Executive Summary

Introduction

The “Enterprise Park” property is a 70-acre property located at the southeast corner of Schwark Road and US-12 in Three Oaks Township, just west of the Village of Three Oaks. The property is owned by the Township and leased to a farmer for agricultural production. The property has approximately 980 feet of frontage on US-12 and aside from use as a farm, has never been developed.

For about a decade, the property was offered for sale and listed as available for light industrial purposes. However, little interest has been expressed and, despite efforts, it was never purchased by a private party or developed. In the fall of 2011, Three Oaks Township submitted a grant application to The Pokagon Fund to assist with planning and market analyses for future development of Enterprise Park. The grant request was approved and in the spring of 2012, Three Oaks Township formed a Study Committee to work with a planning consultant to facilitate the process. The Committee included representation from the Village of Three Oaks in an effort to continue collaborative efforts between the two jurisdictions. This Development Plan is the result of the planning process.

Mission Statement

The Study Committee prepared a general and concise mission statement to help guide the process. The Development Plan’s mission statement follows:

> The purpose of the Development Plan is to foster investment in the Three Oaks community and to implement the preferred future of Enterprise Park.

Summary of Planning Process

The process to prepare this plan included the following three general phases:

- Understanding Current Conditions. An initial phase of the assignment involved gathering pertinent background data to inform and support the plan. The information can be used to market the site or may be used as a technical resource for the community.

- Outlining the Preferred Future. The planning process included a series of community input opportunities to enable the Township to garner public opinion on the future of the site. It was important to collect the opinions and ideas of community residents from both the Township and the Village and determine preferred land uses and the preferred character of development. The process employed several means of acquiring community input: a community opinion survey, a Community Meeting, and a focus group session.

- From Vision to Reality. Community input was used to form general concepts for the future of the property, in terms of land use, cultural priorities, development form or character and other features. The results of the process are a set of preferred visions for the future of the site, supported with more specific approaches for implementation of each of the visions.

Recommendations

Section 6 outlines a strategy for implementing the vision for Enterprise Park. A summary follows:

- Support Mixed Land Uses. The Plan supports a mix of land uses on the site, including those identified in the Preferred Concept prepared by the public, as well as the optimal and supportive land uses identified in the market assessment.
These include uses such as medical offices, senior housing, a small park at the southwest corner of the site, and other uses as listed in Section 6.

- Amend Master Plan. Amend the Township Master Plan to recognize and reference this Plan. The Master Plan amendment should modify the site’s future land use designation on the future land use map, as well as include a new descriptive narrative illustrating the vision. The Zoning Plan will also be updated.

- Amend Zoning Ordinance. Amend the Township Zoning Ordinance to permit the land uses and the flexibility that are encouraged in the Plan. This likely will involve enacting a new zoning district that will apply only to Enterprise Park. The new district should feature a descriptive intent statement, permitted and special land uses consistent with the Preferred Concept and the optimal and supportive land uses identified in the market assessment, and specific standards pertaining to site configuration and design. The new district should be written in such a way that allows the continuation of farming on the site until it is developed.

- Marketing. Engage in a robust marketing campaign to actively recruit developers and interested operators. Specific suggestions are listed in Section 6.

- Make the Site “Shovel-Ready.” Make the site as “shovel-ready” as possible by evaluating utility extension possibilities, as well as interior road infrastructure.

- Explore Funding Partners. Possible funding opportunities are discussed in Section 6 as options to be further explored, either by the Township or in conjunction with potential operators and developers. These and other funding possibilities should continually be reviewed and assessed.
Summary of Public Input

Three Oaks Township is committed to public input and offered several opportunities for citizens of the community to shape the future of the project.

Community Survey
The Township mailed community opinion survey instruments to all property owners in both the Village of Three Oaks and the Township. Of the 1,226 survey forms mailed, 250 were returned and tabulated, a rate of return of 20.5%. This represents approximately 10% of the combined total population of the Village and Township, 2,574 people. Although the Township sent surveys to all property owners, some people did not respond, so the results still represent a sample. The full survey form with results to questions is presented in Exhibit A.

The survey form asked several questions pertaining to the desired land uses for Enterprise Park, as well as priorities to keep in mind when planning for the future. The survey form also provided several opportunities for write-in comments, which are also included in Exhibit A.

Question 2 asked respondents to identify their preferred land uses, and as shown, medical uses were chosen the most.

Question 3 asked respondents to indicate the importance of seven priorities relative to the development of Enterprise Park. The most important priority, or the priority receiving the most “very important” votes, was “planning for employment-generating uses.” Ensuring that natural features and usable open space be incorporated into development was the second-highest priority in terms of “very important” votes.

Community Meeting
The Study Committee facilitated a community meeting on Wednesday, August 8th at 6:30 PM at the Township Hall. The purpose of the meeting was to gather citizen opinions on the future of Enterprise Park and to help the Study Committee establish a policy direction. Approximately 20 people attended the session.

At the meeting, participants were asked to list specific land uses that are preferred, as well as the following summarizes the results.

Indicate the importance of priorities

<table>
<thead>
<tr>
<th>Priorities</th>
<th>Very Important</th>
<th>Somewhat Important</th>
<th>Not Important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Village feel</td>
<td>70%</td>
<td>40%</td>
<td>10%</td>
</tr>
<tr>
<td>Walkable community</td>
<td>70%</td>
<td>40%</td>
<td>10%</td>
</tr>
<tr>
<td>Employment-generating uses</td>
<td>70%</td>
<td>40%</td>
<td>10%</td>
</tr>
<tr>
<td>Recreational opportunities</td>
<td>70%</td>
<td>40%</td>
<td>10%</td>
</tr>
<tr>
<td>Wellness/park connection</td>
<td>70%</td>
<td>40%</td>
<td>10%</td>
</tr>
<tr>
<td>Natural features/open space</td>
<td>70%</td>
<td>40%</td>
<td>10%</td>
</tr>
<tr>
<td>Senior housing</td>
<td>70%</td>
<td>40%</td>
<td>10%</td>
</tr>
</tbody>
</table>
## Summary of Public Input

The general consensus of participants in the Community Meeting was that the development of Enterprise Park should add value to the community and meet the needs of residents while also attracting others into the community. It was also broadly recognized among participants that the plan should be flexible and that a mixture of uses should be encouraged to the extent possible.

Participants also generated a land use plan for the site, after identifying preferred land uses and features. The land use plan drawn by participants is the Preferred Concept in Section 3 of the Plan.

### Land Uses and Features Table

<table>
<thead>
<tr>
<th>MEDICAL / OFFICE</th>
<th>COMMERCIAL / INDUSTRIAL</th>
<th>RESIDENTIAL</th>
<th>RECREATIONAL / CIVIC / INSTITUTIONAL</th>
<th>SUSTAINABLE AGRICULTURE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mixed with senior housing</td>
<td>No fast food</td>
<td>Retirement community</td>
<td>Fire station</td>
<td>Leave site as farmland until high-speed rail from Chicago comes in</td>
</tr>
<tr>
<td>ER</td>
<td>Day care center</td>
<td>Affordable housing</td>
<td>EMT</td>
<td></td>
</tr>
<tr>
<td>Ambulatory care</td>
<td>Wind farm</td>
<td>Smaller senior housing complex</td>
<td>Township Hall</td>
<td></td>
</tr>
<tr>
<td>Surgical care</td>
<td>Maintain quaint feel</td>
<td></td>
<td>Future trailhead/exercise equipment</td>
<td></td>
</tr>
<tr>
<td>Orthopedic care</td>
<td>No big box</td>
<td></td>
<td>Children-oriented activity/ facilities</td>
<td></td>
</tr>
<tr>
<td>General medical office space</td>
<td>No &quot;sea of asphalt&quot;</td>
<td></td>
<td>New Buffalo model</td>
<td></td>
</tr>
<tr>
<td>Smaller medical center</td>
<td></td>
<td></td>
<td>Music/events</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Community center</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>Native habitat</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Connect to Watkins Park</td>
<td></td>
</tr>
</tbody>
</table>

Additional comments generated by participants include the following:

- Encourage “green building” techniques
- Restrict signage to avoid a carnival appearance
- Foster walkability
- Incorporate the drain and creek
- Service Three Oaks while also attracting others to the community
- Complement the Village / serve as an extension of the Village
- Remain flexible
Focus Group
The purpose of a focus group is to fully explore a specific issue, to discuss ideas and concepts, and to formulate recommendations. The Township invited about 10 to 12 individuals in the Southwest Michigan and Northwest Indiana region with known interest or knowledge in planning or economic development to participate in a focus group on the matter of Enterprise Park. A complete set of notes generated during the discussion is presented in Exhibit B and a summary follows:

- People with no vehicle cannot drive to area hospitals and medical offices, which are located far away from the community.

- Seniors on Medicaid are required to receive services within the County they reside in, further supporting a local market.

- The Township is currently receiving $75 per acre from the lessee of the property, but the market would support double that amount. For the time being, the Township should explore raising the lease amount.

- Southwest Michigan Economic Growth Alliance and Southwest Michigan First are the best marketing partners. Market both the concept and the land.

- Berrien County has one of the highest rates of substance abuse in the State, but there are no related support or healing facilities within the County.

- A competing development in the Village for a medical and residential facility will be built and the Township can build off that and market the site for supportive service uses.
Preferred Concept

As generated by participants at the Community Meeting, the following graphic illustrates the Preferred Concept.

Throughout public input sessions, participants acknowledged that Three Oaks Township is not a conventional tourist town, like those along the Lake Michigan shore. Consequently, planning for a themed attraction or destination use that would inevitably compete with Lake Michigan resorts and beach towns may prove difficult to successfully implement. Nevertheless, there is a general consensus that it would be desirable for Enterprise Park to develop into a use that could bolster Three Oaks’ character and draw people to the community. Moreover, it was recognized in public input sessions that development of the site could build on the presence of the nearby casino as a means of bringing people into the community.

Another principle commonly expressed is that development of Enterprise Park should result in enhanced employment opportunity for community residents. Results of the community opinion survey indicate that 70% of respondents believe that “employment-generating uses” are very important. The local market for traditional employment-generating land uses, such as light industrial facilities or office parks, is somewhat stagnant at the present time and the community is therefore investigating alternative or more innovative uses that would add jobs.

Following is a summary of each of the preferred uses or alternatives for Enterprise Park.

Senior housing development – Some in the community have indicated that providing housing for seniors is a significant priority. The community opinion survey launched as part of this planning process indicates that 71.9% of respondents felt that planning for senior housing was very or somewhat important. Additionally, the survey distributed as part of the 2011 Village of Three Oaks master plan process reveals that the most preferred type of residential uses in the community is senior housing or assisted living. Senior housing is a community-supported desired land use for the Enterprise Park property. A desired feature of any development on the site would be a connection to Watkins Park to the east.

Medical center development – Some in the community have also indicated that Three Oaks is underserved with medical care facilities. The survey distributed as part of the Village of Three Oaks master plan process reveals that over 68% of respondents generally prefer medical services as a commercial land use in the community. The survey distributed as part of this planning process revealed that medical uses were the top preferred land use. The nearest health clinics are in Michigan.
City, Niles, South Bend or St. Joseph and necessitate a 30-minute commute. It is believed that a small-scale, personal clinic or medical facility could be located on the Enterprise Park site and could serve the surrounding area, including New Buffalo and Chikaming Township. A desired feature of a medical use, as well as a emergency services campus use (described below), is a motorized linkage through the property to the Village street network, to the east. This connection would aid the mobility of emergency personnel.

