Drain Commissioner, or an employee designated by the Commissioner;
- A member of the Region 2 Planning Commission residing in Jackson County, since a county planning commission does not exist; and
- Seven members appointed by the County Board, including at least one but not more than three County Commissioners.

The Parks Director reports to the Parks and Recreation Commission as well as the County Board. The director is in charge of 7 full-time employees and 53 seasonal employees. The Jackson County Parks Association, the Friends of the Falling Waters Trail, the Cascades Park Foundation, and Cascades Inc. volunteer their services to the park system.

City of Jackson

The Ella Sharp Park Board is responsible for planning, constructing, maintaining, programming, and administrating Ella Sharp Park and the City of Jackson Parks and Recreation Commission is responsible for all other city parks. The Board and the Commission are also charged with studying various recreation needs, advising the City Council on recreation issues, and making appropriate budget requests (see the organizational chart).

CITY OF JACKSON ORGANIZATIONAL CHART



The Ella Sharp Park Board of Trustees is comprised of the following members:¹

- 1 member of the City Council appointed by the Council; and
- 4 city residents appointed by the Mayor and confirmed by City Council.

The following members comprise the Parks and Recreation Commission:

- 1 member of the City Council and 4 city residents appointed by Council;
- 1 member of the Jackson Public Schools' Board of Education and 3 school district residents appointed by the Superintendent and approved by the Board; and
- 3 ex-officio members (e.g., the City Manager, the Chair of the City Planning Commission, and the Superintendent of Jackson Public Schools).

The City's park system is administered in conjunction with its cemetery and forestry programs within the Department of Parks, Recreation, and Grounds. The Director reports to the Parks and Recreation Commission and the Ella Sharp Park Board as well as the City Manager and City Council. The Director is in charge of the 11 full-time employees and 320 seasonal employees who maintain parks and provide recreation programs. Approximately 200 adults volunteer to coach youth sports each year and service groups volunteer to help with park cleanup.

¹ Please note that three of the four city residents appointed to the Parks and Recreation Commission are also appointed to serve as members of the Ella Sharp Park Board.

Joint Recreation Planning

In response to identified recreation needs, the Jackson County Board of Commissioners and the Jackson City Council decided to cooperate in the development of the joint recreation plan and to commission a joint operations study which will investigate opportunities for the joint provision of parks and recreation services. The County Board and City Council formed a Joint Oversight Committee to develop the City of Jackson and Jackson County Joint Recreation Plan and the City of Jackson and Jackson County Joint Operations Study (see the organizational chart).

JOINT OVERSIGHT COMMITTEE ORGANIZATIONAL CHART



The following members comprise the Joint Oversight Committee:

- The Chair of the Jackson County Board of Commissioners and the Director of the County's Parks Department;
- The Mayor of the City of Jackson and the Director of the City Department of Parks, Recreation, and Grounds; and
- The Vice-Chair of the Township Supervisors Association.

Jackson's City Manager, the Jackson County Administrator/Controller and the Chairs of the Jackson County Parks and Recreation Commission and the City of Jackson Parks and Recreation Commission also participate in Joint Oversight Committee discussions. The official from the local Township Supervisor's Association represents the views and concerns of the townships. Region 2 Planning Commission staff assists and advises the Joint Oversight Committee.

Parks and Recreation Budgeting

The parks and recreation budgets of Jackson County and the City of Jackson illustrate a substantial commitment to their park systems and recreation programs:

- **Jackson County** — The park system's operating budget for 2009 was \$1,633,640. However, the operating budget decreased in 2010 due to the loss of three (3) full-time employees and will remain fairly constant after that. The capital budget for the park system was \$75,000. It is important to note that the capital budget for the park system fluctuates on an annual basis, based upon allocations from the County Board and any grants and/or donations secured for a specific project.
- **City of Jackson** — The park system's operating budget for 2009-2010 was \$2,881,158 and it is anticipated that the budget should remain fairly constant in future years. The capital budget for the park system was \$169,827.² It is important to note that the capital budget for

² The capital budget for the park system fluctuates on an annual basis, based upon allocations from City Council.

the park system fluctuates on an annual basis, based upon allocations from the City Council and any grants and/or donations secured for a specific project.

Sources of Funding

Jackson County and the City of Jackson utilize a variety of funding sources to maintain their park systems and recreation programs:

- **Jackson County** — The following funding sources are utilized by Jackson County’s Parks Department for recreation purposes:
 - general tax fund dollars;
 - user fees for golfing, camping, pavilions; and other attractions;
 - rental income from weddings, concession stands, and other businesses; and
 - grants and donations awarded for specific projects.
- **City of Jackson** — The following funding sources are utilized by the City of Jackson’s Department of Parks, Recreation, and Grounds for recreation purposes:
 - general tax fund dollars;
 - recreation program millage through Jackson Public Schools;
 - user fees for golfing, skateboarding, and other facilities and recreation programs;
 - the Ella W. Sharp endowment fund; and
 - grants and donations awarded for specific projects.

General tax fund dollars are used by the County and the City for the maintenance of their park systems, including the cost of producing this Plan. The rent generated by concession stands and other commercial vendors contribute to the maintenance of the county system. Revenues from an endowment fund contribute to the maintenance of the City’s Ella Sharp Park. The user fees charged for various facilities (i.e., golfing, camping, skateboarding, pavilions, etc.) contribute to the maintenance of those and other facilities within the park systems. Finally, a millage through Jackson Public Schools — and the user fees charged for recreation sessions and sports seasons — fund the recreation programming provided by the City.

Grants are sought from various state, federal, and philanthropic sources for the acquisition of parkland and the development of a specific park, facility (e.g., trails, playgrounds, picnic shelters, sports facilities, etc.) or program. Donations from the general public and various service organizations for a specific park, facility, or program are also accepted. A portion of the local match required of most grants may also come from the general fund or donations. Many grants for parks and recreational facilities are likely to come from the Michigan Department of Natural Resources through the Michigan Natural Resources Trust Fund and the Land and Water Conservation Fund³ Grants for trails (e.g., non-motorized transportation) are likely to come from the Michigan Department of Transportation through the Transportation Enhancement Program⁴

The Michigan Transportation Fund Act (Act 51) states that “a reasonable amount, but not less than 1% of” funds allocated to the state or a county, city, or village “shall be expended for construction or improvement of non-motorized transportation services and facilities.” That set-aside can be used to fund “an improvement in a road, street, or highway which facilitates non-motorized transportation . . . or improvement of a sidewalk in a city or village, or any other ap-

³ This is a Federal program administered locally by the State of Michigan.

⁴ Ibid.

propriate measure.” The Michigan Department of Transportation, the Jackson County Road Commission, the City of Jackson, and the various villages within the county receive funding through Act 51. Coordination with those entities could result in the expenditure of Act 51 funds on non-motorized projects proposed within this document.

Relationships with Other Recreation Providers

Jackson County and the City of Jackson are not the only suppliers of parks and recreational opportunities to City and County residents.

Schools

Local school districts are significant suppliers of parks and recreational opportunities to their students and boosters as well as the general public. The following school districts maintain recreation facilities within Jackson County (see the School Districts map):

- | | |
|----------------------------------|-----------------------------------|
| ■ Columbia School District | ■ Michigan Center School District |
| ■ Concord Community Schools | ■ Napoleon Community Schools |
| ■ East Jackson Community Schools | ■ Northwest Community Schools |
| ■ Grass Lake Community Schools | ■ Springport Pubic Schools |
| ■ Hanover-Horton School District | ■ Vandercook Lake Public Schools |
| ■ Jackson Public Schools | ■ Western School District |

Those districts — which also provide recreation programs to their students — are part of the Jackson County Intermediate School District (ISD). The ISD provides educational services to residents and local school districts, including some recreation facilities. A millage through the Jackson Public Schools funds recreation programs through the City of Jackson.

The following school districts, which cover portions of Jackson County, provide recreation programs to their students although they maintain no recreation facilities within the county:

- | | |
|---------------------------|--------------------------------|
| ■ Albion Public Schools | ■ Litchfield Community Schools |
| ■ Chelsea School District | ■ Manchester Community Schools |
| ■ Homer Community Schools | ■ North Adams-Jerome Schools |
| ■ Leslie Public Schools | |

Local, County, State Government and Private Providers

Some of the villages and townships within Jackson County also maintain parks and recreation programs. The same is true for the surrounding counties and municipalities. Jackson County and the City of Jackson participate with the other local governments within the county in the planning for and provision of recreation facilities as evidenced by the Jackson County Regional Trailway Study 2002.

The State of Michigan provides a variety of recreational facilities in the form of state game, wild-life, and recreation areas; state historic parks; and state parks in and around the county. Jackson County cooperated with the Michigan Department of Natural Resources in the recent establishment of the Falling Waters Trail. A variety of private entrepreneurs and quasi-public agencies also provide recreation facilities and programs in and around the Township.

Please refer to Chapter 3 for a more detailed description of recreation facilities in Jackson County and the City of Jackson.

JOINT RECREATION PLAN JOINT OPERATIONS STUDY

CITY OF JACKSON &
JACKSON COUNTY

SCHOOL DISTRICTS

SCHOOL DISTRICTS

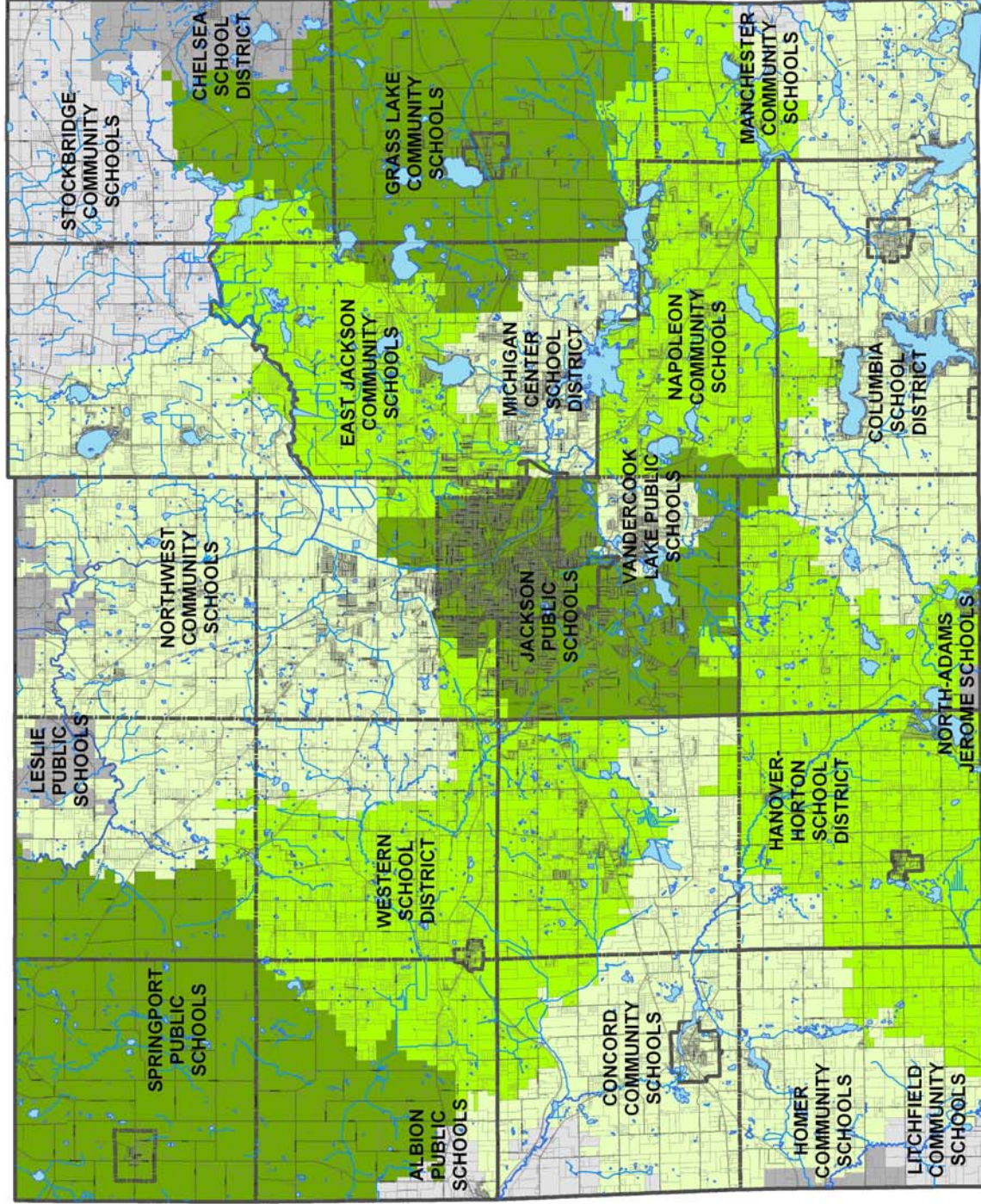
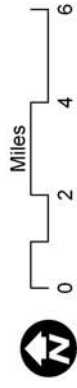
- DISTRICTS WITHIN THE JACKSON INTERMEDIATE SCHOOL DISTRICT (ISD)
- DISTRICTS OUTSIDE THE ISD

BOUNDARIES

- PROPERTIES & PARCELS
- POLITICAL BOUNDARIES

HYDROLOGY

- LAKES & PONDS
- RIVERS, STREAMS, & DRAINS



Chapter 3

Recreation and Resource Inventories

City of Jackson & Jackson County Joint Recreation Plan

In order to plan for future parks and recreation facilities it is important to prepare a complete inventory of existing resources and facilities. The following inventory is comprised of all known parks and recreation facilities and programs available countywide, not just those owned and managed by Jackson County and the City of Jackson. The parks, facilities, and programs were identified through local knowledge and review of current and historic documents and maps.

Park Classifications and Standards

It is also important to be able classify parks and recreation facilities and to apply standards to them in order to identify the need for additional parkland and recreation facilities in Jackson County and the City of Jackson.

Types of Parks

Park systems are comprised of several types of parks:¹

- **Mini-Parks** — Small parks (less than an acre) which address limited, isolated, or unique recreational needs.
- **Neighborhood Parks** — Informal active and/or passive recreation parks which serve as the focus of the neighborhood; *this park type also serves as a mini-park for the area immediately adjacent to the facility.*
- **Community Parks** — Parks which serve a broader focus than a neighborhood and may also preserve a unique landscape or open space; *this park type also serves as a neighborhood park for the area immediately adjacent to the facility.*
- **Regional Parks** — Parks which serve the entire county as well as preserving unique landscapes and open spaces; *this park type also serves as a community park for the area surrounding the facility.*
- **Connector Trails** — Linear parks which serve as non-motorized connectors among neighborhoods, business areas, parks, schools, and other destinations.

Service Area and Acreage Standards

The park acreage standard advocated by the National Recreation and Parks Association (NRPA) is 10 acres for every 1,000 residents.² The Michigan Department of Natural Resources (MDNR) recommends the following service areas and minimum sizes for each type of park.³

- **Mini-Parks** — Less than ¼ mile service area and less than an acre in size.
- **Neighborhood Parks** — ¼-½ mile service area and a minimum size of 5 acres.
- **Community Parks** — ½-3 mile service area and a size of 30-50 acres.
- **Regional Parks** — Community-wide service area and a minimum size of 50-75 acres.⁴

It is important to note that a single standard cannot meet the needs of all park systems. Accordingly, some of the parks may not meet the minimum size criteria for the assigned park type.

¹ Springate, Lee, "Defining Parks and Park Systems," From Recreation to Re-creation: New Directions in Parks and Open Space System Planning, Megan Lewis, editor (PAS Report Number 551)

² National Recreation and Park Association, Open Space Guidelines & Standards, C. Castleman, compiler

³ Grants Management Division, Michigan Department of Natural Resources, Guidelines for the Development of Community Park, Recreation, Open Space, and Greenway Plans IC1924 (Rev.01/27/2006)

⁴ The standard the MDNR uses for large urban parks is also used for regional parks in this report

The County and City Park Systems

The park systems of Jackson County and the City of Jackson are the primary source of recreation for many residents.

Jackson County Parks

Jackson County's park system is comprised of 16 parks encompassing approximately 948.6 acres (please see the following tables and maps). Most of the county parks are adjacent to water—providing opportunities for swimming, boating, and/or fishing—making them community facilities. The presence of modern campgrounds and significant cultural facilities make several parks regional facilities. Picnic areas, various sporting facilities, and toilet facilities are also available in many county parks. Please see Appendix C of this document for a complete listing of the recreation facilities found in each park.

JACKSON COUNTY PARKS

NO	NAME	TYPE	SIZE	BFA
1	CLARK LAKE COUNTY PARK	COMMUNITY PARK	6.5 ACRES	2
2	CLEAR LAKE COUNTY PARK	COMMUNITY PARK	5.5 ACRES	1
3	GILLETT'S LAKE COUNTY PARK	COMMUNITY PARK	5.5 ACRES	2
4	GRASS LAKE COUNTY PARK	COMMUNITY PARK	9.0 ACRES	3
5	LIME LAKE COUNTY PARK	COMMUNITY PARK	320.7 ACRES	2
6	LITTLE WOLF LAKE COUNTY PARK	COMMUNITY PARK	8.8 ACRES	2
7	MINARD MILLS COOUNTY PARK	COMMUNITY PARK	5.2 ACRES	2
8	PLEASANT LAKE COUNTY PARK	REGIONAL PARK	20.7 ACRES	2
9	PORTAGE LAKE COUNTY PARK	COMMUNITY PARK	5.9 ACRES	2
10	ROUND LAKE COUNTY PARK	COMMUNITY PARK	0.8 ACRES	1
11	ALFRED A. SNYDER COUNTY PARK	COMMUNITY PARK	61.1 ACRES	2
12	SPARKS FOUNDATION COUNTY PARK	REGIONAL PARK	442.8 ACRES	3
13	SWAINS LAKE COUNTY PARK	REGIONAL PARK	25.6 ACRES	3
14	VANDERCOOK LAKE COUNTY PARK	COMMUNITY PARK	20.7 ACRES	3
15	VINEYARD LAKE COUNTY PARK	COMMUNITY PARK	9.5 ACRES	2
16	FALLING WATERS TRAIL	CONNECTOR TRAIL	10.5 MILES	4

Given the estimated population of 163,006 people in Jackson County in 2007, the county park system provides 58% of the acreage recommended by the National Recreation and Park Association.⁵ The service areas for the parks show that portions of the county are not served adequately. For example, much of Blackman Township as well as other villages and townships are not served by a community park. However, it is important to note that the service area for the three regional parks covers the entire county.

⁵ Library of Michigan, Estimated Population of Michigan Cities, Villages, Townships, and Remainders of Townships, 2000-2007 (www.michigan.gov/documents/hal/lm_census_cvtr0007_241746_7.pdf), Department of History, Arts, and Libraries, July 10, 2008


JACKSON COUNTY PARK LOCATION & COVERAGE

PARKS & TRAILS

 COUNTY PARKS

 RAIL-TRAILS

PARK SERVICE AREA

 NEIGHBORHOOD (0.50 MI)

 COMMUNITY (3.00 MI)

BOUNDARIES

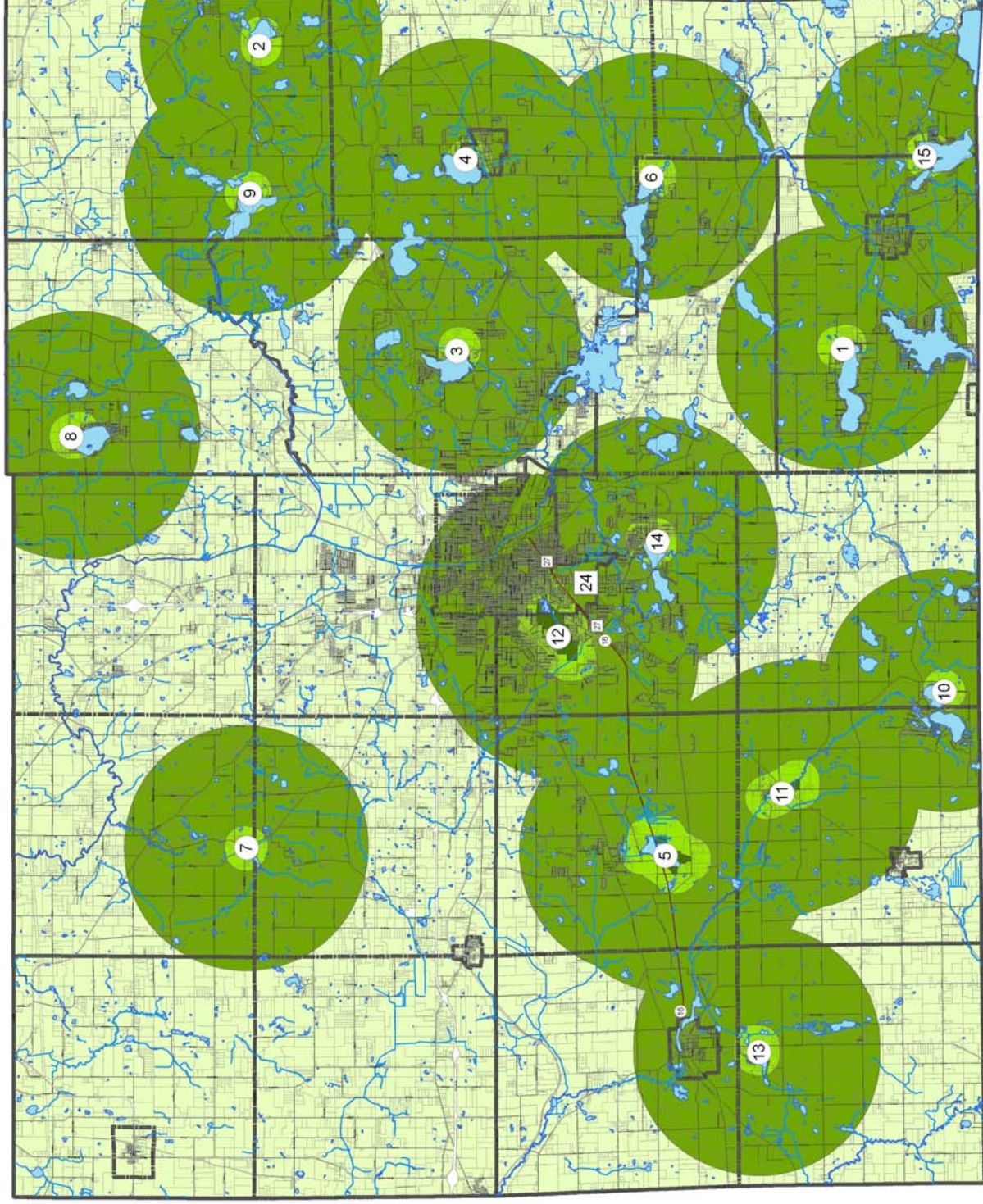
 PROPERTIES
& PARCELS

 POLITICAL
BOUNDARIES

HYDROLOGY

 LAKES & PONDS

 RIVERS, STREAMS,
& DRAINS





CLARK LK



CLEAR LK



GILLETT'S LK



GRASS LK



LITTLE WOLF LK



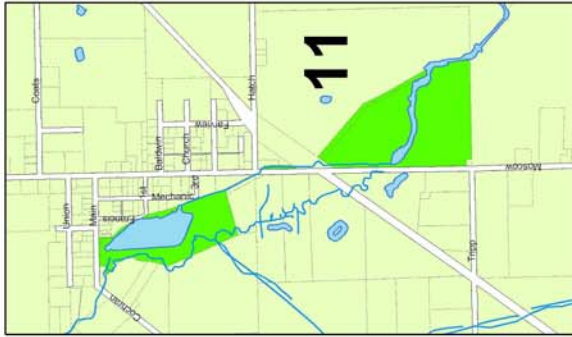
MINARD MILLS



PLEASANT LAKE



PORTAGE LK



ALFRED A SNYDER



SPARKS FOUNDATION



LIME LK



ROUND LK



SWAINS LK



VANDERCOOK LK



VINEYARD LK



JACKSON COUNTY PARKS

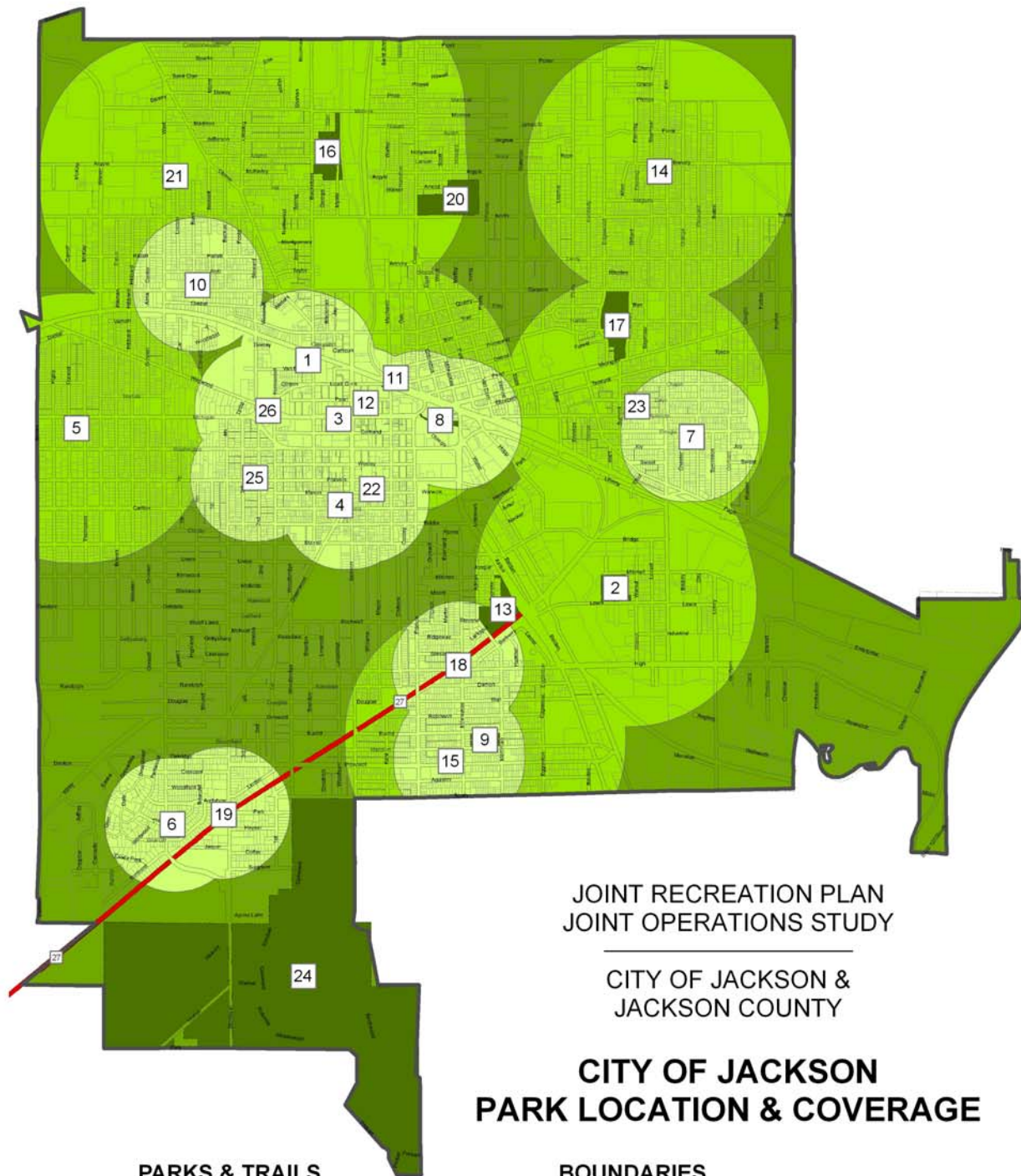


City of Jackson Parks

The City of Jackson system is comprised of 27 parks encompassing approximately 640.8 acres (please see the following table and maps). Over half of the city parks are very small, making them mini facilities. Almost a third of the parks serve neighborhoods. The presence of recreation centers, a pool, and a skateboard park make several parks community facilities. The existence of golf courses, a museum, a planetarium, and other unique destinations make one park a regional facility. Green space, playground equipment, walkways and benches, and various sporting facilities are also available in many city parks. Please see Appendix C of this document for a complete listing of the recreation facilities found in each park.

CITY OF JACKSON PARKS

NO.	NAME	TYPE	ACRES	BFA
1	BEECH TREE	MINI PARK	1.1 ACRE	2
2	BEST FIELD	NEIGHBORHOOD PARK	6.6 ACRE	1
3	BLACKMAN	MINI PARK	0.4 ACRE	4
4	GOV. AUSTIN BLAIR MEMORIAL	MINI PARK	0.8 ACRE	3
5	BLOOMFIELD	NEIGHBORHOOD PARK	2.4 ACRE	2
6	BETSY BUTTERFIELD	MINI PARK	0.5 ACRE	4
7	NORM CREGER MEMORIAL	MINI PARK	0.7 ACRE	4
8	DOWNTOWN RIVERFRONT	MINI PARK	1.1 ACRE	5
9	EXCHANGE	NEIGHBORHOOD PARK	3.5 ACRE	2
10	GANSON STREET	MINI PARK	0.4 ACRE	5
11	GRAND RIVER MEMORIAL	NEIGHBORHOOD PARK	0.2 ACRE	3
12	BUCKY HARRIS	MINI PARK	0.3 ACRE	5
13	MARTIN LUTHER KING CENTER	COMMUNITY PARK	10.0 ACRE	3
14	KIWANIS	NEIGHBORHOOD PARK	1.3 ACRE	2
15	LEEKES	MINI PARK	0.5 ACRE	3
16	LIONS	NEIGHBORHOOD PARK	9.7 ACRE	2
17	LOOMIS	COMMUNITY PARK	14.1 ACRE	3
18	ELNORA MOORMAN PLAZA	MINI PARK	0.1 ACRE	5
19	WILLIAM NIXON MEMORIAL	COMMUNITY PARK	17.1 ACRE	3
20	NEW LEAF	MINI PARK	0.2 ACRE	4
21	OPTIMIST	NEIGHBORHOOD PARK	4.2 ACRE	2
22	ROTARY	NEIGHBORHOOD PARK	1.7 ACRE	2
23	PARTNERSHIP	MINI PARK	0.3 ACRE	1
24	ELLA W. SHARP	REGIONAL PARK	563.0 ACRE	3
25	UNDER THE OAKS	MINI PARK	0.1 ACRE	3
26	WITHINGTON	MINI PARK	0.6 ACRE	2
27.	INTERCITY TRAIL	CONNECTOR TRAIL	3.4 MILES	3



PARKS & TRAILS

 CITY PARKS

 RAIL-TRAILS

PARK SERVICE AREA

 MINI (0.25 MI)

 NEIGHBORHOOD (0.50 MI)

 COMMUNITY (3.00 MI)

BOUNDARIES

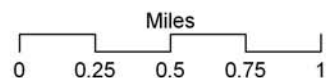
 PROPERTIES & PARCELS

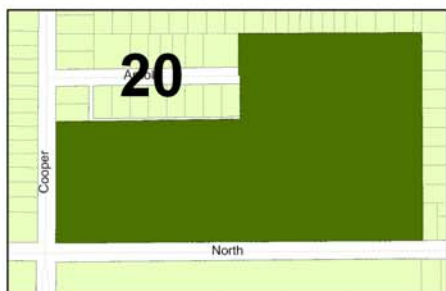
 POLITICAL BOUNDARIES

HYDROLOGY

 LAKES & PONDS

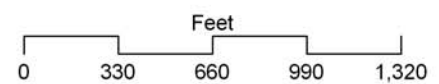
 RIVERS, STREAMS, & DRAINS





CITY OF JACKSON PARKS*

*ELLA SHARP PARK
IS NOT DISPLAYED



Given the estimated population of 34,022 people in Jackson in 2007, the city park system provides 188% of the acreage recommended by the National Recreation and Park Association. The service areas for community parks cover the entire city and other portions of Greater Jackson. Although a neighborhood park is not located in the southwestern portion of the city, a regional park is located nearby providing adequate parkland. It is also important to note that most of the mini-parks are located in the vicinity of Downtown Jackson and the Inter-City Trail.

Barrier-Free Access

It is important that the parks and recreation facilities operated by Jackson County and the City of Jackson be accessible to people with disabilities. After all, approximately 17% of county and 20% of city residents had at least one disability in 2000. Accordingly, all of the parks provided by the city and county were also rated according to their level of barrier free access.⁶ The number listed under the BFA column in those tables equates to the barrier-free rating listed below:

BARRIER-FREE ACCESS (BFA) ANALYSIS

KEY DESCRIPTION
1 = NONE OF THE FACILITIES/PARK AREAS MEET ACCESSIBILITY GUIDELINES
2 = SOME OF THE FACILITIES/PARK AREAS MEET ACCESSIBILITY GUIDELINES
3 = MOST OF THE FACILITIES/PARK AREA MEET ACCESSIBILITY GUIDELINES
4 = THE ENTIRE PARK MEETS ACCESSIBILITY GUIDELINES
5 = THE ENTIRE PARK WAS DEVELOPED/RENOVATED USING THE PRINCIPAL OF UNIVERSAL DESIGN

Grant-Assisted Parks and Recreation Facilities

The Michigan Department of Natural Resources has awarded 12 recreation grants to Jackson County and 14 recreation grants to the City of Jackson. Please see the recreation grant history tables for both jurisdictions located in Appendix C for complete listings of those grants.

Other Municipal Parks

Some of the villages and townships within Jackson County also provide parks and recreation facilities to their residents.

- Village of Brooklyn — Swain Memorial Park
- Village of Concord — Norman Gottschalk Park and public access to the Concord Mill Pond and Paddock Lake
- Village of Parma — W. D. Groner Memorial Park
- Village of Springport — Sykes Park
- Blackman Township — Bill Latham Memorial Park and Rod Mills Memorial Park
- Columbia Township — Columbia Township Hall and Columbia Township Park
- Grass Lake Township — Grass Lake Community Sports and Trails Recreation Park, Grass Lake Township Office/Park, and Grass Lake Depot and Whistle Stop Park
- Hanover Township — Bibbins Lake Park, Perrin Park, Veteran's Ball Field
- Leoni Township — Peter Alex Ball Park, Leoni Community Park, Bender Park, and a public boat launch

⁶ The analysis of barrier free access was provided by Jackson County and the City of Jackson, based upon its knowledge of the parks and understanding of barrier-free access. A professional analysis may produce different results.

- Napoleon Township — Napoleon Village Park, Napoleon Lions Park, and girl's softball field
- Norvell Township — Ahrens Park
- Rives Township — Rives Township Park
- Spring Arbor Township — Fritz Gallagher Park and Harmony Park
- Summit Township — Probert Road Trail
- Tompkins Township — Tompkins Township Park

Some of those jurisdictions are also actively planning for recreation. For example, the following recreation plans are currently on file with the Michigan Department of Natural Resources:

- Heart of the Lakes Area Recreation Plan — Village of Brooklyn, Columbia Township, Napoleon Township, Norvell Township, and the Columbia School District
- Grass Lake Area Recreation Plan — Village of Grass Lake, Grass Lake Charter Township, and Grass Lake Community Schools
- Leoni Township Parks and Recreation Plan — Leoni Township
- Summit Township Recreation Plan — Summit Township
- Concord Community Recreation Plan — Village of Concord

Local Schools

Schools also provide a variety of recreational facilities. For example, elementary schools provide numerous playgrounds aimed at different age groups and sports fields. Middle and high schools provide football fields, ball diamonds and tennis courts. Elementary, middle, and high schools provide gymnasiums. Because of those facilities, schools generally function as community parks.

Jackson Public Schools

The district covers the City of Jackson and portions of Blackman, Liberty, Napoleon, and Summit Townships. Jackson Public Schools, which is part of the Jackson County Intermediate School District, maintains the following facilities:

- | | |
|-------------------------------|-------------------------------|
| ■ Bennett Elementary School | ■ Northeast Elementary School |
| ■ Cascades Elementary School | ■ Sharp Park Academy |
| ■ Dibble Elementary School | ■ Amy Firth Middle School |
| ■ Frost Elementary School | ■ Middle School at Parkside |
| ■ Hunt Elementary School | ■ Jackson High School |
| ■ McCulloch Elementary School | ■ T. A. Wilson Academy |

Other Public School Districts

The following school districts, which are also part of the Jackson County Intermediate School District, also maintain facilities within Jackson County.

- **Columbia School District** —covers the Village of Brooklyn and portions of Blackman, Columbia, Liberty and Norvell. The district maintains the following facilities:

■ Brooklyn Elementary School	■ Columbia Options High School
■ Miller Elementary School	■ Columbia Community Fitness Center
■ Columbia Central High School	

- **Concord Community Schools** —covers the Village of Concord and portions of Concord, Parma, Pulaski, Spring Arbor, and Hanover Townships. The district maintains the following facilities:
 - Concord Elementary School
 - Concord Middle School
 - Concord High School
- **East Jackson Community Schools** —covers portions of Blackman, Leoni, Summit, and Waterloo Townships. The district maintains the following facilities:
 - Bertha Robinson Elementary School
 - Memorial Elementary School
 - East Jackson Middle School
 - East Jackson High School
- **Grass Lake Community Schools** — covers the Village of Grass Lake and portions of Grass Lake, Leoni, and Waterloo Townships. The district maintains the following facilities:
 - George Long Elementary
 - Grass Lake Middle School
 - Grass Lake High School
 - Little Warriors Pre-School and Daycare
- **Hanover-Horton School District** — covers the Village of Hanover and portions of Hanover, Liberty, Pulaski, and Spring Arbor Townships. The district maintains the following facilities:
 - Hanover-Horton Elementary School
 - Hanover-Horton Middle School
 - Hanover-Horton High School
- **Michigan Center School District** — covers portions of Leoni Township. The district maintains the following facilities:
 - Arnold Elementary School
 - Keicher Elementary School
 - Michigan Center Junior High School
 - Michigan Center High School
- **Napoleon Community Schools** — covers portions of Napoleon and Norvell Townships. The district maintains the following facilities:
 - Ezra Eby Elementary School
 - Napoleon Middle School
 - Napoleon High School
 - Ackerson Lake Community Center
- **Northwest Community Schools** — covers portions of Blackman, Henrietta, Rives, Tompkins, and Sandstone Townships. The district maintains the following facilities:
 - Flora List Elementary School and Child Care Center
 - Parnall Elementary School
 - Northwest Elementary School
 - Kidder Middle School
 - Northwest High School
 - Northwest Alternate High School
- **Springport Pubic Schools** — covers the Village of Springport and portions of Parma and Tompkins Townships. The district maintains the following facilities:
 - Springport Elementary School
 - Springport Middle School
 - Springport High School
- **Vandercook Lake Public Schools** — covers portions of Summit Township. The district maintains the following facilities:
 - The McDevitt School
 - The Townsend Elementary School
 - Vandercook Lake High/Middle School

- **Western School District** — covers the Village of Parma and portions of Concord, Parma, Sandstone, and Spring Arbor Townships. The district maintains the following facilities:
 - Bean Elementary School
 - Parma Elementary School
 - Warner Elementary School
 - Western Middle School
 - Western High School
 - Western Options High School
 - Woodville Community Center

An additional 7 districts serve residents living on the periphery of Jackson County. Various religious and other quasi-public and private educational institutions are also providers of recreational facilities.

Local Colleges

There are several colleges which maintain campuses in Jackson County. Baker College's local campus is located in Blackman Township, north of the Jackson County Airport. Jackson Community College's main campus is located in Summit Township. Finally, Spring Arbor University's main campus is located in the unincorporated village of Spring Arbor.

Many colleges provide access to collegiate sports and athletic facilities. County and City residents can also avail themselves of the other recreational facilities and programs hosted by those institutions. For example, The Potter Center (Jackson Community College) "is comprised of the most versatile and complete performing arts complex in the area."⁷ The Ganton Gallery (Spring Arbor University) "is one of the largest, single-room galleries in Michigan."⁸

Regional Parks and Recreation Facilities

A variety of other public agencies and private entrepreneurs also provide recreational opportunities to city and county residents.

State Parks

The Michigan Department of Natural Resources (DNR), a significant provider of regional parks and recreation facilities, maintains the following parks which extend into Jackson County:

- Meridian-Baseline State Park, Henrietta and Rives Townships
- Walter J Hayes State Park, Norvell Township

Walter J Hayes State Park provides opportunities for boating, fishing, picnicking, metal detecting, playing (i.e., playgrounds), swimming, and camping. The Meridian-Baseline State Park is not open to the public.

The following state game and recreation areas which extend into Jackson County are also provided by the DNR:

- Grass Lake Unit State Game Area, Grass Lake Township
- Sharonville State Game Area, Grass Lake and Norvell Townships
- Waterloo Recreation Area, Grass Lake, Leoni, and Waterloo Townships

The Waterloo Recreation Area provides opportunities for cross-county skiing, snowmobiling, boating, fishing, hiking, mountain biking, swimming, horseback riding, picnicking, playing (i.e.,

⁷ <http://www.jccmi.edu/events/pottercenter/theatres.htm>

⁸ http://www.arbor.edu/edu_detail.aspx?id=37930

playgrounds), and camping. The Sharonville State Game Area, the Grass Lake Unit State Game Area and the Waterloo Game Unit (part of the Waterloo Recreation Area) provide opportunities for hunting.

Finally, the DNR also maintains 8 other boat launches in Jackson County.

- Center Lake, Leoni Township
- Crispell Lake, Liberty Township
- Gilletts Lake, Leoni Township
- Maple Grove Bridge (Grand River), Rives Township
- Pine Hills Lake, Hanover Township
- Portage Lake, Waterloo Township
- Tompkins Bridge (Grand River), Tompkins Township
- Trestle Bridge (Grand River), Tompkins Township

Jackson County Fairground

The Jackson County Fairground is located within the City of Jackson, but impact the entire county. The Jackson County Fair is held every August. However, it is important to note that the Fairground also hosts other special events throughout the year, including the annual 'Nite Lights at the Fairgrounds.'

Private and Quasi-Public Parks and Recreation Facilities

A number of private and quasi-public institutions also provide recreation facilities.

Golf Courses

In addition to the public golf courses associated with the Ella Sharp and Sparks Foundation (Cascades) County Parks, a variety of private courses are located in Jackson County. Most of those courses are open to the general public. Please see the table on Private Golf Courses in Appendix C.

Recreation and Sport Centers

The YMCA of Jackson provides a variety of sports and recreational activities. Allskate Fun Center and Optimist Ice Arena are also located in the City of Jackson. Finally, at least five bowling alleys operate in Jackson County. Brooklyn Lanes serves the Brooklyn Area and Airport Lanes, AMF Summit Lanes, Center Stage, and Suburban Bowling Lanes serve the Jackson area.

Camps and Campgrounds

A number of organizations maintain camps in Jackson County for the use of their members. For example, YMCA, Boy Scouts, and Girl Scouts organizations operate Camp Storer, Camp Teetoncal and Camp 'O the Hills, respectively, in southeastern Jackson County. The Jackson ISD operates Camp McGregor in Liberty Township. Various other philanthropic and religious institutions also operate camps in Jackson County. Finally, a variety of private campgrounds throughout Jackson County also provide individual campsites to patrons. Please see the table regarding Private Campgrounds in Appendix C.

Other Recreation Facilities

Michigan International Speedway is the most conspicuous of the private recreation facilities located in Jackson County. However, a wide variety of privately provided recreational opportuni-

ties are available to their members and/or the general public. For example, nature preserves, sportsmen's and other clubs, and a variety of other private recreation facilities can also be found in Jackson County.

Public and Private Facilities with Recreational Benefits

Various other facilities provided publicly and privately also have recreational benefits:

- **Jackson District Library (JDL)** — The JDL's 13 library branches provide access to books and other items of entertainment (e.g., audio books, CDs, DVDs, etc). The Carnegie Branch is located in the City of Jackson and several other branches (e.g., Eastern, Meijer, and Summit) are located in the townships surrounding the City. The other branches are located in the other population centers of the County (e.g., Brooklyn, Concord, Grass Lake, Hanover, Henrietta, Napoleon, Parma, Spring Arbor, and Springport).
- **Airports** — Airports provide opportunities for recreational activities as well as transportation. For example, Reynolds Field (Jackson County Airport) and Shamrock Airport (Brooklyn) provide opportunities for recreational flying. Napoleon Airport provides opportunities for recreational flying and parachuting.
- **Cemeteries** — Cemeteries provide important green space in urban areas. They can also be used as safe places to walk/exercise and contemplate nature. Please see Appendix C for the table listing cemeteries in Jackson County.
- **Sidewalks** — Most of Jackson's streets have sidewalks. All of the incorporated villages contain sidewalks along at least some local streets. Sidewalks also occur in other parts of Jackson County. Those sidewalks are used for exercise as well as transportation and may even connect with non-motorized trails.
- **Shopping and Eating** — Many people enjoy shopping and going out to eat. Consequently, the downtowns of Brooklyn, Concord, Grass Lake, Hanover, Jackson, Michigan Center, Napoleon, Parma, and Spring Arbor are recreation destinations because of their restaurants and/or shops. The proximity of those downtown areas to each other—as well as the various shops and restaurants scattered throughout the rest of Jackson County— increase the opportunities for this type of activity.

Historic Sites

Jackson County and the City of Jackson contain many historic sites that have local, state, and/or national significance.

- **State and/or National Registers** — A total of 58 sites in Jackson County are listed on the State Register of Historic Sites and/or the National Register of Historic Places. Over 20 of those sites are located in the City of Jackson. Michigan's State Historic Preservation Office describes each site through its 'Historic Sites Online' database.⁹
- **City of Jackson Historic Districts** — The City of Jackson's Under the Oaks Neighborhood is a locally designated historic district. The City has also designated 42 other local historic districts. The City's Historic Preservation Ordinance (Chapter 13 of the City Code) describes each of the sites.

⁹ <http://www.mcgi.state.mi.us/hso/advancesearch.asp>

Recreation Events and Programs

Jackson County and the City of Jackson provide a wide variety of recreation programs. However, it must be pointed out that many of the recreation providers listed above also provide recreational programs. For example, the various bowling alleys also host bowling leagues.

Jackson County

Jackson County does not provide any recreation programming in its parks. However, Sparks Foundation County (Cascades Falls) Park hosts a variety of events. Please see Appendix C for a listing of those events. The Jackson County Parks Association also hosts a variety of work bees and recreational events in the various parks.

City of Jackson

The City of Jackson provides a wide variety of recreation programming. Many of the programs are offered at the Boos Center, the King Center, the Nixon Skate and Water Parks, and the Ella Sharp Park Pool. Please see Appendix C for a listing of those programs.

Resource Inventory

In addition to recreation facilities, Jackson County and the City of Jackson are also home to a wide variety of cultural and natural resources.

Topography

“Topography in the area of Jackson County,” according to the 2000-2025 edition of the Jackson Community Comprehensive Plan, “can be described as gently rolling, moderately hilly morainal uplands. Elevations range from approximately 900 to 1,150 feet above sea level, with most of the area of the county ranging between 950 and 1,050 feet above sea level.”

Water Resources

Several watersheds dominate Jackson County. Approximately 66% of the County drains into the Upper Grand River, including the City of Jackson. To the west and southwest, approximately 22% of the County drains into the Kalamazoo River. To the southeast, approximately 12% of the County drains into the River Raisin.

In addition to the three major rivers and their tributaries, Jackson County is blessed by many lakes and wetlands. For example, large lakes such as Columbia, Grass, Ackerson, Portage and Clark are located in the eastern half of Jackson County. Wetlands still exist in the City of Jackson as well as throughout Jackson County.

Transportation

Jackson County and the City of Jackson share a well-connected transportation system. Interstate 94 (I-94) traverses the County from east-to-west and skirts the northern boundary of the City. I-94 provides access to the major metropolitan areas of Chicago and Detroit. United States Highway 127 (US-127) runs through the center of the County as well as the City. It provides access to the Lansing area and other points north as well as Adrian and Toledo to the south. A wide variety of Michigan highways (e.g., M-50, M-60, etc), county primary roads, and city major streets provide access to those major roadways. The City of Jackson and portions of the outlying urban townships are also served by a bus system.

JOINT RECREATION PLAN JOINT OPERATIONS STUDY

CITY OF JACKSON &
JACKSON COUNTY

WATER RESOURCES

BOUNDARIES

PROPERTIES
& PARCELS

CITY, VILLAGE, &
TOWNSHIP BOUNDARIES

WATERSHEDS

UPPER GRAND RIVER

RIVER RAISIN

KALAMAZOO RIVER

HURON RIVER

HYDROLOGY

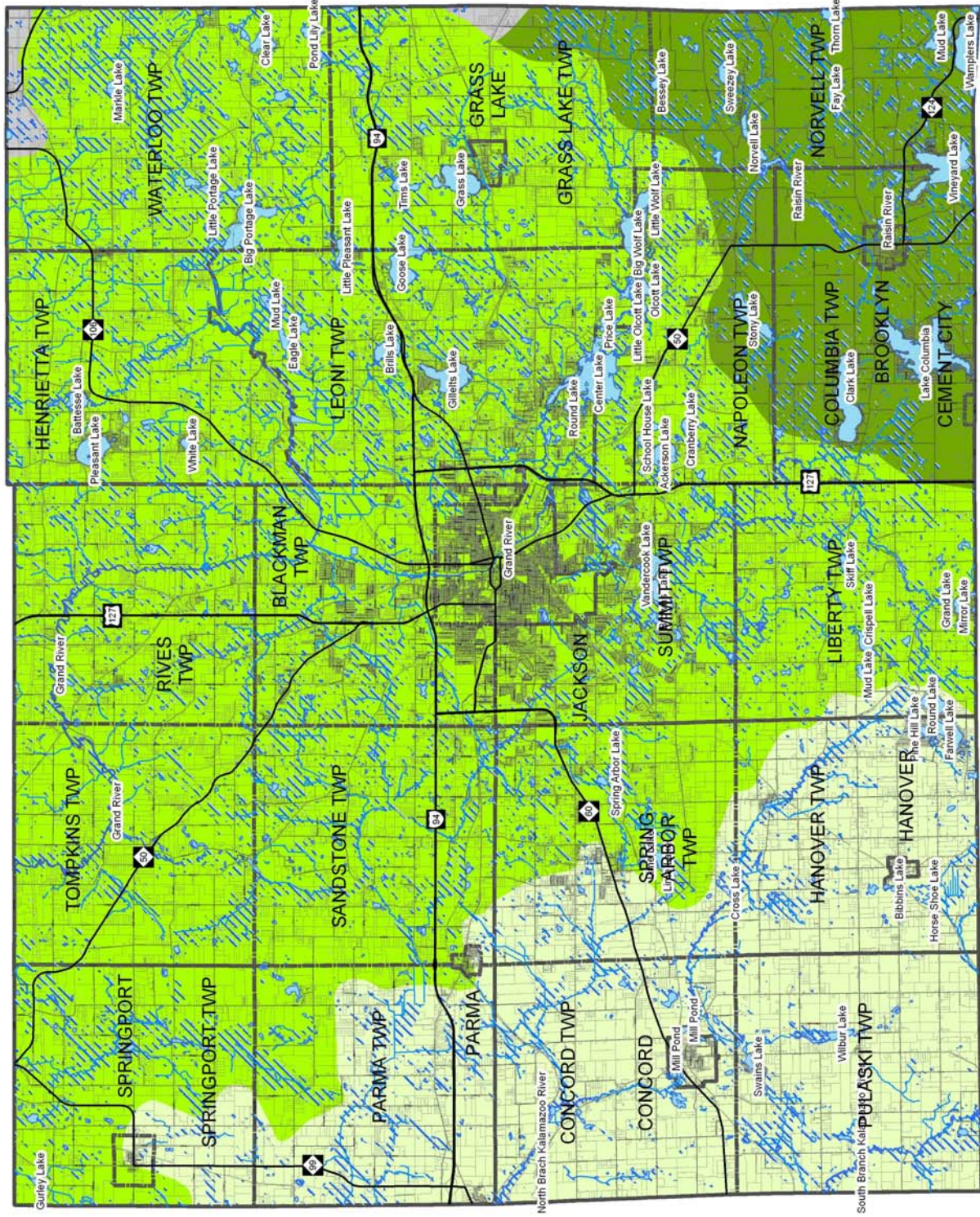
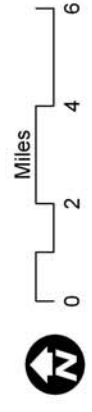
LAKES & PONDS

RIVERS, STREAMS,
& DRAINS

WETLANDS

TRANSPORTATION

STATE HIGHWAYS



Soils

The types of soils found in Jackson County are important to its development. For example, the 2000-2025 edition of the Jackson Community Comprehensive Plan identifies lands suitable for agricultural preservation as well as the establishment of greenways. That plan contains a map of 'Agricultural Preservation Areas' which identifies parcels of land eighty (80) acres or more in size with soils classified as prime or unique for agricultural production by the Natural Resources Conservation Service (NRCS). The location of active agricultural land, the location of agricultural and open space areas on township future land use plans, and existing proposed sewer service areas also impacted the designation of those areas. The 'Jackson County Greenways Plan' map contained in the document identifies a possible network of greenways which "generally follows wetland areas, drainage ways, and forested lands."

Land Use

The '2025 Jackson County Land Use Plan' map contained in the 2000-2025 edition of the Jackson Community Comprehensive Plan shows a mix of residential, commercial, and industrial land uses within the City of Jackson and the surrounding townships, extending along major thoroughfares. The map also shows a mix of residential and commercial uses in and around the County's various villages and some of its lakes. Nodes of industrial development are recognized along some of the County's major roads. The rest of the County will continue to be primarily agricultural.

JOINT RECREATION PLAN
JOINT OPERATIONS STUDY

CITY OF JACKSON &
JACKSON COUNTY

PRIME FARMLAND & GREENWAYS

BOUNDARIES

PROPERTIES
& PARCELS

CITY, VILLAGE &
TOWNSHIP BOUNDARIES

PRIME FARMLAND & GREENWAYS

POSSIBLE
GREENWAYS

AGRICULTURAL
PRESERVATION AREA

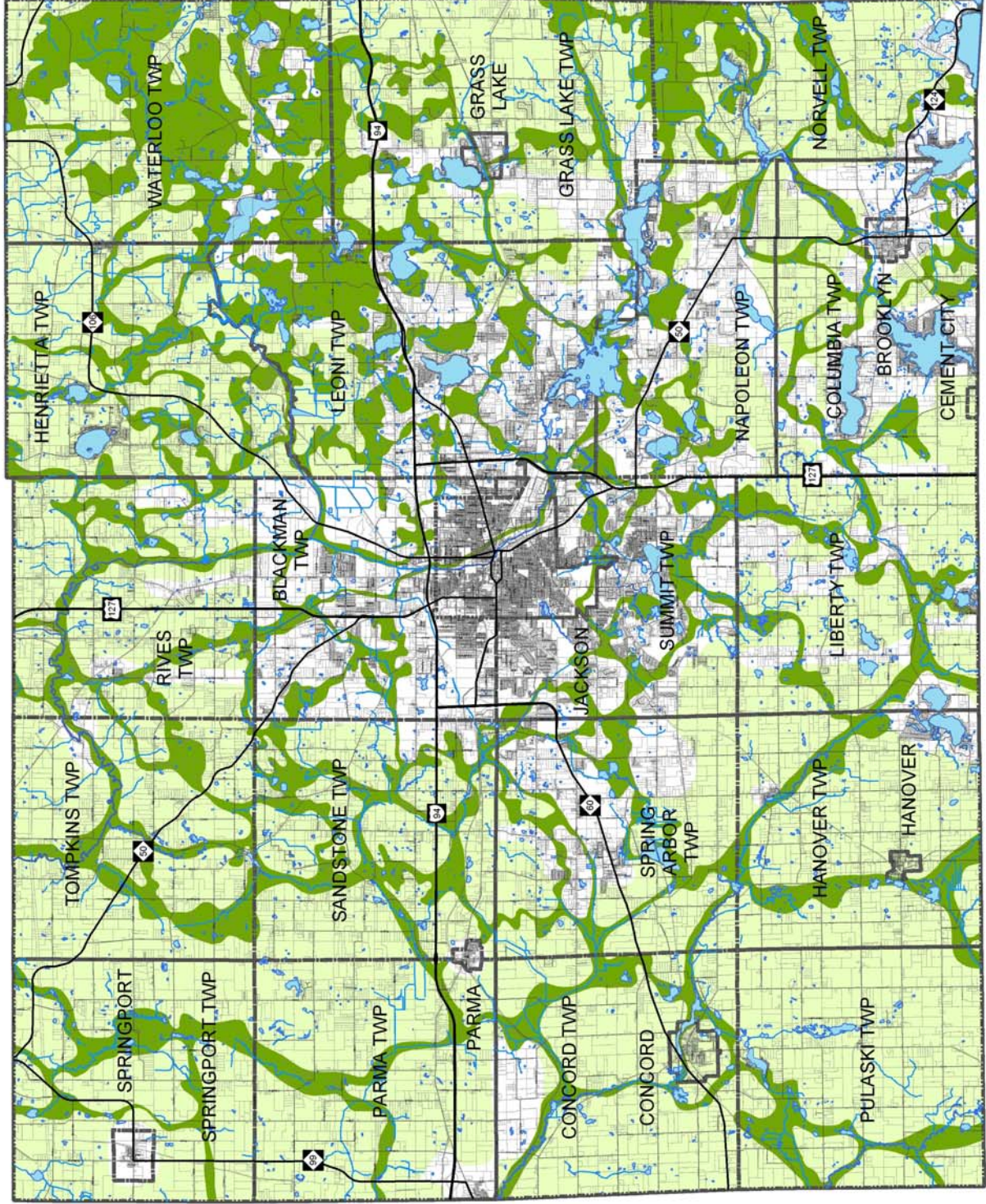
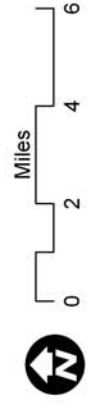
HYDROLOGY

LAKES & PONDS

RIVERS, STREAMS,
& DRAINS

TRANSPORTATION

STATE HIGHWAYS



JOINT RECREATION PLAN JOINT OPERATIONS STUDY

CITY OF JACKSON &
JACKSON COUNTY

FUTURE LAND USE

BOUNDARIES

PROPERTIES
& PARCELS



CITY, VILLAGE &
TOWNSHIP BOUNDARIES

LAND USE AREAS

INDUSTRIAL

COMMERCIAL

RESIDENTIAL

AGRICULTURAL

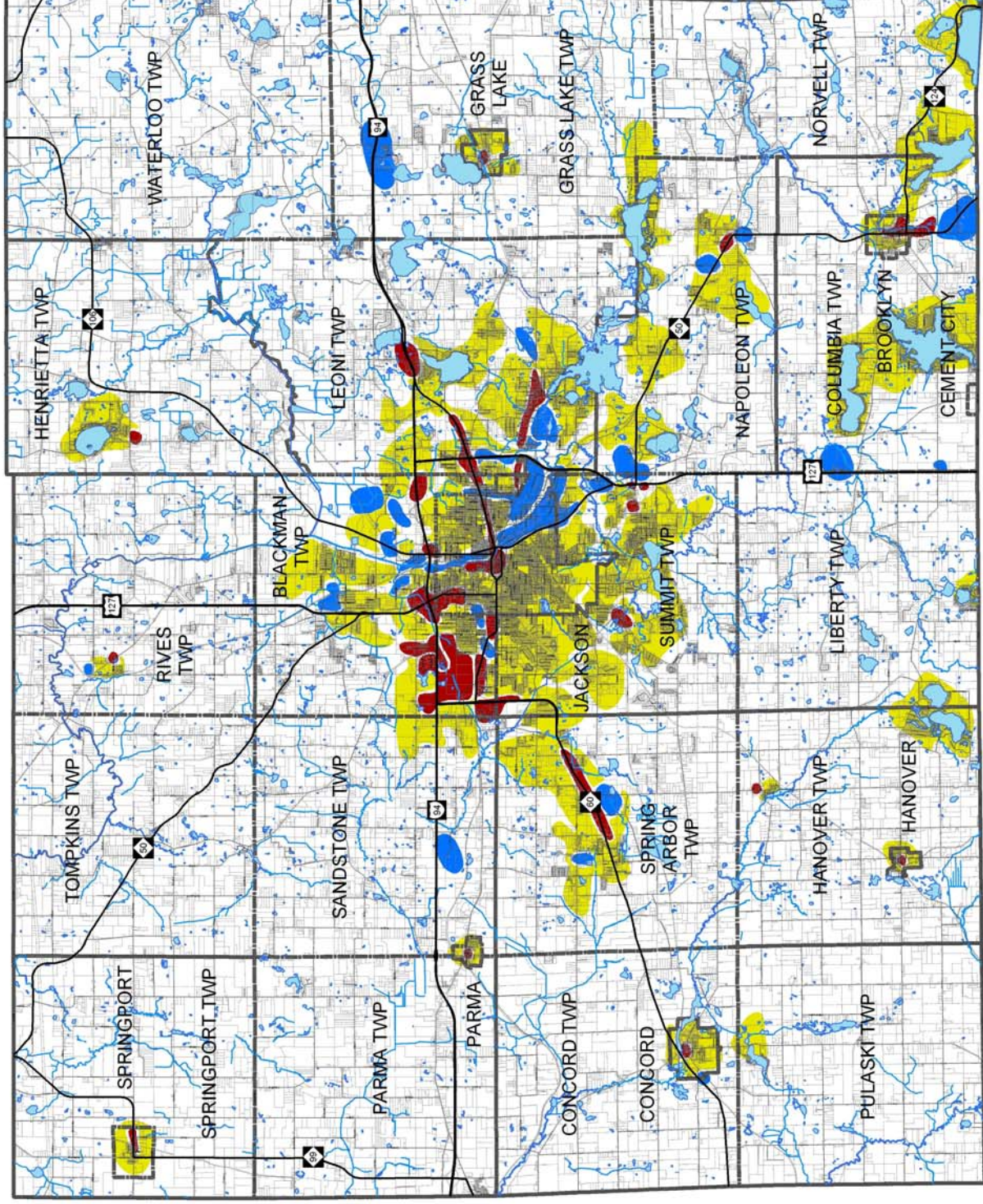
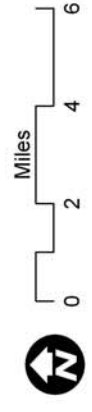
HYDROLOGY

LAKES & PONDS

RIVERS, STREAMS,
& DRAINS

TRANSPORTATION

STATE HIGHWAYS



Chapter 4

Descriptions of the Planning and Public Input Processes

City of Jackson & Jackson County Joint Recreation Plan

Description of the Planning Process

The development of this initial edition of the City of Jackson & Jackson County Joint Recreation Plan included the following steps:

- Jackson County and the City of Jackson recognized the potential benefits of cooperating in the administration and maintenance of the two park systems.
- The two jurisdictions agreed to share the costs of developing:
 - A Joint Operations Study for the City and County park systems; and
 - The 2010-2014 edition of the City of Jackson & Jackson County Joint Recreation Plan.
- The county and city administrations contracted with Region 2 Planning Commission staff to assist in the development of the 2010-2014 edition of the Joint Recreation Plan.
- The Joint Oversight Committee was formed to oversee the development of the Joint Operations Study and the 2010-2014 edition of the Joint Recreation Plan.
- Region 2 staff developed drafts of the Community Description (1); Administrative Structure (2); and Recreation and Resource Inventories (3) chapters of the Joint Recreation Plan and associated appendices—with the assistance of the staffs of the two parks departments—and reported the findings to the Joint Oversight Committee.
- The City and County also conducted a Citizen Opinion Survey, which contains questions pertinent to both the 2010-2014 edition of the Joint Recreation Plan and the Joint Operations Study. Region 2 staff was then able to prepare a draft of the Descriptions of the Planning and Public Input Processes (4) chapter of the Joint Recreation Plan.
- The Joint Oversight Committee utilized the input collected while drafting the first four chapters of the 2010-2014 edition of the Joint Recreation Plan to develop the Goals and Objectives (5) and Action Program (6) chapters.
- The Joint Oversight Committee provided the 2010-2014 edition of the Joint Recreation Plan for public review from January 6, 2010 through February 9, 2010 and held a public hearing regarding the document on February 10, 2010.
- The 2010-2014 edition of the Joint Recreation Plan was approved by the Parks and Recreation Commissions of Jackson County on February 17, 2010 and the City of Jackson on February 24, 2010, and recommended for adoption by the County Board and City Council.
- The Jackson City Council adopted the 2010-2014 edition of the Joint Recreation Plan on March 9, 2010 and the Jackson County Board of Commissioners adopted it on March 16, 2010.

Description of the Public Input Process

A variety of methods were employed to incorporate public input into the development of this recreation plan:

Metro Park Study Webpage

The Jackson Metro Park Study Webpage was created on the Region 2 Planning Commission Website (www.region2planning.com) as a clearing house for all of the documentation collected and created for the Joint Recreation Plan as well as the joint operations study. The webpage, which is available to the general public as well as the members of the Joint Oversight Committee, provided access to each of the draft chapters of the 2010-2014 edition of the Joint Recreation Plan as they became available for review. The results of the Citizen Opinion Survey were also posted to the webpage. A portion of the webpage as it appeared on November 19, 2009 is reproduced on this page.

JACKSON METRO PARK STUDY WEBPAGE



JACKSON CITIZEN PATRIOT ARTICLE

Recreation plan ideas being sought

Public input is being sought on the Jackson-Jackson County Joint Recreation Plan.

Those interested can take an online survey by logging on to www.cityofjackson.org, www.co.jackson.mi.us or www.region2planning.com between Wednesday and Dec. 6 and clicking on the link to the Citizen Opinion Survey for Recreation.

Survey responses will help the parks departments plan for improvements and consider how they can cooperate.

For more information about the planning effort and the metro park study, go to the Region 2 Web site and click on the Jackson Metro Park Study link.

For questions, contact Region 2 Principal Planner Grant Bauman at 768-6711 or gbauman@co.jackson.mi.us.

— From staff reports

Other Media Outreach

A press release on the development of the 2010-2014 edition of the Joint Recreation Plan and the Joint Operations Study was issued to local media outlets on November 13, 2009. The primary purpose of the release was to solicit participation in the Citizen Opinion Survey. However, the presence of the Jackson Metro Park Study Webpage was also highlighted. The press release resulted in brief articles published in the Jackson Citizen Patriot on November 14, 2009 and the Brooklyn Exponent on November 17, 2009 and an interview on JTV's "Bart Hawley Show" on November 20, 2009. The newspaper articles are reproduced on this page.

BROOKLYN EXPONENT ARTICLE

Parks and Recreation survey available online

Jackson County and the City of Jackson are cooperating in the development of a Joint Recreation Plan which will maintain the eligibility of both jurisdictions to apply for state and federal recreation grants. Accordingly, the parks departments want to involve the general public in the development of the plan through a survey.

Interested residents can take the online survey by logging onto www.cityofjackson.org, www.co.jackson.mi.us, or www.Region2Planning.com, between November 18 and December 6 and clicking on the link to the Citizen Opinion Survey for Recreation.

Answers to the first eight questions will help the parks departments of the city and county plan for future improvements to the park systems. Answers to the final question will provide needed input as the City and County study how cooperation between the two park systems can be achieved to the benefit of all residents.

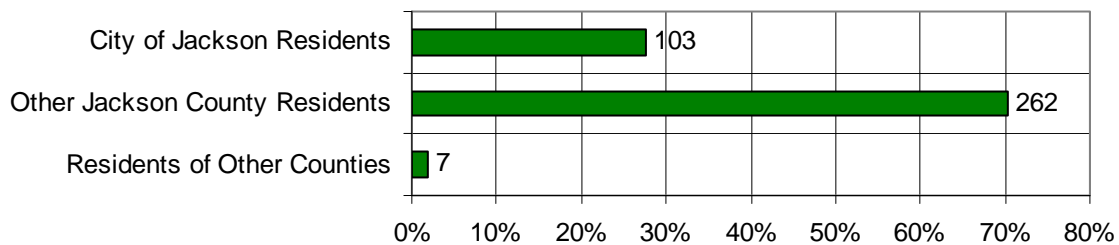
Questions about the survey can be directed to Grant E. Bauman, AICP, Principal Planner, Region 2 Planning Commission, 120 W. Michigan Avenue, Jackson, MI 49201; 768-6711 or e-mail at gbauman@co.jackson.mi.us.

Citizen Opinion Survey

A citizen opinion survey was conducted between November 18, 2009 and December 6, 2009. It contained questions pertinent to both the Joint Recreation Plan and the joint operations study. The survey was conducted online via www.surveymonkey.com and linked to the websites of Jackson County (www.co.jackson.mi.us), the City of Jackson (www.cityofjackson.org), and the Region 2 Planning Commission (www.region2planning.com). A press release announcing the opportunity to take the citizen opinion survey was released to area media outlets on November 13, 2009. That press release resulted in a brief articles published in the Jackson Citizen Patriot on November 14, 2009 and the Brooklyn Exponent on November 17, 2009 and an interview on JTV's "Bart Hawley Show" on November 20, 2009. Direct emails soliciting citizen opinion survey participation were also sent out to everyone on the email lists maintained by Jackson County, the City of Jackson, and the Arts and Cultural Alliance of Jackson County. A total of 373 surveys were completed. The answers to the survey questions were then tallied and disseminated as follows:

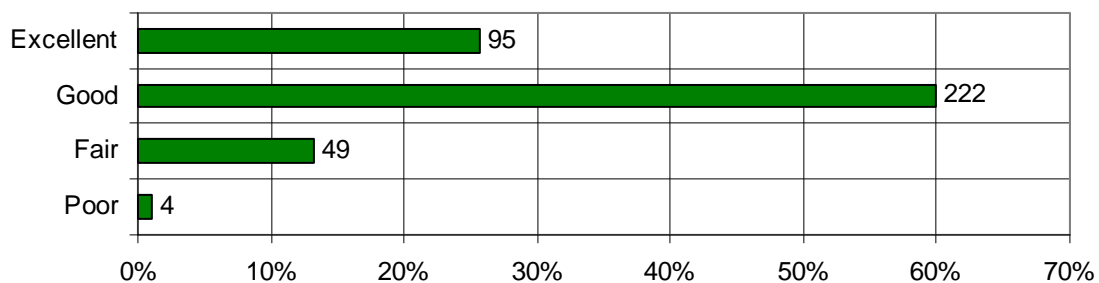
1. Where do you live?

