



AGENDA AND NOTICE OF MEETING

Local Development Finance Authority of the Cities of Adrian and Tecumseh

6:00 PM - Wednesday, April 15, 2026

Tecumseh Council Chambers

309 E. Chicago Blvd.,

Tecumseh, Michigan 49286

Page

1 CALL TO ORDER

Join Zoom Meeting

<https://us06web.zoom.us/j/83189072022?pwd=S8aSjtukdc950l0gvRNPb1hhVG871o.1>

Meeting ID: 831 8907 2022

Passcode: 131102

Join instructions

<https://us06web.zoom.us/join/83189072022/invitations?signature=baVc0Pa8T9MtxijCbNZvxFwyBNd29EwNxBoYcmzGQg>

2. ROLL CALL / ESTABLISHMENT OF A QUORUM

2.1. Approval of excused Member Derby

3. APPROVAL OF AGENDA

3.1. Approval of the April 15, 2026 meeting agenda

4. APPROVAL OF MEETING MINUTES

4.1. Approval of the October 15, 2025 meeting minutes

3 - 5

[Local Development Finance Authority of the Cities of Adrian and Tecumseh - 15 Oct 2025 - Minutes - Pdf](#)

5. PUBLIC COMMENT RE: ITEMS ON THE AGENDA

6. NEW BUSINESS

6.1. Introduction of Beth Hartsog - Economic Development Specialist

7 - 41

[ARF-26-009 Beth Hartsog LDFA - Pdf](#)
[Economic and Demographic Study Update_DRAFT](#)
[Economic and Demographic Update Presentation](#)

6.2. Adrian-Tecumseh SmartZone Future Priorities

43 - 51

[ARF-25-302: LDFA TIF Plan Review - Pdf](#)

6.3. Preliminary Budget Discussion for FY 2026-2027

53

[Preliminary FY 26-27 Budget](#)

6.4. Adrian Armory/Launch Lenawee Quarterly Report

55 - 64

[LDFA Report 1_21_2026](#)
[Business Education Classes](#)
[LDFA-3rd Quarter Report 2026](#)

- 6.5. Presentation on Economic and Demographic Conditions in Lenawee County
- 7. ATTACHMENTS AND RECURRING REPORTS
 - 7.1. Revenue and Expenditure Report for April 2026 65 - 66
[Revenue and Expenditure as of 04.30.2026 LDFA](#)
 - 7.2. Trial Balance Report for April 2026 67 - 68
[Trail Balance_04.30.2026 LDFA](#)
- 8. PUBLIC COMMENT RE: ITEMS NOT ON THE AGENDA
- 9. NEXT MEETING: JULY 15, 2026 (ADRIAN)
Wednesday, July 15, 2026, at 6:00PM
- 10. ADJOURNMENT

MINUTES

Local Development Finance Authority of the Cities of Adrian and Tecumseh Meeting



6:00 PM - Wednesday, October 15, 2025

Adrian Council Chambers

The Local Development Finance Authority of the Cities of Adrian and Tecumseh met on Wednesday, October 15, 2025 at 6:00 PM in Adrian Council Chambers.

PRESENT: Board member Ron Wimple, Board member Margaret Noe, Board member Brent Gnodtke, Board member Kim Murphy, Board member Jason Derby, and Board Member Brian Radant

LATE:

ABSENT: Board member Dusty Steele and Board member Jim Kapnick

STAFF

PRESENT:

1. CALL TO ORDER

2. ROLL CALL / ESTABLISHMENT OF A QUORUM

2.1. Approval of Excused Members

3. APPROVAL OF AGENDA

3.1. Approval of the October 15, 2025 meeting agenda

Moved by Brent Gnodtke
Seconded by Ron Wimple

Motion to approve the October 15, 2025 meeting agenda.

Yes: Ron Wimple, Margaret Noe, Brent Gnodtke, Kim Murphy, Jason Derby, and Brian Radant

MOTION CARRIED 6-0 on a recorded vote

4. APPROVAL OF MEETING MINUTES

4.1. Approval of the July 16, 2025 meeting minutes.

Moved by Brian Radant
Seconded by Kim Murphy

Motion to approve the July 16, 2025 meeting minutes.

Yes: Ron Wimple, Margaret Noe, Brent Gnodtke, Kim Murphy, Jason Derby, and Brian Radant

MOTION CARRIED 6-0 on a recorded vote

5. PUBLIC COMMENT RE: ITEMS ON THE AGENDA

There were no public comments for the items on the agenda.

6. NEW BUSINESS

6.1. Introduction of New City Managers for Adrian and Tecumseh

- Chad Baugh has begun his new role for the City of Adrian as the City Administrator.
- Brett Coker has begun his new role for the City of Tecumseh as the City Manager.
- LDFA Board Members welcomed Baugh and Coker to the community and their new role with the City of Adrian and the City of Tecumseh.

6.2. Informational Update – 2014 Adrian-Tecumseh SmartZone TIF Plan and Future Priorities

- Kelly Jo Gilmore reported that only four years remain on the original TIF plan established in 2014. She advised that now is an ideal time for the LDFA Board to review the plan, assess which goals have been achieved, and identify areas that need further work and prioritization.

6.3. Quarterly Report of Launch Lenawee

- Sheila Blair with Launch Lenawee gave a summary report to the LDFA board on the current grant period, LEAP Class and Taste of Lenawee
- Rachel Colter will graduate from the LEAP Class in two weeks. With support from Launch Lenawee, she has developed a new business plan and plans to open a game store within the next few months.
- Mark Murray reminded the board that the Red Tire program, which supports retiring business owners, remains active. He noted that they are currently assisting a few owners who are preparing for retirement.

6.4. Witt Farm Update

- Chad Baugh reported that progress is being made on the Witt Farm property. In collaboration with the Ann Arbor SPARK grant team, they will develop materials to help market the site.

6.5. Approval of Funding for Shared Staff Support Position – Economic Development Specialist

Moved by Kim Murphy
Seconded by Brent Gnodtke

Local Development Finance Authority of the Cities of Adrian and Tecumseh
October 15, 2025

Motion to approve funding for shared staff support position - Economic Development Specialist

Yes: Ron Wimple, Margaret Noe, Brent Gnodtke, Kim Murphy, Jason Derby, and Brian Radant

MOTION CARRIED 6-0 on a recorded vote

7. ATTACHMENTS AND RECURRING REPORTS

- 7.1. Revenue and Expenditure Report for October 2025
- 7.2. Trial Balance Report for October 2025

8. PUBLIC COMMENT RE: ITEMS NOT ON THE AGENDA

There were no public comments for items not on the agenda

9. NEXT MEETING: WEDNESDAY, JANUARY 21, 2026

Wednesday, January 21, 2026 at 6:00pm
Tecumseh Council Chambers

10. ADJOURNMENT

Moved by Brian Radant
Seconded by Kim Murphy

Motion to adjourn. The meeting adjourned at 6:30pm.

Yes: Ron Wimple, Margaret Noe, Brent Gnodtke, Kim Murphy, Jason Derby, and Brian Radant

MOTION CARRIED 6-0 on a recorded vote



Agenda Review Form

Local Development Finance Authority of the Cities of
Adrian and Tecumseh - April 15, 2026

- Informational
- Action / Follow Up
- Not Approved

Prepared For ATLDFA	Staff Contact Kelly Jo Gilmore, Economic Development Director
Date Submitted January 13, 2026	Department LDFA

Subject

Introduction of Beth Hartsog - Economic Development Specialist and Montrose Study Findings

Summary

The Economic Development Specialist position was posted on the City of Tecumseh website, Adrian Tecumseh SmartZone and on LinkedIn on October 30. The application remained open until November 21, 2025. City staff received 15 applications and the interview committee made up of Economic Development Director Gilmore, Adrian Community Development Director Hewitt-Cruz, and T.E.A.M. Director Vicki Riddle, narrowed the candidates to five. Interviews were held during the first few weeks in December and a job offer was made and accepted by Ms. Beth Hartsog on December 17.

Ms. Hartsog is an economic development professional with experience working in diverse communities, both domestically and internationally. She began her career in the private sector at a real estate and economic consulting firm before transitioning to the government sector as an urban planner. Across all roles held, she brings a commitment to excellence, an interdisciplinary mindset, and dedication to public service. Beth is an MPP candidate at the University of Michigan and also holds a bachelor's degree in economics from San Jose State University. In her spare time, she enjoys spending time outdoors with her husband and their eccentric cocker spaniel.

Ms. Hartsog started her employment as a part-time employee in February 2026, focusing primarily on the LDFA functions of her job description. Following her graduation in early May from the University of Michigan with a masters degree in public policy, Beth will begin working full-time as the Economic Development Specialist.

Over the past month, Ms. Hartsog has been reviewing the data and results from the Montrose Study which was published in 2021 using 2019 data. Over the last few weeks, Harstog has updated the data to more recently published information and presenting those findings to the LDFA board.

Budgeted

Agenda Item #6.1.

No

Attachments

[Hartsog Resume Redacted](#)

Brett Coker, City Manager
Tonya Miller, City Clerk

Approved - 13 Jan 2026
Approved - 14 Jan 2026

Beth Hartsog

Detroit Metro Area ❖ [REDACTED] ❖ [REDACTED] ❖ [REDACTED]

EDUCATION

University of Michigan, Gerald R. Ford School of Public Policy

Ann Arbor, MI

Master of Public Policy

May 2026 (expected)

- Honors: Weill Scholar (Rackham Merit Fellowship)
- Awards: Ford School Annual Policy Pitch Competition: 2nd Place (September 2025)
- Key Courses: Microeconomics, Statistics, Program Evaluation, Public Management, Performance Management, Politics of Public Policy, Public-Private Partnerships: Financing Equitable Development

San Jose State University (SJSU)

San Jose, CA

Bachelor of Science in Economics, cum laude | Minor in Philosophy

May 2021

- Honors: Economics Departmental Honors
- Awards: Best Undergraduate Economics Research Paper: 1st Place (Dec. 2020), 3rd Place (May 2019)
- Key Courses: Macroeconomic Analysis, Microeconomic Analysis, Econometrics, Development Economics, Mathematical Methods for Economics, Health Economics, Law and Economics, Business Ethics

PROFESSIONAL EXPERIENCE

City of Ann Arbor

Ann Arbor, MI

Graduate Urban Planning Intern

March 2025 – June 2025, August 2025 – Current

- Conducted research on upzoning and housing economics to support the development of the Ann Arbor Comprehensive Plan.
- Authored a housing appendix section for the Comprehensive Plan to communicate policy goals with the public.
- Analyzed community survey responses to identify key public concerns. Prepared summaries and briefings on public sentiment for City Council members.
- Engaged with residents during public forums and events to discuss the implementation and impacts of proposed regulations.

Trust for Social Achievement

Sofia, Bulgaria

Graduate Research and Evaluation Intern

June 2025 – August 2025

- Supported research and evaluation of social impact initiatives in a high-need, under-resourced community.
- Developed an investment booklet for a public-private partnership educational project, emphasizing community benefits, financial viability, and social return on investment.
- Conducted comparative research on European social housing policies to support urban regeneration strategy.
- Gained practical experience in nonprofit management, stakeholder engagement, and culturally responsive program design.

Rosen Consulting Group

Berkeley, CA

Research Associate

September 2023 – July 2024

- Compiled and analyzed data to identify investment opportunities at the market and submarket levels for clients in the banking, finance, and real estate industries, through the production of reports, presentations, and other deliverables.
- Authored regular newsletters summarizing economic trends in several key regions and sectors, identifying risks and strategic opportunities. Collaborated with a team to produce national economic thought pieces.