Emergency services campus (fire, police, medical) – One suggestion received during the planning process recognizes that Enterprise Park’s accessibility on US-12 and at an intersection lends the site to 24-hour, emergency service uses, which may include police, fire, ambulatory care, and similar uses. Moving fire department facilities to the site, away from traffic and residences in the Village, but still within easy reach of the Village’s concentration of people, is advantageous to minimize interruption to the Village’s neighborhoods while ensuring unobstructed access to properties.

Satellite college/technical school – A higher education institution was discussed as a potential use of the site. This concept identified a satellite facility of a larger institution or a regional technical school as a desirable use. In addition, during the process, it was recognized that Three Oaks is an artist’s hub and has an agricultural character and that the development of the site should utilize either or both of those features. In connection with higher education, this could mean an art school or a school which would use the site for agricultural or sustainability research.

Senior or community center/recreation – The Enterprise Park property may also be used for public purposes. Several uses identified include a senior or community center or recreational uses. Such a center or use could be multi-functional; the general trend in recreation or community centers is away from single-purpose facilities, which cater to one single activity (i.e. fitness or meeting space). A multi-use facility can include fitness equipment, with some meeting rooms or space configured to accommodate civic or educational activities whether or not specifically for seniors. All or a segment of the property may also be developed as a public park.

“Mixed-use” – It is acknowledged that a single perfect use suitable for the site may not be definable; and several of the above and other uses or a mixture of those uses could be appropriate in the future. An alternative preferred development is therefore a mixture of the uses noted above or some other use not yet contemplated which adds value to the community by respecting its rural character, conserves natural resources, offers meaningful employment to citizens, and utilizes innovative site planning techniques.

Sell land for cash – An alternative to being actively engaged in the development of the site is to sell the property for cash. This would help reimburse the Township for any past expenditure in connection with marketing the site and adds funds to Township coffers for other projects. While this relinquishes some control over development of the property, the Township, through master plan policies and zoning ordinance provisions, would maintain authority to approve land uses and site plans when a development proposal is submitted for review.

Lease the land – An option is for the Township to maintain ownership of the site and coordinate necessary improvements to make the property attractive to investors, and to lease the site to prospective tenants. Currently, the farmer leasing the site is charged $4,275 annually for rent, while the site’s tax bill is $850 on the agriculturally-used property, resulting in a $3,425 per year profit to the Township. An alternative to selling the land for cash is to retain ownership, while continuing to receive payment for use of the site. This option assumes that future development and tenants would result in a more lucrative payment schedule for the Township.
Market Conditions

As background for the land planning analysis, it is important to assess the property’s relative ranking among competing properties. The key to identifying an appropriate use for the site will be understanding what potential uses will achieve the greatest acceptance in the local and regional marketplace.

The Market for Industrial Land

Competing Industrial Lands – A relatively quick review of competing properties identified a total of seventeen properties accounting for nearly 900 acres of industrial land actively being marketed in Berrien County and in LaPorte County in Indiana. The focus was on vacant land to achieve a balanced comparison and readily available sources of information were used.

The following table summarizes the properties reviewed and the Three Oaks Township site is highlighted.

Among the key considerations for buyers of industrial land seeking to establish a manufacturing operation is ease of overland truck access. Therefore, this table highlights proximity to the interstate highway system. A further criteria for industrial land developers is the availability of wastewater and water services. The necessity to design and undertake an extension of public utilities into a site is frequently viewed as a significant handicap when comparing a property to another site with utilities already in place.

Therefore, by comparison on these two items alone, the Three Oaks site is only moderately competitive. While the Three Oaks site is on

1 Sources: Berrien County, LaPorte County and Loopnet.com.
US-12, it is still about 4 miles to the interstate system. This might not be an important handicap for some users, but because all but three of the noted competing properties are more proximate to the interstate system, the Three Oaks site suffers by comparison. And on the matter of utilities, public water and wastewater are in the vicinity of the site, but would need to be extended and brought into the property, whereas nine of the competing properties are already served.

The buyers for vacant industrial land generally fall into two broad categories: (1) developers and builders that want to acquire land that they can improve and construct buildings either on a turnkey basis or as build-to-suit developments; and (2) manufacturers, warehouse operators and similar end users of the property. Some of the businesses in the first category may have the financial strength to acquire, develop and hold land for an extended period waiting to find the right end user. Most, however, are on the look-out for land that is inexpensive to acquire and inexpensive to improve and for which there is a proven market to minimize their risk and holding costs. Unfortunately, the Three Oaks property will require significant investment to bring the utilities into the site and its comparatively poor proximity to the interstate system may account for the lack of market response today (together with the weak economy, of course).

The second category of potential buyers could offer more promise, if the right end user can be identified. It is important to note, however, that in many instances businesses seeking an industrial facility will opt for an existing building that is “move-in ready” rather than expend the time and money to acquire raw land, design, finance and construct a building. The reason for this is that most businesses in the manufacturing sector also face severe competition and are inclined to focus as much as possible of their attention and available resources on production and serving their customers. For such businesses, the time, effort and expense to develop a new facility amounts to a distraction which can be avoided if an existing structure that meets their needs can be found.

There is a small subset of this last category which would be the most likely candidate as end users of the property, and these would be existing local businesses that either have or may soon outgrow their current facilities. Such businesses are already sold on the local marketplace and location as they are already there. They also would not need to relocate staff and a move to a new facility in the general area can be done with minimal operational disruption as staff could alternate between the locations when needed. However, it is recognized that this property has been available for many years and it is probable that any such local candidate has long been aware of it. In other words, if a local business desired to make use of the site, they probably would have come forward by now.

Demand for Industrial Land – Manufacturing has always been seen as the backbone of the Michigan economy and land for industrial uses has been a strong foundation for local tax base. However, from 2000 to 2010, manufacturing employment in Michigan declined a whopping 47%. In the more recent past, some of that employment has recovered, but pre-2000 levels are a long way off. In terms of the impact on industrial real estate, however, it is clear that there is significantly more supply than demand. Even as manufacturers begin to show signs of improved economic health and potentially cast about for new or replacement facilities, there are countless buildings sitting idle in markets throughout the state to absorb that demand.

In summary, the number of better positioned properties, the site’s lack of utilities and comparatively poor access to the interstate system and the relatively soft demand all suggest that development of the Three Oaks site as a potential industrial park is not likely, at least in the short term.

The Market for Senior Housing

A second option for the site which has been mentioned in discussions is that of senior
housing of some sort. A quick review of the supply of, and demand for, such housing follows.

Supply of Senior Housing – For the sake of simplicity, the following discussion focuses on two types of senior housing: Independent Living Units and Assisted Living Units. Independent living units typically are senior-only apartments, townhouses or attached apartment or condo developments. Some times such units are part of a continuum of care facility where residents initially occupy independent living apartments and later transition to facilities that offer more personal care, such as congregate meals programs, assistance with housekeeping, bathing, medicines and general monitoring of residents’ well-being. Those are the sort of services typically found in so-called assisted living facilities. Some such facilities are licensed as homes for the aged and others are not. In addition, some include memory-care facilities and basic or skilled nursing, as well.

A quick review of near-by facilities identified the following:

- Brentwood of Niles, has 67 independent living units, but offers a wide range of services for its residents.
- Golden Oak Village, South Bend, has 64 independent living units and local representatives indicate a waiting list is maintained for any available units.
- Brentwood of LaPorte, has 16 independent living units and 124 assisted living units. The facility reports a waiting list for the independent living units and limited availability for the assisted living units.
- Brentwood of Hobart, includes 116 assisted living units with limited availability for some types of units.
- Whispering Pines, Mishawaka, has 144 units of independent living for those 55 and older and local representatives report a waiting list for some types of units.
- Emeritus at Arborwood, Granger, has 54 units of assisted living, with some memory care units. Local representatives report that they maintain a waiting list for most types of units.
- Whitcomb Senior Living Community, St. Joseph, includes 131 units and offers varied care as needed by residents. Local representatives report limited availability.
- Woodland Terrace, Bridgman, includes 32 independent living units and 60 assisted living units with waiting lists for both categories.
- Woodland Terrace, Niles, likewise reports that they maintain waiting lists for their 30 independent living units and for their 30 assisted living units.
- Hamilton Grove is a nursing home in New Carlisle, Indiana. It has a capacity of 85 beds and currently about 80 of those beds are occupied.

While this brief inventory should not substitute for a more comprehensive canvas of all such units, it is striking that in Berrien and LaPorte Counties with a combined senior population (55 years and older) of over 76,000 persons, only a few hundred housing units emerged in this brief sample. Certainly, there are more facilities and clearly most seniors would prefer to age in good health in their own homes. However, with the prevalence of wait-listed units or at the very least, limited availability, it is likely that a good market exists for additional senior housing alternatives in the region.

The Market for Medical Uses

Another option for the site is a medical facility, although that encompasses a wide range of development types including hospitals and urgent care centers, specialty care centers, medical offices and others.

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1 It must be understood that for the purposes of this initial report this should not be regarded as a comprehensive census of all facilities, but rather a sampling based on readily available information and some brief phone canvassing.
According to a 2011 report by the Urban Land Institute titled *The Outlook for Health Care*, an aging population will drive the demand for medical services over the next several decades; those over 65 tend to have three times as many office visits per year as those under 45. In addition, technological advances will further fuel demand for medical facilities as health care providers strive to provide more services to their patients. Lastly, the national health care law signed a few years ago expands health care coverage to about 32 million Americans, many of whom will utilize their coverage, generating demand that had not been realized previously.

The report concludes that it is likely that the medical care industry will continue to grow for two basic reasons: it is an essential human service and is heavily supported by the government.

While there are several hospitals in the southwest Michigan region, none are in the immediate Three Oaks community. Thus, a facility in Three Oaks could also serve the nearby communities of Bridgeman, Sawyer, Galien, Union Pier and others. Hospitals in the region follow:
- New Buffalo Medical Center - New Buffalo, MI (approx. 7 miles)
- Lakeland Regional Medical Center - St. Joseph, MI (approx. 30 miles)
- Lakeland Community Hospital - Niles, MI (approx. 30 miles)
- Southwestern Medical Clinic, Berrien Springs, MI (approx. 27 miles)

A number of additional hospitals can also be found in Michigan City (18 miles), LaPorte (20 miles), and South Bend, Indiana (30 miles). While it is unlikely that a large hospital campus would be needed at the site, a smaller clinic branch, specialty service center or similar medical use may be appropriate.

The site’s frontage on both US-12 and Schwark Road may prove to be ideal for a medical use where ingress and egress by ambulances, employees, and patients, is critical.

**General Market Assessment**

The General Market Assessment provides a summary of alternative land uses that appear to be economically feasible in the market, based on an assessment of supply and demand; market demographic profile; and site and market locational attributes. This Market Assessment has been completed with an unbiased approach by LandUse|USA, a Michigan consulting firm that specializes in location intelligence and the development of real estate feasibility strategies.

**Location Analysis – The Market Assessment**

begins with the following summary of site and locational attributes, as summarized into the following lists of benefits and challenges.