Respondents were asked where they live (n=372). Over one quarter (27.7%) of respondents lived in the City of Jackson, which roughly corresponds to the portion (22.9%) of Jackson County residents living in the City in the Year 2000. The overwhelming majority of respondents (70.4%) lived elsewhere in the county. Very few respondents (1.9%) resided in another county.



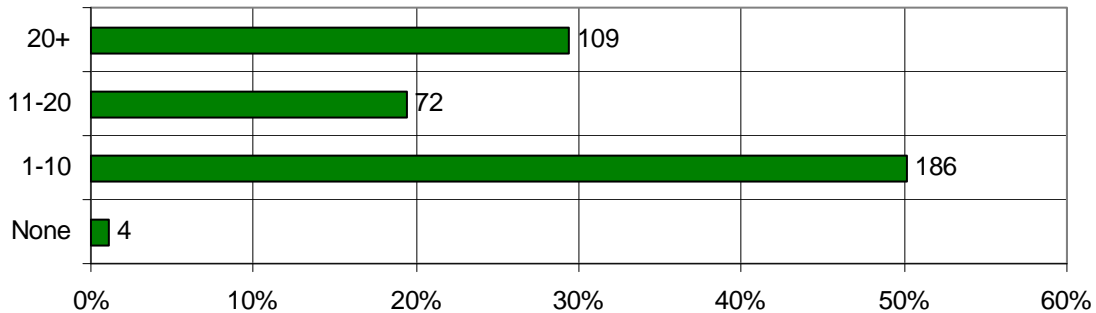
2. How do you rate the City and County parks and recreation facilities?

Respondents were asked to rate the city and county park systems (n=370). A quarter of respondents rated the city and county park systems as excellent (25.7%). The overwhelming majority of respondents rated the systems as good (60.0%). Only a few respondents rated the systems as fair (13.2%) or poor (1.1%).



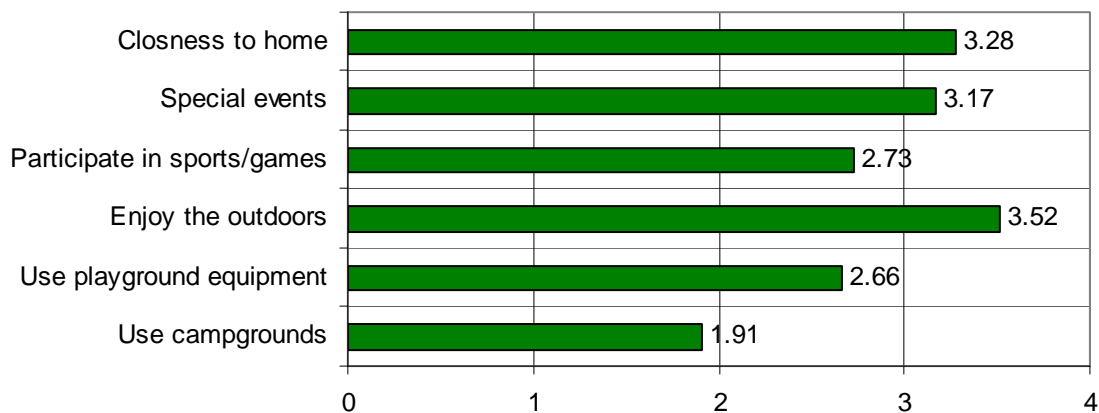
3. How many times have you visited any of the City of County parks or recreation facilities within the last year?

Respondents were asked how many times they visited a city or county park in the past year (n=371). Approximately half (50.1%) of respondents visited a city or county park between 1 and 10 times within the last year. More than a quarter of respondents (29.4%) visited a park more than 20 times and less than a quarter (19.4%) visited a park between 11 and 20 times. Only a few respondents (1.1%) did not visit a park in either system.



4. Why do you visit a park/recreation facility?

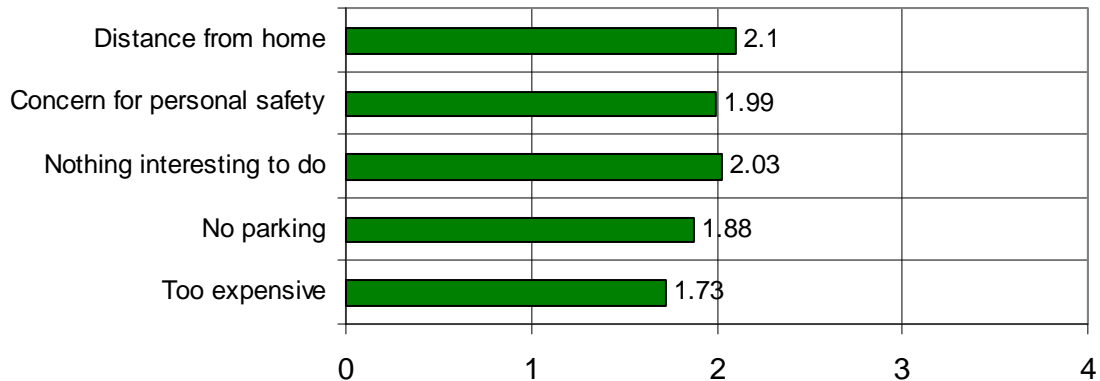
Respondents were asked if they strongly agree (4), agree (3), disagree (2), or strongly disagree (1) with how much various factors influence their decision to visit a park or recreation facility (n=373). The “enjoy the outdoors,” “closeness to home,” and special events” factors had average rankings between 3 and 4, indicating their importance. The “participate in sports / games” and “use playground equipment” categories had average ranking between 2 and 3, also indicating some influence. The “use campgrounds” category had an average ranking between 1 and 2, showing that this factor was not very important.



5. What discourages you from visiting a park/recreation facility?

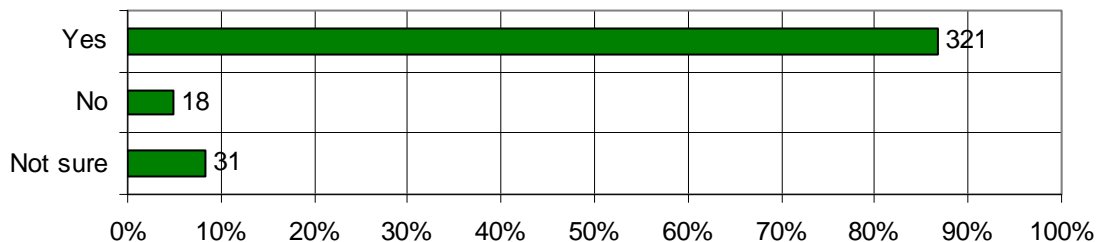
Respondents were asked if they strongly agree (4), agree (3), disagree (2), or strongly disagree (1) with how much various factors influence their decision to visit a park or recreation facility (n=351). The “distance from home” and “nothing interesting to do” factors had aver-

age rankings between 2 and 3, indicating some influence. The “concern for personal safety,” “no parking,” and “too expensive” categories had average ranking between 1 and 2, showing that these factors were not very important.



6. Should the City and County continue to develop a coordinated trail system?

Respondents were asked if development of a coordinated trail system should continue to be a goal of the city and county (n=370). The overwhelming majority of respondents (86.8%) said “yes.” The remaining respondents were “not sure” (8.4%) or said “no” (4.9%).



7. Is there an activity that you would like to see more of in the park/recreation facilities?

Survey respondents were asked to select 3 out of the 19 suggested recreation facilities (n=326). The facilities are listed below in order of their popularity:

- | | |
|-------------------------------------|---------------------------------|
| ■ Community festivals — 57.4% (187) | ■ Boat ramps — 14.7% (48) |
| ■ Picnicking — 33.7% (110) | ■ Camping — 14.1% (46) |
| ■ Beaches — 32.8% (107) | ■ Volleyball — 13.5% (44) |
| ■ Splash park — 31.3% (102) | ■ Golfing — 12.6% (41) |
| ■ Cross-country skiing — 28.8% (94) | ■ Tennis — 11.3% (37) |
| ■ Fishing — 27.3% (89) | ■ Basketball — 7.7% (25) |
| ■ Ice skating — 26.7% (87) | ■ Baseball/softball — 7.4% (24) |
| ■ Water slides — 25.8% (84) | ■ Soccer — 5.8% (19) |
| ■ Sledding — 22.4% (73) | ■ Hockey — 4.9% (16) |
| ■ Disc golf — 19.9% (65) | |

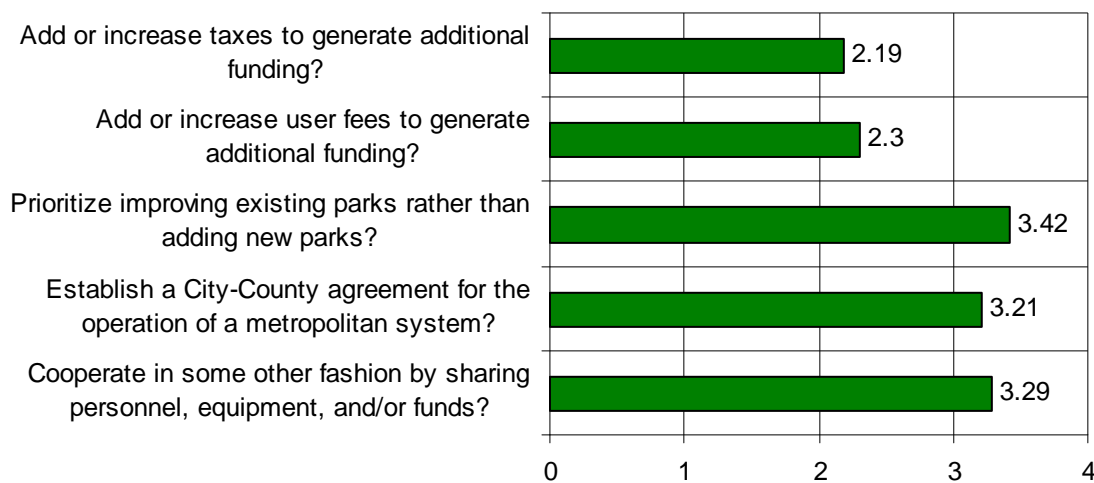
An opportunity to identify (“write-in”) other recreation facilities was also provided, resulting in 70 additional responses. Many of the suggestions included non-motorized facilities (e.g. horseback riding trails, mountain biking areas, bike lanes, walking/hiking/jogging trails) and events (e.g. walking / fitness programs and running events (5K runs/walks, triathlons, etc.)). Kayaking/canoeing facilities and cultural events (e.g., art and music) were also identified by a number of respondents. The full responses can be reviewed in Appendix D of this document.

8. What have you seen at parks or recreation facilities in other cities or counties that you would like to see here?

Survey respondents were asked to comment on city and county parks as they compare to other park systems. A total of 150 suggestions were recorded. Once again, a variety of non-motorized trails ranked very high among all of the suggestions. Water parks and other aquatic facilities were also very popular, as were a variety of festivals and other cultural events. New/updated playground equipment, Frisbee/disc golf courses, and new/updated picnicking facilities were also suggestions. Finally, the need for more and better-maintained restrooms was pointed out numerous times. The full responses can be reviewed in Appendix D of this document.

9. Due to increasing costs and decreasing funding, it is becoming more difficult to provide parks and recreation. Should the city and county employ any of the following strategies?

Respondents were asked if they strongly agree (4), agree (3), disagree (2), or strongly disagree (1) with how much various factors influence their decision to visit a park or recreation facility (n=373). The “prioritize improving existing parks rather than adding new parks,” “co-operate in some other fashion by sharing personnel, equipment, and/or funds,” and “establish a City-County agreement for the operation for a metropolitan system” factors had average rankings between 3 and 4, indicating the greatest support. The “add or increase users fees to generate additional funding” and “add or increase taxes to generate additional funding” had average rankings between 2 and 3, showing the least support.



Sparks Foundation County Park Master Plan

The Jackson County Parks and Recreation Commission and the Jackson County Board of Commissioners adopted the Master Plan for Sparks Foundation County Park (Cascades Park) in October and November of 2006, respectively. Public involvement was an important element in the development of that document. For example, participants identified their likes and dislikes regarding the park as well as their ideas for new facilities during a public forum attended by 200 residents held in April of that year. This information was used to develop the plan's goals and objectives. The 50 attendees of a second public forum held in May discussed various design alternatives and voted on the most desirable design elements of each alternative. That information was then used to develop the master plan which comprises the following elements:

- Cascades Falls
 - Existing Cascade Falls Upgrades
 - Expanded Cascade Falls Area
 - Amphitheater Area
- Historic Paredo Restoration
- Children's Play Area
- Open Field Area – Passive Recreation
- Bandshell and Restrooms
- Natural Area – Trout Pond
- Little League Fields
- Active Rec. Area – Paved Surfaces
 - Batting Cages
 - Maintenance Building
- Active Recreation Area – Open Field
- Gateway Landscaping
 - Brown St./Randolph St. Roundabout
 - Randolph St./High St. Intersection
 - Denton Rd./Kibby Rd. Intersection
 - Brown St./Denton Rd. Intersection
- Interpretive/Visitors Center
- Natural Area
 - Canal and Pond Dredging
 - Wetland Interpretive Opportunities
 - Viewing Chamber
- Open Areas
- Cascades Manor House
- Multi-use Path
- Brown Street Improvements

Please refer directly to the master plan for greater detail.

Regional Trailway Study

The parks departments of Jackson County and the City of Jackson; the townships of Blackman, Spring Arbor, and Summit; the Falling Waters Trail Committee; and the Lakelands Trail effort joined together to develop the Jackson County Regional Trailway Study 2002. Public involvement was also an important element in the development of this document. For example, upon completion of background information and the development of a concept plan, public meetings were held at the Summit Township Hall, the Blackman Township Hall, and the Jackson City Hall to present the materials and solicit public comment. Several other public meetings were also held at the Jackson City Hall (2) and the Summit Township Hall to present the revisions made to the concept plan after the first series of meetings. A preliminary master plan was based upon the background information, the concept plan, and the feedback gained from the public forum. The final trailways study contains the following elements:

- Lakelands Trail – 15.4 miles
- Henrietta Loop – 19.9 miles
- Portage Lake Trail – 6.5 miles
- North Trail – 7.6 miles
- Blackman Township Loop – 8.0 miles
- Inter-City Trail – 7.5 miles
- Airport Trail – 5.5 miles
- Falling Waters Trail – 11.5 miles

- Hanover Trail – 8.9 miles
- Summit Township Loop – 7.2 miles
- Ella Sharp Park Trail and Cascades Park – 4.4 miles
- South Trail – 19.5 miles
- Connection to Existing Trail on Page Avenue – 0.3 miles

Please refer the attached map as well as the full study for greater detail.

The Falling Waters Trail has since been completed from the east village limits of Concord to Weatherwax Road, and connecting to the existing portion of the Inter-City Trail. Local units of government have also added the following trails to supplement the basic framework provided by the trailway study:

- **Heart of the Lakes Area** — The action program located in the 2007-2012 edition of the Heart of the Lakes Area Recreation Plan includes several non-motorized pathways designed to supplement the regional trailway study's South Trail, as it flows through the Village of Brooklyn and the townships of Columbia, Napoleon, and Norvell. Please refer directly to the local recreation plan for greater detail.
- **Grass Lake Area** — The action program located in the 2009-2014 edition of the Grass Lake Area Recreation Plan includes several non-motorized pathways within Grass Lake Township and the Village of Grass Lake designed to connect with trails planned for Leoni Township, the Heart of the Lakes Area, and the other trails within the regional trailway study. Please refer directly to the local recreation plan for greater detail.
- **Leoni Township** — The action program located in the 2008-2012 edition of the Leoni Township Parks and Recreation Plan includes a boardwalk/shared use path along Michigan Ave. which extends into the Grass Lake Area. The action program also includes a shared-use path along Ann Arbor Rd. in the local Downtown Development Authority (DDA). Please refer directly to the local recreation plan and other township documents for greater detail.
- **Village of Concord** — The action program located in the 2008-2012 edition of the Concord Community Recreation Plan includes projects that will extend the regional trailway study's Falling Waters Trail westward to the Village's Norman Gottschalk Park as well linking to the trail extending southward to Swains Lake County Park. Please refer directly to the local recreation plan for greater detail.
- **Summit Township** — The action program located in the 2008-2012 edition of the Summit Township Recreation Plan includes projects that further interconnect the existing trails within the community and those proposed in the regional trailway study, including the Falling Waters Trail. Please refer directly to the local recreation plan for greater detail.

City of Jackson's Destination-Based Bike Routes

Jackson has also continued to refine the non-motorized pathways proposed within the city. The Destination-Based Bike Routes Map includes existing and proposed non-motorized lanes and trails and signed bike lanes. The map also identifies the destinations they are designed to interconnect. Of particular interest is the Inter-City trail, which was built through the King Center and along S. Cooper St. to Biddle St. (from there to the Consumers Campus only sidewalk exists). The proposed River ArtsWalk —an extension of the Inter-City Trail— will be built from Louis Glick Hwy. to Monroe St. The route will follow Mechanic Street northward (utilizing the existing sidewalk and bike lanes), traverse the Armory Arts Village (at North Street), and then follow the Grand River.

JOINT RECREATION PLAN
JOINT OPERATIONS STUDY

CITY OF JACKSON &
JACKSON COUNTY

REGIONAL TRAILWAY STUDY

TRAILS

- EXISTING TRAILS
- EXISTING BIKE ROUTES
- PROPOSED TRAILS
- ALTERNATIVE ROUTES

BOUNDARIES

PROPERTIES
& PARCELS

MUNICIPALITIES

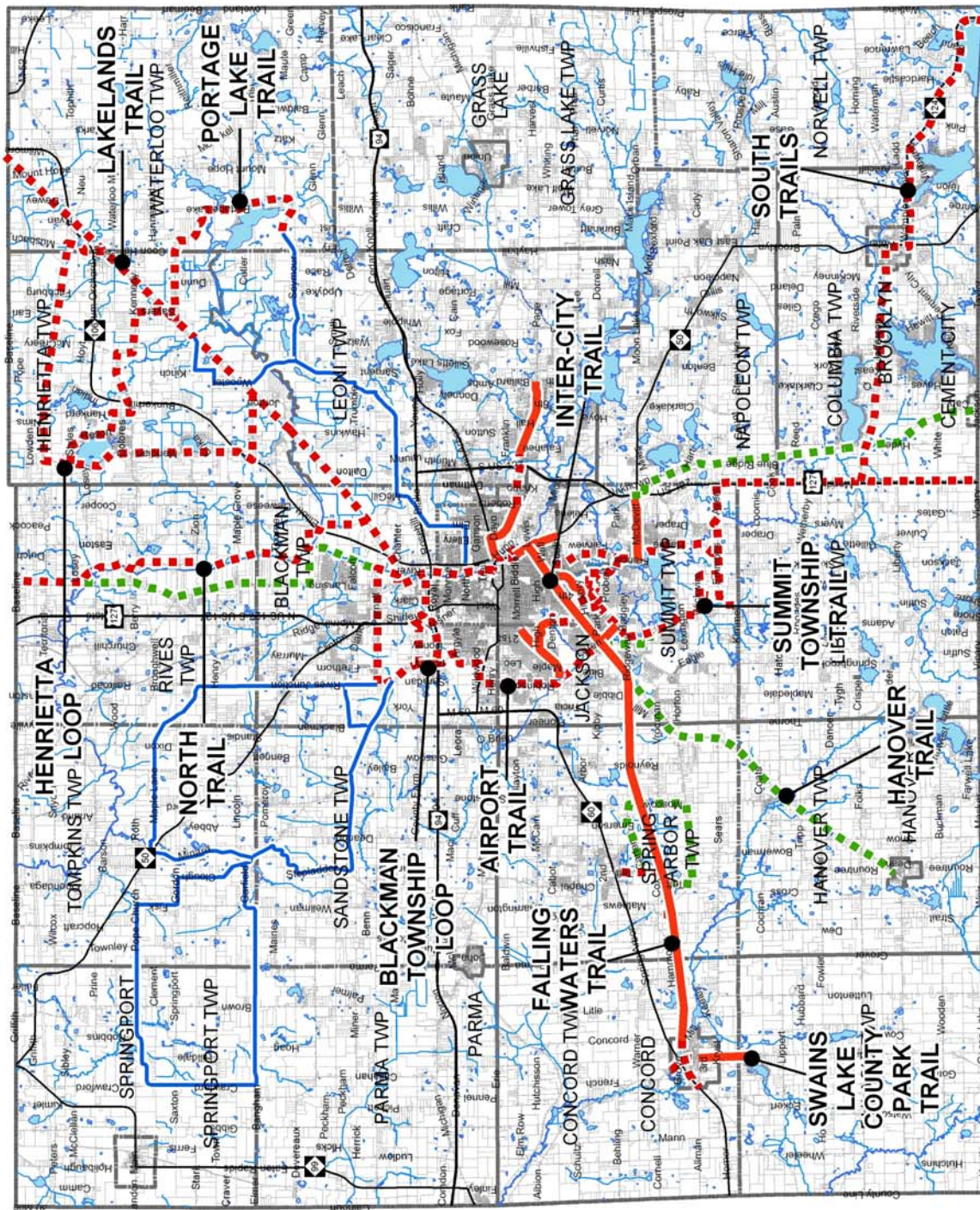
HYDROLOGY

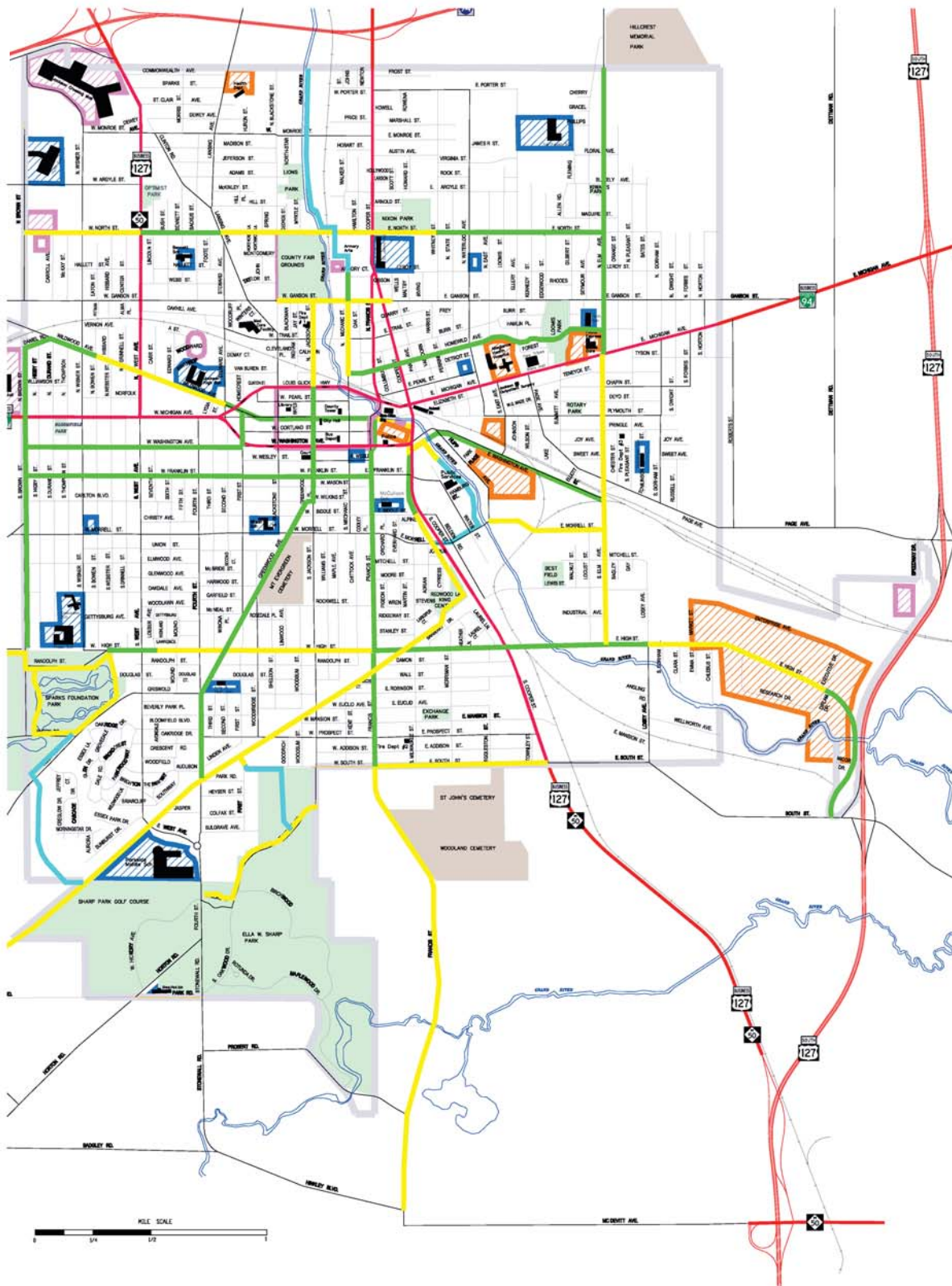
LAKES & PONDS

RIVERS, STREAMS,
& DRAINS

TRANSPORTATION

STATE HIGHWAYS





DESTINATION-BASED BIKE ROUTES CITY OF JACKSON, MI

October, 2007

DESTINATIONS

- Large Employers
- Entertainment/Shopping
- Schools
- Parks

BIKE ROUTES

- Existing Lanes & Trails
- Designated (Signed) Routes
- Proposed

Public Meetings

Public input is received throughout the year during the regular meetings of the parks and recreation commissions of Jackson County and the City of Jackson and in the form of suggestions, requests, and complaints received by their parks and recreation department. The development of the 2010-2014 edition of the Joint Recreation Plan was also a topic of discussion at various meetings of both commissions which are open to the general public. Meetings of the Joint Oversight Committee established by the City and County to oversee the development of the Joint Recreation Plan were also open to the public.

One Month Review Period

The 2010-2014 edition of the Joint Recreation Plan was submitted for public comment beginning on January 6, 2010 and ending on February 9, 2010. A press release was sent out to the local media and posted in offices of the City and County (please see the notice), resulting in a news brief in the January 6, 2010 edition of the Jackson Citizen Patriot. The plan was available for review in the offices of the County Administrator and the City Clerk as well as online via the websites of Jackson County (www.co.jackson.mi.us) and the Region 2 Planning Commission (www.region2planning.com). A single comment was made regarding opposition to the demolition of the Riverwalk Hotel, the site of the proposed Downtown Riverfront Park expansion. It should be pointed out that although the park expansion is the anticipated use of the property, it is not the reason why the hotel is proposed for demolition.

JACKSON CITIZEN PATRIOT ARTICLE

Copies of recreation plan made available

The Jackson-Jackson County Joint Recreation Plan is now available to the public.

Copies of the plan are available in the offices of the city clerk, 161 W. Michigan Ave., and county administrator, 120 W. Michigan Ave. The plan may also be viewed at www.region2planning.com and www.co.jackson.mi.us.

In addition, the plan will be discussed at a public hearing at 6 p.m. Feb. 10 in the council chambers on the second floor of City Hall.

The plan will help local governments identify recreation needs and seek grants through the Michigan Department of Natural Resources over the next five years.

The goals of the plan are to develop cooperation and lines of communication with other local communities and recreation providers, develop a nonmotorized trail network, renovate existing parks and recreation facilities, provide recreation programs and events, and develop new parks as opportunities arise.

For more information, contact principal planner Grant Bauman at 768-6711 or gbauman@co.jackson.mi.us

Jackson County and the Region 2 Planning Commission

Local units must provide copies of the joint recreation plan to its county board and regional planning commission (please see the letters sent to Jackson County and the Region 2 Planning Commission).

Public Hearing

A public hearing on the recreation plan was held on February 10, 2010. The public hearing was noticed in the Jackson Citizen Patriot on January 24, 2010 (please see the affidavit of publication). Comments made during the public hearing supported the proposed expansion of the Downtown Riverfront Park (please see the meeting minutes).



**The City of Jackson & Jackson
County Joint Recreation Plan
is Available for Review**

Jackson County and the City of Jackson are cooperating in the development of a joint recreation plan. A recreation plan helps local governments identify the recreation needs of their residents and makes them eligible to seek grants through the Michigan Department of Natural Resources. A complete draft of the joint recreation plan was recently completed and is now available for public review (1/6/2010-2/9/2010). Hard copies of the document are available at the following locations:

City Clerk's Office (1st floor)
Jackson City Hall
161 W. Michigan Avenue
Jackson, MI 49201

Administrator's Office (6th floor)
Jackson County Tower Building
120 W. Michigan Avenue
Jackson, MI 49201

The document can also be viewed online at:

www.region2planning.com and www.co.jackson.mi.us

Please contact Grant Bauman with your comments and concerns:

Grant E. Bauman, AICP
120 W. Michigan Avenue
Jackson, MI 49201
(517) 768-6711
gbauman@co.jackson.mi.us

You are also invited to attend the public hearing to be held on the document which is scheduled for:

Wednesday, February 10, 2010 @ 6:00 pm
City Council Chambers (2nd floor)
Jackson City Hall
161 W. Michigan Avenue
Jackson, MI 49201

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



January 15, 2010

James E. Shotwell, Jr., Chairman
Jackson County Board of Commissioners
120 W. Michigan Avenue
Jackson, MI 49201

Subject **City of Jackson & Jackson County Joint Recreation Plan**

Dear Mr. Shotwell:

Jackson County and the City of Jackson recently drafted a Joint Recreation Plan. Local units of government must have recreation plans approved by the Michigan Department of Natural Resources in order to maintain eligibility for federal and state funding for recreation projects. Local units must also provide copies of the document to the County of Jackson and the Region 2 Planning Commission. The following link to the Metro Park Study webpage of the Region 2 Planning Commission website (www.region2planning.com) provides access to the current draft of the City of Jackson & Jackson County Joint Recreation Plan:

<http://www.region2planning.com/website/Committees.asp?CID=23>

Please contact me at (517) 768-6711 if you prefer a paper copy of the document.

Please contact me if you have any questions.

Sincerely,

A handwritten signature in black ink that reads "Grant E. Bauman".

Grant E. Bauman, AICP
Principal Planner

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



January 15, 2010

Charles C. Reisdorf, Executive Director
Region 2 Planning Commission
120 W. Michigan Avenue
Jackson, MI 49201

Dear Mr. Reisdorf:

Subject: **City of Jackson & Jackson County Joint Recreation Plan**

Jackson County and the City of Jackson recently drafted a Joint Recreation Plan. Local units of government must have recreation plans approved by the Michigan Department of Natural Resources in order to maintain eligibility for federal and state funding for recreation projects. Local units must also provide copies of the document to the County of Jackson and the Region 2 Planning Commission. The following link to the Metro Park Study webpage of the Region 2 Planning Commission website (www.region2planning.com) provides access to the current draft of the City of Jackson & Jackson County Joint Recreation Plan:

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Please contact me at (517) 768-6711 if you prefer a paper copy of the document.

Please contact me if you have any questions.

Sincerely,

A handwritten signature in black ink that reads "Grant E. Bauman".

Grant E. Bauman, AICP
Principal Planner

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

<p style="text-align: center;">Jackson Citizen Patriot 214 S. Jackson St., Jackson, MI 49201 AFFIDAVIT OF PUBLICATION</p> <hr/> <p>State of Michigan,) ss County of Jackson) Sheryl L DeVriendt being duly sworn, deposes and says that he/she is principal clerk of the Jackson Citizen Patriot; that said <u>Jackson Citizen Patriot</u> is a newspaper published and circulated in the County of Jackson, and the attached notice has been duly published in said newspaper on the following dates: January 24, 2010</p> <p>Customer Name: REGION 2 PLANNING COMMISSION</p> <p><u>Sheryl L DeVriendt</u> Sheryl L DeVriendt</p> <p>Subscribed and sworn to before me this 26th day of January A.D. 2010</p> <p><u>Brenda M Truskoski</u> Brenda M. Truskoski NOTARY PUBLIC IN AND FOR THE COUNTY OF KENT, STATE OF MICHIGAN</p> <p>My Commission Expires: January 29, 2014</p> <p style="text-align: right;"> 1 Folios Times \$ 142.15 Affidavit \$ 10.00 Words/Lines \$ 152.15 </p> <p style="text-align: right;"> NOTICE OF PUBLIC HEARING City of Jackson & Jackson County Joint Recreation Plan Jackson County and the City of Jackson are developing a joint recreation plan to identify the recreation needs of their residents and to be eligible to seek grants through the Michigan Department of Natural Resources. You are invited to attend a public hearing on the draft Joint Recreation Plan to be held: Wednesday, February 10, 2010 @ 6:00 pm City Council Chambers (2nd floor), Jackson City Hall, 161 W. Michigan Avenue, Jackson, MI 49201. The document can be viewed online at: www.region2planning.com or www.co.jackson.mi.us. Hard copies of the plan are available for review at: City Clerk's Office (1st floor), Jackson City Hall, 161 W. Michigan Avenue, Jackson, MI 49201 or County Administrator's Office (6th floor), Jackson County Tower Building, 120 W. Michigan Avenue, Jackson, MI 49201. Please contact Grant Bauman with your comments and concerns: Grant E. Bauman, AICP Jackson County Tower Building, 120 W. Michigan Avenue, Jackson, MI 49201. (517) 768-6711 gbauman@co.jackson.mi.us </p>	
<p style="text-align: center;">AFFIDAVIT OF PUBLICATION JACKSON CITIZEN PATRIOT JACKSON, MICHIGAN</p> <hr/> <p style="text-align: center;">IN THE MATTER OF</p> <p style="text-align: center;">REGION 2 PLANNING COMMISSION ATTN STEVE DUKE 120 W MICHIGAN AVE JACKSON MI 49201</p> <p style="text-align: center;">Received and filed this 26th day of January A.D. 2010</p> <p style="text-align: right;">0003580895</p>	



Joint Recreation Plan Public Hearing

A public hearing on the City of Jackson and Jackson County Joint Recreation Plan was held on February 10, 2010 @ 6:00 pm in the Council Chambers of Jackson City Hall.

A total of 20 people attended the hearing: Randy Treacher, Karen Dunnigan, Mike Way, Keith Roberts, Brandon Ransom, Grant Bauman, Eric Terrian, Nancy Seydell, Roger Gaede, Bob DuBois, Gail W. Mahoney, Kelli Hoover, Jim Parrott, Kyle Jansen, Scott Fleming, Doug Brown, Paul Rentschler, Hendrik Schuur, Scott TenBrink, and Earl Poleski.

The public hearing was opened by Grant Bauman, R2PC Principal Planner, who welcomed the participants and provided some background information on the Joint Recreation Plan. The Vision and Goals of the document were stated (Chapter 5) and the Action Programs of the County and City were summarized (Chapter 6).

The following comments were provided by those in attendance:

- Scott Fleming (The Enterprise Group) introduced Paul Rentschler (ASTI Environmental) who informed the group that the Enterprise Group has written a letter to Senator Stabenow requesting financial assistance with the demolition of the vacant Riverwalk Hotel in downtown Jackson. He is happy to see the possibility of replacing the old hotel with a new park (the Downtown Riverfront Park expansion) in the 5 year plan. Mr. Fleming indicated that initial estimate for the demolition is \$1.8 Million. There is also research being done to see what types of grants may be available for park development.
- Roger Gaede (Jackson County Parks and Recreation Commission) asked Scott Fleming and Paul Rentschler some detailed questions about the proposed park.
- Scott TenBrink (Jackson Fitness Council) also voiced his support the Downtown Riverfront Park expansion. He stressed the importance of the trail connection that this project could achieve. Mr. TenBrink indicated that one of the primary goals of the MDNRE right now is to fund trails and make those connections.

No more comments were made. Mr. Bauman thanked those in attendance and closed the public hearing at 6:22 pm

Submitted Respectfully,
Grant E. Bauman, AICP
R2PC Principal Planner

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

Chapter 5

Vision, Goals, and Objectives

City of Jackson & Jackson County Joint Recreation Plan

Vision, Goals, and Objectives

The vision provided by this recreation plan can be summarized in the following statement:

Provide all persons with a variety of well-maintained and programmed parks, recreation areas, and facilities at the neighborhood level in the City of Jackson and at the community and regional levels throughout Jackson County.

The following goals and objectives will help Jackson County and the City of Jackson to fulfill the vision summarized above:

1. Develop lines of communication, collaboration, and cooperation with other local communities and recreation providers

Investigate various ways of communicating, collaborating, and cooperating with the other local providers of recreation in order to provide adequate facilities and programs throughout Jackson County as well as avoiding the duplication of facilities and services in any given sub-area of the county.

2. Develop a non-motorized trail network

Continue the efforts of both Jackson County and the City of Jackson to develop a non-motorized trail network:

- Continue to implement the Jackson County Regional Trailway Study.
- Encourage local governments to plan for and develop additional non-motorized trails which will supplement the framework proposed in the regional trailway study.

3. Renovate existing parks and recreation facilities

Concentrate efforts on improving the existing parks maintained by Jackson County and the City of Jackson:

- Upgrade existing parks and recreation facilities as needed.
- Improve existing parks and recreation facilities to meet (and exceed where possible) the requirements of the Americans with Disabilities Act (ADA).
- Improve the safety of parks and recreation facility patrons and increase the positive impact of parks on their surrounding areas.
 - Continue to install vandal resistant facilities.
 - Continue to improve a consistent and systematic park maintenance program.
 - Improve traffic control within parks.
- Implement the Sparks Foundation County (Cascades) Park Master Plan.

4. Provide recreation programs and events

Provide a variety of recreation programs which the community enjoys, and attempt to involve everyone as a participant, coach, or spectator.

- Continue to provide the various recreation programs provided by the City of Jackson and to identify ways of expanding recreation programming throughout Jackson County.
- Continue to allow special events such as the Civil War Muster and Juneteenth celebrations in county and city parks.

5. Develop new parks as opportunities arise

Opportunities for the acquisition and development of new parks should not be ignored even though Jackson County and the City of Jackson will concentrate on the redevelopment of existing parks and recreation facilities.

- Provide new mini, neighborhood, community, or regional parks (as applicable) in underserved areas of the city and county.
- Protect natural resources (i.e. forests, wildlife habitat, and wetlands) and to create and/or preserve needed open space in urban/suburban settings.
- Provide a venue for a new recreation facility which cannot be accommodated in any existing park.

Background Information

Input into developing the goals and objectives listed above included:

- Existing recreation facilities and programs available to city and other county residents, regardless of the provider;
- The health and disabilities of city and other county residents;
- Opportunities for acquiring land and facilities; and
- Responses from the Citizen Opinion Survey and the other opportunities for public comment.

Develop lines of communication, collaboration, and cooperation

A variety of the factors identified in the Joint Recreation Plan support the need to develop lines of communication, collaboration, and cooperation among recreation providers. Other factors identify where those lines already exist:

- **Recreation and Resource Inventories** — A variety of public, quasi-public, and private entities provide recreation facilities and programs. People rarely restrict their activities — including recreation — to a single jurisdiction. Accordingly, chapter 3 of this document already provides an overview of the parks and recreation facilities and services available to local residents, regardless of the provider.
- **Citizen Opinion Survey** — Responses to question #9 of the survey show strong support for cooperation among recreation providers. “Establish a City-County agreement for the operation of a metropolitan system?” received an average rating of 3.21 and “Cooperate in some other fashion by sharing personnel, equipment, and/or funds?” received an average rating of 3.29. Respondents were asked if they strongly agree (4), agree (3), disagree (2), or strongly disagree (1) with those questions.

- **Jackson County Regional Trailway Study** — The parks departments of Jackson County and the City of Jackson; the townships of Blackman, Spring Arbor, and Summit; the Falling Waters Trail Committee; and the Lakelands Trail effort joined together to develop the Jackson County Regional Trailway Study, indicating that some cooperation, communication, and collaboration among recreation providers already exists.

Develop a Non-Motorized Trail Network

A variety of the factors identified in the Joint Recreation Plan support the development of a non-motorized trail network:

- **Citizen Opinion Survey** — Responses to several of the survey questions show strong support for non-motorized trails. For example, question #6 asks “should the city and county continue to develop a coordinated trail system?” The vast majority of respondents (86.8%) answered yes. Question #7 asks “is there an activity that you would like to see more of in the park/recreation facilities?” and question #8 asks “what have you seen at parks or recreation facilities in other cities or counties that you would like to see here?” Many of the “write-in” responses to both questions identified a variety of non-motorized facilities and events.
- **Jackson County Regional Trailway Study** — A framework of trails was developed in the document which was completed in 2002. Jackson County’s ‘Falling Waters Trail’ was the first study element to be implemented. The ‘River Artswalk,’ an extension of the City of Jackson’s existing ‘Inter-City Trail,’ will be constructed soon. The local recreation plans for the Heart of the Lakes Area, the Grass Lake Area, Leoni Township, the Village of Concord, and Summit Township include the proposed trail network as it flows through their jurisdictions and often expands the network to include other trails. The City of Jackson has also expanded upon the proposed trail network via its map of ‘Destination-Based Bike Routes.’
- **The health of Jackson County residents** — The 2008 edition of the Jackson Community Report Card and the Jackson Community Comprehensive Plan indicated that being overweight and obesity are significant local health issues. Promoting Healthy Weight in Michigan through Physical Activities and Nutrition recommends “developing, maintaining, and promoting the use of bike paths” as a tool for battling being overweight and obesity and their related health effects.

Renovate Existing Parks and Recreation Facilities

A variety of the factors identified in the Joint Recreation Plan support a focus on the renovation of existing parks and recreation facilities over the development of new parks:

- **Citizen Opinion Survey** — Responses to several of the survey questions show strong support for focusing on the renovation of parks and recreation facilities. For example, question #9 (in part) asks respondents if they strongly agree (4), agree (3), disagree (2), or strongly disagree (1) with the following statement: “Prioritize improving existing parks rather than adding new parks.” The average ranking for the question was 3.42, indicating solid support. Question #8 asks “what have you seen at parks or recreation facilities in other cities or counties that you would like to see here?” Many of the responses to the question indicate the need for new/updated playground equipment and picnic facilities as well as more and better maintained restrooms. Question #2 asks “how do you rate city and county parks and recreation facilities?” Although the majority of respondents rated the parks as excellent

(25.7%) or good (60.0%), a significant portion only provided a ranking of fair (13.2%) or poor (1.1%), indicating the need for park and recreation facility improvements.

- **Disabilities of residents** — A significant minority of residents countywide (17.3%) were disabled in some way in the Year 2000. The rate of disability within the city (20.5%) was even greater. Parks and recreation facilities should accommodate these people.
- **The economic downturn** — The county and city are affected by the same ongoing economic downturn their residents are experiencing. Unfortunately, this trend is likely to continue for some time in Michigan. Concentrating on existing parks, like the joint planning effort which produced this document and the ongoing Joint Operation Study, is an example of trying to ‘do more with less.’
- **Sparks Foundation County Park Master Plan** — A master plan for the park was completed in 2006, reflecting the status of the park as the jewel of the county’s park system. The various elements of the master plan were subject to public scrutiny. Implementing those elements will ensure that the park remains an important component of what people remember about Jackson County.

Provide Recreation Programs and Events

A variety of the factors identified in the Joint Recreation Plan support the development of a non-motorized trail network:

- **Citizen Opinion Survey** — Responses to several of the survey questions show strong support for special events. For example, question #4 (in part) asks respondents if they strongly agree (4), agree (3), disagree (2), or strongly disagree (1) that attending “special events” is a reasons they “visit a park / recreation facility.” The average ranking was 3.17, which highlights the importance of special events to both park systems. Question #7 asks “is there an activity that you would like to see more of in the park/recreation facilities?” and question #8 asks “what have you seen at parks or recreation facilities in other cities or counties that you would like to see here?” Many of the “write-in” responses to both questions identified a variety of non-motorized events (i.e., “triathlons, half-marathons, the Citizen Patriot Running Series (5K run/walk), etc.) and cultural events (i.e., festivals, art/craft shows, children’s events, live music, etc.).
- **Joint Operations Study** — The importance of special events and sports/games was also recognized independently from the Citizen Opinion Survey. For example, the ongoing Joint Operations Study has identified the expansion of the popular city recreation programs countywide as a potential benefit of a metropolitan park system.
- **The health of Jackson County residents** — The Joint Recreation Plan recognizes that being overweight and obesity are significant local health issues. The availability of active recreation programs for all ages through the city provides Jackson Area residents with the opportunity for a more active lifestyle.

Develop New Parks as Opportunities Arise

A variety of the factors identified in the Joint Recreation Plan support the development of new parks under certain circumstances:

- **Taking advantage of opportunities** — The county and city may wish to take advantage of opportunities for new parks when they arise even though they are focusing on the renovation of existing parks. For example, the proposed demolition of the old Riverfront Hotel on the east side of Downtown Jackson —where Michigan Ave. and Francis St. converge at the Grand River— provides such an opportunity. Allegiance Health (the local hospital), the Enterprise Group (a local economic development group), Jackson County, and the City of Jackson are currently exploring the possibility of extending the green space created by the City's Downtown Riverfront Park and the Consumers Energy Campus westward across Francis St.
- **Non-motorized trail network** — The development of a non-motorized trail network, as proposed in the regional railway study and expanded upon in the recreation plans of a number of local governments, is a local priority. The development of the proposed linear park system cannot be accommodated in existing parks. The health benefits attributed to the use of non-motorized trails are also a factor in favor of these new parks.

Chapter 6

Action Program

City of Jackson & Jackson County Joint Recreation Plan

Action Program

Jackson County and the City of Jackson have separate action programs:

Jackson County Action Program

Please see the following county map for the location of the various projects.

- A. **Clark Lake County Park upgrades** — Addition of modern restrooms, a play structure, a picnic shelter, and landscaping.
- B. **Lime Lake County Park upgrades** — Addition of modern restrooms, a picnic shelter, a play structure, and landscaping.
- C. **Pleasant Lake County Park campground restroom** — Replacement of the 1980 restroom and shower building serving campers and day-users. The new facility will be universally accessible.
- D. **Round Lake County Park upgrades** — Addition of modern restrooms, a play structure, a picnic shelter, and landscaping.
- E. **Sparks Foundation County (Cascades) Park**
 - **Cascades urban fishery project** — Renovation of a 1.3 acre pond and flowing stream. Phase I of a renovation project to address the natural habitat improvement of Cascades Park, a rare urban wildlife refuge.
 - **Cascades lagoons dredging project** — Improvement of the natural habitat of the Cascades Lagoons through dredging. Water quality and plant habitat will improve in the park upon completion.
 - **Cascades falls renovation** — Major renovation of the historic Cascade Falls. Complete renovation of the plumbing, electrical, and concrete fixtures.
 - **Sparks Park play structure renovation** — Replacement of the aging, heavily used play structures in the park.
 - **Sparks Park outdoor accessibility improvements** — Addition and renovation of non-motorized pathways and outdoor education facilities.
- F. **Swain's Lake County Park campground restroom** — Replacement of the 1980 restroom and shower building serving campers and day-users. The new facility will be universally accessible.
- G. **Vineyard Lake County Park upgrade** — Upgrades in the park will consist of the addition of modern restrooms, a play structure, a picnic shelter, and improved driveway infrastructure.

Trail Development

- H. **Lakelands Trail Development** — Development of 10-12 miles of rail-trail along the former Airline railroad right-of-way, stretching northeast from Blackman Township to the Jackson County Line.
- I. **Sparks Foundation County Park trail connector** — Development of a non-motorized trail connector between Sparks Park and the Inter-City/Falling Waters Trail.

JOINT RECREATION PLAN
JOINT OPERATIONS STUDY

CITY OF JACKSON &
JACKSON COUNTY

JACKSON COUNTY ACTION PROGRAM

ACTION PROGRAM

 POSSIBLE PROJECT

BOUNDARIES

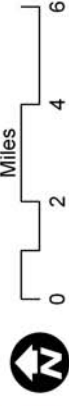
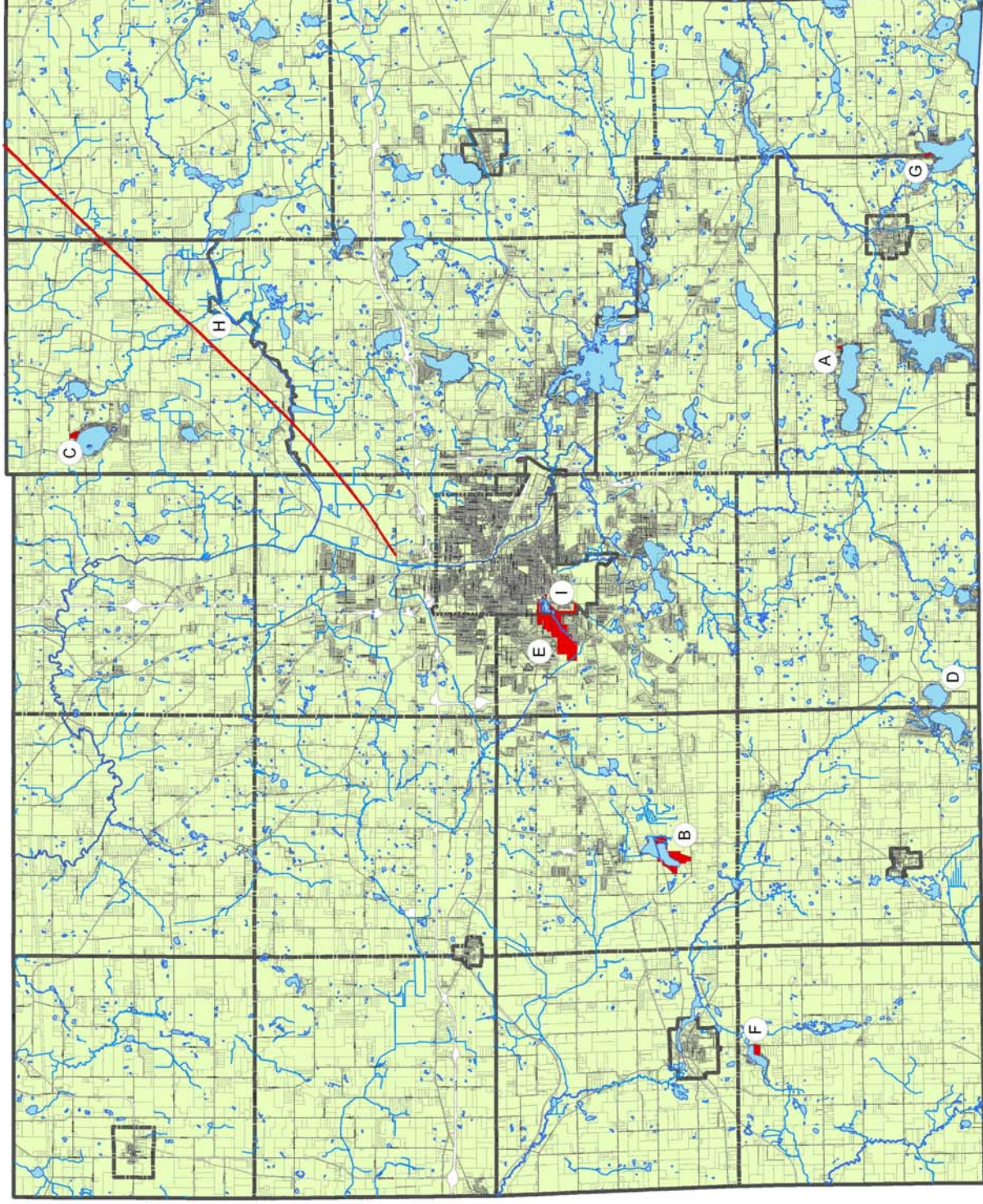
 PROPERTIES
& PARCELS

 POLITICAL
BOUNDARIES

HYDROLOGY

 LAKES & PONDS

 RIVERS, STREAMS,
& DRAINS



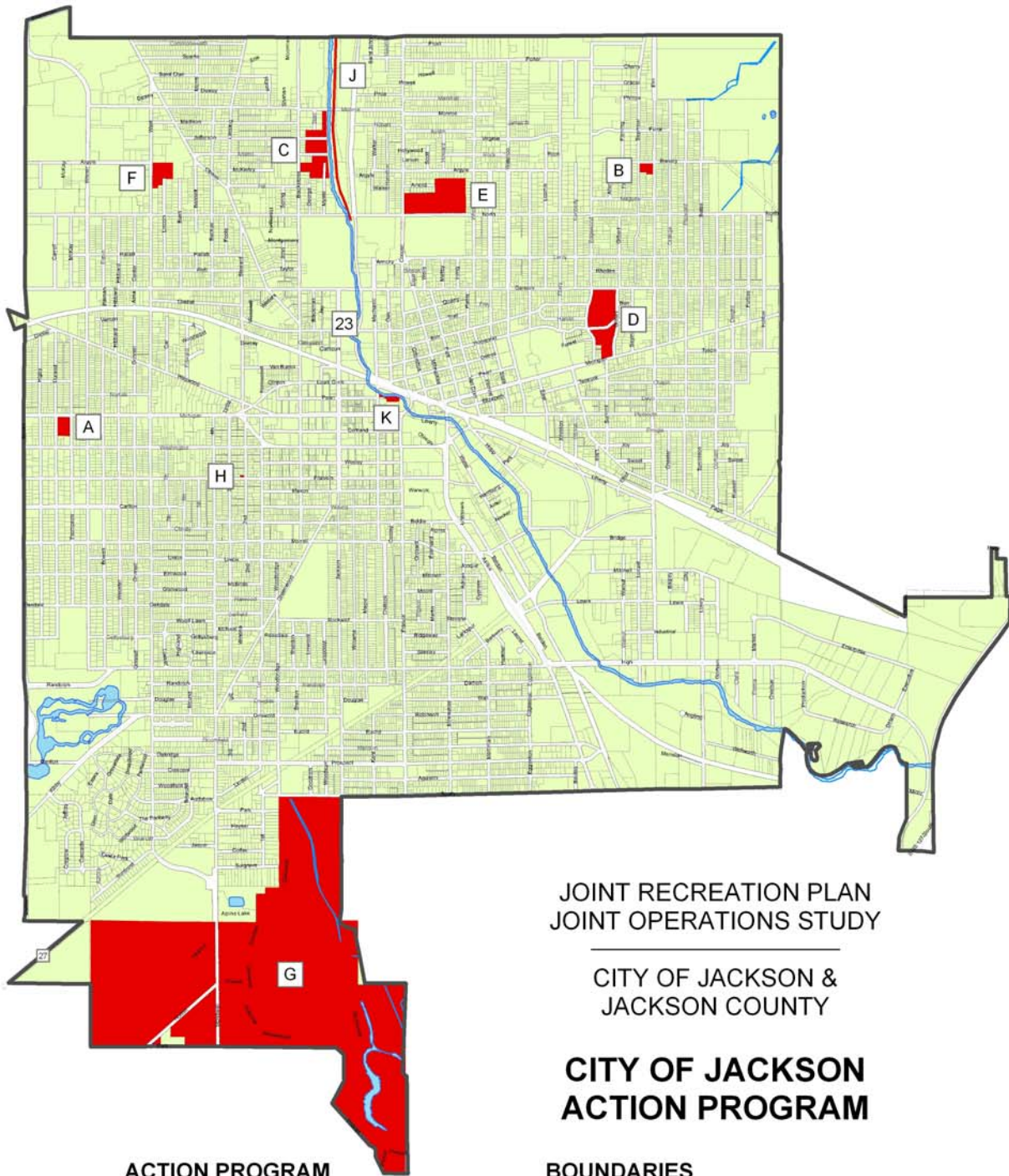
City of Jackson Action Program

Please see the following city map for the location of the various projects.

- A. **Bloomfield Park** — Resurface the basketball and tennis courts.
- B. **Kiwanis Park** — Install new playground equipment, a new picnic shelter, and improve lighting, landscaping, and parking.
- C. **Lions Park** — Resurface the parking lot and improve site lighting.
- D. **Loomis Park**
 - **Charles A. Boos Recreation Center** — Install a new roof, sky-lights, and sports lighting in the gym of the center.
 - **Retaining wall** — Replace the timbers on the retaining wall.
- E. **William Nixon Memorial Park**
 - **Bike park** — Add a bike park with portable ramps, a locker room and building upgrades, and a new sign.
 - **Softball field improvements** — Upgrade the irrigation system, improve fencing, and add new bleachers and scoreboards.
- F. **Optimist Park** — Add new playground equipment and resurface an existing basketball court.
- G. **Ella W. Sharp Park**
 - **Swimming pool** — Add a water slide and splash pad and renovate the entire pool area.
 - **#1 & #2 softball field improvements** — Improve fencing and lighting and resurface the parking lot.
 - **Club house** — Make building improvements to the club house.
 - **Maintenance building** — Make building improvements to the maintenance building.
- H. **Under the Oaks** — Create a new entrance to the park and install landscaping.
- I. **BMX Bike Track** — Develop dirt trails in a location yet to be determined.

Non-motorized trail development

- J. **Inter-City Trail** — Continue the walking/biking trail along the Grand River north of the Armory Arts Village.
- K. **Downtown Riverfront Park expansion** — Redevelopment of a brownfield site as an extension of the mini-park/Consumers Energy Campus located across Francis Street. The existing park functions and the proposed expansion will function as part of the Inter-City Trail.



ACTION PROGRAM

A POSSIBLE PROJECT

BOUNDARIES

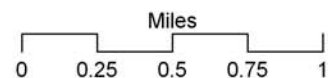
PROPERTIES & PARCELS

POLITICAL BOUNDARIES

HYDROLOGY

LAKES & PONDS

RIVERS, STREAMS, & DRAINS



Background Information

The Plan's goals and objectives are the basis for the action programs listed above.

Develop Non-Motorized Trails

Jackson County proposes the development of 10-12 miles of the proposed 'Lakelands Trail' as well as a connector trail to the Falling Waters/Inter-City Trail Corridor. The City of Jackson proposes the extension of the 'Inter-City Trail' north of the Armory Arts Village and the 'Arts Riverwalk' portion of the trail. Those projects will implement portions of the Jackson County Regional Trailway Study, a goal of this plan.

Concentrate on Improving Existing Parks

Jackson County proposes the addition of restrooms, play structures, picnic shelters, and landscaping to the county parks on Clark Lake, Lime Lake, Round Lake, and Vineyard Lake. Improvements to the restroom and shower buildings in the campgrounds located in the county parks on Pleasant Lake and Swain's Lake are also proposed. Finally, various improvements to Sparks Foundation County (Cascades) Park proposed in the master plan developed for the park are identified. New playgrounds and picnic shelters, basketball and tennis court resurfacing projects, improvements to softball fields and associated equipment, and various buildings and site/landscape improvements are proposed by the City of Jackson in the following parks: Bloomfield, Kiwanis, Lions, Loomis, William Nixon Memorial, Optimist, Ella W. Sharp, and Under the Oaks. The addition of a bike park to William Nixon Memorial Park and a BMX bike track to another city park will provide new opportunities for active recreation. All of these projects are supported by the goal mandating the concentration of efforts on improving existing parks and its various objectives, including the implementation of the master plan for Sparks Foundation County (Cascades) Park.

Develop New Parks as Opportunities Arise

The City of Jackson includes the expansion of the Downtown Riverfront Park eastward to include the site of the Riverwalk Hotel once it has been demolished. Taking advantage of opportunities like this is a goal of this plan. For example, the new park will provide increased access to the Grand River in Downtown Jackson and function as part of the Inter-City Trail. The project will also provide additional open space downtown.

Provide Recreation Programs and Events

The proposed trails and downtown riverfront park, as well as the proposed improvements to the existing parks maintained by Jackson County and the City of Jackson, will provide venues for various recreation programs and events. The provision of those programs and events is a goal of this plan.

Appendix A

Population Summary

City of Jackson & Jackson County Joint Recreation Plan

The demographic composition of Jackson County and City of Jackson residents has an effect upon their recreational needs. For example:

- **Population History and Projections** – establish the need for general recreational facilities (standards for which are based upon the size of the population).
- **The Sexes and Age of the Population** – further refine the need for general recreational facilities balanced among various age groups and gender interests.
- **Households and Families** – further refine the need for general recreational facilities balanced between family-oriented and individual activities.
- **Racial and Ethnic Minorities** – further refine the need for general recreational facilities balanced among the various interests of racial and ethnic groups.
- **The Disabilities of Residents** – establish the need for special recreation facilities and disability accommodations to general recreation facilities.
- **Income** – helps to illustrate the need for publicly-funded recreational facilities.

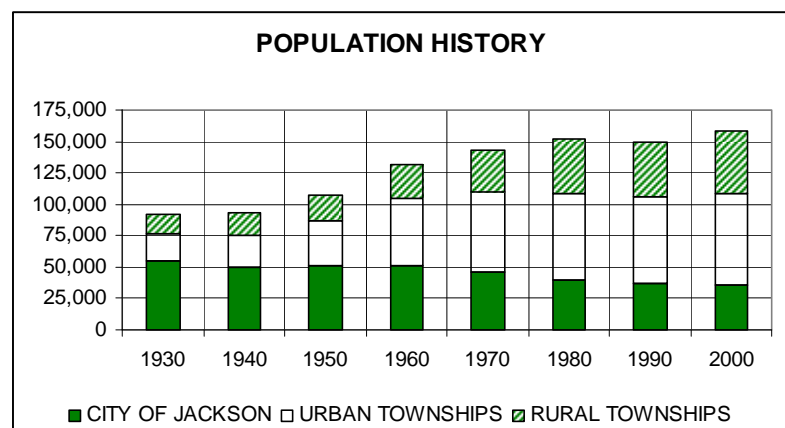
Population History

Jackson County's population comprised of 158,422 people in the Year 2000 according to the US Census. A total of 36,316 people lived in the City of Jackson that year. The residents of the urban townships comprised 72,332 people and the residents of the rural townships comprised 49,774 people.¹

POPULATION HISTORY

	1930	1940	1950	1960	1970	1980	1990	2000
JACKSON COUNTY	92,304	93,108	107,925	131,994	143,274	151,495	149,756	158,422
CITY OF JACKSON	55,187	49,656	51,088	50,720	45,484	39,739	37,446	36,316
URBAN TOWNSHIPS	21,408	26,330	36,009	53,572	63,854	69,122	68,269	72,332
RURAL TOWNSHIPS	15,709	17,122	20,828	27,702	33,936	42,634	44,041	49,774

The population of the city has continued a steady decline since 1950. As a result, the percent of county residents living within the city has declined from well over half (59.6%) in 1930 to less than a quarter (22.9%) in the Year 2000. Accordingly, the residents of the urban townships (45.7%) and rural townships (31.4%) grew to comprise larger portions of the county than the city in 2000.



¹ The urban townships include Blackman, Leoni, Napoleon, Spring Arbor, and Summit because the Jackson Urbanized Area extended into them in the Year 2000 (see the Base Map in the *Community Description* chapter). It also is important to note that the various villages within Jackson County are part of the rural townships; they are not reported separately.

Population Projections

Population projections are estimates, usually based on past trends of real growth. The period of time used in this study is 2000-2020 or 20 years from the official 2000 census data. Various factors play a role in the future population of a given area. Primary factors that affect growth are births, deaths, in-migration and out-migration; a change in one of those factors affects the others. In the following chart, population has been projected at five year intervals. Five year projections can easily be changed as situations occur (nationally as well as locally) that will affect local in- and out-migration, such as a new industrial or housing development.

A simple projection model has been used to estimate population growth that might reasonably be expected in the future for Jackson County and the City of Jackson. The *Linear Method* is based upon the following formulas.²

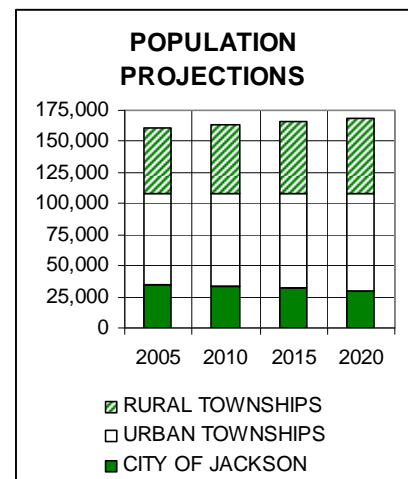
$$P_n = P_o(1 + r) \quad r = \left(\frac{P_o - P_m}{P_m} / Y_1 \right) Y_2$$

This model describes a pattern of population growth in which the population level will continue to change at a given rate based upon changes in population over the three decades preceding the Year 2000.

POPULATION PROJECTIONS

	2005	2010	2015	2020
JACKSON COUNTY	160,947	163,471	165,996	168,521
CITY OF JACKSON	34,788	33,260	31,732	30,204
URBAN TOWNSHIPS	73,745	75,158	76,571	77,984
RURAL TOWNSHIPS	52,414	55,053	57,693	60,333

Based upon this information, it is reasonable to expect that the population of Jackson County will continue to increase over the next 20 years. Accordingly, it is estimated that the 2010 population for the County will be approximately 163,471 and the 2015 population will be around 165,996.³ Unfortunately, it is also reasonable to expect that the population of the City of Jackson will continue to decrease. Accordingly, it is estimated that the 2010 population for the City will be approximately 33,260 and the 2015 population will be around 31,732.⁴ This will result in fewer County residents living within the City in 2010 (20.3%) and 2015 (19.1%). In contrast, it is estimated that the residents of urban townships will continue to comprise almost one-half (46.1%) of population of the county in 2015 and the residents of the rural townships will grow to comprise more than one-third (35.8%) of the countywide population.



² "P_n" is the future population level, "P_o" is the base population level, "r" is the growth rate, "P_m" is the past population, "Y₁" is the historic time period (20 years), and "Y₂" is the future time period (5 years).

³ The 2007 population estimate for Jackson County was 163,006, according to Estimated Population of Michigan Cities, Villages, Townships and Remainders of Townships, 2000-2007, Library of Michigan (July 10, 2008).

⁴ The 2007 population estimate for the City of Jackson was 34,022, according to Estimated Population of Michigan Cities, Villages, Townships and Remainders of Townships, 2000-2007, Library of Michigan (July 10, 2008).

The Sexes

Males comprised over one-half of county residents (51.0%) and urban township residents (54.3%) in the Year 2000. In contrast, over one-half (52.3%) of city residents were female. Females and males each comprised one-half (50.0%) of the population of the rural townships.

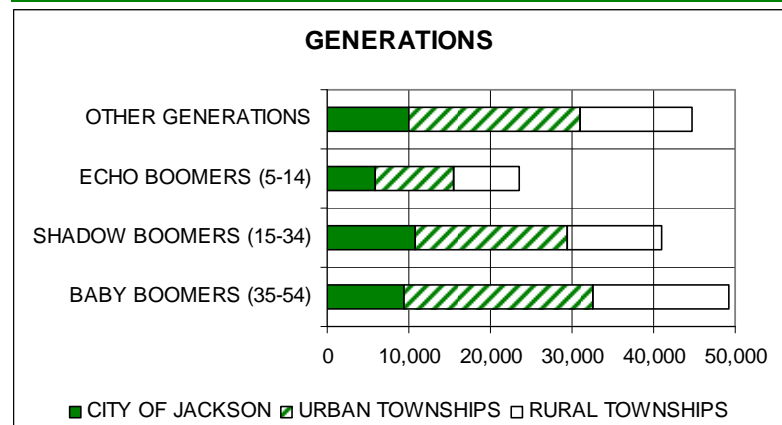
The Age of the Population

The average city resident tends to be younger than the average county resident while the average residents of urban and rural townships tend to be older.⁵ For example, the median age of all Jackson County residents was 36.6 years in 2000, greater than the median age of City of Jackson residents of 31.1 years.

'Baby boomers' –people between 35 and 54 years of age in 2000– accounted for almost one-third of all county (31.0%) and urban township (32.0%) residents, over one-quarter of city residents (26.0%), and over one-third of rural township residents (33.2%). 'Shadow boomers' –people between 15 and 34 years of age in 2000– accounted for over one-quarter of all county (25.9%), city (29.8%), and urban township (25.8%) residents, and less than one-quarter of rural township residents (23.1%). 'Echo boomers' – people between 5 and 15 years of age in 2000– accounted for considerably less than one-quarter of all county (14.9%), city (16.5%), urban township (13.3%), and rural township (16.0%) residents. 'Older generations' –people at least 55 years of age in 2000– accounted for less than one quarter of all county (21.0%), city (18.4%), urban township (23.1%), and rural township (21.8%) residents. 'Younger generations' –people less than 5 years of age in 2000– accounted for small portions of all county (6.6%), city (9.1%), urban township (5.7%), and rural township (6.0%) residents.

AGE OF THE POPULATION IN 2000

	JACKSON		TOWNSHIP	
	COUNTY	CITY	URBAN	RURAL
TOTAL	158,422	36,316	72,332	49,774
UNDER 5 YEARS	10,397	3,289	4,139	2,969
5 TO 9 YEARS	11,656	3,212	4,658	3,786
10 TO 14 YEARS	11,889	2,764	4,948	4,177
15 TO 19 YEARS	10,611	2,548	4,467	3,596
20 TO 24 YEARS	8,863	2,509	4,186	2,168
25 TO 34 YEARS	21,497	5,748	10,024	5,725
35 TO 44 YEARS	26,639	5,293	12,581	8,765
45 TO 54 YEARS	22,487	4,148	10,596	7,743
55 TO 59 YEARS	7,899	1,368	3,673	2,858
60 TO 64 YEARS	6,104	1,104	2,783	2,217
65 TO 74 YEARS	10,534	2,026	5,146	3,362
75 TO 84 YEARS	7,367	1,655	3,856	1,856
85 YEARS & OLDER	2,479	652	1,275	552
MEDIAN AGE	31.3	36.6	N/A	N/A



⁵ Only 1 of the 5 urban townships and 5 of the 14 rural townships had median ages lower than that for the county.