Research Analyst

May 2021 – August 2023

- Contributed to reports on affordable housing policy at both the regional and state level on behalf of leading think tanks and lobbying groups, in conjunction with a team of researchers.
- Produced quarterly spotlight reports and assigned economic risk levels for 16+ U.S. markets, leveraging economic, demographic, residential and commercial real estate market data to provide insightful analysis and identify risks.
- Prepared materials for 150+ client presentations by gathering and synthesizing data on capital markets, employment growth, migration trends, and real estate market data.

Agenda Item #6.1.

LEADERSHIP

Brilliant Cities

Ann Arbor, MI

Nonprofit Board Fellow - Expansion Marketing Plan

October 2025 – Current

- Collaborated with the Brilliant Cities non-profit board to develop a strategic communications and marketing plan, promoting the launch of Brilliant Philadelphia in late 2025.

Michigan Journal of Public Affairs (MJPA)

Ann Arbor, MI

Editor-in-Chief

May 2025 – Current

- Oversaw the strategic vision and editorial process of the university's graduate public policy journal.
- Managed the editorial team, oversaw peer review, and ensured timely production of high-quality scholarship.
- Expanded the journal's reach by engaging policymakers, practitioners, and scholars in contributing to public policy discourse.

Senior Editor

August 2024 – May 2025

- Led a team of four associate editors in reviewing, editing, and preparing scholarly research for publication.
- Contributed to editorial board decision-making on article selection and journal strategy.

International Economic Development Program (IEDP)

Bogotá, Colombia

Student Participant

January 2025 – March 2025

- Participated in an immersive cultural experience in Colombia. Led meetings with international policy leaders across diverse domains, including alternative development, anti-drugs and crime, social welfare, etc.

Women in Business at SJSU

San Jose, CA

Director of Public Relations

August 2020 – May 2021

- Organized 30+ professional development events, booked 45+ guest speakers, and mentored groups of students participating in the WIB Startup Consulting Competition.

ACADEMIC RESEARCH

University of Michigan

Ann Arbor, MI

Researcher - Independent Project

April 2025 – Current

- Collaborated with Professor Amy Beck Harris and a team of graduate students to analyze and interpret the political implications of funding changes in the international development field.
- Presented findings at the Association for Public Policy Analysis and Management conference in Seattle, WA, in November 2025.

Researcher - Diplomacy Lab

August 2025 – Current

- Prepared research on drivers of conflict and instability in the Pacific Islands on behalf of the U.S. State Department, utilizing primary and secondary sources.

Research Assistant - Geoeconomics & Economic Statecraft

April 2025 – June 2025

- Assisted Professor Kamissa Camara in developing course structure. Surveyed key readings, concepts, and current trends in the field and organized them into thematic buckets.

Research Assistant - Institute for Social Research

November 2024 – March 2025

- Assisted the Society, Population, and Environment (SPE) program team in the preparation of research papers on global health issues.
- Created data tables, figures, and graphs, conducted literature reviews, proofread manuscripts, cleaned datasets, and updated codebooks.

SKILLS & INTERESTS

- **Skills:** Excel (Advanced), Stata (Intermediate), Python (Beginner), R (Beginner)
- **Personal Interests:** Cooking; hiking; yoga; literary fiction; sustainability; learning new languages

Lenawee County: Stepping Into the Future

Executive Summary

- Seven of Lenawee County’s top ten industry clusters experienced location quotient declines since 2019, signaling a potential erosion of regional competitiveness in several legacy industries.
- The primary “greenshoot” was the chemical manufacturing industry, where both the location quotient and overall employment (on an absolute basis) improved.
- Since 2019, population growth in the County overall has remained essentially flat, although there is significant bifurcation between Adrian and Tecumseh. From 2015 to 2024, the resident base in the City of Adrian contracted slightly (2.3%), while Tecumseh grew by 3.0% during the same period.
- Compared to the national average, a smaller share of the population in Lenawee County is housing cost-burdened, and this trend is especially pronounced among renters.
- Going forward, Lenawee County should focus on 1) business attraction in key industries (advanced manufacturing, logistics/distribution, agriculture, and satellite hubs); 2) population growth; 3) regional and institutional integration.



Image Source: Visit Lenawee

1. Background

The information in this document is an update of the economic development report completed by Montrose consultants. While the original report was delivered in 2021, the majority of the figures in the report were as of 2019, due to lags in data availability; therefore, the report did not include context on the impacts of the Covid-19 pandemic. This report aims to provide a more timely update on economic and demographic conditions and understand how the landscape may have shifted in recent years.

2. Update on Economic and Demographic Conditions

Economic Analysis

The pandemic served as a stress test for Lenawee County, revealing a stark contrast between its traditional industrial foundations and a few emerging high-growth sectors. Since 2019, the county's total employment has essentially plateaued, recording a small decline of 0.4% through 2024. While it is tempting to view these losses as temporary artifacts of pandemic-era layoffs or hiring freezes, a deeper look at Location Quotients (LQ) suggests a more concerning trend. Seven of the county's top ten industry clusters saw their LQs decline during this period. Because these industries contracted on both an absolute and relative basis, we can assume that Lenawee's recovery has effectively lagged behind the nation, signaling a potential erosion of regional competitiveness in several legacy industries.

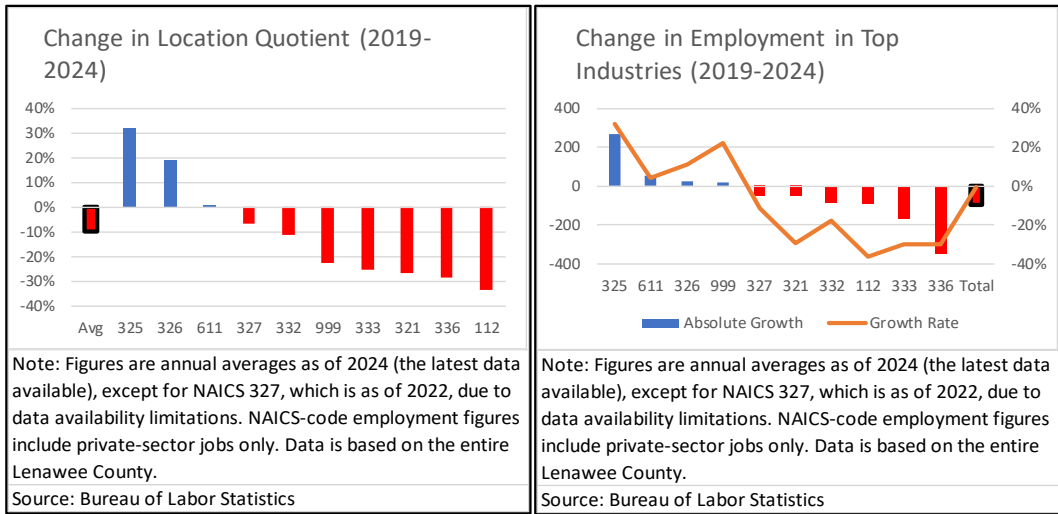
The primary "greenhoot" is the chemical manufacturing industry (NAICS code: 325). Between 2019 and 2024, the location quotient for this industry increased from 5.63 to 7.42, indicating that Lenawee County is successfully carving out a specialized competitive advantage. Employment in this industry cluster also increased by 32% on an absolute basis, adding nearly 300 new jobs to the area.

What is a Location Quotient?

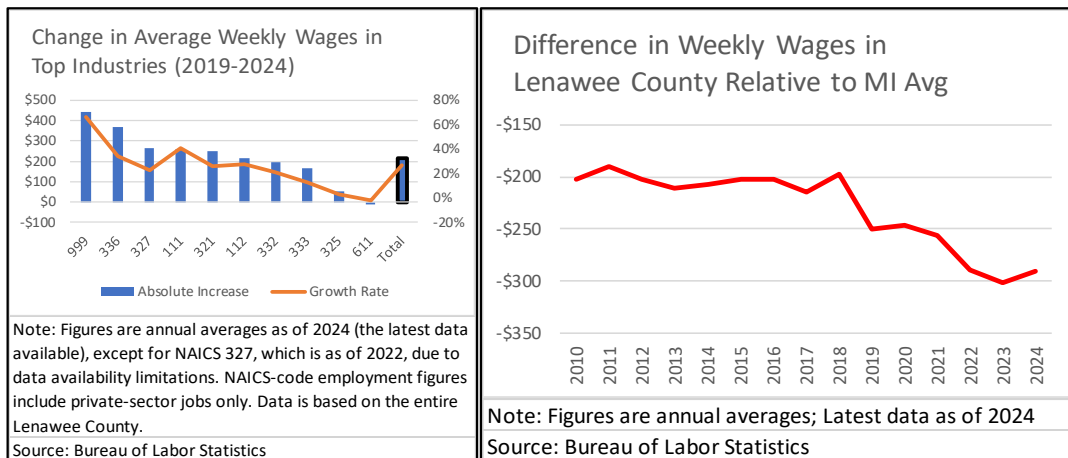
A Location Quotient is a statistic that measures a region's specialization in a given field, relative to the nation.

- An LQ of 1.0 means the local concentration of an industry matches the national average.
- An LQ above 1.0 means the concentration exceeded the national average. With high location quotients, this could mean that the county has a competitive advantage and is exporting goods or services outside the region.
- A declining LQ suggests that even if an industry is adding jobs, it is doing so more slowly than the rest of the country, signaling a loss of market share or regional competitiveness.

Agenda Item #6.1.

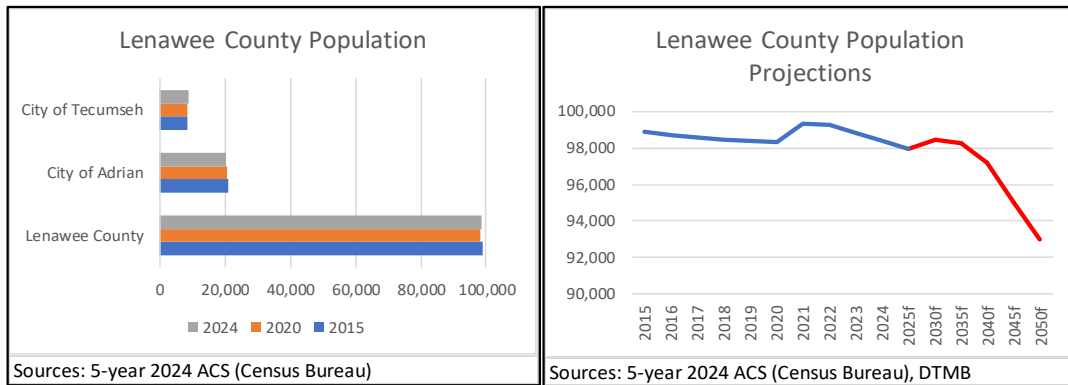


Compensation trends also show mixed results. Although average weekly wages in the county rose by 26% over the last five years, this growth largely mirrors national inflationary trends, rather than true improvements in productivity or standards of living. More importantly, the gap between Lenawee’s average weekly wages and the Michigan state average has widened to nearly \$300 as of 2024. This divergence presents a complex strategic challenge. While lower relative labor costs might initially seem like an advantage for business attraction, they also carry profound long-term risks. A persistent \$300 weekly deficit creates an “export” of talent, as residents increasingly look for opportunities in higher-paying markets like Ann Arbor or Toledo. Furthermore, it leaves a significant portion of the local workforce increasingly vulnerable to rising costs of living, effectively capping the county’s internal economic mobility and making it harder to sustain a high-skilled local talent pool.