**Locational Assets – Enterprise Park**
- Good access to US-12 with intersection at Schwark Road
- Good visibility to traffic along US-12
- Located on the west side of the Village, toward Lake Michigan
- Rectangular site configuration with contiguous land
- Site includes a small creek to create a water feature
- For residents, proximate to existing storage facilities
- The site is a greenfield and is ready for immediate development
- Rural and scenic, surrounded by agriculture and wooded lots

**Locational Challenges – Enterprise Park**
- Site is nearly 5 miles from nearest Interstate
- Site is just beyond the Village limits and existing utility infrastructure
- Market lacks direct lake access and regional destinations
- Market is rural, remote and small
- Market is shadowed by South Bend, Benton Harbor and Michigan City
- Site is just 5 miles from conveniences in New Buffalo
- Most units would be ½ mile from Harding’s and Laundromat
Most units would be ½ mile from Watkins Park
Most units would be 1 mile from downtown Three Oaks

Competing Site – Compared to the development in the Village that would be considered competing with the Preferred Concept prepared by public input participants, the Enterprise Park site has superior access and visibility. However, it is also farther away from existing public utility infrastructure. The following compares the competing site to Enterprise Park:

Differentiating Benefits – Village Site
- Proximate to Harding’s Market, Laundromat and Downtown
- Abuts Village’s existing utility infrastructure

Differentiating Challenges – Village Site
- Indirect access to US-12 with intersection at Schwark Road
- Little or no direct visibility to traffic along US-12

Non-Qualifying Uses – A number of potential land uses were considered for Enterprise Park based on these considerations, and also qualified based on stakeholder comments during the Community Survey and Community Meeting. Some uses automatically disqualify due to the small market size and other locational challenges described above. Uses that are least likely to be economically feasible include the following:

**Lowest Economic Feasibility**
- Heavy industrial
- Light industrial, trucking distribution, logistics
- Build-to-suit office space
- Speculative and/or sublet office space
- Satellite colleges/technical schools

Primary Trade Area Delineation – In conducting the General Market Assessment, a Primary Trade Area (PTA) must be delineated that generally reflects the geographic area from which most customers would be derived. For retiring seniors, emotional ties to hometowns can be strong and tough to overcome, and most seniors do not want to move to another community to retire.

Similarly, seniors already living in the Three Oaks area are unlikely to choose Benton Harbor, Michigan City or South Bend for their final home. Furthermore, they even may be reluctant to move to sister communities like Buchanan and Galien. The PTA has been delineated accordingly.

**Trade Area Demographic Profile**
The PTA has a small population of 5,605 (in 2012) and is slowly declining in size. However, income levels are increasing at a rate that is slightly faster than averages for Berrien County. In fact, in 2010 the PTA still had income levels below that of the county, but current estimates and forecasts indicate that the PTA now has income levels above the County. See Exhibit C for a summary.

Only 11 persons in the PTA are reported by the Census to be living in nursing homes, representing just 1% of all seniors in the ages of 65 or higher. There are 941 adults in the age bracket of 55 to 65, and assuming that 3% of them would be interested in moving to a new adult community, this suggests an opportunity for about 28 units. Similarly, assuming that 3% of seniors in the ages of 67 to 75 would be candidates for independent and/or assisted living, this implies an opportunity for 18 units. Assuming that 3% of the trade area’s elderly citizens would be candidates for assisted living (including acute and memory care), this suggests an opportunity for about 13 more units. The 3% assumptions are based on figures used by MSHDA.
Site Conditions

Who is Three Oaks Township?
As expressed in the Three Oaks Township Master Plan 2011 Update and Supplement, the Township is a rural community located near the southwestern corner of Michigan, defined by rolling farm fields, rivers and streams, open spaces, and proximity to Lake Michigan. LaPorte County, Indiana is adjacent to the south, and the Village of Three Oaks, a municipality politically distinct from the Township, is situated in the center of the Township and occupies approximately one square mile. The Village, while separate, is considered the center of the community and includes a quaint, walkable downtown.

The community is situated approximately 6 miles east of New Buffalo, 25 miles from both the Saint Joseph/Benton Harbor area and South Bend, and about 65 miles or so from both Chicago and Kalamazoo.

The Township’s proximity to Lake Michigan, a growing local arts scene and nationally recognized bicycling events help to define the community’s character. The Three Oaks Spokes Bicycle Club, a non-profit organization formed to promote bicycling, sponsors the Apple Cider Century (ACC), which is an annual, one-day bicycle tour of up to 100 miles through southwest Michigan’s popular wine country. The ACC is the largest of such events in the Midwest.

Despite this interest in the community, the Township has remained rural and has not experienced considerable demand for development.

While some commercial and light industrial uses are located along US-12, these uses generally serve the employment and service needs of the local community, do not have a regional draw, and they are of a very small-scale. An overall objective of the Township Master Plan is to maintain the small scale of development in the community, and the Township wishes to coordinate development of the Enterprise Park property in a manner which is consistent with the community’s essential character.

The Enterprise Park Property

The subject site is a 70-acre property located west of the Village of Three Oaks along US-12. The site is currently owned by the Township and leased to a farmer. The property has approximately 980 feet of frontage on US-12.

Site Features
A small stream in the south portion of the site flows into Duck Creek, a tributary of the South Branch of the Galien River, and the Schwark Drain. The Schwark Drain flows into the site from the west and flows easterly underground to the east lot line. Topography
of the site is generally very flat, with little undulation. Exceptions include a slight downward slope toward the stream on the southern portion of the property and a slight slope toward Schwark Road overall on the property, from east to west. The grade difference appears to be less than 10 feet, however. A stormwater retention pond has also been developed in connection with recent improvements to the Schwark Drain; the pond is shown on the image below.

The image to the left illustrates soil types on the property and surrounding parcels. The predominant soil type on the property is a loam, which means that the soils are generally comprised of a fairly even percentage of silt, sand and clay. Specifically, loamy soils contain 7-27% clay, 28-50% silt, and less than 52% sand. Loams tend to have better drainage than silty soils and customarily consist of less than 5% rock fragments. According to the Michigan Soil Survey, nearly all areas of this soil type are cultivated or developed and natural vegetation is hardwood forest.

The Pewamo soil type along the stream is typically associated with depressions and drainageways and may be more difficult to develop. Nonetheless, this soil type represents a small percentage of the total land area.

The fairly flat elevation of the site, developable soils, and lack of significant natural features should lend the site to many types of development and certainly add to the flexibility of the site. Nonetheless, care should be taken to ensure that the stream is protected from the encroachment of development and that any easement regulations are respected in connection with the underground segment of Schwark Drain. The easement is 20 feet wide, and although permanent buildings are not permitted to overlie the easement, parking lots and other minor structures may be permitted.

Lay of the Land
The features described suggest that several land uses may be able to collocate on the site. The presence of the creek and the County Drain has the effect of dissecting the parcel into three distinct segments, shown below with estimated net acreage for each area.
The Vicinity

Surrounding properties are generally low-density residential or used for farming. The Central Michigan Railroad is nearby, north of and parallel to US-12. Although the route is heavily used for passenger trains, there is no depot in Three Oaks. Watkins Park, the largest park in the Village, is east of the subject property. The park is approximately 32 acres and offers baseball fields, play equipment, basketball hoops, a nature trail and pavilions. During the planning process, members of the public have indicated that development of Enterprise Park should provide a connection to the park to enable future users of Enterprise Park easy and safe access to the recreational facility. Small-scale commercial establishments exist along US-12 east of the subject site in the Village; and the property is less than a mile from downtown Three Oaks.

Planning and Zoning

Three Oaks Township recently adopted an update to its Master Plan. The update maintained the prior Plan’s designation of the property as Light Industrial, although the update recognizes that other possible land uses are likely and that the future land use classification in the Plan could change.

The property is zoned I, Industrial District. Consequently, any future development of the site would need to comply with the requirements of that zoning district. Permitted uses in the Industrial District include essential service uses, professional offices, retail sales and manufacturing. Nevertheless, the Township is willing to amend the Zoning Ordinance and/or Zoning Map to accommodate development on the site, provided that it does not undermine the intent of the ordinance.

Accordingly, an implementation task associated with any development alternative will involve an evaluation of whether the Master Plan and Zoning Ordinance require revision to reflect, accommodate and encourage the preferred outcome.
US-12 and Local Traffic Patterns

The Enterprise Park property is situated on US-12, which is one of the oldest roadways in America and which provides access to an extensive array of scenic, historical and cultural resources. US-12 is a highway which connects Detroit to Chicago and beyond. The Michigan Department of Transportation has designated US-12 a Historic Heritage Route.

Approximately 5 miles to the west on US-12 is an interchange with I-94. I-94 is the northernmost east-west federal interstate highway in the Great Lakes region and connects Billings, Montana to the Blue Water Bridge in Port Huron, which links with Canadian Route 402. This places Three Oaks in close proximity to a prime shipping route between Canada and Chicago.

The table below summarizes traffic count patterns in the area based on information available from the Michigan Department of Transportation. As the table illustrates, traffic counts in the vicinity have generally increased, and of special note is the modest increase in traffic experienced between 2009 and 2010 on all segments of roadway studied. The opening of the Four Winds Casino Resort in New Buffalo, west of Three Oaks, has noticeably increased traffic in the vicinity of the casino facility and along US-12, as well. Also note that, according to the Berrien County Road Commission, Schwark Road experiences an average of 342 vehicles a day.

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<thead>
<tr>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>US-12 bet. Three Oaks and Galien</td>
<td>4,300</td>
<td>4,500</td>
<td>4,900</td>
<td>14%</td>
<td>5,100</td>
<td>4%</td>
<td>5,300</td>
<td>3.9%</td>
</tr>
<tr>
<td>US-12 east of Galien</td>
<td>5,200</td>
<td>5,900</td>
<td>6,600</td>
<td>27%</td>
<td>5,900</td>
<td>-10.6%</td>
<td>6,100</td>
<td>3.4%</td>
</tr>
<tr>
<td>US-12 west of Three Oaks</td>
<td>4,100</td>
<td>5,000</td>
<td>6,600</td>
<td>61%</td>
<td>5,800</td>
<td>-12%</td>
<td>6,000</td>
<td>3.4%</td>
</tr>
<tr>
<td>I-94 north of US-12</td>
<td>29,000</td>
<td>29,100</td>
<td>38,600</td>
<td>33%</td>
<td>35,000</td>
<td>-9.3%</td>
<td>40,000</td>
<td>14%</td>
</tr>
<tr>
<td>I-94 south of US-12</td>
<td>24,000</td>
<td>30,600</td>
<td>39,700</td>
<td>65%</td>
<td>35,100</td>
<td>-11.6%</td>
<td>40,700</td>
<td>15.9%</td>
</tr>
</tbody>
</table>

Site Infrastructure

Although the Enterprise Park parcel is not currently served with water and sanitary sewer, those services are located approximately 600 feet away along US-12 at the west limits of the Village of Three Oaks. Accordingly, this infrastructure would need to be extended to the site to accommodate any intense development. In 2001, estimates for the work were prepared and contemplated an extension of water main along US-12 west to the site, south through theEnterprise Park property and east along the property’s south lot line extending to the water treatment plant on Sherwood Avenue in the Village. These estimates have been updated using the same assumptions used in 2001, but reflect 2012 costs. Estimates are presented in Exhibit D.

While the Township does not have a formal written agreement with the Village for services, the Village institutes water fees and it is believed that the two jurisdictions can partner on the development of Enterprise Park. For example, the development of Enterprise Park could generate additional water fees for the Village for water services.

If the use of the property is not intense, site infrastructure (such as on-site wells) could be utilized. Another option is to explore water extension from New Buffalo Township, to the west.
Implementation of Concept

This purpose of this Development Plan is to foster investment in the Three Oaks community and to implement the preferred future of Enterprise Park. The following priorities were identified by the Study Committee, the 250 survey respondents, the Community Meeting participants, the focus group participants and the market assessment.

At the Community Meeting, the results of the survey were reviewed and contemplated by participants and the Committee. Based on the input from Community Meeting participants, it is believed that any differences of opinion among stakeholders have been reconciled in the mixed-use Preferred Concept presented, that a general consensus exists, and that the community supports the Plan.