Households and Families

There were 58,168 households in the county in 2000 with almost one quarter located in the city (24.4%), approaching one-half were located in the urban townships (44.3%), and almost one-third were located in rural townships (31.3%). Families comprised over two-thirds of county (70.2%) and urban township (70.2%) households, less than two-thirds of city (61.0%) households, and over three-quarters of rural township (77.5%) households. One-person households (e.g., a subset of non-family households) comprised less than one-quarter of county (24.6%) and rural township (18.3%) households, approximately one-quarter of urban township (25.1%) households, and almost one-third of city (32.0%) households.

HOUSEHOLDS IN 2000

	JACKSON		TOWNSHIPS	
	COUNTY	CITY	URBAN	RURAL
HOUSEHOLDS	58,168	14,210	25,750	18,208
FAMILY HOUSEHOLDS	40,840	8,666	18,069	14,105
NON-FAMILY HOUSEHOLDS	17,328	5,544	7,681	4,103
1-PERSON HOUSEHOLDS	14,331	4,545	6,462	3,324

Racial and Ethnic Minorities

Racial minorities in 2000 comprised over one-quarter of city (26.1%) residents but far less of the populations of the County, the urban townships (10.1%), and the rural townships (2.7%). African Americans comprised the largest racial minority group countywide (7.9%) as well as in the city (19.7%), and the urban (7.0%), and rural (0.6%) townships. Persons of Hispanic origin, an ethnic group, were a small but important part segment of the countywide (0.8%) population and the populations of the city (1.7%), the urban townships (0.7%), and the rural townships (0.4%).⁶

RACE AND ETHNICITY IN 2000

	JACKSON		TOWNSHIPS	
	COUNTY	CITY	URBAN	RURAL
TOTAL	158,422	36,316	72,332	49,774
WHITE	140,267	26,825	65,007	48,435
AFRICAN AMERICAN	12,543	7,154	5,068	321
NATIVE AMERICAN	703	217	272	214
ASIAN	840	186	553	101
OTHER	1,315	601	505	209
2+ RACES	2,754	1,333	927	494
HISPANIC	3,493	1,469	1,417	607

Note — Native Americans include American Indians, Alaska Natives, Native Hawaiians, and other Pacific Islanders.

⁶ Please note that 'Hispanic' is an ethnic rather than a racial description. Each Hispanic person is also a member of one or more races.

The Disabilities of Residents

Disabled individuals comprised well less than one-quarter (17.3%) of county residents in the Year 2000. More city residents (20.5%) were disabled that year than residents of the urban (16.7%) or rural (16.0%) townships. However, age is often a determining factor in the distribution of disability. For example, a much greater portion of the population 65 years old or older in 2000 were disabled countywide (41.0%), in the city (45.7%), or in the urban (40.2%) and rural (38.8%) townships. In contrast, a much smaller portion of the population aged 5 to 20 years old in 2000 were disabled countywide (3.1%), in the city (5.0%), or in the urban (2.5%) and rural (3.0%) townships.

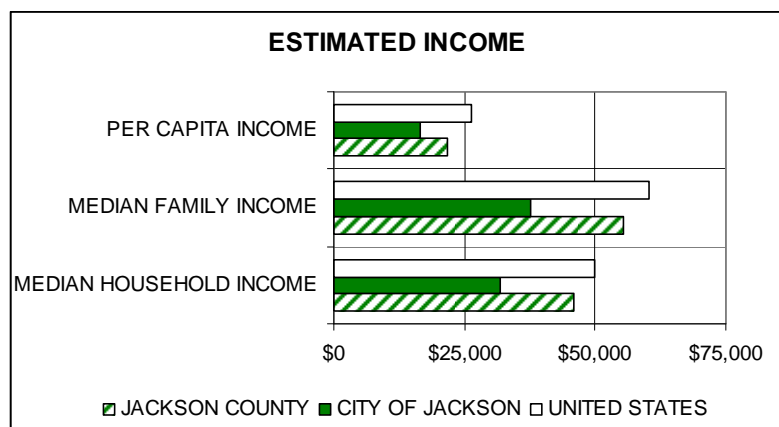
DISABLED RESIDENTS IN 2000

	JACKSON		TOWNSHIPS	
	COUNTY	CITY	URBAN	RURAL
TOTAL DISABLED	27,464	7,440	12,073	7,951
5 TO 20 YEARS	2,967	929	1,127	911
21 TO 64 YEARS	16,147	4,531	6,812	4,804
65 YEARS AND OVER	8,350	1,980	4,134	2,236

Income

The recent economic downturn is reflected in local household, family and per capita estimates for 2005-2007 despite gains in most categories since the Year 2000. For example, the median household income in the county (\$45,946) was lower than the median for the United States (\$50,007) during this time period although the median in the city (\$31,294) was considerably lower. The median family income in the county (\$55,325) was lower than the median for the United States (\$60,374) during that time period and the median in the city (\$37,619) was far lower. Finally, the per capita income for a county resident (\$21,638) during that time period was less than the income for the entire United States (\$26,178) and the income for a city resident (\$16,379) was far lower.

Families with incomes below the poverty line during this time period comprised a greater percentage of all families in the county (11.5%) than in the United States (9.8%) but far less than in the city (27.2%). Individuals with incomes below the poverty line comprised a greater percentage of all individuals in the county (14.4%) than in the United States (13.3%), but less than in the city (29.2%).



Appendix B

Jackson Community Comprehensive Plan 2000-2025

City of Jackson & Jackson County Joint Recreation Plan

Selected Health Concern – Overweight and Obesity Risk Factors¹

“Many argue that ‘urban sprawl’ has contributed to ‘waistline sprawl’ in that it supports an automobile-friendly environment rather than an environment where other modes of active transport (walking, cycling, and other non-motorized vehicles) are encouraged.”

“The US Surgeon General has called for action to prevent and decrease overweight and obesity. The Health consequences of overweight and obesity have been labeled as ‘a public health issue that is among the most burdensome faced by the nation.’ This national health problem manifests itself in premature death and disability, high health care costs, loss of productivity, and social stigmatization. According to the Surgeon General’s call to action ‘To Prevent and Decrease Overweight and Obesity, 2001,’ there are many factors which cause overweight and obesity. ‘For each individual, body weight is determined by the combination of genetic, metabolic, behavioral, environmental, cultural, and social economic influences. Behavior and environmental factors are large contributors to overweight and obesity and provide the greatest opportunity for actions and interventions designed for prevention and treatment.’”

“The availability of data regarding overweight and obesity specific to the area of Jackson County is lacking. Data regarding obesity for the State of Michigan is available through the Behavioral Risk Factor Surveillance System (BRFSS, 2001). The data reveals that in 1991, 15.2% of the State’s population was obese. At that time, Michigan’s rate of obesity was tied for third highest in the Nation with the State of West Virginia. Only the states of Mississippi and Louisiana exceeded Michigan in the rate of obesity. In the year 2001 Michigan’s rate of obesity had climbed to 24.4%, the third highest state in the nation, following the states of Mississippi and West Virginia. Sixty-one percent of Michigan’s population is either obese or overweight.”

Actual Causes of Death in the United States, 2000

“The National Center for Chronic Disease Prevention and Health Promotion, an agency of the Center for Disease Control provides data on the actual causes of death in the United States for the year 2000. The category ‘Poor Diet / Physical Inactivity’ ranks second, in terms of the percentage of all deaths, at 16.6%, closely behind tobacco use at 18.1%.”

1991-2001 MICHIGAN OBESITY TRENDS

YEAR	% OBESE
1991	15.2
1995	17.7
1998	20.7
1999	22.1
2000	21.8
2001	24.4

SOURCE: BEHAVIORAL RISK FACTOR SURVEILLANCE SYSTEM, 2001

¹ This section was excerpted from the Demographics Chapter of the Jackson Community Comprehensive Plan 2000-2025.

1990 AND 2000 ACTUAL CAUSES OF DEATH, NATIONALLY

CAUSE	% OF DEATHS	
	1990	2000
TOBACCO	19	18.1
POOR DIET AND PHYSICAL INACTIVITY	14	16.6
ALCOHOL CONSUMPTION	5	3.5
MICROBIAL AGENTS	4	3.1
TOXIC AGENTS	3	2.3
MOTOR VEHICLES	1	1.8
FIREARMS	2	1.2
SEXUAL BEHAVIOR	1	0.8
ILLICIT DRUG USE	<1	0.7

SOURCE: NATIONAL CENTER FOR CHRONIC DISEASE PREVENTION AND HEALTH PROMOTION

Factors Contributing to Unhealthy Weight

“The report ‘Health Policy Options for Michigan Policy Makers: Promoting Healthy Weight in Michigan Through Physical Activity and Nutrition’ identifies factors which contribute to unhealthy weight. While several factors contribute to this problem, the report identifies factors which are of particular relevance to community growth, development, and planning. The report notes:

‘Physical and Social environmental barriers are present in Michigan that negatively affect physical activity and nutrition. Inadequate community infrastructure limits the ability to be active. These include lack of accessible indoor and outdoor exercise facilities, neighborhood sidewalks, walking paths, and bicycle trails. Additionally, inclement weather, lack of adequate recreational opportunities, and unattractive or unpleasant local environments may prevent people from exercising.’

‘Programs and policies are necessary to promote smart community growth and the establishment of urban and rural environments supportive of physical activity. Active community environments provide access to safe favorable conditions for physical activity and promote the development of social support networks that encourage activity.’²

“The report notes that various state departments, community planners, and community members should work together to promote active environments. The report also lists a series of policy recommendations, including the following specific recommendations relative to what the report labels ‘active community environments.’³

1. Develop walkable communities by widening and maintaining our building sidewalks, safe roadway crossings, and aesthetically pleasing areas.
2. Encourage bicycling by developing, maintaining, and promoting the use of bike paths.
3. Require all urban planning and re-design - incorporate the concepts of active community environments and there by promote physical activity.”

² Kreulen Pg. 10

³ Kreulen Pg. 18

Issues, Goals, Policies & Actions⁴

“The purpose of [the Jackson Community Comprehensive Plan] is to establish policies to guide the future growth and development of the Jackson Community. These policies, established at the community-wide level, are intended to assist local units of government, including the County’s villages, townships, and the City of Jackson as they develop, amend, and implement their community plans, and zoning ordinances.”

“The policies formulated and adopted as a result of the process in preparing the Jackson Comprehensive Community Plan primarily address land use and development issues which either transcend the boundary lines of local units of government, or are county-wide in nature. This regional perspective is critical. The strength of our governmental structure which is comprised of 19 townships, 6 villages and the City of Jackson, is the ability to deliver local government that is close to the people. Within the planning process this governmental structure provides each local unit the opportunity to determine how its community should grow and develop, and ultimately, the shape and form of the future community. The weakness in this arrangement of local units of government is the tendency to overlook the implications of decisions which have regional significance.”

A total of sixteen land use issues were identified. Issues with a recreation component are reprinted in their entirety:

- Create a Walkable Community
- Farmland Preservation
- Historic Preservation
- Planning Coordination
- Maximum Housing Choice
- Open Ethical Governance and Citizen Participation
- Sewer and Water Extension
- Culture
- Urban Development
- Overzoning and Strip Commercial Development
- Protection of Ground and Surface Water Quality
- Wetlands
- Preservation of Open Space
- Economic Diversity
- Innovative Planning and Zoning
- The Movement of People and Goods

Create a Walkable Community

“The automobile is firmly embedded in our culture. It simultaneously offers a measure of freedom; and yet also limits the freedom of movement both for the younger and older segments of our population, and to our citizens generally, through traffic congestion. In our urban areas, space is consumed for parking which negates the possibility for the creation of compact pedestrian-oriented development patterns. The automobile allows us freedom to work in distant places and live in rural areas, but also requires an expansive network of roads and highways to get us there.”

“Considerable attention has been focused recently on the health of our citizens. Physical inactivity and obesity of our citizens has been defined by health professionals as a serious threat to community health and well-being. While it is acknowledged that every citizen is free to make

⁴ This section was excerpted from the Issues, Goals, Policies & Actions Chapter of the Jackson Community Comprehensive Plan 2000-2025.

individual choices regarding means and mode of transportation, there is a need to insure that our communities are walkable. Indeed, within the concept of community, social contact and interaction, the sense of human scale, and community identity, are elemental.”

Goal: *“Community plans, development decisions, and ultimately the shape and form of our communities shall offer the opportunity for employment, commerce, recreation, and social interaction within community centers and neighborhoods which are walkable.”*

Policies and Actions

1. “Within defined community centers and neighborhood areas as identified in this plan, and the plans of local communities of government in Jackson County, development should be promoted which is compact and which fosters higher densities.”
2. “Sidewalks should be encouraged to be provided in neighborhoods, subdivisions, and site condominium projects; and commercial areas.”
3. “Pedestrian networks are encouraged to be developed which link subdivisions, neighborhoods, business districts, downtown areas, recreational areas; and connected to a system of regional pedestrian and bicycle trails.”
4. “Parking shall be encouraged to be located in areas that do not impede pedestrian travel.”
5. “Within downtown areas of the County pedestrian travel should be given priority over automobile and vehicular travel.”
6. “Local communities should review their commercial zoning districts to promote commercial uses which thrive on pedestrian traffic to be grouped together, and to assure that commercial uses which are oriented toward vehicular traffic are established as permitted uses in separate commercial zoning districts. Small commercial areas which offer goods and services to neighborhood areas should be encouraged.”
7. “Communities should review their patterns of residential distribution and attempt to promote and strengthen neighborhoods which offer parks, elementary schools, and neighborhood commercial areas within walking distance.”
8. “Several recreation plans for local units of government call for the construction of recreational trails. In addition, the Jackson County Trailways Plan recommends several additional trails and trail extensions. These recommendations should be implemented as funding becomes available. Finally, trailways should be coordinated with the plans for trails in adjacent counties.”

Historic Preservation

“The community of today grew out of the community of the past. Current development patterns, street networks, neighborhoods, clusters of buildings, and single buildings themselves are reflective of the unique mix of culture and history in which the Jackson Community grew and developed. This unique history gave the community identity and is a reflection of community heritage.”

“Today’s mass culture, and the influence of the mass media, in conjunction with the consolidation and growth of businesses and industries within the economy has resulted in development which is a replica of development which is occurring in communities across the nation. Forces of community development today tend to result in ubiquity. Sameness results in a loss of identity.”

“As our economy has grown nationally, and the implications of this growth have been experienced locally, both the benefits and the liabilities of such growth become manifest. While products have become more varied and accessible, the commercial delivery system which provides these products through “big box” stores, and drive-thru “fast-food” restaurant has tended to reduce the diversity and appearance of the urban landscape. As a result, the importance of historic preservation has never been greater, and over time becomes more and more important to maintain community identity and diversity. The preservation of historic buildings and structures provides a vital link to our heritage.”

Goal: *“Jackson County communities shall identify historic and cultural resources and develop policies, programs, and regulations to promote their continued use and survival.”*

Policies and Actions

1. “Historic and unique community features, structures, and buildings should be identified, mapped and preserved.”
2. “Jackson County communities should educate developers, and the public at large, about the availability of tax credits offered through the State of Michigan for historic preservation, and encourage the application of these credits.”
3. “Local planning commissions should consider the impacts of development decisions on historic and cultural resources.”

Culture

“The concept of a community implies more than simply a place to live, work, engage in commerce, and play. Communities are places of social interaction, where people meet face to face. Communities provide the structure necessary for cultural growth and development.”

“Communities are places where governance occurs. They’re places where people pray. They’re places where information is exchanged. Communities are elementally important in our cultural system, acting as clearinghouses for all that makes people human. They are the bartering places for the exchange of ideas and cultures. The Comprehensive Plan should support this important role.”

Goal: *“Community Centers should facilitate social interaction and assemblage, and provide a space for, and enhance, culture.”*

Policies and Actions

1. “Buildings and structures which facilitate or enhance our culture: city, township, and village halls; schools; libraries; museums; and churches should be identified, mapped, and protected.”
2. “Indoor and outdoor places of public assemblage and opportunity for public gathering should be promoted within our community centers.”
3. “Communities should inventory, promote, and maintain their public spaces, and promote their use and safety.”

Preservation of Open Space

“To many citizens in Jackson County, the rural areas of the County are appealing because of the open space which exists there. Many residents have, in fact, selected home sites in rural

areas because of the open rural quality such areas afford. Obviously, with additional development in rural areas comes a loss in open space and the values which attracted rural development in the first place.”

Goal: *“Preservation of Open Space shall be encouraged.”*

Policies and Actions

1. “Local units of government are encouraged to apply cluster-zoning provisions to preserve open space and maintain rural character.”
2. “Policies contained within this report to encourage development to be located within existing urban and developed areas and to encourage higher densities should be implemented.”

The Community Plan⁵

“The Jackson Community Comprehensive Plan is intended to provide guidance for the future growth and development of the Jackson County area. The Plan was prepared in accordance with generally accepted practices for the development of comprehensive plans.”

1. “The Plan is long-range. The Plan provides a policy guide for growth and development from the date of adoption of the Plan in 2005, through the year 2025. It is intended to provide a long-range vision for the Community based upon anticipated economic growth, population and household projection, the existing pattern of development, and preferred growth and development patterns.”
2. “The Plan is intended to be general in nature rather than specific. Because the Plan is a statement of policy, it is expressed as a generalized, or conceptual, plan for future land use, rather than indicating specific land uses for specific parcels of land.”
3. “The Plan is intended to be flexible. The Plan can be amended following the adherence to legal requirements as established in state law. Communities, and the events which affect them, are subject to change over time. The Plan is not intended to be static, but can be revised as needed to respond to change in circumstance.”
4. “The Plan is a statement of policy. It is advisory in nature, setting forth the vision for the future.”

Greenways Plan

The “Greenways Plan’ for the Jackson Community, identifies a network of greenways proposed throughout Jackson County. This network generally follows wetland areas, drainage ways, and forested lands. The network recognizes these areas as a part of Jackson County’s natural system which should be preserved. The preservation of this system helps to assure high quality surface water, wildlife habitat and movement, diversity, and can be used to help define urban growth.”

“Much of the Greenways Plan tends to be self-implementing. Development in wetland areas is limited by the practical difficulties associated with the development of these of lands. Soils in these areas are wet, compressive strength to support development is lacking, and the cost of

⁵ This section was excerpted from the Plan Chapter of the Jackson Community Comprehensive Plan 2000-2025.

developing in wetland areas is high. In addition, wetlands are protected by the Michigan Natural Resources and Environmental Protection Act, Act 451 of 1994.”

“The prohibition of all forms of development within this area is not necessary. Some very low-density development can be incorporated without damage to the integrity of the greenway. Roads and highways transect the network at numerous locations throughout the County. As this Plan is further developed and implemented it may be likely that there are strategic points within the network that require some type of preservation action. In some locations the width of the greenway is very narrow. Conservation easements may be a good means of assuring continuity in these areas.”

“The Greenways Plan sets a foundation for the development of the Comprehensive Land Use Plan within the natural system which exists in Jackson County. In some instances greenways may help to define urban areas and separate these urban areas from rural areas of the County.”

“For all of the foresaid reasons and simply so citizens have the opportunity for contact with nature, the implementation of the Plan would significantly improve the quality of life in Jackson County.”

Non-motorized trails are often considered to be a type of greenway. Trails can also provide public access to greenways or traverse them. In recognition of this symbiotic relationship, the developing trail network proposed in the Jackson County Regional Trailway Study is superimposed over the map of the Greenways Plan included in this appendix.

The Land Use Plan

The “Land Use Plan sets forth a spatial vision for the future growth and development of the Jackson Community. It is intended, generally, to promote future development within areas which are currently developed. These areas tend to contain the infrastructure necessary to support growth and development. They are areas where higher densities and intensities of land use are to be encouraged. The Plan recognizes the importance of making the urban areas which exist within the County better places to live. The Plan focuses cultural amenities within these areas, and encourages beautification and redevelopment programs, and special attention to the provision of parks in neighborhood areas, and the provision of a network of pedestrian and bicycle pathways. Generally, as a matter of governmental policy, development within rural areas is to be discouraged.”

“The Plan identifies industrial, commercial, residential and agricultural and open space areas. Industrial areas are clustered within the community at locations where existing industrial land uses already exist, and where infrastructure is sufficiently provided, or proposed to be provided to accommodate these intense uses. As such, industrial areas are located along major transportation arteries which afford access to jobs for the residents of Jackson County, as well as transportation to other regions of the state and nation for receipt of materials for the production process, and the distribution of goods and products produced in the Jackson area.”

“Proposed commercial areas follow existing patterns of commercial development, and allow for commercial expansion within, and adjacent to, these commercial areas. Continued growth and development of small commercial areas in rural villages and population settlements is encouraged. Small commercial development which would serve neighborhoods, though not shown on the Plan Map, are encouraged to be developed. The Plan supports the development of com-

mercial areas which are intensive and compact in which many commercial services are offered to customers within in a small area. This pattern of commercial development will reduce the need for automobile travel.”

“The principles which have been applied to the location of industrial and commercial uses on the land use plan also apply to residential uses. Generally, areas proposed for higher intensity residential development are located in areas of existing residential development. These areas are associated with the urban area of the City of Jackson, and urbanizing portions of Blackman, Leoni, Spring Arbor, and Summit Townships.”

“Additional urban development is proposed in lakes areas where sewer systems exist or are planned, and in the Village areas of Brooklyn, Concord, Grass Lake, Hanover, Parma and Springport. Further development is proposed in the unincorporated areas of Michigan Center, Spring Arbor and Vandercook Lake.”





“Residential development in rural areas will continue, but should not be encouraged. Within rural areas local townships should pursue and encourage clustered housing with secured, permanent open space to be preferred over large lot single family development.”

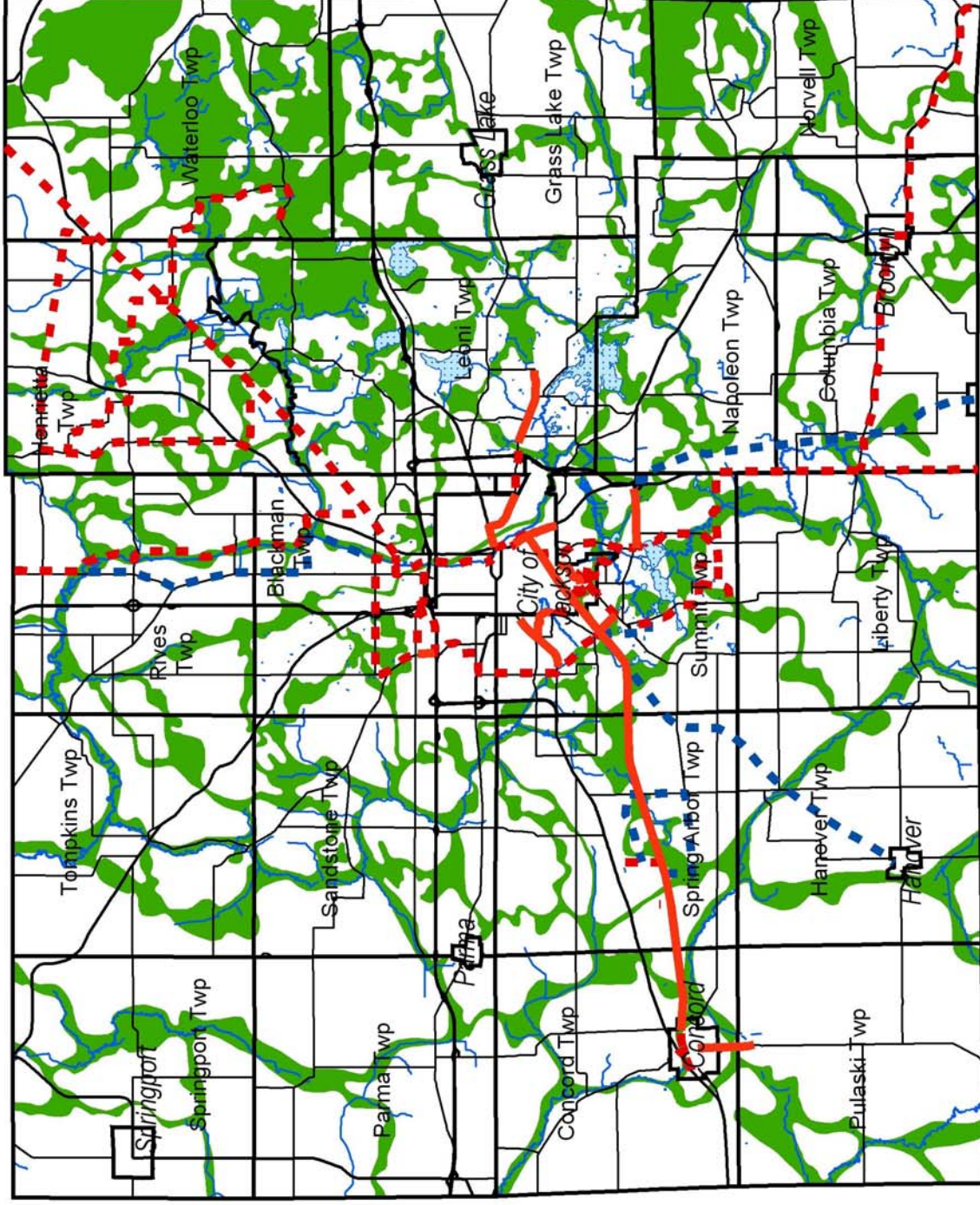
“Existing agriculture should be encouraged in rural areas of the County, particularly where there are prime soils, or productive farms.”

Map 18

**Jackson County
Greenways Plan
with Trails from the
Jackson Regional
Trailway Study**

Legend

-  Greenways
-  Existing Trails
-  Proposed Trails
-  Alternative Routes






Jackson Community
Comprehensive Plan
Jackson, Michigan

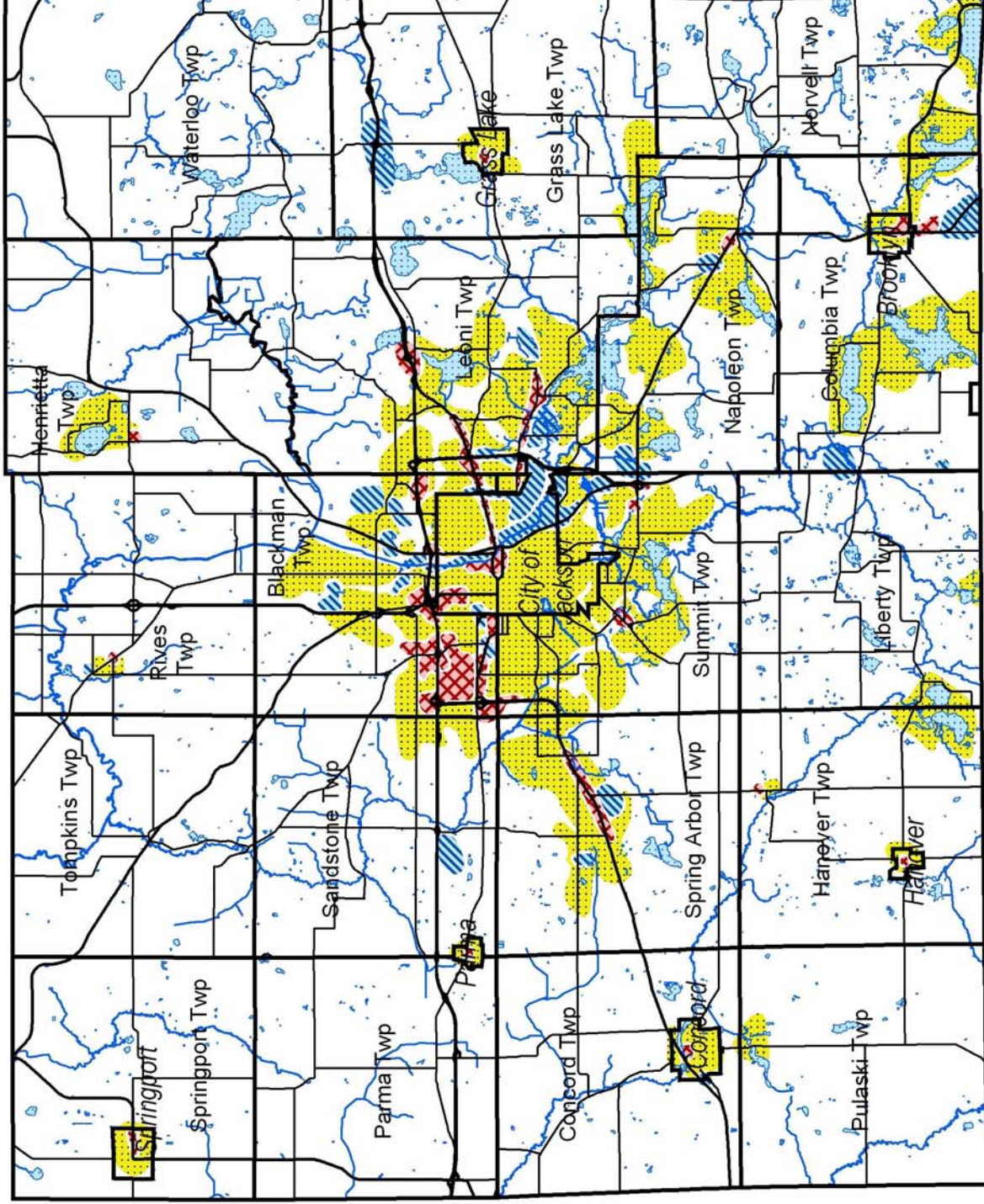
Map 19

2025

**Jackson County
Land Use Plan**

Legend

-  Commercial
-  Industrial
-  Residential



Appendix C

Recreation and Resource Inventories

City of Jackson & Jackson County Joint Recreation Plan

Jackson County Park and Recreation Facility Inventory

Information on the recreation facilities available in each county park follows:

1. Clark Lake County Park

- Ocean Beach Rd., Columbia;
- Signature facilities:
 - Water access,
 - Swimming area, &
 - Boat launch;
- Standard facilities:
 - Green space,
 - Picnic area (including grills),
 - Playground equipment, &
 - Portable toilets.

2. Clear Lake County Park

- Clear Lake Rd., Waterloo;
- Signature facilities:
 - Water access &
 - Swimming area;
- Standard facilities:
 - Green space,
 - Picnic area (including a shelter),
 - Playground equipment, &
 - Portable toilets.

3. Gillett's Lake County Park

- Gillett's Lake Rd., Leoni;
- Signature facilities:
 - Water access &
 - Swimming area;
- Standard facilities:
 - Green space,
 - Picnic area (including a shelter),
 - Playground structure,
 - Softball backstop, &
 - Portable toilets.

4. Grass Lake County Park

- Lake St., Grass Lake;
- Signature facilities:
 - Water access,
 - Swimming area, &
 - Boat launch;
- Standard facilities:
 - Green space,

- Picnic areas (including grills and a shelter (by reservation)),
- Playground structure,
- Modern restrooms, &
- Concession stand.

5. Lime Lake County Park

- Teft Rd., Spring Arbor;
- Signature facilities:
 - Water access,
 - Boat launch, &
 - Swimming area;
- Standard facilities:
 - Green space,
 - Picnic area (including grills and tables), &
 - Portable toilets.

6. Little Wolf Lake County Park

- Wolf Lake Rd., Napoleon;
- Signature facilities:
 - Water access &
 - Swimming area;
- Standard facilities:
 - Green space,
 - Picnic area (including a shelter),
 - Playground equipment, &
 - Portable toilets.

7. Minard Mills County Park

- Springport & Minard Rds, Tompkins;
- Signature facilities:
 - Water access;
- Standard facilities:
 - Green space;
 - Picnic area (including tables, grills, a shelter (by reservation), etc.),
 - Ball diamond,
 - Playground area, &
 - Modern restrooms.

8. Pleasant Lake County Park

- Styles Rd., Henrietta;
- Signature facilities:

- Water access,
- 60 modern campsites (including water and electricity, restrooms with hot showers, a sanitary dump station and a water tower),
- Swimming area, &
- Fishing;
- Standard facilities:
 - Green space,
 - Picnic areas (including three shelters (by reservation)),
 - Biking area, &
 - Play structure

9. Portage Lake County Park

- Portage Lake Rd., Waterloo;
- Signature facilities:
 - Water access,
 - Swimming area, &
 - Boat launch;
- Standard facilities:
 - Green space,
 - Picnic area (including grills),
 - Playground equipment, &
 - Portable toilets.

10. Round Lake County Park

- Round Lake Rd., Liberty;
- Signature facilities:
 - Water access &
 - Boat launch;
- Standard facilities:
 - Green space,
 - Picnic area (including grills),
 - Playground equipment,
 - Flowing well, &
 - Portable toilets.

11. Alfred A. Snyder County (Horton Mill Pond) Park

- Moscow Rd., Horton;
- Signature facilities:
 - Water access &
 - Fishing;
- Standard facilities:
 - Green space,
 - Picnic area (including a shelter),

- Playground equipment,
- Gazebo, &
- Pit toilets.

12. Sparks Foundation County (Cascades Falls) Park

- Kibby Rd., Jackson & Summit;
- Signature facilities:
 - Water access,
 - The Cascades (an illuminated waterfall built on a 500 foot hill with six giant fountains, musical accompaniment, and museum),
 - 9-hole Cascades Short Course and driving range,
 - 18-hole Cascades Championship Golf Course,
 - Cascades Manor House (banquet facility),
 - Cascades Ice Cream Co.,
 - Cascades Rotary Community Band Shell,
 - Paddle boat rides, &
 - Fishing pier (handicap access).
- Standard facilities:
 - Green space,
 - Picnic areas (including a shelter (by reservation)),
 - Basketball court,
 - Horseshoe pits,
 - Playground structures,
 - Modern restrooms, &
 - Portable toilets.

13. Swains Lake County Park

- Pulaski Rd., Concord;
- Signature facilities:
 - Water access;
 - 56 modern campsites (including water and electricity, restrooms with hot showers, a sanitary dump station and a water tower),
 - Swimming area,
 - Boat launch,
 - Trails (biking, hiking & nature), &
 - Fishing;

- Standard facilities:
 - Green space,
 - Picnic areas (including 3 shelters (by reservation)),
 - Playground areas (sandbox),
 - Softball diamond,
 - Basketball court,
 - Volleyball area, &
 - Horseshoe pits.

14. Vandercook Lake County Park

- Avenue A, Summit;
- Signature facilities:
 - Water access,
 - Swimming area, &
 - Boat launch;
- Standard facilities:
 - Green space,
 - Picnic area (including a shelter),
 - 2 ball diamonds,
 - Playground area, &
 - Restrooms.

15. Vineyard Lake County Park

- M-124, Columbia & Norvell;
- Signature facilities:
 - Water access,
 - Swimming area, &
 - Boat launch;
- Standard facilities:
 - Picnic areas (including grills and tables),
 - Playground equipment, &
 - Portable toilets.

16. Falling Waters Trail

- Inter-City Trail to Concord;
- Signature facilities:
 - 10½ mile, 12-ft wide asphalt pathway, &
 - Water access
- Standard facilities:
 - N/A.

City of Jackson Park and Recreation Facility Inventory

Information on the recreation facilities available in each city park follows:

1. Beech Tree Park

- Location — Corner of Van Buren & Blackstone;
- Signature facilities:
 - State Champion Beech Tree;
- Standard facilities:
 - Green space.

2. Best Field

- Location — Lewis (near Walnut);
- Signature facilities:
 - N/A;
- Standard facilities:
 - Green space,
 - Baseball fields,
 - Horseshoe pits, &
 - Parks maintenance garage.

3. Blackman Park

- Location — Corner of Michigan & Jackson;
- Signature facilities:

- N/A;
- Standard facilities:
 - Green space,
 - Sidewalks,
 - Fountain, &
 - Park benches.

4. Gov. Austin Blair Memorial Park

- Location — Intersection of Greenwood & Jackson;
- Signature facilities:
 - N/A;
- Standard facilities:
 - Green space,
 - Sidewalks, &
 - Park benches.

5. Bloomfield Park

- Location — Michigan (between Durand & Thompson);
- Signature facilities:
 - N/A;

- Standard facilities:
 - Green space,
 - Two tennis courts,
 - Two basketball courts,
 - Ball field,
 - Playground equipment, &
 - Picnic tables.

6. Betsy Butterfield Memorial Park

- Location — Intersection of West & Brighton;
- Signature facilities:
 - Trellis area with statue; and a
 - Fountain
- Standard facilities:
 - Green space (including landscaping),
 - Playground equipment,
 - Picnic tables,
 - Benches,
 - Walkway, &
 - Sidewalks.

7. Norm Creger Memorial Park

- Location — Corner of Pleasant & Pringle;
- Signature facilities:
 - N/A;
- Standard facilities:
 - Green space,
 - Benches, &
 - Playground area.

8. Downtown Riverfont Park

- Location — One Energy Square;
- Signature facilities:
 - Art installations,
 - A concert stage, &
 - River access;
- Standard facilities:
 - Green space,
 - Sidewalks,
 - Benches, &
 - Sidewalks.

9. Exchange Park

- Location — Corner of Merriman & Euclid;

- Signature facilities:
 - N/A;
- Standard facilities:
 - Green space,
 - Playground equipment,
 - Two basketball courts,
 - Ball field, &
 - Two tennis courts.

10. Ganson Street Park

- Location — Corner of Ganson & Bush;
- Signature facilities:
 - N/A;
- Standard facilities:
 - Green space,
 - Benches, &
 - Playground equipment.

11. Grand River Memorial Park

- Location — Corner of Louis Glick & Mechanic;
- Signature facilities:
 - A place to honor area citizens with small monuments;
- Standard facilities:
 - Green space.

12. Bucky Harris Park

- Location — Corner of Jackson & Michigan;
- Signature facilities:
 - A restoration of the historical Jacksonburg Square,
 - A concert stage, &
 - Fountains;
- Standard facilities:
 - Green space,
 - Benches, &
 - Sidewalks.

13. Martin Luther King Center

- Location — Corner of Adrian & Mitchell;
- Signature facilities:
 - Community center, &
 - Inter-City Trail trailhead;

- Standard facilities:
 - Green space,
 - Playground equipment,
 - Picnic shelter,
 - 2 outdoor multi-use courts,
 - 2 ball fields,
 - Benches, &
 - Sidewalks.

14. Kiwanis Park

- Location — Corner of Elm & Blakely;
- Signature facilities:
 - N/A;
- Standard facilities:
 - Green space,
 - Playground equipment,
 - Picnic shelter, &
 - 1 Lighted softball field.

15. Leekes Park

- Location — Corner of Prospect & Milwaukee;
- Signature facilities:
 - N/A;
- Standard facilities:
 - Green space,
 - Walkway, &
 - Benches

16. Lions Park

- Location — Corner of Blackstone & Adams;
- Signature facilities:
 - N/A;
- Standard facilities:
 - Green space,
 - 2 softball fields (including 1 lighted),
 - 1 tennis court,
 - Playground equipment,
 - Picnic shelter, &
 - 2 basketball courts.

17. Loomis Park

- Location — Michigan (between Edgewood & Gilbert);
- Signature facilities:

- Charles A. Boos Recreation Center, &
- Playground (community built wooden play structure);
- Standard facilities:
 - Greenspace,
 - 2 outdoor basketball courts,
 - 2 outdoor tennis courts,
 - Picnic area (including shelter and grills),
 - Benches; &
 - Ball diamonds.

18. Elnora Moorman Plaza

- Location — Corner of High & Milwaukee;
- Signature facilities:
 - Inter-City Trail trailhead; &
 - Trellis;
- Standard facilities:
 - Green space &
 - Benches.

19. New Leaf Park

- Location — 4th & Inter-City Trail;
- Signature facilities:
 - Inter-City Trail trailhead;
- Standard facilities:
 - Green space.

20. William Nixon Memorial Park

- Location — Corner of North & Cooper;
- Signature facilities:
 - Swimming pool with water features, &
 - Skateboard area/roller blade arena;
- Standard facilities:
 - Green space,
 - 4 softball fields,
 - Playground equipment, &
 - Picnic area (including shelter).

21. Optimist Park

- Location — North at Clinton;
- Signature facilities:
 - N/A;

- Standard facilities:
 - Green space,
 - 1 softball field,
 - Basketball court,
 - Playground equipment, &
 - Picnic area.

22. Partnership Park

- Location — Corner of Mason & Williams;
- Signature facilities:
 - N/A;
- Standard facilities:
 - Green space,
 - Playground equipment,
 - Picnic shelter, &
 - Benches.

23. Rotary Park

- Location — Elm (between Deyo & Plymouth);
- Signature facilities:
 - N/A;
- Standard facilities:
 - Green space,
 - Playground equipment,
 - Tennis courts,
 - Ball field, &
 - Basketball court.

24. Ella W. Sharp Park

- Location — 3225 4th;
- Signature facilities:
 - 18 hole golf course,
 - 18 hole miniature golf course,
 - Golf practice and learning center (driving range),
 - Ella Sharp Museum,
 - Hurst Planetarium,
 - Olympic size swimming pool, &

- Rose garden & annual flower gardens (green space);
- Standard facilities:
 - 4 tennis courts,
 - 2 picnic areas (including shelters),
 - 2 lighted softball fields,
 - 3 regular softball fields,
 - 10 soccer fields,
 - 4 baseball fields,
 - Tennis courts,
 - 1 basketball court,
 - Playground areas, &
 - Cross country ski trails.

25. Under the Oaks

- Location — Corner of Franklin & Second;
- Signature facilities:
 - Monument honoring birth place of Republican Party;
- Standard facilities:
 - Green space.

26. Withington Park

- Location — 1st & Michigan;
- Signature facilities:
 - Veterans memorial;
- Standard facilities:
 - Green space,
 - Sidewalks, &
 - Benches.

27. Intercity Trail

- Location — The King Center southwest to the Falling Waters Trail;
- Signature facilities:
 - 3.4 mile asphalt pathway;
- Standard facilities:
 - N/A.

RECREATION GRANT HISTORY — JACKSON COUNTY

PARK NAME	PROJECT NO.	YEAR	ELEMENTS & USAGE
PLEASANT LAKE COUNTY PARK	26-00788	1976	<p>SHELTER, 2 BASKETBALL COURTS, PICNIC EQUIPMENT, SITE IMPROVEMENTS/SEEDING, PLAY EQUIPMENT, AND LIGHTING.</p> <p>ALL EQUIPMENT, STRUCTURES AND FACILITIES ARE STILL IN PLACE. THE SHELTER IS SCHEDULED TO BE REPLACED IN 2010. BASKETBALL COURT SURFACING IS IN NEED OF CRACK REPAIR AND RESURFACING. PLAY EQUIPMENT IS STILL IN PLACE AND HAS BEEN MAINTAINED TO INDUSTRY STANDARDS.</p>
SPARKS PARK DEVELOPMENT	26-00765	1976	<p>4 TENNIS COURTS, PARKING, 6 HORSESHOE PITS, AND LANDSCAPING.</p> <p>TENNIS COURT SURFACING DEVELOPED LARGE CRACKS OVER THE PAST SEVERAL YEARS AND COURTS HAVE BEEN CLOSED DUE TO UNSAFE CONDITIONS. HORSE SHOE PITS AND LANDSCAPING ARE STILL ACTIVE IN THE PARK.</p>
SPARKS FOUNDATION COUNTY PARK	26-01060 K2	1978	<p>CONCESSION/COMFORT STATION AND LANDSCAPING. CONCESSION STAND AND COMFORT STATION HAS BEEN UPDATED AND MAINTAINED, STILL IN USE.</p>
SWAINS LAKE COUNTY PARK	26-01211	1981	<p>RESTROOM/BATHHOUSE AND PARKING IMPROVEMENTS.</p> <p>RESTROOM/BATHHOUSE FACILITIES HAVE BEEN MAINTAINED AND HAVE RECEIVED MINOR UPDATES OVER THE YEARS. THIS FACILITY AND PARKING AREA IS STILL IN USE AT THE PARK.</p>
NON-MOTORIZED RECREATION TRAIL	TF86-259	1986	<p>NON-MOTORIZED TRAIL FROM THE VILLAGE OF CONCORD TO SWAINS LAKE COUNTY PARK.</p> <p>THE TRAIL WAS USED FOR SEVERAL YEARS. JACKSON COUNTY ROAD COMMISSION WIDENED THE ADJACENT ROAD IN 2005, REMOVING THE PATHWAY IN THE PROCESS AND RE-BUILDING THE PATH AS A WIDENED SHOULDER.</p>
NON-MOTORIZED PATHWAY	BF91-252	1991	<p>9-FT ASPHALT PATHWAY IN SPARKS FOUNDATION CO. PARK TO CASCADES FALLS.</p> <p>9 FOOT ASPHALT PATHWAY HAS BEEN MAINTAINED AND SEES HEAVY USE THROUGHOUT THE YEAR.</p>
PLEASANT LAKE PARK IMPROVEMENT	BF92-126	1992	<p>2 PICNIC SHELTERS, 2 SHUFFLEBOARD COURTS, PLAYGROUND EQUIPMENT TABLES, RESTROOM RENOVATION, BURIAL OF OVERHEAD LINES, 1 SAND VOLLEYBALL COURT, 2 HORSESHOE COURTS, AND PARKING IMPROVEMENTS.</p> <p>ALL IMPROVEMENTS ARE STILL INTACT AND USED WITH THE EXCEPTION OF THE SAND VOLLEYBALL COURT.</p>
GRASS LAKE PARK IMPROVEMENTS	TF94-114	1994	<p>SEAWALL, UPGRADE BOAT LAUNCH, INCREASE / IMPROVE PARKING, RESTROOM/CONCESSION BUILDING, PICNIC SHELTER, PLAY EQUIPMENT, TABLES, AND LANDSCAPING AND TREE REPLACEMENT.</p> <p>ALL IMPROVEMENTS ARE STILL IN USE AND HAVE BEEN MAINTAINED TO INDUSTRY STANDARDS.</p>

PARK NAME	PROJECT NO.	YEAR	ELEMENTS & USAGE
VANDERCOOK LAKE PARK IMPROVEMENTS	TF95-066	1995	RESTROOM/CONCESSION BUILDINGS, PLAYGROUND EQUIPMENT, PICNIC AREA, EXERCISE PATH, NEW PICNIC SHELTER, UPGRADE BOAT LAUNCH ACCESSORIES, PARKING IMPROVEMENTS, TREE REPLACEMENT/LANDSCAPING, BASKETBALL COURTS, AND DRINKING FOUNTAIN. ALL FACILITIES ARE IN GOOD CONDITION AND STILL IN USE EXCEPT FOR EXERCISE PATH, WHICH WAS REMOVED FROM PROJECT SCOPE.
SWAIN'S LAKE PARK IMPROVEMENTS	TF99-209	1999	PICNIC SHELTER AND WALKWAY, UPGRADE BOAT RAMP/PARKING AREA, NEW PLAY UNIT STRUCTURE, PARKING LOT AND DRIVE IMPROVEMENTS, 10 GRILLS, BENCHES, TREES, AND PICNIC TABLES. ALL FACILITIES AND IMPROVEMENTS ARE MAINTAINED AND STILL IN USE.
FALLING WATERS TRAIL PROJECT	TF05-117	2005	TRAIL CONSTRUCTION, BRIDGE RAILINGS, TRAILHEAD, RESTROOM, LANDSCAPING, SIGNAGE, AND AMENITIES. CONSTRUCTION OF THE FALLING WATERS TRAIL WAS COMPLETED IN LATE 2007. THE 10.2 MILE RAIL-TRAIL IS HEAVILY USED AND IN EXCELLENT CONDITION,
SPARKS COUNTY PARK URBAN FISHING PROJECT	TF08-085	2008	10-FT DEEP POND DREDGING, STREAM CHANNEL CONSTRUCTION, WOOD FISHING PLATFORM, PICNIC SHELTER WITH ELECTRICAL, SIDEWALK, LANDSCAPING AND PARKING, BENCHES, TABLES, TRASH RECEPTACLES, SIGNAGE, AND SITE ACCESSORIES. THE PROJECT IS IN THE ENGINEERING PHASE.

RECREATION GRANT HISTORY — CITY OF JACKSON

PARK NAME	PROJ. NO.	YEAR	ELEMENTS & USAGE
OPTIMIST PARK ACQUISITION	26-01280		THE PROJECT WAS WITHDRAWN
ROTARY PLAYGROUND	26-00186	1969	FENCING, GRADING, DRAINAGE, BASKETBALL COURT, AND LIGHTING. ALL FACILITIES AND IMPROVEMENTS ARE MAINTAINED AND STILL IN USE.
JACKSON NORTH ST. RECREATION CENTER	26-00415	1971	SWIMMING POOL, OUTDOOR ICE RINK/SKATE PARK AND BATHHOUSE. ALL FACILITIES AND IMPROVEMENTS ARE MAINTAINED AND STILL IN USE.
EXCHANGE PARK PLAYGROUND	26-01023 P4	1977	DEMOLITION OF EXISTING BUILDING, SITE IMPROVEMENTS, 2 TENNIS COURTS, 2 BASKETBALL COURTS, AND STORAGE BUILDING. ALL FACILITIES AND IMPROVEMENTS ARE MAINTAINED AND STILL IN USE.
NIXON MEMORIAL PARK	26-01023 P4	1977	4 BALL FIELDS WITH FENCING, BACKSTOPS, BENCHES, BLEACHERS, AND STORAGE BUILDING. ALL FACILITIES AND IMPROVEMENTS ARE MAINTAINED AND STILL IN USE.

LOOMIS PARK	26-01121	1980	2 BASKETBALL COURTS, 2 TENNIS COURTS, PARKING WITH WALKWAY, PLAY EQUIPMENT, AND PICNIC FACILITIES. ALL FACILITIES AND IMPROVEMENTS ARE MAINTAINED AND STILL IN USE.
OPTIMIST PARK PLAYGROUND	26-01199	1981	PLAYGROUND, UTILITY BUILDING, BALL FIELD IMPROVEMENTS, FENCING, AND BASKETBALL COURT. ALL FACILITIES AND IMPROVEMENTS ARE MAINTAINED AND STILL IN USE.
JACKSON MARTIN LUTHER KING PARK	26-01461	1986	2 BASKETBALL COURTS, 1 TENNIS COURT, PLAY AREA, WIRE BURIAL, AND PARKING. ALL FACILITIES AND IMPROVEMENTS ARE MAINTAINED AND STILL IN USE.
NIXON PARK IMPROVEMENT	BF90-281	1990	PICNIC SHELTERS, IRRIGATION FOR TWO FIELDS, PICNIC TABLES/GRILLS, AND PLAY EQUIPMENT. ALL FACILITIES AND IMPROVEMENTS ARE MAINTAINED AND STILL IN USE.
KING CENTER PICNIC SHELTER	BF91-176	1991	30-FT X 50-FT PICNIC SHELTER, A MINIMUM OF 30 PICNIC TABLES, ASPHALT PATH, WATER LINE AND DRINKING FOUNTAIN, AND ELECTRICAL SUPPLY. ALL FACILITIES AND IMPROVEMENTS ARE MAINTAINED AND STILL IN USE.
LIONS PARK IMPROVEMENTS	26-01520	1992	PICNIC SHELTER, PLAYGROUND, AND PICNIC EQUIPMENT. ALL FACILITIES AND IMPROVEMENTS ARE MAINTAINED AND STILL IN USE.
SHARP PARK LAND ACQUISITION	TF96-056	1996	ACQUISITION OF 27 ACRES FOR A NATURAL AREA. ALL FACILITIES AND IMPROVEMENTS ARE MAINTAINED AND STILL IN USE.
GRAND RIVER GREENWAY/TRAIL	TF97-113	1997	ACQUIRE 1 ACRE OF LAND ALONG THE GRAND RIVER IMMEDIATELY EAST OF AIRLINE DRIVE TO COOPER STREET. ALL FACILITIES AND IMPROVEMENTS ARE MAINTAINED AND STILL IN USE.
NIXON PARK IMPROVEMENTS	CM99-208	1999	SWIMMING POOL RENOVATIONS, INTERACTIVE WATER PLAY SYSTEM, WATERSLIDE, IN-LINE SKATING HOCKEY RINK, SKATEBOARD AREA, AND BUILDING RENOVATIONS. ALL FACILITIES AND IMPROVEMENTS ARE MAINTAINED AND STILL IN USE.

PRIVATE GOLF COURSES

GOLF COURSE	NUMBER OF HOLES	LOCATION
ARBOR HILLS COUNTRY CLUB	18-HOLES	SPRING ARBOR TOWNSHIP
BURR OAK GOLF CLUB	18-HOLES & RANGE	SANDSTONE TOWNSHIP
CALDERONE GOLF CLUB	18-HOLES	GRASS LAKE TOWNSHIP
CLARK LAKE GOLF COURSE	27-HOLES	COLUMBIA TOWNSHIP
CONCORD HILLS GOLF COURSE	18-HOLES	PULASKI TOWNSHIP

GOLF COURSE	NUMBER OF HOLES	LOCATION
COUNTRY CLUB OF JACKSON	27-HOLES	SUMMIT TOWNSHIP
COUNTRY TOWN GOLF COURSE	9-HOLES	SPRINGPORT TOWNSHIP
DEER RUN GOLF COURSE	9-HOLES	LIBERTY TOWNSHIP
GAUSS'S GREEN VALLEY GOLF COURSE	18-HOLES	NAPOLEON TOWNSHIP
GREENBRIAR GOLF COURSE	18-HOLES	NORVELL TOWNSHIP
HANKERED HILLS GOLF COURSE	27-HOLES & RANGE	HENRIETTA TOWNSHIP
HICKORY HILLS GOLF COURSE	36-HOLES & RANGE	SUMMIT TOWNSHIP
HILL'S HEART OF THE LAKES GOLF COURSE	18-HOLES	COLUMBIA TOWNSHIP
LAKELAND HILLS GOLF COURSE	18-HOLES	LEONI TOWNSHIP
PINE HOLLOW GOLF COURSE	18-HOLES	LEONI TOWNSHIP
WATERLOO GOLF COURSE	18-HOLES	WATERLOO TOWNSHIP
WHIFFLETREE HILL GOLF CLUB	18-HOLES	CONCORD TOWNSHIP

PRIVATE CAMPGROUNDS

FACILITY NAME	JURISDICTION
KLIEN'S CAMPGROUND	COLUMBIA TOWNSHIP
ALL SEASONS RESORT	GRASS LAKE TOWNSHIP
FOUR SEASONS CAMPGROUND	GRASS LAKE TOWNSHIP
GREENWOOD ACRES CAMPGROUND	LEONI TOWNSHIP
OAK TREE TRAVEL TRAILER CAMP	LEONI TOWNSHIP
HAPPY VALLEY CAMPGROUND	NORVELL TOWNSHIP
SAUDER'S PIER 66 MARINA, CAMPER, AND TRAILER PARK	NORVELL TOWNSHIP
STANDARD INTERSTATE CAMPGROUND	PARMA TOWNSHIP
BIG 9 SPORTSMAN'S CLUB	PULASKI TOWNSHIP
TWIN PINE CAMPGROUND	PULASKI TOWNSHIP
HIDDEN HILLS CAMPGROUND	RIVES TOWNSHIP
ANDY'S ACRES TRAVEL-TRAILER PARK	WATERLOO TOWNSHIP
FELDKAMP'S CAMPGROUND	WATERLOO TOWNSHIP
LOCUST GROVE CO-OP CAMPGROUND	WATERLOO TOWNSHIP

CEMETERIES

CEMETERIES	OWNER OF THE FACILITY	LOCATION
MOUNT EVERGREEN CEMETERY	CITY OF JACKSON	CITY OF JACKSON
WOODLAWN CEMETERY	CITY OF JACKSON	SUMMIT TOWNSHIP
MAPLE GROVE CEMETERY	CONCORD TOWNSHIP	VILLAGE OF CONCORD
OAKWOOD CEMETERY	GRASS LAKE TOWNSHIP	GRASS LAKE TOWNSHIP
MAPLE GROVE CEMETERY	GRASS LAKE TOWNSHIP	GRASS LAKE TOWNSHIP
HANOVER CEMETERY	HANOVER TOWNSHIP	HANOVER TOWNSHIP
HORTON CEMETERY	HANOVER TOWNSHIP	HANOVER TOWNSHIP

CEMETERIES	OWNER OF THE FACILITY	LOCATION
LIEDLEY CEMETERY	HANOVER TOWNSHIP	HANOVER TOWNSHIP
RICHARDS CEMETERY	HANOVER TOWNSHIP	HANOVER TOWNSHIP
LEONI CEMETERY	LEONI TOWNSHIP	LEONI TOWNSHIP
MAXON CEMETERY	LEONI TOWNSHIP	LEONI TOWNSHIP
NAPOLEON TOWNSHIP CEMETERY	NAPOLEON TOWNSHIP	NAPOLEON TOWNSHIP
NORVELL TOWNSHIP CEMETERY	NORVELL TOWNSHIP	NORVELL TOWNSHIP
LUTTENTON CEMETERY	NORVELL TOWNSHIP	NORVELL TOWNSHIP
MCMAIR CEMETERY	NORVELL TOWNSHIP	NORVELL TOWNSHIP
PULASKI TOWNSHIP	NORVELL TOWNSHIP	NORVELL TOWNSHIP
BUCK CEMETERY	NORVELL TOWNSHIP	NORVELL TOWNSHIP
HEATH CEMETERY	NORVELL TOWNSHIP	NORVELL TOWNSHIP
NORVELL TOWNSHIP CEMETERY	NORVELL TOWNSHIP	NORVELL TOWNSHIP
HILLCREST MEMORIAL PARK	PRIVATE	BLACKMAN TOWNSHIP
PATCH CEMETERY	PRIVATE	LIBERTY TOWNSHIP
ROSELAND MEMORIAL GARDENS	PRIVATE	NAPOLEON TOWNSHIP
HEBREW CEMETERY	RELIGIOUS	CITY OF JACKSON
ST. JOHNS CATHOLIC CEMETERY	RELIGIOUS	SUMMIT TOWNSHIP
DRAPER TOWNSHIP	RIVES TOWNSHIP	RIVES TOWNSHIP
RIVES TOWNSHIP CEMETERY	RIVES TOWNSHIP	RIVES TOWNSHIP
COLE CEMETERY	RIVES TOWNSHIP	RIVES TOWNSHIP
JONES CEMETERY	RIVES TOWNSHIP	RIVES TOWNSHIP
EAST RIVES CEMETERY	RIVES TOWNSHIP	RIVES TOWNSHIP
WALKER CEMETERY	RIVES TOWNSHIP	RIVES TOWNSHIP
CROUCH CEMETERY	SPRING ARBOR TOWNSHIP	SPRING ARBOR TOWNSHIP
SPRING ARBOR CEMETERY	SPRING ARBOR TOWNSHIP	SPRING ARBOR TOWNSHIP
BROOKLYN CEMETERY	VILLAGE OF BROOKLYN	COLUMBIA TOWNSHIP
CEMENT CITY CEMETERY	VILLAGE OF CEMENT CITY	COLUMBIA TOWNSHIP
JEFFERSON CEMETERY	COLUMBIA TOWNSHIP	COLUMBIA TOWNSHIP
HIGHLAND CEMETERY	COLUMBIA TOWNSHIP	COLUMBIA TOWNSHIP

Jackson County Recreation Event Inventory

Information on the recreation events hosted by Jackson County — all of which take place in Sparks Foundation County (Cascades Falls) Park — follows:

- Fireworks and Entertainment:
 - On or around Memorial Day,
 - On or around July 4th, &
 - On or around Labor Day;
- Annual Civil War Muster in August;
- Cascades Falls Family Nights;
- Community Band Shell Concerts; &
- Relay for Life.

The Jackson County Parks Association also hosts a variety of work bees and recreational events in the various parks.

City of Jackson Recreation Program Inventory

Information on the recreation programs provided by the City of Jackson — much of which are offered at the Boos Center, the King Center, the Nixon Skate and Water Parks, and the Ella Sharp Park Pool — follows:

- **Boos Center Programs**
 - Homeschoolers Gym,
 - Tumble Bugs,
 - Tumbling Tots,
 - Boot Box,
 - Kick Boxing,
 - Basketball (Adult & Jr. High & High School),
 - Open Gym (individual and family),
 - Power Pump,
 - Yoga,
 - Various Aerobics & Step Aerobics,
 - Adult Volleyball (Adult Drop-In and League, Girl's High School League, & Reverse 4-on-4 Coed League),
 - Adult Drop-In Euchre,
 - Gymnastics (ages 5-7 & 8-12),
 - 'Sporty for Shorties' (ages 3-5 & 6-8),
 - Arts & Crafts Camp (ages 3-5 & 6-8), &
 - Senior Activities (e.g., Drop-In, Bingo, Euchre, Monthly Dinners, Welcome Back Potluck, Dump Soup Lunches, Senior Travel Program, Walking Club, & Chair Exercise).
- **King Center Programs**
 - Summer Youth Program (ages 5-14),
 - Youth & Adult Open Gym Sessions,
 - Various After School Activities (all ages),
 - Kids Tyme (K to 2nd Grade),
 - Sports Camp (elementary and Jr. High),
 - High School Sports Training,
 - Open Gym (General, Jr. High, & Girls),
 - Sports Drilling,
 - Adult Open Run,
 - Jr. High Activities,
 - Recreation Teams Practice,
 - Volleyball (Open & League),
 - Basketball Skill Development (Elementary & Jr. High & High School),
 - Adult Volleyball League,
 - Basketball (High School (Short/Full Court), Adult Open, Jr. High, Over 30, Bitty, & High School Leagues),
 - Reserved Group Time, &
 - Elementary & Jr. High Fun-Tyme.
- **Nixon Park**
 - National Skateboarding Day,
 - Learn-to-Ride Skateboard Lessons,
 - In-line Hockey Leagues (Youth & Adult),
 - Spring and Summer Competitions,
 - Best Trick Sk8 Contest,
 - Summer SK8-Fest,
 - Sk8 Park Competition,
 - Sk8oberfest,
 - Sk8 Halloweenie,
 - Seasonal Skate Passes,
 - Party Room Rental, &
 - Pool Events at Nixon Water Park,
 - Float-In Movie Night,
 - Luau, &
 - Back-to-School Splash Bash.
- **Ella Sharp Pool Swimming Lessons**
 - Progressive Swimming Lessons &
 - Parent/Tot Swimming Lessons.
- **Annual Special Events**
 - Punt, Pass, & Kick,
 - McJack Rabbit Easter Egg Hunt,
 - Daddy/Daughter Dance,
 - Mother/Son Dance,
 - Mother and Daughter Tea,
 - Kite Flying Extravaganza,
 - Senior Citizen Miniature Golf,

- Father and Sons Day Out!,
- David Fusch Tennis Clinic,
- Iron Kids Triathlon,
- Ella Sharp Park Pool Splash Bash,
- Haunted Halloween Celebrations,
- Annual Turkey Trot,
- Thanksgiving Aerobics,
- Aerobics Holiday Stress Reliever,
- Santa Calls, &
- Paint-a-Pumpkin and Pizza Party.
- **Walking Programs**
 - Walk Jackson,
 - Walk the Park, &
 - Who Let the Dogs Out?
- **Youth Programs**
 - Basketball Camp (ages 7-12),
 - Youth Tennis Lessons,
 - Summer Playgrounds,
 - Cheer Camps,
 - Instructional Football (4th, 5th, & 6th grades),
 - Basketball (3rd & 4th - 6th grades, middle school, and high school), &
 - Soccer (1st to 6th Grade, 6-v-6 Coed Middle School Soccer, & 7th & 8th Grade Coed Spring Soccer).
- **Adult Programs**
 - Adult Dance Classes,
 - Drop-in Ballroom Dance Classes,
 - Adult Basketball,
 - Volleyball (4-on-4 Coed, Fall Coed 6-on-6, Winter League, & Adult Drop-In),
 - Adult Euchre,
 - Water Exercise,
 - Soccer (Spring 6-on-6 Coed & Summer Leagues),
 - Adult Tennis (Lessons & Doubles League),
 - Senior Summer Swims,
 - Spring & Summer Water Aerobics, &
 - Lap Swimming.
- **Summer Tennis Tournaments**
 - Doubles Tournament,
 - Senior Tournament (JATA),
 - Spring Arbor Junior Tournament, &
 - Sidmore Tournament.
- **Sharp Park Golf Tournaments**
 - Jackson Stableford,
 - JCWGA Ladies Senior Classic,
 - Lyle Ambs Match Play,
 - JCWGA Ladies Match Play,
 - Mercer Tour,
 - PGA McGladrey,
 - City Junior Championship,
 - Joe Fiero City Senior, &
 - Mini Open.

Appendix D

Citizen Opinion Survey Responses

City of Jackson & Jackson County Joint Recreation Plan

Write-In Survey Responses

Questions #7 and #8 of the Citizen Opinion Survey allowed respondents to write-in at least a portion of their responses as opposed to selecting the most appropriate pre-determined response to a question. Those write-in responses were summarized in Chapter 4 of the Joint Recreation Plan. However, the actual responses are reproduced below. Please note that some of the more obvious misspellings and grammatical errors were corrected. However, the substance of each response remains the same.

Question #7

Is there an activity that you would like to see more of in the park/recreation facilities?

Other (please specify)

- a connection from Cascades to Ella Sharp bike trail
- Coordinated trail system linking the Falling Waters with JCC area
- Cycling, hiking, paddling (kayak & canoe)
- WALKING
- Wildlife / Bird Watching
- Golf
- Fishing
- More mountain biking area
- Organized exercise!
- Horseback riding trails
- Bike trails
- Yoga/Walk Club Exercise class
- Better lighting & safety features
- Triathlons, 1/2 Marathons, or other similar events
- Horse Back Riding Trails
- Bike lanes on roadways to MC/ VCL/BLKMN TWNSHP
- Kayaking, canoeing, sailing access
- Better marked/defined hiking trails at wooded areas of Sharp Park
- Walk for fitness group activities, outdoor yoga
- Golf Cross
- Mini golf
- Mini-golf
- Picnic areas in the shade
- Update and use existing buildings in county parks. A lot of the parks exhibit too much faded glory...they were obviously at one time well used and kept up, but now the facilities are tired.
- Less dogs!!!
- Biking
- Canoe/Kayak rentals
- Walking, hiking
- More "community trails"
- Attend with grandkids--sports

- Bike trails and paths
- Walking/Biking Trails
- Ball Room Dancing like Dancing with the Stars
- Concerts
- Pet related activities
- The parks are fine the way they are. Don't waste tax payer money by making so-called improvements. Maintain what you already have!
- Improvement to the Golf Courses---Quality brings new golfers
- Bike trails and kayaking
- Skating
- Music, art shows
- Biking
- Dog Park - Off Leash
- Concerts
- Integrated bike lanes and trails interconnecting parks and urban areas
- Organized walks throughout the year on trails
- Walking trails on the east side for us poorer folk
- Pet friendly beach areas, Playscape near beaches, Fishing Pier, walking trail around Pleasant Lake.
- Maybe more mountain biking trails in Ella Sharp Park
- Bicycle and walking/jogging trails
- Running
- Tobogganing
- Live music
- Another pool
- Canoeing/Kayaking
- Running events; i.e. The Cit Pat Running Series (5K Run/Walk)
- Water aerobics
- More paved walking trails
- Mountain biking
- Cascades Renovation
- Kayak, Canoe use the Grand River
- Exercise equipment, bike lanes to and from parks, community centers, yoga, active encouragement for the community to get fit, community gardens, recycling
- More Walking/Running Paths like Cascades Park
- Kayaking
- Horseback riding
- I love the bike trail --- I would like to see it expanded as much as possible.
- 2-5 yr old play equipment
- Bike Paths on Roads
- Primitive camp sites along the trail
- Walking and biking trails
- Large Skate park

Question #8

What have you seen at parks or recreation facilities in other cities or counties that you would like to see here?

Open-Ended Response

- Jackson county really should continue to expand their bike trails around the county. Bicycling and walking trails are a real asset to a community and promote a healthy lifestyle.
- Better nature trails
- I would like to attend more fitness classes, maybe moving some of the city classes from 4:30 to 5:30 allowing full time day workers to attend? More toning fitness classes. Maybe some events to connect single people with outdoor/fitness activities
- More trails for biking and hiking and winter walking. Would really be in favor of linking a trail on Browns Lake Rd and South Jackson Rd. areas to the Falling Water trail.
- Water Park - like the Hawk Park in Lansing. I would like to see some of the inner city parks given a use. Parks like Withington and other small city parks have green space but have no use - there are no benches, no chess tables, no equipment for kids and no secured fencing to allow it. So parks like these have essentially no services and no use except to hold down vacant public holdings. The more green the better for our city's kids. Also all parks should have a public interface - all areas should have things for adults to engage in not just for kids. The more opportunities to do this the better our community's civic bonding.
- More Festivals and family events, NO BEER Allowed! -----
- More up-to-date and cleaner rest rooms. Better and cleaner beach maintenance. Life guards at beaches. Employee(s) or unpaid volunteer(s) present at the park to answer questions and be available for general assistance and emergencies. More concession stands. Newer playground equipment and picnic tables/grills.
- Non-motorized connections between parks and neighborhoods; riverfront exposure and access; bike parking; no-smoking policy, especially at playgrounds; interactive fountains and public art
- Privatize county golf course and get out of that business
- None
- A ropes course or zip lines for children. More basketball and tennis courts. Rock climbing walls. Larger water park.
- Waterparks
- I don't go to any parks when out of town
- More trash containers, including pet clean up. Enforcement for pet waste.
- Outdoor - Full size ice arena covered by large roof and sides that come down to say 10 feet from the ground. You only have ice skating/hockey when it's cold enough and local hockey players maintain the ice just by flooding the arena with a fire hose. Cement floor. In most months of the year it serves as a large shelter and could house festivals - events - family reunions. It's good to get out of the sun in the middle of summer. Roof keeps the sunshine from melting the ice in winter until the temperature reaches say 38+ degrees. Also - Signs that talk about the history and natural features of the park.
- More picnic tables and grills.
- The City of Jackson does not offer enough diversity for the people that live here. The ma-

majority of events are for senior citizens or country music people. Start projects that are for 40's and 30's singles, families, ethnic activities. All the other cities I have visited have multi ethnic activities. Jackson has little to none. Jackson needs to come out of its conservative, republican, racist shell and acknowledge there are other people that live here.