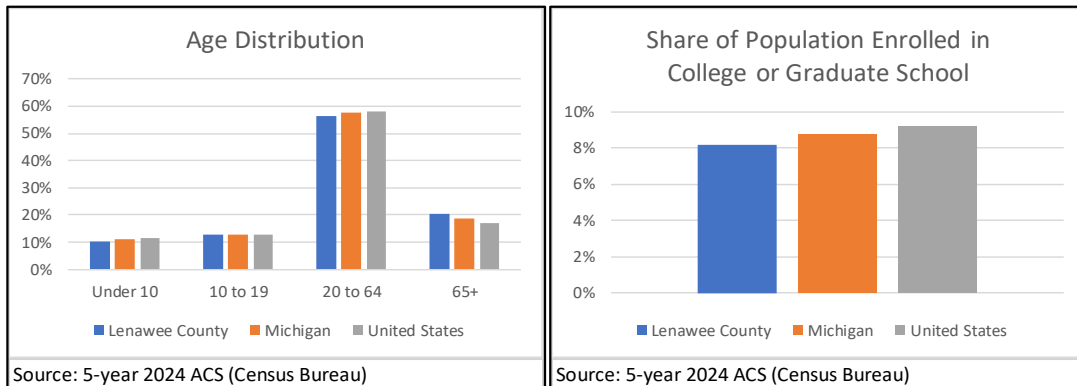


Demographic Analysis

The demographic landscape of Lenawee County also presents long-term structural risks. Since 2019, population growth in the County overall has remained essentially flat, although there is significant bifurcation between Adrian and Tecumseh. From 2015 to 2024, the resident base in the City of Adrian contracted slightly, by approximately 2.3%. In contrast, the population in Tecumseh grew by 3.0% during the same period, as the City increasingly positions itself as the preferred residential hub for professionals who work in the Ann Arbor and Jackson corridors but seek high-quality lifestyle amenities (schools, parks, etc.) at a reasonable cost.

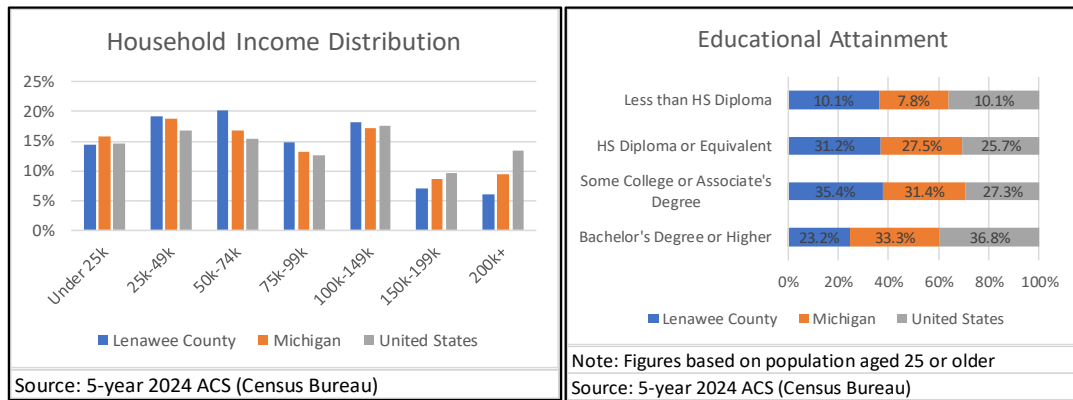


Like many rural communities, Lenawee County faces a significant demographic “graying” that could constrain future economic growth. Currently, 20.3% of Lenawee County’s population is over the age of 65, compared to a rate of 18.6% for the state of Michigan and 17.2% for the entire United States. This aging profile, combined with natural attrition and slowing birth rates, means that Lenawee County’s population is expected to decline more sharply in the next several decades, with a projected population loss of nearly 6% by 2050. Furthermore, despite its proximity to several higher education institutions, Lenawee does not host a large, physically resident student population. The recent closure of Siena Heights University further exacerbates this issue, removing a key driver of youth residency and a vital pipeline for the local professional workforce.



Agenda Item #6.1.

On the positive side, Lenawee County has successfully positioned itself as a middle-income, middle-skilled labor market. Household incomes are disproportionately concentrated in the middle of the income spectrum, with less clustering towards the extreme ends (i.e., less than \$25k or greater than \$150k annually). Educational attainment data also supports this “middle-class town” identity; the largest share (35.4%) of residents has completed “some college or an associate’s degree,” which reflects the concentration of vocational and trade-oriented economic activity in the area.



In the same vein, affordability remains Lenawee County’s greatest advantage. While rising cost-of-living (especially for housing) is a pressing national issue, the urgency is less pronounced in Lenawee County, even though incomes are lower than the state average. Compared to the national average, a smaller share of the population in Lenawee County is *housing cost burdened* (defined as spending 30% or more of household income on housing), and this trend is especially pronounced among renters. This relative affordability acts as a critical stabilizer for the county’s middle-class identity, allowing it to retain a workforce that might otherwise be priced out of the Southeast Michigan market. Additionally, as aspiring homeowners increasingly are priced out of nearby markets (including neighboring Washtenaw County), there is an opportunity for Lenawee County to attract these residents and reverse or offset demographic decline.

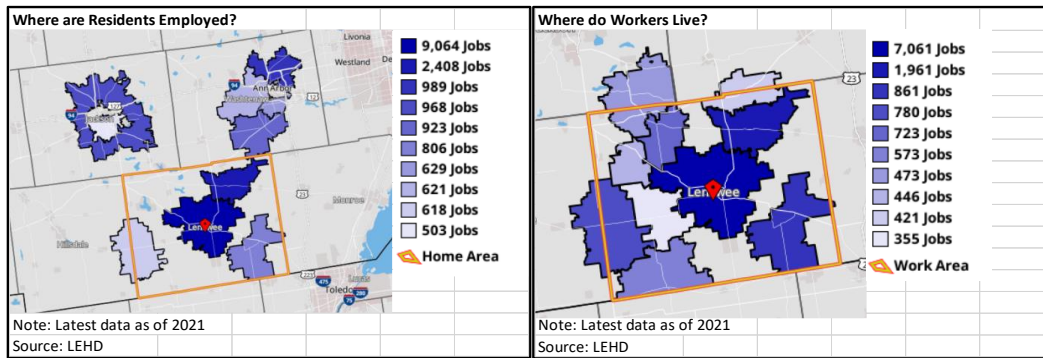
	Lenawee County	Michigan	United States
Median Mortgage Payment	\$1,409	\$1,569	\$1,963
Share of Homeowners with Cost Burdens	25.1%	23.4%	28.1%
Median Rent	\$987	\$1,129	\$1,413
Share of Renters with Cost Burdens	46.7%	50.4%	51.1%

Notes: "Cost burdened" refers to households spending more than 30% of total income on rent or mortgage payments; Homeowner cost burdens only includes homeowners with an active mortgage
Source: 5-year 2024 ACS (Census Bureau)

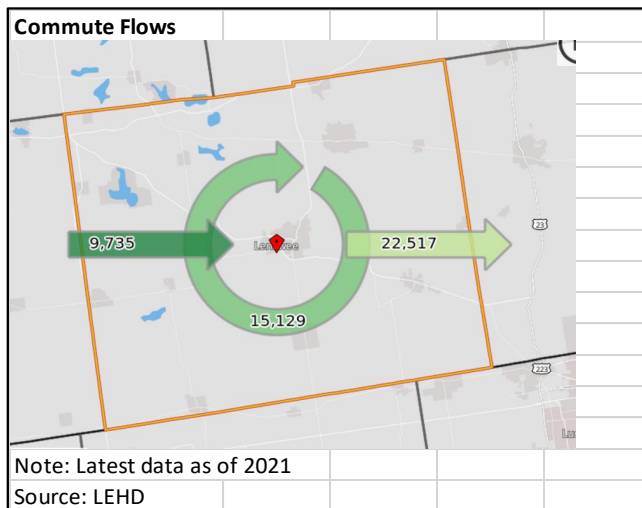
Agenda Item #6.1.

Regional Analysis

Lenawee County occupies a strategic vantage point within the Southeastern Michigan economic corridor, serving as a functional bridge between Jackson (the industrial center), Ann Arbor (the high-tech ecosystem), and Detroit (the logistics hub). This geographic positioning offers Lenawee County the opportunity to participate in a diverse regional economy, although this potential is currently unrealized. At present, the relationship with Ann Arbor is the county's most dynamic external link, as rising prices in Washtenaw County push households and businesses into neighboring areas.



At the same time, however, Lenawee County's geographic location poses risks as well as opportunities. As of 2021 (the latest data available), Lenawee County was a net exporter of labor: 22,500 residents left Lenawee County for work, whereas only 9,700 external workers traveled to Lenawee County for employment. While regional connectivity is a strength, there is also a risk that Lenawee County could evolve into a purely bedroom community, rather than an economic engine of its own right. If the county primarily serves as a residential backdrop for workers whose economic output and daytime spending occur in Jackson or Ann Arbor, the local commercial tax base and small-business ecosystem will stagnate or decline. To mitigate this, Lenawee's growth strategy must prioritize synchronous attraction of both residents and employers. This dual-track approach ensures that the county remains an active economic participant in the region, rather than merely a residential suburb of its larger neighbors.



3. Weaknesses and Risks

Lenawee County faces several risks to its future economic vitality:

Demographic Weakness

- Expected demographic decline over the next several decades could hamper business attraction efforts, and economic growth, more generally.
- Slowing international migration could shift the balance of power in the region. While Lenawee County itself has a relatively low share of foreign-born residents, federal changes that have slowed international migration into hubs like Ann Arbor and Detroit could lead to those markets cooling off, which, in turn, could slow inflow into Lenawee County.

Regional Structural Changes

- Despite strong vocational programs, a skills gap in advanced manufacturing continues to persist in the region.
- Rising costs associated with housing stock obsolescence could strain local resources. For a county with stagnant population growth, the per-capita burden of maintaining aging physical infrastructure threatens to outpace local tax revenues.
- The recent closure of Siena Heights University will have ripple effects throughout Lenawee County, impacting employment trends, talent pipelines, tax revenue, etc. The future of the vacant property itself is also uncertain.

Macroeconomic and Technological Volatility

- As an economy heavily dependent on manufacturing and agriculture, Lenawee is highly sensitive to shifts in global trade policy. Recent tariffs have increased the cost of imported industrial components and specialized fertilizers, squeezing margins for both local factories and family farms. Higher energy costs, if sustained, would also compound this problem.
- The accelerating “AI revolution” introduces an unknown variable for the local labor force. Currently, the impacts of AI on labor market dynamics are unclear, making it difficult to design effective workforce development strategies.

4. Strengths and Advantages

Despite the structural risks discussed above, Lenawee County also possesses unique advantages, namely:

“Goldilocks” Location:

- Lenawee County occupies a strategic middle-ground between major metro areas and purely rural territory, serving as a functional bridge between Ann Arbor, Detroit, Jackson, and Toledo. The location allows businesses to maintain lower overhead and land costs while remaining within a 45-minute drive of major regional markets and logistics hubs.

Economic Infrastructure:

- Lenawee County and the surrounding area is supported by a dense network of educational infrastructure, including small liberal arts colleges (Adrian College), large research institutions (University of Michigan) and vocational training programs (LISD Tech Center). This educational infrastructure allows the county to attract specialized firms which require an already-trained workforce.
- Unlike many Midwestern peers reliant on a single industry, Lenawee’s resilience is rooted in a dual-engine economy of advanced manufacturing and high-yield agriculture, providing a natural hedge against sector-specific downturns.
- More broadly, increased demand for EVs and semiconductors could pose tailwinds for the chemical manufacturing industry in the near term.

Quality of Life:

- In a national landscape driven by migration toward affordability, Lenawee maintains a significant affordability advantage compared to neighboring urban corridors.
- In addition to relatively low prices, Lenawee County offers high quality of life, including outdoor recreation, strong schools, community events, and charming historic downtowns.

5. Recommendations

Moving forward, Lenawee County should pursue a three-pronged approach to economic development that balances industrial development with resident quality of life.