One critical objective identified during the planning process was the need to accommodate a mix of land uses. Conventional zoning has, in the past, fostered the separation of divergent land uses, but this Plan promotes a mixture of uses on the Enterprise Park site. An emergency services facility that would presumably be government-owned, medical office use, senior housing and a park are desired as described below.

Additionally, the market assessment identified land uses which would be complementary to the preferred uses. These uses are also described below, in light of the competing development in the Village. These complementary land uses are thought to be appropriate potential alternatives to the preferred land uses. These uses are also supportive of the competing Village development and could work in conjunction with the Village development.

Medical Uses
The Preferred Concept illustrated in Section 3 of the Plan was prepared by Community Meeting participants. It includes emergency service uses near the corner of US-12 and Schwark Road, encircled by medical uses. These uses would be located toward US-12 to take advantage of the access that the highway affords and also to place the more intense uses toward the highway as a buffer. The medical uses may include the following:

- Specialty Care. Specialty care includes care designed for the specific needs of an individual, such as rehabilitative services for the severely injured, hospice or palliative care for the terminally ill and even treatment for mental health.

- Ambulatory Care. Ambulatory care includes treatment or diagnosis facilities as well as conventional family doctor offices.

- Hospital. Even though a hospital would be the most intensive of these uses, it would provide the broadest services, including general care for the sick or injured.

Senior Housing / Sustainable Agriculture
The site would transition into a senior residential use, which ideally would feature housing and services representing every step in the continuum of care. The medical uses could work in conjunction with the senior housing element and the two could strengthen each others viability.

Assisted living facilities offer daily assistance and activities for residents, while independent living facilities typically only offer meals for residents in a multiple-family environment. However, the two are often grouped together with skilled nursing care and coalesce to establish the continuum of care that is often preferred by residents and their families. Dementia care may also be included.

Integrated into the residential component would be a community garden feature that utilizes sustainable agriculture practices. The garden feature would boast a year-round greenhouse as well as outdoor gardens to promote local food and community activity.

Recreational Use
Community Meeting participants also recognized that the southwest corner of the site lends itself to public recreational use, as it is made somewhat disconnected from the balance of the property by the presence of the stream. Participants suggested that the recreational use feature a non-motorized connection to Watkins Park to facilitate access to Watkins Park for residents of the site.
Summary of Preferred Concept Use Activity:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>An emergency response use to provide enhanced services to the community</td>
<td></td>
</tr>
<tr>
<td>A variety of medical uses to offer needed services to the area’s aging population and within proximity to several of the region’s communities</td>
<td></td>
</tr>
<tr>
<td>Senior housing to bolster the array of housing options in southern Berrien County with an integrated community garden feature</td>
<td></td>
</tr>
<tr>
<td>A park at the southwest corner of the site</td>
<td></td>
</tr>
</tbody>
</table>

Optimal Strategy / Supportive Land Uses

Alternative uses should be considered. These uses could be knit together into a mixed-use community in a campus-like setting.

Medical and health care providers usually demand prime access for ease of traffic flow, and visibility for marketing and brand-recognition. It is highly recommended that Three Oaks Township continue to collaborate with area medical and health care providers to optimize the location of those users. While it would be ideal to locate such uses at Enterprise Park rather than the competing site, Enterprise Park could be marketed as a site accommodating supporting service uses.

The strategy gives considerable credit to the Enterprise Park’s superior access and visibility to US-12. Once the health care facility in the Village is established, synergistic benefits can also be achieved by clustering complementary uses and supporting services. Among the assisted living facilities, 32 units would be the absolute maximum for a market of this small size as determined by the market assessment performed by LandUseUSA.

Exhibit E includes a summary of the optimal land uses and square footages for the site. In addition to the medical and assisted living facilities noted in Exhibit E and already identified as needed by the public, the following uses are feasible within Enterprise Park alongside the Preferred Concept or as an alternative and in conjunction with the competing development in the Village:

Related Services
- Small Chapel, 1,000 – 2,000 SF
- Hospice Services, 1,000 – 2,000 SF
- Senior Center, 2,000 – 4,000 SF
- Home Health Care/Senior Helpers, 1,000 – 2,000 SF
- Family Services Counseling, 1,000 – 2,000 SF
- Police, Fire and Ambulance, 20,000 SF

Related Retail
- Motel 8 or Super 8 Motel, 16 – 24 rooms
- Motel w/full-size swimming pool/jacuzzi
- Community Center with weight room, 3,000 – 6,000 SF
- Day Spa/Chiropractor/Massage, 1,000 – 2,000 SF
- Medical Supply Store (not pharmacy), 1,000 – 2,000 SF

Other Indirect Amenities
- Convenience Store, “Farm Market,” 3,000 – 4,000 SF / 8-10 vendors
- Day Care Center, 2,000 – 3,000 SF
- Dog Kennel/Dog Park, 3,000 – 4,000 SF
- Bike, Fitness Path to Watkins Park
- Community Garden, Greenhouse

Master Plan Amendment

A first step to implementation of the Preferred Concept and the optimal strategy/supportive land use framework is to amend the Three Oaks Township Master Plan to facilitate mixed uses on the property.

Three Oaks Township recently adopted a Master Plan supplement, which serves as the five-year review and update statutorily required. That supplement kept the prior Plan’s Light Industrial future land use designation of the property and this should be revised to implement the Concept.

The revision should include a new future land use designation, and it could be titled “Enterprise Park.” Narrative supporting the future land use map should describe the desired elements of the site, including mixed-uses and flexibility, but it should also strongly promote senior housing and medical office uses. The narrative should also describe the desired transition among the site’s uses, and should reference this Plan. Moreover, the Zoning Plan will require updating to reflect the new future land use designation.
Zoning Ordinance Amendment
While the Master Plan may be thought of as the blueprint for the future, the Zoning Ordinance is the primary tool used to implement the Plan. Consequently, if the Master Plan will be modified, the Zoning Ordinance should be reviewed to identify provisions which conflict with the Plan’s suggestions.

Generally, Planned Unit Development provisions accommodate a mixture of uses and flexible site configurations. Under Section 15.22 of the Three Oaks Township Zoning Ordinance, however, it states that only uses permitted in the underlying zoning district can be permitted in a Planned Unit Development. Because all of the uses contemplated in Enterprise Park are not permitted in a single district, the Zoning Ordinance will need to be amended to include a more flexible district.

Site Design
Throughout citizen input processes, the Study Committee heard that the development should not “turn its back” on the stream but rather it should incorporate the stream and turn it into an amenity. Participants also suggested that the development generally be walkable and convenient for future residents of all abilities to maneuver.

Enterprise Park’s access to nature and green space can be a boon to prospective tenants, as such features can play a critical role in the healing and recovery process. Owners of a future medical use should plan the site configuration to afford patients with views and access to green spaces for therapeutic healing.

Marketing Partners
The Township should actively target users of the property and seek to establish new land uses consistent with the plan. If this Development Plan is to be realized, one or more developers will be needed to follow the blueprint presented. However, it is not likely that development will occur without active and aggressive marketing techniques. The Township should identify regional developers with the capability to develop Enterprise Park to foster the desired uses outlined in this Plan. The Township should also market both the concept and the land within the Midwest marketplace, not just Michigan.

Local and regional partners exist to assist the Township in its efforts. While the Southwestern Michigan Economic Growth Alliance and Southwest Michigan First have been identified as the primary partners, other entities may serve as resources for the Township; including Berrien County Community Development, Cornerstone Alliance, TOBA and Harbor Country, and the Pokagons.

Specific Marketing Activities
Site marketing strategies typically begin with listings on Multiple Listing Service (MLS) sites through commercial real estate brokers. However, this is a passive approach, and more aggressive steps are needed to actively recruit real estate developers, medical and health care providers, owners of assisted living facilities and other interested operators. Next steps should include a combination of the following:

Both the Master Plan and the Zoning Ordinance will need to be amended to enable the preferred concept.
Independent Website. Create a website for the project that links with the Township’s webpage. The project website could include multiple pages, such as About the Project, About Three Oaks Township, Demographic Data, Market Economics, Preferred Land Uses/Flexibility, Photo Gallery, and Contact Us.

Responsibility. Assign and empower a Township staff person with responsibility for marketing, tenant recruitment, and implementation of the project. This individual would also be responsible for communicating with advocates at Southwestern Michigan Economic Growth Alliance and Southwest Michigan First.

Trade Shows. Promote the project and other Township initiatives at trade shows, such as the International Council of Shopping Centers Idea Exchange planned in April and in nearby Chicago, Illinois.

Regional Collaboration. Collaborate with the Southwestern Michigan Economic Growth Alliance and Southwest Michigan First on promoting the project through their respective websites.

Signage. Add an attractive sign on the site with a site plan that explains the project. The sign should be relatively small-scale and not out of character with the rural/small-town nature of the community.

Site Access. If possible, provide access points into the site that include some landscaped edges. Road infrastructure should be constructed if the Township can identify future parcel delineation.

Process. Review, simplify, and streamline the permitting and approval process through the Township planning and zoning departments, recognizing that for developers and tenants, “time is money.”

Incentives. Identify, create and package tangible and soft incentives, including everything from fee waivers, tax rebates, reduced utility rates, existing infrastructure and marketing assistance.

Recruitment. Assemble a packet of marketing materials (including this Plan) for prospective developers, tenants and operators, proactively researching and contacting them, and initiating introductory phone discussions, meetings, and site visits.

Utility Extension

The site is not currently served with public water and sewer facilities. A logical plan to provide such services to the site should be prepared in conjunction with the Village of Three Oaks. Engaging in such discussions with the Village early on will help to make the site as “shovel-ready” as possible.

Possible scenarios include the following:

- The Village of Three Oaks owns and maintains the local water facilities. The development of Enterprise Park could generate additional water fees for the Village for water services and as such, the Township may partner with the Village in the extension of services to site. Extending water and sewer to the site speculatively, however, is not eligible for grant or loan programs. Nonetheless, a formal arrangement or common understanding can be explored at this time.

- It was recognized in the planning process that an alternative is to explore water extension from New Buffalo Township. While New Buffalo’s water system is farther from the site than Three Oaks’, this is certainly an option that can be contemplated as the Township moves closer to implementation.

- Rural Business Enterprise Grants, offered by the USDA Rural Development program, will help to fund extended water and sewer lines and other infrastructure, such as roads. This funding program requires that the applicant own or otherwise control the infrastructure, however; and as such, the Village may need to be the applicant on behalf of the Township because the Village owns the infrastructure. In addition, to be eligible for this program, a few users or businesses must have expressed interest in the site.
Strategies / Funding – Preferred Concept

Emergency Services Facility Funding
USDA Rural Development has loan programs available to help fund an emergency services center under the Community Facilities program. The applicant would need to own and operate the use; the program is intended for owners and operators and the Township would not be permitted to “build and sell.” This should not be a problem, as the Township, whether or not in conjunction with neighboring communities, would own and operate the facility. The program will help fund buildings, equipment, telecommunications and operation.

Strategies for Medical Uses
Because Enterprise Park is not a blighted or obsolete property in an urban area, securing State grant or loan dollars for buildings or privately-owned infrastructure may prove difficult. In addition, many State incentive programs apply in urban areas and are constantly changing with new guidelines. The Township should seek out programs applying in rural areas.

The Rural Community Development program managed by the Michigan Economic Development Corporation (MEDC) makes funds available for rural communities for projects that do not meet the criteria of the Economic Development Program. Funds may be used for community infrastructure, small business expansion and other non-traditional community development.