- Better bathroom facilities, (including a bathroom that's open year-round at Cascade Falls park), a basketball court (for Grass Lake)
- I would like to see nice clean family friendly areas. My experience has been that County parks especially are usually dirty and not well kept. Having areas with flush toilets and running water is a huge plus as well. Jackson County needs something other than Nixon where families can enjoy themselves all day. A nice large park with water slides, pool area, maybe even a small zoo would be fantastic!
- I think we have one of the best, only the commercial ice cream place at cascades has ruined the fact that not like other parks, we had no commercial buildings. Leave it as is and keep commercialism out.
- More shade trees.
- Continued expansion of the walking/biking trails.
- I am quite proud of our parks, they are beautiful and plentiful. I consider myself fortunate to be so close to Ella Sharp and Cascade parks. I hate to see Ella Sharp pool so slow...maybe turning part of it into a splash park would help alleviate the congestion at Nixon and give some activity of that sort to the south end of town. I think once the kids are coming ...more families will come...etc. The tennis courts at Ella and Parkside are delightful...
- Community events
- Indoor restroom facilities.
- More open green spaces. More grass, trees and shrubs; less asphalt and concrete.
- We have great parks here
- Really nothing, I feel we have nice parks and recreation facilities for the size of our county. Always could do more activities if funding were available, but we have a lot to be proud of in the county and city.
- The Splash Parks and smoke-free ordinances.
- Gun/sporting clay ranges, hiking trails, restroom facilities open more,
- Wave pools.
- Nice picnic tables, Benches, Enough Trash receptacles. LAWNS MOWED. Note for below-----What about fundraisers of some sort?
- Better Water Park
- Mapped walking trails close to my home. The falling waters trail has no good area to park at the entrance closest to my house and discourages me from using it even though I do enjoy it. Cross country skiing with mapped trails and equipment to rent.
- Water Slides and Splash Fountains Bigger Playground sites and equipment
- Exercise class outside
- More extensive nature and walking trails. For example, the City of Portage has numerous parks with a variety of walking trails both paved and unpaved.
- I am very happy with our parks
- Most bathroom facilities are open and clean in other parks. There are a lot of people walking biking hiking, and no where to go but outside or a dirty porta-john in Ella Sharp

- and Cascades. I would think even community service could keep those clean and open.
- Water parks in Oakland County. Splash parks, petting zoo, bike and riding trails in Brighton and Kensington Park.
 - Cleanliness!
 - Paint ball field in forested surrounding / Multi level laser tag arena / Fishing with edible fish off long of raised docks extending into good fishing areas of lakes (not ponds) / renaissance fair. Provide bike paths along Page Ave, South St, Francis St, S Cooper St, Lansing Ave, Elm St, to allow safe biking from Michigan Center, Vandercook Lake, Blackman Township, into Jackson - This is not only for recreation but for economic travel to work, shopping, and parks and rec facilities.
 - Better play ground equipment.
 - We think Jackson does a great job for a city of this size, and the poor economy. We appreciate the hard work that has gone into providing our town with these beautiful community spaces. We love the Falling Waters trail from Jackson to Concord, it's great to see so many people taking advantage of it! The trail has been well worth the time, energy, and funds that have gone into it. We also love all the soccer, baseball, and sports at the parks. We take advantage of boating and golfing in the area also. Personally, we go out of town to tour well kept gardens, and special collections of trees and plants. We miss the rose gardens that used to be so beautiful at Ella Sharp Park. We know how hard roses are to keep up with however, and are glad that the daffodils and some flower gardens are still planted. Our public parks are very important to us.
 - We have great parks/recreation activities from what I've surveyed. Re: Question #9. below, the region might also look at potentially selling some park property (if prudent), and/or relinquishing property to conservancies, to increase/free up funding for recreation opportunities. I'm certain this is being considered, even if the ultimate conclusion is "we're not going to do it. . ."
 - More walking and bike trails.
 - Loomis Park needs more lighting at night (motion lights would be great) and there isn't a sign indicating appropriate conduct, hours of the park, or appropriate ages. We have a lot of problems with this park and I will NOT take my kids or families kid there. Recently it was set on fire! PLEASE HELP!!!
 - Better picnic pavilions close to activity centers for users of all ages - example: park system in Mt Pleasant
 - More festivals, art/craft shows, children's events on holidays, and summertime Allow local musicians to use the cascade falls venue prior to sundown for events...
 - Coordinated bike trails, rivers, and campgrounds, and family activities that are within easy distance of each other. You can ride/rent boats, bikes, fishing equipment etc etc. Any parks, fairs, festivals, camping etc. should only continue if it makes money somehow. Include an option to donate money towards city/county parks and rec. on annual taxes. Put all prisoners to work, either manufacturing something or separating the communities recycled products or something that can make money!
 - Frisbee golf, better access to rest rooms, more dog friendly areas, dog park.
 - More walking trails.
 - Covered decks/patios where families could eat or sit and visit, and still supervise children at play.

- We need some batting cages in Jackson!!! The one at Cascades doesn't work anymore.
- Water parks
- Midland has a community tennis center. Indoor courts. Non profit. Jackson should have one adjacent to the Dennis Kiley outdoor courts.
- Restroom facilities
- The Oakland County Parks have some of the best disc golf courses in Michigan. This is a great activity for the whole family and I believe it would be well used in the Jackson area. In order to find a good course now, we have to travel at least 50 miles.
- More bike/walking trail systems like falling waters trail. Most people will say and I agree that the Falling Waters Trail is by one of the best things we have in this county.
- Horse trails - Cabin camping - Very large arts and crafts festivals -
- What I see in Jackson is so fantastic, please just keep it maintained and clean.
- Local bands or people have late afternoon / evening music. Not so much dancing. Just sit and listen to music and maybe eat a picnic lunch. Call it "Music under the stars"?
- Increase walkable paths.
- Bicycle/hiking trails.
- Cleaner. Loomis park is fabulous but doesn't look like the playscape is taken very good care of.
- A better playground area for Lions park it appears to be a little outdated.
- More night lights
- Baseball/softball for youth and older citizens into the summer not until first of June. Waterpark type of activities More pools like Ella Sharp with some kids toys but not Nixon Park.
- I would like to see more pavilions. I would like to see a cleaner alternative for paddle boat riding. The Cascade Park water is so filthy that, even children, don't want to use it for paddle boat riding.
- Band pavilions.
- Splash park like Hawk Island; canoe/kayak rentals with access to the Grand River, after it's cleaned up in areas; a nice place to paddle boat (Cascades could be very beautiful if the water was cleaned up/out); Cross country skiing - used to go at night in Lansing, with candle lit pathways - awesome! Boardwalk along the river, like Lansing.
- An outside art Show, more community events, like Night's Out where an area of 5-6 blocks have a potluck and meet their neighbors. This would be hosted by the firemen or police in Kalamazoo.
- Water features such as splash gardens etc.
- Running trails, beaches with sand, clean restrooms open and available
- Washtenaw County has a wonderful water park and is discounted to their county residents. It is large w/ plenty of area to lay out, big wave pool, slides and equipment for little kids, and a lazy river. The facility is very clean. I would like to see Jackson get a facility like this.
- Our family has really enjoyed the Falling Water trail for exercise and family bike rides. We would like to see more designated parking for use on this path. Perhaps, more restrooms, vending machines or even allow vendors to sell things during the summer. I think city / county / townships need to merge together in these economic times, they can consolidate staff (including management). This is a very wise option, I really don't think a lot of new

millages will be passed in all parts of the county.

- I wish there were more well-lit park areas to walk in during the winter.
- Better system of bike paths and trails for bikes, and bike lanes. Cleaner, better maintained (weeds).
- This survey is quite limited and vague, therefore the results will be as such. Nevertheless, the County officials seem to be the ones whom are pushing the 'merger' concept more. This is quite ironic due to the fact that the County's service levels, variety of services, and overall funding have been lacking comparatively speaking. The City's park system has been regularly improved, well maintained and appreciated by residents of both the City and the County. DO NOT let a potential merger of the two systems result in an overall decline in any of the systems. The County's overall budget for parks is approx 1.6 million, the City's is approx. 2.8 million, if a Metro Park system is indeed the desire of BOTH City and County residents, the City should be taking the lead, not the County. Often we see in the "OP EDS" those who complain about the County subsidizing those in the City. In this instance it appears the potential for the reverse to become reality.
- Unable to think of anything, I appreciate what we have.
- Music.
- Less involvement with special interest groups (i.e. minorities that want things like water parks or motocross trails) and more involvement in keeping park areas in a more natural state. It's inherent in the logic and quite easy to see that areas left in a wild condition have mass appeal vs. areas developed for special interest groups. Township taxpayers DO NOT want to pay for the upkeep of city owned parks! If a fee system is established it must be dedicated to park maintenance and improvement.
- A concession stand at Nixon park during softball season, playground equipment at Nixon park.
- Keep the parks clean and updated.
- Improvement of the Cascades Golf Course back to what it was in past.....one of the best municipal courses in America. This course was previously compared to Torrey Pines (San Diego) and with vision could be made at least as good as our bordering county courses. People are leaving our area to play Ann Arbor (Chelsea) because of its quality..... Need a vision of where our money is coming from and how it is spent.....
- Children really enjoy the water parks.
- The two parks I use the most are Cascades and Ella Sharp due to the fact that both are very close to my home. I think a Disc Golf course in one of the city parks would be put to good use and draw people into Jackson.
- Nature trails similar to what's at Cascades Park now.
- Bike trails between parks.
- Clean nice parks, that are well kept. No garbage overflowing, nice picnic areas, with well kept picnic tables. As a county employee my job keeps me out in the field most days of the summer months which then in turn leads to a packed lunch to enjoy at a park in the area of work that day. We visited a number of parks throughout the whole County and were surprised at how unkempt they are. The picnic tables were horrible either falling apart or paint all peeled away. Garbage overflowing, unmowed lawns, etc. I feel we need to keep up the parks we have now and make them enjoyable and welcoming to the public before we go and spend more money on new parks, equipment!

- I think the Nixon skate park is great. I've never used it but every time I drive by it seems packed with kids and that's a cheap sport that's difficult to master. I think we need another skate park on the south side of town, maybe in Sharp Park or Cascades.
- I really enjoy the Hawk Island Park in Lansing. They have a great playground area for small children. It has age appropriate playground equipment as well as a wonderful fence barrier around the area. It only has one exit so the little kids cannot get out without your knowledge. Most of our parks like Cascades and Ella Sharp do not have equipment for the kids around 1-4 years of age and they are so close to the roads that I am always in fear that if they take off running I will not catch them in time. It would be great if our play areas were more barricaded from the roadways. They also have a great water park area for kids and adults of all ages. It doesn't have water slides, it is more like water pads and sprinkler things. Also, much of the playground equipment are built in areas of direct sun light. It would be great if they were more shaded. In the hot sunlight the equipment is useless because kids can easily burn themselves. A slide in the sunlight will really hold onto the heat and burn the legs of kids going down them.
- I think we do just fine compared to other cities.....but Even though I agree with the monument of murdered victims of Jackson County, I strongly disagree with the fact that it is placed right in front of our #1 tourist destination. Do our visitors need to see this, right before they go see our falls???(I know my family thought it was placed in a strange area) I think it would be more appreciated next to a stream, lake, pond...somewhere more quiet and serene, where people can come to reflect.
- Blue grass Fest. 5-K events/run walks
- Water parks
- I would love to see a volleyball court and ESPECIALLY tennis courts, or at least a city run tennis league. I know Cascades has tennis courts and I think a league would be a really big asset. Also, indoor tennis courts would be cool to use in the winter. There is no place in Jackson to play, I have to drive to Lansing and Ann Arbor to play. A nicer off leash dog park would be nice. I walk my dog regularly at both Cascades and Ella Sharp Park and there is plenty of space that could be used. The humane society's park is nice but not big enough and not convenient.
- More improved walking trails like those at the McCready Preserve on Skiff Lake Road.
- Disc golf would be a wonderful addition and would not be a terrible strain on the City/County's budget as there is little maintenance after the initial installation of the disc golf baskets. Expanding the Falling Water bike trail through the City of Jackson and the Armory Arts would be an excellent attraction. Increasing user fees would only discourage community use and involvement.
- The Lansing inter-urban trail system has a centerline which I would like to see painted on the Falling water trail, or at least a dashed line approx. every 25 feet. I would like to see Jackson become more bike friendly, as there are many citizens who must use bicycles as a primary means of transportation, and many others who enjoy cycling for fitness and as a way to get outdoors. I think there needs to be more public awareness regarding facilities that Jackson has to offer, and events that are happening throughout the year. This will enable citizens to enjoy "stay-cations", save money on travel, and the money they will be spending stays within the community.
- Many more festivals and activities

- I would like to see the Jackson County Parks and Recreation Department finally step up to the plate. I did not like question #2. I believe that the City of Jackson's facilities are very nice and the County Parks are not, just visit them. I live in the city and do not want the county to ruin our parks. I hope that our city parks do not suffer. Our parks are important to our community. Thank you
- More walking, roller-skating, biking trails that circle a park.
- I would like to see our parks and recreation departments take a strong stance on promoting healthy environments by making our parks, playgrounds etc completely smoke-free or tobacco free. This is particularly important in the smaller city recreation playground areas or on the beaches. Kids are playing in these areas and are observing adults and some youth who are lighting up. This is a terrible example of role modeling. In addition, the clean up for the cigarette butts is time consuming. They have smoke-free parks / recreation areas in various cities around the state and country and it would be nice to see smoke-free recreation sites in Jackson County as well. Smoke-free beaches and playgrounds would be a welcome addition.
- Nice sandy beach area at parks on lakes - flat surfaces with seating of some sort (Clear Lake really has no flat sitting area or beach area).
- 1. Expand the established city rec. programming throughout the county. 2. Outdoor education program/interpretive center.
- Dedicated running/biking trails (paved)
- FOUNTAINS, DUCKS, VENDERS (FOOD-POPCORN, DRINKS, HOT DOGS ETC)
- A lot of outdoor concerts and festivals. Also, more lighting for evening times when it is getting dark so you can feel more safe walking to your vehicles, especially with little ones in tow.
- I will just put a general comment here doesn't really apply to your question but think it desperately needs to be addressed: I would like to see all the graffiti from gangs etc.. removed from the parks, playgrounds, recreational areas etc.. this is ridiculous children have to play where these signs and sayings are, how about starting with just a simple cleanup of that alone and make people feel safe to come to different parks, trails, recreational facilities, etc... I think a bucket of cleaner or paint is a lot less cheaper than no one coming at all!!
- More trail systems at the parks for hiking - more viewing of natural habitats
- Having closing and opening gates USED so before hours and after hour visits to the parks are eliminated and/or decreased.
- Frederick, Maryland had Sunday afternoons in the park -- with music -- usually more adult driven -- jazz, quartets, etc. Kind of the Sunday brunch kind of idea.
- A dog park in the City of Jackson where dogs can be off their leash
- More winter activities such as; sledding down hill for kids and families.
- Lots of sports complexes that are big enough to hold tournaments. Other groups may start the funding for these complexes but the city or county maintains the grounds and helps the group. This brings in \$\$!
- Slides
- Gardens, concessions
- Utilization of the Grand River as a recreation option. A canoe/kayak livery would be a great idea. The system of parks and recreational opportunities along the Huron River be-

tween Dexter and Ypsilanti is an excellent example of this.

- I would like to see cleaner water at Cascades Park (Sparks Park). Removal of the geese would also create cleaner side walks at all parks.
- A natural building project like the Kid's Cottage in Kensington Metro Park
http://www.glgj.org/mediawiki/index.php?title=Kensington_Children's_Cottage
- I use the parks for walking/hiking and think we are very fortunate to have them. I am not sure what we could add to make them better,
- More playgrounds
- The parks are what convinced us to move to Jackson 26 years ago. We love them just the way they are. Keep up the good work and maintenance of the parks. Notice people, couples, and children love to stroll through the parks looking at nature, running through the open areas and climbing the hills. Our parks are Jackson's jewel.
- Trails used for commuters even in winter months - cleared for bicyclists. I do not live near a trail, but would use it if there were one.
- Walking trails. Cross country ski rentals & lighted trails. Kayak rentals. Nixon Park has been a hit - let's do one on the south side of the city of Jackson Let's keep adding more bike trails to city & county streets & roads (as other towns do)
- Not much - we have it all
- More park like areas in the downtown area of Jackson. More green space in the downtown.
- More Bicycle Trails between parks.
- Kayak & Canoe Rental, camping. Better marked trails for biking and cross country skiing.
- Dog poop bags & places to dispose of them. Would like to see the walking trails more understandably marked for distance.
- All over Spain and most of Western Europe, all parks, from a park in the smallest mountain town to large parks at the beach, have outdoor exercise equipment. Its fun for all ages and you don't have to have a gym membership to use it. There were always wonderful scenes of people young and old using the equipment and I would have the same hope for its use in the US. The park should be a family friendly safe place to love and enjoy the outdoors, there should be very specific recycling bins in all parks, encouraging people to not just keep the park green but the community too. Jackson could jump leaps and bounds on the topic of recycling in general. Community gardens are a brilliant way to both educate about the importance of locally grown whole foods and to get the community working together towards a common goal. Jackson has a lot of talented gardeners and a wonderful summer growing season that could be extended by hoop houses. If there are hungry people and open space, we should be growing food, and what an amazing way to teach youth about this and bring people together. See: The Edible Schoolyard, by Alice Waters. See: The omnivorous dilemma by Micheal Pollan The park should be a place for activity, education and fun, where we learn to respect the beauty of nature and live in harmony with it.
- Area where families can picnic with a pavilion and have restrooms available, along with playground and splash park available for use. (Marysville Park on the east side of the state has a nice set up. there is a small fee per car to park at this park)
- Food Vendors
- Gardens, floral and landscape exhibits Sculpture and art Live performances Plant con-

- servatory Festivals Historic exhibits Natural history exhibits.
- Concessions at beaches, lots of trails for hiking and biking.
 - Before you add to or expand the park facilities, make sure there is sufficient funds to maintain the quality of the facilities we currently have.....i.e. picnic tables, playground equipment, mowing the grass, etc.
 - Equipment rental concession stands toddler/preschool play equipment bus transportation to parks (would be especially good for Vandercook Lake County Park and Cascades Park!).
 - Close it up, save money, give it back to the deer, bad people hide there and get away with it Vagabonds fish for the "New" fish cook it on the new grills, and sleep on the picnic tables, what a waste of money. Auction off the junk, let the grass grow over the asphalt. Use the money to get rid of the trash/drug houses.....but that's right, ALL prison "Citys" are nothing more then human dump sites....3 meals and a cot, FREE of charge, is not a punishment. As broke as we are it's also not a hard choice, when you are young and cold and hungry.....shame on you even thinking about any park ANY WHERE!
 - I would love more playground areas for my grand kids to play on.
 - I think our parks are fantastic. We have great playground equipment, fields, pools, skate park, etc. I believe we are very fortunate to have these resources. Marketing them could be better though. There are a lot of negative people in Jackson whose real issue is that they are uninformed about all of the wonderful things we have to offer.
 - A way to give the parks money for use
 - Zoo
 - Walking and biking trails. We, my wife and I, have a boat in Whitehall/Montigue and the Montigue Hart Bike Trail goes right through our marina. We ride our bikes on this trail sometimes daily and we're up there most of the summer. It adds hours of recreational pleasure to our stay in Whitehall/Montigue. One can ride this trail to the grocery store, the library and into town. At least two miles of the trail is planted with wild flowers which are in bloom all summer and fall. They have gardening clubs that keep some of the large flower beds weeded and planted what are also along the trail. They also plant flowers on most corners of the busiest town streets. A few flowers can make a town blossom for tourist. We like the Falling Waters Trail but it's a long ways from Brooklyn, our residence. We would like to see the old railroad grade between Brooklyn and Cement City made into a bike/walking trail similar to the Falling Waters Trail. This would be well used spring, summer and fall months. It would bring and keep visitors here in the Irish Hills area. This trail would be our first and top priority.
 - Community water park with indoor facility for winter. Nature trails.
 - Sections of paved areas closed off for inline skating (including skate rental options). Would also like to see more options available to bring pets to parks ~ understanding that not everyone is a responsible pet owner.
 - Better walking trails - there needs to be a place where people can walk without someone zooming up from behind on a bike - had a few close calls. Also, people like to walk dogs - maybe there could be a dog park area where the dogs can run loose and play with others - also, in that line, there should be receptacles placed and spaced to be able to dispose of doggie doo bags - this would encourage better use!
 - Horse trails

- I am a huge fan of the trail system. My family uses Falling Water trail often and have been looking forward to the development of the Grand River Arts walk for years; we were heartbroken to learn that the railroad has made it so the trail cannot run along the river as originally planned. The trail systems are up and coming and in cities that attract lots of people, trail systems are taken very seriously and are developed. Although there are some who cry foul at such development it is an absolute necessity when trying to keep people here and attracting others to the area. Jackson needs to do all it can to keep it a viable place for people to live and work today and the future. I know there is discussion of a possible splash park at Cascades Falls. I moved from a huge city that had several of these parks and they are absolutely wonderful. If one is built it needs to be big enough to accommodate lots of people and shouldn't be just for wee ones but for everyone. Perhaps something along this line <http://www.flickr.com/photos/presdee/2751252794/>. Also, it would be neat if there were an outdoor skating rink at either Ella or Cascades. The only skate park is at Nixon and it is small. Jackson should build a 3-5 acre park with all kinds of neat features. Skaters travel and they spend money if the park is worth visiting. I see kids everywhere with skateboards and nowhere to skate, give them a place.
- Nothing in particular. I believe Jackson city and county parks have what I enjoy. I would suggest that those in the 12 to 30 year age range be asked.

Jackson County Parks and Recreation Commission

1992 WARREN AVENUE
JACKSON MI 49203

PHONE: (517) 788-4320
FAX: (517) 788-4684

Mike Way
Chairman

Bob DuBois
Vice Chairman

Brandon Ransom
Director

Commissioners

Roger Gaede
Kyle Anne Jansen
Marvin Jester
Gail W. Mahoney
Geoffrey Snyder
Nancy Seydell
James Videto
Mike Way
Russ Youngdahl

City of Jackson and Jackson County Joint Recreation Plan, 2010-2014 edition Resolution of Approval

WHEREAS, Jackson County and the City of Jackson joined together to form a Joint Oversight Committee for the purpose of developing a Five Year Joint Parks and Recreation Plan which describes the physical features, existing recreation facilities, and the desired actions which can be taken to improve and maintain recreation facilities during the period between 2010 and 2014, and

WHEREAS, the Joint Oversight Committee solicited suggestions and questions from the general public through an online recreation survey, and

WHEREAS, the Joint Oversight Committee developed the Joint Plan for the benefit of both jurisdictions and to assist both jurisdictions in meeting the recreation needs of their communities, and

WHEREAS, after the one-month review period, held between January 6th and February 9th of 2010, and the public hearing, held on February 10, 2010, the Jackson County Parks and Recreation Commission voted to approve the 2010-2014 edition of the City of Jackson and Jackson County Joint Recreation Plan and to recommend its adoption by the Jackson County Board of Commissioners.

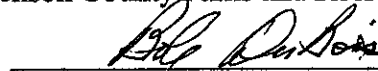
NOW, THEREFORE BE IT RESOLVED the Parks and Recreation Commission of Jackson County hereby approves the 2010-2014 edition of the City of Jackson and Jackson County Joint Recreation Plan and to recommend its adoption by the Jackson City Council.

I, Mike Way, Chair of the Parks and Recreation Commission, do hereby certify that the foregoing is a true and original copy of a resolution adopted by the Jackson County Parks and Recreation Commission at a meeting thereof held on the 17th day of February, 2010.



Mike Way, Chairman

Jackson County Parks and Recreation Commission



Bob DuBois, Vice Chairman

Jackson County Parks and Recreation Commission



Memo

Date: March 2, 2010

To: Gail Mahoney, Chair - Jackson County Agencies Committee

From: Scott Fleming, President & CEO of The Enterprise Group of Jackson

CC: Randy Treacher/Adam Brown, County Administrator
Tom Colis, Miller Canfield

Re: EG Recommendation to County Commission to allocate Recovery Zone Economic Development Bond funds to Jackson Public Schools

Dear Chair Mahoney and Committee Members:

As you will recall, The County of Jackson has been allocated the sum of \$11,459,000 in Recovery Zone Economic Development bonds (public entity projects) and \$17,188,000 in Recovery Zone Facility bonds (private development projects), which are available for issuance through December 31, 2010. As a result, at the recommendation of The Economic Development Corporation of Jackson County (EDC), the Jackson County Commission took action to designate the entire County as a Recovery Zone in August 2009.

Jackson Public Schools (JPS) has requested a portion of Jackson County's Economic Development Recovery Zone Bond allocation. Normally, The EDC would issue the bonds, but in the case of a school district, JPS goes directly through the County for the allocation, to be authorized via County resolution. Mr. Tom Colis of Miller Canfield, who is representing JPS as Bond Council, shared that in November of 2009, Jackson Public Schools passed a bond proposal that authorized the District to issue up to \$16,640,000 in general obligation unlimited tax bonds. JPS is looking to take advantage of a combination of new bonding provisions that were implemented as part of The American Recovery and Reinvestment Act. One of them is the Recovery Zone Economic Development Bonds (RZEDBs), and the other is Qualified School Construction Bonds (QSCBs) which are tax credit bonds (these bonds do not go through the County Commission for approval).

As directed by The EDC to make Recovery Zone Bond recommendations to the County Commission, The Enterprise Group of Jackson (EG) hereby recommends to the County Commission an allocation of \$7,400,000 million to JPS.

A resolution for the Jackson County Commission to review and consider is attached. Currently, The EG is working with another governmental entity for the remaining portion of approximately \$4 million of Economic Development Recovery Zone Bond funds. Information regarding the project will be forthcoming.

A representative from Jackson Public Schools and I will be in attendance at the County Agencies Committee Meeting on **Monday, March 8, 2010 at 10:00 a.m.** as well as the County Commission Meeting on the evening of **Tuesday, March 16, 2010 at 7:00 p.m.** to answer any questions related to the bond allocation. Requested action is a recommendation by the County Agencies Committee for the County Commission to approve the resolution.

Thank you for your consideration.

RESOLUTION (03-10.9)

**ASSIGNING A PORTION OF THE COUNTY'S RECOVERY ZONE
ECONOMIC BOND ALLOCATION TO JACKSON PUBLIC SCHOOLS**

Minutes of a regular meeting of the County Board of Commissioners of the County of Jackson, State of Michigan, held in said County on the 16th day of March, 2010.

PRESENT: Commissioners _____

ABSENT: Commissioners _____

The following preamble and resolution were offered by Commissioner _____ and supported by Commissioner _____:

WHEREAS, the federal government has recently enacted the American Recovery and Reinvestment Act of 2009, Public Law 111-5 ("PL 111-5") which allows for the issuance of Recovery Zone Economic Development Bonds to pay the costs of public infrastructure facilities at advantageous net interest costs; and

WHEREAS, pursuant to PL 111-5 the County of Jackson (the "County") has been allocated the sum of \$11,400,000 in Recovery Zone Economic Development Bond capacity; and

WHEREAS, in accordance with PL 111-5 the County may assign a portion of such allocation to other municipal entities located within the County; and

WHEREAS, this Board has designated the County as a Recovery Zone in conformity with PL 111-5; and

WHEREAS, Jackson Public Schools, County of Jackson, Michigan (the “School District”) has requested that the County assign a portion of the County’s Recovery Zone Economic Development Bond allocation to the School District so that the School District may issue bonds to pay part of the costs of acquiring and constructing public infrastructure improvements (the “Project”).

NOW, THEREFORE, BE IT RESOLVED THAT:

1. The School District be and is hereby assigned an amount of Seven Million Four Hundred Thousand Dollars (\$7,400,000) of the County’s Recovery Zone Economic Development Bond allocation so that said School District may issue Recovery Zone Economic Development Bonds for purposes of paying part of the cost of the Project.

2. All resolutions and parts of resolutions insofar as the same conflict with the provisions of this resolution be and the same hereby are rescinded.

AYES: Commissioners _____

NAYS: Commissioners _____

RESOLUTION DECLARED ADOPTED.

Amanda Riska, Clerk
County of Jackson

I hereby certify that the foregoing is a true and complete copy of a resolution adopted by the County Board of Commissioners of the County of Jackson, Michigan, at a regular meeting held on March 16, 2010, and that said meeting was conducted and public notice of said meeting was given pursuant to and in full compliance with the Open Meetings Act, being Act 267, Public Acts of Michigan, 1976, and that the minutes of said meeting were kept and will be or have been made available as required by said Act.

Amanda Riska, Clerk
County of Jackson

17,758,916.1\043655-00045

Jackson County Economic Development Strategic Plan

Report and Recommendations of the Economic Development Committee

December 2009

Adopted by Jackson The County Commission (Date)

Prepared by: The Enterprise Group of Jackson



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Introduction

The reports and recommendations that follow were developed as a part of the Jackson County Strategic Planning process.

The Economic Development Team (members listed below) is one of several teams presently working to create a comprehensive Strategic Plan for Jackson County aimed at assuring this community of a long and successful future. The Economic Development Team was created to prepare the board's strategic plan for economic development, or vision. Creating a plan is one of the team's objectives.

The Enterprise Group of Jackson was tasked with providing staff support and analysis to the Economic Development Team in fulfilling its charge. In fulfillment of this task, the Enterprise Group engaged experts, commissioned fact-based analysis and framed strategic options for consideration by the Economic Development Team and County Commission.

To help guide The Enterprise Group in this task and provide feedback along the way, The Enterprise Group stayed in close touch with the Economic Development Team and periodically reported on the analyses being conducted as works in progress. Through these sessions, the Economic Development Team members provided their perspectives and invaluable wisdom to this effort. Without the active participation and thoughtful input of the Economic Development Team, the analyses and recommendations that follow could not have been created.

Economic Development Team

Karen Coffman	Jackson County Treasurer	Kent Maurer	Jackson County Airport
Jim Stormont	Grass Lake Charter Township	Ken Gaiser	City of Jackson Council Member
Denise Butler	Napoleon Township	Carol Konieczki	Community Development
Jim Videto	Jackson County Commissioner	Charles Reisdorf	Region II Planning Commission
Amy Torres	The Enterprise Group	Scott Ambs	Jackson County GIS
Scott Fleming	The Enterprise Group	Phil Tocco	MSU Extension Jackson County
Chris Sayles	Jackson Commercial Contractors Association	Mindy Bradish - Orta	Chamber of Commerce
Tom Grace	Jackson Citizens for Economic Growth	Marv Jester	Home Builders Association
Brad Williams	Jackson Citizens for Economic Growth	Victor Cardenas	Village of Brooklyn
Kyle Jansen	Citizen	Steve Morrison	South Central Michigan Works
Barry Hicks	City of Jackson	Steve Duke	Region II Planning Commission
Frank Donovan	City of Jackson	Irv French	Real Estate
Jonathan Greene	City of Jackson		

Executive Summary

In support of Jackson County strategic planning, two economic analyses of the opportunities and challenges facing Jackson County were commissioned. This document contains the formal reports on those analyses and also the Economic Development Strategy that has been created based on the findings of the analyses.

Retaining and Expanding the Current Jackson County Economy

Montgomery Consulting, Inc. examined the Jackson County Economic Base (those industries that *statistically* appear to be bringing net new jobs and investment to the area) and made some recommendations with regard to the ongoing Business Retention/Expansion efforts of the Enterprise Group.

Based on their analysis, Montgomery Consulting recommended continuing aggressive Business Retention/Expansion efforts focused on companies doing business in the five industries that *statistically* appear to comprise the bulk of the present Jackson County Base Economy. These industries were:

- Utilities
- Manufacturing
- Retail
- Educational Services (private)
- Health and Human Services (private)

The Montgomery Consulting, Inc. report also recommended continuing efforts to retain and expand individual companies that are part of the local base economy (in the sense of selling goods or services predominantly to out-of-county customers) even when they do not fall into the 5 industries listed above.¹

¹ Any company selling its products or services predominantly to out of county customers is a part of the Jackson Base Economy. Keeping such *companies* happy, healthy and located in Jackson is a top priority for any local economic development agency. Only the five referenced industries, however, are so highly concentrated in Jackson County as to make it reasonable to assume that the *industry as a whole* is a source of net new jobs and investment and so should be a priority for local Business Retention/Expansion efforts.

Attracting New Industries, Jobs and Investment to Jackson County

Duff & Phelps LLC in conjunction with Laffer, Arduin & Moore Econometrics examined longer term trends in both Jackson and the nation as a whole and, based on that analysis, recommended some “Target Markets” that the Enterprise Group should consider making the focus of its growing Business Attraction efforts. The Duff & Phelps team recommended the “Target Markets” listed below for proactive Business Attraction efforts by the Enterprise Group:

- Life Sciences
- Advanced Manufacturing (Especially selected aspects of Food Processing and Alternative Energy Equipment Manufacturing)
- Travel and Leisure, including Arts and Culture

As a part of their report, the Duff & Phelps team also recommended some things that Jackson County (and also the State of Michigan) might do to make ours a more appealing environment in which to do business. If the challenges they cite, notably in the areas of Education and Tax Policy, are successfully addressed, Jackson County’s chances of success in attracting new jobs and investment will improve in both the recommended target markets and also other industries.

Jackson County Economic Development Strategy

NOTE: Reasoning and analysis underpinning the plan described below appears in the attached reports on *The Jackson County Economic Base* (p. 10) and *Target Market Analysis for Jackson County* (p. 20).

1. Continue the longtime Business Retention/Expansion effort focused on keeping companies in local Economic Base Industries healthy, happy, growing and located in Jackson County:
 - Utilities -- Facilitate maintenance/expansion of the CMS Energy presence in the county.
 - Manufacturing -- Assist county manufacturers in diversifying their customer bases with special emphasis on helping automotive suppliers to break into or expand their sales to non-automotive markets.
 - Retail -- Build upon Jackson County's status as a place to which residents of surrounding counties come to shop. Encourage the Chamber to work with merchants to analyze where customers live in order to help current merchants to more effectively focus promotional efforts.
 - Educational Services and Health/Human Assistance -- Assist institutions and companies in these industries to continue and expand their operations in Jackson County as important community resources and also as job-generators in their own right.
2. Continue and expand the new Business Attraction effort into the recommended Target Markets, including launching the initiatives listed below.
 - Life Sciences – Conduct outreach and recruitment activities focused on companies active in this field with special emphasis on cancer research, pharmaceutical products, and other healthcare research industries.
 - Advanced Manufacturing – Conduct outreach and recruitment activities focused on advanced manufacturing companies with special emphasis on those in Alternative Energy Equipment Manufacturing and selected high value-added sectors of the Food Processing industry.
 - Travel/Leisure – Conduct outreach and recruitment efforts aimed at building upon Jackson County amenities by securing additional investment in this industry. This effort should include Arts & Culture focused efforts expanding

upon the toehold in creative industries created by the Armory Arts Village and other arts-related developments.

3. Collaborate with other sectors of community to build a “Culture of Education” in Jackson County, including:

- Increased educational attainment defined as a larger percentage of the county’s adult population having graduated high school (or equivalent) and achieving one or more degrees.
- Improved student achievement defined as higher test scores on the part of current K-12 students.
- Achieving closer coordination between local Business and Education assuring a well-prepared local workforce capable of meeting both current and future employer needs.

4. Maintain or improve those public services that most directly support Jackson County economic development, including (but not limited to) those listed below:

- Airport -- Complete runway extension project and maintain quality of service and hours of operation.
- Community Development – Help the communities of Jackson County to craft visions for their future and secure resources with which to realize those visions in areas including housing, commercial development and public facilities.
- Land Assembly -- When appropriate, utilize county-owned land or authority properties affiliated with a local unit of government to assemble land for job-creating projects.
- Recreation/Parks -- Maintain these important community amenities.
- Corridor Improvement Authority (PA-280) – This authority is an economic redevelopment tool that will help redevelop the Cooper Street entrance to the City of Jackson. It will provide for the correction and prevention of deterioration in business districts, the promotion of economic growth in the Corridor Improvement Authority area, the encouragement of historic preservation, and the authorization of the creation and implementation of development areas and development plans.
- Assure complete infrastructure of roads, adequate and safe access/egress for job-creating enterprises.
- Workforce Development – Make local employers aware of workforce development resources; help them access these resources and keep providers

focused on producing qualified workers meeting the real Jackson County employers.

- Zoning/Permitting – Assure that permitting decisions are both timely and predictable and zoning more consistent.
5. Review State-level Business Climate Challenges identified by the Duff & Phelps team.
- When appropriate, advocate for reducing or resolving these challenges to the full and effective development of our State and, by extension, Jackson County.

Jackson County Economic Base

According to the most recent Census data available, it is estimated that the total Jackson County employment is 58,272, of which 49,357 jobs were in the private sector and 8,915 jobs were in the public sector, specifically in local and state government.²

The study also estimated the proportion of “Economic Base” employment in the county. Base jobs are those in industries that are so much more highly concentrated in Jackson County than in the nation as a whole as to *statistically* appear to be bringing net new money into Jackson County.

Of the 58,272 jobs found, 30,277 were in five industries that statistically constitute the local base economy. These industries (by NAICS Code) are:

- 22 -- Utilities
- 31 -- Manufacturing
- 44 --Retail
- 61 – Education Services (private)
- 62 – Health and Human Assistance (private)

With 58,272 total jobs and 30,277 base jobs Jackson has a ratio of base to non-base jobs of 1:93. That means each Jackson County Base Job produces sufficient economic activity that it also helps support 93% of a second job, a “spin-off” job, in some other part of the local economy. This ratio is sometimes called a “County Jobs Multiplier” which, in the case of Jackson County, would currently be 1.93

If a new project (for example, a factory) were to add 100 base jobs to the Jackson County economy, those jobs will help support 93 additional jobs in other parts of the local economy (retail, services, government/education, etc) for a total of 193 jobs supported by the project. $(100 + 93 = 193)$

Through spin-off, the economic benefits of Base Industry employment gradually ripple out through the whole community. Because Base Industry job gains also produce spin-off jobs, local economic development agencies like the Enterprise Group typically focus most of the their pro-active efforts on the local “base industries.” As a result, the typical local economic development agency operating at the county level usually responds to challenges and opportunities in other parts of the local economy in more of a reactive mode.

² Government figures used in the analysis, though the most current available, nonetheless predate Michigan’s recent budget challenges. In consequence, current government employment is likely to be somewhat lower than reported here.

Industry-by-Industry Analyses

In addition to identifying the five industries that statistically constitute the Jackson County Base Economy at the 2-digit NAICS level, the Montgomery Consulting analysis also drilled down to look at employment levels in some of the components of those industries and especially those sub-industries with higher employment levels. Sub-industry data and some industry-specific recommendations follow.

22 – Utilities: 1,750 Jobs

Highlighting Indicates 1 or more establishments of 1,000+ employees.

22---- Utilities

Industry code	Industry code description	Paid employees March 12 (number)	Establishments
22----	Utilities	1 - 2,499	14
221	Utilities	1 - 2,499	14
2211	Electric Power Generation, Transmission and Distribution	1 - 2,499	11
2213	Water, Sewage and Other Systems	20 - 99	3

7

In Jackson County, Utilities is not an industry requiring a long or elaborate discussion. The vast majority of these jobs are obviously at CMS. The presence of that company's headquarters in Jackson County gives them a much larger footprint here than utility companies have nationally and that assures they are part of the Jackson County Base Economy. Utility company jobs are typically high wage jobs and most utility company activities – with the possible exceptions of some forms of generation -- are low impact. In consequence, Utility Companies are an industry that presents communities with an enormous upside with little or no downside.

Recommendation: Business Retention/Expansion (BRE). The Enterprise Group (and community as a whole) should focus its BRE efforts in this industry on doing whatever it can to keep CMS *happy, healthy and (located) here!*

31 – Manufacturing: 10,045 Jobs

Highlighting Indicates 1 or more establishments of 250+ employees.

Code	Industry Code Description	Paid employees March 12	Establishments
31----	Manufacturing	10045	285
311	Food Manufacturing	279	10
312	Beverage and Tobacco Product Manufacturing	0 - 19	1
313	Textile Mills	0 - 19	1
314	Textile Product Mills	250 - 499	3
321	Wood Product Manufacturing	20 - 99	3
322	Paper Manufacturing	20 - 99	1
323	Printing and Related Support Activities	156	16
324	Petroleum and Coal Products Manufacturing	0 - 19	1
325	Chemical Manufacturing	100 - 249	4
326	Plastics and Rubber Products Manufacturing	605	14
327	Nonmetallic Mineral Product Manufacturing	81	9
331	Primary Metal Manufacturing	630	11
332	Fabricated Metal Product Manufacturing	3314	116
333	Machinery Manufacturing	1529	48
334	Computer and Electronic Product Manufacturing	148	3
335	Electrical Equipment, Appliance, and Component Manufacturing	0 - 19	1
336	Transportation Equipment Manufacturing	2329	20
337	Furniture and Related Product Manufacturing	20 - 99	6
339	Miscellaneous Manufacturing	209	17

8

With the exception of Food (311), Textile Product Mills (314), Wood Products Manufacturing (321), and Printing (323), most of the higher employment components of Jackson County’s manufacturing sectors are often types that are either clearly automotive-related (Transportation Equipment (336)) or that in Michigan are typically auto related.

The Michigan Manufacturing Technology Center took a look at this question. Their data -- appearing on the following page -- is especially compelling. It established that at least 41% of Jackson Manufacturing activity is indeed related to the auto industry once manufacturing for auto industry customers by companies that are not necessarily tagged as “Transportation Equipment Manufacturers” is included in the analysis. The larger “hidden” auto suppliers were in industries such as Plastics and Rubber Manufacturing (326) and Fabricated Metal Products (331).

31 – Manufacturing: 10,045 Jobs

MMTC Estimate of Jackson County Auto-related Manufacturing

Jackson County, MI				
Name	NAICS Code(s)	# Estabs	Est'd % Auto	Est'd # Auto Suppliers
Auto Parts	3363	17	100%	17
Transportation Equipment, excl Parts	Rest of 336	3	100%	3
Plastic Parts	3261	12	50%	6
Primary Metals	331	11	67%	7
Fabricated Metal Products	332	116	40%	46
Machinery & Machining	333	48	67%	32
Rest of Mfg	All Others	78	10%	8
TOTAL	31-32-33	285		120
<i>Memo: Automotive % of Mfg</i>			41.9%	
<i>Sources: Census, County Business Patterns; MMTC estimates (%)</i>				

9

Taken together, the two groups of data presented in the preceding charts strongly suggest that Jackson County has a real fight on its hands in the area of Manufacturing.

Auto industry restructuring started long before the current economic difficulties and will continue long after the present recession will have ended. In consequence, job loss at many auto-related firms will probably continue in the industry.

Another factor is the growing vulnerability of even the largest and highest tier suppliers. At one time, the rule of thumb for looking at the future prospects of automotive suppliers was, "The lower their tier, the more vulnerable the company." The new rule, however, appears to be closer to "Everybody is vulnerable."

Recommendations: Business Retention/Expansion (BRE) -- The focus for BRE activities within local Manufacturing should be diversification – help Jackson County manufacturers to break into new markets and sell to more non-automotive customers.

Business Attraction: To remain a vibrant part of the local economy, Jackson County's manufacturing sector needs "new blood" – companies doing business in non-automotive industries. (NOTE: Target Market analysis that follows recommends some industries on which to focus such an effort).

44 – Retail: 7,978 Jobs

Highlighting indicates 1 or more establishments of 100+ employees.

44---- Retail Trade

Code	Industry code description	Paid employees March 12(number)	Establishments
44----	Retail Trade	7978	572
441	Motor Vehicle and Parts Dealers	869	71
442	Furniture and Home Furnishings Stores	265	28
443	Electronics and Appliance Stores	319	26
444	Building Material and Garden Equipment and Supplies Dealers	939	63
445	Food and Beverage Stores	1084	78
446	Health and Personal Care Stores	421	40
447	Gasoline Stations	466	60
448	Clothing and Clothing Accessories Stores	408	64
451	Sporting Goods, Hobby, Book, and Music Stores	374	31
452	General Merchandise Stores	2280	32
453	Miscellaneous Store Retailers	290	54
454	Nonstore Retailers	263	25

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The Base Analysis performed previously clearly identified Jackson County as a place where retailing is more highly concentrated than in the nation as a whole. That means people are coming to the communities of Jackson County in order to shop. The three subsectors highlighted above are the largest employers within Retailing but Motor Vehicle Dealers did not (at least not at the time of the analysis) lag far behind in terms of Jackson County retail industry employment.

Retailing, however, is *not* traditionally a major focus for county-level economic development agencies like the Enterprise Group. That is because Retail is traditionally thought to serve a local clientele and so to be a form of non-basic economic activity. As a result of that view, local economic development agencies have tended to not be especially active in this sector outside involvement in a few exceptionally large projects (such as a new shopping mall. Statistics show, however, that Jackson *is* a regional shopping center drawing significant out of county customers making Retail clearly part of local economic base.

Recommendation: The EG – in conjunction with the Chamber and community DDAs and other relevant parties– should seriously consider the creation of a Retail Strategy of coordinated activities aimed at helping retain/expand local businesses with both local and out-of-county customers.

Education is good for local economic development for more reasons than we could ever hope to recount here. For most communities, education aids economic development by

creating a well-prepared workforce. In other communities, educational institutions – especially major research universities – are the sources of new products and technologies around which new enterprises grow. *In a relatively few communities, of which Jackson County is one, educational services is actually part of the local economic base – a net contributor of income, jobs and investment to the community like the other industries discussed in this part of the analysis.*

The chart that follows breaks down one of the local Base Industries into its component parts. Remember, that the jobs referenced here are in *private* educational institutions – employees of Jackson County’s public school districts and Community College are not included below.

61- Education (Private): 1,557 Jobs

Highlighting indicates 1 or more establishments of 20+ employees.

61---- Educational Services

Code	Industry code description	Paid employees March 12 (number)	Establishments
61----	Educational Services	1557	26
6111	Elementary and Secondary Schools	223	4
6113	Colleges, Universities, and Professional Schools*	1000 - 2499	2
6114	Business Schools and Computer and Management Training	0-19	4
6115	Technical and Trade Schools	0-19	2
6116	Other Schools and Instruction	20-99	13
6117	Educational Support Services	0-19	1

*Data inconsistency issues.

13

Like any other form of economic activity, Education is part of the Jackson County economic base because educational employment makes up a larger percentage of local employment than education does at the national level. There are three basic ways that Educational Services emerges as a part of the local economic base:

- When the majority of students live away from the family home in order to attend school. In the case of Jackson, there are students living away from home to attend Spring Arbor.
- When half or more of the students commute to school from outside the county.
- When local educational institutions have very large employment levels irrespective of where their students live. This is why the presence of major research universities almost always establishes Educational Services as a local base industry.

This sector is growing. In 2006 data, Jackson County had 1,443 people working in Educational Services vs. 1,557 2007 data and 1,634 in the most recent data. While modest, this growth is real. Also, Education – especially Higher Ed – is also a high wage/low impact industry and a highly desirable element of any community’s future.

Recommendation: Business Retention/Expansion (BRE). Facilitate growth of Educational institutions when possible by helping facilitate capital projects and other institutional initiatives.

62 – Health/Human Assistance: 8,898 jobs

62---- Health Care and Social Assistance

Code	Industry code description	Paid employees March 12 (number)	Establishments
62----	Health Care and Social Assistance	8898	372
621	Ambulatory Health Care Services	2551	250
622	Hospitals	2500-4999	3
623	Nursing and Residential Care Facilities	1531	51
624	Social Assistance	1000-2499	68

Large Category – 4-digit level detail appears on following page.

1

Health and Human Assistance is a grab bag of low and (extraordinarily) high wage activities. This industry, however, to an even greater degree than the others creates employment opportunities over the full-range of skill levels with job titles ranging from “Housekeeper” to “Neurosurgeon” and so can play an important positive role in the future growth and development of any community.

- Healthcare itself is a high wage industry of the very sort on which local economic development agencies typically focus their efforts.
- Positions working in the provision of basic human services – such as in the efforts to reduce hunger and homelessness – are more like vocations, low-wage but critically important.

- Other sectors of this industry, notably child and elder care, are important services for working families but – at least to most workers – pay only modest wages.³ To get a full picture of the industry, it is necessary to move down a level and look at employment in the major parts of the industry as they appear below:

62 – Health/Human Assistance: 8,898 jobs

Highlighting Indicates 1 or more establishments of 100+ employees.

6211	Offices of Physicians	789	109
6212	Offices of Dentists	476	54
6213	Offices of Other Health Practitioners	266	50
6214	Outpatient Care Centers	371	16
6215	Medical and Diagnostic Laboratories	53	3
6216	Home Health Care Services	484	12
6219	Other Ambulatory Health Care Services	112	6
6221	General Medical and Surgical Hospitals	2500-4999	3
6231	Nursing Care Facilities	819	7
6232	Residential Mental Retardation, Mental Health and Substance Abuse Facilities	253	27
6233	Community Care Facilities for the Elderly	383	12
6239	Other Residential Care Facilities	76	5
6241	Individual and Family Services	644	23
6242	Community Food and Housing, and Emergency and Other Relief Services	100-249	6
6243	Vocational Rehabilitation Services	100-249	2
6244	Child Day Care Services	285	37

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In the case of Educational Institutions, local economic development agencies are able to serve this industry primarily by helping facilitate capital projects in the sense of “running interference” with local government on regulatory matters and assisting in site assembly.

Recommendation: Business Retention/Expansion (BRE). Remain attentive to the needs of this sector. The EG should do what it can to assist enterprises in this industry to remain and expand in Jackson County by helping facilitate projects.

³ These jobs, however, like those in Travel and Leisure often function as lower rungs (modest skill expectations/modest wages) on the “career ladder” many workers climb of successively greater responsibility and compensation as they gain education, skills and experience

Longer Term Implications of Retention/Expansion Focus

The historical focus of Enterprise Group economic development efforts strongly favored efforts to Retain and Expand companies already located in Jackson County. From the early 1990s through 2007, Business Attraction leads were handled reactively (as the company engaged with the EG) with no sustained or systematic effort on the part of the Enterprise Group to interest companies presently located elsewhere relocating to (or expanding into) Jackson County. The Michigan Automotive Compressor, Inc. (MACI) plant opened in the early 1990s, and The Kinder Morgan Power Plant opened in 2000. These companies were the last major Business Attraction deals successfully closed, prior to the most recent change in The Enterprise Group leadership.

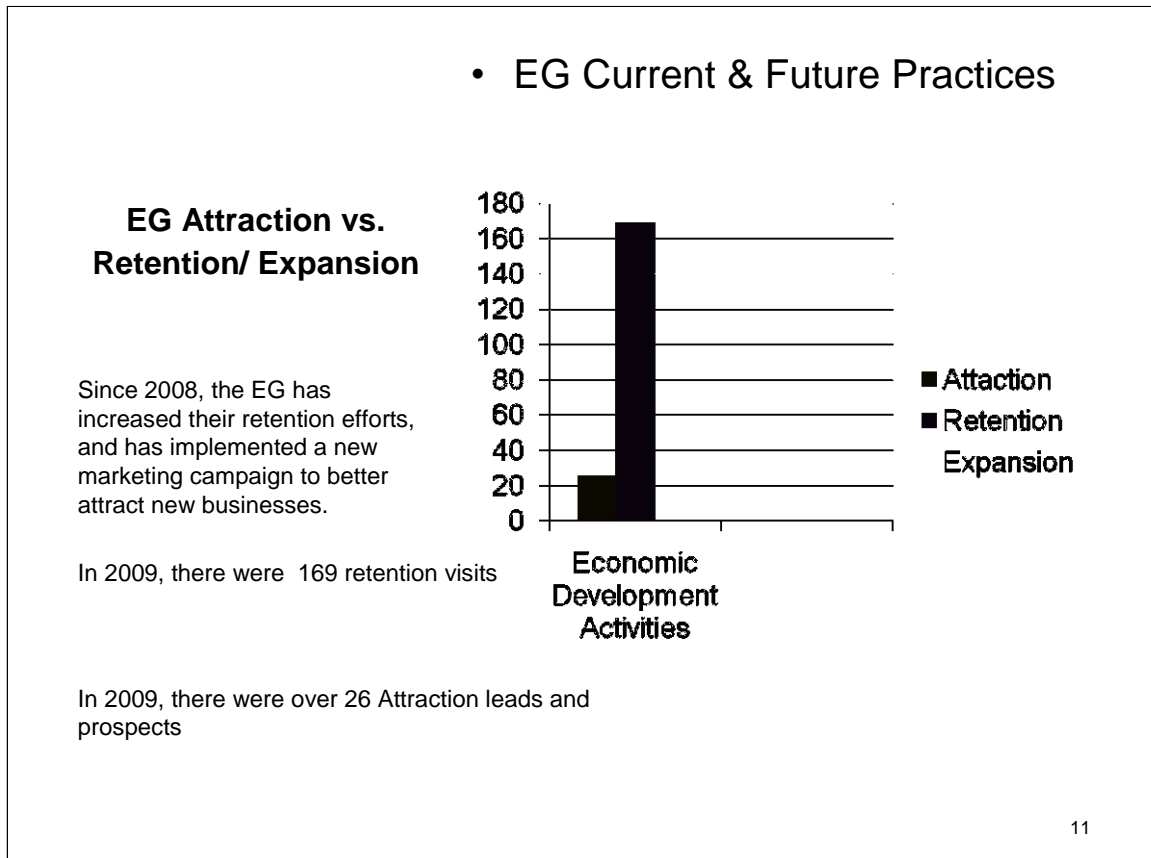
As will become clearer from some of the following analysis, the EG's long-term focus on Business Retention/Expansion (to the near-exclusion of Business Attraction) has reached its limits. Though vitally important to the current Jackson County economy, most of Jackson's present Base Industries are declining in their employment levels both nationally and locally. As a result, even the best Business Retention/Program would still consign Jackson to continued economic contraction in its level of Economic Base employment.

In response to these trends, the final recommendation arising from the Montgomery Consulting analysis is that the Enterprise Group continues its move from the entirely Retention/Expansion-focused program depicted in Figure 1 below to the broader effort, including an active Business Attraction component, depicted in Figure 2 on the following page.

Figure One – EG Annual Activity Levels, 1997-2007



Figure Two – EG Annual Activity



Target Market Analysis

Jackson County, Michigan

December 2009

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Executive Summary

This plan has been prepared by Duff & Phelps LLC and Arduin, Laffer & Moore Econometrics, with the assistance from Scott Fleming from The Enterprise Group of Jackson, Inc. The consultants have expertise in site selection, real estate, economic analysis and economic development consulting, here in Michigan and around the country. Our experiences working in and consulting to public and private sector clients enable us to approach this assignment from several important perspectives, including the point of view of the economic developer trying to recruit business; the site selection consultant seeking relevant, current information about a community; and the corporate manager considering a new location for expansion. With the needs and goals of these constituents in mind, the consultant team has developed an informative, user-friendly and comprehensive target market study. The plan provides the data and interpretation needed to further develop business recruitment and retention programs for Jackson County. The Study also forms the foundation for future marketing efforts, such as National Site Promotion and Prospect Development, by providing the information and analysis that site selectors, developers, investors and corporate decision makers rely upon when evaluating communities.

SWOT Analysis

SWOT Analysis is a strategic planning tool used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or in a business venture. Jackson County's SWOT analysis was developed using several sources of information. The sources include the Economic Development Roundtable, Interviews from local businesses and citizens of Jackson, and Jackson County Strategic Planning - Economic Development Committee, along with existing information. The information from the SWOT Analysis can be used to implement a plan of action once target industries have been identified. One of Jackson's key strengths is its proximity to key markets and access to higher education institutions. However, we are concerned with certain weaknesses; such as chronically low educational attainment levels and a lack of cultural and economic base diversity. Jackson needs to focus on leveraging its many strengths, and shoring up its weaknesses, particularly as it relates to educational attainment.

Demographic and Economic Overview

This section provides an important foundation for the overall development of the analysis. It provides an in-depth look at the past and current demographic and socio-economic trends that shape the Jackson County community.

Population

Although the Jackson County population experienced modest to nominal growth between 2000 and 2008 (0.91 percent) adding 1,441 new residents, it is still well below the national growth rate of 7.76 percent over the same period.

An overall declining growth rate and increasing out-migration trends will continue to present a significant challenge to the Jackson County community. Unless this trend is reversed, a stagnating population base will continue to erode Jackson's already weakened economic base.

Unemployment and Employment Trends

For all of 2009 the unemployment rate has been the highest percentage of the labor force without a job in Jackson County for the last 25 years. The rate as of July 2009 was 15.9 percent compared to the state and federal unemployment rates of 15.6 percent and 9.4 percent respectively. The steady decline of the automotive industry over the past 5-7 years has led to a steady decline in the economic welfare of the entire Jackson County community. As illustrated in the report, Jackson's three primary industry sectors; manufacturing, transportation & utilities and retail trade have experienced significant employment declines over the period 2000 to 2008. This is especially troubling since the decline occurred during relatively strong state and national economic times.

Per Capita Income – Credit Issues

Jackson's per capita income of \$28,000 is well below both the state and national average, which is \$33,788 and \$36,714 respectively. Michigan has the nation's lowest per capita personal income growth; primarily attributable to its declining automotive sector.

Jackson County's lack of economic drivers and the ongoing decline of the automotive manufacturing industry will continue to weaken Jackson County's local economy and lead to further job losses. Jackson County must position itself to attract new industries and diversify its economic base.

Poor credit quality of residents is another lingering economic problem that is compounding the already struggling local economy. Jackson County's high share of subprime mortgage loans between 2005 and 2007 suggests weak overall credit quality. In 2006, more than 30% of the mortgages originated in Jackson County were subprime. Job losses combined with the national credit crisis and weak income growth is expected to increase foreclosures and likely increase delinquencies on consumer loans.

Education and Workforce Development

K-12 Education

This section examines educational attainment and overall competitiveness of Jackson's 16 school districts, serving approximately 25,284 students. The five largest districts make up approximately sixty (60) percent of the student population: Jackson Public Schools, Northwest Community Schools, Western School District, Columbia School District and Napoleon Community Schools.

To effectively gauge overall competitiveness in comparison to the State of Michigan we provide an analysis of key indicators of the following educational proficiency indicators in the K-12 system: Michigan Educational Assessment Program (MEAP); Michigan Merit Examination (MME); and the ACT college admission examination.

The quality of the public school system is a direct and unavoidable reflection on the community's socioeconomic well being as well as a key factor in a business' decision to locate their operations. Closing the achievement gaps is critical for Jackson County to compete on a state, national and global level.

We were pleased to find that a higher proportion of Jackson County adults held a high school diploma or associate's degree than adults state and nationwide.

Higher Education

Jackson has 6 colleges and universities in the County and another 15 within a one hour drive. These colleges and universities are a tremendous asset that should be leveraged by the Jackson County economic development team. The unique opportunity these colleges and universities promote is access to over 155,000 highly educated individuals. In addition, if leveraged properly, access to the resources of these 21 colleges and universities opens the doors to potential new businesses by partnering with their technology transfer offices. The Milken Index reported that for the 2000-2004 University Technology Transfer and Commercialization Index: "The University of Michigan ranks ninth overall. It has consistently high scores, as well, but its best outcome achievement is in Patents" where U-M ranked 8th. Jackson County must aggressively leverage these educational resources and assets as part of their effort to diversify their economic base.

Workforce Development

Jackson County already has in place an expansive workforce development network; programs which span from K-12 education to higher-education to on-the-job training. The area workforce training network provides workforce development services to jobseekers and businesses. We found that the programs are flexible and in many instances demand-driven. South Central Michigan Works (SCMW) and is recognized as the primary workforce development service provider for job seekers and businesses. However, Jackson County offers other unique programs such as the Jackson Legacy Program, "Project Lead the Way" (PLTW), and Manufacturing/Technology related camps

(“I Can Make it Camp”, “Machining U”, and “Gateway Academy”), that team up with the public schools, higher education institutions and the private sector, with the goal of increasing the quantity and quality of students graduating from the local secondary school systems.

Education Recommendation

To be competitive, Jackson County must develop and implement a strategy to ensure that its existing and future workforce is being trained with the necessary skills and competencies that are in demand with the labor market and consistent with the target industry needs.

Also, it is important to facilitate growth of educational institutions by assisting in capital projects and other institutional initiatives.

Assessing the Viability of the Target Industries

The consultants identified four potential industries that might be appropriate target industries for Jackson County Michigan. These industries are: Life Sciences, Leisure & Travel, Food Processing and Advanced Manufacturing with a focus on alternative energy. This section assesses the viability of each of these target industries with respect to Jackson County’s current economic landscape; policy environment; and infrastructure, which incorporates current industries, proximate universities, and community demographics.

The key focus industries were ranked based on the probability of success if the County pursued one of the key industries and that industry’s growth prospect as compared to the national average.

Life Sciences

The life sciences industry is typically defined as firms primarily engaged in conducting research and experimental development in the physical, engineering, and life sciences, such as biotechnology, pharmaceuticals, medical devices, research and development, and health-care services.

Not only are wages in the life sciences higher, total wages paid in the life sciences industry for the U.S. has been steadily increasing since 2001 and are up 43.3% over the seven year period between 2001 and 2007. Michigan’s life sciences industry employment rose 15.7%, even better than the national average, compared to the Michigan statewide employment loss of -6.7%.

Based on the total wage and employment growth of the life sciences industry, the expected economic growth potential from targeting the life sciences industry is accelerated.

Michigan in general and Jackson County in particular possesses several of the key attributes that have proven necessary in the development of previous viable research clusters.ⁱ First amongst equals is a strong hospital system that provides key facilities and human capital.

Life Sciences Recommendation

Jackson economic development officials should focus on developing the following industry sectors:

*The **agricultural feedstock, chemical feedstock, and agricultural chemical industries** are all relatively small industries, cumulating to less than 1,000 jobs in Michigan and barely more than 100,000 jobs in the nation in 2007, but the fact that they are growing rapidly in Michigan while declining or modestly increasing in the United States during this period is noteworthy.*

*Another relatively successful **bioscience manufacturing industry in Michigan is medical electronic instruments manufacturing** (employment growth of 41.2 percent between 2002 and 2007) and, compared with the chemical and agricultural industries, this is a relatively large industry in Michigan (1,636 jobs in 2007) and the nation as a whole (106,300).*

It is important for Jackson to build up “Significant private sector and community support behind the concept of establishing a cluster in the region.”ⁱⁱ Because successful research clusters require extensive community infrastructure, motivated local participants increase the probability of success.

Advanced Manufacturing

Michigan’s greater reliance on manufacturing jobs compared to the national economy led to total employment growth in Michigan, compared to a decline of a period of relatively strong employment growth for the U.S. overall.

Despite the declining employment trends, because output per worker, or total productivity, in the manufacturing industry was rising, total manufacturing wages paid increased. Total manufacturing wages paid per full time equivalent employee rose from \$50,002 in 1998 to \$56,407 in 2008. The rise in total wages means that while fewer people were employed in this industry, those who were employed had an increasing income.

Jackson County’s historic connection to the manufacturing sector provides a solid base from which to attract those portions of the manufacturing sector that are still experiencing growth thereby bringing a well paying growing manufacturing sector back to the area. Many of the physical attributes important for a viable life sciences cluster are the same:

- Physical infrastructure
- Skilled labor force
- University and education connections

- Community Colleges have been identified as a key player in narrowing the skills set for manufacturing and helping ensure workers have the skills necessary for Advanced Manufacturing jobs.

Within the ***advanced manufacturing*** industry Jackson County can exploit the following key industry sectors:

- Alternative Energy manufacturing
 - Biofuels
 - Solar
 - Wind
 - Geothermal
 - Alternative Energy Storage - MEDC Collaboration
- Food Processing
- Similar to life sciences industry, alternative energy sector requires:
 - Strong connections and dependence on university clusters for technology developments.
- Focus on expanding current core renewable energy component manufacturing capabilities
 - Team with the Michigan Economic Development Corporation (MEDC) to facilitate a coordinated diversification strategy aimed at developing the alternative energy supply chain in Jackson County.
- With the local focus on the automotive industry, Jackson County's strengths revolve around the automobile industry.
 - Alternative energy projects that leverage the automobile technologies of the area are particularly relevant – this is already occurring and should be further developed and nurtured.

Travel & Leisure

Currently, Jackson County can offer its visitors golf, access to hunting and fishing areas, as well as the Michigan International Speedway (located 18 miles away). According to the Enterprise Group of Jackson, there are more than 500 holes of golf in Jackson County, giving Jackson County more golf courses per capita than any other county in the nation. Additionally, Michigan has a competitive sales tax rate of 6.0%, which will also help encourage tourism and other travel and leisure endeavors.

Duff & Phelps and Arduin, Laffer & Moore recommends that Jackson County emphasize the travel and leisure industry. The justification for this strategy is a combination of the relative ease with which an investment in the travel & leisure can be implemented, the tourist attractions that already exist in or near the Jackson County area, and the relatively competitive wage growth and employment growth in the tourism industry relative to Michigan's recent experience.

Focus on attracting outdoor/recreation lifestyle center development, i.e. Cabela's, equestrian center; building on Jackson's location; leveraging Jackson's recreational amenities to attract events to the community and build off of the Armory Arts Village to promote fairs and to attract commercial businesses such as restaurants and shops to the downtown area.

The travel & leisure industry offers Jackson County a very high probability of success and a return from the investment is significantly above the current employment and wage growth experience in Michigan.

Arts & Culture: The Impact to Jackson's Economy

Arts & Culture is an important complimentary strategy for Jackson County to pursue. Nationally, the nonprofit arts and culture industry generates \$166.2 billion in economic activity every year—\$63.1 billion in spending by organizations and an additional \$103.1 billion in event-related spending by their audiences.

Beyond the direct economic impacts and direct benefits to the already existent travel & leisure infrastructure, investments in Arts & Culture enhances the quality of life metrics that are important to the creative classes. These creative classes are important for the creation of a successful life sciences cluster as well as further improvements in Jackson County's Advanced Manufacturing efforts.

Jackson County has a vibrant Arts & Culture sector that needs to be emphasized and expanded as part of its economic development strategy. One great example of this sector that currently exists in Jackson County includes the Armory Arts Village of Jackson.

It's well documented that a thriving cultural life generates income, jobs and tax revenue for state and local communities. Not surprisingly, many communities have turned their attention toward leveraging arts and cultural programs to generate economic vitality in under-performing communities. States and local communities are beginning to realize that their economic fortune is tied to the location preferences of highly mobile knowledge-workers who form the intellectual backbone of the new economy. These workers value "quality of place" above nearly all other factors – including job market conditions – in choosing where to locate.

Introduction

Our experiences working in and consulting to public and private sector clients enable us to approach this assignment from several important perspectives, including the point of view of the economic developer trying to recruit business; the site selection consultant seeking relevant, current information about a community; and the corporate manager considering a new location for expansion. With the needs and goals of these constituents in mind, we will develop an informative, user-friendly and comprehensive target market study.

You and your team will gain the data and interpretation needed to develop a business recruitment program to support your economic development efforts in Jackson County. The Study will also form the foundation for future marketing efforts, such as national site promotion and prospect development, by providing the information and analysis that site selectors, developers, investors and corporate decision makers rely upon when evaluating communities.

The study process involved the following activities:

- Reviewed development and target-related studies previously undertaken in the County;
- Conducted regular meetings Enterprise Group staff on study elements;
- Hosted meetings with business and community leaders to share preliminary demographic and target information;
- Presented to key stakeholders
- Conducted meetings with state and local economic development professionals; and
- Conducted interviews with residents, public officials and representatives of the business community.

Study Methodology & Targeting Criteria

Working with The Enterprise Group of Jackson, Duff & Phelps and Arduin, Laffer & Moore Econometrics have identified three potential industries that could be appropriate target industries for Jackson County Michigan. These industries are: Life Sciences, Leisure & Travel, Advanced Manufacturing (especially Alternative Energy and Food Processing Manufacturing). Our analysis examined the viability of each of these “target” industries with respect to the current economic landscape; policy environment; and infrastructure, which incorporates Jackson County’s current industry, university, and demographics.

We want to emphasize that the report narrowly focuses on three primary industries that we feel should be an area of focus for the Jackson economic development attraction efforts, but it is by no means an exclusive list. Prior to undertaking this endeavor we discussed in detail current Jackson County economic development efforts aimed at industry attraction and although there is some overlap we focused primarily on emerging industries; those that create new, high paying, high skilled job opportunities for the community and that are non-automotive. We encourage current efforts to attract other industries such as those related to film and aerospace; however, our goal was to present a manageable number of industries

to focus attraction efforts – industries that present average to above average chance for success. We recognize that economic development organizations have limited resources and that it's impossible to effectively focus attraction efforts, i.e. time and money, on a large list of industries. It is our experience that attraction efforts are more successful when the targets are concise and the number is manageable.

We began with a review of the current economic landscape nationally, for the state of Michigan, and for Jackson County. This includes a review of recent economic trends (income, output, employment, etc.), population trends, and relevant policy trends. These trends will be contrasted with the current and expected growth potential for each of the targeted industries.

Where relevant, we identified the metropolitan areas that are currently the major centers – current top industry clusters. The common attributes and features of the top industry clusters, along with any meaningful differences, were identified. This analysis relied both on primary data from the government and secondary data sources that have analyzed the local infrastructure attributes that foster the development of a viable industry cluster in each of the focus industries.

As part of the cluster viability analysis, to the extent the data is available, we examined the breadth of the impact from each industry cluster on the broader local economic landscape. For example, we examined whether or not historically the growth potential in the localities with viable life science clusters increase by a greater or lesser amount than the growth potential in the localities with viable leisure and travel industries.

The current landscape in Jackson County was then evaluated with respect to its ability to sustain a viable industry cluster for each one of the focus industries. Both the number of attributes (i.e. chance of success) and growth potential (i.e. benefits from success) were evaluated.

For each target industry, we will explain why the industry is a good fit for Jackson County and/or the region. If the industry identified turns out not to be a good fit, the analysis will explain why and then suggest changes Jackson County could make that would improve the fit.

This analysis will also incorporate the actions being undertaken in other localities on the chance of success of a Jackson County initiative. This section will conclude with a summary of the comparative advantages and disadvantages of Jackson County with respect to each of the four target industries.