1. Targeted Business Attraction

Lenawee County should preserve and expand its existing economic diversification, while simultaneously leaning into areas of specialization. Areas of focus include:

- Advanced manufacturing, particularly chemical manufacturing;
- Logistics and distribution, particularly cold storage;
- Agriculture;
- Satellite hubs for professional and technical services.

2. Population Growth and Retention

To reverse population stagnation and prevent population decline, Lenawee County must capitalize on its affordability and quality-of-life advantages to attract new residents from the broader Southeast Michigan region (and beyond). Lenawee County should:

- Invest in a regional marketing campaign in neighboring corridors (specifically, Washtenaw, Wayne, and Jackson Counties);
- Upgrade existing housing stock and continue to permit new development to ensure that high-quality housing remains accessible to middle-class households.

3. Regional and Institutional Integration

Agenda Item #6.1.

Lenawee County should work to better integrate with neighboring communities and align its economic development strategy across all bodies, including through:

- Public transit connectivity;
- Strengthening connections with regional partners;
- Connecting workforce development programs with business attraction strategy.

Lenawee County Economic Update: Where are We Now?

April 2026

Lenawee in Context

Demographic Snapshot

	Lenawee County	Lenawee County	Michigan	Wichita	Wichita	Michigan	Wichita	Michigan
2024 Population	2024 Population	2024 Population	98,215	98,415	98,100	98,215	98,415	98,100
2015 Population	2015 Population	2015 Population	98,915	98,902	98,908	98,915	98,902	98,908
Population Growth 2015-2024	Population Growth	Population Growth	-0.5%	-0.2%	0.5%	-0.5%	-0.2%	0.5%
Civilian Labor Force	Civilian Labor Force	Civilian Labor Force	46,976	46,976	46,976	46,976	46,976	46,976
Labor Force as a Share of Population	Labor Force	Labor Force	47.7%	47.7%	47.7%	47.7%	47.7%	47.7%
Persons Aged 65+	Persons Aged 65+	Persons Aged 65+	25.3%	25.3%	25.3%	25.3%	25.3%	25.3%
Median Age	Median Age	Median Age	42.4	42.4	42.4	42.4	42.4	42.4
Share of Units that are Owner-Occupied	Share of Units that are Owner-Occupied	Share of Units that are Owner-Occupied	79.6%	79.6%	79.6%	79.6%	79.6%	79.6%
Median Home Value	Median Home Value	Median Home Value	\$196,800	\$196,800	\$196,800	\$196,800	\$196,800	\$196,800
Median Household Income	Median Household Income	Median Household Income	\$70,518	\$70,518	\$70,518	\$70,518	\$70,518	\$70,518
Poverty Rate	Poverty Rate	Poverty Rate	10.7%	10.7%	10.7%	10.7%	10.7%	10.7%
Source: 5-year 2024 ACS (Census Bureau)								

Demographic Snapshot

	Lenawee County	Michigan	United States
2024 Population	98,415	10,097,761	334,912,099
2015 Population	98,902	9,908,502	316,900,027
Population Growth 2015-2024	-0.5%	1.8%	5.8%
Civilian Labor Force	46,976	46,576	108,529
Labor Force as a Share of Population	47.7%	47.7%	49.8%
Persons Aged 65+	25.3%	25.3%	25.8%
Median Age	42.4	42.4	40.2
Share of Units that are Owner-Occupied	79.6%	79.6%	76.2%
Median Home Value	\$196,800	\$211,800	\$226,700
Median Household Income	\$70,518	\$72,850	\$79,589
Poverty Rate	10.7%	10.7%	13.2%
Source: 5-year 2024 ACS (Census Bureau)	Source: 5-year 2024 ACS (Census Bureau)	Source: 5-year 2024 ACS (Census Bureau)	Source: 5-year 2024 ACS (Census Bureau)

Demographic Snapshot

	Lenawee County	Michigan	United States
2024 Population	241,598	10,597,761	334,912,099
2015 Population	238,902	9,908,509	316,910,027
Population Growth 2015-2024	1.1%	6.8%	6.3%
Civilian Labor Force	115,984	51,656,038	185,495,700
Labor Force as a Share of Population	47.7%	49.8%	50.8%
Persons Aged 65+	20.3%	18.6%	17.2%
Median Age	42.4	40.2	38.9
Share of Units that are Owner-Occupied	79.6%	79.5%	75.2%
Median Home Value	\$196,800	\$211,800	\$226,700
Median Household Income	\$70,518	\$72,850	\$75,897
Poverty Rate	10.7%	10.7%	12.5%
Source: 5-year 2024 ACS (Census Bureau)	Source: 5-year 2024 ACS (Census Bureau)	Source: 5-year 2024 ACS (Census Bureau)	Source: 5-year 2024 ACS (Census Bureau)

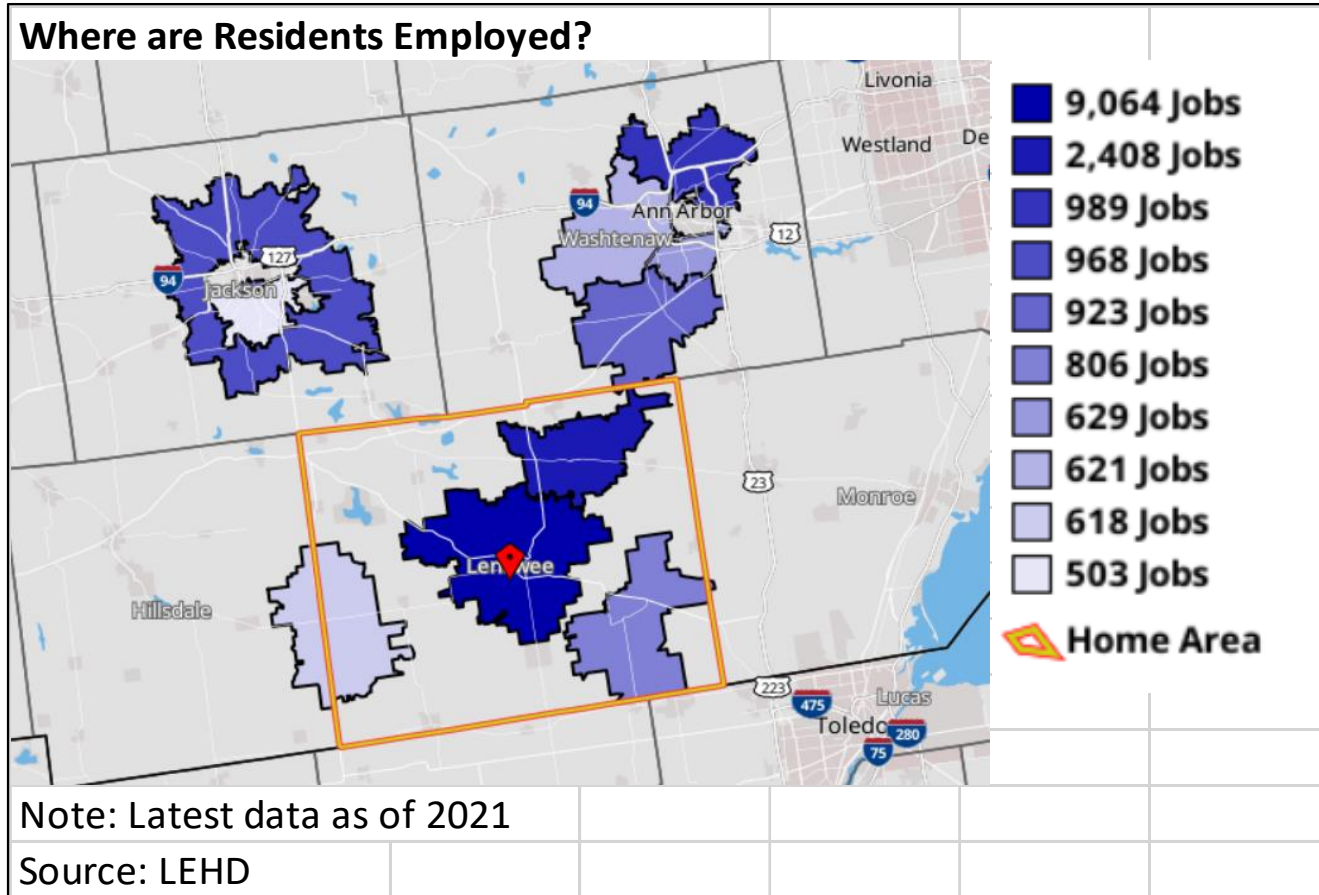
Demographic Snapshot

	Lenawee County	Michigan	United States
2024 Population	115,981	10,097,761	334,912,099
2015 Population	112,981	9,908,509	316,910,027
Population Growth 2015-2024	2.7%	1.9%	5.7%
Civilian Labor Force	46,976	46,576	108,529
Labor Force as a Share of Population	40.5%	46.7%	32.7%
Persons Aged 65+	26.3%	20.8%	17.2%
Median Age	42.4	40.2	38.9
Share of Units that are Owner-Occupied	79.6%	73.2%	65.2%
Median Home Value	\$196,800	\$231,600	\$332,700
Median Household Income	\$70,518	\$72,850	\$75,897
Poverty Rate	10.7%	10.7%	12.5%
Source: 5-year 2024 ACS (Census Bureau)	Source: 5-year 2024 ACS (Census Bureau)	Source: 5-year 2024 ACS (Census Bureau)	Source: 5-year 2024 ACS (Census Bureau)