Strategies for Senior Housing / Sustainable Agriculture
Senior housing may be eligible for the USDA’s Rural Development Multi-Family Housing program, which offers rural rental-housing loans to developers that provide affordable rental units to groups including the elderly and the disabled. A variety of grants and loans are available including a mortgage program. The program can assist with land development expenses, including provision for water and sewer.

The Community Development Farm to Food program managed by the MEDC should also be explored in connection with the sustainable agriculture component of the development. The program provides funds to construct, rehab, expand, acquire, or improve a 3- or 4-season farm market facility. The grant is very competitive, but the maximum grant amount is $750,000. Any eligible farm market structure should also include additional community activities. Eligibility stipulations include low to moderate income or job creation requirements.

Funding for Recreation Use
The Three Oaks Township Five-Year Parks and Recreation Plan calls generally for additional parkland and accordingly the plan does not need to be amended to include the recreational project outlined for Enterprise Park. The Parks and Recreation Plan also suggests several funding mechanisms for new parkland, such as DNR grants and other opportunities. These funding sources are still relevant today and it is recommended that the Township pursue one or more of these sources of funding to develop the park at the southwest corner of the site.
DEVELOPMENT QUESTIONS

1. Which best describes your place of residence?
   - 43.9% I live in Three Oaks Township
   - 42.7% I live in Three Oaks Village
   - 13.0% I own property, but do not live in the Three Oaks community
   - 0.4% I neither own property nor live in the Three Oaks community

2. What land use(s) should be developed on the 70-acre property at the southeast corner of US-12 and Schwark Road? (check all that apply)
   - 26.5% Residential
   - 52.2% Commercial
   - 38.9% Industrial
   - 26.1% Office
   - 54.4% Medical
   - 32.7% Recreational
   - 9.7% Civic/Institutional
   - 30.5% Sustainable Agriculture
   - Other: ____________________________________

3. With regard to future development of the 70-acre property at the southeast corner of US-12 and Schwark Road, please indicate the importance of the following priorities:

<table>
<thead>
<tr>
<th>Priority</th>
<th>Very Important</th>
<th>Somewhat Important</th>
<th>Not Important</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Planning for retirement communities/senior housing areas</td>
<td>26.8%</td>
<td>45.1%</td>
<td>28.1%</td>
</tr>
<tr>
<td>b. Planning for employment-generating uses</td>
<td>70.0%</td>
<td>17.0%</td>
<td>13.0%</td>
</tr>
<tr>
<td>c. Providing recreational opportunities</td>
<td>22.7%</td>
<td>31.8%</td>
<td>45.5%</td>
</tr>
<tr>
<td>d. Including a connection to Watkins Park</td>
<td>16.0%</td>
<td>26.3%</td>
<td>57.7%</td>
</tr>
<tr>
<td>e. Designing a walkable community</td>
<td>25.2%</td>
<td>37.1%</td>
<td>37.6%</td>
</tr>
<tr>
<td>f. Preserving natural features/creating usable open space</td>
<td>38.4%</td>
<td>34.7%</td>
<td>26.9%</td>
</tr>
<tr>
<td>g. Creating a “village” feel</td>
<td>32.1%</td>
<td>36.8%</td>
<td>31.1%</td>
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</tbody>
</table>

4. The Township will facilitate a Community Forum scheduled for August 8, 2012 at 6:30 PM in the main hall of the Township Offices located at 8 Linden Street. The Forum will be an additional opportunity for the public to comment, share ideas, and shape the future of the property and the Three Oaks community. The results of this survey will also be reviewed at the Forum. All are encouraged to participate. Will you attend?
   - 18.3% (n=44) Yes
   - 26.7% (n=64) No
   - 55.0% (n=132) Maybe

5. Please use the following lines to write down your ideas concerning the planning or development of the 70-acre property at the southeast corner of US-12 and Schwark Road.

________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________

RECYCLING QUESTIONS

6. Please choose which item best describes your recycling views and practices:
   - 54.9% Recycling is important to save resources and protect the environment
   - 13.7% I do not recycle
   - 10.3% I do not recycle but would like to start
   - 46.1% I currently recycle materials at a drop-off center

7. If a curbside recycling container was provided and your recyclables were picked up every two weeks in addition to a spring and fall clean-up, would you:
   - 58.3% Be willing to pay $1 - $2 a month for this service and participate
   - 23.4% Be interested in participating, but not willing to pay $1 - $2 a month
   - 18.2% Not participate in a recycling program regardless of cost
2. What land use(s) should be developed on the 70-acre property at the southeast corner of US-12 and Schwark Road? (check all that apply)

☐ Other: ________________________________

Sell It. Keep it and rent to farmers
Give our people jobs
Open space
Any of the above
Something that creates jobs
Farming
Open to those uses above
Housing, Twp offices & emergency services
Sell it
Processing/packaging local agriculture
Whatever will help lower property taxes and water bills the most - they are way too high!
Community center
Sell
None
Public shooting range
We need jobs
Senior living
Sell and or let new owner decide
Indoor, outdoor flea market
McDonalds, Kentucky Fried Chicken
Retirement community
Whatever you think is best.
sell sell top dollar
Water park
Have a land auction - get out of the real estate business
Sell it to a farmer!
Sell the property
Restaurants
Walmart
Twp offices, fire station, EMT station
Township offices and fire and emergency vehicle building
Organic agriculture
Water park
Sell it
Instead of tearing down good buildings like the library, you would have had a good place for museum. Let's think about this in the future before you want to build something new when some of the old will work.

Now is not the time for --------------- developments

A medical facility should be developed in that 70 acre property, in addition to some senior housing areas! Right now Three Oaks does not have that kind of facility.

As the area develops, I would like to see city water and gas and more road lights.

I'm not sure why development is considered necessary.

It should either be something that creates local jobs or just left agriculture.

The possibility of a senior oriented assisted living and nursing home development is an excellent direction for the twp. and will provide jobs. Property designed it will attract more business and more residential

Downtown Three Oaks should be improved and preserved before 70 acres is used commercially to compete with downtown. Many building fronts in downtown are in terrible shape.

Walk-in clinic and/or office space for medical professionals

Please don't over develop with houses

Keep Ag or sell. Don't spend more money.

Sell to development

Need to fill in the mess by Schwark Road! Have never seen more than approx. 6" of water coming out of the tube. Should not have let that tube split the property.

This community needs jobs!!!!

water park

Don't ever build like everyone else. Don't raise our taxes like you always do!

In regards to question #3, options A & B are the most important! Affordable senior housing is needed! Also manufacturing jobs are needed as well! We do not need more shops for the tourists. The locals have needs that should be met. Thank you!

Developing the relevant property for commercial purposes ("meaningful employment for citizens") is a terrible idea. I hope the township has leadership that recognizes the value of Three Oaks lies in its small town charm and the surrounding natural beauty. Keep the space open.

Get sewer & water there first - and they will come! I think a retirement senior housing with a medical clinic or such would be very nice. Make a natural space. Or - a recreational area to attract young people and create jobs. Whatever happened to a water park that was to happen in our area?

Recycling sounds great! If there is room for anything else. A splash park or water something for the summer would be awesome!

Anything to provide good paying jobs

Three Oaks is such a great and peaceful community. So the development should not add noise to the community. A tourism related development would be an option. Residential would be nice but clearly there is not a current demand for housing.

I hope it is something useful and kept up not started and get half done and goes downhill after that!

Build a medical facility - move the home dept and EMS to that location, which opens up downtown space for additional growth - more space for businesses. Spend the money for infrastructure - anyone that wants to move. Not going to wait five years while you do this. Act on it. Create jobs and resources!!!

Will village/township/state funding be used to help develop whatever is decided upon??

I do not believe we need additional commercial development. Farming or senior housing are best options.

Hopefully by developing this land into commercial industrial or even medical facility it will hopefully bring employment and revenue into our village.

Do something with it to get some tax money. The township would not have bought it in the first place it has done nothing but cost us money. ------- Made a lot of money on its sale.

We had a lovely village. If I wanted to live in a big city, I would have moved there. Now I have no choice. People should not have to fight to stay in their own homes and be cared for with dignity. I am not a commercial -------and I choose not to live like it. There is a need for local medical and Sr. housing if they choose and can afford it.

Do not see any good reason for current development of this area. Keep farmable area. Preserve small town rural village feeling.

It seems to attract people to the area, there needs to be employment opportunities for them. As more people move into the area this presents opportunities for other entrepreneurs to enter the community. It also increases the tax base in order for us to
property maintain all the streets, sidewalks and public areas. It may also provide for increased recreational activities for residents.

It would be nice to incorporate some stores (grocery particular) to we don't have to drive all the way to Michigan City.

Since the property is own is located in the downtown area, my interest lies with keeping downtown viable. It is the most “walkable” commercial area in Three Oaks Village, with the library, museum, restaurants, bars, small business. It would hurt or kill the small businesses to have all the anchor stores on the outside of town.

Economic Development

I think it in the community’s best interest to keep business in the downtown area. Developing residential or recreational areas that connect to the downtown is a key collaboration. Focusing on keeping business in the downtown builds on its current vibrancy. If you shift the focus away it leads to confusion in who we are as a town.

I believe in a balance of recreational, parks, shops and residential, something that makes Three Oaks unique and charming, but yet everything to both local and visitors.

A multiple use area creating employment, yet keeping a small village type feeling. Small commercial endeavors plus residential area all positively helping the entire area as a whole. Do not ruin the rural feeling.

I think an industrial area would help generate funds for the township and lighten up on the tax payer. We sure don’t needing housing or anything else that would bring in a bunch of riff raff. Let’s keep Three Oaks a good place to live and visit.

Spouse #1 believes property should be offered for sale to private sector and while held by T.O. Township should be offered/leased to farmers in a fair and open (transparent) process. Spouse #2 believes the board should inquire regarding the feasibility of a solar and/or wind farm at that location.

We need jobs in this area, families need a place to work with jobs paying more than minimum wages - young people maybe would stay & raise their families - w/jobs our economy grows. We need to keep the area growing in positive, healthy ways.

Create employment

Lake side recycling current will pick-up recycling at No cost. So why pay for it.

With the recycling facility so close by, I think it is important to retain this property in a way to improve the general appearance - upgrade the looks. I agreed with paragraph 2 /sentence 2 of the letter.

Preference for a mixed-use development this is not out of place in the natural setting. Not interested in a large retail development.

Please dedicate this property to something that will contribute to the tax base and provide jobs for residents.

We are NOT a manufacturing area and we are NOT a part of I94, a freight railway stop, have an airstrip or a large population required for a major medical investment. We are an ARTS community and farming area. That is who we are. Accept it and enhance it. Put your focus on what we are.

Coordinate in some assisted living/senior independent/medically supported options - currently developing in Village of T.O.

Employment opportunities! It would also be good to develop some job training/entertainment possibilities with and for high school students. bowling alley, ice rink?

Please consider bike lanes and paths to connect this property

We would use a Wal-Mart for medical - to save on gasoline expenses, rather than travelling far. This would also help neighboring cities.

Incubator site for agricultural processing, entrepreneurs shared office space with broadband, etc. Small business center. Go for RFPs from urban design/developers that support LEEDs/green and sustainability - request design proposals either that do a hit and miss approach. Follow Twp and village master plans.

As always three oaks township is behind the times had a chance to put industrial park there years ago and decided not to sitting on the money from the landfill was more important

I am a landlord-tenants need jobs so anything that can help provide jobs so they can pay rent and water bills would be great

There may need to be a traffic light needed to make access to 12 and the proposed site from Schwark Rd. It's a very bad corner to turn with all the summer traffic and casino traffic.