Final Report: Findings & Recommendations

The study represents a step forward in the process of marketing the community to new businesses and also presents an opportunity for the Jackson County team to promote the target market study program and encourage greater participation. The presentation focuses on the following:

Content of presentation meetings:

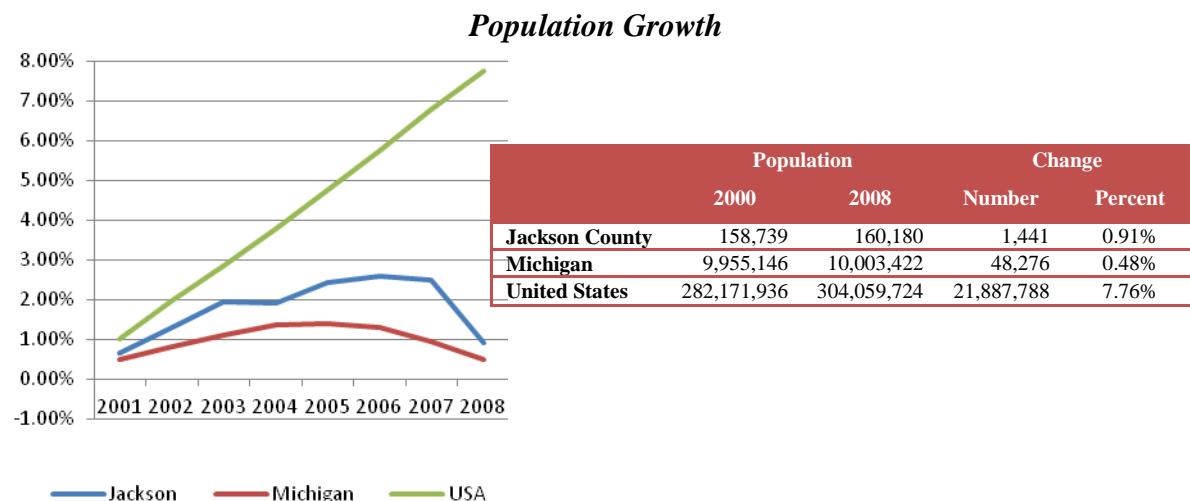
- Summary of Target Industry Study and the purpose of the report
- Study Methodology
- Highlights of the Target Industry Study
- Advice on using Target Industry Study to create marketing programs and promote priority development sites

Section I: Demographic and Economic Overview

This assessment of the region's demographic trends serves as a "snapshot" of the population dynamics shaping Jackson County. Indicators such as migration, populace by race and ethnicity, and age distribution illustrate the population dynamics contributing to the County's growth. Socioeconomic indicators such as educational attainment, per capita income, and poverty rates help fill out this picture. This "snapshot" focuses on the County's demographic changes since 2000 compared to Michigan and the United States.

Population

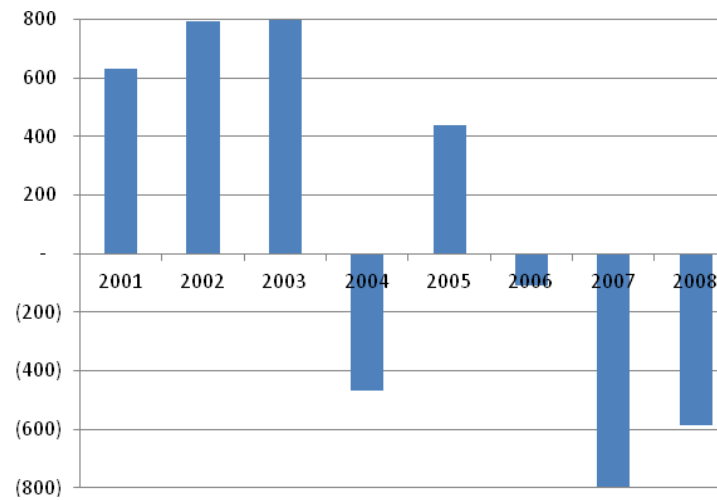
Between 2000 and 2008, Jackson County grew by 0.91 percent, adding 1,441 new residents, compared to 0.48 percent growth statewide. However, the County's growth was significantly less than the nation's growth of 7.76 percent, and has been declining since 2006. While population growth rates slumped alongside the region's economic recession in 2001, Jackson County has still maintained greater growth than that of Michigan.



Source: US Census Bureau

To gain a deeper understanding of these growth dynamics, components of population change from 2000 to 2008 were analyzed for the county. Two factors account for population growth and decline: natural change (births minus deaths) and net migration. The following chart outlines Jackson County's net migration patterns for the past eight years.

Jackson County Net Migration

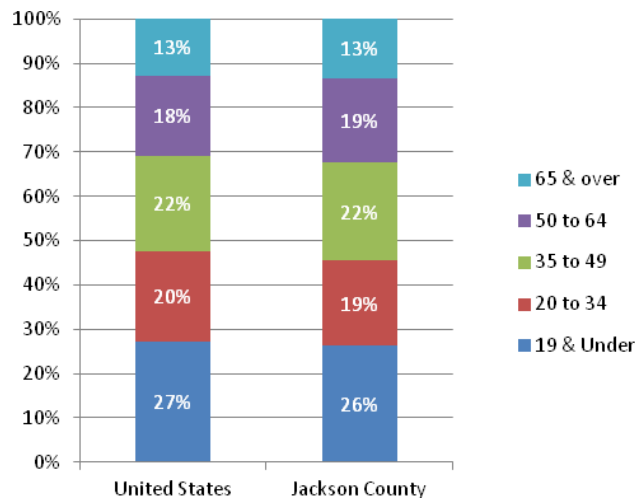


Source: Census Bureau

Age Distribution

The following chart illustrates how the populations of Jackson County and the nation are distributed among age groups. Compared to the nation, Jackson County is practically identical to the nation in terms of percentage of age groups.

Age Groups as a Percentage of Total Population

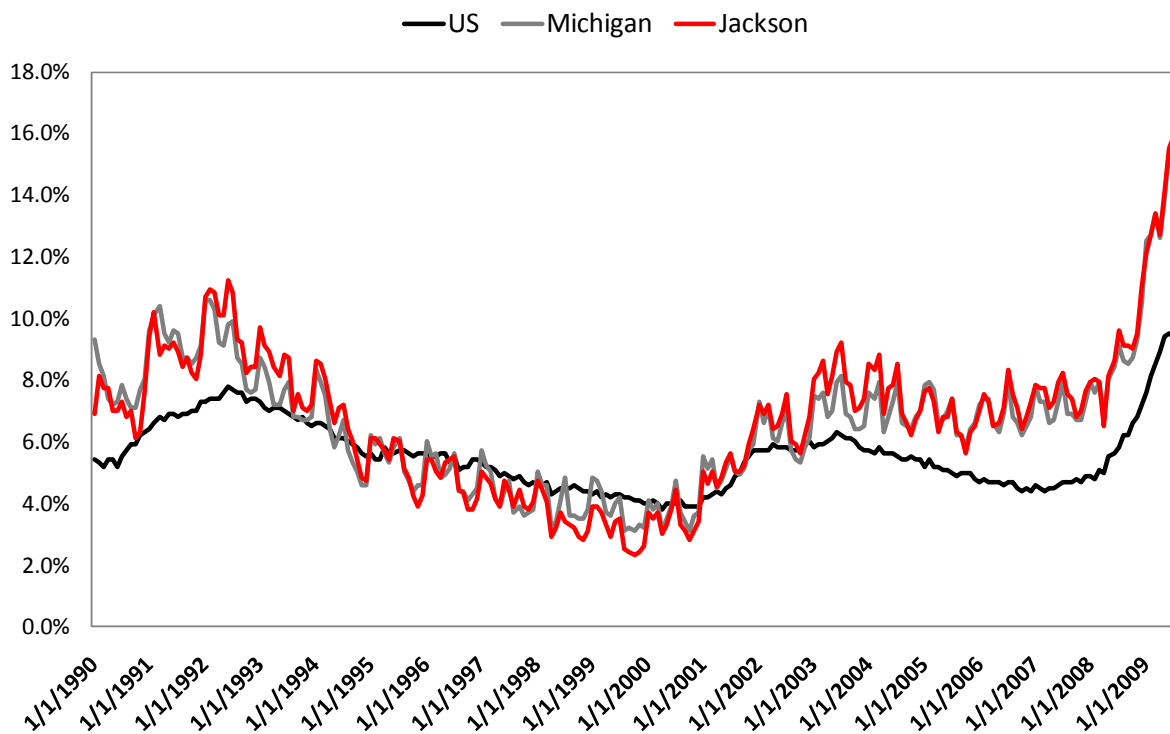


Source: Census Bureau

Unemployment and Employment Trends

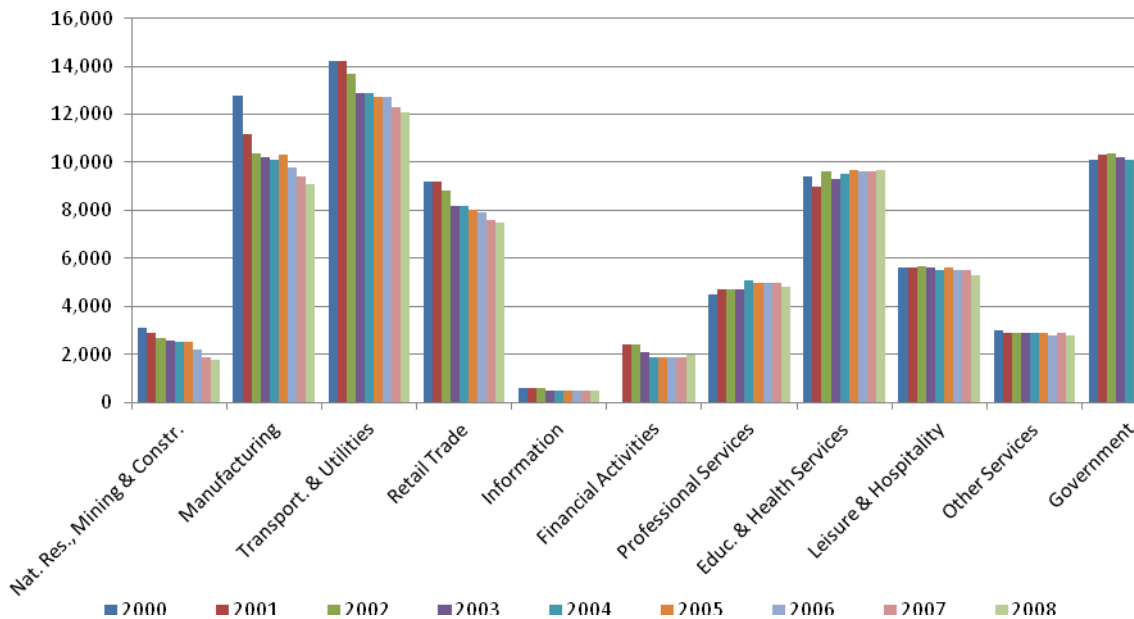
The latest unemployment data (as of July 2009) was 15.9% for Jackson County.ⁱⁱⁱ For all of 2009 the unemployment rate has been the highest percentage of the labor force without a job in Jackson County for the last 25 years. Michigan suffers from a similar unemployment problem, with the latest estimate being 15.6%.^{iv} These unemployment rates are significantly higher than the national average. For the U.S. as a whole, the unemployment rate in July 2009 was an exceptionally high 9.4%, with expectations of further increases in the future. Such a high unemployment rate for the nation is problematic, but still pales in comparison to the unemployment problems across Michigan and Jackson County.

Unemployment Rates: U.S., Michigan and Jackson County



To better understand the affect unemployment has on the County, an examination of employment trends by industry is needed. Jackson County's economy was based on supporting Detroit's automotive manufacturing industry, tying the economic prospects of Jackson County with the fate of the domestic automobile industry. According to the Enterprise Group of Jackson, 60% of Jackson's 350 businesses are directly supporting the automobile market.^v The steady decline of the automobile industry over the last five years has led to a steady decline in the economic welfare of the entire Jackson County area. Jackson County's weakened economic state going into the national recession has led to larger negative impacts from the current economic crisis in Jackson County compared to the rest of the nation. The following shows the employment trends by industry since 2000.

Employment by Industry



Source: MI Labor Market Information

The industries that historically employ the most Jackson residents seem to all be in a steady decline since 2000. Jackson's three primary industry sectors; manufacturing, transportation & utilities and retail trade have experienced significant employment declines over the period 2000 to 2008; this is especially troubling since the decline occurred during relatively strong state and national economic times. Though decreased employment is widespread among the majority of industries, the Educational & Health Services industry has enjoyed some overall growth. This is largely due to Allegiance increasing headcount and being the County's largest employer.

Industry Employment Comparison

Occupation Title	USA	MI	Jackson	% to US	% to MI
All Occupations	42,270	42,890	39,030	92%	91%
Management occupations	100,310	96,450	84,680	84%	88%
Business and financial operations occupations	64,720	65,090	62,410	96%	96%
Computer and mathematical science occupations	74,500	68,440	60,910	82%	89%
Architecture and engineering occupations	71,430	72,270	63,310	89%	88%
Life, physical, and social science occupations	64,280	58,330	66,040	103%	113%
Community and social services occupations	41,790	44,090	41,140	98%	93%
Legal occupations	92,270	90,720	73,230	79%	81%
Education, training, and library occupations	48,460	52,210	45,880	95%	88%
Arts, design, entertainment, sports, and media occupations	50,670	46,960	40,720	80%	87%
Healthcare practitioners and technical occupations	67,890	67,920	60,070	88%	88%
Healthcare support occupations	26,340	26,430	26,830	102%	102%
Protective service occupations	40,200	39,890	44,720	111%	112%
Food preparation and serving related occupations	20,220	19,940	19,840	98%	99%
Building and grounds cleaning and maintenance occupations	24,370	25,810	25,660	105%	99%
Personal care and service occupations	24,120	23,830	20,900	87%	88%
Sales and related occupations	36,080	35,000	30,890	86%	88%
Office and administrative support occupations	32,220	32,670	31,560	98%	97%
Farming, fishing, and forestry occupations	23,560	27,620	21,740	92%	79%
Construction and extraction occupations	42,350	46,920	45,810	108%	98%
Installation, maintenance, and repair occupations	41,230	44,480	43,580	106%	98%
Production occupations	32,320	37,120	34,200	106%	92%
Transportation and material moving occupations	31,450	32,910	28,640	91%	87%

Source: Bureau of Labor Statistics

Top Employers

Surveying a region's largest employers provides a good starting point for understanding its economy. The County's proximity to the large automotive manufacturers results in a large presence of manufacturing jobs. The regional economy provides thousands of government and educational jobs to local residents; in fact, 6 of the top 20 employers are in the public sector. The County is also home to many private firms; its largest private sector employers are predominately in health care, manufacturing and utilities.

Top 20 Employers in the Jackson MSA, 2008

Employer	Number of Employees	Business Type	NAICS
Allegiance Health	3,146	Health Services	621111
Michigan Department of Corrections	2,040	Government	922150
Consumers Energy	2,026	Utilities	221210
Local Government	870	Government	
Michigan Automotive Compressor (MACI)	784	Manufacturing	336391
Jackson Public Schools	782	Educational Services	611110
Jackson Community College	767	Educational Services	611310
Meijer, Inc. (2 locations)	755	Retail	445110
Wal-Mart Super Center/Sam's Club	598	Retail	452112
TAC Manufacturing	590	Manufacturing	336399
Eaton Corporation	563	Manufacturing	332912
McDonald's (8 locations)	450	Food Services	722211
Jackson County Intermediate School District	427	Educational Services	611519
Great Lakes Home Health & Hospice	400	Health Services	621610
Alro Steel	325	Manufacturing	423510
Spring Arbor University	300	Educational Services	611310
Anesthesia Business Consultants	284	Health Services	541219
Lifeways/Community Connections	275	Health Services	
Dawn Food Products	273	Food Services	311822
Tenneco	270	Manufacturer	336399

Source: The Enterprise Group of Jackson, Inc.

Businesses by Size

In 2006, about 71 percent of the region's businesses employed less than ten people. In other words, small businesses make up the bulk of establishments in Jackson County. This is also true for Michigan and the nation. Only two percent of businesses in the Jackson metro area employed more than 100 people in 2006. These figures emphasize the significance of small businesses to the County's economy.

Jackson MSA Business Establishments by Number of Employees: 2000 and 2006

Number of Employees	Year		Change	
	2000	2006	Number	Percent
Under 10	2,364	2,381	17	0.7%
10-19	515	476	-39	-7.6%
20-49	331	296	-35	-10.6
50-99	111	117	7	6.3%
100+	90	74	-16	-17.8%
Total	3,411	3,344	-67	-2.0%

Source: Census Bureau

Per Capita Income

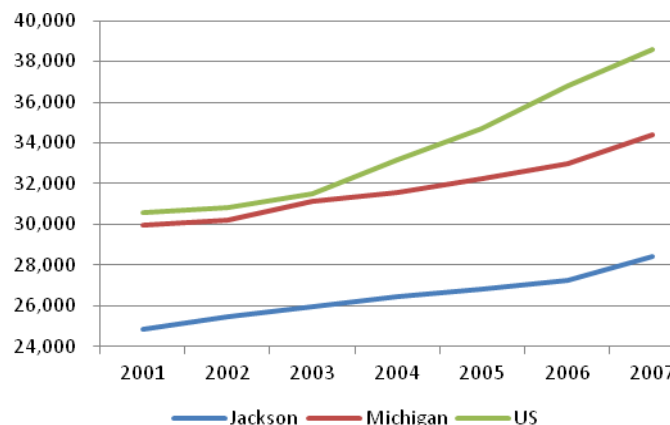
Per capita income (PCI) is an important indicator of economic stability and potential buying power of a community and its residents. PCI is a measure of the total personal income of a place divided by its total population; it reflects downturns in the economy, unemployment rates, and wages. Between 2001 and 2007, annual growth of per capita income in Jackson County was in line with that of the state. However, both state and county PCI are growing slower than the nations since 2003.

While outperforming Jackson County, over the 10-year period from 1999 to 2008, Michigan experienced the lowest level of personal income growth in the nation at 27.0%, compared to the national average of 55.0%. Per capita personal income growth in Michigan of 25.6% is also the lowest in the nation compared to 42.3% for the nation overall. The lack of economic growth can be attributed to problems with the automotive industry, which the Michigan economy is heavily reliant upon, but it is also important to note that the anti-business climate created through decades of high tax rates and burdensome regulations has played a significant role as well.

Jackson County's lack of economic drivers and the ongoing decline of the automotive manufacturing industry will continue to weaken Jackson County's local economy and lead to further job losses, lending urgency to the implementation of a plan designed to position itself to attract new industries and diversify its economic base.

Poor credit quality of residents is another lingering economic problem that is compounding the already struggling local economy. Jackson County's high share of subprime mortgage loans between 2005 and 2007 suggests weak overall credit quality. In 2006, more than 30% of the mortgages originated in Jackson County were subprime. Job losses combined with the national credit crisis and weak income growth is expected to increase foreclosures and likely increase delinquencies on consumer loans.

Per Capita Income Levels



Source: Bureau of Economic Analysis

Poverty Rates

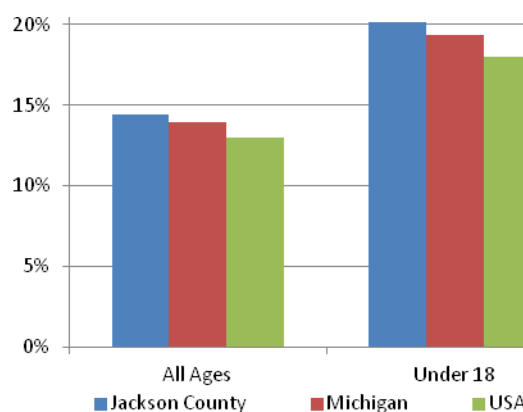
Examining poverty rates is one of the best ways to help gauge a region's socio-economic prosperity. The U.S. Census Bureau uses information such as family size, pre-tax income, and number of children to determine annual poverty thresholds. In 2007, the most recent year for which reliable poverty rates are available, the poverty threshold for a family of four with two children was \$21,027. The poverty rate for an individual in the same year was \$10,590.

Since 2000, poverty rates for the total population and for children have increased in Jackson County. Both rates remain higher than those for the state and the nation. Significant increases in both total population poverty rates and child poverty rates are a concern. The overall poverty rate in Jackson is more than double the national rate and the rate of poverty for children in Jackson County is three times the national rate.

“2007 Poverty Rates US, Michigan and Jackson

	Total Population		Under 18	
	Number	Percent	Number	Percent
Jackson	6,740	44.4%	2,257	41.80%
Michigan	418,852	44.0%	116,504	33.55%
USA	6,471,161	20.5%	1,509,982	13.03%

“Poverty Increases Since 2000”



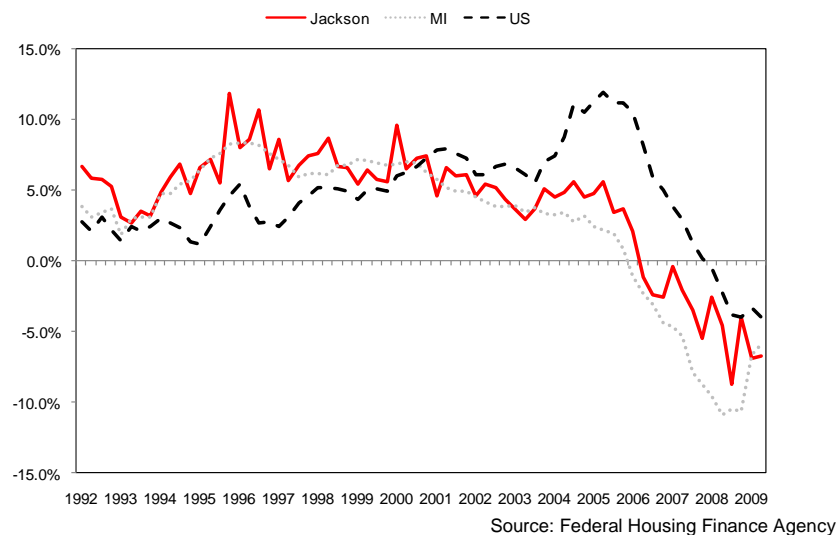
Source: Census Bureau

Regions with stagnant economic opportunities and declining populations lead to other negative economic consequences that can reinforce the original economic problems. For instance, the changing values of home prices are an important indicator of the economic

well being of an area. Relative price differentials across states and regions are the result, in large part, of differences in economic opportunities and all other things held equal, those regions that create a pro-growth economic environment through effective economic policies experience a more robust housing market.

U.S. home prices have experienced record losses by any measure. The Federal Housing Finance Agency's House Price Index compares purchase-only housing prices with data from Fannie Mae and Freddie Mac. The index is available over a long time period and covers county housing trends across the country.^{vi}

Home Price Appreciation: U.S., Michigan and Jackson County



Based on the Federal Housing Finance House Price Index, national housing prices fell 6.1 % between the second quarter 2008 and the second quarter 2009 – one of the largest declines in this index's history – but are up 6.7% over the past 5 years. The drop in housing prices in Michigan was 5.9% between the second quarter 2008 and the second quarter 2009 and is down 20.6% over the past 5 years. Recent housing price declines in Jackson County were even greater than Michigan's over the past year falling 6.7 % between the second quarter 2008 and the second quarter 2009; they and are down 8.8% over the past 5 years. Consequently, Jackson County's declining economic competitiveness has worsened the impacts from the national housing bust in Jackson County.

Section II: Education & Workforce Development

The quality of the local workforce is the number one issue in economic development today. Without a proven “pipeline” to prepare its future workforce, a community will be at a distinct competitive disadvantage. At the K-12 level, quality public education systems are needed to prepare graduates for local jobs or college and to make Jackson County a competitive place for middle-class families. Higher education services are needed to train and educate students and to provide continuing education opportunities for working adults. Workforce development initiatives link education with regional businesses and create learning opportunities for workers at many different stages in their careers. This section examines the County’s competitiveness in education and workforce development.

K-12 Education

The foundation for the workforce’s skills begins in the primary and secondary school systems. Having strong public schools contributes to overall community competitiveness by generating workplace and college-ready students and helps make the community marketable and attractive to workers with families.

In the following analyses for Jackson County, all of the County’s public school districts were used to gauge overall competitiveness in comparison to the State of Michigan. The districts included were Columbia School District, Concord Community Schools, The da Vinci Institute, East Jackson Community Schools, Grass Lake Community Schools, Hanover-Horton Schools, Jackson Arts and Technology PSA, Jackson Public Schools, Michigan Center School District, Napoleon Community Schools, Northwest Community Schools, Paragon Charter Academy, Springport Public Schools, Vandercook Lake Public Schools, and Western School District (collectively “the Districts”).

About the School Districts

The Districts in the County serve over 25,000 students. The following chart details each district's spending for education per pupil compared to that of the State.

Expenditures for Education per Pupil: 2007-08

	Average daily attendance	Total expenditures for education	Total expenditures per pupil
Statewide	1,528,815	18,897,719,196	12,361
Jackson Public Schools	5,966	69,802,405	11,700
Northwest	2,945	26,961,218	9,155
Western	2,667	24,002,557	9,000
Columbia	1,603	14,498,529	9,045
Napoleon	1,488	13,550,222	9,106
East Jackson	1,332	12,554,271	9,425
Michigan Center	1,289	12,193,889	9,460
Hanover-Horton	1,239	11,262,002	9,090
Vandercook Lake	1,216	11,825,405	9,725
Grass Lake	1,145	13,671,995	11,941
Springport	946	11,346,734	11,994
Concord	888	8,014,321	9,025
Paragon	614	5,238,082	8,531
da Vinci	250	2,095,142	8,381
Jackson Arts & Tech	128	1,713,329	13,385

Source:
Department of

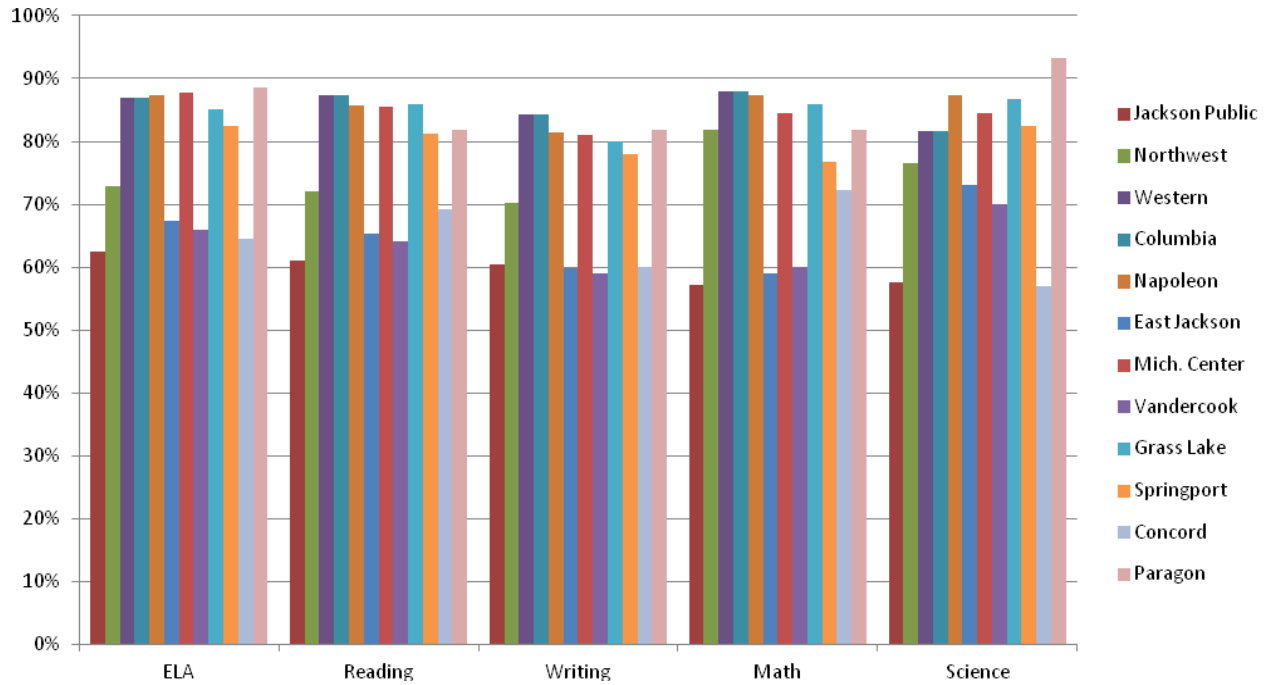
Michigan
Education

The charts illustrate the differences between the Districts and the State of Michigan in regards

following illustrate differences the and the Michigan to student

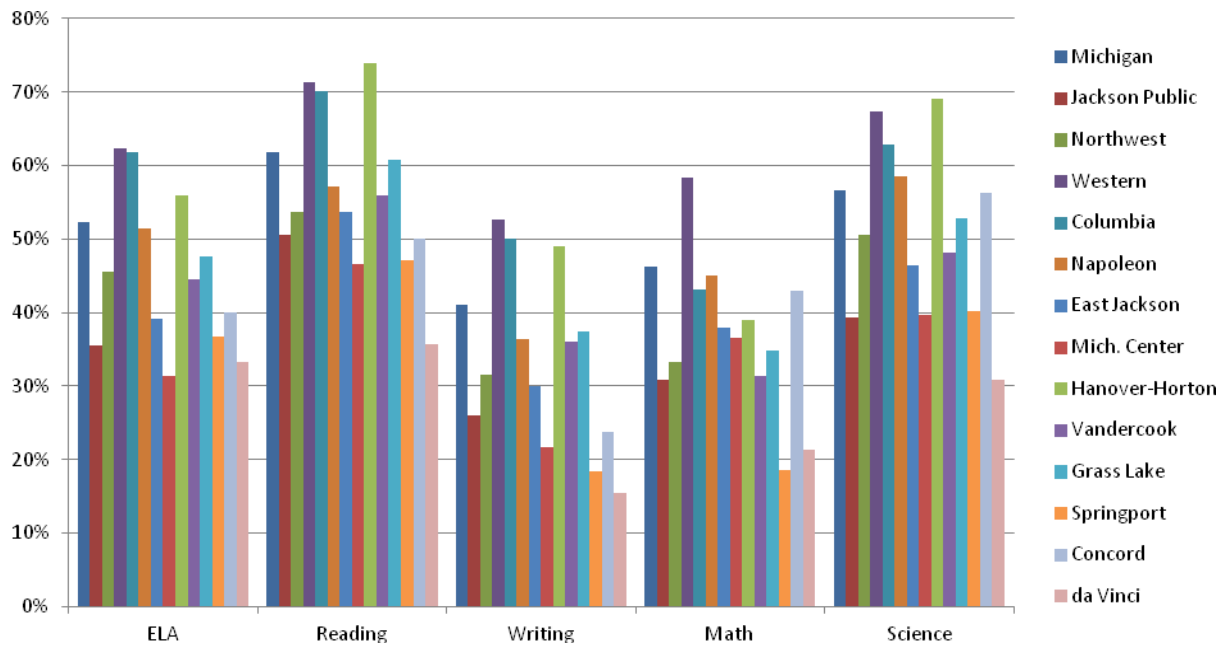
performance on assessment exams, specifically the Michigan Educational Assessment Program (MEAP), Michigan Merit Exam (MME), and the ACT college admission exam.

*Michigan Educational Assessment Program (MEAP), 8th Grade:
Percentage of Proficient or Advanced, 2008*



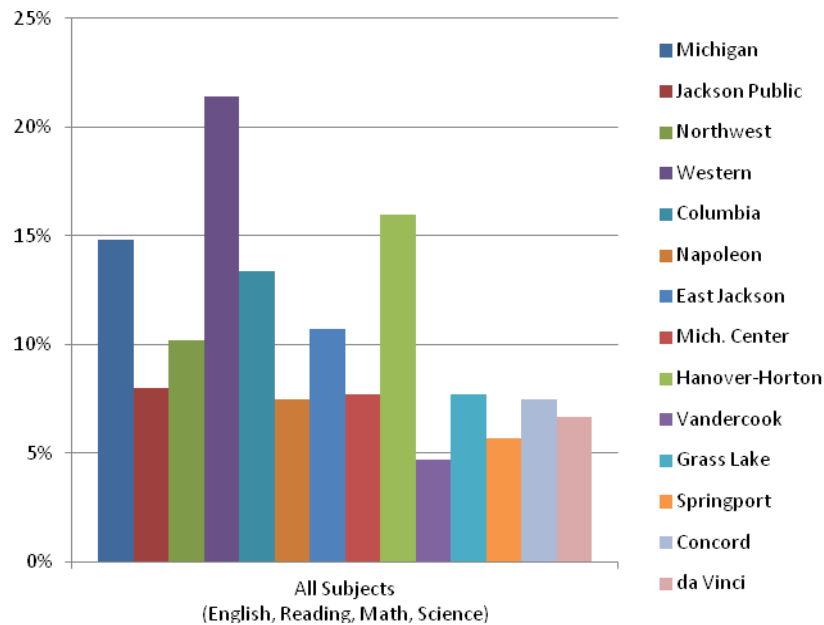
Source: MI Department of Education

***Michigan Merit Examination (MME):
Percentage of Proficient or Advanced, 2008***



Source: MI Department of Education

Percent of Students with College-Ready ACT Scores, 2008



Based on ACT college ready benchmarks (18 in English, 21 in Reading, 22 in Mathematics, and 24 in Science)

Based only on students with college-reportable ACT scores

Source: MI Department of Education

Higher Education

The following are all the higher-education establishments within the Jackson County vicinity, the highest degree offered by each school and the latest number of students enrolled.

Universities and Colleges near Jackson County

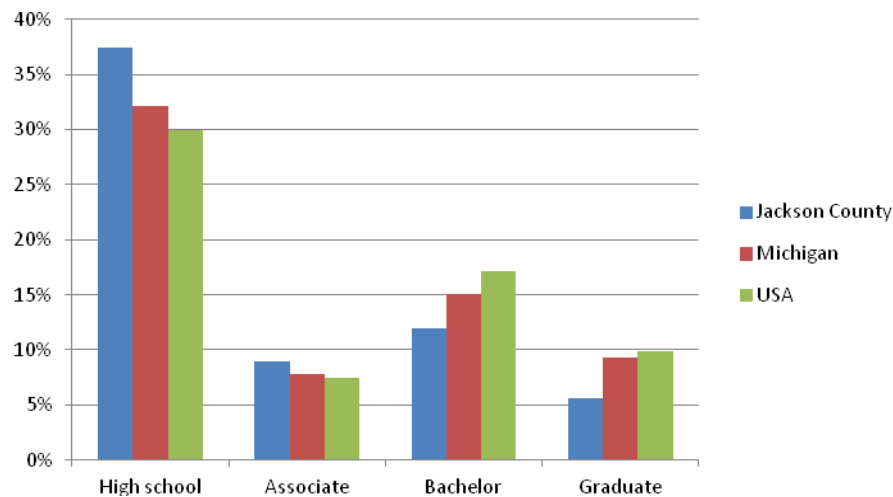
Colleges within Jackson County	Highest Degree Offered	Students Enrolled
Baker College of Jackson	Bachelor	1,003
Jackson Community College	Associate	3,048
Michigan State University Extension	N/A	N/A
Michigan Virtual University	Associate	N/A
Siena Heights Extension	N/A	N/A
Spring Arbor University	Master	2,726
Colleges within One Hour	Highest Degree Offered	Students Enrolled
Adrian College	Bachelor	988
Albion College	Bachelor	1,643
Concordia University	Master	N/A
Eastern Michigan University	Doctor	18,382
Great Lakes Christian College	Bachelor	161
Hillsdale College	Bachelor	1,300
Kellogg Community College	Associate	4,081
Lansing Community College	Associate	9,982
Michigan State University	Doctor	40,082
Olivet College	Master	903
Siena Heights College	Master	1,358
University of Michigan	Doctor	36,885
Thomas M. Cooley Law School	Professional	1,269
Washtenaw Community College	Associate	6,193
Western Michigan University	Doctor	24,568

Despite Jackson County's close proximity to many colleges and universities, some of which are very large, the County's education attainment and per-capita income are below that of the State of Michigan and the nation.

Educational Attainment

Educational attainment is an important indicator of socio-economic wellbeing. Not only is educational attainment related to earning potential and income levels, but it is also one of the key determinants of a workforce's competitiveness. Though a higher proportion of Jackson County adults held a high school diploma or associate's degree than adults state and nationwide, the County's percentage of adults with a bachelor's degree or higher was much less than the state and nation. In order for Jackson County to be competitive, it is vital that more local residents obtain higher degrees and be able to find solid employment opportunities commensurate with their educational training.

Percentage of Adults Age 25+, 3-year Survey, 2005-2007



Source: Census Bureau

Workforce Development Resources

We cannot stress enough the importance of a skilled and knowledgeable workforce. The successful implementation of the Jackson Target Industry study rests, in part, on Jackson County's ability to prepare workers for new and increasing job opportunities. Creating a workforce delivery system that is market-driven, responsive to local economic needs and contributes to the economic competitiveness of the community is essential to Jackson County's ability to attract and retain businesses. Whether it's manufacturing or life sciences – the same challenge exists: an insufficient supply of people with the required skills to fill the positions. To be competitive, Jackson must develop a strategy and make a commitment to ensure that its existing and future workforce is being trained to the skills and competencies that are in demand in the labor market.

Jackson County already has in place an expansive workforce development network; programs which span from K-12 education to higher-education to on-the-job training. The area workforce training network provides workforce development services to jobseekers and businesses. We found that the programs are flexible and in many instances demand driven. A brief description of each of the programs is listed below.

“Project Lead the Way” (PLTW): PLTW is a not-for-profit organization that promotes advanced placement courses for middle and high students. PLTW forms partnerships with public schools, higher education institutions and the private sector to increase the quantity and quality of students graduating from the educational system. Currently, PLTW has partner with twelve school districts in Jackson County. The curriculum is a mix of instructor lead classes and hands-on activity that utilizes team efforts. PLTW has agreements with a number of colleges who will accept specified courses for credit or advanced placement. In addition, the program provides an opportunity for the students to intern with local businesses during the summer as a way of helping them determine if this career path is of interest.

PLTW offers two distinctive programs, engineering and bio-medical sciences. Both programs are focused on emerging technology which will allow for a successful transition from student to professional.

PLTW has created a special series of courses focused on engineering that are incorporated into the middle school and high school years. These courses complement math and science college preparatory programs to establish a solid background in engineering and technology. The engineering program is broken out further into “Gateway to Technology” and “Pathway to Engineering.” These two programs offer classes such as; Design and Modeling, Automation and Robotics, and The Science of Technology.

The biomedical sciences program uses hands-on, real-world problems to engage and challenge students. This program is designed to teach students to: solve problems, conduct research, analyze data, understand real-world problems and participate as part of a team. These programs have a large success rate and are designed to enhance the traditional mathematics and science courses by focusing on the concepts directly related to biomedical science and engineering. PLTW is an innovative initiative which is taking a proactive approach in developing and nurturing our future workforce. PLTW is among many organizations which have begun to collaborate with colleges to encourage workforce development.

The **Jackson Legacy Program (JLP)** is a unique program that provides college scholarships to qualifying Jackson County high school graduates. JLP funds may be applied to tuition, fees and books at Jackson Community College, Baker College, Spring Arbor University or the Jackson Area Manufacturers’ Academy for Manufacturing Careers, (when in partnership with an accredited institution) for the first two years with a provision allowing them to transfer to a college or university of their choice for the remaining two years.

The JLP’s mission is “to cultivate productive citizens through effective, relevant education; to provide Jackson County high school graduates with opportunities to further their education; and to revitalize Jackson County.” An important goal of the program is to ensure that Jackson has effective pre-secondary and post-secondary educational opportunities to nurture productive citizens committed to the area's future and to stem the out-migration of talented young people from the community. Since its inception, the JLP has funded an impressive 444 students; students that might not otherwise go on to a post secondary education.

The JLP sends a strong message to residents and businesses alike; that the Jackson community is serious about its commitment to prepare students to compete for the workforce of tomorrow.

The Academy for Manufacturing Careers This program is sponsored by and delivered through the Jackson Area Manufacturers Association (JAMA) in partnership with The Enterprise Group of Jackson, and South Central Michigan Works! The Academy is certified as a Registered Apprenticeship Program by the U.S. Dept. of Labor’s Bureau of Apprenticeship and Training (USDOL-BAT), and was recently recognized as a state

proprietary school.

- *College Credit*—most courses automatically earn college credit at one or more area institutions at no additional cost.
- *Manufacturer Oversight*—A Manufacturers' Board of Review keeps the program relevant to the needs of the manufacturers.

The Skilled Trades Related Technical Instruction (RTI)/Apprenticeship and Pre-Apprenticeship Programs offered by the Academy for Manufacturing Careers are designed by Manufacturers to meet the needs of Jackson County Manufacturers. This program is sponsored by the employer for employees. The program is customized to meet the needs of each employer. However, the apprenticeship has six core programs which can be adapted to meet specific needs. The core programs are tool and die maker, machinist, machine builder, machine repair, industrial electrician, and industrial maintenance mechanic. Each program begins with core curriculum and then is developed for specialized needs. One past program was for the advanced manufacturing industry; training employees on the manufacturing of wind turbines. Programs can be designed to meet the training needs for the target industries selected by Jackson County. The Academy for Manufacturing Careers also provides Manufacturing/Technology Camps (I Can Make It Camp, Machining U Camp, and Gateway Academy Camp) which provides an educational funnel for workforce development.

Jackson Community College (JCC): JCC developed the Corporate and Continuing Education (CCE) program to better serve the employers in South Central Michigan. The CCE helps determine the companies' training needs. Once training needs are established the CCE creates a customized training system for the company. Jackson Intermediate School District, Consumers Energy, Alro Steel and Tenneco are a few of the organizations that have partnered with the CCE to develop training. Jackson Community College Business and Industry Support Center (BISC) is another program which provides training and education to different industries. Some of the programs offered by the BISC are; Supply Chain Management, Manufacturing Process and Production, Health and Safety and Quality and Continuous Improvement. The CCE and BISC are capable of developing programs in advanced manufacturing, food processing and life sciences (areas of biotechnology and pharmaceuticals). Jackson County can work closely with either program to design training focusing on its target industries.

The South Central Michigan Works (SCMW!): SCMW! helps employers recruit, develop, and keep skilled workers. Their main focus is ensuring the South Central Michigan region develops and sustains prosperity based on strong employers with a supply of competent skilled workers. SCMW operates as a conduit for businesses to partner with educational institutions or training facilities.

SCMW has assisted and fostered the development of the Jackson Academy of Manufacturing Careers. The academy was predicated on providing on-demand training in a timely and efficient manner to area manufacturing concerns and to support and promote the re-establishment of apprenticeship programs to the region. The growth of the academy

had been explosive and has recently been recognized as a state proprietary school. Another success program SCMW has facilitated is the Bio-Chem. Program of Lenawee County. Lenawee County needed chemical technicians and chemical operators. The need was not being supported by its local schools. This initiative fulfilled the need to address hazmat and material handling safety training needs for the industry on a local level rather than having to secure required regular recertification training from outside the area. The program has provided cost savings to regional employers; and has aided in assisting regional chemical employers to identify shared needs and concerns. The initiative also encouraged schools to promote programs in grades K thru post-secondary for biosciences. The creation of Science Summer Camp for grades 3-12 and the Biochemical Technology Program for grade 11-12 are two programs focusing on the development of our future workforce. SCMW specializes in designing customized training programs to meet the needs of its clients. Jackson County will work with SCMW to leverage prior programs and design new programs to meet its needs for target industries.

Key Findings & Recommendations – Education and Workforce Development

- K-12 school system: MEAP scores are well below the State average and pose a significant threat to effective implementation of a strong economic development strategy. Jackson officials must focus on improving academic achievement in every grade level.
- Jackson's K-12 system must continue to work with area businesses and local colleges and universities to ensure that training and education programs are aligned with the needs of the target industries and take a proactive approach to ensure that students are being prepared for job opportunities in the new economy.
- Through collaboration between businesses, leaders of the local K-12 system, workforce development organizations and institutions of higher learning, Jackson County should develop specific career pathways in each of the target industry sectors.
- A higher proportion of Jackson County adults held a high school diploma or associates degree than adults state and nationwide. This is positive information in an otherwise bleak educational environment.
- Proximity to higher education establishments - Jackson County is located within a one hour drive of 21 colleges and universities. However, educational attainment levels lag behind the state and nation, putting Jackson County at a competitive disadvantage.
- Teachers, guidance counselors, and parents do not fully understand the occupations or the competencies and skills required to adequately fill the jobs of the 21st century; specifically, those jobs identified in our target industry study.
- Develop teacher externships for teachers in the Jackson County elementary and high school systems, as well as in the community college systems. Externships should

provide a variety of hands-on, industry-specific experiences that they can bring back to the classroom and integrate into the curriculum.

- Develop “Bridge” programs between secondary and post-secondary education so that individuals with an interest in any of the target industries, but not the prerequisites, can enter Associate Degree programs.
- Develop and enhance partnerships with high school student associations to increase exposure to career opportunities in each of the target industries
- Improve high out-migration levels – which constrains job attraction and retention, thereby hindering educational diversity, which is required for communities to maintain a competitive advantage.

Section III: Strength, Weakness, Opportunity and Threat (SWOT) Analysis

SWOT Analysis is a strategic planning tool used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or in a business venture.

Strengths and weaknesses are internal attributes of Jackson County. They can be considered helpful or hurtful to achieving an objective. Opportunities and threats are external conditions which can be used to build upon an objective and help mitigate any outside factors.

Jackson County's SWOT analysis was developed using several sources of information. The sources include the Economic Develop Roundtable, interviews from local businesses and citizens of Jackson, Economic Development Conference along with existing information. The information from the SWOT Analysis can be used to implement a plan of action once target industries have been identified.



Internal Factors

Strengths

- Jackson County is centrally located in the southern part of Michigan with close proximity to the major markets of Detroit and Chicago.
- The county maintained a steady increase in size throughout the years. Jackson had approximately 224 people per square mile it contains an estimated 60,000 households.
- About 35% of the households have children under 18 living with them.
- Located between more densely populated counties, Jackson provides a wide range of housing for residents. City living, countryside or lakeside homes allow options for everyone and every lifestyle.
- There are six colleges located within Jackson County and another fifteen colleges within an hour drive.

Weaknesses

- Jackson County is rated slightly below the national average in education.
- As demonstrated above, Jackson County has been underperforming the U.S. economic potential for years, and has deteriorated further during the current recession. Manufacturing tied to the automobile industry is a main source of weakness that continues to weaken as the automobile industry reformulates a new strategy for the future.
- Jackson County is experiencing poor economic climate – national, state, local.
- Too many economic development groups in the county are causing fragmentation, especially as it relates to a common vision. The result is the economic development groups compete with one another instead of working as a team toward a common goal.

Jackson County suffers the loss of youthful, educated professionals to out-migration, and is now unable to retain the current highly educated professionals. Much of this loss stems from business closures which can be attributed to the current economy.

External Factors

Opportunities

- The existence of the numerous economic development groups can be turned into a strength if these groups can be unified and work toward a common goal.

- The large number of 4-year and 2-year universities in and around Jackson County provides a critical resource that can be leveraged to increase the skills and educational attainment of the local population.
- The “creative class”, a term coined by author Richard Florida, refers to individuals creating new forms of work, products or other visionary breakthroughs. This class of workers is viewed as pivotal for thriving in the New Economy. The creative class workers emphasized needs to coincide with the focus industries (see below); however general infrastructure that is attractive to the creative class should be emphasized.
- As part of helping the focus industries thrive, strong connections between the academic and business communities should be fostered (especially helpful for the life sciences industry, see below). These connections are particularly helpful for new start-up ventures and small business development that should also be a focus of the economic development strategy.
- Three industry focuses that complement one another should be emphasized. The life sciences (particularly life science manufacturing) and advanced manufacturing (particularly geared toward alternative energy) industries provide high returns and strong probabilities for success. The tourism & leisure industry provides good returns with very strong probabilities for success.

Threats

- Jackson County may not experience a strong recovery in the midst of a national recession or weak growth.
- The economic development community, if it succumbs to territorialism, could jeopardize the growth opportunities.
- If Jackson County does not improve its economic landscape to better compete in the globalized economy, then it is possible that other regions, states or countries will continue to attract industry, employment and wealth to the detriment of Jackson County. Additionally, the economic drain will exacerbate the current net out-migration away from Jackson County. Arresting this net out-migration is a precondition for sustainable economic development in Jackson County.
- As a final threat, a “fear of change” mentality threatens the implementation of the new strategies that are necessary to turn the Jackson County economic decline around.

Section IV: Assessing the Viability of the Identified Potential Industries

Duff & Phelps has identified 3 potential industries that might be appropriate target industries for Jackson County Michigan. These industries are: Life Sciences, Leisure & Travel, and Advanced Manufacturing with a focus on alternative energy. This section assesses the viability of each of these target industries with respect to Jackson County's current economic landscape; policy environment; and infrastructure, which incorporates current industries, proximate universities, and community demographics.

Clearly there are other industries that can thrive in Jackson County, and our focus on the three target industries should not constitute a rejection of other potential growth industries such as food processing or the aerospace industry. Instead, these industries were chosen based on both the potential for a viable industry cluster to develop coupled with the potential reward from successfully creating the targeted industry cluster in Jackson County.

The economic landscape in Jackson County and Michigan is not conducive to fostering economic growth. Taxes are too high and regulations are too burdensome. Alleviating these costs will increase the ability for all industries to thrive. With respect to the 3 potential industries identified, Jackson County has strengths and comparative advantages that can help viable industry clusters in these areas develop or expand.

A theme we come back to often in this analysis is the importance of coordination across state and local development strategies. The connection between the target industries from our analysis and available incentive programs already established should help reinforce the success of both strategies.

We judge the appropriateness of a potential industry for Jackson County on two broad criteria:

- The ability of the current population, infrastructure, and resources (either local, state or federal) of Jackson County to sustain a viable and growing cluster in the identified industry; and,
- The expected benefits to Jackson County if a viable industry cluster is established.

Based on these criteria, a 3 X 3 matrix of potential outcomes is possible, see Table below. The rows measure the expected probability of success for Jackson County if the County pursued one of the identified industry clusters. The columns represent the expected rate of growth from those industry clusters if successfully established in Jackson County. The industry's economic growth potential is measured as:

- Economic growth significantly above the U.S. average (Accelerated);
- Economic growth around the U.S. average (Average); and,
- Economic growth below the U.S. average (Below Average).

Jackson County wants to focus on those industries that are growing faster than average and that have the highest probability of flourishing in Jackson County. Alternatively, especially due to Jackson County's dependence on the automobile industry whose growth prospects are already significantly below average, Jackson County wants to avoid those

industries with growth prospects below the U.S. average. Jackson County may want to consider industries whose growth is average relative to the U.S. economy if the chances of successfully establishing a viable cluster in the county are high enough.

Alternative Return Scenarios from Jackson County Economic Development Initiatives

<u>Chance of Success</u>	<u>Expected Economic Growth</u>		
	Accelerated	Average	Below Average
	Above Average Return	Average Return	Negative Return
	Above Average Return	Average Return	Negative Return
High	Above Average Return	Average Return	Negative Return
Medium	Above Average Return	Average Return	Negative Return
Low	Average Return	Below Average Return	Negative Return

The logic of the Table is the basis from which the viability of the 3 potential industries are judged. Because of their relative growth potential and the promise they hold for resurrecting the Jackson County MSA, three industries have been selected as targets for Jackson, including: life sciences, travel & leisure, and advanced manufacturing, especially alternative energy.

One central feature of Jackson County that will benefit all three industries under consideration is Jackson County's central location, transportation infrastructure, and proximity to other major cities such as Detroit, Ann Arbor, and Chicago. Jackson County has a corporate airport within the city limits and commercial flights out of Detroit and Lansing within a one hour drive. The Michigan Department of Transportation has recently granted \$282,000 for the Jackson County Airport to begin hiring consultants for the \$30 million runway expansion project.^{vii} (the second of two runway expansions) Interstate 94 connects Detroit with Chicago and runs through Jackson, as does an Amtrak line. The two provide excellent opportunities for commuters and other business travel. Along with the rail line, transportation of raw materials and finished goods can be handled by one of the 38 deep water ports in the state of Michigan.

Life Sciences

The life sciences industry is typically defined as firms primarily engaged in conducting research and experimental development in the physical, engineering, and life sciences, such as biotechnology, pharmaceuticals, medical devices, research and development, and health-care services.

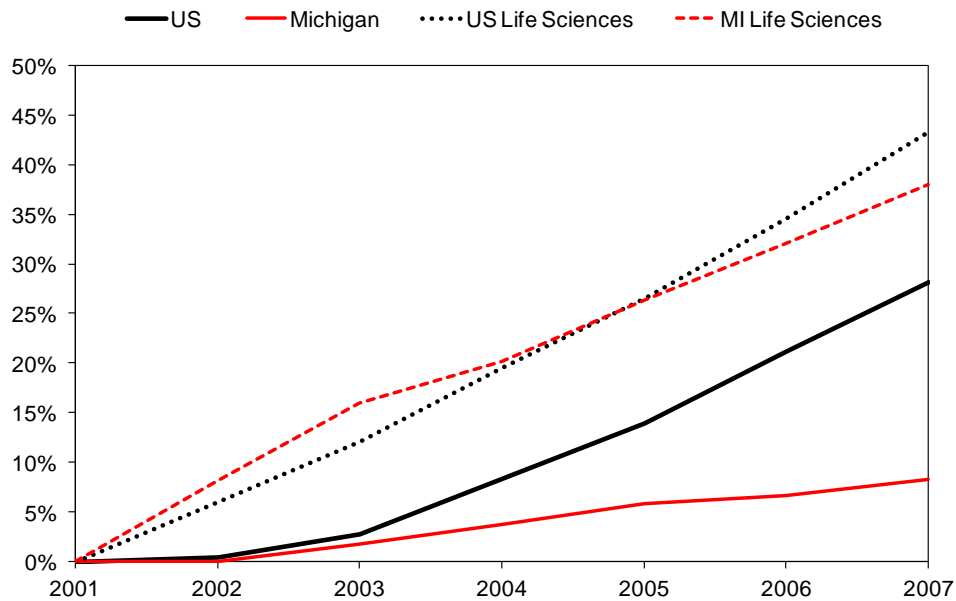
The life sciences industry is growing quickly and has generated many high-level employment opportunities throughout the nation. Successful life science clusters have been important contributors to several cities including the greater Boston area, Philadelphia, San Francisco, San Diego, Raleigh, and Chicago. Compared to the U.S. average, the life sciences industry pays well. As of 2006, according to the Bureau of Labor Statistics, those industries that comprise the Life Sciences industry pay between 41% and 106% more than the average private sector job in 2006.

**U.S. Average Annual Wages per Employee,
2006^{viii}**

Drugs & Pharmaceuticals	\$86,892
Information	\$76,257
Professional, Scientific, and Technical Services	\$71,544
Research, Testing, & Medical Laboratories	\$71,284
Total Biosciences	\$70,959
Agricultural Feedstock & Chemicals	\$67,870
Finance and Insurance	\$65,095
Medical Devices & Equipment	\$59,441
Manufacturing	\$54,865
Construction	\$43,215
U.S. Total Private Sector	\$42,272
Transportation and Warehousing	\$42,013
Real Estate and Rental and Leasing	\$41,071
Health Care and Social Assistance	\$40,205
Retail Trade	\$25,849

Not only are wages in the life sciences higher, total wages paid in the life sciences industry for the U.S. have been steadily increasing since 2001 and are up 43.3% over the seven year period between 2001 and 2007. This is dramatically higher than the 28.2% rise in total wages during the same period.^{ix} Figure LS1 shows the difference in the growth of life science wages against total US wages, Michigan wages, and Michigan life science wages. Wages in Michigan's life science industry grew 38.0%, which while still below the national average was more competitive than the overall wage growth of 8.3%.

**Figure: LS1 Life Science Cumulative Wage Growth
2001-2007**

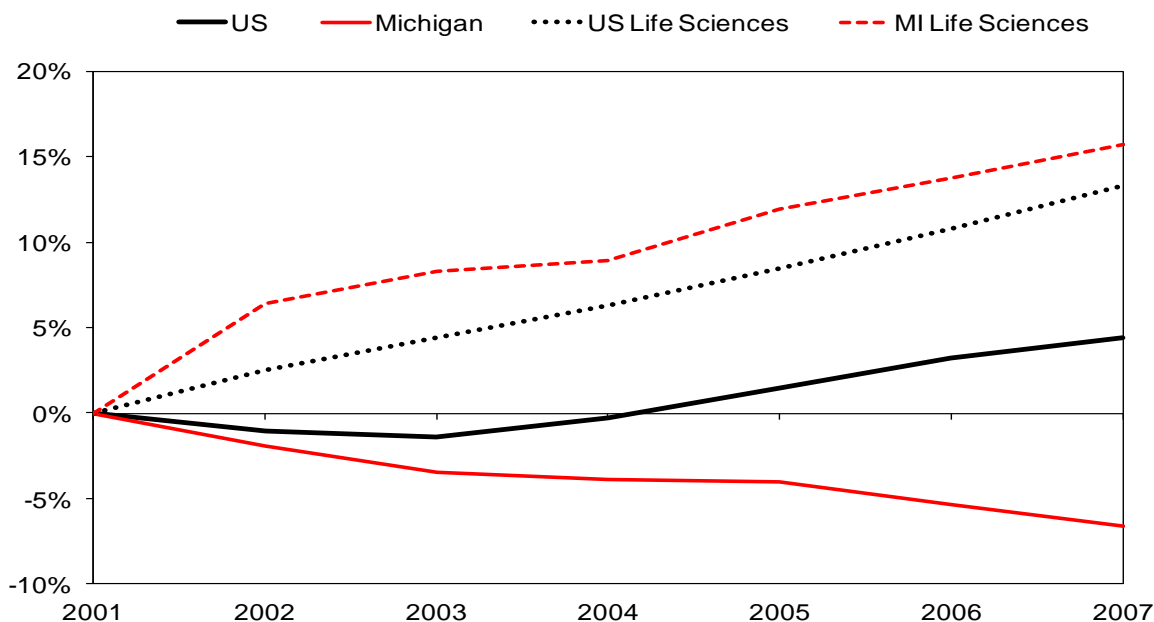


Life science employment rose 13.3% across the country from 2001 to 2007, while U.S. employment rose 4.4% over the same period (see Figure LS2). Michigan's life sciences industry employment rose 15.7%, even better than the national average, compared to the Michigan statewide employment loss of -6.7%.

Source: BLS

According to the 2008 Battelle report for BIO (the Biotechnology Industry Organization), "The biosciences are recognized globally as a key driver of modern economic progress, offering enormous potential for linking basic research innovations with new market opportunities."^x According to the report, employment in the life science industry is growing significantly faster than the U.S. average and, perhaps more importantly from Jackson County's perspective, "The biosciences sector pays, on average, 68 percent higher salaries than the average private-sector job. The average annual wage of the biosciences sector is approximately \$71,000 as compared with an average annual wage of \$42,000 for the total private sector."^{xi}

Figure: LS2 Life Science Cumulative Employment Growth 2001-2007



Source: BLS

The life science industry is also attracting a great deal of investment and is attracting a large number of students. According to MICHBIO:

- *Academic bioscience R&D expenditures totaled \$29 billion in FY 2006*
- *U.S. higher education institutions awarded bioscience-related degrees to more than 143,000 students in the 2006 academic year*
- *Venture capital investments in bioscience companies reached \$11.6 billion in 2007*
- *More than 82,000 bioscience-related patents were awarded between 2002 and 2007 in the United States.^{xii}*

The sheer number and expenditures of state programs (including Florida, Georgia, Texas, Massachusetts, and Michigan) to attract life science clusters are further proof of the perceived growth premium of the life sciences industry. Should a viable life science cluster become established in Jackson County, total employment and income growth in the region would benefit greatly.

Based on the total wage and employment growth of the life sciences industry, the expected economic growth potential from targeting the life sciences industry is accelerated. While other measures, such as total output or total investment are also meaningful, clearly total wage and employment growth in the life sciences industry is accelerated, both nationally and in Michigan. Growth forecasts for the industry indicate that the life sciences industry, driven by biotechnology will continue to outpace overall U.S. economic growth for the near future.^{xiii}

Michigan is currently a successful player in the life sciences industry space, and is growing at a rapid pace. According to MICHBIO:

Biosciences programming through the Michigan Economic Development Corporation's (MEDC's) 21st Century Jobs Fund increased from \$3.5 million in 2007 to \$18.2 million in 2008, targeted at a series of academic-industrial Centers of Excellence. Among the recent biosciences projects approved by the MEDC was \$3.4 million to re-use a former Pfizer facility in Holland as a biosciences incubator/commercialization center.

Since the last BIO report, the \$109 million 21st Century Investment Fund, created as part of the 21st Century Jobs Fund, joined the earlier \$95 million Venture Michigan Fund in making investments in venture capital funds active in Michigan. In addition to functioning as a second source of funds, the 21st Century Investment Fund may also make direct investments in venture capital deals.

At an earlier stage of investment, the State's 12 "SmartZones"—tax-advantaged districts each equipped with university-affiliated incubation or commercialization programs—jointly launched a return-oriented Michigan Pre-Seed Capital Fund, which by March 2008, had invested \$5 million in 22 companies, many in the biosciences.

Michigan State University in Lansing was a collaborator with the University of Wisconsin in Madison in the Great Lakes Bioenergy Research Center, which was awarded \$125 million by the U.S. Department of Energy in 2007. The Center also involves Pacific Northwest National Laboratory, Oak Ridge National Laboratory, and three universities in Florida, Illinois, and Iowa.^{xiv}

In fact, the Pharmaceutical Manufacturer's Association of America (PhRMA) has documented that wages and salaries of the bioscience industry was \$2.5 billion in 2007.^{xv} Perhaps more importantly, the top notch research universities and other assets are core fundamentals that provide a major competitive advantage for Michigan in developing a vibrant life sciences cluster. Another Michigan advantage is the extensive investments to support the life sciences industry that are already committed including:^{xvi}

- A \$3.5 million investment in Biotech R&D incubation facility to reuse former Pfizer facility.
- \$18.2 million in Centers of Excellence.
- The Michigan Pre-Seed Capital Fund, which makes equity investments in early-stage companies, that by March 2008 has invested \$5 million in 22 companies, many in the biosciences. A Jackson County company, Transpharm Preclinical Solutions, located in Napoleon Township, received a \$400,000 loan from the state's Company Formation and Growth Fund.
- Michigan's 15 "Smart Zones"—tax-advantaged districts each equipped with university affiliated incubation or commercialization programs. (one of which is located in Blackman Township, Jackson County).

As further evidence to the existing foundation for the creation of a vibrant life sciences cluster in Michigan, universities in Michigan graduated the 8th largest number of students with higher education degrees in bioscience.^{xvii}

Local economic development strategies are more successful when these strategies are connected to the strategy at the state level, see Section III. From this perspective, focusing on the life science industry is a sound strategy for Jackson County despite the strong competitive environment as these programs will leverage the considerable investments made by state and other localities in Michigan.

Additionally, Michigan in general and Jackson County in particular possesses several of the key attributes that have proven necessary in the development of previous viable research clusters.^{xviii} First amongst equals is a strong hospital system that provides key facilities and human capital. Hospitals in the Jackson County area include:

- Allegiance Health, formerly W A Foote Memorial Hospital (a major employer in Jackson County)
- Eaton Rapids Medical Center (26 miles away in Eaton Rapids, MI)
- Chelsea Community Hospital (28 miles away in Chelsea, MI)
- Hillsdale Community Health Center (29 miles away in Hillsdale, MI), and
- University of Michigan Hospital (40 miles away in Ann Arbor, MI).

Related to the hospital infrastructure needs, viable life science clusters also benefit from Universities with proven histories of obtaining research grants and creating relevant technologies. In fact, the United States leads the world in the number of biotech patents filed because of the strength of its university system.^{xix}

The areas with strong life science clusters all have one thing in common: they all have top research universities nearby to ignite innovation and ensure continued growth. Both life sciences and alternative energy will require new discoveries to maintain any chance of sustainability and top research institutions are necessary to make this happen. If a strong research cluster could be encouraged to cultivate in Jackson, the city would not only become an important part of the greater state of Michigan, but it could also become a key to other sources of US growth, in much the same way Silicon Valley has in the past two decades. Universities serve as an important generator of basic research and testing that forms the genesis of the next generation of commercialized life science technologies; and a strong technology cluster benefits from the transfer of patents to the private sector. Once again, Jackson County meets this criterion. The University of Michigan, Wayne State University, and Michigan State University are all within 70 miles of Jackson County. All of these universities have a proven track record of creating value-added research and could become great partners for Jackson in the future.

Successful life science clusters also have complimentary industries nearby to support and encourage the growth in the entrepreneurial life science ventures. Synergies between start-ups, venture capital firms, university research departments, large corporations, and other stake holders should be promoted to maximize the chances of creating a vibrant cluster.^{xx}

Recommended Life Sciences Industry Focus

Within the life sciences industry, the manufacturing sub-industries play to Jackson County's infrastructure and historical strengths. According to PhRMA:

The agricultural feedstock, chemical feedstock, and agricultural chemical industries are all relatively small industries, cumulating to less than 1,000 jobs in Michigan and barely more than 100,000 jobs in the nation in 2007, but the fact that they are growing rapidly in Michigan while declining or modestly increasing in the United States during this period is noteworthy. Another relatively successful bioscience manufacturing industry in Michigan is medical electronic instruments manufacturing (employment growth of 41.2 percent between 2002 and 2007) and, compared with the chemical and agricultural industries, this is a relatively large industry in Michigan (1,636 jobs in 2007) and the nation as a whole (106,300). So, the aggregate employment data on the bioscience industry disguises the fact that several of its sub- industries in Michigan, such as medical instruments, are doing relatively well. This could present an opportunity for Michigan on the economic development front.^{xxi}

The historical success of the life sciences manufacturing industries in Michigan provides a strong justification for Jackson County to dedicate its life sciences investments toward manufacturing, especially the medical electronic instruments manufacturing; and Research and Development in Biotechnology and Testing Laboratories that is experiencing both strong growth and is large in size. Agricultural feedstock manufacturing, which is also historically linked to Jackson County, is another high value target for Jackson County.

Based on our findings we recommend the Jackson economic development team focus on the following North American Industry Classification System codes:

NAICS	Title	Description
334510	Electromedical and Electrotherapeutic Apparatus Manufacturing	This U.S. industry comprises establishments primarily engaged in manufacturing electromedical and electrotherapeutic apparatus, such as magnetic resonance imaging equipment, medical ultrasound equipment, pacemakers, hearing aids, electro-cardiographs, and electro-medical endoscopic equipment.
334517	Irradiation Apparatus Manufacturing	This U.S. industry comprises establishments primarily engaged in manufacturing irradiation apparatus and tubes for applications, such as medical diagnostic, medical therapeutic, industrial, research and scientific evaluation. Irradiation can take the form of beta-rays, gamma-rays, X-rays, or other ionizing radiation.
334516	Analytical Laboratory Instrument Manufacturing	This U.S. industry comprises establishments primarily engaged in manufacturing instruments and instrumentation systems for laboratory analysis of the chemical or physical composition or concentration of samples of solid, fluid, gaseous, or composite material.
541711	Research and Development in Biotechnology	This U.S. industry comprises establishments primarily engaged in conducting biotechnology research and experimental development. Biotechnology research and experimental development involves the study of the use of microorganisms and cellular and biomolecular processes to develop or alter living or non-living materials. This research and development in biotechnology may result in development of new biotechnology processes or in prototypes of new or genetically-altered products that may be reproduced, utilized, or implemented by various industries.
541380	Testing Laboratories	This industry comprises establishments primarily engaged in performing physical, chemical, and other analytical testing services, such as acoustics or vibration testing, assaying, biological testing (except medical and veterinary), calibration testing, electrical and electronic testing, geotechnical testing, mechanical testing, nondestructive testing, or thermal testing. The testing may occur in a laboratory or on-site.

Referring back to the 3 X 3 analysis matrix, life sciences manufacturing (especially the medical instruments and agricultural feedstock) provides a high return and high probability investment due to the accelerated growth potential and high wages associated with these sub-industries. It provides high probability due to the previous success Michigan has experienced with these industries coupled with the appropriate economic and academic infrastructure to support these industries.

Obstacles to Success

Despite these positive attributes, there are several negatives that counterbalance the positives listed above. As mentioned above, San Diego, San Francisco, Boston, Philadelphia and Durham are already leaders in the life sciences industry. Because the life sciences industry thrives on highly skilled workers, established research clusters have advantages because pools of skilled workers are already living in close proximity to the established clusters. Consequently, these cities have distinct advantages in attracting new life science firms and entrepreneurs.

Furthermore, many states, such as Texas and Florida, are devoting large sums of money and resources to attract existing or new life science infrastructure to their states. The life science competitive space is, consequently, crowded making it difficult for cities to differentiate themselves and attract entrepreneurs and established firms.

Additionally, the profitability of these industries, despite the excitement surrounding it, is not strong. For instance, the 23rd annual report on the biotechnology industry, "...officially records that after 40-plus years since the industry began it finally turned a profit in 2008."^{xxii} Additionally, acquiring funding for research can be one of the most difficult and important requirements for a successful life sciences venture. The financial meltdown has made access to these funds particularly difficult, endangering many of the most entrepreneurial life sciences ventures.^{xxiii}

Although the benefits from successfully establishing a life sciences cluster in Jackson County are high, the probability of successfully creating this cluster is not as high but still promising. Because of Michigan's track record, and emphasis on growing the life sciences industry, coupled with Jackson County's possession of many necessary attributes for a vibrant life sciences cluster; on net, Jackson County has as good a chance as other areas in creating a vibrant cluster – save over the aforementioned economic landscape concerns, which diminishes the growth potential for all of the industries considered in this report.

As a final thought, it is important to build up "Significant private sector and community support behind the concept of establishing a cluster in that region."^{xxiv} Because successful research clusters require extensive community infrastructure, motivated local participants increase the probability of success.