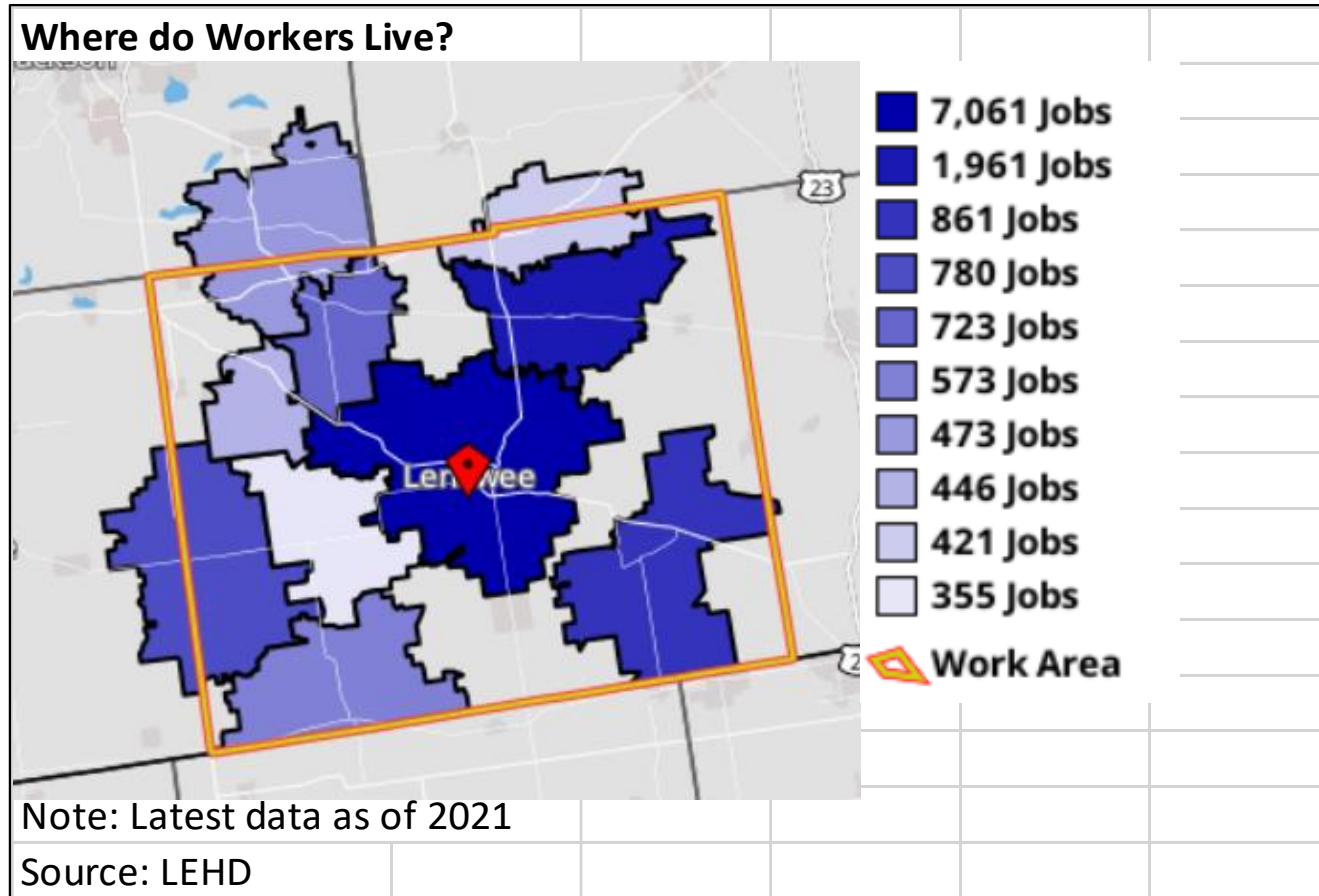
Demographic Snapshot

	Lenawee County	Michigan	United States
2024 Population	115,981	10,097,761	334,912,099
2015 Population	115,981	9,908,502	316,910,027
Population Growth 2015-2024	0.0%	1.8%	5.8%
Civilian Labor Force	46,976	6,576,945	108,549,570
Labor Force as a Share of Population	40.5%	65.1%	32.5%
Persons Aged 65+	26.3%	18.8%	17.2%
Median Age	42.4	40.2	38.9
Share of Units that are Owner-Occupied	79.6%	79.5%	65.2%
Median Home Value	\$196,800	\$211,800	\$267,100
Median Household Income	\$70,518	\$72,875	\$80,734
Poverty Rate	10.7%	13.2%	12.5%
Source: 5-year 2024 ACS (Census Bureau)			

Geography and Employment Flows

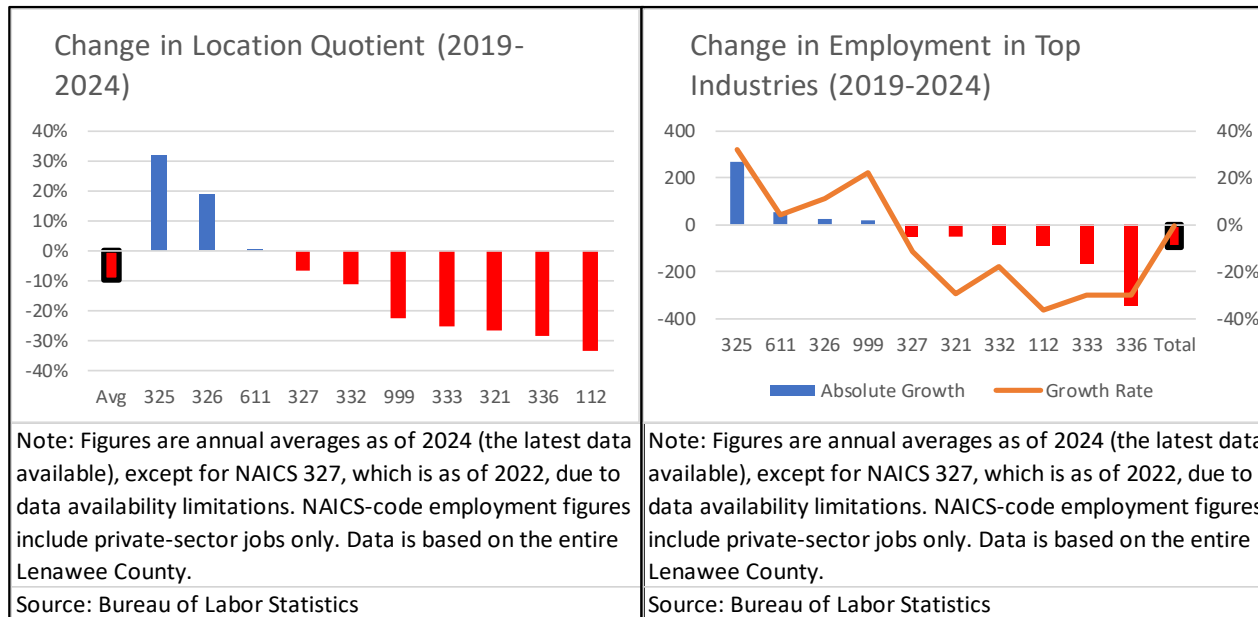


Geography and Employment Flows



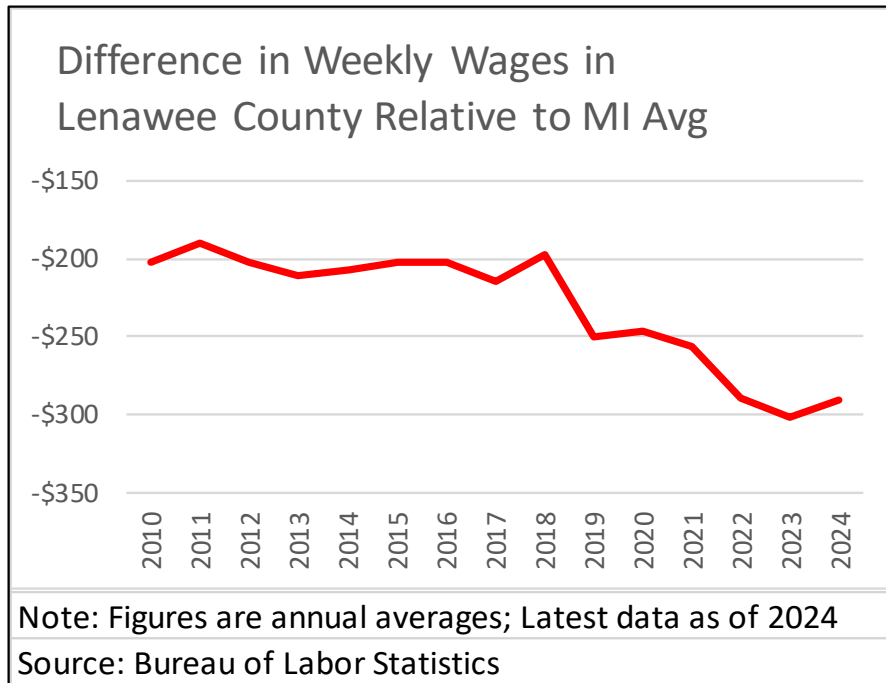
The Bad News

Are We Losing Economic Competitiveness?



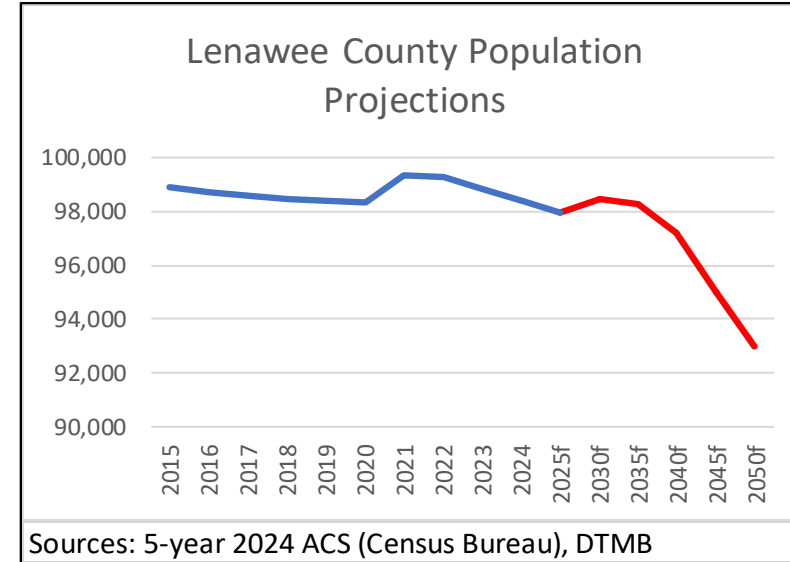
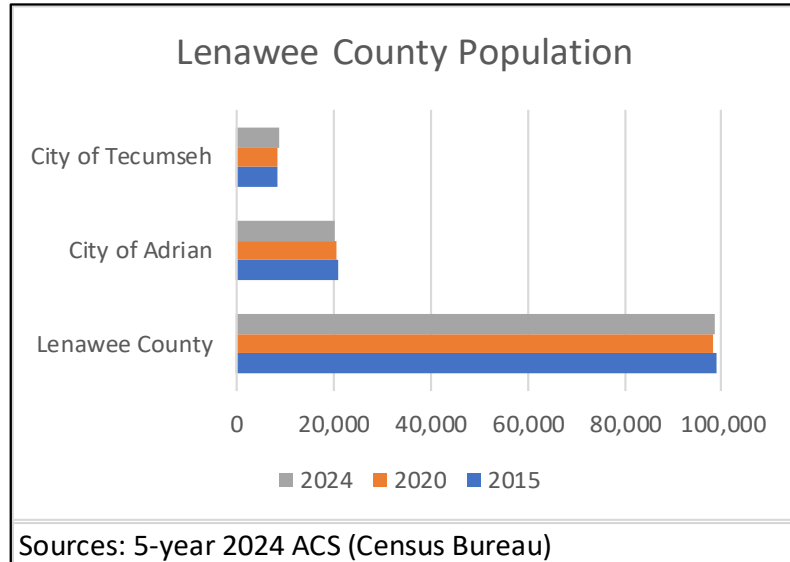
- Employment in many key industries is declining, on both an absolute and relative basis.
- The primary “greenshoot” is the chemical manufacturing industry (NAICS code: 325).
 - LQ: 5.63 to 7.42
 - Absolute employment: +32% (nearly 300 new jobs)

The Lenawee-Michigan Wage Gap



- Average weekly wages in the county rose by 26% over the last five years, although this growth largely mirrors national inflationary trends.
- The gap between Lenawee’s average weekly wages and the Michigan state average has widened to nearly \$300 as of 2024.