If you can’t get decent paying employment, use some of the back area for more nature area

As citizens of this community age they are dispersed in all directions to meet their medical and housing needs. People, friends and family are forced into separation after a lifetime of being in a community. Better care is provided when to caregivers and patients share a common background. With an area that allows for walking lets family interaction much more positive than sitting in a crowded nursing home. This will also provide multiple levels of economic development.

Would love to see something to benefit the community. Although industrial would create jobs this is an agricultural area and should be noted as such. A portion could be used as recreational to give the kids in this area something to do instead of going to other cities.

Building a recreational area like New Buffalo would be nice. Land for business or industrial would also be good.

A community center with everything from programs for children to dancing for the elderly would be wonderful. Especially a place where everyone could get exercise, NBHS only allows NB residents.

Sell

Continue agriculture. Possibly lease to the same farmer. I received this July 16 and you want a response by July 20???

Should be used to attract and provide meaningful jobs.
no development

I think it should be sold

Traffic in regards to turning lanes onto and off of US12. Infrastructure, who is going to pay for it? I believe that Fiskars gave the village the opportunity to develop the property years ago but they passed. What has changed since then?

I choose to live in 3 oaks township because it is a place where real people with good ideas situate their families and businesses. It is unusual that there are no strip malls or franchises. Let's keep it that way. Peaceful independently owned businesses that respect the environment and economic growth of the area.

We have been talking about an industrial park for 20 years. Let's build housing that folks can afford and/or senior housing a medical facility/urgent care would be great

Appreciating the pride of our long used township hall, perhaps the times dictate new considerations, like consolidating facilities for more efficient use.

My hope is that the property will become recreational. 1. Course for all terrain vehicles-charge for use or how many dog owners live in Harbor County. Fence part or all for the acreage and invite dog owners to let their pooches run free. Maybe even develop an annual dog gala similar to flag day parade or bicycle extravaganza or use part of the property for RV/boat/auto storage. Which would meet the needs of many area vacationers

It would be nice that it is geared toward the residents not the visitors

It should be a warm, welcoming, inviting entrance to three oaks from the west

As long as we own the property it should be used for something all residents could use.

A medical clinic would be great

Our preference would be to have and remain farmland. If that fails to be popular a housing community would be a choice, lastly office space may be an option.

get jobs

I would like to see a medical and senior living facility on the property

Would like to see it used to create more jobs for this area

Township has sent enough money on this property. Stop wishing for development grants. Development should be in the village where there is sewer and water

No Industry! Keep in the character of Harbor County and the village regardless of how it is used. Don't let a new development destroy the "gateway" to 3 Oaks-handle it with sensitivity and a sense of aesthetics. Can we get a signage ordinance like Hilton head has?

We need more medical facilities so a person doesn't have to drive to St Joe, South Bend or Michigan City for healthcare needs. Also more recreational areas for a place for kids and older ones as well as young ones. Commercial needs will promote more businesses to locate here and improve employment opportunities for more jobs

We do not have an indoor outdoor flea market. We could use it all year long please help!

Something that would provide economical opportunities for the community.

retirement, medical, restaurant

we think this town really needs a retirement community-55yrs + Some individual housing, maybe townhouses, some apartment type buildings

Should be aesthetically pleasing to view. Should also have recreational facilities at their disposal and the community. A body of water would be nice, a park of trails etc. Something similar to New Buffalo's township park. A splash pad for kids would be incredible.

We badly need a Wal-Mart or Meijer type of store. It's impossible to buy clothes, household items, furniture etc without driving to Indiana or Stevensville

I sincerely want you to keep the front north of us12 open for future offices and small business

Keep in mind the 2008-built mall at the corner of 12 and Main. It remains vacant. In order to attract new business a survey and much advertising for space would need to be done professionally throughout the entire Michigan area.

What and why should anything be done with this land now? At this time, is there a deadline for some reason?

So long as it brings in "real" quality jobs and not lower paying jobs such as four winds. Professional and better paying jobs and service providers will encourage these professionals to live in three oaks.

Water and sewer should be in place so industries consider building there. The property should be developed for employing citizens. I believe our community should have a drop off center for recycling.

Our area needs more employment opportunities. We have been blessed to have several long term establishments like Hardins, Shepherd hardware, 3 oaks ford etc, but more jobs would be great. While we are somewhat of a "bedroom" community with many residents like me and my wife working elsewhere, creating more local jobs has benefits that stretch further than just to the employee. Let's get this parcel developed it's been sitting idle long enough

Whatever you think is best. We have good leadership.

Sell the land for top dollar. Apply to town's debt! We can't afford the water because of miss management pas. finds ways to get rid
Create an aesthetically and environmentally friendly product that will add to the tax base. No long term tax breaks should be given to entice investors. They must be willing to contribute fully to the tax base just as we long term residents are required to do.

Our area holds nothing to keep young families here. We need employment opportunities and family focused recreation. Jobs most important, without employment our young people are forced away from our community. Without work homes and recreation are unattainable.

Commercial water park
The development should reflect the heritage of our region and future aspirations of our community. Regional sustainability is a key theme. This should not be a highway strip center with a sea of asphalt. We must support sustainable farming with training and education, small business enterprise support and agri-tourism businesses.

In need of a health clinic. A walking park.
Make development that will benefit locals with gainful full-time employment so they can afford to keep their homes and remain in Three Oaks. Then more will come to live here full time in good employment opportunities. The schools, shops and businesses will have full time residents to keep the local economy growing. Don’t make plans that cater to the Chicago people who don’t live here.

Development should generate tax revenue for both township and school district.
Three Oaks gov’t is not a land development company. Why does the gov’t own land? Sell it to a farmer and put it back on the tax rolls. The only land the gov’t should own is the village hall. They think they are land gurus. The gov’t should be a gov’t, not a real estate company. They are out of the league developing land - wake up, there is no market. There is a demand for corn and beans. No farms, no food. We don’t need parks, walking trails, a walkable community. We need land that is taxed; we need corn, we need beans. We don’t need a gov’t to buy up land and then ask ”Well, what are we going to do with this land?” Our board should meet only once a year since they don’t have enough to do.

Fast food chain for factories.
This was a mistake to take off the tax rolls. Sell it to private hands. We don’t need to spend money for development.

Attempt to attract industry for a "green" nature to provide quality employment opportunities. If this proves unsuccessful then use as farm and sell the property and use the money elsewhere in the Township.

Since the economic downturn I feel this is not the time to spend money. There are so many houses for sale, factories closed, as well as stores. Let’s use existing buildings first, give tax breaks to new industries and housing developments.

Leave it as agriculture.
A Wendy’s - or burger king or McDonald’s restaurant.
Develop industry for employment. Development of sports complex that would attract visitors as well as enrich the community and serve youth.

To encourage growth in our community, we need to develop job opportunities! Shopping, restaurants, medical, possible hotel, recreation facilities. But, our community needs cleaning up! Yards, homes, etc. Especially the area southwest of town! It is embarrassing to say the least. We would be happy to be on a committee to promote cleanup!

A low-income assisted rent apartment building is needed here in Three Oaks.
Senior housing is a very great need in our community and the surrounding area.

Anything that will generate employment opportunities and provide tax revenue to the community.
Create jobs for the area. Been tried before. Township not willing to pay for infrastructure or tax abatement. Sell it!

Wal-Mart would bring employment - all needs would be met in 'our community' rather than the need to drive 20 more or less miles.

No real good ideas just yet but jobs for young people would be good!
First, the property has to remain township owned and never be annexed by the Village. Should the Township lose the property they will have no location such as this to provide services for its residents in the future expansion of the area. Second, current Township facilities are inadequate to provide services required by its residents, County and State in the near future.

I would like to see a walking park that had miles marked, that had benches, a couple pavilions with restrooms, lights along the route for evening walks, nice plantings along the way and places where you could grab poop bags for your dog if you had one to walk. Lots of picnic tables. I would like to see it a cement walk wide enough for baby strollers, wheel chairs etc. I walk on in Watauga, Texas and it is oval and drainage water drains into a nice pond where there are ducks and other wildlife. They have a small falls and on each end and it is just a lovely place to walk. I am sure that would not take up the whole 70 acres but you might be able to use part of it for a dog park. I would like to see a walkable community.

I think industrial but no one wants to locate there. Maybe a water park. Something that will generate jobs and taxes.
We need more employment in our community. Should help provide[] agricultural assist with environment.

Does this plan have a realistic possibility for success? How will it be funded? By whom? Are there prospects for this project? What are the realistic possibilities for this sight? Do you have serious inquiries?

Industrial development - manufacturing, etc, are unfortunately not [what] will grow this community long term. Sustainable agriculture, agri-tourism, and natural areas will support employment in this area long-term, and are in keeping with the character of harbor country as a whole.
<table>
<thead>
<tr>
<th>I think medical or senior housing that is approved by Medicare for our community that has spent their whole lives here would be nice.</th>
</tr>
</thead>
<tbody>
<tr>
<td>In speaking with other folks, it seems that quite a few folks are interested in the possibility that an area of retirement homes are needed, individually or apartment complex and a unit to support several doctors so we don’t all need to travel so far for medical help. That is until we need to be hospitalized. At least a local medical clinic would be great!</td>
</tr>
<tr>
<td>Set up recycling large bins some place in Town. Curb side is a waste of time and money.</td>
</tr>
<tr>
<td>Let’s try to get some industry in that area, and possibly generate some jobs. What happened to the industrial park?</td>
</tr>
<tr>
<td>Who will pay for any one of these (#3) Our taxes are way out of site now. Home prices are not on the rise they are on the decline but not our taxes.</td>
</tr>
<tr>
<td>No comment.</td>
</tr>
<tr>
<td>Sell to a farmer. Spent enough money trying to create something that three oaks just doesn’t attract. It was always farm ground let it remain farm ground. Sell it and just be rid of it. Was a bad idea from day one. Voters said no once on this and that should be the answer. No more money to building anything! Sell it to a farmer.</td>
</tr>
<tr>
<td>Consider tax incentive to clean high tech industry. The community could likely support and assisted living complex. Possible agricultural use for south portion of parcel</td>
</tr>
<tr>
<td>The population of three oaks is not large enough to support another 'single business' entity; the land parcel therefore must be non-retail and non-attendance driven, unless the surrounding communities and the seasonal tourists can be attracted. Thanks for sending out the survey!</td>
</tr>
<tr>
<td>My current garbage collector collects recycling every week as part of the service. Cost is also less than others who collects just garbage.</td>
</tr>
<tr>
<td>Three oaks needs some industry to start in this area. Hopefully this new technology will bring in some industry so our younger generation can work closer to home.</td>
</tr>
<tr>
<td>you ruined property with a useless 6’ drain and ponds</td>
</tr>
<tr>
<td>Whatever you do remember of plan accessibility for wheelchairs, walkers, etc. Have benches where people who can’t walk very far can sit down to rest. The senior housing and medical. Lots of seniors no longer need their large homes and wants life a little easier, so I’d feel this is a great choice.</td>
</tr>
<tr>
<td>Franchise restaurant. Hotel. Recycling center where trash conmingled with recycled articles are separated. thus providing jobs.</td>
</tr>
<tr>
<td>Kinda late. Should have done this first. A lot of money was spent in too much of a hurry, promoting something that would never be. Be more open minded on what it could be, an extension of three oaks expansion</td>
</tr>
<tr>
<td>Sell it. bad idea in the first place</td>
</tr>
<tr>
<td>T.O. has done a good job of creating an art/cultural/historic atmosphere in the present village area. Now you need to pay attention to developing a modern business/service/commercial everyday component to the area. Get some technology and business in here that does not create blight to the community.</td>
</tr>
<tr>
<td>The train horn is the most bothersome item for this project. I was there today and it is most bothersome. Very loud</td>
</tr>
<tr>
<td>Employment for 3 oaks so they don’t have far to drive for a job. No more art galleries. Place for people of our town to work in not outsiders- have lived here 43 years. Think of people of this town Jobs!</td>
</tr>
</tbody>
</table>

Exhibit A

Survey Results
Three Oaks Township
Enterprise Park Development Plan

Focus Group Notes
Friday, November 9th – 1:30 PM

Participants: Lisa Pung, Kim Gallagher, Thad Rieder, Juan Ganum, Chuck Sittig, Brian Wegener

Focus Group Questions
1. What obstacles exist to the development of Enterprise Park?
2. What advantages does the property and Three Oaks Township offer that other sites or area communities do not?
3. The public has indicated that a medical use and senior housing should consume most of the site, with ancillary uses consisting of a park, an emergency services “campus” or facility and a year-round sustainable agriculture feature such as a greenhouse. Are these the most viable uses in your opinion and if not, what are?
4. What incentives are needed on or near the site to encourage the identified uses?
5. What approaches should the Township take to ensure that the site is effectively marketed to interested developers/users?
6. Share other strategies, thoughts or concerns related to the proposed development plan, or a modified version as may be recommended by the focus group.