Key Findings and Recommendations:

- Focus on the NAICS codes that relate to *Medical Devices & Equipment & Agricultural Feedstock* as these have experienced sustained employment growth of 41 percent and 212 percent respectively, between 2002 and 2007.
- The second level of focus should include analytical laboratory and testing opportunities. Working with the local hospitals, and colleges and universities to identify facilities such as laboratories and equipment is an important methodology to attracting and sustaining this sector.

- Leverage the region's academic resources to identify new opportunities in each of the target industries.
- Jackson must develop relationships with the Tri-Corridor Program or the individual academic institutions, i.e. U of M, MSU, Wayne State to overcome the fact that University-R&D expenditures did not translate into comparable enterprise development and technology-licensing activity in the region.
- Create entrepreneurial programs to support start-up businesses in region.
- Improve access to capital; Develop public/private seed fund program in collaboration with local banks, MEDC, local/regional hospitals, manufacturers and universities. Develop relationships with angel investors and venture capital funds.
- Develop a "culture of entrepreneurship" in Jackson and the region, and develop a process to connect entrepreneurs to necessary resources, websites, seminars, etc
- Develop marketing materials that specifically identify Jackson's proximity to critical elements such as research, equipment, supplier inputs and services to help with product development.

Advanced Manufacturing: Alternative Energy & Food Processing

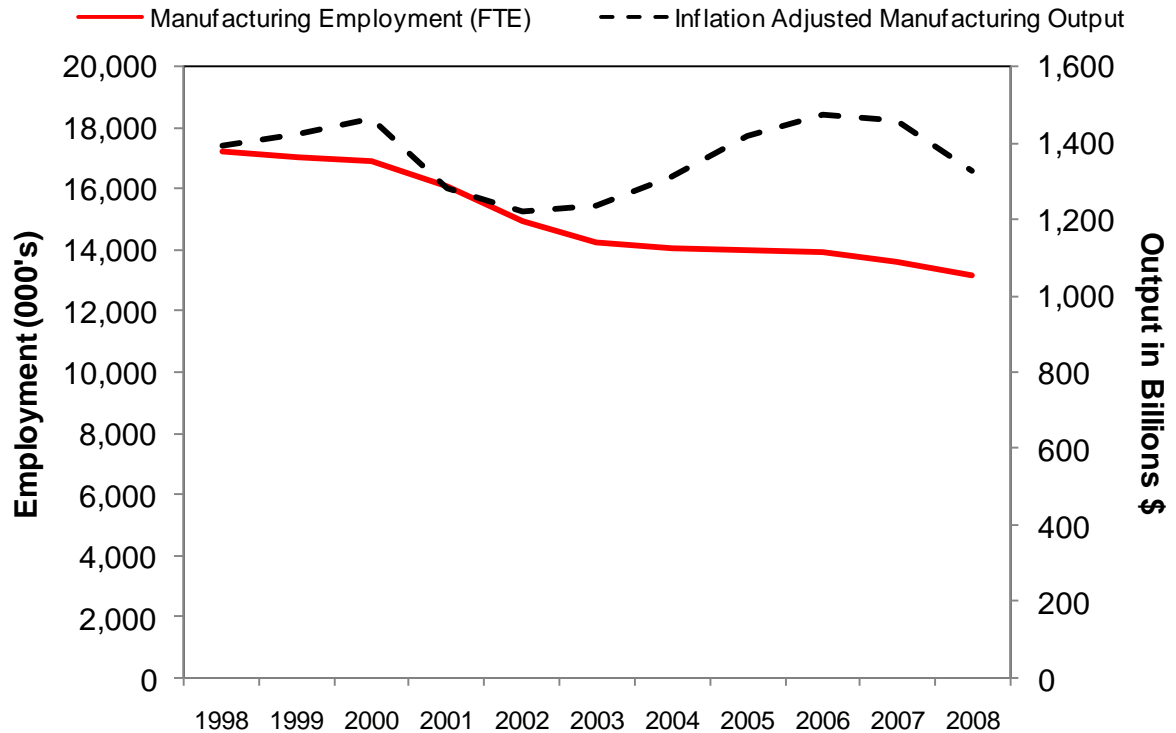
Manufacturing employment has been declining in the United States and Michigan for the past decade. Technological growth has increased manufacturing's productivity, however, have allowed firms to produce the same dollar value of products (adjusted for inflation) with fewer people. As a result, overall output of the manufacturing industry has been flat when adjusted for inflation. Figure AM1 shows that the inflation adjusted national output of manufacturing has remained around \$1.4 trillion over this entire time period. At the same time, manufacturing employment declined from 17.2 million full and part-time workers in 1998 to 13.2 million workers in 2008. Figure AM2 shows the consequences: a general upward trend in U.S. manufacturing productivity due in large part to advanced manufacturing techniques.

The 8.5% decline in U.S. manufacturing employment between 2001 and 2007 stands in contrast to the total employment growth of the U.S. economy (see Figure AM3). Michigan's manufacturing employment performance was even worse than the U.S. falling 28.0% over this time period from 557,981 people in 2001 to 401,644 people in 2007.^{xxv} Michigan's greater reliance on manufacturing jobs compared to the national economy led total employment growth in Michigan to decline during a period of relatively strong employment growth for the U.S. overall.

Despite the declining employment trends, because output per worker, or total productivity, in the manufacturing industry was rising, total manufacturing wages paid increased. Total manufacturing wages paid per full time equivalent employee rose from \$50,002 in 1998 to

\$56,407 in 2008 (see Figure AM4). The rise in total wages means that while fewer people were employed in this industry, those who were employed had an increasing income.

Figure AM1: U.S. Manufacturing Full and Part-Time Employment in thousands vs. Gross Output
(Billions of 2008 dollars)



Source: BEA National Income and Product Accounts

Figure AM2: U.S. Manufacturing Productivity
(Billions of 2008 dollars)

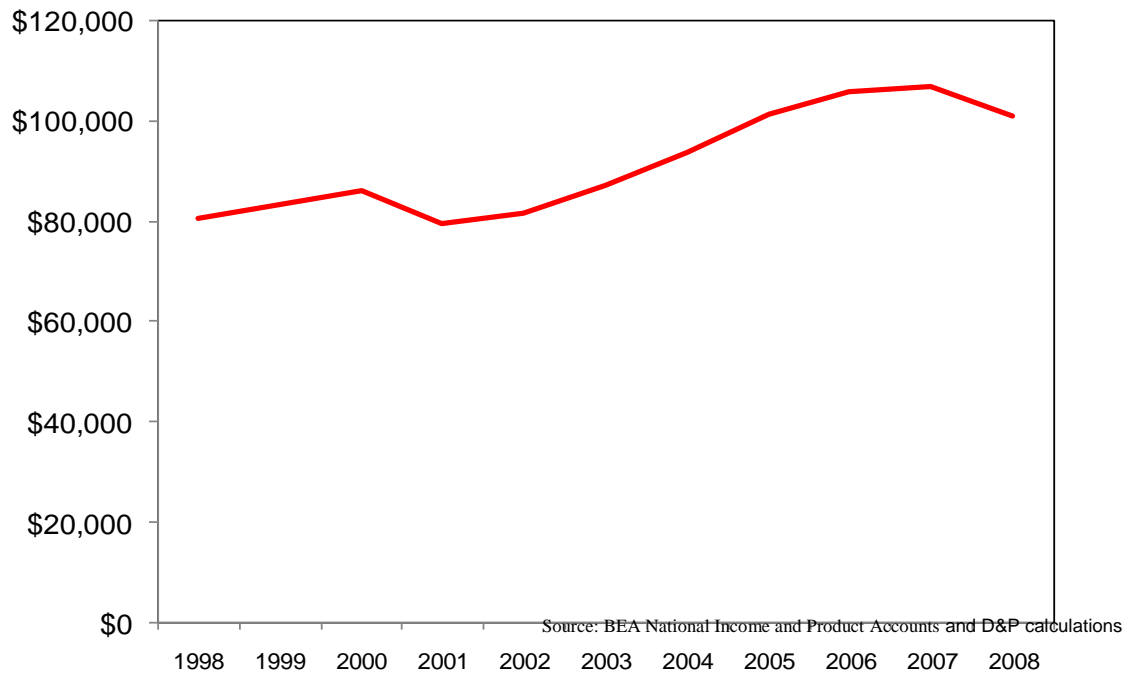
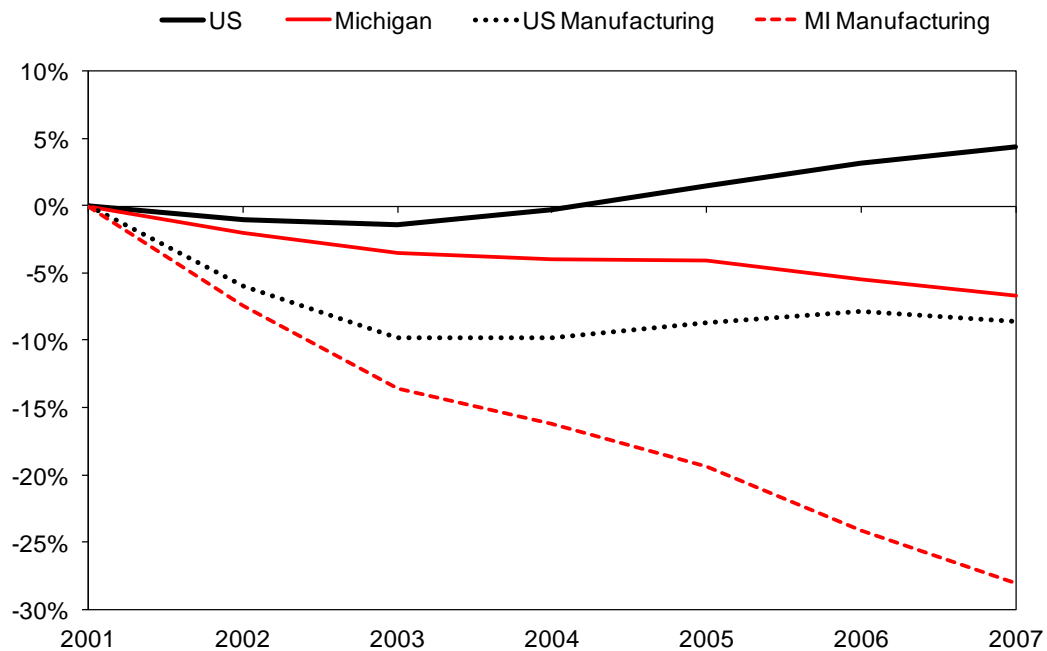
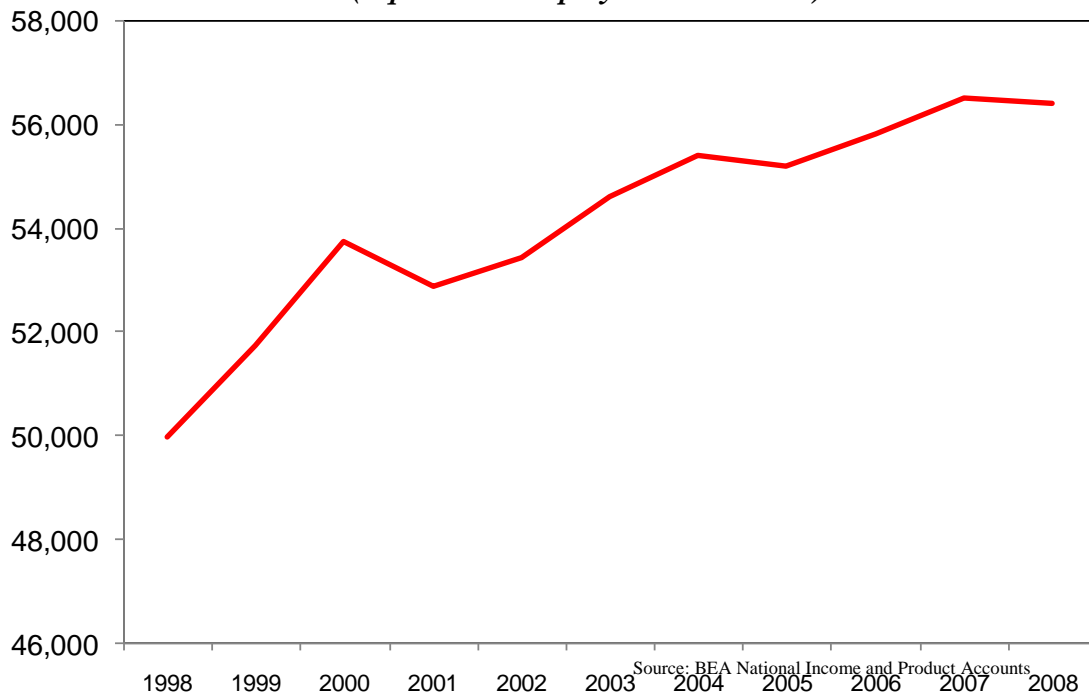


Figure AM3: Cumulative Manufacturing Employment Growth 2001-2007

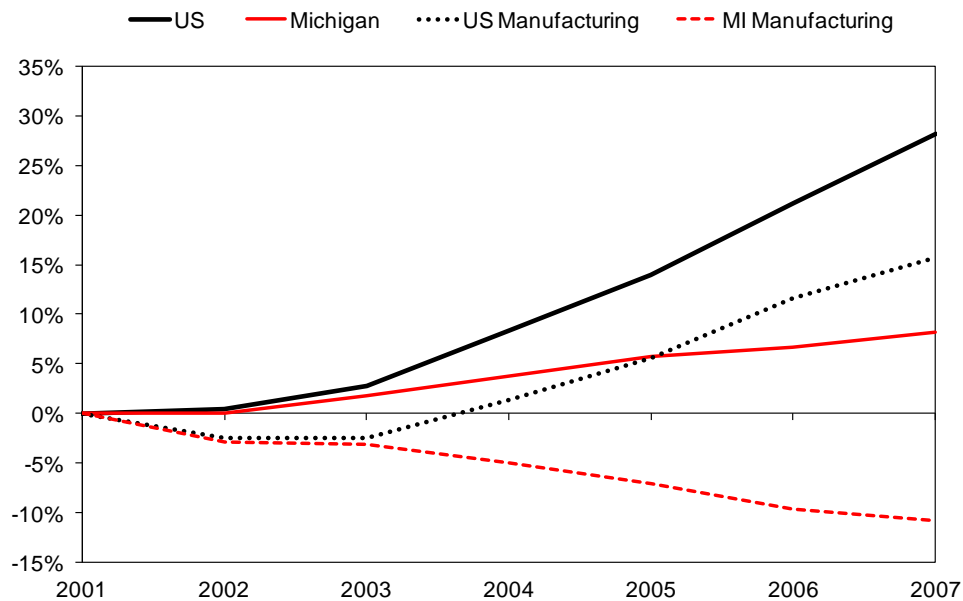


**Figure AM4: U.S. Manufacturing Total Manufacturing Wages Paid per Full Time
(Equivalent Employee 1998 – 2008)**



Due to the high and rising wages in the manufacturing industry, manufacturing (especially advanced manufacturing industries) provide a high return industry based on our 3 X 3 analysis matrix, with the caveat that the total employment in the specific manufacturing sector is growing. Jackson County's historic connection to the manufacturing sector provides a solid base (a high probability of success from our 3 X 3 analysis matrix) from which to attract those portions of the manufacturing sector that are still experiencing growth, thereby bringing a well-paying growing manufacturing sector back to the area. However, this optimism must be tempered by the declining number of workers in the manufacturing sector. Despite the growth in wages per employee illustrated in Figure AM4, total wages paid in the U.S. economy grew faster than total wage growth in the manufacturing industry, see Figure AM5. Total wages in Michigan's manufacturing industry actually fell 10.7% over this time period, due in large part to the declining automobile industry.^{xxvi}

Figure AM5: Manufacturing Total Wages Growth 2001-2007



Source: BLS

Recommended Manufacturing Opportunities

Advances in the production process – advanced manufacturing techniques – has allowed the U.S. manufacturing industry to maintain its output levels with a declining workforce. The result has been constant production levels, higher wages, increased quality, but a smaller manufacturing labor force. Advanced manufacturing techniques have been applied to most every U.S. made product and require highly trained engineers and technicians. In fact back in 2006, 81% of American manufacturers were facing a moderate or severe shortage of qualified workers according to the Manufacturing Institute.^{xxvii}

The data presented above show that opportunities in manufacturing are not universal – the right conditions and right manufacturing sectors must be targeted in order for the high return-high probability calculus to add up.

Many of the physical attributes important for a viable life sciences cluster in Jackson County, especially the physical infrastructure and skilled labor force, are also valuable for the advanced manufacturing industry. Additionally, Community Colleges have been identified as a key player in narrowing the skills set for manufacturing, helping ensure workers have the skills necessary for Advanced Manufacturing jobs.^{xxviii} From this perspective, Jackson Community College has an important role to play ensuring that any additional skills the Jackson County workforce may need for the identified advanced manufacturing industries are available.

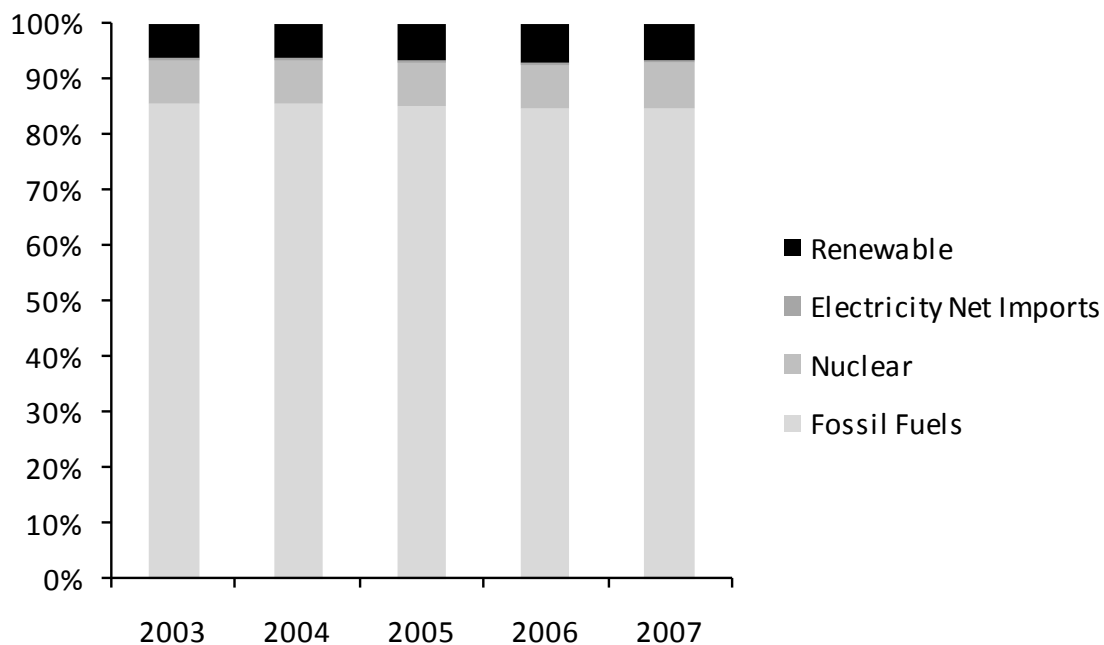
Within the advanced manufacturing industry, there is a great deal of attention and resources currently being devoted toward alternative energy manufacturing, especially by

Congress and the Obama Administration, which are offering significant federal spending support of the alternative energy industry. For this reason, we recommend that Jackson County emphasize manufacturing geared toward alternative energy technologies.

The potential opportunities and risks associated with alternative energy manufacturing is the great unknown about whether, or which, alternative energy options will succeed in the future. Between 2003 and 2007, renewable energy represented, on average, 6.5% of all energy used in the U.S.^{xxix} Figure AM6 shows how little this represents when compared to the traditional sources of fossil fuels and nuclear power plants.

Table AE1 breaks down U.S. energy consumption by source and shows how little of our energy comes from relatively new places.^{xxx} But, the opportunity is in renewable energy's growth, not in its current market share. Renewable energy consumption has increased by 11.1% between 2003 and 2007, significantly higher than the growth in total energy consumption of 3.5% for the same period.

Figure: AM6 U.S. Energy Sources 2003-2007



Source: U.S. Department of Energy

Table AE1. U.S. Energy Consumption by Energy Source, 2003-2007
(Quadrillion Btu)

Energy Source	2003	2004	2005	2006	2007
Total	98.209	100.351	100.503	99.861	101.605
Fossil Fuels	84.078	85.830	85.816	84.662	86.253
Coal	22.321	22.466	22.795	22.452	22.786
Coal Coke Net Imports	0.051	0.138	0.044	0.061	0.025
Natural Gas	22.897	22.931	22.583	22.191	23.625
Petroleum	38.809	40.294	40.393	39.958	39.818
Electricity Net Imports	0.022	0.039	0.084	0.063	0.106
Nuclear	7.959	8.222	8.160	8.214	8.415
Renewable	6.150	6.261	6.444	6.922	6.830
Biomass	2.817	3.023	3.154	3.374	3.615
Biofuels	0.414	0.513	0.595	0.795	1.018
Waste	0.401	0.389	0.403	0.407	0.431
Wood Derived Fuels	2.002	2.121	2.156	2.172	2.165
Geothermal	0.331	0.341	0.343	0.343	0.353
Hydroelectric Conventional	2.825	2.690	2.703	2.869	2.463
Solar/PV	0.064	0.065	0.066	0.072	0.080
Wind	0.115	0.142	0.178	0.264	0.319

Source: U.S. Department of Energy

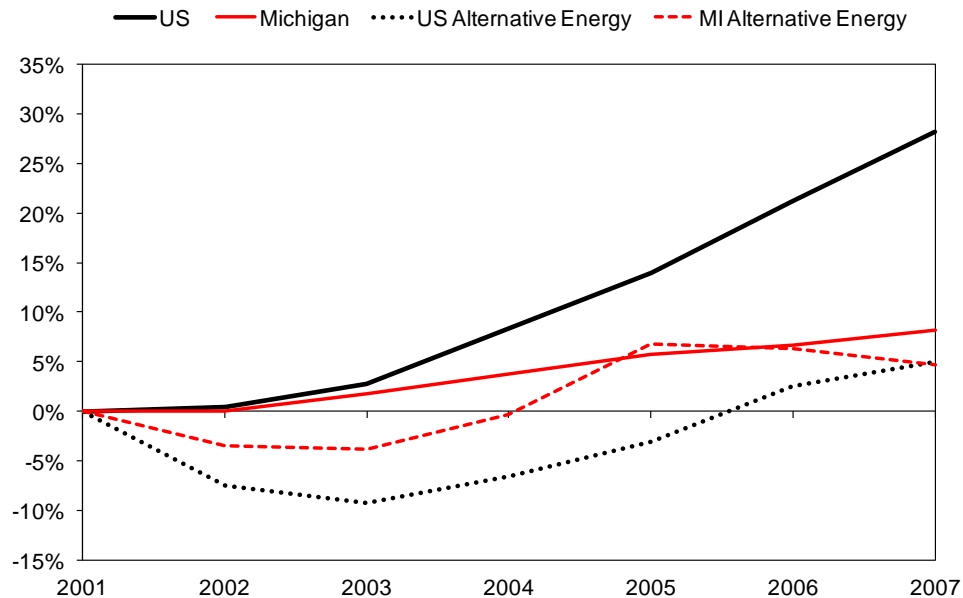
Output of renewable (or alternative energy) is growing quickly, but it is growing from a small base so it is still relatively small and the wage growth has not proven itself yet. Alternative energy is still in the formative stages and it has not yet proven its value to the consumer. Due to the infancy of the movement there is little evidence from which to judge the future growth potential of the alternative energy sector.

Total wages among the industries which support the equipment and tools necessary for alternative energy firms grew by 5.0%, for the US, between 2001 and 2007 (see Figure AM7).^{xxx} Michigan managed to capture larger wage growth gains in alternative energy than the U.S. wage growth in alternative energy through 2005, before returning to national levels. Importantly, the wage gains in the alternative energy industry have been significantly below the national and Michigan wage growth rates during this period.

The Obama Administration has made alternative energy a priority, and it is this enhanced federal support that compensates for the historic small market with erratic wage gains that have defined the industry thus far. Federal funding offers a large source for investment and research capital to be used in the fields of alternative energy. Due in large part to the American Recovery and Reinvestment Act, at least **119 grants totaling a minimum of \$549.4 million shall be available to Michigan** for the development of alternative energy technology between July 1, 2009 and June 30, 2010.^{xxxii} The State Energy Program shall devote \$82.0 million of its \$3.2 Billion to the advancement of renewable and increasingly

efficient sources of energy in Michigan.^{xxxiii} As there are no indications that the current support of alternative energy technologies will wane in the future, there will likely be significant federal government investments into the alternative energy sector in the future.

Figure: AM7 Alternative Energy Total Wage Growth (2001-2007)



Source: BLS

With respect to the economic growth potential of the alternative energy sector, the historical record is not strong enough to warrant an accelerated (or even average) growth potential based on economic output. But, due to the focus of the Administration it is reasonable to assume that the *inputs* into alternative energy manufacturing – investment dollars – will experience significant growth over the next several years.

Currently, there are various alternative energy research programs emphasized by the federal government, which we briefly sketch out below. Given the importance of the federal government “inputs” in driving growth in the industry, Jackson County should give the federal government’s areas of emphasis particular consideration.

In a move to promote energy security and improve the environment, the Hydrogen Fuel Initiative of 2003 sparked an ideological shift in the focus of the clean fuels research program of the Department of Energy’s Office of Fossil Energy (FE), from ultra-clean forms of petroleum-based fuels to an emphasis on the production of hydrogen from coal and natural gas. To perpetuate this initiative, the Office of Energy Efficiency and Renewable Energy (EERE) engage other governmental departments and the private sector to advance federal investment in research, development and deployment of new technologies. It is through this initiative that EERE now works closely with state and local governments.

Coal is the source of over half of the United States’ electricity consumption and over a quarter of the world’s coal reserves are found in the U.S.^{xxxiv} As a consequence, the U.S. Energy Department has invested heavily in promoting “clean coal” technology and other

low-cost environmentally compliant innovations that increase energy efficiency in order to preserve the foundation of America's central power system. These measures shall include the development of carbon capture and storage (CCS) retrofit systems envisioned as being capable of 90% carbon dioxide (CO₂) capture from existing coal-fired electricity generating plants; the consistent removal of over 90% of mercury from plant emissions via enhancements to flue gas desulfurization technology; and a reduction of the existing fleet's reliance on water.

Biofuels present an alternative to conventional fossil fueled energy consumption, promoting energy sustainability based on domestic plant and plant-derived resources. Impending developments by the Department of Energy's Renewable Energy Biomass Program, run by the EERE, include major programs for the continued improvement of biomass power technology, advancing biomass residue- and grain- derived ethanol, as well as renewable diesel. The EERE further endeavors to create plastics and chemicals from renewable plant-derived organic matter.

Biofuels currently account for three percent of America's aggregate primary energy production, which is second to hydropower in the United States for renewable primary energy production. The Department of Energy cites such leading sources of biofuel as dedicated energy crops and trees, agricultural food and feed crops, agricultural crop wastes and residues, wood wastes and residues, aquatic plants, animal wastes, municipal wastes, and other waste materials.^{xxxv}

The EERE's Solar Energy Technology Program is geared toward making advances in the solar power industry. The Department of Energy and Industry is currently working on solar energy advancements including:

- Photovoltaic cells, which provide electricity for items that vary from small watches to the electric power grid; and,
- Low temperature solar collectors for commercial, industrial and residential use.

Wind is among the fastest growing energy sources in the United States. The Department of Energy's Wind and Hydropower Technologies Program is attempting to promote wind as a cost-competitive energy source with fossil fuels.

Hydrogen is a clean energy carrier that originates in a variety of domestic resources such as renewable energy, nuclear energy, and fossil fuel energy (combined with carbon capture/sequestration). The \$1.2 billion, 5-year commitment of the 2003 Hydrogen Fuel Initiative is attempting to mainstream zero-emission Fuel cell vehicles. According to the Energy Hydrogen Program, a strategic framework addressing technical and economic barriers to market permeation shall be developed in 2015, with cars rolling out to the mass market as early as the year 2020.^{xxxvi} Given that transportation composes over two-thirds of the oil consumed daily, the Department of Energy's Hydrogen Program is primarily focused on developing hydrogen technology for the transportation sector. This will be done with assistance from the Offices of Energy Efficiency and Renewable Energy (EE), Fossil Energy (FE), Nuclear Energy (NE), and Science (SC), and with domestic and international pillars of industry and academia, such as the International Partnership for a Hydrogen Economy. Findings of the efforts thus far are enumerated in the "National

Hydrogen Energy Roadmap” and “A National Vision of America's Transition to a Hydrogen Economy-to 2030 and Beyond,” two fundamental blueprints for the organized, long- term, public and private initiatives necessary to develop hydrogen energy and establish its role in the future of America.

As heat drawn directly from the Earth, geothermal energy is perceived to be a clean and sustainable alternative source of energy. The Department of Energy’s Geothermal Technologies Program supports the U.S. geothermal industry in ensuring the diversity and security of variety in domestic energy supply options.

Similar to the life sciences industry, the alternative energy sector has strong connections and dependence on university clusters for technology developments. The National Science Foundation has recently requested a major boost in federal funding, asking for \$7.045 billion from the 2010 budget which represents an 8.5% increase or \$555 million over the 2009 budget.^{xxxvii}

For those cities where an alternative energy industry is developing, the alternative energy sector has tended to leverage the strengths of the area. For example, Pennsylvania has focused on wind power and San Francisco has focused on providing venture capital funding for start-up energy companies.^{xxxviii}

Based on a study prepared by the “Renewable Energy Policy Project” it is estimated that stabilizing emissions of carbon requires adding incremental annual demand of 18,500 MW of renewable projects each year for the next ten years for a total demand of 185,000 MW, leading to the creation of over 850,000 new jobs nationally. National investment in renewable energy will create new opportunities for manufacturing states like Michigan by taking advantage of their existing base of manufacturing sites and workforce expertise. Michigan already has a manufacturing base in most of the industries relevant to the production of renewable energy components. However, to meet projected demand will require significant investment in new manufacturing capacity to avoid bottlenecks in the component supply chain.

Summary of National Development

	Total Number of New MW	Number of Firms	Investment (Millions)	New FTE Jobs
Wind	124,900 MW	16,480	\$ 62,338	398,470
Solar	23,150 MW	10,272	\$ 69,624	298,194
Geothermal	15,190 MW	3,926	\$ 15,330	72,324
Biomass	21,760 MW	12,020	\$ 13,248	81,615
Total:	185,000 MW	42,698	\$ 160,540	850,603

Source: George Sterzinger and Jerry Stevens, *Component Manufacturing: Michigan's Future in the Renewable Energy Industry*, Renewable Energy Policy Project, November 2006

The strategy suggested here has the ability to accomplish two strategic goals; first is to diversify its existing economic base and secondly, to leverage Jackson’s inherent strength in manufacturing to exploit an emerging and growing industry. Jackson should focus on leveraging its existing industrial base to take advantage of the benefits that will occur as a result of the increased demand for renewable technology. Wind energy development and photovoltaic development present the greatest opportunity as it is expected to create the most demand and generate the greatest number of new jobs.

As shown in the table below Jackson is already competing for investment and new jobs in the renewable energy industry; however, it must ramp up its efforts and prepare to take advantage of the bottlenecks that will occur as a result of inadequate production capacity necessary to accommodate increased demand for renewable technologies, in particular, those related to wind and solar. Those communities and businesses that are preparing for increased demand in renewable energy and develop a plan to address manufacturing capacity issues in the renewable energy supply chain will benefit the most. The Renewable Energy Policy Project estimates that the bottlenecks will be most severe in the wind and solar component parts.

Following is a list of crucial component parts that are projected to experience severe supply-chain bottlenecks along with their respective 10-digit codes which is the highest level of detail in the NAICS:

<u>Wind Component</u>	<u>10-Digit NAICS Codes</u>
Nacelle Case	326199A141
Rotor Blade	326199A141
Nacelle Frame	3315113221
Towers	3323125106
Bearings	3329915025
Brakes	3336133111
Generator	3336110871
Gear Box *	3336127438
Shafts	3336133792
Power Electronics	3359993219
Pitch Drive	33531230
Yaw Drive	33531230

* Largest projected shortage of production capacity

<u>Photovoltaic Component</u>	<u>10-Digit NAICS Code</u>
Top Surface	3272111041
Wiring	3314224218
Frame	332322G331
Blocking Diode	3344137015
Solar Cells	334413A005
Complete Module	334413A010
Meter	3345151105
Electrical Connections	3359317100
Charge Controller	3359993104
Inverter	3359993219

There is projected production capacity problems for each of the wind and solar components listed above; however, the items highlighted in yellow represent components

where demand is expected to significantly outstrip production capacity in the United States.

The table below represents the number of firms in Jackson County operating in the referenced NAICS codes as well as the total employment.

Renewable Energy Manufacturing in Jackson, Michigan

Wind	Solar	Geothermal	Biomass
<ul style="list-style-type: none"> • 326199 All Other Plastics Product Manufacturing • 333613 Power Transmission Equip. • 331511 Iron Foundries • 332312 Fabricated Structural Metal 	<ul style="list-style-type: none"> • 335313 Switchgear and Switchboard Apparatus Manufacturing • 325211 Plastics Material and Resin Manufacturing • 332322 Sheet Metal Work Manufacturing 	<ul style="list-style-type: none"> • 332410 Power Boiler and Heat Exchanger Manufacturing • 333415 Air-Conditioning and Warm Air Heating Equipment 	<ul style="list-style-type: none"> • 332410 Power Boiler & Heat Exchanger Mfg. • 333999 All Other Misc. General Purpose Machinery • 333922 Conveyor and Conveying Equip. Mfg. • 335313 Switchgear & Switchboard Apparatus Mfg. • 333995 Fluid Power Cylinder & Actuator Mfg. • 334513 Instruments & Related Products Mfg. • 333415 A/C & Heating Equipment
• Existing Jobs: 107	• Existing Jobs: 16	• Existing Jobs: 6	• Existing Jobs: 29

Source: George Sterzinger and Jerry Stevens, *Component Manufacturing: Michigan's Future in the Renewable Energy Industry*, Renewable Energy Policy Project, November 2006

Diversification Strategy: Michigan Economic Development Corporation (“MEDC”)

The MEDC has identified 27 NAICS codes that have capability to supply into the wind, solar, battery and bio-fuel industries. The MEDC’s goal is to fill gaps in our advanced energy supply chain and to capitalize on the ever growing opportunities in this industry. The MEDC is targeting these 27 NAICS codes in attempt to identify existing Michigan based companies with the basic capabilities necessary to produce components for various alternative energy companies. The primary goal is to fill supply chain gaps while at the same time utilize and exploit our existing manufacturing resources.

Although Jackson will implement its own industry attraction and diversification program – we highly recommend a coordinated effort with the MEDC’s, particularly with those industry targets related to alternative energy and defense industry target strategy. The MEDC has committed considerable resources, both time and money to aimed at identifying existing Michigan-based businesses and marketing to potential alternative energy companies and their supply chain industries.

The MEDC's effort to build a domestic battery industry in Michigan is perhaps the most aggressive part of their strategy to diversify the Michigan economic base. The MEDC's strategy focuses on four main areas:

- **Recruiting cell manufacturers:** Building a domestic advanced battery industry starts with leading cell manufacturers with fully integrated facilities to act as magnets in the development of the entire value chain. Four leading cell manufacturers were selected from a candidate pool and awarded a total of **\$400 million**. These funds were intended to complement potential Department of Energy solicitations in the construction of commercial-scale, large format cell production plants.
- **Creating the value chain:** The industry will need a strong stable of suppliers in order to thrive. The State invested **\$135 million** toward the establishment of pack manufacturing facilities and expertise to integrate cells into usable power supplies, as well as drive the cost of electric vehicles down in tandem with federal consumer incentives intended to do the same. The State will also look to invest in diversification of incumbent firms as well as attract world-class suppliers in areas such as materials, control electronics, thermal management, and recycling.
- **Developing the Workforce:** The State invested **\$2 Million** to support the Advanced Battery Coalition for Drivetrains lab, a partnership between the University of Michigan and General Motors for advanced battery simulation and testing. In addition, the nation's first Energy Systems Engineering Masters program is housed at the University of Michigan, which delivers a targeted curriculum toward the development of battery and energy infrastructure engineers.

(Source: MEDC)

Through its efforts the MEDC has successfully attracted the following four advanced-battery manufacturing companies to the State, which will constitute the base of Michigan's alternative energy industry:

- **Johnson Controls-Saft Advanced Power Solutions, LLC (JCS)** – produce lithium-ion cells for hybrid and plug-in hybrid electric vehicles. JCS is partnering with Ford Motor Company on battery cell manufacturing, pack and system development, and integration capability. The project will locate a facility in Holland, MI.
- **LG Chem-Compact Power** – Korean based LG Chem, in partnership with its U.S. subsidiary Compact Power (LGC-CPI) and General Motors will manufacture lithium-ion battery cells in Michigan – location is to be determined.
- **KD Advanced Battery Group LLC (KD)** – is a joint venture of The Dow Chemical Company, Kokam America, Inc., and Townsend Ventures LLC, formed to manufacture large scale battery and cell manufacturing facility in either Holland or Midland, Michigan.
- **A123Systems Inc.** – is a Massachusetts-based designer, developer and manufacturer of rechargeable lithium-ion batteries and battery systems. They will locate in Wayne County. They entered into a development and manufacturing agreement with Chrysler LLC to provide battery systems for the company's ENVI product line.

The alternative energy storage industry and the vehicles it is intended to support is new – the industry is hampered by the high cost of producing batteries and the industry’s manufacturing capacity is limited. In addition, there are still significant technological issues to overcome before the industry becomes economically viable. That said, the industry is moving forward in Michigan and the MEDC is at the forefront of the attraction and industry diversification efforts. The MEDC is working closely with each of the battery manufacturing companies to identify the supply chain necessary to support potential demand and attract them to Michigan.

To support their efforts, the MEDC has identified the following NAICS codes that represent the alternative energy storage manufacturing supply chain. Because the battery manufacturing companies have been heavily subsidized by the federal and state government they are working closely with the MEDC to help attract the supply chain necessary to support the industry, therefore the lead project intake organization will be the MEDC for virtually all battery related activity. Following is a list of NAICS codes that represent the battery manufacturers primary supply chain.

Battery Manufacturing Industries

NAICS	Category	Title
33322*	Industry/Battery/Wind	Plastics & Rubber Industrial Machine Mfg.
32518	Battery	Other Basic Inorganic Chemical Mfg
33141	Battery	Nonferrous Metal (except Aluminum) Smelting and Refining
33429*	Battery/Defense	Other Comm. Equip. Mfg. (in the US)
33431	Battery	Audio and Video Equipment Mfg
3361	Target/Battery	Motor Vehicle Mfg.
33993	Battery	Doll, Toy, and Game Mfg
3261*	Industry/Battery/Wind/Solar	Plastics Product Mfg.
3261*	Industry/Battery/Wind/Solar	Plastics Product Mfg.

The MEDC has a two- pronged approach to filling the battery supply chain; first identify existing Michigan manufacturers that meet the NAICS code requirements necessary to support the battery manufacturers, and secondly, to attract new companies to fill out the supply chain.

Alternative Energy Industries

NAICS	Category	Title
3345*	Industry/Defense/Solar/Wind	Nav'l, Measuring, Electromedical, and Control Instruments Mfg
3344*	Industry/Solar/Wind	Semiconductor and Other Electronic Component Mfg.
325193	Industry - R&D/Biofuel	Ethyl Alcohol Mfg.
324199	Industry - R&D/Biofuel	All Other Petroleum and Coal Products Mfg.
325199	Industry - R&D/Biofuel	All Other Basic Organic Chemical Mfg
3112	Target/Alt. Energy	Grain and Oilseed Milling
325193	Alt. Energy	Ethyl Alcohol Mfg.
325211	Solar	Plastics Material and Resin Mfg.
327211	Solar	Flat Glass Mfg.
332991	Wind	Ball and Roller Bearings
333412	Wind	Industrial and Commercial Fans and Blowers
3336*	Wind	Engine, Turbine, and Power Transmission Equip. Mfg
335312	Wind	Motors and Generators
335313	Solar	Switchgear and Switchboard Apparatus Mfg.
335911	Solar	Storage Battery Mfg.
335931	Solar	Current-Carrying Wiring Device Mfg.
335999	Solar/Wind	All Other Miscellaneous Electrical Equipment and Component Mfg
3323	Target/Solar/Wind	Architectural & Structural Metal Mfg.
3315	Target/Wind	Foundries

Defense Industries

NAICS	Category	Title
3345*	Industry/Defense/Solar/Wind	Nav'l, Measuring, Electromedical, and Control Instruments Mfg
5417*	Industry - R&D/Defense	Scientific Research and Development Services
332912	Defense	Fluid Power Valve and Hose Fitting Mfg.
332992	Defense	Small Arms Ammunition Mfg.
332994	Defense	Small Arms Mfg.
332995	Defense	Other Ordnance and Accessories Mfg.
33429*	Battery/Defense	Other Communications Equipment Mfg. (in the US)
3364*	Defense	Aerospace Product and Parts Mfg.
336612	Defense	Boat Building
336992*	Defense	Military Armored Vehicle, Tank, and Tank Component Mfg
3391*	Target/Defense/Med Dev	Medical Equipment and Supplies Mfg.
5415	Target/Defense	Computer Systems Design and Related Services

Source: Michigan Economic Development Corporation

The table below provides more descriptions of the industries discussed in the previous tables:

NAICS	Category	Title	Detailed Description
3112	Target/Alt. Energy	Grain and Oilseed Milling	<p>This industry comprises establishments primarily engaged in one or more of the following: (1) milling flour or meal from grains or vegetables; (2) preparing flour mixes or doughs from flour milled in the same establishment; (3) milling, cleaning, and polishing rice; and (4) manufacturing malt from barley, rye, or other grains.</p> <p>This industry comprises establishments primarily engaged in one or more of the following: (1) wet milling corn and vegetables; (2) crushing oilseeds and tree nuts; (3) refining and/or blending vegetable oils; (4) manufacturing shortening and margarine; and (5) blending purchased animal fats with vegetable fats.</p>
3261	Industry/Battery/Wind/Solar	Plastics Product Mfg.	This industry group comprises establishments primarily engaged in processing new or spent (i.e., recycled) plastics resins into intermediate or final products, using such processes as compression molding; extrusion molding; injection molding; blow molding; and casting. Within most of these industries, the production process is such that a wide variety of products can be made.
3315	Target/Wind	Foundries	<p>This industry group comprises establishments primarily engaged in pouring molten metal into molds or dies to form castings. Establishments making castings and further manufacturing, such as machining or assembling, a specific manufactured product are classified in the industry of the finished product. Foundries may perform operations, such as cleaning and deburring, on the castings they manufacture. More involved processes, such as tapping, threading, milling, or machining to tight tolerances, that transform castings into more finished products are classified elsewhere in the manufacturing sector based on the product being made.</p> <p>Establishments in this industry group make castings from purchased metals or in integrated secondary smelting and casting facilities. When the production of primary metals is combined with making castings, the establishment is classified in 331 with the primary metal being made.</p>
3323	Target/Solar/Wind	Architectural & Structural Metal Mfg.	<p>This industry comprises establishments primarily engaged in manufacturing one or more of the following: (1) prefabricated metal buildings, panels and sections; (2) structural metal products; and (3) metal plate work products.</p> <p>This industry comprises establishments primarily engaged in manufacturing one or more of the following: (1) metal framed windows (i.e., typically using purchased glass) and metal doors; (2) sheet metal work; and (3) ornamental and architectural metal products.</p>
3323	Target/Solar/Wind	Architectural & Structural Metal Mfg.	<p>This industry comprises establishments primarily engaged in manufacturing one or more of the following: (1) prefabricated metal buildings, panels and sections; (2) structural metal products; and (3) metal plate work products.</p> <p>This industry comprises establishments primarily engaged in manufacturing one or more of the following: (1) metal framed windows (i.e., typically using purchased glass) and metal doors; (2) sheet metal work; and (3) ornamental and architectural metal products.</p>
3336	Wind	Engine, Turbine, and Power Transmission Equip. Mfg	This industry comprises establishments primarily engaged in manufacturing turbines, power transmission equipment, and internal combustion engines (except automotive gasoline and aircraft).
3344	Industry/Solar/Wind	Semiconductor and Other Electronic Component	This industry comprises establishments primarily engaged in manufacturing semiconductors and other components for electronic applications. Examples of products made by these establishments are capacitors, resistors, microprocessors, bare and loaded printed circuit boards, electron tubes, electronic connectors, and computer modems.

		Mfg.	
3345	Industry/Defense/ Solar/Wind	Nav'l, Measuring, Electromedical, and Control Instruments Mfg	This industry comprises establishments primarily engaged in manufacturing navigational, measuring, electromedical, and control instruments. Examples of products made by these establishments are aeronautical instruments, appliance regulators and controls (except switches), laboratory analytical instruments, navigation and guidance systems, and physical properties testing equipment.
3361	Target/Battery	Motor Vehicle Mfg.	This industry comprises establishments primarily engaged in (1) manufacturing complete automobile and light duty motor vehicles (i.e., body and chassis or unibody) or (2) manufacturing chassis only.
3364	Defense	Aerospace Product and Parts Mfg.	This industry comprises establishments primarily engaged in one or more of the following: (1) manufacturing complete aircraft, missiles, or space vehicles; (2) manufacturing aerospace engines, propulsion units, auxiliary equipment or parts; (3) developing and making prototypes of aerospace products; (4) aircraft conversion (i.e., major modifications to systems); and (5) complete aircraft or propulsion systems overhaul and rebuilding (i.e., periodic restoration of aircraft to original design specifications).
3391	Target/Defense/ Med Dev	Medical Equipment and Supplies Mfg.	This industry comprises establishments primarily engaged in manufacturing medical equipment and supplies. Examples of products made by these establishments are surgical and medical instruments, surgical appliances and supplies, dental equipment and supplies, orthodontic goods, ophthalmic goods, dentures, and orthodontic appliances.
5415	Target/Defense	Computer Systems Design and Related Services	This industry comprises establishments primarily engaged in providing expertise in the field of information technologies through one or more of the following activities: (1) writing, modifying, testing, and supporting software to meet the needs of a particular customer; (2) planning and designing computer systems that integrate computer hardware, software, and communication technologies; (3) on-site management and operation of clients computer systems and/or data processing facilities; and (4) other professional and technical computer-related advice and services.

Obstacles to Success

The probability that the alternative energy sector will be successful in Jackson County is unknown just as the economic potential of the investments – the industry is simply too new. Similar to the economic potential, the probability of success depends upon the ability of Jackson County to attract the large amount of federal dollars being spent on the alternative energy sector. The greater the success of Jackson County at attracting the federal dollars, the greater the alternative energy sector's probability of success will be.

Key Findings and Recommendations

Jackson will need to develop a strategy to confront and overcome the following obstacles to effectively develop an environment where alternative energy business can grow and thrive:

- Capital credit constraints for alternative energy research and development;
- Overcome anticipated bottlenecks in the alternative energy component supply chain - demand versus production capacity for alternative energy components;
- Availability of a skilled workforce, proactive workforce development programs aimed at preparing workers for jobs in the alternative energy industry;
 - Identify the specific needs and develop programs to address training gaps

- Cost of diversification – Michigan and Jackson in particular has a manufacturing base relevant to the production of most of the components attributable to renewable energy industry; however, supplier access to capital and the complexity of adapting to a new industry is difficult to overcome;
- Coordinate alternative energy recruiting/attraction strategy with the MEDC
 - Identify common targets and share information with MEDC officials
 - Diversification – Help existing Jackson manufacturers identify opportunities in new and emerging markets:
 - As the automotive industry continues to contract – recognize that Jackson’s manufacturing base has unique production capabilities and skill set that can effectively be used in other emerging industries, i.e., alternative energy.
 - Proactively monitor renewable energy investment in the Michigan and nationally and consistently measure against Jackson’s available and/or potential production capacity.
 - Proactively identify potential production bottlenecks; prepare the Jackson manufacturing base to be ready to address potential capacity problems. Stay ahead of the market!
 - Develop database to identify Jackson firms that meet the NAICS code definition in this section.

Food Processing Manufacturing

While food processing/manufacturing does not generate the universal excitement that the alternative energy sector does, there are several important advantages for Jackson County in the food processing area. As a consequence, Jackson County should also focus on expanding its current and potential food processing/manufacturing capabilities as part of its advanced manufacturing strategy.

As identified earlier, below average incomes is a problem plaguing Jackson County. Advanced manufacturing jobs offer Jackson County the opportunity to attract higher wage jobs into the area. Importantly, the wages in the food processing/manufacturing industry match the wages in other advanced manufacturing industries.

Economic development strategies are most successful when the current strengths, including resources and infrastructure, are leveraged appropriately. Toward this end, Jackson County’s infrastructure and location favor food processing manufacturing. First, the state of Michigan already has a strong presence in the food processing industry. Consequently, the necessary learning curve and investments for expanding the food processing area will be less for Jackson County compared to both competitor locations and other potential advanced manufacturing industries Jackson County might try to attract.

Other advantages that Jackson County can leverage to create a successful food processing/manufacturing cluster is the County’s central location and transportation infrastructure both of which are very important to profitable food processing logistics and operations, especially if the agricultural feedstock portion of the industry is targeted.

One other advantage is the important connections between the food processing/manufacturing industry and the life sciences technology and industry. The life sciences industry already has a small presence in Michigan that can be leveraged. Additionally, all of the resources discussed above that can make the life sciences industry an attractive target to the area are also applicable to the food processing/manufacturing industry. Additionally, by creating complementarities across targets, Jackson County would be simultaneously increasing its attractiveness to a larger number of potential firms and industries for the same dollars invested. Given the scarcity of resources, such leverage is beneficial.

Within the food processing/manufacturing sector, several agricultural feedstock areas present attractive opportunities for Jackson County including:

NAICS	Title	Description
311221	Wet Corn Milling	This U.S. industry comprises establishments primarily engaged in wet milling corn and other vegetables (except to make ethyl alcohol). Examples of products made in these establishments are corn sweeteners, such as glucose, dextrose, and fructose; corn oil; and starches (except laundry).
311222	Soybean Processing	This U.S. industry comprises establishments engaged in crushing soybeans. Examples of products produced in these establishments are soybean oil, soybean cake and meal, and soybean protein isolates and concentrates.
311223	Other Oilseed Processing	This U.S. industry comprises establishments engaged in crushing oilseeds (except soybeans) and tree nuts, such as cottonseeds, linseeds, peanuts, and sunflower seeds.

Organic Farming Industry:

Industry Overview – Michigan & Nationally:

Agriculture is the second largest industry in Michigan with approximately 53,000 farms across the state. It is estimated that 140 of the 53,000 farms are currently certified as organic farms under the USDA's National Organic Program.

According to a 2006 survey of Michigan's organic farmers, 80% of organic cropland is in beans and grains, 3% is in fruit, and 2% is in vegetables. Michigan ranked among the top 20 states in total organic acreage at approximately 45,500 acres. The average size of organic fruit and vegetable farms is 117 acres, with about 85 acres in production. The average organic bean and grain farm is 360 acres, with about 340 acres in production. (Source: http://www.moffa.org/f/Getting_to_Organic_2008.pdf)

Following is evidence of an emerging national and global trend in food processing associated with organic products:

- Total U.S. organic sales, including food and non-food products, were \$17.7 billion in 2006, up 21 percent from 2005. They are estimated to have reached \$21.2 billion

in 2007, and are projected to surpass \$25 billion in 2008.

Source: *2007 OTA Manufacturer Survey*

- Mass market grocery stores represent the largest single distribution channel, accounting for 38 percent of organic food sales in 2006. This is up from a 35 percent share of total sales in 2005. The natural food channel is still strong. The sales of larger grocery natural food stores combined with smaller independent natural food stores and chains accounts for 44 percent of organic food and beverage sales. Mass merchandisers and club stores, food service, internet/mail order and farmers' markets represent 8 percent, 4 percent, 2.2 percent, and 2 percent of organic food sales, respectively.

Source: *2007 OTA Manufacturer Survey*

- Global demand for organic products continues to grow, with sales increasing by over \$5 billion a year, according to *The World of Organic Agriculture: Statistics & Emerging Trends 2008*. It cited Organic Monitor estimates that international sales reached \$38.6 billion dollars in 2006, double that in 2000. The most important import markets for organic products continue to be the European Union, the United States, and Japan.

Source: *The World of Organic Agriculture: Statistics & Emerging Trends 2008*

- New research from The Natural Marketing Institute (NMI) released in 2008 reveals that consumers are increasingly incorporating organic into their lifestyles. Total household penetration across six product categories has risen from 57 percent in 2006 to 59 percent in 2007. The research also showed that the number of core users has increased from 16 percent in 2006 to 18 percent in 2007

Source: <http://www.nmisolutions.com/>

- According to the *National Restaurant Association's 2007 Restaurant Industry Forecast*, chefs ranked organic food as third on a list of the top 20 items for 2007. Also, more than half of fine-dining operators who serve organic food anticipated these items would represent a larger portion of sales in 2007. In addition, casual- and family-dining operators expected organic items to represent a larger proportion of their sales in 2007.

Source: *National Restaurant Association's 2007 Restaurant Industry Forecast*

A Global Industry Analysts report released in May 2008 shows that health and well-being are increasingly important to consumers, helping to spur double-digit annual growth in the global organic food and beverage market. "Recent outbreaks of food scares and heightened awareness of the health benefits of organically produced ingredients are thought to be behind the dramatic turn from unhealthy ingredients," according to the report. (Source: Global Industry Analysts, *Organic Foods & Beverages: A Global Business Report*, May 2008.)

Although certified organic acreage is increasing in the United States, growth of organic farmland by specific commodity is not uniform. The largest increases between 1997 and 2005 were in pastureland and rangeland (USDA, Economic Research Service, 2006). The quantity of land planted to vegetables and fruit, long the top-selling organic category, has grown steadily since 1997, and the percent of vegetable and fruit farmland that was certified organic by 2008 reached almost 5 and 3 percent, respectively. The two sectors

that are taking on increased importance in the industry are organic grains and soybeans, which provide crucial inputs for organic dairy and meat production. The amount of land devoted to organic grain production has increased, and between 2000 and 2005, farmland devoted to organic corn, wheat, and oats increased between 10 and 12 percent annually. The amount of farmland allocated to organic soybean production declined slightly. (Source: *Marketing U.S. Organic Foods: Recent Trends From Farms to Consumers / EIB-58* Economic Research Service / USDA)

Early on, the organic sector was supply-driven and organic products were introduced by farmers. However, in today's market things are different because now consumer demand is driving growth in the organic market. Twenty years ago, organic farmers struggled to find a market for their products, but today farmers face the opposite problem: they are struggling to produce a sufficient supply of organic products.

The organic industry is facing similar constraints to that in the alternative energy industry – they are both emerging and experiencing a basic economic problem which is demand outstrips the supply. As discussed above; demand for products that are healthy and environmental friendly is growing exponentially – this is equally true for the alternative energy sector and organic food industry. Jackson County has the agricultural platform, i.e. farms and farmland to successfully meet the basic requirement necessary to produce products for the growing organic market.

Jackson County Agricultural Profile:

Key Michigan Products

- Corn, soy, and wheat 97,876 acres (53.7% of cropland)
- Revenue from corn, soy, and wheat \$26,367,000
- Vegetables 502 acres (0.3% of cropland)
- Revenue from vegetables \$664,000
- Fruit and tree nuts 259 acres (0.2% of cropland)
- Revenue from fruits, tree nuts and berries \$644,000
- Dairy farms 23 farms (1.0% of all in MI)
- Revenue from milk and other dairy \$11,881,000
- All animal operations 597 operations (33,308 animals)

Agricultural Land

- Total number of farms 1,184
- Total farmland 182,345 acres (40.6% of total area)
- Forage/pasture/non-crop farmland 19,746 acres (10.8% of farmland)
- Number of farms using organic production 16 (3 certified organic farms)
- Cropland in organic production 624 acres (includes non-certified acres)
- Cropland in transition to organic 137 acres
- Area of greenhouse/nursery operations 187,838 sq. ft.

(Source: Michigan Foods & Agricultural Systems Profile-MI Department of Agriculture, July 2009)

Key Findings & Recommendations

- Converting from conventional to organic farming is constrained by a couple of factors:
 - Financial risk as farmers they learn new way of doing business
 - Marketing to retail and consumers offers new challenge
 - Meeting standards governing organic products
 - Lower yields for crops during transition years
- Develop a program to help facilitate the transition or entry into organic farming by hosting diversification seminars in partnership with The Jackson County Farm Bureau, The Michigan Organic Food and Farm Alliance (MOFFA) and The Michigan Department of Agriculture.
- Develop a market study to identify regional demand for organic foods and products
- Partner with Jackson Community College and other higher education institutions to develop organic courses to support farmers and businesses
- Partner with Local Foods Broker & Markets to develop regional buying policy
- Develop Organic Farmer Networks and Mentoring Program
- Partner with Jackson County farmers markets to develop consumers demand paths.
- Develop economic incentives to aid Farmers in the conversion from conventional to organic farming

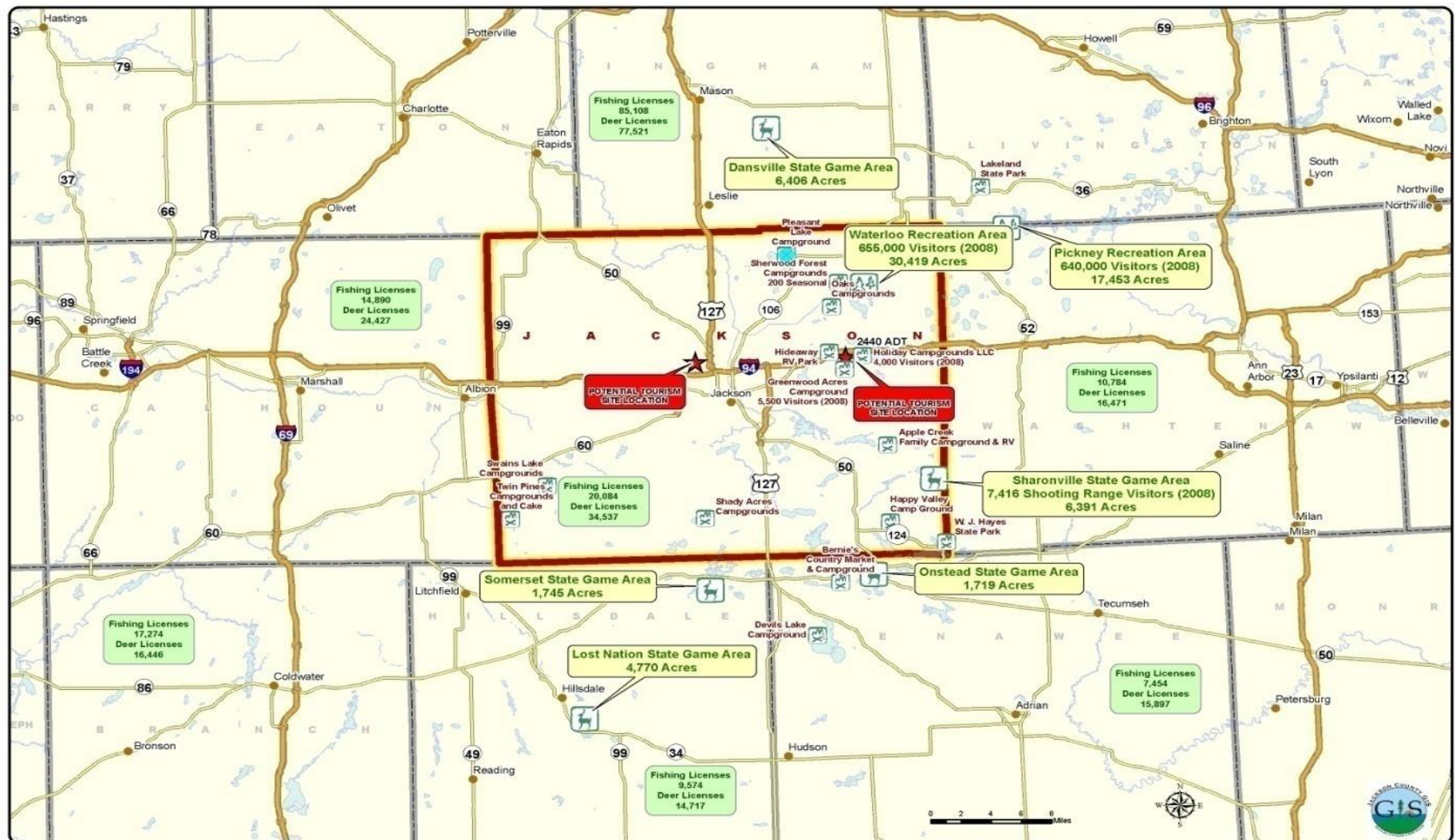
Travel & Leisure

Travel & leisure is the final industry suggested for Jackson County. Currently, Jackson County can offer its visitors golf, access to hunting and fishing areas, as well as the Michigan International Speedway which is located 18 miles from the City of Jackson. According to the Enterprise Group of Jackson, there are more than 22 golf courses in Jackson County, giving Jackson County over 500 holes of golf; more per capita than any other county in the nation. Additionally, Michigan has a competitive sales tax rate of 6.0%, which will also help encourage tourism and other travel and leisure endeavors.

Duff & Phelps recommends that Jackson County emphasize the travel and leisure industry. The justification for this strategy is a combination of the relative ease with which an investment in the travel & leisure can be implemented, the tourist attractions that already exist in or near the Jackson County area (see Figure LT1), and the relatively competitive wage growth and employment growth in the tourism industry relative to Michigan's recent experience.

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Figure LT1
Potential Tourism Site Locations
 Jackson County, MI



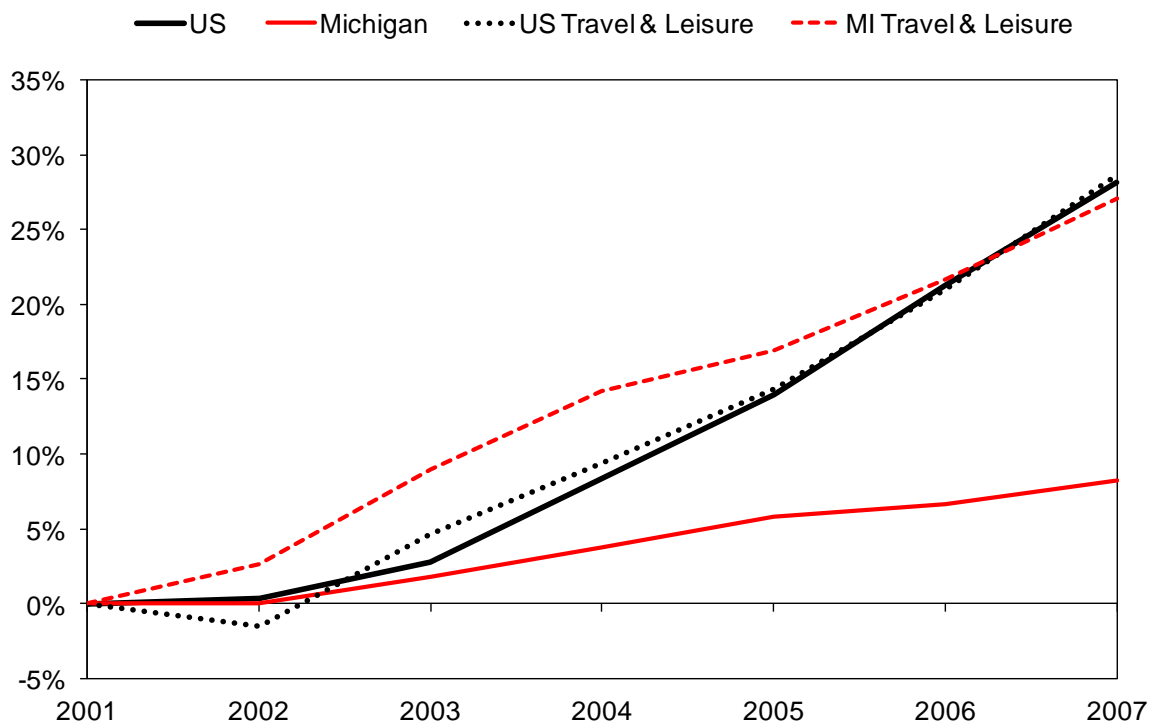
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Total wages for the U.S. travel & leisure industry grew at a similar rate as U.S. total wages for the period from 2001 to 2007 (see Figure LT2). Wages in the travel & leisure industry grew 28.7% while the U.S. total wages grew 28.2%.^{xxxix} Michigan's travel & leisure kept up the pace of the rest of the country, growing 27.1%. This was much higher than Michigan's state total wages, which grew 8.3%.^{xl}

Similar to wages, employment in the travel & leisure industry has grown at a similar pace as other U.S. employment opportunities nationally, and has grown at this level in Michigan as well, see Figure LT3.

Returning to the 3 X 3 analysis matrix, the travel & leisure industry offers Jackson County a very high probability of success and a return from the investment is significantly above the current employment and wage growth experience in Michigan.

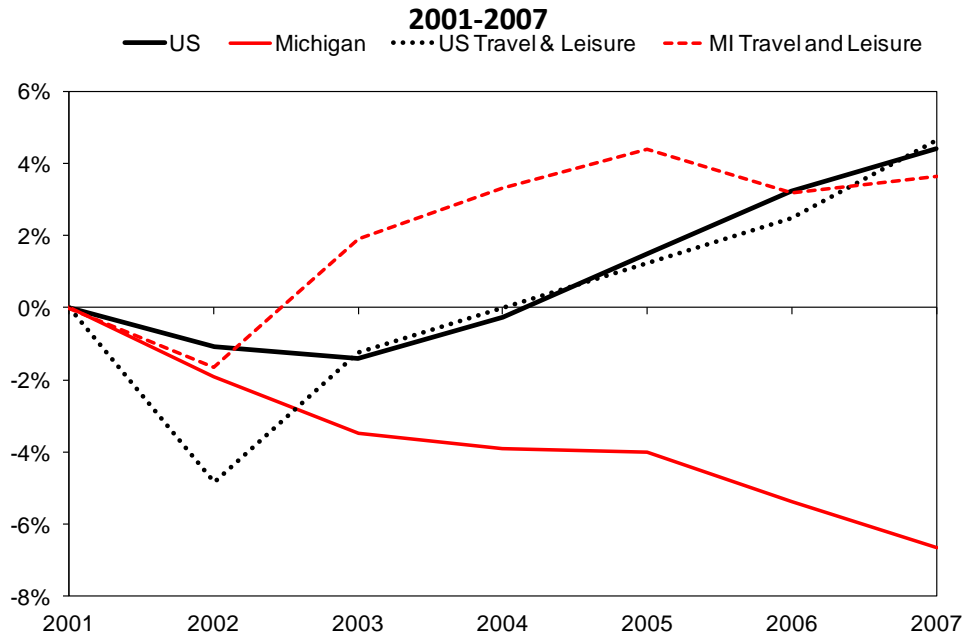
**Figure LT2: Travel & Leisure Total Wages Growth
2001-2007**



Source: BLS

Jackson is not well known as a tourist destination outside of its reputation as the home of the Michigan International Speedway (MIS) with over 100,000 visitors annually. However, Jackson County has many attributes that and a vast number of activities available for those seeking outdoor adventure, that making it a respectable tourist destination and a powerful economic development driver.

Figure LT3: Travel & Leisure Employment Growth



Source: BLS

Here are some of the tourism facts that might surprise the reader:

- Over 20,000 fishing licenses sold in Jackson County annually;
- 34,537 hunting licenses sold in 2008;
- Sharonville State Game Area had over 6,300 visitors to their shooting range in 2008;
- Waterloo State Recreation Park (30,419 acres) records over 655,000 visitors annually;
- Total of 22 camp grounds in Jackson County;
- There are 188 inland lakes and 22 with public access;
- 11th highest ranked county for number of registered boating licenses; and
- 22 Golf courses with over 500 holes.

Economic Impact: National Perspective

Travel and tourism is the nation's third largest retail sales industry, and tourism is one of the country's largest employers, supporting 7 million jobs, including 684,000 executive jobs. Some economist predict that at present rates of growth, the tourism/leisure industry could become the leading U.S. industry of any kind.⁵¹

Outdoor recreation, in particular, represents one of the most vigorous growth areas in the U.S. economy. Much of this recreation is supported by public and private parks and open land. Popular outdoor recreational activities include hiking, camping, biking, birding, boating, fishing, swimming, skiing, and snowmobiling. According to the Outdoor Industry

Foundation (OIF) “active” outdoor recreation contributes \$730 billion annually to the U.S. economy. The active outdoor recreation sector has the following economic impact:

- Support nearly 6.5 million jobs across the U.S.
- Generates \$88 billion in annual state and national tax revenue
- Provides sustainable growth in rural communities
- Generates \$289 billion annually in retail sales and services across the U.S.
- Includes over 8% of America’s personal consumption expenditures.

Economic Impact of the Hunting and Fishing Industry:

On a national level 34 million sportsmen age 16 and older spent more than \$76 billion in 2006, supporting 1.6 million jobs. If a single corporation grossed as much as hunters and anglers spend, it would be among America’s 20 largest, ahead of Target, Costco and AT&T.

In Michigan, hunting and fishing has a tremendous impact on our economy:

- Accounts for annual spending of \$3.3 Billion
- Supports approximately 30,000 jobs
- Generates approximately \$378 million in State tax revenues annually
- Generates \$406 million annually in federal tax revenues.

Source: Congressional Sportsmen’s Foundation "Hunting and Fishing: Bright Stars of the American Economy ~ A force as big as all outdoors," 2007

In 2007, Golf 20/20, a collaborative, non-profit organization, commissioned an economic impact report regarding economic activity related to golf in the U.S. The report found the following:

- Golf generated \$76 billion in goods and services in 2005 throughout the U.S.
- Golf generated a total economic impact of \$195 billion in 2005 (using multiplier effect)
- Golfing led to approximately two million jobs with wages totaling \$61 billion

In a 2005 study commissioned by the American Horse Council Foundation (AHCF) to determine the economic impact of the horse industry, they found the following was noted:

- Americans own over nine million horses
- Equestrian activities and ownership contributed \$39 billion in direct economic benefit to the U.S. economy and supported 1.4 million full-time jobs.
- When indirect and induced spending was included, the report shows the industry’s economic impact reaching as high as \$102 billion.
- Of this total, approximately \$32 billion was generated from the recreational activities and \$29 billion from showing horses.