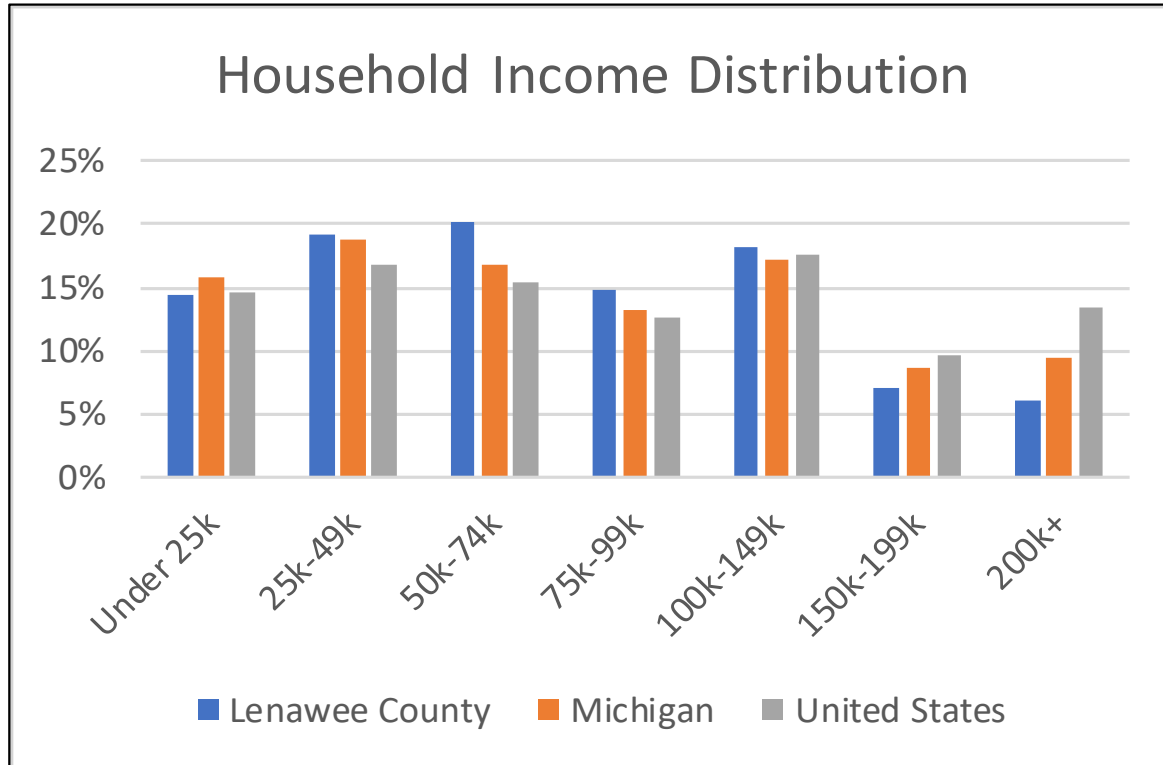
Demographic Bifurcation



- Total population is forecast to decline by nearly 6% through 2050.
- Current trends are bifurcated between Adrian and Tecumseh:
 - From 2015 to 2024:
 - Adrian (-2.3%)
 - Tecumseh (+3.0%)

The Good News

The Thriving Middle Class



Source: 5-year 2024 ACS (Census Bureau)

- Lenawee County has successfully positioned itself as a middle-income, middle-skilled labor market.
- Household incomes are disproportionately concentrated in the middle of the income spectrum, with less clustering towards the extreme ends (i.e., less than \$25k or greater than \$150k annually).

Affordable(ish) Housing

	Lenawee County	Michigan	United States
Median Mortgage Payment	\$1,409	\$1,569	\$1,963
Share of Homeowners with Cost Burdens	25.1%	23.4%	28.1%
Median Rent	\$987	\$1,129	\$1,413
Share of Renters with Cost Burdens	46.7%	50.4%	51.1%
Notes: "Cost burdened" refers to households spending more than 30% of total income on rent or mortgage payments; Homeowner cost burdens only includes homeowners with an active mortgage			
Source: 5-year 2024 ACS (Census Bureau)			

- Compared to the national average, a smaller share of the population in Lenawee County is *housing cost burdened* (defined as spending 30% or more of household income on housing), and this trend is especially pronounced among renters.

Where Do We Go From Here?

1. Targeted Business Attraction

Lenawee County should preserve and expand its existing economic diversification, while simultaneously leaning into areas of specialization.

Areas of focus include:

- Advanced manufacturing, particularly chemical manufacturing;
- Logistics and distribution, particularly cold storage;
- Agriculture;
- Satellite hubs for professional and technical services.

1. Targeted Business Attraction

2. Population Growth and Retention

To reverse population stagnation and prevent population decline, Lenawee County must capitalize on its affordability and quality-of-life advantages to attract new residents from the broader Southeast Michigan region (and beyond).

Lenawee County should:

- Invest in a regional marketing campaign in neighboring corridors (specifically, Washtenaw, Wayne, and Jackson Counties);
- Upgrade existing housing stock and continue to permit new development to ensure that high-quality housing remains accessible to middle-class households.

- 1. Targeted Business Attraction**
- 2. Population Growth and Retention**
- 3. Regional and Institutional Integration**

Lenawee County should coordinate with neighboring communities and align its economic development strategy across all bodies, including through:

- Public transit connectivity;
- Strengthening connections with regional partners;
- Connecting workforce development programs with business attraction strategy.

Questions, Comments, Feedback



Agenda Review Form

**Local Development Finance Authority of the Cities of
Adrian and Tecumseh - April 15, 2026**

- Informational
- Action / Follow Up
- Not Approved

Prepared For Adrian-Tecumseh Local Development Finance Authority	Staff Contact Kelly Jo Gilmore, Economic Development Director
Date Submitted January 13, 2026	Department Economic Development

Subject
Adrian-Tecumseh SmartZone Future Priorities

Summary

The Board is asked to review and discuss progress on the 2014 Tax Increment Financing (TIF) Plan, which expires on December 31, 2029, and begin outlining key priorities for the next phase of SmartZone initiatives.

The Adrian-Tecumseh SmartZone Tax Increment Financing (TIF) Plan was adopted and signed in 2014 to support economic development, innovation, and technology-driven business growth within both cities. The Plan established a Local Development Finance Authority (LDFA) to capture and reinvest incremental tax revenues into projects and programs aligned with the SmartZone mission.

The current TIF Plan is set to expire on December 31, 2029. As the SmartZone enters the final years of the existing plan, it is critical to assess progress toward stated goals and objectives, and to begin planning for the next stage of SmartZone development.

- The 2014 TIF Plan identified several overarching goals and strategies, including:
- Supporting business incubation, innovation, and technology commercialization within Adrian and Tecumseh.
 - Fostering collaboration between higher education, industry partners, and local governments.
 - Encouraging infrastructure and facility improvements to attract and retain technology-based companies.
 - Promoting workforce development and talent retention through educational partnerships.
 - Leveraging captured tax increment revenue to advance economic growth and job creation in the SmartZone district.

It is recommended that the ATLDFA's Board identifies and prioritizes key areas of focus for the remaining four years of the current TIF Plan.

Discussion topics may include:

Agenda Item #6.2.

- Reviewing measurable outcomes and milestones from the 2014 plan.
- Identifying ongoing or incomplete projects that align with SmartZone objectives.
- Establishing funding priorities for the remainder of the plan period.
- Evaluating whether to pursue an extension, amendment, or successor plan prior to the 2029 expiration.
- Outlining potential partnerships and initiatives to strengthen regional collaboration between Adrian and Tecumseh.

A survey was sent to the ATLDFA board members on November 19, 2025. The result of the survey is attached.

Budgeted

No

Recommendation

It is recommended that the ATLDFA's Board identifies and prioritizes 3-5 key areas of focus for the remaining four years of the current TIF Plan.

Attachments

[Adrian Tecumesh LDFA Priority Projects](#)

Brett Coker, City Manager
Tonya Miller, City Clerk

Approved - 13 Jan 2026
Approved - 14 Jan 2026

Adrian-Tecumseh Priority Projects Survey

(October 2025-April 2026)

1. Strategic Priorities: Which of the Montrose Study goal areas should be the top priorities for the next four years of the TIF plan? (Select top 3)

- Business Attraction & Expansion | Entrepreneurship & Innovation | Marketing & Branding | Partnerships & Collaboration
- Business Attraction & Expansion | Marketing & Branding | Partnerships & Collaboration
- Business Attraction & Expansion | Entrepreneurship & Innovation | Marketing & Branding
- Business Attraction & Expansion
- Business Attraction & Expansion | Infrastructure & Site Readiness

2. Measuring Success: What specific outcomes or metrics should we use to measure the success of the SmartZone over the next four years? (Examples: number of startups launched, private investment leveraged, square footage developed, new tech jobs created, etc.)

- Key Performance Indicators, Identify growth and conversion rates, operation efficiency (cost of unit or service factor). Establish baselines and targets and/or create a dashboard for use and follow-up.
- New employment numbers
Market out reach
Active and updated web site
- Square Footage Developed
New created, specifically, not to the business owner(s), but actual jobs created above and beyond the owner. Youth/New members who have moved to the community or obtained within the community as a result of SmartZone related projects.
- The gross wage on new W-2's entering the smart zone!
- If we could see how many w-2 jobs, we have created and a rise in the income of the people within our area.

3. Target Industries. Which industries or business types should the SmartZone prioritize for attraction or support? (Select up to 3)

- Advanced Manufacturing | Agricultural Technology (AgTech) | Other (specify below)
- Advanced Manufacturing | Life sciences/Biotech | Digital/software innovation
- Advanced Manufacturing | Mobility/EV Technology | Agricultural Technology (AgTech)
- Advanced Manufacturing
- Automation/Robotics | Agricultural Technology (AgTech) | Digital/software innovation

Other (Please specify):

Artificial intelligence, cybersecurity, clean energy, hydrogen fuel, energy storage, aging population, health and medical care, educational theories.

4. Strengthening Entrepreneurship: What resources, programs, or partnerships would best strengthen the entrepreneurial and innovation ecosystem in Adrian-Tecumseh? (Examples: business incubator space, university partnerships, seed funding, mentorship programs, R&D collaboration, etc.)

- All of the above, incorporate, medical care, educational facilities, natural resources available in both communities.
- Partnership with universities u of m
Partnership with the Gordie Howe bridge organization
- I feel that collaboration must take place between programs such as LISD, Lenawee Community Foundation, Align, other programs related to this subject.
- Business incubator space is important; this allows companies to get on their feet without the large start-up cost initially.
- It seems to me that we have several people trying to do the same thing in different camps. We need to combine all the different camps together and put them under one roof and leadership and hold them accountable. If we are a part of Ann Arbor spark, we should work closely with them and see if there is any business that would be better placed in a close but cheaper environment than Ann Arbor.

5. Talent & Workforce Development: What are the most pressing workforce or talent challenges facing local employers, and how could the SmartZone better align with education or training programs to address them?

- Identify major employers from all practical businesses
Identify Realtors, Bankers, Academics, Retirees, new stakeholders
Entrepreneurship and networking renewal
Interest, community driven.
- Trained workforce that currently exists
Livable wages
- Obtaining our youth beyond HS graduation.
Lack of training programs related to skilled labor.
- I feel strongly that we need to focus on bringing good paying jobs to the area.
There is so much talent that leaves this area EVERY morning to drive 45 minutes to good paying jobs.
Lack of talent isn't the issue, the issue is keeping that talent here.
- I think it would be better time and money spent on trying to find or support businesses that we provide a competitive advantage.

6. Infrastructure & Site Readiness: Which infrastructure or site development projects should be prioritized to support innovation and business growth? (Select up to 3)

- SmartZone or incubator facility development | Transportation or logistics improvements | Utility or energy infrastructure
- Broadband and technology infrastructure | Utility or energy infrastructure
- Brownfield or redevelopment site preparation | Utility or energy infrastructure
- SmartZone or incubator facility development | Brownfield or redevelopment site preparation | Utility or energy infrastructure
- Broadband and technology infrastructure | Brownfield or redevelopment site preparation | Transportation or logistics improvements

Other (Please specify):

7. Collaboration & Partnerships: Which organizations or partners should the LDFA strengthen relationships with to maximize SmartZone impact? (Select up to 3)

- Ann Arbor Spark|MEDC (Michigan Economic Development Corporation)|Lenawee Now
- Ann Arbor Spark|MEDC (Michigan Economic Development Corporation)|Local Colleges or universities
- MEDC (Michigan Economic Development Corporation)|Local Colleges or universities|Private investors or developers
- Ann Arbor Spark|Local Colleges or universities|Private investors or developers
- Ann Arbor Spark|MEDC (Michigan Economic Development Corporation)|Lenawee Now

Other (please specify):

Perhaps investigation into interested parties would be helpful to identify renewed strength.

8. Funding Priorities Question Type: How should the LDFA balance funding between programmatic initiatives (business support, marketing, events) and capital projects (infrastructure, facilities)?