Discussion Notes
- People with no vehicle cannot drive all the way to area hospitals and medical offices, which are all 15 to 30 miles away.
- Seniors on Medicaid are required to receive services within the County they reside in, further supporting the local market.
- Buchanan may have a senior housing complex.
- Kim can map public/subsidized senior facilities and medical facilities.
- St. Anthony’s Hospital/Brothers of the Franciscans is the group proposing a complex in the Village. It might be a VA clinic with rehabilitation services and senior housing on 16 acres the developers own.
- There is a large VA facility being constructed in South Bend.
- General family practitioner/outpatient minor surgery is needed; there are no doctors in the community.
- Bertrand Crossing, near US-12 and US-31 in Bertrand Twp - Southwest Michigan Economic Growth Alliance just sold off land because there was not a market for development. Lake Michigan College is there. They sold 80 acres to the farmer who was leasing the land. Do not rule out selling the property to the farmer.
- The drain consumed 7 acres, including the pond. The Township paid for the land.
Could sell the land for $4,000 to $5,000 per acre. The Township is getting $75 per acre in rent, but the market is $150 per acre, doubling revenue.

It’s not worthwhile to sell right now; the lease income is greater long-term.

The Pokagons are going to build a medical clinic in Dowagiac. They offer services to citizens in 10 counties. Partner with the Pokagons for financing.

Mary Dunbar is the Executive Director of The Pokagon Fund and Jason Auvil is the Tribal Planner.

Market the land to the Pokagons or to St. Anthony’s developers?

Market the site out of Michigan, within the Midwest. The site is currently only listed in County and Michigan webpages. The Township spent $30,000 over 3 years to market the site with SWMEGA.

SWMEGA and SW Michigan First are best marketing partners. Cornerstone primarily works with 10 communities near St. Joseph. Market the idea and the land – two approaches. Put the plan together, sell to developers and hospitals.

CEDAM CDBG planning study money – follow up with Lisa Pung.

Lakeland putting up senior housing/cancer house/hospice on Cleveland Road in Lincoln Twp.

Look at the project through the lens of Chicago moving eastward. They are interested in the community and in the arts and theater scene here. Journeyman distillery also helps.

If the Village VA development happens, we can build off of that and market the site for supportive service uses.

Industrial uses conflict with second home population. We need service uses, and jobs.

Ambulance services provided near downtown and the school, via contract with NPO association.

The VA development is going to happen. Phase one includes assisted living and an attached clinic. Phase two is a VA clinic/assisted living and rehab center for veterans and should be the only one like this in the country. They will partner with the hospital in Michigan City. Housing for veterans and families will be provided. 100 beds. It should start in March and is a $10-$15 million project. There are 60,000 veterans within 60 miles of Three Oaks. The project will likely embrace the continuum of care model.

Look at other VA clinics and find out what support services they need. The Pokagons announced plans for a laundry facility to service area facilities. Service include bedding, towels, hotel services, and uniforms. There aren’t high-level jobs, but jobs nonetheless.

Our County has one of the highest rates of substance abuse, but there are no facilities here; you need to go to Kalamazoo or Grand Rapids.

Support services to casino and VA clinic in Village.
### Selected Demographic Variables
Township of Three Oaks PTA and Berrien County

<table>
<thead>
<tr>
<th>Year</th>
<th>Variable</th>
<th>Village PTA</th>
<th>Berrien County</th>
</tr>
</thead>
<tbody>
<tr>
<td>1990</td>
<td>Population</td>
<td>6,154</td>
<td>161,378</td>
</tr>
<tr>
<td>2000</td>
<td>Population</td>
<td>6,266</td>
<td>162,453</td>
</tr>
<tr>
<td>2010</td>
<td>Population</td>
<td>5,635</td>
<td>156,813</td>
</tr>
<tr>
<td>2012</td>
<td>Population</td>
<td>5,605</td>
<td>155,942</td>
</tr>
<tr>
<td>2017</td>
<td>Population</td>
<td>5,538</td>
<td>153,206</td>
</tr>
<tr>
<td>2022</td>
<td>Population</td>
<td>5,445</td>
<td>150,646</td>
</tr>
<tr>
<td>1999</td>
<td>Per Capita Income</td>
<td>$12,005</td>
<td>$12,636</td>
</tr>
<tr>
<td>1999</td>
<td>Per Capita Income</td>
<td>$18,671</td>
<td>$19,653</td>
</tr>
<tr>
<td>2000</td>
<td>Per Capita Income</td>
<td>$19,097</td>
<td>$19,952</td>
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<tr>
<td>2012</td>
<td>Per Capita Income</td>
<td>$24,080</td>
<td>$23,858</td>
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<tr>
<td>2017</td>
<td>Per Capita Income</td>
<td>$25,018</td>
<td>$24,805</td>
</tr>
<tr>
<td>2000</td>
<td>Population in Nursing Homes</td>
<td>11</td>
<td>677</td>
</tr>
<tr>
<td>2010</td>
<td>Peak Seasonal Population</td>
<td>513</td>
<td>13,543</td>
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<tr>
<td>2011</td>
<td>Peak Seasonal Population</td>
<td>525</td>
<td>14,091</td>
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<tr>
<td>1990</td>
<td>Households</td>
<td>2,220</td>
<td>61,390</td>
</tr>
<tr>
<td>2000</td>
<td>Households</td>
<td>2,452</td>
<td>63,644</td>
</tr>
<tr>
<td>2017</td>
<td>Households</td>
<td>2,376</td>
<td>61,607</td>
</tr>
<tr>
<td>2022</td>
<td>Households</td>
<td>2,237</td>
<td>60,561</td>
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<tr>
<td>1999</td>
<td>Median Household Income</td>
<td>$40,720</td>
<td>$38,667</td>
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<tr>
<td>2012</td>
<td>Median Household Income</td>
<td>$45,736</td>
<td>$43,192</td>
</tr>
<tr>
<td>2017</td>
<td>Median Household Income</td>
<td>$47,916</td>
<td>$45,164</td>
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</table>

**Total Number of Adults and Seniors (100%)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Ages 55-65 (Adults)</th>
<th>941</th>
<th>21,452</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>Ages 65-75 (Seniors)</td>
<td>608</td>
<td>14,434</td>
</tr>
<tr>
<td>2012</td>
<td>Ages 75-85 (Elderly)</td>
<td>316</td>
<td>8,434</td>
</tr>
<tr>
<td>2012</td>
<td>Ages 85+ (Elderly)</td>
<td>113</td>
<td>3,639</td>
</tr>
</tbody>
</table>

**Senior Housing Opportunity (3% Market Share)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Ages 55-65 (Adults)</th>
<th>28</th>
<th>644</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>Ages 65-75 (Seniors)</td>
<td>18</td>
<td>433</td>
</tr>
<tr>
<td>2012</td>
<td>Ages 75+ (Elderly)</td>
<td>13</td>
<td>362</td>
</tr>
</tbody>
</table>

Source: 1990, 2000, and 2010 U.S. Census; 2012 and 2017 PopStats provided by Alteryx; Analysis by LandUse|USA in collaboration with Williams-Works.
P. T.A indicates Primary Trade Area.
<table>
<thead>
<tr>
<th>Description</th>
<th>Unit</th>
<th>Unit Price</th>
<th>Quantity</th>
<th>Phase I</th>
<th>Phase II &amp; III</th>
<th>Total Amt.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Machine Grading</td>
<td>Sta</td>
<td>$2,500.00</td>
<td>8.5</td>
<td>$21,250.00</td>
<td>20 $50,000.00</td>
<td>$71,250.00</td>
</tr>
<tr>
<td>Class II Subbase</td>
<td>Syd</td>
<td>$4.00</td>
<td>4000</td>
<td>$16,000.00</td>
<td>7400 $29,500.00</td>
<td>$45,500.00</td>
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<tr>
<td>Retention Area Grading</td>
<td>Lsum</td>
<td>$10,000.00</td>
<td>1</td>
<td>$10,000.00</td>
<td>0 $0.00</td>
<td>$10,000.00</td>
</tr>
<tr>
<td>Drainage Structure, 4&quot; Dia.</td>
<td>Ea</td>
<td>$2,000.00</td>
<td>6</td>
<td>$12,000.00</td>
<td>10 $20,000.00</td>
<td>$32,000.00</td>
</tr>
<tr>
<td>Drainage Structure, 2&quot; Dia.</td>
<td>Ea</td>
<td>$1,200.00</td>
<td>4</td>
<td>$4,800.00</td>
<td>10 $12,000.00</td>
<td>$16,800.00</td>
</tr>
<tr>
<td>Sanitary Sewer, 8&quot;</td>
<td>Lft</td>
<td>$40.00</td>
<td>800</td>
<td>$32,000.00</td>
<td>2050 $82,000.00</td>
<td>$114,000.00</td>
</tr>
<tr>
<td>Sanitary Sewer, 12&quot;</td>
<td>Lft</td>
<td>$50.00</td>
<td>400</td>
<td>$20,000.00</td>
<td>400 $0.00</td>
<td>$20,000.00</td>
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<tr>
<td>Sanitary Sewer Lead, 6&quot;</td>
<td>Lft</td>
<td>$30.00</td>
<td>375</td>
<td>$11,250.00</td>
<td>750 $22,500.00</td>
<td>$33,750.00</td>
</tr>
<tr>
<td>Lift Station</td>
<td>Ea</td>
<td>$125,000.00</td>
<td>1</td>
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<td>$125,000.00</td>
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<tr>
<td>Force Main, 4&quot;</td>
<td>Lft</td>
<td>$25.00</td>
<td>300</td>
<td>$7,500.00</td>
<td>600 $21,000.00</td>
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<tr>
<td>8 x 8 Wyes</td>
<td>Ea</td>
<td>$150.00</td>
<td>8</td>
<td>$1,200.00</td>
<td>17 $2,500.00</td>
<td>$3,750.00</td>
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<tr>
<td>Storm Sewer, 12&quot;</td>
<td>Lft</td>
<td>$30.00</td>
<td>660</td>
<td>$19,800.00</td>
<td>470 $14,100.00</td>
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<td>Storm Sewer, 15&quot;</td>
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<td>Storm Sewer, 18&quot;</td>
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<td>End Sections</td>
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<td>$700.00</td>
<td>1</td>
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<td>Culvert, 48&quot;</td>
<td>Lft</td>
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<td>$0.00</td>
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<tr>
<td>Water Service Connection</td>
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<td>320</td>
<td>$8,000.00</td>
<td>680 $17,000.00</td>
<td>$25,000.00</td>
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<tr>
<td>Aggregate Base, 8&quot;</td>
<td>Syd</td>
<td>$11.00</td>
<td>4000</td>
<td>$44,000.00</td>
<td>7140 $78,540.00</td>
<td>$122,540.00</td>
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<tr>
<td>Concrete Curb &amp; Gutter</td>
<td>Lft</td>
<td>$15.00</td>
<td>1600</td>
<td>$27,000.00</td>
<td>6000 $80,000.00</td>
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<td>Temporary Cul-de-Sac</td>
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<td>$3,000.00</td>
<td>1 $3,000.00</td>
<td>$6,000.00</td>
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<td>Bituminous Pavement</td>
<td>Ton</td>
<td>$100.00</td>
<td>580</td>
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<td>1220 $122,000.00</td>
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<td>Restoration</td>
<td>Syd</td>
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<td>4000</td>
<td>$10,000.00</td>
<td>8000 $20,000.00</td>
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<td></td>
<td>$98,470.00</td>
<td>81,079.00</td>
<td>$169,549.00</td>
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<td>Soil Borings</td>
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<td></td>
<td></td>
<td>$5,000.00</td>
<td>5,000.00</td>
<td>$5,000.00</td>
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<td>Boundary Survey</td>
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<td></td>
<td>$3,000.00</td>
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<tr>
<td>Final Plat Phase I</td>
<td></td>
<td></td>
<td></td>
<td>$10,000.00</td>
<td>20,000.00</td>
<td>$30,000.00</td>
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<tr>
<td>Staking Lot Corners, Phase I</td>
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<td>$6,000.00</td>
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<td><strong>Total Estimated Project Cost</strong></td>
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<td></td>
<td><strong>$1,152,470.00</strong></td>
<td><strong>$773,399.00</strong></td>
<td><strong>$1,925,839.00</strong></td>
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### US-12 Segment