In a poll conducted for the President's Commission on Americans Outdoors, it was discovered that most people prefer to go outdoors for their recreation, citing natural beauty and quality of view as the most important criteria for tourists seeking outdoor recreation.

Increasingly, Americans are mobilizing in unique ways in an effort to guide growth and protect their quality of life. Today, there is growing support by many communities for state and regional land trusts, which are grassroots nonprofit organizations that help to conserve land by either purchasing or accepting donations of land or conservation easements. Jackson has an extensive network of public lands, lakes, parks, campgrounds, hiking and bike trails that stimulate local tourism. In addition, Jackson's natural open space supports fishing, hunting and other wildlife-based tourism, such as bird watching and wildlife photography. There is a real connection between open space and tourism – increasingly, parks and natural open space are becoming recognized as a critical element to economic development as they have become a powerful community attribute simply by attracting new visitors to the community, improving the community's quality of life and increasing the value of nearby properties.

Key Findings - Recommendations

- Improve the promotion of outdoor recreational opportunities:
 - Promote the area's ability to provide the full spectrum of recreation opportunities.
 - Golf
 - Hunting & Fishing
 - Hiking & Biking
 - Camping
 - Eco-tourism
 - Retail businesses that serve these industries
- Simplify the ability for visitors to find information on recreation opportunities.
- Provide training to employees and education to visitors on the recreation opportunities on public lands and on protecting the region's natural resources.
- Trails & Recreation Corridors: Maintaining, Improving and Adding Linkages (Figure LT1)
 - Develop additional, and implementing existing plans to connect these important resources.
 - Create maps that link the parks and open space to area businesses.
 - Enhance marketing of corridors through development of maps and brochures.
 - Accurately identify corridor resources and define uses.
- Improve available information on corridors and interpret the history of corridors, including cultural and natural.
- Develop themes and classify for certain corridors.
- Improved signage both by the State and by communities
- Develop loop trails connecting bike and hiking trails
- Develop interpretative displays of nature, culture, and history to provide visitors the opportunity to "learn for pleasure" as they travel around the parks and community.
- Attract outdoor/recreation lifestyle center development i.e. Sports Mall
- Aggressively work toward attracting an equestrian center
- Leverage recreational amenities to attract festivals, and events to Jackson County:

- Hunting & fishing shows
- Fishing Contests
- Birders & Wildlife photography events
- Biking/Mountain Biking activities and events
- Promote and host art fairs leveraging Armory Arts Village resources
- Create a regional tourism committee to develop and implement a tourism plan

The travel & leisure industry offers a relatively high return with a very high probability of success. The two other areas of emphasis – life sciences industry and advanced manufacturing (especially alternative technologies) – have a higher potential return but lower probability of success than the travel & leisure industry. Consequently, the travel & leisure industry provides diversification for Jackson County with respect to the return and probability of success trade-off.

Arts & Culture

In addition to the target industries discussed above, a focus on Arts & Culture is an important complimentary strategy for Jackson County to pursue.

Nationally, the nonprofit arts and culture industry generates \$166.2 billion in economic activity every year—\$63.1 billion in spending by organizations and an additional \$103.1 billion in event-related spending by their audiences.^{xli} Specifically, the Arts & Culture industry generates:

- 5.7 million full-time equivalent jobs
- \$104.2 billion in household income
- \$7.9 billion in local government tax revenues
- \$9.1 billion in state government tax revenues
- \$12.6 billion in federal income tax revenues

Beyond the direct economic impacts and direct benefits to the already existent travel & leisure infrastructure, investments in Arts & Culture enhance the quality of life metrics that are important to the creative classes. These creative classes are important for the creation of a successful life sciences cluster as well as further improvements in Jackson County's Advanced Manufacturing efforts.

Jackson County has a vibrant Arts & Culture sector that needs to be emphasized and expanded as part of its economic development strategy. One great example of this sector that currently exists in Jackson County includes the Armory Arts Village of Jackson.

The Armory Arts Village of Jackson is located on the historic site of the original 19th century Jackson State Prison, just a couple blocks north of downtown Jackson. The 19-acre site includes several historic prison buildings, a 25ft. high turreted stone wall around the perimeter of the property and a vacant industrial complex to the South converted into a dynamic arts gallery, living space and cultural center that provides the community a place to live, work and play.

The Armory Arts Village is a unique and affordable live/work environment offering 62 apartments to “artists, musicians, designers, craftsmen and other creatives with the passion and commitment to turn their creativity into micro-enterprises, small businesses and other entrepreneurial ventures.”^{xlii}

Approximately fifty percent of the current residents are from the Jackson area while the other fifty percent come from places as far away as Miami, Florida and St. Louis, Missouri and as nearby as Ann Arbor and Lansing. In addition to housing, the Armory offers specialized shared workspace and equipment for resident artists including a two-story large-scale industrial art production space, a ceramics/sculpture studio and three generic classroom/work rooms, flexible gallery/exhibit areas, and multi-use performance/special events space.

It’s well documented that a thriving cultural life generates income, jobs and tax revenue for state and local communities. Not surprisingly, many communities have turned their attention toward leveraging arts and cultural programs to generate economic vitality in under-performing communities. States and local communities are beginning to realize that their economic fortune is tied to the location preferences of highly mobile knowledge-workers who form the intellectual backbone of the new economy. These workers value “quality of place” above nearly all other factors – including job market conditions – in choosing where to locate.

In what is referred to as The New Economy, the arts are gaining recognition for their role in making communities attractive to workers who want to be identified with – and participate in – these opportunities during their scarce leisure time. Richard Florida, a professor of regional economic development at Carnegie Mellon University and columnist for Information Week coined the phrase “creative class” to describe a new workforce, one that is fast-growing, highly educated, and well paid and diverse across the dimensions of age, ethnicity and race, marital status, and sexual preference. According to Florida this new workforce shares a common ethos that values creativity, individuality, difference, and merit.^{xliii}

The creative class seeks and desire places that they consider “unique” or “authentic” – places that have historic buildings, established neighborhoods or specific cultural attributes. They like a mix of urban grit alongside renovated building, from the commingling of young and old, long-time neighborhood characters and yuppies, fashion models and “bag-ladies.” This description immediately reminded us of Jackson’s Armory Arts Village project and represents a significant step toward embracing the attributes of the “creative community.” The Armory Arts Village is an example of urban redevelopment (“urban grit”), one that embodies many of the cultural and lifestyle amenities desirable to the creative class.

To attract and retain this new workforce, businesses have had to adapt; changing work place rules, flexible schedules and relaxed dress codes. The super-creative core of this new class includes scientists, and engineers, university professors, poets and novelists, artists, entertainers, actors, designers, and architects. In addition to this core group, Florida describes another sub-sector of the group referred to as “creative professionals” who work

in the knowledge-intensive industries such as high-tech sectors, financial services, the legal and healthcare professions, and business management. From now and into the future, places that are successful in attracting the creative class will prosper; those that fail won't. Communities that recognize art and culture as critical, not only to a region's livability, but also to the preparedness of its workforce, will be "creative communities."

So while we engage in an exercise to identify target industries for Jackson County we are confronted with the reality that unless Jackson can attract, support and sustain a workforce that resembles the "creative class", then the industries that we have diligently identified will not likely be attracted to the area. The target industries that we identified are closely aligned with those that are part of "The New Economy" i.e. life sciences, advanced manufacturing: wind, solar alternative energy storage and will look to locate and grow in communities that place a premium on cultural, ethnic, and artistic diversity.

In 1995, John D. Ong, Chairman Emeritus of The B.F. Goodrich Company explained why creative people and support for the arts is important to the long-term success of his company and why they invest in the arts even in difficult economic times:

People who create in our companies – whether they be scientists, marketing experts or business strategists – benefit from exposure to the arts. People cannot create when they work and live in a culturally sterile environment...The economic benefits of the arts greatly transcend and outlive any of the normal cycles...That is why businesses invest in the arts – even when times are tough, and when there is increased pressure to manage money carefully.^{xliv}

In order to truly gain a competitive edge against others states and communities and to meet the global challenges of the New Economy, Jackson must reinvent itself by making it more attractive to knowledge-based employees and the businesses that employ them. A community that exploits the vital linkages among art, culture, and commerce will ultimately prosper; attracting a diverse population, creating a better quality of life and attracting employers. As former Hewlett-Packard CEO Carly Fiorina told a panel of governors, "Keep your tax incentives and highway interchanges; we will go where the highly skilled people are."

Key Findings/Recommendations – Arts and Culture

- There is strong demand for the Armory Arts Village apartments, only 3 vacancies as of August 2009;
- Expand the vision and physical presence of the Arts Armory Village to include transitional housing opportunities for residents of the Arts Armory Village that eventually exceed the income limitations and to those who do not qualify but want to live on the Village area. Collaborate among the business community, economic development and the local unit of government to encourage and assist with the redevelopment and/or rehabilitation of adjacent buildings and neighborhoods for residential and commercial development;

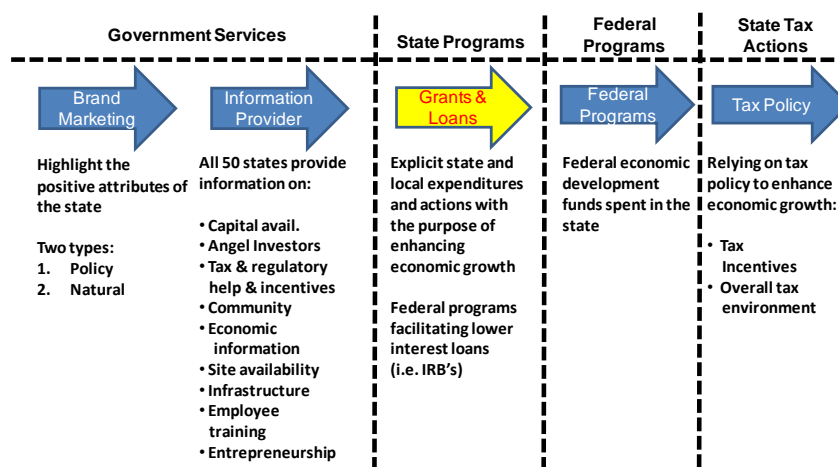
- The Armory Arts Village fills an important criterion for the creative class; it provides what Richard Florida describes as “low entry barriers” meaning a place where newcomers are accepted quickly into all sorts of social and economic arrangements;
- Strengthen marketing support and assistance for local artists – an expressed need by artists to assist them with the marketing and sale of their creative works;
- Recruit a variety of entertainment and food choices in Jackson; recruit ethnic restaurants, music venues, performance spaces to the area; create an environment that stimulates and provides high-quality, multidimensional experiences.
- Create a corridor(s) linking the downtown area to the Armory Arts Village – essentially merging the two areas by creating a safe and walkable and/or bikable pathway connecting the two areas;
- Recruit a post-secondary art school –to locate in the Armory Arts Village. Collaborate with one of the 21 colleges and universities that are located within one hour of Jackson – create a satellite location establishing an art education program;
- Collaborate with the business community and local government to sponsor a high-quality juried art show/fair;
- Create and sponsor an art competition, similar to ArtPrize, which is an art competition that will transform a three-mile district of downtown Grand Rapids with work from more than 1,000 artists. The winner of the competition wins a cash prize of \$250,000;
- Leverage Jackson County’s recreational amenities – creative class people value outdoor recreation very highly and are drawn to places and communities where outdoor activities are plentiful; and
- Coordinate and plan activities with The Arts and Cultural Alliance of Jackson County (ACAJC)
 - The Greater Jackson Community Cultural Plan (December 14, 2006) should be updated to include Armory Arts Activities and resources.
 - The Armory Arts Village and the ACAJC should pool its resources to more efficiently implement programs to boost promotion of the arts and area tourism related to the arts.

Section V: State Economic Development Programs

Much of Jackson County’s decline can be attributed to the decline in the automobile industry. Yet, state and local economic policies have also made a difference. In order to reverse Jackson County’s economic slide, the County (and preferably, the state as well) need to establish an effective economic development strategy.

All 50 states have economic development offices and/or official economic development organizations at the state and local levels. The following figure summarizes the 5 general economic development programs that all states provide.

State Economic Development Programs



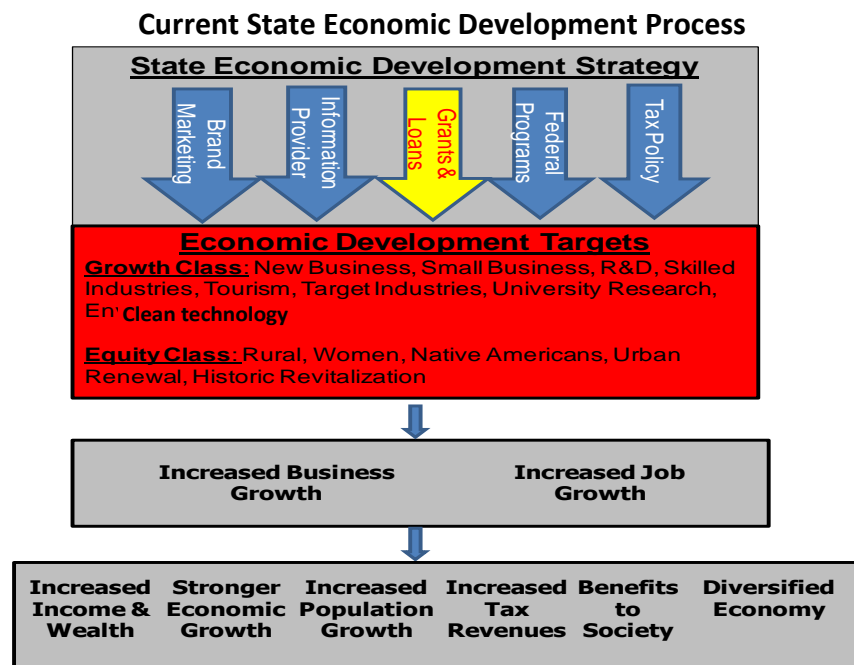
The first two programs provided by all states are grouped in a category called “Government Services”. These services fall into two general areas: (1) Brand Marketing, or promoting the current or desired comparative advantages of the state and include: paid advertising, public relations, business trips/conferences, and the like; and, (2) Information Provider, or serving as a one-stop clearinghouse for information on: government tax and regulatory policies; venture financing options; government financing/grants options (state and federal); economic information; as well as information on many different types of education seminars (e.g., entrepreneurship, how to start a business, employee training, and employment regulations).

The next state-provided economic development program is called “Grants and Loans”. These programs typically involve explicit state and local expenditures (such as investing in an economic development project) or state and local actions (such as extending industrial revenue bonds). These programs are often executed by the economic development agency and are referred to as state economic development expenditures.^{xlv}

Federal programs are the fourth economic development programs available to all states and localities. The federal government offers several different programs that are used by the

states and private entities in the states. These federal programs include the U.S. Department of Commerce Economic Development Authority (EDA) programs; technology grants; small business grants and programs, and biotechnology grants. Often, private groups must apply these funds, but states play an important role in helping state residents become aware of, and apply for, these funds.

Tax policies are the final component of economic development used by all states to promote economic growth. The states with competitive overall tax systems will market the state's tax advantages – New Hampshire promotes the state's 0% income and 0% sales taxes as a major benefit from locating in the state. Those states with uncompetitive tax systems will offer targeted businesses tax incentives – the often high profile targeted tax exemptions and rebates offered to specific industries or companies to lure them into the state. The following figure summarizes states' current economic development strategy and logic.



The current economic development strategy begins with the 5 economic development programs. States use the programs to target two types of economic targets:

1. *Growth Class*: The cutting edge businesses and industries that the state wants to encourage. These industries and businesses will vary by state, depending upon specific state comparative advantages. For instance,^{xlvi}
 - a. **Alabama** promotes its “low energy costs”
 - b. **Georgia** promotes its tax credits, pro-entrepreneurial business environment, and innovation centers focused on the areas of aerospace, agribusiness, energy, life sciences, logistics and advanced manufacturing
 - c. **Massachusetts** provides incentives targeted toward the state's well developed “high tech” centers

- d. **North Carolina** promotes its tax credits, well developed clusters of domestic and international firms (including a top life-sciences cluster in Raleigh-Durham), and its targeted “resource support” for key industries
 - e. **South Carolina** promotes its competitive wages, low construction and land costs, low cost and reliable electricity, and the state’s pro-business policies to attract industries
 - f. **Texas** combines its competitive tax system with new strategic investments: a \$295 million “Enterprise Fund” and the “Texas Economic Development Bank”
 - g. **Vermont** is pursuing “green technologies”
2. *Equity Class*: The groups and geographical areas that the states explicitly target typically to provide a previously disadvantaged group or area additional economic aid.

Relying on the 5 program areas, the current strategy hopes to accelerate growth in the targeted industries and groups – perhaps even fostering growth where none would have otherwise happened. Due to the economic targeting, more businesses and jobs allegedly emerge. A larger employment and business economic base leads to greater overall economic growth, including:

- Stronger top-line economic growth;
- Increased growth in income and wealth;
- Increased population growth;
- Increased tax revenues; and,
- A more diversified economy.

The critical component in this process is targeting the right jobs and businesses. Successful economic development and successful industry recruitment are almost synonymous. Due to the central role of the “targeted industries” in the prevailing economic development paradigm, this stage is shaded.

Recent examples of states targeting specific industries include Delaware’s goal to make the state a center for the evolving *fuel cell industry*, or Wisconsin’s *stem cell* initiative.^{xlvi} Other examples include high profile initiatives to attract large manufacturers, such as Mississippi’s recent success in attracting a new Toyota plant to Tupelo, Mississippi.^{xlvi}

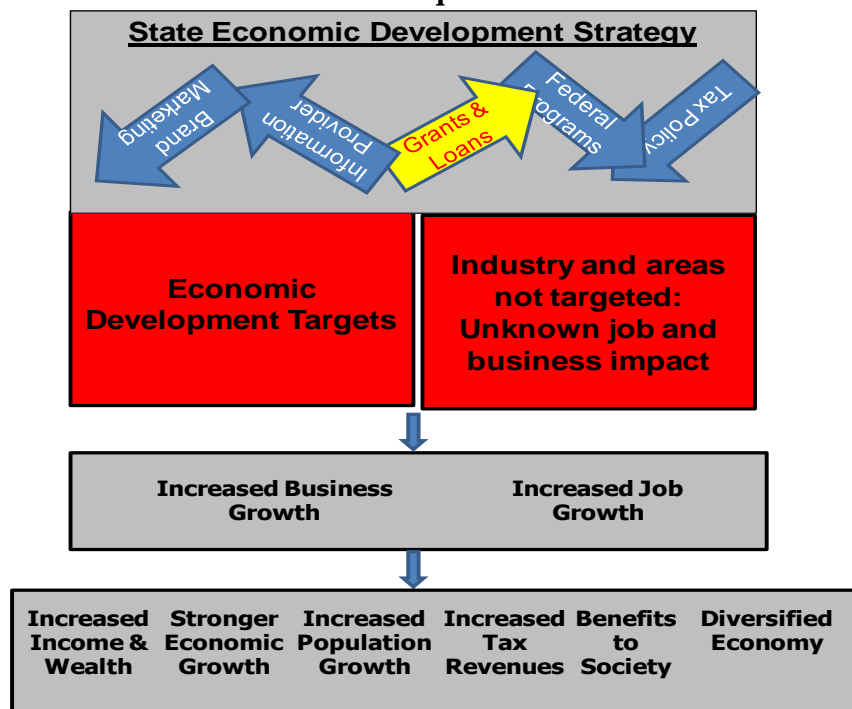
Targeting specific industries raises a number of complexities and is not the most efficient means for fostering long-term economic development. The next section illustrates the complications and unintended consequences that arise when economic development focuses on “targeted industries”.

State Economic Development Complexities

Complexities thwart the prevailing approach to economic development. The 5 program areas identified above are not necessarily working toward the same end. In fact they can work at cross-purposes, the impact of one program area offsetting the impact of another. Even within a single program area, such as explicit government expenditures, the

expenditures are often erratic and not necessarily coordinated. The lack of coordination complicates the implementation of a cogent, consistent economic development strategy. The lack of a consistent long-term economic development strategy jeopardizes the sustainability of the economic development funding – especially during the tough budget times many states face today. The following figure summarizes the problem of economic development program areas working at cross-purposes and the complexity between economic development targets and non-targeted industries often overlooked by the prevailing economic development process.

**Common Mistakes:
Strategy Components Working at Cross Purposes and the Impact of Unintended
Consequences**



In the figure above, the red “Economic Development Targets” box is split into targeted industries and industries that are not targeted. This dichotomy separates the impact strategy components can have on industries within and beyond the sightlines of policy.

All of the ramifications from economic development policies must be considered, not just the impacts on the targeted industries or groups. In the parlance of economists, policy should be formulated from a general equilibrium perspective taking all reactions of other players or markets into account, not a partial equilibrium framework that only looks at part of the ultimate reactions. Focusing on the problem instead of the symptoms and taking all reactions into account is also the only way to minimize the chance of being surprised by unintended consequences.

For instance, higher taxes to finance a new worker retraining program for a disadvantaged industry lowers the net cost of labor in the targeted industry. Employment in the targeted industry increases. Higher incomes in the targeted industry allow these employees to

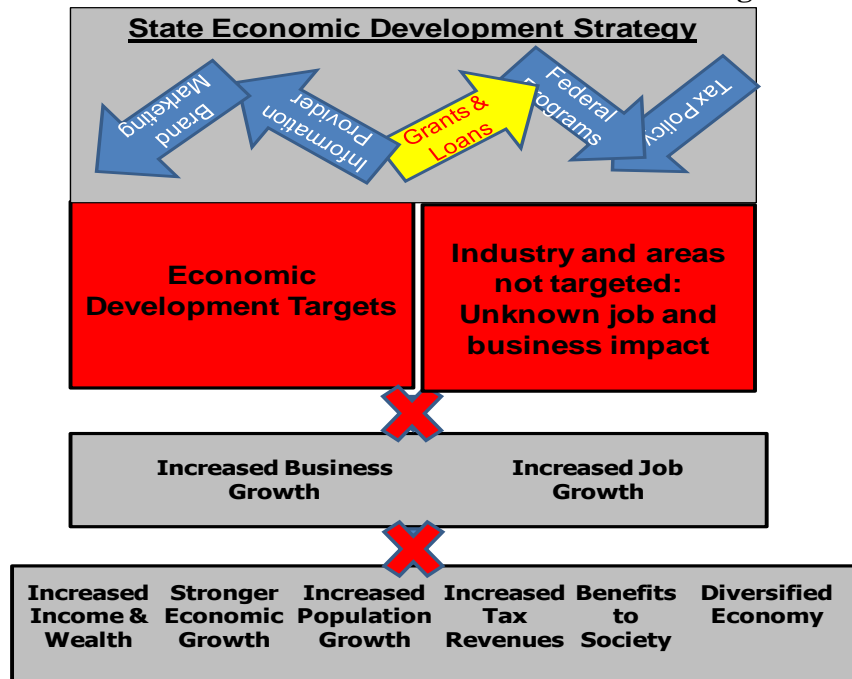
spend more on goods and services throughout Jackson County's (or Michigan's) economy. The incomes of those businesses that receive this income will grow. As this process continues, continued income and economic growth is fostered.

But, the impact of the government program does not end there. Due to the new taxes, net costs rise for other industries or residents of Jackson County or Michigan. The higher costs create the possibility that other firms will reduce production and jobs, or other residents will have less disposable income to spend. In response, disposable income for people who are part of the non-targeted industries will fall, leading these people to spend less on goods and services throughout the economy. The incomes of these businesses will decrease, and as this process continues, decreased income and economic growth ensues.

In the attempt to eliminate one distortion (higher unemployment) a second distortion (higher taxes) is created. As a consequence, the net impact of the job retraining program cannot be measured simply by the new retrained worker jobs. Lost jobs or incomes in other parts of the economy must be subtracted from that total. Economic development programs must account for the possible negative impacts on non-targeted industries and ideally implement programs that have positive impacts on both targeted and non-targeted industries.

There are still more complexities. The figure below breaks the presumed link between economic development targets, expanded business and jobs, and a stronger economic environment. Economic development programs do not directly impact job and business growth. Economic development programs operate through their impact on the economic landscape – the overall economic environment. Job and business growth are driven by a healthy economy, not other way around. Successful economic development policies need to reflect these facts and establish effective methods to improve the overall economic environment – the economic landscape.

Common Mistakes: Mistaken Economic Linkages



The importance of a landscape-focused economic development strategy is clearly seen through an examination of state economic development programs and state economic success.

Incorporating the Economic Landscape

Economic development policies are made within a broader policy framework. Although the overall economic landscape is often ignored or underappreciated, it plays a critical role in the economic development process.

The chance of achieving the goal of economic development is maximized when a state's economic landscape (or environment) allows opportunities to flourish. This goal requires the state to ensure its policies do not overly inhibit people within the state from using their own ideas, intelligence, natural abilities, and entrepreneurial spirit to provide for their families and to pursue their dreams. To use a popular phrase, it is about empowering the people.

Empowerment requires the recognition that people face obstacles to put their talents to use. These obstacles include tax rates; regulations; and, inadequate or inappropriate economic infrastructure (including human capital infrastructures). Excessive barriers cause the state residents' talents to be used inefficiently. Less is produced than is possible from the existing people and resources. Empowerment reverses this state of affairs. It shifts the citizens' efforts and capital into more productive uses.

Such shifting of resources has been discussed for a number of years in terms of the impact of cutting tax rates. In that context the shifting was often described in economic terms as a substitution effect. By lowering tax rates the after-tax value of the next dollar earned in the observable marketplace increases relative to a dollar earned in the untaxed grey or nonmarket economy. The net value of spending an hour in the taxed market economy rises relative to spending an hour in the untaxed nonmarket economy, say fixing your own car, painting your porch, or working for “under the table” wages. The incentives shift to spend more time working in the marketplace.

Similar arguments are made about how people allocate their savings or capital. Cut the tax rate on the next dollar earned by capital, and there is an increased incentive to invest more money in the market economy. Fewer saving will end up in inefficient tax dodges that previously provided their owners more than they would get after taxes in market activities, but that provided the state economy with less than it potentially could have.

Empowerment brings valuable resources into the observable market. Empowering people to use their time, energy and savings more efficiently is what generates more products and services from seemingly the same resources. Empowerment does not just enhance economic growth today. It also accelerates economic growth over time as future activities continue to leverage the successes of today to accelerate growth tomorrow.

To unleash a state’s economic development potential, policies must enhance the state’s economic landscape. Enhancing the economic landscape requires:

- Identifying and understanding how state policies impact the economic landscape; and,
- Understanding which policies and expenditures enhance the economic landscape most efficiently.

State and local governments affect the economic landscape through the taxes levied, regulations implemented, and expenditure programs financed. As illustrated below, states with the less burdensome taxes, appropriate regulations, and efficient and appropriate expenditure policies outperform those states with more burdensome tax and regulatory landscapes and inefficient expenditure policies. On these measures, Michigan and Jackson County score poorly.

State Competition: A Landscape Perspective

Each state within the U.S. is analogous to a country with open borders. Just as the U.S. competes with other countries for economic activity, states compete with each other for the location of factories, offices and jobs within the U.S. Typically the competition occurs through tax-cutting battles between neighboring states and targeted tax incentives to encourage corporate relocation. While climate, natural resources, proximity to desirable areas, etc. are important to location decisions, these are not factors that a state can change to influence incentives. What the states *can* control are state and local fiscal policies that comprise the economic landscape or environment.

A critical component of that landscape is the overall level of taxation in a state. High tax rates restrain growth. However, even if a state's tax rates are not currently high, raising tax rates makes a state less attractive and inhibits growth. Every state that raises its relative tax burden will find it difficult to retain existing facilities and to attract new businesses and workers. In tax-raising states, new business starts will decline and business failures will increase.

Conversely, a reduction in tax rates makes a state more attractive. Lower rates reduce the cost of doing business in a state, increasing profitability at prevailing prices and encouraging production to expand. Some previously unprofitable businesses now find they can turn a profit. Business failures decrease. Workers in the state find that their gross paychecks are bigger and/or their after-tax income increases. Together these changes encourage more work effort and businesses to hire more people. Jobs increase.

It is not only workers who are initially within the state that are affected. Out-of-state workers have the ability to "vote with their feet" and relocate to political jurisdictions that pursue more favorable economic policies. The more mobile workers are, the bigger the impact of tax rates changes can be. For example, a worker preparing to relocate to achieve a higher standard of living will be extremely sensitive to a change in his (or another) state's tax rates.

By contrast, factors of production that cannot easily move (real estate or an existing plant are classic examples) will be affected only slightly by tax rate changes. For example, a new manufacturing plant cannot easily be picked up and moved elsewhere. Initially its operating level will change little as a state's tax rates rise. The major impact of state tax rate increases will be on the plant's after-tax profits and, ultimately, whether to close down or to remain open. The worker who can flee can escape the higher tax, the plant that is stuck cannot. The burden of the higher taxes will be borne by those who cannot get away. Thus, the burden of state and local taxes may very well be different from its initial incidence.

Suppose there are two virtually identical manufacturing companies with production plants located within just miles of each other. One is located in Michigan, and the other is located just across the border in Indiana. Since we assume both companies sell virtually identical products in the U.S. market, competition will force them to sell their products at the same price. Because each company's plant is separated by just a thin and invisible state line, both have to pay the same interest rates, the same after-tax wages to their employees and the same prices to their suppliers.

Now, suppose that Michigan passes a large corporate income tax increase, while Indiana does not change its tax rate. Because the market for the companies' product is highly competitive, the Michigan company cannot raise its prices and pass the impact of the tax hike forward to its customers. Because it competes with surrounding companies for workers and supplies, the Michigan company cannot pass the tax hike backward onto its suppliers or employees. Instead, the Michigan firm absorbs the tax increase and after-tax profits decline. The return on investment declines leading to a reduction in investment and

hiring. With lower output and profits the Michigan company's stock price falls. Simultaneously, the identical competitor in Indiana benefits.

While workers can quickly cross state lines, over time the manufacturing company can cut back its reliance on the plant in the state where tax rates went up, and shift production to where the tax climate is more advantageous. This migration of workers and plants will continue until after-tax returns among the states are equalized. Any part of production that cannot ultimately escape bears the burden of the tax increase.

Not only is the economic landscape important in theory, but also empirical analysis shows the depth of its impact on the economy.

Overall Tax Burden: Take the overall tax burden in a state – defined as total state and local taxes as a percentage of personal income.^{xlix} Economic growth in the states with the highest tax burdens consistently lags economic growth in the states with the lowest tax burdens (see table on the following page). Between 1999 and 2008, the average growth of personal income in the 10 states with the lowest tax burdens significantly exceeded the personal income growth in the 10 states with the highest tax burdens. Not surprisingly, the stronger economic growth led to higher job growth and population growth in the low-tax states as more and more people chose to relocate to the lower-taxed states.

State and Local Tax Burden vs. 10-Year Economic Performance
(2008 State & Local tax burden vs. economic performance between 1999 and 2008,
unless otherwise noted)

	2008 S&L Tax Burden	Personal Income Growth	Population Growth	Net Domestic In- Migration as a % of Population	Non-Farm Payroll Employment Growth
Alaska	\$64.00	69.3%	9.8%	-0.2%	16.1%
Nevada	\$66.00	85.8%	34.4%	1.8%	28.8%
Wyoming	\$70.00	102.9%	8.3%	0.2%	28.1%
Florida	\$74.00	69.0%	16.3%	0.8%	13.9%
New Hampshire	\$76.00	51.8%	7.7%	0.3%	6.6%
South Dakota	\$79.00	63.6%	7.2%	0.0%	11.1%
Tennessee	\$83.00	52.0%	10.2%	0.4%	3.4%
Louisiana	\$84.00	62.9%	-1.1%	-0.8%	2.4%
Texas	\$84.00	73.9%	18.3%	0.3%	15.9%
Arizona	\$85.00	77.2%	29.4%	1.3%	21.0%
10 states with lowest burden	\$76.50	70.9%	14.1%	0.4%	14.7%
10 states with highest burden	\$107.60	51.6%	4.4%	-0.3%	4.9%
Rhode Island	\$102.00	50.8%	1.0%	-0.4%	3.5%
Wisconsin	\$102.00	45.1%	5.5%	0.0%	3.1%
Vermont	\$103.00	54.3%	2.7%	0.0%	5.0%
Ohio	\$104.00	34.0%	1.3%	-0.3%	-3.5%
California	\$105.00	57.1%	9.7%	-0.4%	7.2%
Hawaii	\$106.00	59.8%	6.4%	-0.4%	15.7%
Maryland	\$108.00	62.2%	7.2%	-0.2%	8.6%
Connecticut	\$111.00	51.7%	3.4%	-0.3%	1.8%
New York	\$117.00	51.2%	3.2%	-0.9%	4.0%
New Jersey	\$118.00	50.2%	3.9%	-0.5%	4.0%

Sources: Bureau of Economic Analysis, Bureau of Labor Statistics and the Tax Foundation. Total Tax Burden data is from the Tax Foundation, and includes adjustments to account for state taxes paid by residents from other states (e.g., sales taxes paid by tourists or severance taxes).

States with No Personal Income Tax: The results are the same if the higher taxed states are defined as those states that levy the highest personal income tax rate by comparing states that in 2008 had no personal income tax to states that had the highest top personal income tax rates (see table on the following page).¹ Once again, the lower-taxed states and localities experienced higher personal income growth, population growth, in-migration and employment growth.

**Relationship between State Personal Income Growth and Top Marginal Personal
Income Tax Rate (State & Local)
2008**

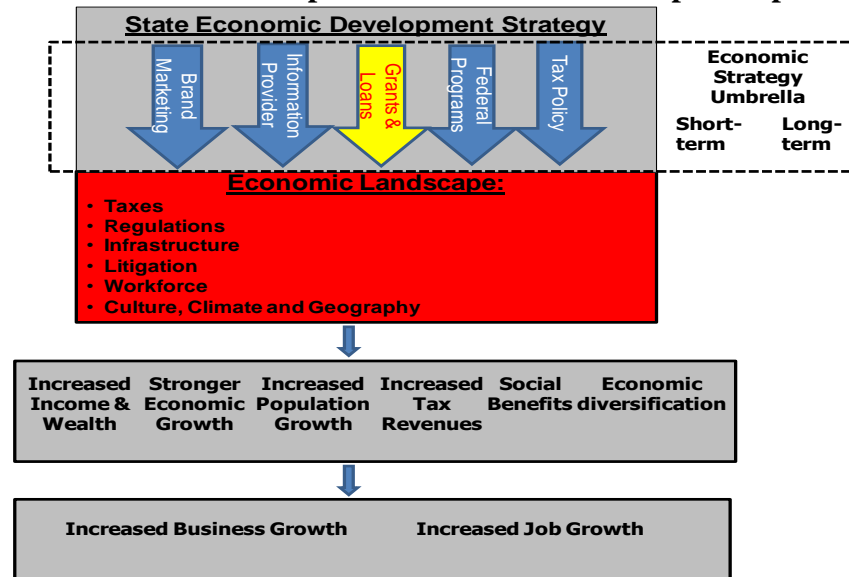
	Top PIT Rate	Personal Income Growth	Population Growth	Net Domestic In-Migration as a % of Population	Non-Farm Payroll Employment Growth
Alaska	0.0%	69.3%	9.8%	-0.2%	16.1%
Florida	0.0%	69.0%	16.3%	0.8%	13.9%
Nevada	0.0%	85.8%	34.4%	1.8%	28.8%
New Hampshire	0.0%	51.8%	7.7%	0.3%	6.6%
South Dakota	0.0%	63.6%	7.2%	0.0%	11.1%
Tennessee	0.0%	52.0%	10.2%	0.4%	3.4%
Texas	0.0%	73.9%	18.3%	0.3%	15.9%
Washington	0.0%	58.1%	12.1%	0.3%	11.7%
Wyoming	0.0%	102.9%	8.3%	0.2%	28.1%
9 States With No PIT	0.00%	69.6%	13.8%	0.5%	15.1%
9 States With Highest Marginal PIT Rate	9.16%	51.0%	4.9%	-0.3%	5.5%
Hawaii	8.25%	59.8%	6.4%	-0.4%	15.7%
Maine	8.50%	50.2%	3.9%	0.3%	5.0%
Ohio	8.87%	34.0%	1.3%	-0.3%	-3.5%
New Jersey	8.97%	50.2%	3.9%	-0.5%	4.0%
Oregon	9.00%	51.6%	11.7%	0.5%	8.5%
Vermont	9.50%	54.3%	2.7%	0.0%	5.0%
Rhode Island	9.90%	50.8%	1.0%	-0.4%	3.5%
California	10.30%	57.1%	9.7%	-0.4%	7.2%
New York	10.50%	51.2%	3.2%	-0.9%	4.0%

Economic Landscape and Development Expenditures

Each of the preceding comparisons demonstrates the important connection between a competitive economic landscape and accelerated economic performance. The figure on the following page illustrates how the economic landscape is the most direct route to the goals of greater economic growth and job creation. Moreover it avoids the trap of negative effects on non-targeted sectors that work at cross-purposes to these goals.

The landscape approach starts with coordinated short-term and long-term economic development strategies. Coordination across all 5-program areas is essential. The immediate goal is to make the economic landscape more competitive. Economic development expenditures, as part of this strategy, must help increase the competitiveness and attractiveness of the economic landscape. Success should be defined based on whether the economic development expenditures increase the overall attractiveness of Jackson County, Michigan.

The Economic Development Process: A Landscape Perspective



As indicated by the empirical tests above, improving the economic landscape produces the biggest “bang for the buck” in terms of increased economic growth and diversity. The improving economic environment encourages greater business and job growth. The growth rate of workers’ and businesses’ incomes will accelerate, as will Michigan’s and Jackson County’s total population growth.

Michigan in general and Jackson County in particular score poorly on their economic landscape. For instance, Michigan’s property tax is much higher than the majority of the country. Residents pay \$41.11 for every \$1,000 of personal income earned which ranks the state as the 41st in the nation, with 50 being the worst.^{li}

Jackson’s personal income tax is levied at 4.35% at the state level plus an additional 1.0% for residents and 0.5% for non-residents working in the city for a total 5.35%. This is better than Detroit whose city income tax of 2.50% raises the total to 6.85% and ranks Michigan as the 31st with 50 being the worst. t.^{lii} The sales tax rate of 6.0% is above the average state sales tax rate.^{liii}

The corporate income tax rate is 9.01%, which is ranks MI 41st, with 50th being the worst.^{liv} Recent legislatures created the Michigan business tax of 4.95% which is levied on every person with business activity in Michigan that is allocated or apportioned to Michigan and is capped at \$6 million.

Regulations are also more burdensome in Michigan compared to other states. For instance, Michigan’s minimum wage of \$7.40 is ranked 42nd, with 50th being the worst, in the US, which raises overall business costs in Michigan relative to other states. The national level is currently \$6.55, but that is set to rise to \$7.25 on July, 24th of this year.^{lv}

Economic Development Expenditures within the Economic Landscape

The data show no direct link between higher economic development spending and higher state economic growth. But, once the economic landscape is taken into account, economic development spending can play an important role in enhancing a state's economic growth rate. The key is not spending per se. The key is correct economic development spending within a broader pro-growth economic landscape.

Research & Development (R&D) expenditures are a central focus of economic development programs. Therefore, we examine the relationship between state expenditures on R&D, economic growth, and the overall economic landscape to illustrate this point.

The National Science Foundation tracks the dollar amount of state expenditures on R&D on a per capita basis to adjust for the differing sizes of state economies. The states that have the fastest per capita R&D expenditure growth rate do not necessarily have the fastest income growth rate. Similarly, the states that have the slowest per capita R&D expenditure growth rate do not necessarily have the slowest income growth rate, see table below. If instead of the change in per capita R&D expenditures, the level of per capita R&D expenditures is used to divide the states, the results are essentially the same.

**Per Capita State R&D Expenditure Growth Compared to
Average Annual Personal Income Growth 1995-04
(States Ranked by Largest Growth in R&D Expenditures)**

	Average Change in per capita R&D Expenditures	Change in Personal Income
Fastest 10 States	\$1.28	5.4%
Upper Mid 10	\$0.76	5.1%
Middle 10 States	\$0.22	5.0%
Next 10	\$0.11	5.1%
Slowest 10 States	\$0.00	5.6%

**Per Capita State R&D Expenditures Compared to
Average Annual Personal Income Growth 1995-04
(States Ranked by Largest Per Capita R&D Expenditures)**

	Average Growth in Per Capita R&D Expenditures	Change in Personal Income
Largest 10 States	\$1.91	5.2%
Upper Mid 10	\$1.02	5.4%
Middle 10 States	\$0.69	5.2%
Next 10	\$0.44	4.7%
Smallest 10 States	\$0.24	5.6%

Neither table illustrates a positive relationship between state R&D expenditures and economic growth because the economic landscape was not taken into account. Once the economic landscape is taken into account, state expenditures on R&D are consistent with higher economic growth, see Table below.

Landscape View: Per Capita State R&D Expenditures and Expenditure Growth Compared to Average Annual Growth in Personal Income 1995-04

	Average Per Capita R&D Expenditures	Change in Average Per Capita R&D Expenditures	Change in Personal Income
Top 10: Most Competitive States	\$0.87	\$0.28	5.4%
Bottom 10: Least Competitive States	\$0.66	\$0.27	5.0%

The above table divides the states based on the Laffer State Competitive Index.^{lvi} Those states with the most competitive environments, on average devote 32% more toward state R&D expenditures per capita than those states with the least competitive environments. As a consequence, state expenditures on R&D, or other development programs, if incorporated as part of a competitive economic landscape, can play an important role in enhancing the state's economic growth rate.

A 2007 study by the National Governors Association and the Pew Center on the States evaluates the experience of states investing in research and development. Their findings corroborate the importance of focusing on the economic landscape in order to ensure that the state expenditures are most effective.

The biggest lesson learned is straightforward: How much a state spends on R&D is secondary. How it is spent is absolutely critical. Key to this truth is the notion that R&D efforts must be considered investments, not expenditures.

Furthermore,

Investing in research and development won't lead to meaningful returns if it's done in isolation. R&D yields the greatest benefit when it's planted in a state with a full-fledged innovation economy that includes a variety of interrelated elements. The exclusion of even one can be detrimental—or even fatal—to the process. The list includes: universities and public or private research laboratories to create new ideas; buy-in and leadership from industry; effective ways for individuals and entities to communicate with one another; superior infrastructure, including laboratories, transportation and high-level communications assets; talented workers and a good quality of life to attract them; investment money and an entrepreneurial culture that will help to bring new ideas to market.^{lvii}

Competing states are also devoting a large amount of resources at attracting “the industries of tomorrow.” For instance:

- **Texas** has established (1) the Texas Enterprise Fund that since 2004 has awarded over \$335 million in financial resources to promote economic development; (2) the Emerging Technology Fund had \$185 million appropriation during the FY2008-09 biennium; (3) during the latest legislative session: the Skills Development Fund was appropriated \$51 million and job training was allocated \$11 million. Total

funding is about 1.1% of Texas' annual budget, not including tax relief initiatives and 2.8% including tax relief initiatives.

- *New Jersey's* Economic Development Authority spent \$681.5 million on various economic development initiatives in 2007, approximately 1.2% of the total budget.
- The *Wyoming* Business Council spent over \$42.5 million in FY2007.
- *New York State* has spent \$586 million on technology "Centers of Excellence" between 2001 and 2006.

The lesson for Jackson County is clear. Throwing money at potential industries will not lead to the desired result if the economic landscape is not right for the potential industry. But, as the National Governors Association study identified, if Jackson County does not have the attributes necessary to support a viable industry cluster then the investment will not be successful even if the economic landscape is conducive. Therefore, while it is important for both Jackson County and Michigan to improve its economic landscape, the viability of any potential new (or current) industry cluster also depends upon whether Jackson County has the necessary attributes to support the targeted industries. The proper development strategy, consequently, requires focused attention on both necessary conditions.

Conclusion

This report provides Jackson County economic development officials and its partners not only a very concise set of recommended target industries, but perhaps more importantly it takes an objective look at the competitive issues facing the Jackson community. We believe that Jackson has the basic ingredients to be an important economic player in the State of Michigan and that the targets identified are legitimate opportunities. Some of the ideas and suggestions expressed and recommended in this report are non-traditional and perhaps a departure from the established economic development strategies employed over the past couple of decades. However, given the unique economic conditions of our state and national economy, together with growing global competition and the emergence of new industries - we would argue that to grow and prosper in the future, it is imperative to adopt new economic strategies designed to support and build emerging industries such as alternative energy, organic food farming and tourism. It's clear to us that change is necessary as evidenced by the decades of dependence on a declining automobile industry. The economic strain caused to Michigan and heavily automotive dependent communities like Jackson County has been severe; leading to massive jobs losses and declining tax revenues.

It's time to set sights on new and emerging opportunities and to exploit the many resources that were developed and created during Michigan's economic prominence; it's time for Jackson to harness its skilled workforce, proximity to major markets, sophisticated infrastructure, access to educational institutions, innovation and entrepreneurial spirit to take advantage of the economic opportunities of the future.

And finally, to be successful, it's imperative that the Jackson community understand these basic guiding principles as they work to implement their overall economic development strategy:

- **Collaboration**
 - Public and private sector input
 - Consensus on how to develop and implement the plan
 - Diligent implementation
- **Community Support**
 - The community must be willing to contribute the resources necessary to implement the strategy.
 - Embrace the challenge
- **Adaptability**

The plan must be flexible – economic conditions change; therefore you must too.
- **Measurable**
 - Improve education attainment levels
 - Creation of a strong marketing program
 - Increased tax revenues
 - New job creation
 - Retention of existing job base

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Attachment One: PowerPoint © Presentation to the December 4, 2009 Working Session of the Jackson County Board of Commissioners

The PowerPoint © Presentation that follows was developed as a preliminary presentation and a work in progress of the analyses and recommendations presented more formally here.

At the County Commission Meeting, County Treasurer Karen Coffman described the County Strategic Planning Process, placed the efforts of the Economic Development Team in context and introduced the speakers.

Enterprise Group President Scott Fleming described his agency's work on the Jackson County Economic Development Strategy and introduced Mike Montgomery from Montgomery Consulting, Inc., who presented the results of the two analyses and summarized the recommendations.

Jackson County: Economic Development Strategy

December 2009
Report on Economic Analyses

Two Analyses

- In support of Jackson County strategic planning, the Enterprise Group commissioned two economic analyses on the opportunities and challenges facing Jackson County.
- *CURRENT/PAST* -- Montgomery Consulting, Inc. examined the Jackson County Economic Base (those industries that *statistically* appear to be bringing net new jobs and investment to the area) and made some recommendations with regard to the ongoing Business Retention/Expansion (BRE) efforts of the Enterprise Group. *BRE has historically been major focus of Enterprise Group.*
- *FUTURE (Mirror of Site Selection Process)* -- Duff & Phelps LLC in conjunction with Arduin, Laffer & Moore Econometrics examined longer term trends in both Jackson and the nation as a whole and, based on that analysis, recommended some "Target Markets" that the Enterprise Group should consider making the focus of its growing Business Attraction efforts. *Enterprise Group is now becoming More active in Business Attraction.*
-

Montgomery Analysis

- Based on their analysis of the current Jackson County economy, Montgomery Consulting recommended continuing aggressive Business Retention/Expansion efforts focused on companies doing business in five industries that comprise the bulk of the present Jackson County Base Economy.
- These industries were (by NAICS Code):
 - 22 – Utilities
 - 31 – Manufacturing
 - 44 – Retail
 - 61 – Educational Services (private)
 - 62 – Health and Human Services (private).
- Montgomery analysis validated both the quality/success of the Group's long-time Business Retention/Expansion program but also wisdom of having launched a more active Business Attraction effort.

Duff & Phelps / Arduin, Laffer & Moore Econometrics

- Duff and Phelps team looked at Jackson *as Site Selection Consultants*.
- Based on what Jackson offers and what industries need, they recommended some *Target Markets*:
 - Life Sciences*
 - Advanced Manufacturing*
 - Alternative Energy
 - Food Processing
 - Travel/Leisure including Arts/Culture*
- Also recommended what Jackson County (and State of Michigan) should do to become more appealing as a place in which to do business.
- *If challenges they cite are successfully addressed, Jackson's attractiveness to business improves, chances of success increase and more industries become realistic future targets.*

*Indicates EG already working with prospects.

A quick walk through the analyses

- Both firms prepared analyses of greater depth than can be realistically covered here.
- Going to look at/talk about a few slides from each presentation to give you nuance.
- Will conclude by talking about future direction and accountability – The “Scorecard.”
- Also, about some next steps.

Jackson County in *Michigan Multipliers 2009*

- Est. Total Employment: 58,272
- Composed of
 - Private Sector: 49,357
 - Public Sector (state & local): 8,915*
- Base Employment: 30,227
*Agencies like EG focus on Retaining,
Expanding, Creating or Attracting Base
Jobs!*

Distribution of 30,228 Base Jobs

“Basic” industries listed below right are more highly concentrated in Jackson County than in the US as a whole.

- Base status (high relative concentration) implies *comparative advantage* -- things community does well. *Basis for Expansion or Attraction.*

- Base status also indicates that an industry is especially important to the health of the local economy. *Makes an industry a higher priority for Retention program.*

- ***Big + Base = CRITICAL!***

NAICS	Description	MM 2009 Est., Emp
22	Utilities	1,750
31	Manufacturing	10,045
44	Retail	7,978
61	Educational Services (Private)	1,557
62	Health/Human Assistance	8,898
	Total	<u>30,228</u>

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Industries & Retention/Expansion Recommendations

- **22-- Utilities.** *Keep CMS healthy, happy and located here!*
- **31-- Manufacturing** – Very heavily auto and related. Help firms problem solve, diversify customer base. *But global changes to auto makes shrinkage of current almost inevitable – need “new blood.”*
- **44--Retail.** Retail more important here than norm. Maintain status as commercial center.
- **61 – Educational Services** (private). Facilitate growth of institutions.
- **62 – Health/Human Services.** Regional center, facilitate growth.

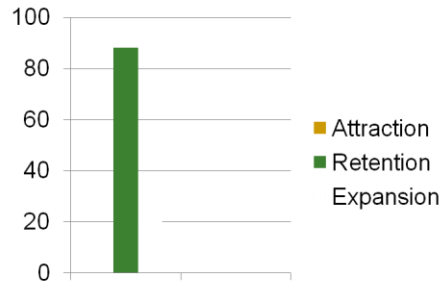
EG Past Economic Development Practices

• EG Retention (1997 -2007)

Historically, the EG only did retention visits.

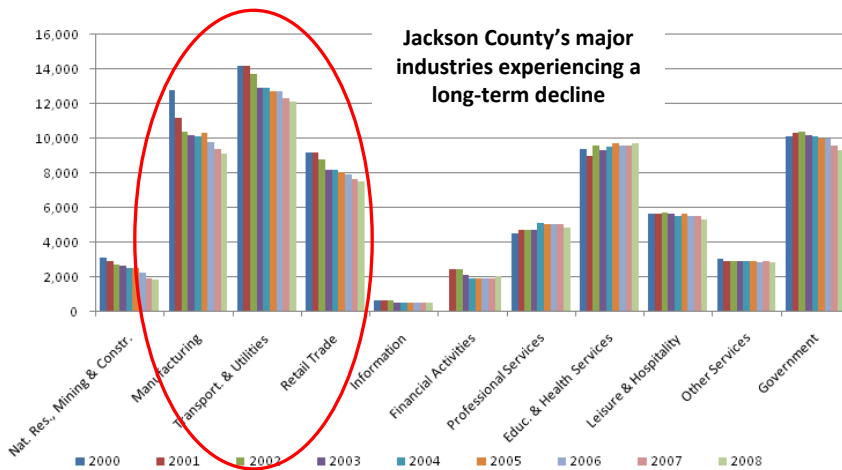
Had a yearly goal of 100 visits. Only achieved 80 – 88 visits each year. This was with one person making calls.

NOW: 2009 – 222 through October!



9

Jackson County's Economy Needs Revitalization



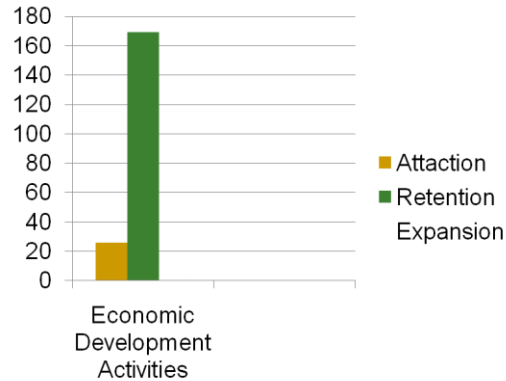
- EG Current & Future Practices

EG Attraction vs. Retention/ Expansion

Since 2008, the EG has increased their retention efforts, and has implemented a new marketing campaign to better attract new businesses.

Now we had 169 retention activities in summer and 222 through October.

Over 26 Attraction leads and prospects



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Retention is clearly no longer sufficient

- Change inevitable. No longer possible to simply retain/expand what is here.
- Clear that long term health of Jackson County requires significant evolution in jobs base.
- Need to further change “mix” of Retention/Expansion vs. Attraction in local ED program.
- Duff & Phelps material that follows addresses how we might focus Business Attraction effort to achieve sustainable, advantageous growth.

SWOT Analysis-Overview

Strengths

- Proximity to major markets and educational institutions
- Quality of life
- Affordable housing/real estate
- Established infrastructure
- Strong economic development organizations - primary ED point of contact

Weaknesses

- Low educational attainment
- Deterioration of economic base
- Poor state economy - regressive tax system
- Struggling local economy
- Rentention/attraction of educated professionals/workforce
- Lack of diversity - population and economic base

SWOT Analysis-Overview

Opportunities

- Focus on small business growth
- Improve educational attainment level
- Nurture growth of creative class
- Build stronger links between businesses and educational system
- Focus on growth sectors: life sciences, advanced manufacturing, etc.
- Unify economic development efforts

Threats

- Territorialism - internal
- Additional decline in the nation's economy
- Fear of change
- Fierce competition for jobs & tax base - global & domestic
- Emmigration

Recommended Focus Industries

- SWOT and Industry Judgment Criteria point toward focus industries listed below:
- Life Sciences
 - With an emphasis on life science manufacturing
- Advanced Manufacturing
 - Alternative Energy
 - Wind
 - Solar
 - Biomass
 - Advanced Energy Storage
 - Food Processing (Also, Organic Farming)
- Travel & Leisure
 - Arts & Culture

Industry Judgment Criteria: The 3 Focus Industries

JACKSON COUNTY SHOULD FOCUS ON INDUSTRIES WITH THE RIGHT BALANCE OF ACCELERATED ECONOMIC GROWTH AND THAT HAVE A HIGH PROBABILITY OF BEING SUCCESSFULLY ESTABLISHED OR EXPANDED IN THE JACKSON COUNTY AREA

ALL 3 BUILD ON SOME ESTABLISHED STRENGTH IN AREA.

Chance of Success	Expected Economic Growth		
	Accelerated	Average	Below Average
	High	3. Tourism and Leisure	
	Medium	1. Life Sciences Industry 2. Advanced Manufacturing	
	Low		

1. Life Sciences Industry: Accelerated Growth Industry

- The life sciences industry is
 - Growing quickly.
 - Generating high-level employment on average 68% higher wages than average private sector job).
- Successful life science clusters have been important economic development drivers to several cities
 - The greater Boston area, Philadelphia, San Francisco, San Diego, Raleigh, Chicago, Pittsburgh
- Attracting a great deal of investment:
 - Academic bioscience R&D -- \$29 billion in FY 2006
 - Venture capital -- \$11.6 billion in 2007
 - 82,000+ new bioscience-related patents in US 2002-2007.

Michigan Is Successfully Attracting The Life Sciences Industry to the State

- Wages and salaries of the bioscience industry in Michigan was \$2.5 billion in 2007 (PhRMA)
- **Michigan – Jackson advantages:**
 - **Top notch research universities** are a core fundamental that provides Michigan with a major competitive advantage in developing a vibrant life sciences cluster. *UM, MSU, WSU, WMU and GVSU all "big" in Life Sciences.*
 - Michigan ranked number 10 in nation for academic life science research expenditures of \$892.7 in FY 2006
 - **A strong hospital system** that provides key facilities and human capital. Hospitals in the Jackson County area include:
 - Allegiance Health, formerly W A Foote Memorial Hospital (a major employer in Jackson County)
 - Also: Eaton Rapids Medical Center (26 miles away), Chelsea Community Hospital (28 miles away), Hillsdale Community Health Center (29 miles away), and University of Michigan Hospital (40 miles away in Ann Arbor, MI)

Michigan Is Successfully Attracting The Life Sciences Industry to the State

- **Michigan advantages:**
 - Extensive investments to support the life sciences industry already committed including:
 - **Tri-Corridor Program** – UM, MSU, Wayne State and Van Adel Institute
 - A **\$3.5 million investment in Biotech R&D incubation facility** to reuse former Pfizer facility
 - **\$18.2 million in Centers of Excellence**
 - The **Michigan Pre-Seed Capital Fund**, which makes equity investments in early-stage companies, that by March 2008 has invested \$5 million in 22 companies, many in the biosciences
 - Michigan's **"Smart Zones"** — tax-advantaged districts each equipped with university affiliated incubation or commercialization programs.

Life Sciences Industry: Areas of General Opportunity

According to Parma:

*The **agricultural feedstock, chemical feedstock, and agricultural chemical industries** -- 1,000 jobs in Michigan, growing rapidly in Michigan (less clear nationally).*

*Another relatively successful **bioscience manufacturing industry in Michigan is medical electronic instruments manufacturing** (employment growth of 41.2 percent between 2002 and 2007) this is a somewhat larger industry in Michigan.*

Feinstein, Abel, George A. Fulton and Donald R. Grimes (2009) "The Contribution of the Bioscience Industry to the Economy of Michigan" *Pharmaceutical Research and Manufacturers of America*, February.

Life Science – More Specific Targets

- Electromedical and Electrotherapeutic Apparatus Manufacturing
- Irradiation Apparatus Manufacturing
- Analytical Laboratory Instrument Manufacturing
- Research and Development in Biotechnology
- Testing Laboratories

Recommendations

- University-R&D expenditures did not translate into comparable enterprise development and technology-licensing activity in the region.
 - Jackson needs strong relationships with the Tri-Corridor Program and/or individual institutions.
 - Develop a process to connect entrepreneurs to necessary resources.
 - Improve access to capital. Develop public/private seed fund program in collaboration with local banks, MEDC, local/regional hospitals, manufacturers and universities.
 - Develop a “culture of entrepreneurship” in Jackson and the region.

2. Advanced Manufacturing

- Advanced manufacturing techniques has allowed the U.S. manufacturing industry to:
 - Maintain its output levels
 - Pay higher wages
 - Increase quality
 - With a smaller manufacturing labor force
- Opportunities in manufacturing are not universal
 - Right conditions
 - Target right manufacturing sectors

(2006) "The Future Success of Small and Medium Manufacturers: Challenges and Policy Issues" *The Manufacturing Institute*.

Manufacturing Opportunities

- Many of the physical attributes important for a viable life sciences cluster are the same
 - Physical infrastructure
 - Skilled labor force
 - University and education connections
 - Community Colleges have been identified as a key player in helping ensure workers have the skills necessary for Advanced Manufacturing jobs.
- Within the advanced manufacturing industry Jackson County can exploit:
 - Alternative Energy manufacturing
 - Food Processing

(2006) "The Future Success of Small and Medium Manufacturers: Challenges and Policy Issues" *The Manufacturing Institute*.

Federal Government Investment Drive Alternative Energy Opportunity

- ...The Obama Administration has enhanced federal support for alternative energy investments
- Federal funding offers a large source for investment and research capital to be used in the fields of alternative energy.
 - Due in large part to the American Recovery and Reinvestment Act, at least **119 grants totaling a minimum of \$549.4 million shall be available to Michigan** for the development of alternative energy technology between July 1, 2009 and June 30, 2010.
- Michigan's Energy Program will **devote \$82.0 million of its \$3.2 billion** to the advancement of renewable and increasingly efficient sources of energy in Michigan.
- The **National Science Foundation** has recently requested a major boost in federal funding, asking for **\$7.045 billion from the 2010** budget which represents an **8.5% increase or \$555 million over the 2009 budget.**

THERE ARE NO INDICATIONS THAT THE CURRENT SUPPORT OF ALTERNATIVE ENERGY TECHNOLOGIES WILL WANE IN THE FUTURE, THERE WILL LIKELY BE SIGNIFICANT FEDERAL GOVERNMENT INVESTMENTS INTO THE ALTERNATIVE ENERGY SECTOR IN THE FUTURE.

Alternative Energy Research Programs: A Jackson County Perspective

- Similar to life sciences industry, alternative energy sector requires:
 - Strong connections to university clusters for technology developments.
- Leverage the strengths of the area:
 - Pennsylvania -- wind power equipment, San Francisco -- venture capital funding for alt energy start-ups
- Jackson County's strengths revolve around the automobile industry.
 - *Alternative energy projects that leverage auto expertise.*
- Focus on expanding current core renewable energy component manufacturing capabilities
 - *Auto Supply to Alternative Energy Supply ("parts is parts")*

Advanced Manufacturing Industry: Build on Jackson's Existing Market Presence in Alternative Energy

Wind		Geothermal	Biomass
<ul style="list-style-type: none"> •326199 All Other Plastics Product Manufacturing •333613 Power Transmission Equip. •331511 Iron Foundries •332312 Fabricated Structural Metal 	<ul style="list-style-type: none"> •335313 Switchgear and Switchboard Apparatus Manufacturing •325211 Plastics Material and Resin Manufacturing •332322 Sheet Metal Work Manufacturing 	<ul style="list-style-type: none"> •332410 Power Boiler and Heat Exchanger Manufacturing •333415 Air-Conditioning and Warm Air Heating Equipment 	<ul style="list-style-type: none"> •332410 Power Boiler & Heat Exchanger Mfg. •333999 All Other Misc. General Purpose Machinery •333922 Conveyor and Conveying Equip. Mfg. •335313 Switchgear & Switchboard Apparatus Mfg. •333995 Fluid Power Cylinder & Actuator Mfg. •334513 Instruments & Related Products Mfg. •333415 A/C & Heating Equipment
•Existing Jobs: 107	•Existing Jobs: 16	•Existing Jobs: 6	•Existing Jobs: 29

Advanced Manufacturing – Alternative Energy Sector - Recommendations

Challenges:

- Credit constraints.
- Anticipated bottlenecks in component supply chain.
- Availability of a skilled workforce (some alt energy skills are unique).
- Cost of diversification – supplier access to capital and the complexity of adapting to a new industry is difficult to overcome.

Recommendations:

- Coordinate alternative energy recruiting/attraction strategy with the MEDC
 - Jackson's manufacturing base has unique production capabilities and skill set that can effectively be used in other emerging industries, i.e., alternative energy
 - Identify common targets.
 - Diversification – Help existing Jackson manufacturers identify opportunities in new and emerging markets as the automotive industry continues to contract.

Food Processing Manufacturing: A Jackson County Perspective

- Infrastructure and location favor food processing manufacturing, especially:
 - Wet Corn Milling
 - Soybean Processing
 - Other Oilseed Processing
- Agricultural strengths:
 - 1,184 farms with total farmland of 182,345 acres (40.6% of total area)
- Michigan already has a strong presence in industry
- Wages match the wages in other advanced manufacturing industries

Food Processing: Organic Farming Industry Overview – Michigan & Nationally

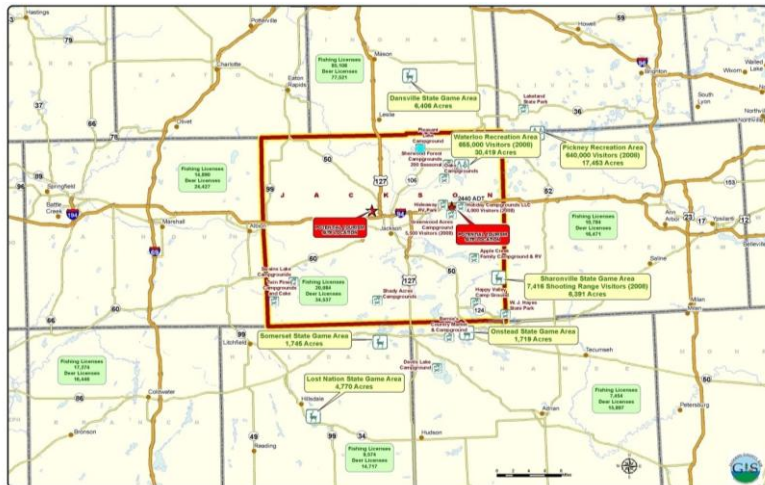
- Agriculture is the second largest industry in Michigan with approximately 53,000 farms across the state.
- 140 of the 53,000 farms are currently certified as organic farms under the USDA's National Organic Program.
- Total U.S. organic sales, including food and non-food products, were \$17.7 billion in 2006, up 21 percent from 2005.
- Estimated to have reached \$21.2 billion in 2007 and surpass \$25 billion in 2008.

Source: 2007 OTA Manufacturer Survey

Organic Farming Industry - Key Findings & Recommendations:

- Converting from conventional to organic farming is constrained by a couple of factors:
 - Financial risk as they learn new way of doing business
 - Marketing to retail and consumers offers new challenge
 - Meeting standards governing organic products
 - Lower yields for crops during transition years
- Develop a program to help facilitate the transition or entry into organic farming in partnership with The Jackson County Farm Bureau and The Michigan Organic Food and Farm Alliance (MOFFA) and The Michigan Department of Agriculture. Such a program might include:
 - Market study to identify regional demand for organic foods and products
 - Jackson Community College to develop organic courses to support farmers and businesses
 - develop regional buying policy
 - Build Organic Farmer Networks and Mentoring Program
 - Partner with Jackson Co farmers markets to develop consumer demand.
 - Develop economic incentives to aid Farmers in the conversion to organic farming

3. Strong Travel & Leisure Infrastructure Already Exists in Jackson County



Benefits from Travel & Leisure

- The travel & leisure industry offers Jackson County
 - Established growth industry in Michigan
 - Very high probability of success
 - Above average return from the investment
 - Above average current employment and wage growth in Michigan.
 - Early rungs on “job ladder”
- The travel & leisure industry provides diversification for Jackson County with respect to
 - The return / probability of success trade-off
 - Required employment skill sets

Travel & Leisure Industry: Focus

- Leverage tourism by promoting Jackson’s vast “outdoor recreational” resources
- Leverage Arts & Cultural Amenities to attract new businesses, residents and visitors.
- Build on success of Armory Arts Village.
- Additional detail on this subject available.

Tough Stuff

- Jackson County would have greater chance of success in seeking new investment in recommended targets if issues that follow are successfully addressed.
- As these issues are addressed, will also widen the range of industries that might someday be targeted.

Education Investments

COMMUNITIES WITHOUT PROVEN FUTURE WORKFORCE PREPARATION ARE AT A DISTINCT COMPETITIVE DISADVANTAGE.

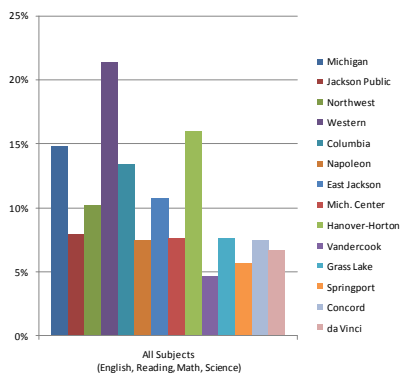
- Quality of local workforce is #1 issue in economic development today
 - K-12 prepare for local jobs or college
 - Higher education train and educate students and to provide continuing education opportunities for working adults.
 - Workforce development initiatives link education with regional businesses and create learning opportunities throughout working careers.

Jackson County Higher Education Opportunities Abound

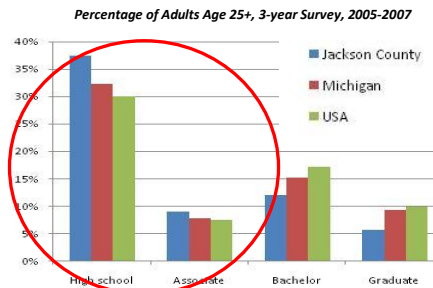
Jackson County is located within a one hour drive of 21 colleges and universities.

Colleges within Jackson County	Highest Degree Offered	Students Enrolled
Baker College of Jackson	Bachelor	1,003
Jackson Community College	Associate	3,048
Michigan State University Extension	N/A	N/A
Michigan Virtual University	Associate	N/A
Siena Heights Extension	N/A	N/A
Spring Arbor University	Master	2,726
Colleges within One Hour	Highest Degree Offered	Students Enrolled
Adrian College	Bachelor	988
Albion College	Bachelor	1,643
Concordia University	Master	N/A
Eastern Michigan University	Doctor	18,382
Great Lakes Christian College	Bachelor	161
Hillsdale College	Bachelor	1,300
Kellogg Community College	Associate	4,081
Lansing Community College	Associate	9,982
Michigan State University	Doctor	40,082
Olivet College	Master	903
Siena Heights College	Master	1,358
University of Michigan	Doctor	36,885
Thomas M. Cooley Law School	Professional	1,269
Washtenaw Community College	Associate	6,193
Western Michigan University	Doctor	24,568

Jackson County Education Achievement is Mixed



behind the state and nation, putting Jackson County at a competitive disadvantage.