- Balanced approach
- Balanced approach
- Balanced approach
- Strongly prioritize capital projects
- Strongly prioritize capital projects

9. Communication & Visibility: How effective has the LDFA been in communicating SmartZone progress to the public and stakeholders?

- Very effective
- Not effective
- Not effective
- Somewhat effective
- Somewhat effective

If somewhat or not effective, what improvements would you recommend?

- A renewal could be useful at this time naturally.
- Stop relying on on lenawee now and local universities
Need to out reach outside the area for prospective opportunities
- I am hopeful that the newly created position for a program director will help alleviate this issue.
- The average citizen just isn't aware of the LDFA, I don't necessary think it's the fault of anyone within the LDFA. It is just not something that the average citizen is going to concern themselves with.
- I would like to see Lenawee Now become a leader in the area and they need to bring projects to us and have a coordinated effort on helping the county.

10. Vision for 2029: Looking ahead, what should the SmartZone's legacy be when the initial TIF plan concludes in 2029?

- **What does success look like?**
- **What lasting impact should the SmartZone leave on the Adrian-Tecumseh region?**
 - A plan in place going forward with successful programming similar to what Launch Lenawee has in place , however self supporting, effecting industry now and into the future. for our community.
 - Show proven success and able to show monies were spent wisely
 - Create as many new long term jobs within the Adrian/Tecumseh Smart Zone as possible.
 - Having successful businesses employing well paid employees on the land in the TIF area is #1 for me.
 - Ultimately if we could have a mix of high-tech farming robotics companies and a few companies that have ties to Ann Arbor but benefit from a cheaper cost of living we would be in a good position moving forward to the new economy.







01/13/2026

BUDGET REPORT FOR ADRIAN TECUMSEH LOCAL DEVELOPMENT FINANCE AUTHORITY
Calculations as of 06/30/2026

GL NUMBER	DESCRIPTION	2021-22 ACTIVITY	2022-23 ACTIVITY	2023-24 ACTIVITY	2024-25 ACTIVITY	2025-26 ACTIVITY THRU 06/30/26	2026-27 REQUESTED BUDGET
ESTIMATED REVENUES							
251-210.000-423.500	TIF COLLECTION	\$ 94,517.00	\$ 99,924.00	\$ 105,579.00	\$ 104,937.00		\$ 114,712.00
251-210.000-423.700	SCHOOL TIF COLLECTION	\$ 94,443.00	\$ 98,399.00	\$ 104,750.00	\$ 104,070.00		\$ 112,966.00
251-210.000-665.001	INTEREST INCOME	\$ 274.00	\$ 11,842.00	\$ 23,910.00	\$ 29,248.00	\$ 19,094.00	\$ 30,000.00
251-211.000-423.500	TIF COLLECTION				\$ 37,765.00	\$ 34,158.00	\$ 37,765.00
251-211.000-423.700	SCHOOL TIF COLLECTION				\$ 37,726.00	\$ 33,712.00	\$ 37,726.00
251-211.000-573.000	LOCAL COMM STABILIZATION SHARE APPROP				\$ 28,688.00		\$ 28,688.00
251-964.000-699.250	TRANSFER FROM LDFA				\$ 20,417.00		
TOTAL ESTIMATED REVENUES		\$ 189,234.00	\$ 210,165.00	\$ 234,239.00	\$ 362,851.00	\$ 86,964.00	\$ 361,857.00
APPROPRIATIONS							
251-210.000-801.000	PROFESSIONAL SVCS		\$ 675.00	\$ 2,986.00	\$ 2,985.00	\$ 1,791.00	\$ 3,500.00
251-210.000-826.100	ADMINISTRATIVE/LEGAL EXPENSES						\$ 2,500.00
251-210.000-899.215	BUSINESS SUPPORT	\$ 15,671.00	\$ 26,091.00	\$ 26,250.00	\$ 35,000.00	\$ 19,151.00	\$ 76,602.00
251-210.000-901.211	MARKETING			\$ 1,200.00	\$ 7,200.00	\$ 3,600.00	\$ 15,000.00
251-210.000-963.010	MISCELLANEOUS	\$ 1,581.00					\$ 1,500.00
251-210.000-971.700	PUBLIC INFRASTRUCTURE PROJECTS				\$ 11,940.00		\$ 150,000.00
251-211.000-828.100	SOFTWARE/SUPPORT/UPGRADES				\$ 913.00	\$ 1,078.00	\$ 1,150.00
251-211.000-971.700	PUBLIC INFRASTRUCTURE PROJECTS	\$ 31,300.00					\$ 50,000.00
251-715.000-802.500	CONSULTING FEES	\$ 5,250.00					\$ 5,000.00
251-715.000-901.211	MARKETING	\$ 20,000.00					
251-965.000-995.101	TRANSFER TO GENERAL FUND	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00		\$ 5,000.00
251-965.000-995.244	TRANS TO ECON DEV FUND						\$ 35,000.00
TOTAL APPROPRIATIONS		\$ 78,802.00	\$ 31,766.00	\$ 35,436.00	\$ 63,038.00	\$ 25,620.00	\$ 345,252.00
NET OF REVENUES/APPROPRIATIONS - FUND 251							
		\$ 110,432.00	\$ 178,399.00	\$ 198,803.00	\$ 299,813.00	\$ 61,344.00	\$ 16,605.00
BEGINNING FUND BALANCE		\$ 217,261.00	\$ 327,693.00	\$ 506,091.00	\$ 704,894.00	\$ 1,004,706.00	\$ 1,066,050.00
ENDING FUND BALANCE		\$ 327,693.00	\$ 506,092.00	\$ 704,894.00	\$ 1,004,707.00	\$ 1,066,050.00	\$ 1,082,655.00

L DFA

Adrian-Tecumseh Local Development Finance Authority

2025-2027 Grant Quarterly Report

Submitted by Adrian Armory Community Center, Inc

Launch Lenawee: Incubator Programs designed for startups

Second Quarter of the LDFA Grant: October 1, 2025 - January 21, 2026

1. Support for Launch Lenawee Business Development Program.

5 Entrepreneurs continue to utilize the Adrian Armory Makerspace Kitchen (a certified commercial kitchen located inside the Adrian Armory Community Center and the sole such certified commercial kitchen in Lenawee County). The small businesses currently operating inside the Adrian Armory Makerspace Kitchen are: BOR Meats, Just'In Time Catering Services, Herbal Spore Test Kitchen, Old Dog Sauce and Spice and Stone Catering. All report a successful 2025 year, with several noting success beyond their set goals.

HTIM (Hospitality Training Institute of Michigan) Class: Kitchen Manager, Annette Stone has organized and recruited 26 students who participated in this specialized training for those individuals working in restaurants and other food businesses in Tecumseh and Adrian. HTIM provides training programs and nationally recognized certifications to help employees step up to the next level in their hospitality careers. A second HTIM Course will be offered through Launch Lenawee starting on January 13, 2026. We currently have 31 students registered for this session.

2. Youth LLEAP Entrepreneurial Programs.

Through meetings and discussion with Adrian High School, Tecumseh High School, the LISD and Adrian College we have offered *certificates of participation* in the upcoming 12 week Launch Lenawee Entrepreneurial Training Classes to those students specially selected by the appropriate school staff. We are in communication with Adrian High School, Tecumseh High School and the LISD, they are carefully looking for students who would be appropriate for this opportunity.

3. Launch Lenawee Entrepreneurial Education Program.

We are set to facilitate the next Launch Lenawee Entrepreneurial/Incubator Education/Training program utilizing the Kauffman FastTrac program that equips aspiring entrepreneurs with the business skills and insights, tools, resources, and peer networks necessary to start and grow successful businesses.

We are currently recruiting for the next Class (Class #10) scheduled to begin in March 2026. Initial Orientation was held on December 22, 2025 and the next Orientation meeting for Class #10 is set for January 27, 2026.

4. LLEAP College Credit Program (Siena Heights University).

A number of meetings with Siena Heights University faculty were completed; however, with the upcoming closing of the university the Certificate of College Credit is no longer viable. We have contacted Frank Hrbar, VP, Adrian College for options moving forward.

5. Business Owner Education Classes.

Business owner education classes are currently being created through collaboration with Kelly Jo Gilmore, City of Tecumseh Economic Development Director and Lisa Hewitt-Cruz, City of Adrian Community Development Director. The following dates are set: February 18 and 25, 2026 (in Tecumseh) and March 4 and 11, 2026 (in Adrian). (Refer to the attached flyer.)

6. RedTire Program.

Currently, we are meeting regularly with 3 clients.

7. Business Mentoring and Support.

Networking events are scheduled monthly with various times offered (morning/Good Morning Lenawee and evening/Lenawee Business

Connections/Networking). These events have been well received and generally we have had 20-22 attendees per session.

A Launch Lenawee Student Alumni group has been started (November 2025) and is scheduled to meet monthly at the Adrian Armory. The intention is to offer ongoing support for those new businesses by providing entrepreneurs with a collaborative, confidential space for peer advice, mentorship, and resources to help them to solve problems, set goals, access training opportunities, and build confidence to overcome challenges and foster growth. All students who have completed the Launch Lenawee FastTrac educational program are welcome. We are excited to see this group form as it provides a “small business” lifeline (of sorts) to help prevent isolation in the early days of business development and offers much needed emotional encouragement.

8. Mentoring.

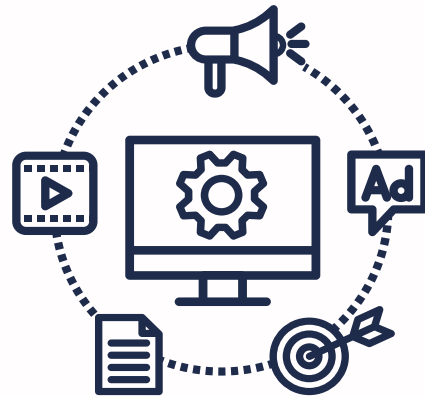
We have completed the updating and retraining of our mentors and are in the process of completing an update to our Launch Lenawee Advisory Team.

9. Leadership Team Update.

Annette Stone, Caterina Ossmann (Clever Ideas Marketing/Owner) and Naomi Lolley (ImInBiz Marketing/Owner) have taken leadership roles in Launch Lenawee administration, kitchen management, business training and business networking and education. Naomi Lolley will be the new Certified FastTrac Instructor for Class #10. Sheila Blair completed her work with us November 30, 2025.

01/09/2026

BUSINESS EDUCATION: MARKETING



SPONSORED BY ADRIAN-TECUMSEH SMARTZONE, COUNTY NATIONAL BANK AND ADRIAN ARMORY

Marketing Roundtable

Do you have questions about the best ways to reach your customers? Join us for these marketing roundtable events - one in Tecumseh and one in Adrian - where you can meet with local marketing experts and ask questions about video marketing, websites, social media and more. These events are the same, but you're welcome to register and attend both!

February 18, 9-10 AM, County National Bank
209 E. Russell Rd. Tecumseh

March 11, 8-9 AM, Adrian Armory
230 W. Maumee St. Adrian

Local Marketing Experts:

- Leo Brown, Brand & Interiors Imagery
- Naomi Lolley, ImlnBiz, Inc.
- Bryan McEldowney
- Stacey Mitchell, Lenawee Multimedia Network
- Catrina Ossmann, Clever Ideas Marketing®

Registration Required

Registration is required for all of these sessions. Please sign up online:

adrianarmory.com/business-education



Contact Catrina Ossmann,
catrina@cleverideasmarketing.com

Lunch & Learns

Marketing Without Systems Is Just Guesswork

Presenter: Naomi Lolley, ImlnBiz, Inc.

Marketing works best when there's a plan behind it. This Lunch & Learn will help local business owners understand why strategy and systems matter more than isolated tactics, and how a clear marketing roadmap can reduce guesswork, improve follow-up, and support real business growth.