<table>
<thead>
<tr>
<th>Description</th>
<th>Unit</th>
<th>Unit Price</th>
<th>Quantity</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Watermain, DI, 12&quot;</td>
<td>Lf</td>
<td>$85.00</td>
<td>1300</td>
<td>$110,500.00</td>
</tr>
<tr>
<td>DI Fittings</td>
<td>Lbs</td>
<td>$2.50</td>
<td>950</td>
<td>$2,375.00</td>
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<tr>
<td>Gate Valve and Box, 12&quot;</td>
<td>Ea</td>
<td>$3,500.00</td>
<td>2</td>
<td>$7,000.00</td>
</tr>
<tr>
<td>Gate Valve and Box, 8&quot;</td>
<td>Ea</td>
<td>$3,000.00</td>
<td>1</td>
<td>$3,000.00</td>
</tr>
<tr>
<td>6&quot; Hydrant, Valve and Box</td>
<td>Ea</td>
<td>$4,500.00</td>
<td>2</td>
<td>$9,000.00</td>
</tr>
<tr>
<td>Driveway Restoration</td>
<td>Yd</td>
<td>$54.00</td>
<td>100</td>
<td>$5,400.00</td>
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<tr>
<td>Yard Restoration</td>
<td>Yd</td>
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<td>2200</td>
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<td><strong>Subtotal US-12 Segment</strong></td>
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<td></td>
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<td><strong>$142,525.00</strong></td>
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### Industrial Park Segment

<table>
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<th>Unit</th>
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<th>Quantity</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Watermain, DI, 8&quot;</td>
<td>Lf</td>
<td>$75.00</td>
<td>2560</td>
<td>$192,000.00</td>
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<tr>
<td>DI Fittings</td>
<td>Lbs</td>
<td>$2.50</td>
<td>1600</td>
<td>$4,000.00</td>
</tr>
<tr>
<td>Gate Valve and Box, 8&quot;</td>
<td>Ea</td>
<td>$3,000.00</td>
<td>7</td>
<td>$21,000.00</td>
</tr>
<tr>
<td>6&quot; Hydrant, Valve and Box</td>
<td>Ea</td>
<td>$4,500.00</td>
<td>5</td>
<td>$22,500.00</td>
</tr>
<tr>
<td>Site Restoration</td>
<td>Yd</td>
<td>$2.50</td>
<td>4300</td>
<td>$10,750.00</td>
</tr>
<tr>
<td>Dore and Jack, 6&quot;</td>
<td>Lf</td>
<td>$250.00</td>
<td>00</td>
<td>$20,000.00</td>
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<td><strong>Subtotal US-12 Segment</strong></td>
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<td></td>
<td></td>
<td><strong>$270,250.00</strong></td>
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</tbody>
</table>

### Loop to Water Treatment Plant

<table>
<thead>
<tr>
<th>Description</th>
<th>Unit</th>
<th>Unit Price</th>
<th>Quantity</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Watermain, DI, 12&quot;</td>
<td>Lf</td>
<td>$85.00</td>
<td>4200</td>
<td>$357,000.00</td>
</tr>
<tr>
<td>DI Fittings</td>
<td>Lbs</td>
<td>$2.50</td>
<td>2500</td>
<td>$6,250.00</td>
</tr>
<tr>
<td>Connection to Existing Watermain</td>
<td>Ea</td>
<td>$3,000.00</td>
<td>1</td>
<td>$3,000.00</td>
</tr>
<tr>
<td>Gate Valve and Box, 12&quot;</td>
<td>Ea</td>
<td>$3,500.00</td>
<td>8</td>
<td>$28,000.00</td>
</tr>
<tr>
<td>Gate Valve and Box, 8&quot;</td>
<td>Ea</td>
<td>$3,000.00</td>
<td>1</td>
<td>$3,000.00</td>
</tr>
<tr>
<td>Tree Clearing</td>
<td>Acre</td>
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<td>1</td>
<td>$6,000.00</td>
</tr>
<tr>
<td>Site Restoration</td>
<td>Yd</td>
<td>$2.50</td>
<td>4300</td>
<td>$10,750.00</td>
</tr>
<tr>
<td>ROW Acquisition</td>
<td>Acre</td>
<td>$10,000.00</td>
<td>0</td>
<td>$10,000.00</td>
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<tr>
<td><strong>Subtotal US-12 Segment</strong></td>
<td></td>
<td></td>
<td></td>
<td>$484,500.00</td>
</tr>
</tbody>
</table>

**Subtotal Estimated Construction Cost**

$876,775.00

**Contingency (10%)**

$87,677.50

**Design Engineering**

$35,000.00

**Construction Engineering**

$52,000.00

**Total Estimated Project Cost**

$1,051,452.50
## Optimal Market Strategy Uses

### Enterprise Park – Three Oaks Township, Michigan

<table>
<thead>
<tr>
<th>Category</th>
<th>Optimal Location</th>
<th>General Scale (estimate)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Medical and Health Care</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Medical, Health Care – Family Physician Clinic</td>
<td>Enterprise Park</td>
<td>3,000 – 6,000 SF</td>
</tr>
<tr>
<td>2. Medical, Health Care – Urgent Care</td>
<td>Enterprise Park</td>
<td>3,000 – 6,000 SF</td>
</tr>
<tr>
<td><strong>Assisted Living Facilities</strong></td>
<td>Enterprise Park</td>
<td>24-unit maximum</td>
</tr>
<tr>
<td>1. Assisted Living - Standard</td>
<td>Enterprise Park</td>
<td>8 units</td>
</tr>
<tr>
<td>a. Seniors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Physical Rehabilitation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Assisted Living – Skilled Care</td>
<td>Enterprise Park</td>
<td>8 units</td>
</tr>
<tr>
<td>a. Acute Care</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Memory Care, Sanctuary</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Assisted Living – Substance Abuse</td>
<td>Enterprise Park</td>
<td>8 units</td>
</tr>
<tr>
<td><strong>Other Living Options</strong></td>
<td>Either, Both</td>
<td>32-unit maximum</td>
</tr>
<tr>
<td>1. Senior Housing – Independent Living</td>
<td>Either, Both²</td>
<td>8 – 16 units</td>
</tr>
<tr>
<td>2. Adult Patio Homes, Ages 55+, Age-In-Place</td>
<td>Either, Both²</td>
<td>8 – 16 units</td>
</tr>
<tr>
<td><strong>Related Services</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Small Non-Denominational Chapel</td>
<td>Enterprise Park</td>
<td>1,000 – 2,000 SF</td>
</tr>
<tr>
<td>2. Hospice at Home Services</td>
<td>Enterprise Park</td>
<td>1,000 – 2,000 SF</td>
</tr>
<tr>
<td>3. Senior Center</td>
<td>Enterprise Park</td>
<td>2,000 – 4,000 SF</td>
</tr>
<tr>
<td>4. Home Health Care, Senior Helpers</td>
<td>Enterprise Park</td>
<td>1,000 – 2,000 SF</td>
</tr>
<tr>
<td>5. Family Services Counseling</td>
<td>Either²</td>
<td>1,000 – 2,000 SF</td>
</tr>
<tr>
<td>6. Village Police, Fire, Ambulance</td>
<td>Enterprise Park</td>
<td>20,000 SF</td>
</tr>
<tr>
<td><strong>Related Retail</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Motel 8 or Super 8 Motel</td>
<td>Enterprise Park</td>
<td>16 – 24 rooms</td>
</tr>
<tr>
<td>2. Motel full-size swimming pool, Jacuzzis</td>
<td>Enterprise Park</td>
<td>full-size</td>
</tr>
<tr>
<td>3. Community Center with Weight Room</td>
<td>Enterprise Park, DT¹</td>
<td>3,000 – 6,000 SF</td>
</tr>
<tr>
<td>4. Day Spa, Chiropractor, Massage</td>
<td>Enterprise Park, DT¹</td>
<td>1,000 – 2,000 SF</td>
</tr>
<tr>
<td>5. Medical Supply Store (not pharmacy)</td>
<td>Enterprise Park, DT¹</td>
<td>1,000 – 2,000 SF</td>
</tr>
<tr>
<td><strong>Other Indirect Amenities</strong></td>
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<td></td>
</tr>
<tr>
<td>1. Convenience Store, “Farm Market”</td>
<td>Enterprise Park, DT¹</td>
<td>3,000 – 4,000 SF</td>
</tr>
<tr>
<td>2. Day Care Center</td>
<td>Either²</td>
<td>2,000 – 3,000 SF</td>
</tr>
<tr>
<td>3. Dog Kennel, Dog Run, Dog Park</td>
<td>Either, Both²</td>
<td>3,000 – 4,000 SF</td>
</tr>
<tr>
<td>4. Bike, Fitness Path to Watkins Park</td>
<td>Both²</td>
<td>--</td>
</tr>
<tr>
<td>5. Community Garden, Greenhouse</td>
<td>Either²</td>
<td>--</td>
</tr>
<tr>
<td>6. Farmers’ Market with Vendors</td>
<td>DT¹</td>
<td>8 – 10 Vendors</td>
</tr>
</tbody>
</table>
Optimal Strategy – Footnotes

SF indicates Square Feet.
1 DT indicates uses that could also be located in a Downtown setting.
2 The terms Either and Both are comparing Enterprise Park with the competing location at the southwest quadrant of Locust and Sherwood Roads.