Over 60% of the new jobs in the 21st century will require some post-secondary education

**JACKSON COUNTY IS UNDERPERFORMING THE STATE IN KEY EDUCATION METRICS...
...BUT, LARGER SHARE OF POPULATION WITH HIGH SCHOOL AND ASSOCIATES DEGREES**

**Jackson Educational Attainment:
Comparison to Michigan and Adjacent Counties
(Highest Level Completed)**

HIGH SCHOOL		BACHELOR'S		ADVANCED	
MICHIGAN	88.1	Michigan	24.7	Michigan	9.4
Eaton	94	Washtenaw	51.3	Washtenaw	26
Washtenaw	93.7	Ingham	34.1	Ingham	14.4
Livingston	92.7	Livingston	29.5	Eaton	8.7
Ingham	92	Eaton	24.5	Livingston	8.1
Jackson	89	Calhoun County	18.6	Calhoun County	6.2
Calhoun	88.1	Jackson	17	Jackson County	5
Lenawee County	83.4	Lenawee County	16.3	Branch	NA
Hillsdale	83.1	Hillsdale	12	Hillsdale	NA
Branch	80	Branch	10.6	Lenawee County	NA

Action Steps

- Enterprise Group to continue active Retention/Expansion program while adding Business Attraction effort in the Target Markets.
- Implement “Score Card” to monitor progress.
- Create an Education Culture in Jackson County
 - Raise Educational Attainment
 - Increase Student Achievement
 - Link Business & Education to improve preparation of young people and quickly adapt to changing needs of economy.
- Final report will provide details.

Accountability: The Score Card

- Enterprise Group has one of most detailed monitoring tools in Michigan economic development.
- Gives Board and others opportunity to understand work and monitor progress.
- (REVIEW WITH GROUP)

THANK YOU!

- A final report is being prepared and will be distributed later.
- Questions?

Endnotes

- ⁱ DeVol, et al. “America’s Biotech and Life Science Clusters: San Diego’s Position and Economic Contributions”, Milken Institute. June, 2004.
- ⁱⁱ DeVol, et al. “State Technology and Science Index”, Milken Institute. June, 2008.
- ⁱⁱⁱ See the Bureau of Labor Statistics, www.bls.gov.
- ^{iv} See the Bureau of Labor Statistics, www.bls.gov.
- ^v See the Enterprise Group of Jackson, <http://www.enterprisegroup.org/economic-development-division>.
- ^{vi} (2009) “Home Prices Decline Slightly in Second Quarter” *Federal Housing Finance Agency*, August 25.
- ^{vii} Jackson Citizen Patriot
- ^{viii} See the U.S. Bureau of Labor Statistics QCEW, www.bls.gov.
- ^{ix} See the U.S. Bureau of Labor Statistics, www.bls.gov.
- ^x Battelle Technology Partnership Practice (2008) “Technology, talent and capital: State Bioscience Initiatives 2008” *BIO—Biotechnology Industry Organization*, June.
- ^{xi} Ibid.
- ^{xii} See MICHBIO “Industry Overview”, <http://www.michbio.org/resources/biosciences-primer/industry-overview>.
- ^{xiii} (2005) “The Future of the Life Sciences Industry”, *Deloitte White Paper*, April. The Deloitte study performed a global online survey of senior executives in the life sciences industry.
- ^{xiv} See MICHBIO, <http://www.michbio.org/resources/biosciences-primer/industry-overview>. For a separate analysis of the growth of the life sciences industry in Michigan see also, Sallee Caroline et.al. (2009) “Life Sciences Industry in Michigan and the University Research Corridor” *Anderson Economic Group*, May 28.
- ^{xv} Feinstein, Abel, George A. Fulton and Donald R. Grimes (2009) “The Contribution of the Bioscience Industry to the Economy of Michigan” *Pharmaceutical Research and Manufacturers of America*, February.
- ^{xvi} Battelle Technology Partnership Practice (2008) “Technology, talent and capital: State Bioscience Initiatives 2008” *BIO—Biotechnology Industry Organization*, June.
- ^{xvii} Ibid.
- ^{xviii} DeVol, et al. “America’s Biotech and Life Science Clusters: San Diego’s Position and Economic Contributions”, Milken Institute. June, 2004.
- ^{xix} DeVol, et al. “State Technology and Science Index”, Milken Institute. June, 2008.
- ^{xx} Milken Institute, *the Value of U.S. Life Sciences: A White Paper Exploring Competitiveness, Delivery and Change*.
- ^{xxi} Feinstein, Abel, George A. Fulton and Donald R. Grimes (2009) “The Contribution of the Bioscience Industry to the Economy of Michigan” *Pharmaceutical Research and Manufacturers of America*, February.
- ^{xxii} Burrill & Company, (2009) *Biotech Industry Turns a Profit for the First Time, But Milestone Overshadowed as Companies Struggle for Survival, Report Finds*, February 25; <http://www.burrillandco.com/news-355-Biotech-Industry-Turns-a-Profit-for-the-First-Time-But-Milestone-Overshadowed-as-Companies-Struggle-for-Survival-Report-Finds.html>.
- ^{xxiii} Ibid.
- ^{xxiv} DeVol, et al. “State Technology and Science Index”, Milken Institute. June, 2008.
- ^{xxv} U.S. Bureau of Labor Statistics, www.bls.gov.
- ^{xxvi} U.S. Bureau of Labor Statistics, www.bls.gov.
- ^{xxvii} (2006) “The Future Success of Small and Medium Manufacturers: Challenges and Policy Issues” *The Manufacturing Institute*.
- ^{xxviii} Ibid.
- ^{xxix} See the U.S. Department of Energy, www.energy.gov.
- ^{xxx} Ibid.
- ^{xxxi} See U.S. Bureau of Labor Statistics, www.bls.gov.
- ^{xxxii} www.grants.gov
- ^{xxxiii} www.energy.gov
- ^{xxxiv} See, the U.S. Department of Energy, www.energy.gov.
- ^{xxxv} www.energy.gov
- ^{xxxvi} See the U.S. Department of energy, www.energy.gov.
- ^{xxxvii} National Science Foundation, www.nsf.org.
- ^{xxxviii} Pernick, Ron (2007) “The Clean Tech Revolution: The Next Big Growth and Investment Opportunity” *HarperCollins*.
- ^{xxxix} See the U.S. Bureau of Labor Statistics, www.bls.gov.
- ^{xl} Ibid.
- ^{xli} http://www.artsusa.org/information_services/research/services/economic_impact/default.asp.
- ^{xlii} <http://www.armoryartsvillage.com>
- ^{xliii} Richard Florida (2002) “The Rise of the Creative Class” *The Washington Monthly*, May.

^{xliv} <http://www.bcainc.org>. Business Committee of the Arts, Inc. Executive Lecture Series, 1995.

^{xlv} Other programs are considered by many to be important economic development expenditures. Transportation expenditures, especially capital expenditures, are also considered by some to be economic development expenditures. The same is said of other state capital expenditures, certain targeted education expenditures, worker retraining expenditures, and information technology expenditures. The economic development strategy should account for state expenditures and needs with respect to these areas in addition to the specific economic development grants and expenditures.

^{xlvi} Source: Respective economic development websites; for a summary of all state economic development agencies see NCSL: <http://www.ncsl.org/programs/econ/eco-dev.htm>.

^{xlvii} (2004) "Governor Ruth Ann Minner's New Economy Initiative" *State of Delaware, Office of the Governor*, February 19 and: (2007) "Addendum: Recent State Initiatives to Promote Innovation" *National Governors Association*, July 23. The NGA study also provides a more detailed examination of specific state programs across 29 states in 2007.

^{xlviii} Healey James R. (2007) "Toyota to build Mississippi plant" *USA Today*, March 5;

http://www.usatoday.com/money/autos/2007-02-27-toyota-plant_x.htm. The plant will manufacture Toyota's Highland Crossover SUV.

^{xlix} The U.S. Census collects total tax and revenue data from all 50 states and local governments, the most recent year being 2006. See, <http://www.census.gov/govs/www/estimate.html>.

¹ Personal income tax rates include the local personal income taxes levied in a focus city, which is generally the largest metropolitan area in the state.

^{li} Laffer, Arthur and Moore Steve (2009) "Rich States, Poor States: ALEC-Laffer State Competitiveness Index" *American Legislative Exchange Council*.

^{lii} Ibid.

^{liii} Ibid.

^{liv} Source: The U.S. Census, www.census.gov.

^{lv} US Department of Labor

^{lvi} Laffer, Arthur and Moore Steve (2009) "Rich States, Poor States: ALEC-Laffer State Competitiveness Index" *American Legislative Exchange Council*.

^{lvii} (2007) *Investing in Innovation*, National Governors Association and Pew Center on the States.

2/26/10

To: Ted Westmeier
Health Officer, JCHD

Budget Adjustment Request (MARCH, 2010) for FYE 9/30/10

REQUEST SUMMARY:

It is my recommendation that the Health Department request budget adjustments increasing both revenues and expenses totaling **\$39,306** with changes in JCHD orgkeys for 3 state funded programs. We need to request approval for additional FTE's associated with these program enhancements. The additional revenue was authorized by the state after the original budget for FYE 9/30/2010 had to be submitted. As a result of these increased state funds, the county allocation for the Health Dept can be reduced by **\$51,137**.

Recommended Changes in JCHD Programs:

For **Orgkey 221310 (Immunizations)**, the state is providing additional one-time funding of \$14,550 from stimulus-based efforts to increase immunization coverage among Jackson County residents that would not have previously been served. In order to comply with the state guidelines, we determined that we would need to convert a part-time nurse to full time. We are asking board approval for a net increase of 0.15 FTE's for this program. The full time nurse would work at 0.9 FTE in this program and 0.1 in Orgkey 221616 as noted below. The new full time nurse would replace a part-time nurse currently assigned at .75 FTE.

For **Orgkey 221460 (WIC)**, the increased case workload in the WIC Program has resulted in the state increasing JCHD's WIC funding for the current year. In order to keep up with the extra workload being generated by an all-time high of WIC participants, we are asking for board approval of 1 new part-time employee for 28 hours per week (0.7 FTE). This employee would have to be a certified professional authority (CPA), which can be either a nurse or a dietician. This funding is expected to continue to increase even more in the future due to the distress of the local economy.

For **Orgkey 221616 (HIV & AIDS Counseling & Testing)**, the state is providing additional one-time funding of \$6,250 to JCHD to expand the standard of care for Jackson County residents infected by sexually transmitted diseases. The state is also going to provide additional testing materials so more of the county population can benefit from this expanded screening effort. We are asking for board approval of an increase of 0.1 FTE's for the remainder of the fiscal year for the new full time nurse.

By separate e-mail attachment, I will send an Excel file with a summary of the proposed adjustments to revenues & expenditures. Upon your approval, I will also forward to Gerard the electronic or paper copies of complete detail schedules for all of the requested changes.

Please let me know if you would like any further information to submit to the Personnel & Finance Committee or to the Administrator's Office.

Rex R. Pierce
JCHD Financial Services Manager

**COUNTY OF JACKSON
FAIR FUND-BUDGET ADJUSTMENT
REVENUE
2010**

[illegible][illegible]

DEPT HEAD

DATE _____

COMMITTEE DATE

BUDGET DIR _____

DATE _____

ADMIN _____ DATE _____

BOARD OF COMM _____ DATE _____

**COUNTY OF JACKSON
FAIR FUND-BUDGET ADJUSTMENT
EXPENSE
2010**

[illegible][illegible]

DEPT HEAD _____

DATE _____

COMMITTEE _____ DATE _____

BUDGET DIR _____

DATE _____

ADMIN	DATE
-------	------

BOARD OF COMM _____ DATE _____

Prepared 2/26/10- RRP		SUMMARY OF BUDGET ADJUSTMENTS (YE 9/30/10)		
		Health Department		
Expenditure Accounts	Current Budget	Increases	Decreases	Amended Budget
221100 - ADMINISTRATION	\$498,654	\$0	\$0	\$498,654
221160 - HEALTH EDUCATION	\$170,265	\$0	\$0	\$170,265
221175 - EMERGENCY PREPAREDNESS	\$335,594	\$0	\$0	\$335,594
221180 - EMERGENCY PREPAREDNESS PHASE III	\$322,129	\$0	\$0	\$322,129
221200 - ENVIRONMENTAL HEALTH	\$589,476	\$0	\$0	\$589,476
221300 - GENERAL NURSING	\$214,265	\$0	\$0	\$214,265
221301 - MSS/ISS (MIHP)	\$371,726	\$0	\$0	\$371,726
221310 - IMMUNIZATIONS	\$293,155	\$35,350	\$23,696	\$304,809
221312 - EARLY ON	\$141,189	\$0	\$0	\$141,189
221313 - SEXUALLY TRANSMITTED DISEASES (STD)	\$156,253	\$0	\$0	\$156,253
221320 - INFANT MORTALITY & PREVENTION	\$58,596	\$0	\$0	\$58,596
221341 - CHILDRENS SPECIAL HEALTH CARE SERVICES	\$95,519	\$0	\$0	\$95,519
221417 - HEARING & VISION	\$83,147	\$0	\$0	\$83,147
221451 - MEDICAID OUTREACH & ADVOCACY	\$150,416	\$0	\$0	\$150,416
221460 - WOMEN, INFANTS, CHILDREN (WIC)	\$546,425	\$23,724	\$0	\$570,149
221575 - SOIL EROSION	\$54,923	\$0	\$0	\$54,923
221612 - EARLY ON STIMULUS	\$83,242	\$0	\$0	\$83,242
221616 - AIDS COUNSELING & TESTING	\$35,344	\$3,928	\$0	\$39,272
221630 - TOBACCO REDUCTION COALITION	\$17,809	\$0	\$0	\$17,809
221634 - IMMUNIZATION ACTION PLAN	\$85,551	\$0	\$0	\$85,551
221635 - CAR SEAT PROGRAM	\$67,768	\$0	\$0	\$67,768
221655 - TEEN PREGNANCY PREVENTION	\$25,017	\$0	\$0	\$25,017
BALANCE TO COUNTY BUDGET				
Total	\$4,396,463	\$63,002	\$23,696	\$4,435,769

Increase in Expenditures by **\$39,306**

Prepared 2/26/10- RRP		SUMMARY OF BUDGET ADJUSTMENTS (YE 9/30/10)		
		Health Department		
Revenue Accounts	Current Budget	Increases	Decreases	Amended Budget
221100 - ADMINISTRATION	\$668,725	\$0	\$51,137	\$617,588
221160 - HEALTH EDUCATION	\$105,541	\$0	\$0	\$105,541
221175 - EMERGENCY PREPAREDNESS	\$351,858	\$0	\$0	\$351,858
221180 - EMERGENCY PREPAREDNESS- PHASE III	\$322,129	\$0	\$0	\$322,129
221200 - ENVIRONMENTAL HEALTH	\$723,160	\$0	\$0	\$723,160
221300 - GENERAL NURSING	\$49,735	\$0	\$0	\$49,735
221301 - MSS/ISS (MIHP)	\$335,500	\$0	\$0	\$335,500
221310 - IMMUNIZATIONS	\$295,416	\$14,550	\$0	\$309,966
221312 - EARLY ON	\$143,000	\$0	\$0	\$143,000
221313 - SEXUALLY TRANSMITTED DISEASES (STD)	\$77,963	\$0	\$0	\$77,963
221320 - INFANT MORTALITY & PREVENTION	\$61,660	\$0	\$0	\$61,660
221341 - CHILDRENS SPECIAL HEALTH CARE SERVICES	\$134,544	\$0	\$0	\$134,544
221417 - HEARING & VISION	\$54,735	\$0	\$0	\$54,735
221451 - MEDICAID OUTREACH & ADVOCACY	\$100,046	\$0	\$0	\$100,046
221460 - WOMEN, INFANTS, CHILDREN (WIC)	\$657,939	\$69,643	\$0	\$727,582
221575 - SOIL EROSION	\$35,385	\$0	\$0	\$35,385
221612 - EARLY ON STIMULUS	\$83,242	\$0	\$0	\$83,242
221616 - AIDS COUNSELING & TESTING	\$18,518	\$6,250	\$0	\$24,768
221630 - TOBACCO REDUCTION COALITION	\$20,000	\$0	\$0	\$20,000
221634 - IMMUNIZATION ACTION PLAN	\$71,001	\$0	\$0	\$71,001
221635 - CAR SEAT PROGRAM	\$61,366	\$0	\$0	\$61,366
221655 - TEEN PREGNANCY PREVENTION	\$25,000	\$0	\$0	\$25,000
BALANCE TO COUNTY BUDGET				
Total	\$4,396,463	\$90,443	\$51,137	\$4,435,769

Increase in Revenues by **\$39,306**

Commissioner Board Appointments – March 2010

<u>BOARD</u>	<u>NEW TERM EXPIRES</u>	<u>CURRENT MEMBER</u>	<u>APPLICANTS</u>	<u>COMMITTEE RECOMMENDED APPOINTMENTS</u>
<u>LifeWays</u>				
1) One Commissioner Member	3/31/13	Gail W. Mahoney	Gail W. Mahoney	Gail W. Mahoney
1) One Public Member	3/31/13	Bob McNitt	Bob McNitt	Bob McNitt
1) One Public Member	3/31/13	William Bockwitz	Dr. Lillian Fields Tony M. Lewis Kelly Sheppard (Midgley)	Tony M. Lewis
<u>Veterans Affairs</u>				
1) One Vietnam Era Member	3/31/2014	James Phillips, Jr.	James Phillips, Jr. Clive Seydell Joe Peek	Joe Peek

COUNTY OF JACKSON

REQUEST FOR BOARD OR COMMISSION APPOINTMENT

Mail or personally deliver to: *County of Jackson -- Administrator/Controller's Office -- 6th Floor*
120 West Michigan Avenue, Jackson, MI 49201
(517) 788-4335 FAX (517) 780-4755

The Jackson County Board of Commissioners appoints individuals to numerous Boards and Commissions.
Persons who wish to serve should complete the following information.

NAME: Sheppard (Midgley) Kelly
Last First, Middle Initial
HOME ADDRESS: 123 Blenheim Drive Spring Arbor 49283
Street City Zip Code
TELEPHONE: 517-750-1863 vocalistkelly_s@hotmail.com
Home, Work, Cell, or Business (Include Area Code) E-mail Address

Name of Board(s) or Commission(s) to which Appointment is requested:

1. LifeWays 2. 3.

Community Activities/Civic Organization/Boards/Commissions:

Activity / Organization:	Length of Service	Position (s) Held:
Region 2 Planning Commission	2 years	Appointed Commissioner
Jackson Business & Prof. Women	8 years of complete membership	President and Vice-President
Greater Jxn. Chamber of Commerce	2 years	Leadership Academy Brd. Member

Employment:

Self (Planning and Marketing services)
Current Employer: Position: Dates of Employment:

Education:

Masters of Business Administration and a Bachelor of Arts in Psychology

Please indicate why you are requesting appointment to this Board (s) /Commission (s):

As a past LifeWays employee and a holder of an MBA degree, I would be in an excellent position to provide insight and recommendations to assist the agency to remain fiscally responsible in these tight economic times.

Additional Information you feel may be helpful in considering your request for appointment:

My extensive list of community contacts, as well as my relationships with current LifeWays Board Members, put me in an excellent position for a seamless transition and a short learning period.

Kelly L. Sheppard

Signature:

3/1/2010

Date:

Kelly Sheppard

Answers to the “Questions for LifeWays Board of Directors Appointment Candidates” form.

1. I have a parent and a sibling who have received mental health services. Neither person provides support for me; nor I to them.
2. I feel that my high level of expertise in this field (education and hands on), as well as my MBA, will assist the agency in its' continued program development and financial stability.
3. I was employed with LifeWays for 6 years. I was the Manager of Marketing and Communications and served as a spokesperson for the agency. I also assisted in forming many community-wide collaborations, as well as, new agency programs/services.
4. A LifeWays' Board Member should always remain consumer focused. All decisions, practices and programs need to first benefit the agency's primary population. Second, I feel Board Members need to assist the agency with new and current community collaborations.
5. I have no problem with the Board's meeting schedule. I have presented many times at the MACMHB State Conference and am very familiar with the Board Works Training. I have no problem attending workshops to meet with training obligation.
6. Important values:
 - a. Consumer focused
 - b. Focused first on priority population
 - c. Remain fiscally responsible
 - d. Embrace collaboration
7. No.

Kelly L. (Midgley) Sheppard
123 BLENHEIM DRIVE
SPRING ARBOR, MI 49283
(517) 750-1863

EDUCATION

MASTERS OF BUSINESS ADMINISTRATION (Marketing Concentration) **1996-2000**
BAKER COLLEGE **JACKSON, MI**

BACHELOR OF ARTS – PSYCHOLOGY **1993-1996**
SPRING ARBOR UNIVERSITY **SPRING ARBOR, MI**

EXPERIENCE

PROFESSIONAL TOUCH PLANNING SERVICE, LLC **3/2006-Current**
SELF-EMPLOYED: OWNER

Duties:

- Provide marketing consultation services to various entities. Services include but are not limited to marketing plans, ad design, brochure design and marketing analyses.
- Provide event planning and coordination services for venues such as: corporate events, weddings, anniversaries, fundraiser events and various others.

LIFEWAYS **4/2003-11/2006**

MANAGER OF MARKETING COMMUNICATIONS

Duties:

- Coordinated, managed and delivered all marketing and public relations functions for the agency, as well as, oversaw programs funded by the Michigan Department of Community Health. Acted as a spokesperson for LifeWays and represented LifeWays at community events. Interviewed numerous times by newspaper, television and radio stations.
- Planned, coordinated and oversaw all agency and community events.
- Obtained sponsorships, donations and monetary contributions for various agency events and programs.
- Researched, implemented and coordinated new programs for the agency, such as: the LifeWays' Foundation, MPRI, 2-1-1, the Anti-stigma Campaign, and various others.
- Created all marketing and PR materials for the agency, including; PSAs, press releases, agency generated stories, brochures, annual report and various others.
- Developed volunteer survey instruments to obtain volunteer feedback and suggestions.
- Designed and submitted completed grant proposals to provide additional agency funding.
- Submitted projected budget expenditures for agency programs and grant contracts, as well as, tracked actual spending figures throughout the fiscal year.
- Queried LifeWays' Information Systems, performed data analysis, submitted recommendations to CEO and compiled reports.
- Addressed and resolved community and customer inquiries and complaints.

Accomplishments:

- Served on the Michigan Association of Community Mental Health Boards (MACMHB) Public Relations Committee, as well as, provided workshop presentations at State conferences.
- Developed, implemented and managed the LifeWays' Foundation.

LIFEWAYS**11/2001-4/2003*****WRAPAROUND PROGRAM COORDINATOR*****Duties:**

- Coordinated, managed and delivered direct, hands on intensive case management services to high-risk children and their families, in Jackson and Hillsdale counties.
- Negotiated contracts, authorized payments and acted as a liaison for service providers outside of the LifeWays agency.
- Completed and submitted annual Wraparound grant proposal to the Michigan Department of Human Services.
- Developed projected budget expenditures for service usage on a quarterly basis.
- Obtained community partners and volunteers to strengthen community support and input.
- Trained community partners and volunteers on the principles of the Wraparound Process.
- Advised families of the importance of strength-based goals and outcomes and monitored their progress.
- Managed team of Wraparound facilitators.
- Chaired the Wraparound Community Team, which consisted of representatives and volunteers from various community agencies.
- Queried LifeWays' Information Systems, performed data analysis and compiled reports.

Accomplishments:

- Secured additional funding from external service providers to enhance the program's capabilities.
- Re-organized program in its entirety to enhance effectiveness and reduce spending.

LIFEWAYS***CUSTOMER SERVICE SPECIALIST*****3/2000-11/2001****Duties:**

- Addressed and resolved customer inquiries and complaints.
- Managed LifeWays' Information Center and support staff; as well as the Information Center volunteers.
- Obtained agency volunteers to staff various events, booths and activities.
- Trained agency volunteers on specific events and developed bulleted speaking points for volunteers to reference.
- Coordinated various agency events.
- Provided community presentations on stress and anxiety.

Accomplishments:

- Streamlined internal agency processes to enhance employee effectiveness.

FLAGSTAR BANK**6/1998-3/2000*****ACCOUNT OFFICER – COMMERCIAL LOANS*****Duties:**

- Managed staff of processors in the Commercial Loans Warehousing Department.
- Worked closely with CEOs of major USA corporations to effectively wire funds for loan closings and to resolve issues.
- Developed reports to analyze changes in work volume.
- Led regular staff meetings.
- Authorized wire transfers of funds.

Accomplishments:

- Successfully collected funds from corporations who were overextended on their warehouse line of credit.

COMMUNITY INVOLVEMENT

REGION 2 PLANNING COMMISSION <i>PLANNING COMMISSIONER - appointed by the Jackson County Board of Commissioners</i>	2007-2009
FIRST UNITED METHODIST CHURCH <i>CHANCEL CHOIR MEMBER</i> <i>NURSERY AND SUNDAY SCHOOL VOLUNTEER</i>	2004-present
NOAH'S ARKADEMY CHRISTIAN PRESCHOOL <i>CLASSROOM VOLUNTEER</i> <i>SUBSTITUTE TEACHER VOLUNTEER</i>	2006-present
JACKSON CHAMBER OF COMMERCE – LEADERSHIP ACADEMY <i>BOARD MEMBER</i> <i>PRESENTER ON “Roberts Rules of Order”</i> <i>2002 GRADUATE</i>	2004-2006
JACKSON BUSINESS AND PROFESSIONAL WOMEN'S ORGANIZATION <i>PRESIDENT</i> <ul style="list-style-type: none">• Well versed in Roberts Rules of Order.• Extensive public speaking on local and State levels. <i>PRESIDENT-ELECT</i> <i>MEMBER</i> <ul style="list-style-type: none">• Chaired and served on numerous committees.	2002-2003 2001-2002 1998-2006
JACKSON COUNTY UNITED WAY CAMPAIGN <i>CAMPAIGN LIAISON</i> <i>SPEAKERS BUREAU</i>	1999-2004
AWARE, Inc. – “TAKE BACK THE NIGHT” MARCH <i>MASTER OF CEREMONIES</i>	2001-2004
COMMUNITY THEATRE	1987-2000
JACKSON COUNTY ROSEQUEEN PAGEANT <i>CONTESTANT</i>	1994-1996

REFERENCES

- | | | |
|------------------|---|----------------|
| • Joseph Lathrop | Flagstar Bank
<i>First Vice-President</i> | (517) 787-9700 |
| • Rev. Ed Ross | First United Methodist Church
<i>Senior Pastor</i> | (517) 787-6460 |
| • Joanne Sheldon | LifeWays
<i>Chief Executive Officer</i> | (517) 796-4525 |

Please Type or Print
With Black Ballpoint

Please Type or Print
With Black Ballpoint



COUNTY OF JACKSON REQUEST FOR BOARD OR COMMISSION APPOINTMENT

Mail or personally deliver to: **County of Jackson -- Administrator/Controller's Office - 6th Floor**
120 West Michigan Avenue, Jackson, MI 49201
(517) 788-4335 FAX (517) 780-4755

The Jackson County Board of Commissioners appoints individuals to numerous Boards and Commissions.
Persons who wish to serve should complete the following information.

NAME: McNitt Robert L.
Last First, Middle Initial

HOME ADDRESS: 621 Jefferson Street Jackson 49202
Street City Zip Code

TELEPHONE: 517-789-9247 _____
Home, Work, Cell, or Business (Include Area Code) E-mail Address

Name of Board(s) or Commission(s) to which Appointment is requested:

1. LifeWays Board of Directors 2. _____ 3. _____

Community Activities/Civic Organization/Boards/Commissions:

Activity / Organization:	Length of Service	Position (s) Held:
<u>Community Action Agency</u>	<u>01/1997 - 12/2002</u>	<u>Treasurer, Executive Board member</u>
<u>Eastside Neighborhood Improvement Association</u>	<u>1996 - 1998</u>	<u>Organizer</u>
_____	_____	_____

Employment:

Retired _____
Current Employer: _____ Position: _____ Dates of Employment: _____

Education:

Northwest High School Graduate (1963); Lansing Community College (1990-1992)

Please indicate why you are requesting appointment to this Board (s) /Commission (s):

I am passionate about ensuring that individuals with mental challenges receive appropriate services, and helping others understand the issues.

Additional Information you feel may be helpful in considering your request for appointment:

Am currently a Board member, having served 16 years in this capacity. Am the current Board Chairman of LifeWays.

Robert L. McNitt
Signature:

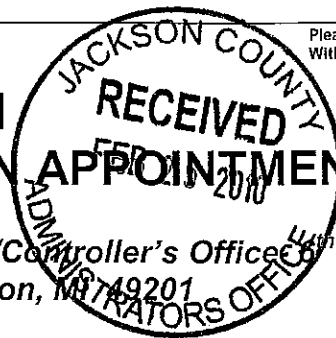
February 25, 2010
Date:

Submit

Reset

COUNTY OF JACKSON

REQUEST FOR BOARD OR COMMISSION APPOINTMENT



Mail or personally deliver to: County of Jackson Administrator/Controller's Office 14th Floor
120 West Michigan Avenue, Jackson, MI 49201
(517) 788-4335 fax (517) 780-4755

The Jackson County Board of Commissioners appoints individuals to numerous Boards and Commissions. Persons who wish to serve should complete the following information.

NAME: Lewis Tony m
Last First Middle Initial
HOME ADDRESS: 222 Damon Jackson 49203
Street City Zip Code
TELEPHONE: 517-789-7068 - WK: 517-780-7120 - Radioking@Comcast.net
Home, Work, Cell, or Business (Include Area Code) E-mail Address

Name of Board(s) or Commission(s) to which Appointment is requested:

1. Life Ways 2. _____ 3. _____

Community Activities/Civic Organization/Boards/Commissions:

Activity/Organization:	Length of Service	Position(s) Held:
_____	_____	_____
_____	_____	_____
_____	_____	_____

Employment:

Department of Human Family Independence 5/5/1986
Current Employer: Service Position: Specialist Dates of Employment:

Education:

Jackson Community College

Please indicate why you are requesting appointment to this Board(s)/Commission(s):

I am a Team player with many ideas to contribute
to the Growth of LifeWAYS.

Additional Information you feel may be helpful in considering your request for Appointment:

Ty Li
Signature

2/25/2010
Date

Questions for LifeWays Board of Directors Appointment Candidates



Question	
<p>1. Are you or a family member a current or former recipient of mental health services including services for persons with developmental disabilities (A <u>primary</u> consumer is an individual who has received in the past or is currently receiving mental health services from a Community Mental Health board or like services from a provider in the private sector. A <u>secondary</u> consumer means this individual has a family member (parent, step-parent, spouse, sibling, child, or grandparent) who is a primary consumer and is dependent upon him/her for at least 50% of their support.)</p>	<p>NO</p>
<p>2. Why are you interested in serving on this Board?</p>	<p>I am a Team player who has many ideas to contribute to the growth of LifeWAYS.</p>
<p>3. Please describe your knowledge and or direct experience with LifeWays.</p>	<p>Although I do not have any direct experience with LifeWAYS. I am very familiar with the services LifeWAYS provides to our community.</p>
<p>4. Describe your expectations for the role of a LifeWays Board member.</p>	<p>Positive representative who maintains the mission and vision of the LifeWAYS organization.</p>

Question	
<p>The Board meets monthly. Each Board member is assigned standing committee duties (1-2) that are also usually monthly. Board members are expected to complete Board Works Training through the Michigan Association of Community Mental Health Boards within the first 18 months of appointment. This training is available at state conferences. Please describe your ability to meet the obligations of the Board.</p>	<p>I am both willing and able to meet the Board's expectations.</p>
<p>Describe the values you think are most important to consider when establishing policy and budgets for programs supporting the disabled.</p>	<p>Addressing the needs of the disabled without prejudice. Displaying</p>
<p>Honesty, Compassion and Empathy, while utilizing tools and resources that are available, with emphasis on a balanced budget.</p>	
<p>Are you currently a direct (contract with LifeWays) or indirect (Contracted under a self determination contract or under contract with a contractor of LifeWays) provider to the mental health system of Jackson/Hillsdale County.</p>	<p>NO</p>
<p>Comments: Thank you for considering me for a LifeWays Board member. If elected I will represent LifeWays with both Pride and Dignity.</p> <p style="text-align: right;">Terry M. Dennis</p>	

Lillian Fields

Questions for LifeWays Board of Directors Appointment Candidates

Question	
<p>1. Are you or a family member a current or former recipient of mental health services including services for persons with developmental disabilities (A <u>primary</u> consumer is an individual who has received in the past or is currently receiving mental health services from a Community Mental Health board or like services from a provider in the private sector. A <u>secondary</u> consumer means this individual has a family member (parent, step-parent, spouse, sibling, child, or grandparent) who is a primary consumer and is dependent upon him/her for at least 50% of their support.)</p>	<p>Yes, my brother, who has schizophrenia, is currently in a group home and is receiving Lifeways services as a primary consumer.</p>
<p>(2. can't) and training from serving on other Boards that should be helpful. I have served 18 years on the Western School Board and 2 years on the Board of Directors for the Michigan Ass. of School Boards.</p>	
<p>2. Why are you interested in serving on this Board?</p>	<p>My brother's mental illness has had a very disruptive impact on our family.</p>
<p>Lifeways services have been a lifeline for him and us. I would like to be part of an organization that is such a help to families and our community. Also, I have experience</p>	
<p>3. Please describe your knowledge and or direct experience with LifeWays.</p>	<p>I served on the Citizen's Advisory Council for Lifeways from 1996-1999.</p>
<p>As a family member, we have had direct experience working with several of Lifeways providers in securing services for my brother.</p>	
<p>4. Describe your expectations for the role of a LifeWays Board member.</p>	<p>Board members create, review and adopt policy and provide oversight of its implementation. They request information to make data based decisions</p>
<p>as they review and consider budgets, personnel and strategic goals. They evaluate and monitor the progress effectiveness and outcomes of their goals and policies. They represent the interests of the recipients and the public/community.</p>	

Question

⑤ The Board meets monthly. Each Board member is assigned standing committee duties (1-2) that are also usually monthly. Board members are expected to complete Board Works Training through the Michigan Association of Community Mental Health Boards within the first 18 months of appointment. This training is available at state conferences. Please describe your ability to meet the obligations of the Board.

⑤ I will be able to attend the monthly meetings, as well as the committee meetings. I will also be able

to take the required Board Works Training Program at the State conferences.

⑥ Describe the values you think are most important to consider when establishing policy and budgets for programs supporting the disabled.

⑥ LifeWay's mission is to provide and manage resources that ensure quality behavioral

health care for our community. The twin values of managing resources and ensuring quality should drive the Board's decisions in establishing policy and budgets.

⑦ Are you currently a direct (contract with LifeWays) or indirect (Contracted under a self determination contract or under contract with a contractor of LifeWays) provider to the mental health system of Jackson/Hillsdale County.

⑦ No

Comments: ⑥ cont - The challenge is in the selection and oversight of quality providers that can demonstrate and document that their services are effective in improving the lives of recipients, as well as ensure that these outcomes are cost effective.

APPLICATION FOR APPOINTMENT

Please accept this application for appointment to the Jackson County Veteran Affairs Board. I have met all of the qualifications and will be available for the scheduled meetings.

NAME James N. Phillips Jr.

ADDRESS 174 Ridgeview Ct

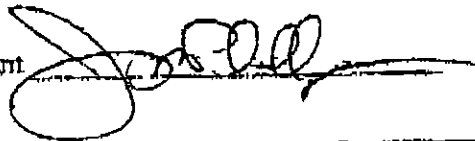
Grass Lake 49420

PHONE 517-522-4607

Veteran Organization American Legion Post 252

Please forward my application to the Department of Veteran Affairs for their consideration.

Signature of Applicant



Please return the above application by February 28, 2006 to:

Jackson County Veteran Affairs
1715 Lansing Avenue, Suite 689
Jackson, MI. 49202-2135

Please include with this application a copy of your DD 214 (Notice of Separation) and a resume.

APPLICATION FOR APPOINTMENT

Please accept this application for appointment to the Jackson County Veteran Affairs Board. I have met all of the qualifications and will be available for the scheduled meetings.

NAME CLIVE L. SEYDELL

ADDRESS 8766 GRAYLING DR.

JACKSON, MICHIGAN 49201-9143

PHONE 517-926-1068 CELL: 517-206-8694

Veteran Organization AMERICAN LEGION ROSE CITY POST #324

Please forward my application to the Department of Veteran Affairs for their consideration.

Signature of Applicant Clive L. Seydell

Please return the above application by February 26, 2010 to:

Jackson County Veteran Affairs
1715 Lansing Avenue, Suite 689
Jackson, MI. 49202-2193

Please include with this application a copy of your DD 214 (Notice of Separation) and a resume.

RECOMMENDATION FOR APPOINTMENT

The AMERICAN LEGION
ROSE CITY POST # 324 of JACKSON
Chartered Veterans Organization City

wishes to recommend Vietnam era Veteran, CLIVE L. SEYDELL
Veteran's Name

of 8766 GRAYLING DR. JACKSON MI. 49201-9143
Address City State Zip

517-926-1068

CELL: 517-206-8694 for appointment to the Jackson County Department of Veterans Affairs
Phone

Executive Committee.

This chartered veterans organization requests that this recommendation be forwarded to the County Board of Commissioners for consideration.

Richard R. Toll
Signature of Commander

Note: Your Recommendation need not be a member of your organization.

Please return the above recommendation form to the following address by: February 26, 2010

Jackson County Veterans Affairs
1715 Lansing Avenue, Suite 689
Jackson, MI 49202-2193

Please include with this recommendation a copy of the veteran's application, DD214 (Notice of Separation) and a resume.

Clive L. Seydell
8766 Grayling Dr.
Jackson, Michigan
49201-9143

Ph.517-926-1068
Cell 517-206-8694

Veteran Affairs Office
1715 Lansing Ave.
Jackson, Michigan
49202-2193

Subject: Resume Of Clive L. Seydell for application of the Vietnam War Veteran opening on the Jackson County Department of Veteran Affairs Committee.

Dear County Affairs Committee,

I was born October 19,1942 at Foote Hospital in Jackson Michigan. I am a divorced father of two sons, Clive R.A. age 25 & Shawn, age 35. I graduated from Grass Lake High School in 1960.

WORK: Retired at the end of 2009 after 19 years, two months as Quality Control Manager at Petty Machine & Tool, 4035 Morrill Rd., Jackson, Michigan, 49201.

MILITARY SERVICE: U.S. Army, November 1966-November 1968 as a member of Combat Tracker Team #11 Attached to the 199th Light Infantry Brigade during the Vietnam Conflict.

HIGHEST RANK: SP5 E-5 (T) -Helped start the first Visual Combat Training Class in the United States at Fort Gordon Georgia in 1968.

MILITARY DECORATIONS: National Defense Service Medal, Vietnam Service Medal, Vietnam Campaign Ribbon W/Device, Combat Infantryman's Badge, Expert (Rifle), Republic of Vietnam Gallantry Cross with Palm Unit Citation.

VETERAN AFFILIATIONS: Life Member American Legion Rose City Post #324, Life Member Amvets Post #28, Life Member VFW POST #823, Life member Vietnam Veterans of America, Life member VFW National Home, member Patriots H.Q. Company Marching Color Guard, member La Societe des Quarante Hommes et Huit Chevaux Voiture #746, Jackson County (40/8).

CURRENT VETERAN ORGANIZATION OFFICES: Judge Advocate & Homeboard Officer, Rose City Post #324, American Legion.

Chef De Gare Locale (Commander) & Nurses Training Director Jackson County Voiture #746,40/8.

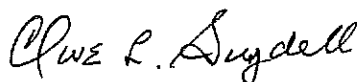
Grand Lampiste, Grand Nurses Training Director & Michigan Deputy "Nat'l Past Chef De Gare Club", Grand Du Michigan State 40/8.

Commander Amvets Post #28, Jackson County.

CIVILIAN ORGANIZATIONS: Fraternal Order Of Eagles, Michigan Center Aerie #3634

RECOMMENDATION FOR APPOINTMENT: Jackson County American Legion Rose City Post #324

Sincerely,



Clive L. Seydell

APPLICATION FOR APPOINTMENT

Please accept this application for appointment to the Jackson County Veteran Affairs Board. I have met all of the qualifications and will be available for the scheduled meetings.

NAME Joe Peek

ADDRESS 462 E Main ST
Springport MI 49284

PHONE 517 474 2815

Veteran Organization Veteran of foreign wars

Please forward my application to the Department of Veteran Affairs for their consideration.

Signature of Applicant Joe Peek

Please return the above application by February 26, 2010 to:

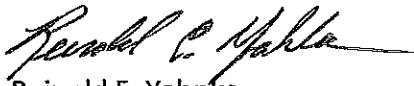
Jackson County Veteran Affairs
1715 Lansing Avenue, Suite 689
Jackson, MI. 49202-2193

Please include with this application a copy of your DD 214 (Notice of Separation) and a resume.

RECOMMENDATION FOR APPOINTMENT

The Veterans of Foreign Wars of America, Adams-Rockey Post 6056 of Springport
wishes to recommend Vietnam era Veteran, Joe B. Peek of 462 East Main Street,
Springport, MI, 49284 , (517)-474-2815 for appointment to the Jackson County
Department of Veterans Affairs Executive Committee.

This chartered veterans organization requests that this recommendation be forwarded
to the County Board of Commissioners for consideration.



Reinold E. Yahnka
Commander

Joe peek

462 E Main St Springport, MI 49284 1-517-474-2815 joepeek@email.com

Objective Jackson county department of veterans affairs committee

Professional Achievements —Union carpenter

- Frame steel studs, applied drywalled, finished drywall, installed grid ceiling
- Sloan construction carpenter foreman, framing form for concrete slabs, curbs gutters, sidewalks. Framing of apartment building and commercial.
- South Texas lone star drywall Columbus ohio, Midwest drywall cincinnati ohio
- Shively bouma co Jackson mich, bouma interior lansing mich, bouma corp grand rapids mich,
- 1968 worked in the trade retired aug 2007.

Military experience

- Army april 1st 1964 basic training ft polk la
- Aug 1964 to aug 1966. heavy weapons, 81 mortars. Served as a Forward observer radio telephone operator. Concept of training combat in cities, riot control, dismounted drill. Co c 4th bn 18th inf, berlin germany. Trained in wildle flicken and graffe germany as artillery forward observer. Obtained rank specialist 4 e-4
- October 10, 1966 heavy weapons 81 mortars, was assigned to 2nd rifle platoon as a artillery forward observer. 2nd rifle platoon trained and served as an ambush platoon. Obtained the rank of sgt E-5 became section sergeant of the 81 mortar section. Obtained rank of ssgt E-6 became plt sgt of heavy weapons plt. Co a 2nd bn 14th inf, 1st bde, 25th inf div.
- Nov 1967 assigned 2nd training brigade, ft dix, new jersey. Drill sergeant
- Ets aug 28, 1968..

Life member disabled American veterans . wounded combat veteran

- Life member veterans of foreign wars. Springport mi post 6056. Served as post surgeon 2 yrs. Served as post commander 1986 -1988. Served as quartermaster 6 yrs 1988-1993. Still serve as trustee. Served 3 yrs as pow-mia chairman 6th district. Served 1 yr pow-mia chairman state

Skills

- Frame wood and steel studs
- Hang and finish drywall
- Spray acoustic, all types of texture
- Install grids ceiling
- Apply exterior stucco
- Forms and concrete

Work History

carpenter South texas lone star drywall
Columbus ohio,
Midwest drywall, cincinnati ohio
Sloan construction, ann arbor
MI
Shively bouma
co, Jackson mich

Education

Sapulpa high
school

References

References are available on request.

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J X N

Jackson County Airport

3606 Wildwood Avenue
(517) 788-4225

Jackson, Michigan 49202
FAX (517) 788-4682

March 2, 2010

TO: Randall Treacher, Administrator/Controller

FROM: Kent Maurer, Airport Manager *KMaurer*

RE: Property and Easement Acquisitions Runway 7-25 Safety Area Project

I am requesting that the following item be placed on the agenda for the March Board of Commissioners meeting:

Approval of the fee acquisition of Parcel #104 located at 1161 Maynard St. Jackson, Michigan (Binkley property).

This purchase is another direct submission to the Board of Commissioners due the need for expediency. Funding for this purchase will come from the existing MDOT-Aeronautics grant for this purpose.

I will be present to answer questions that might arise.

Attachment

RESOLUTION # _____

**AUTHORIZING PURCHASE OF EASEMENTS AND PROPERTY FOR THE RUNWAY 7-25
SAFETY AREA PROJECT**

**For Fee Acquisition of Parcel #104 located at 1161 Maynard Street, Jackson, Michigan. (Marcia and
Duane Binkley) as Further Described in Attachments
AT THE JACKSON COUNTY AIRPORT**

**WHEREAS, The FAA has indicated that Runway 6-24 at the Jackson County Airport does not have
the required "safety areas" and necessitating construction of a new runway, Runway 7-25; and**

**WHEREAS, continued progress in building this new runway with safety areas requires the fee
acquisition of parcel # 94; and,**

**WHEREAS, grant funds in the amount of \$1,500,000 (Federal \$1,425,000; State \$37,500 and County
\$37,500) have been granted by the Michigan Aeronautics Commission to the Jackson County Airport
– Reynolds Field and are in the public interest and will fund these purchases; and,**

**WHEREAS, acquisition of this parcel in the amount of \$ 258,812 and is required in order to
construct new runway # 7-25 as detailed on the Jackson County Airport – Reynolds Field Airport
Layout Plan; and,**

**WHEREAS, the Jackson County Board of Commissioners, have previously decided that this overall
Runway Safety Area project will enhance the safety of the airport and is in the public interest; and,**

**WHEREAS, The Jackson County Board of Commissioners has legal authority to approve such
easement and property acquisitions; and**

**WHEREAS, James E. Shotwell, Jr. is the Chairman of the Jackson County Board of Commissioners
and has authority to sign legal documents on behalf of the Commission; and;**

**NOW, THEREFORE, BE IT RESOLVED THAT, the Jackson County Board of Commissioners
approves of the referenced acquisitions AND authorizes James E. Shotwell, Jr. to sign on behalf of
the Jackson County Board of Commissioners.**

RESOLUTION _____

**James E. Shotwell, Jr.
County Board Chairman**

STATE OF MICHIGAN)
) ss.
COUNTY OF JACKSON)

I, the duly qualified and acting Clerk of the County of Jackson, Michigan, do hereby certify that the foregoing is a true and complete copy of a Resolution adopted by the County Board of Commissioners of the County of Jackson, State of Michigan, at a regular meeting held on March 16, 2010 at which meeting a quorum was present and remained throughout and that an original thereof is on file in the records of the County. I further certify that said meeting was conducted and public notice of said meeting was given pursuant to and in full compliance with the Open Meetings Act, being Act No. 267, Public Acts of Michigan, 1976, and that the minutes of said meeting were kept and will be or have been made available as required by said Act.



517-788-3000
www.cai-engr.com

P.O. Box 1124
Jackson, MI 49204-1124

March 2, 2010

Mr. Chip Kraus, Project Analyst
MDOT, Bureau of Aeronautics
2700 E. Airport Service Drive
Lansing, MI 48906

**SUBJECT: Jackson County Airport – Reynolds Field
Runway 7-25 Safety Project
Parcel #104 – 1161 Maynard Avenue, Jackson, Michigan 49202
Duane G. Binkley and Marcia J. Binkley (Owner/Occupant)**

Dear Mr. Kraus:

Enclosed is the Administrative Settlement Approval from the Michigan Department of Transportation, Request for Administrative Settlement Fees, Counter Offer, Principal Residence Compensation Summary, title and W-9 for the Duane and Marcia Binkley parcel.

Fair Market Value	\$204,500
Additional 25% of FMV	\$ 51,125
Total Offer	\$255,625
Property Tax Differential	\$ 3,187
Total	\$258,812

Please process payment and send to Kara Kellerman, American Title Company, 280 W. Cortland, Jackson, Michigan 49201.

Sincerely,

Tim Davis, SR/WA
Land Services Project Manager

Authorization for Payment

James E. Shotwell, Jr.
County Board Chairman

Date

cc: Kent Maurer, Jackson County Airport
Kara Kellerman, American Title Co.

Connect With Confidence
JACKSON, MI ATLANTA, GA MOUNT VERNON, WA



JENNIFER M. GRANHOLM
GOVERNOR

STATE OF MICHIGAN
DEPARTMENT OF TRANSPORTATION
LANSING

KIRK T. STEUDLE
DIRECTOR

March 1, 2010

Kent Maurer, Airport Manager
Jackson County Airport - Reynolds Field
3606 Wildwood Avenue
Jackson, Michigan 49202

RE: Parcel 104 - Administrative Settlement Approval
1161 Maynard Ave. (Binkley)

Dear Mr. Maurer:

As you are aware the above parcel is needed for the future runway project. Commonwealth Associates, on behalf of the City, obtained an appraisal which valued the property at \$192,500. An offer to acquire the property in accordance with Michigan PA 367 for \$240,625 (or 125% FMV) was presented to the property owners and rejected.

During negotiations the owners identified in the appraisal report what they believe to be inadequate valuation of the before value of the property. As a result the owners provided a counter offer of \$270,000. Subsequent negotiations resulted in an agreement in the amount of \$255,625 (or 6.23% over the offer amount) which has submitted for approval.

I have reviewed the City's recommendation and agree that the additional \$15,000 is an acceptable amount given the costs involved with updating the appraisal and preparing a condemnation action. While I disagree with the property owner's basis for the additional compensation I cannot disagree with the recommendation to settle with the property owners to avoid a costly condemnation action. The recommended settlement amount of \$255,625 is therefore considered to be in the best interest of the public based on the information provided in the attached settlement request and the airport sponsor recommendation.

Sincerely,

DN: cn=Chip Kraus, o=Michigan
Department of Transportation
ou=Airports Division,
email=krausf@michigan.gov, c=US
Date: 2010.03.02 09:10:31 -0500

Chip Kraus
Property Specialist
Airports Division

Enclosure

February 18, 2010

Mr. Chip Kraus
Property Specialist
Airports Division
2700 Port Lansing Road
Lansing, MI 48906-2160

Subject: REQUEST FOR ADMINISTRATIVE SETTLEMENT FEES
Jackson County Airport – Reynolds Field
Parcel #104 – 1161 Maynard Avenue, Jackson, Michigan 49202
Duane G. Binkley and Marcia J. Binkley (Owner/Occupant)

Dear Mr. Kraus:

Duane and Marcia Binkley, the owners of the referenced property, have submitted a signed agreement for \$255,625 as their final counter-offer to the Jackson County Airport's original offer of \$240,625. These amounts are inclusive of the required 25% primary residence increase but do not include the \$3,187 tax differential to which they are entitled. Following the presentation of the offer the owners contested the comparables used by the appraiser and the benefit of improvements completed in recent years and countered at \$270,000. The owners then contacted Ackerman, Ackerman and Dynkowski who subsequently contacted the airport's counsel in an unofficial capacity and presented a counter offer of \$300,000. In a subsequent meeting with the owners the proposed settlement was reached. This settlement is an increase of \$15,000 or 6.23% over the original offer.

Incidentally, the proposed settlement exceeds \$249,900, the value of the primary comparable used in the relocation determination and as such they will not receive a Replacement Housing Payment. The owners were informed of this effect on their relocation benefits and were not concerned.

Property Description

This settlement involves the fee acquisition of the 0.46 acre subject property located in Blackman Township, Jackson County and zoned RS-1, Suburban Residential District. The subject is improved with a two-story contemporary dwelling with 1,416 square feet of gross living area constructed over a full basement, and a 28' x 36' detached three car garage. The quality and style is superior when compared to the typical home in the immediate location. While constructed in 1984 by the owners in the past few years they have completed extensive improvements including: new roof; new siding; new windows and entry doors; remodel of full bath; remodel of kitchen. Roof lines offer interior volume areas with skylights and clerestory windows. The interior floor plan has main (sunken) living room, bedroom, 1/2 bath/laundry

combination, kitchen and dining room; upper level has additional bedrooms, open loft overlooking living room and full bath. Floors are a combination of vinyl and carpet.

Appraiser's Opinion of Value

As mentioned, the offer to purchase was based on an offer of \$192,500.00. In determining the compensation in the report, Mr. Maturen first determined that the highest and best use of the property is in its existing use as a single-family residence. He used the sales comparison approach to value the parcel. Neither the cost or income approach to value were considered applicable to this appraisal. In using the comparable sales approach, Mr. Maturen analyzed three sales of homes located between 3.37 and 5.44 miles from the subject property. With sales prices of \$179,500, \$195,000 and \$159,000, Mr. Maturen made adjustments on the gross living area, site size, quality of construction and other attributes. As a result of these adjustments he concluded an adjusted range of the following values: \$194,295, \$177,220 and \$186,180. From this range of values, he concluded that the recommended compensation for the subject property is \$192,500.00 with a date of value of May 28, 2009.

Appraisal Review

Upon completion of the appraisal report, it was submitted for review by Norman G. Thomas, ASA, R. S. Thomas & Associates, Inc./Harold Blake Company. Mr. Thomas concurred with the approach developed, adjustments to the comparables and value conclusion made by Mr. Maturen. He approved the report as being well supported and completed in accordance with USPAP, FAA and MDOT requirements.

Property Owner's Opinion of Value

Upon presentation of the offer Mr. Binkley, a pilot, voiced his opinion that this project is unnecessary and stressed that they are not willing sellers. He stated that the offer was not satisfactory and they would not accept it. They disagreed with the comparables used in the appraisal as being less attractive to a buyer due to their aged appearance and less desirable locations. He further commented that based on the 2008 SEV the value of his home is approximately \$164,000 and that the assessor was unaware of the majority of the improvements which had been completed. Based on that he added the \$52,500 of improvements made and adjusted for the deck, which he did not believe Mr. Maturen had properly accounted for, and countered at \$216,000. This counter, when increased by the 25% primary residence adjustment, equated to \$270,000.

During meetings the owners repeatedly discussed their relationship with the Tylutki brothers on whom the airport has filed condemnation to secure the fee purchase on the western end of the runway. Following the presentation of the offer the owners proceeded to contact the Tylutki's attorney, Allan Ackerman and consulted him on the situation. Mr. Dynkowski, of the same law firm, contacted the airport's condemnation attorney and discussed the situation and presented a verbal counter offer of \$300,000; Dynkowski added that they had not yet been retained by the owners.

At our next meeting the owners presented numerous listings on houses which they felt were more comparable to their house. Their opinion was based on the style, appearance and quality of

materials such as quartz, travertine and marble which were used in their remodeling and existed in the listed houses. The range of values on these listings was from approximately \$250,000 to \$450,000. Copies of the listing sheets were not provided.

Differences of Opinion

During his valuation, and even within the final report, Mr. Maturen repeatedly stated the difficulty in valuing the subject property. The unique design of the house and the materials used in the remodeling made locating comparables difficult. He believed it to be superior to similarly sized homes in the area but inadequate when compared to higher priced homes with more living space and similar materials. When contacted that the owner's opinion of value was \$216,000, Mr. Maturen commented that he was happy to be within 10-15% of their opinion due the previously stated difficulties. While he did not believe the value of the improvements would be maintained at 100% of the purchase and installation cost he did concede that they may offer more value than he had accounted for.

Recent Court Awards

While Jackson County is currently undertaking condemnation action on the Tylutki parcel I am unaware of any recent condemnations completed within Jackson County. A representative condemnation may be a recent Livingston County Airport parcel which also involved the fee acquisition of an improved residential parcel. While the exact information is not available, the airport costs exceeded \$900,000 including the fee purchase of the subject at approximately \$300,000.00, airport attorney fees and property owner fees and costs related to the condemnation action. While these costs may not be typical they do identify the attitude of the court and the potential view of condemnation in the current market.

Mr. Maturen, while likely to provide a strong defense of his value, has vocalized the difficulties and a willingness to take further information into account. Given his uncertainty it is likely that during a condemnation preceding the landowner's appraiser would be capable of demonstrating a conclusion in excess of the offer amount. This would lend itself to the property owners receiving a favorable award in the condemnation action.

Potential Costs of Court Action

As you are aware, court costs for condemnation actions can be very substantial. Even for a simple case, attorney fees are commonly \$20,000 or more, updated appraisals and expert witness fees could easily reach \$10,000 in addition to trial costs of \$10,000 or more. Some of the items associated with proceeding to trial include the following:

- Preparation of Pleadings
- Attorney Fees
- Filing of Lawsuit
- Service of Process on Defendant
- Court Reporter
- Updated Appraisal Report/Testimony

- Case Management Mediator
- Deposition/Transcripts
- Fees and Costs for Appraisal Report and Testimony

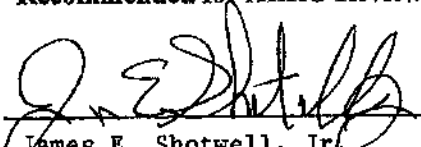
Conclusion

In closing, this increase is less than 10% of the unadjusted range of (\$159,000-\$195,000) of comparable sales used in Mr. Maturen's appraisal report. Furthermore, this counter-offer is an increase of only \$5,725 above the original offer and eligible replacement housing payment. The owners have not only expressed but have also demonstrated a willingness to work with an attorney. It was through diligent negotiations that this proposed settlement has been reached and the owners intend to proceed to condemnation if it is not approved. This settlement of \$204,500 versus the appraised value of \$192,500 (both at 100%) equates to a \$15,000 difference when calculated at 125%. This settlement, an increase of 6.23% above the original offer is recommended for acceptance as being reasonable, prudent and in the best interest of the public. If you have any questions, please contact me at 517-768-7153.

Sincerely,



Tim Davis, SR/WA
Manager, Land Services

Recommended for AERO Review	
	<u>2/23/10</u>
James E. Shotwell, Jr. County Board Chairman	Date
Airport's recommendation is based on continued local share percentage and requires final approval by Commission.	

RESOLUTION #03-10.8

**AUTHORIZING PURCHASE OF EASEMENTS AND PROPERTY FOR THE RUNWAY 7-25
SAFETY AREA PROJECT**

**For Fee Acquisition of Parcel #104 located at 1161 Maynard Street, Jackson, Michigan. (Marcia and
Duane Binkley) as Further Described in Attachments
AT THE JACKSON COUNTY AIRPORT**

**WHEREAS, The FAA has indicated that Runway 6-24 at the Jackson County Airport does not have
the required “safety areas” and necessitating construction of a new runway, Runway 7-25; and**

**WHEREAS, continued progress in building this new runway with safety areas requires the fee
acquisition of parcel # 94; and,**

**WHEREAS, grant funds in the amount of \$1,500,000 (Federal \$1,425,000; State \$37,500 and County
\$37,500) have been granted by the Michigan Aeronautics Commission to the Jackson County Airport
– Reynolds Field and are in the public interest and will fund these purchases; and,**

**WHEREAS, acquisition of this parcel in the amount of \$ 258,812 and is required in order to
construct new runway # 7-25 as detailed on the Jackson County Airport – Reynolds Field Airport
Layout Plan; and,**

**WHEREAS, the Jackson County Board of Commissioners, have previously decided that this overall
Runway Safety Area project will enhance the safety of the airport and is in the public interest; and,**

**WHEREAS, The Jackson County Board of Commissioners has legal authority to approve such
easement and property acquisitions; and**

**WHEREAS, James E. Shotwell, Jr. is the Chairman of the Jackson County Board of Commissioners
and has authority to sign legal documents on behalf of the Commission; and;**

**NOW, THEREFORE, BE IT RESOLVED THAT, the Jackson County Board of Commissioners
approves of the referenced acquisitions AND authorizes James E. Shotwell, Jr. to sign on behalf of
the Jackson County Board of Commissioners.**

RESOLUTION _____

**James E. Shotwell, Jr.
County Board Chairman**

STATE OF MICHIGAN)
) ss.
COUNTY OF JACKSON)

I, the duly qualified and acting Clerk of the County of Jackson, Michigan, do hereby certify that the foregoing is a true and complete copy of a Resolution adopted by the County Board of Commissioners of the County of Jackson, State of Michigan, at a regular meeting held on March 16, 2010 at which meeting a quorum was present and remained throughout and that an original thereof is on file in the records of the County. I further certify that said meeting was conducted and public notice of said meeting was given pursuant to and in full compliance with the Open Meetings Act, being Act No. 267, Public Acts of Michigan, 1976, and that the minutes of said meeting were kept and will be or have been made available as required by said Act.

Jackson County Clerk's Office

Amanda L. Riska – County Clerk

312 S. Jackson Street

Jackson, Michigan 49201

Court Services: (517) 788-4268 Vitals: (517) 788-4265 FAX: (517) 788-4601

Date: March 9, 2010

To: Jackson County Board of Commissioners

From: Amanda L. Riska, Jackson County Clerk

Re: Pro-Per Divorce Packets

Dear Commissioners:

I am requesting that effective immediately, Pro-Per Divorce Packets be available for purchase in our office. Currently, no forms are available for customers wishing to file without an attorney, and must be referred to book stores for the purchasing of a Michigan Divorce Book.

The proposal is for two packets that would be sold individually, one which is specific to Divorces **with** Minor Children and one which is specific to Divorces **without** Minor Children. Each packet will include instructions, as well as the forms necessary for filing. Both packets have been reviewed and approved by County Attorney Kevin Thomson. The fee that I am recommending is \$40 per packet. This recommendation is based on packet preparation and printing, as well as product comparison to other counties.

I believe this is a vital step towards better serving our customers, and will not only be extremely helpful to our staff and customers, but will also be additional revenue for the County.

Thank you for your consideration.



TENTATIVE AGREEMENT SUMMARY
MICHIGAN NURSES ASSOCIATION
2010 - 2011

1. Change the accrual process for earning paid time off from an annual credit process to being credited on a bi-weekly basis on each pay period. The accumulation of PTO will be capped at 480 hours for full-time and 240 hours for part-time employees.
2. Wages: 2010 and 2011, 0% increase.
3. Reduction in maximum longevity for employees with 15 or more years of service. Reduced from 4% to 3%.
4. All employees will have a 10% premium co-pay for health insurance.
5. Adoption of the increased years of service required for eligibility for retiree health insurance. Minimum number required is 21 years.
6. Additional DROP language: Employees enrolling in the DROP on or after 1/1/2010 will earn a minimum of 4% interest on their DROP deposits up to a maximum equal to the actual annual rate of return of the pension system minus 1%.
7. Defined Contribution Plan: All employees hired on or after 1/1/2010 will participate in the Defined Contribution Plan.

COUNTY OF JACKSON POLICY MANUAL

Policy No.
5140

ADMINISTRATIVE

ADMINISTRATIVE COST REIMBURSEMENT

~~It shall be the policy of the County of Jackson that outside~~ **On approval by the Board of Commissioners, governmental** entities ~~are~~ **may be** charged an appropriate administrative fee to reimburse for costs incurred on their behalf, for example utility projects that require bond financing/bond rating activity, unless reimbursed by another mechanism such as cost allocation. The County shall be reimbursed on an hourly rate to include salary and fringes. Other incidental costs (i.e., reproduction of the County's audit and other copying, telephone, postage, etc.) ~~will~~ **may** be charged to the entity where appropriate. The appropriate County Office shall be responsible for communicating in writing to the outside entity when an administrative charge will apply for a specific service/project.

This policy recognizes that the County of Jackson provides a wide variety of services and information to local units of government at no charge or for which established charges are already in place.

Adopted: 12/18/01
Revised: 3/16/10

COUNTY OF JACKSON POLICY MANUAL

ADMINISTRATIVE

**Policy No.
5160**

MATERIAL AND EQUIPMENT STORAGE AND/OR DISPOSAL

Storage and/or disposal of Jackson County equipment and materials is the responsibility of the Facilities Department. County departments that have excess equipment or materials shall contact the Facilities Department for appropriate forms and procedures.

Special consideration may be given for the sale of stored items at the discretion of the Facilities Manager and the Administrator/Controller.

Adopted 12/18/01
Reviewed: 3/16/10

COUNTY OF JACKSON POLICY MANUAL

ADMINISTRATIVE

**Policy No.
5170**

LENDING OF STORED ITEMS

Consideration may be given to lend stored items to government entities or nonprofit organizations under the following conditions.

- A. The borrower must agree to accept full responsibility for repairing or replacing any item damaged or lost while in their possession. The borrower shall sign a statement indicating such responsibility.
- B. The County may request a deposit, which shall be refunded upon return of the item in its borrowed condition.
- C. To ensure the borrower's responsibility for and return of the item, the Facilities Manager shall keep a record of all items loaned, including the name of the borrower, the item loaned, the date loaned, and the date returned.

~~Contact the Facilities Department for appropriate forms and procedures.~~ **Forms and procedures are available from the Facilities Department**

Adopted: 12/18/01
Revised: 3/16/10

**COUNTY OF JACKSON
POLICY MANUAL**

**Policy No.
5180**

ADMINISTRATIVE

**SECURITY/WEAPONS
JACKSON COUNTY COURTHOUSE OR FRIEND OF THE COURT**

POLICY STATEMENT

In the best interest of safety for the employees and visitors of the Jackson County Courthouse and Friend of the Court building, the carrying or concealment of any dangerous or deadly weapon, as described in Section I, within the Jackson County Courthouse or Friend of the Court is prohibited, unless authorized for official purposes. Any County of Jackson employee who believes that an unauthorized employee or visitor is carrying any kind of deadly or dangerous weapon, shall immediately advise their supervisor, who in turn will immediately call 911. Employees are not to become involved in the apprehension or detaining of any such person found in possession of such a weapon unless authorized to do so. Special security precautions may be performed at any facility owned by Jackson County if deemed necessary.

SECTION I - Deadly or Dangerous Weapons

1. Firearms include, but are not limited to any revolver, semi-automatic or automatic weapon, shotgun, rifle.
2. Knives include, but are not limited to all pocket knives, double edge blades or hunting knives.
3. Any cutting tool including, but not limited to razors, box cutters, cardboard knives, and scissors.
4. Explosives include, but are not limited to black powder bombs, dynamite.
5. Aerosols include, but are not limited to mace, pepper spray.
6. Medical Sharps include needles and blood testing equipment, unless proof of need is demonstrated (i.e., diabetic ID card or bracelet).
7. Any other item that could be used as a weapon.

SECTION II - Courthouse Weapons Screening Process

A. ACCESS LOCATIONS

All persons, except those identified in Section C, who seek access to the Jackson County Courthouse or Friend of the Court building during regular business hours, will be subject to search by a magnetometer located in the main lobby.

1. Persons with disabilities preventing passage through the magnetometer (i.e. wheelchairs) shall be subject to a hand-held metal detector search and/or a physical hand search.
2. Individuals who hold a valid concealed weapons license will not be allowed to carry a weapon into the Courthouse, except as noted in Section II, C.
3. At the discretion of security personnel, an individual may be asked to empty their pockets of all items prior to passing through the magnetometer.

4. In the event the magnetometer is activated, security personnel will instruct the individual to remove from their person all metal items that may have activated the device. After removing all metal items, the subject must pass through the device again. If the device is again activated, the person will be directed to another location and searched with a hand-held magnetometer. All possible threats must be identified before the subject may enter the Jackson County Courthouse or Friend of the Court building.
5. All bags, boxes, briefcases, purses, packages etc. brought into the Courthouse will be subject to search using package scanners.
6. Hand-held magnetometers may be used at various screening stations located throughout the Jackson County Courthouse or Friend of the Court building.

B. DISCOVERED ITEMS

1. When a deadly or dangerous weapon, as described in SECTION I, is discovered, but is not an illegal item, the person will be advised they cannot enter the building with the item.
2. When a deadly or dangerous object is discovered, the security officer shall notify 911 if the subject refuses to leave the building with the dangerous or deadly object.

C. EXEMPTIONS

1. The following shall be exempt from passing through the magnetometer at the centralized ingress/egress location:
 - a. On-duty uniformed law enforcement officers and on-duty plain-clothed officers on official business, when displaying departmental identification and badge.
 - b. Uniformed Department of Corrections personnel on official business escorting prisoners to court.
 - c. Employees authorized by the Chief Circuit Court Judge or Chief District Court Judge shall be allowed to carry weapons and/or carry chemical irritant.
2. The following shall be allowed to enter and exit at other ingress/egress locations:
 - a. Properly identified Facilities Department personnel.
 - b. Properly identified contractors with advanced approval through the Facilities ~~Management~~ Department. The above identified shall be allowed to carry their tools, equipment, and related supplies. These tools, equipment and related supplies may be subject to inspection.
 - c. Deliveries too large to pass through the package scanner. These deliveries will be received and signed for by authorized personnel.
 - d. Employees authorized to park in the north parking lot.
3. Additional security concerns must be submitted in writing to the Chief Circuit Court Judge or the Chief District Court Judge.

POLICY MANUAL

ADMINISTRATIVE

Policy No.
5190

CREDIT CARDS

Credit cards provide Jackson County personnel with the ability to effectively and efficiently make small delegated purchases. The Administrator/Controller is, therefore, charged with management (issuance, accounting, monitoring, etc) of County-wide use of credit cards.

- 1) The Administrator/Controller must approve the issuance of all credit cards, whether they are requests for new or existing cards.
- 2) Credit cards will only be issued in the name of an employee as approved by the Administrator/Controller.
- 3) The card may be used only by an officer or employee for the purchase of goods or services for the official business of Jackson County.
- 4) The card holder must submit documentation detailing goods and services purchased, cost, date of purchase, account coding, and the official business of the purchase. This information needs to be transmitted with the Accounts Payable. This AP batch should be sent to the attention of the Finance Officer for approval before payment of the monthly credit card statement.

~~If the officer or employee is using a Comerica P-card, then approval of the purchase must be obtained from the Administrator/Controller or Finance Officer before the transaction can be consummated.~~

- 5) The officer or employee issued the card is responsible for its protection and custody, and shall immediately notify the Administrator/Controller's office and Finance Officer if the card is lost or stolen.
- 6) The officer or employee must immediately surrender the card upon termination.
- 7) The officer or employee using a credit card for purchases that cannot be substantiated as a necessary purchase for official business use, will be subject to disciplinary action, including but not limited to, the loss of privilege to use the card and/or termination if deemed necessary.

Adopted: 5/19/09
Revised: 3/16/10

POLICY MANUAL

ADMINISTRATIVE

**Policy No.
5200**

DEPOSITORY FOR DEEDS

All original deeds to Jackson County property shall be in the possession of the Jackson County Clerk, with the Administrator/Controller's Office retaining a copy.

Reviewed: 3/16/10