February, 25, 12-1 PM
County National Bank
209 E. Russell Rd. Tecumseh

Using Storytelling in Your Marketing

Presenters: Stacey Mitchell, Lenawee Multimedia Network and Catrina Ossmann, Clever Ideas Marketing®

People do business with people they know, like and trust. We'll discuss how using stories throughout your marketing efforts helps build trust and stand out from AI created content.

March 4, 12-1 PM
Adrian Armory
230 W. Maumee St. Adrian

LDEFA

Adrian-Tecumseh Local Development Finance Authority

2025-2027 Grant Quarterly Report

Submitted by Adrian Armory Community Center, Inc

Launch Lenawee: Incubator Programs Designed for Startups

Third Quarter of the LDEFA Grant: January 22, 2026-April 15, 2026

1. Support for Launch Lenawee Business Development Program.

4 Entrepreneurs currently are utilizing the Adrian Armory Makerspace Kitchen (a certified commercial kitchen located inside the Adrian Armory Community Center). The small businesses currently operating inside the Adrian Armory Makerspace Kitchen are: BOR Meats, Just'In Time Catering Services, Old Dog Sauce and Spice and Stone Catering. All of our entrepreneurs are "gearing" up for their very busy Spring/Summer season as catering orders are coming fast and furiously and Farmers Markets will soon open.

We are excited and pleased to share that Megan and Steve Hall, graduates of the Launch Lenawee Entrepreneurial program and owners and operators of *Old Dog Sauce and Spice* (produced at the Adrian Armory Makerspace Kitchen) won 1st Place in **TWO** categories in the recent 2026 SCOVIE Awards, one of the world's most competitive fiery foods contests. Congratulations Megan and Steve!

HTIM (Hospitality Training Institute of Michigan) requested permission to hold a second specialized training class for those individuals working in restaurants and other food business in Adrian and Tecumseh. The second class started in January 2026 and will conclude March 31. Thirty-one students are currently participating in this course and will finish with in depth training as well as several nationally recognized certifications which will assist employees as they prepare to advance within their hospitality careers.

2. Youth Launch Lenawee Entrepreneurial Programs

Successful communication between Adrian High School, Tecumseh High School and the LISD has been established. Two presentations to high school students at Adrian High School were completed in January 2026. Information regarding the upcoming Launch Lenawee Boot Camp (Class #10) as well as other Launch Lenawee resources were presented. We have begun the necessary foundation to establish a connection between those High School Entrepreneurs (primarily 11th and 12th Grade students) and Launch Lenawee. Three individuals have been helpful as we begin this process: (1) **Adrian High School:** Kimberely Morris Gehres, [M.Ed](#) Business & Technology Instructor; (2) **LISD:** Angie Seiler, Marketing and Entrepreneurship Instructor; (3) **Tecumseh High School:** Jami Cole, Counselor.

3. Launch Lenawee Entrepreneurial Education Program

The Launch Lenawee Entrepreneurial/Incubator Education/Training Program (currently known as Class #10) utilizing the Kaufman FastTrac Program that equips aspiring

entrepreneurs with the business insights, tools, resources, and peer networks necessary to start and grow their businesses started on March 12 and will conclude in early June.

Naomi Lolley owner and operator of a small business in downtown Adrian (ImInBiz--a full service internet marketing company) is the newly certified KaufmanFastTrac Instructor for Launch Lenawee Class #10. We have 8 students who are presently enrolled and participating in this class. The class meets every Thursday, 5:30 - 7:45pm in the Launch Lenawee Classroom, located in the Lower Level of the Adrian Armory. Please consider visiting one of the class sessions.

4. Business Owner Education Classes

During February and March the Winter weather proved to be quite tough and presented significant hardship for many! Our Business Owner Education Team headed up by Catrina Ossman (Clever Ideas Marketing), along with Lisa Hewitt-Cruz (City of Adrian Economic Development Director), Kelly Jo Gilmore (City of Tecumseh Economic Development Director) and Annette Stone presented 4 programs to date. *The Marketing Roundtable* was held on Feb 18 in Tecumseh and March 11 in Adrian. **Lunch and Learns** were held Feb 25 (*Marketing Without Systems is Just Guesswork*) in Tecumseh and March 4 (*Using Storytelling in Your Marketing*) in Adrian.

(Catering was provided by *Stone's Catering* for the Lunch and Learn events).

All events were well attended and participant comments were positive.

We are currently putting together a schedule for additional Business Education Classes that will begin in April 2026.

5. Red Tire Program

We continue to meet with 3 clients.

6. Business Mentoring and Support

Networking events are scheduled monthly at the Adrian Armory. Morning Networking (*Good Morning Lenawee*) and Evening Networking (*Lenawee Business Connections*) are popular and seeing an increase in participation. These networking events are scheduled to continue throughout the Spring months and into the Summer.

03/26/2026

04/06/2026 REVENUE AND EXPENDITURE REPORT FOR CITY OF TECUMSEH
 PERIOD ENDING 04/30/2026

GL NUMBER	DESCRIPTION	2025-26	2025-26	ACTIVITY FOR	AVAILABLE	% BDGT USED
		ORIGINAL BUDGET	AMENDED BUDGET	MONTH 04/30/2026 INCREASE (DECREASE)	BALANCE NORMAL (ABNORMAL)	
Fund 251 - ADRIAN-TEC LOC DEVP FINANCE AUTH FUND						
Revenues						
Dept 210.000 - ADRIAN CAPTURE						
251-210.000-423.500	TIF COLLECTION	111,371.00	111,371.00	0.00	10,271.99	90.78
251-210.000-423.700	SCHOOL TIF COLLECTION	109,676.00	109,676.00	0.00	30,003.06	72.64
251-210.000-665.001	INTEREST INCOME	24,000.00	24,000.00	0.00	(1,070.38)	104.46
251-210.000-675.100	MISCELLANEOUS INCOME	0.00	0.00	0.00	0.00	0.00
Total Dept 210.000 - ADRIAN CAPTURE		245,047.00	245,047.00	0.00	39,204.67	84.00
Dept 211.000 - TECUMSEH CAPTURE						
251-211.000-423.500	TIF COLLECTION	37,765.00	37,765.00	0.00	(407.89)	101.08
251-211.000-423.700	SCHOOL TIF COLLECTION	37,725.00	37,725.00	0.00	(412.57)	101.09
251-211.000-573.000	LOCAL COMM STABILIZATION SHARE APPROP	28,688.00	28,688.00	0.00	28,688.00	0.00
251-211.000-665.001	INTEREST INCOME	0.00	0.00	0.00	0.00	0.00
251-211.000-675.100	MISCELLANEOUS INCOME	0.00	0.00	0.00	0.00	0.00
Total Dept 211.000 - TECUMSEH CAPTURE		104,178.00	104,178.00	0.00	27,867.54	73.25
Dept 715.000 - SITE READINESS GRANT						
251-715.000-550.000	MEDC GRANT	0.00	0.00	0.00	0.00	0.00
Total Dept 715.000 - SITE READINESS GRANT		0.00	0.00	0.00	0.00	0.00
TOTAL REVENUES		349,225.00	349,225.00	0.00	67,072.21	80.79
Expenditures						
Dept 210.000 - ADRIAN CAPTURE						
251-210.000-706.260	STAFF SUPPORT	35,000.00	35,000.00	0.00	35,000.00	0.00
251-210.000-801.000	PROFESSIONAL SVCS	3,000.00	3,000.00	0.00	1,209.00	59.70
251-210.000-826.100	ADMINISTRATIVE/LEGAL EXPENSES	2,500.00	2,500.00	0.00	2,500.00	0.00
251-210.000-899.215	BUSINESS SUPPORT	76,602.00	76,602.00	19,150.50	38,301.00	50.00
251-210.000-901.211	MARKETING	15,000.00	15,000.00	0.00	9,600.00	36.00
251-210.000-963.010	MISCELLANEOUS	1,500.00	1,421.80	0.00	1,421.80	0.00
251-210.000-964.255	COSTS RECOVERY	0.00	0.00	0.00	0.00	0.00
251-210.000-971.700	PUBLIC INFRASTRUCTURE PROJECTS	200,000.00	200,000.00	0.00	200,000.00	0.00
Total Dept 210.000 - ADRIAN CAPTURE		333,602.00	333,523.80	19,150.50	288,031.80	13.64

Dept 211.000 - TECUMSEH CAPTURE						
251-211.000-706.260	STAFF SUPPORT	0.00	0.00	0.00	0.00	0.00
251-211.000-801.000	PROFESSIONAL SVCS	0.00	0.00	0.00	0.00	0.00
251-211.000-826.100	ADMINISTRATIVE/LEGAL EXPENSES	0.00	0.00	0.00	0.00	0.00
251-211.000-828.100	SOFTWARE/SUPPORT/UPGRADES	1,000.00	1,078.20	0.00	0.00	100.00
251-211.000-899.215	BUSINESS SUPPORT	0.00	0.00	0.00	0.00	0.00
251-211.000-901.211	MARKETING	0.00	0.00	0.00	0.00	0.00
251-211.000-963.010	MISCELLANEOUS	0.00	0.00	0.00	0.00	0.00
251-211.000-964.255	COSTS RECOVERY	0.00	0.00	0.00	0.00	0.00
251-211.000-971.700	PUBLIC INFRASTRUCTURE PROJECTS	100,000.00	100,000.00	0.00	100,000.00	0.00
Total Dept 211.000 - TECUMSEH CAPTURE		101,000.00	101,078.20	0.00	100,000.00	1.07
Dept 715.000 - SITE READINESS GRANT						
251-715.000-802.500	CONSULTING FEES	5,000.00	5,000.00	0.00	5,000.00	0.00
251-715.000-901.211	MARKETING	0.00	0.00	0.00	0.00	0.00
Total Dept 715.000 - SITE READINESS GRANT		5,000.00	5,000.00	0.00	5,000.00	0.00
Dept 965.000 - OTHER FINANCING SOURCES						
251-965.000-995.101	TRANSFER TO GENERAL FUND	5,000.00	5,000.00	0.00	5,000.00	0.00
251-965.000-995.244	TRANS TO ECON DEV FUND	0.00	0.00	0.00	0.00	0.00
Total Dept 965.000 - OTHER FINANCING SOURCES		5,000.00	5,000.00	0.00	5,000.00	0.00
TOTAL EXPENDITURES		444,602.00	444,602.00	19,150.50	398,031.80	10.47
Fund 251 - ADRIAN-TEC LOC DEVP FINANCE AUTH FUND:						
TOTAL REVENUES		349,225.00	349,225.00	0.00	67,072.21	80.79
TOTAL EXPENDITURES		444,602.00	444,602.00	19,150.50	398,031.80	10.47
NET OF REVENUES & EXPENDITURES		(95,377.00)	(95,377.00)	(19,150.50)	(330,959.59)	247.00

04/06/2026 TRIAL BALANCE REPORT FOR CITY OF TECUMSEH
 PERIOD ENDING 04/30/2026

GL NUMBER	DESCRIPTION	BALANCE		END BALANCE
		04/30/2025 NORMAL (ABNORMAL)	2025-26 AMENDED BUDGET	04/30/2026 NORMAL (ABNORMAL)
Fund 251 - ADRIAN-TEC LOC DEVP FINANCE AUTH FUND				
Assets				
251-000.000-001.900	CASH MGMT	1,006,418.77		1,240,288.91
TOTAL ASSETS		1,006,418.77		1,240,288.91
Fund Equity				
251-000.000-390.000	UNAPPROPRIATED SURPLUS	704,894.00		1,004,706.32
TOTAL FUND EQUITY		704,894.00		1,004,706.32
Revenues				
251-210.000-423.500	TIF COLLECTION	104,936.88	111,371.00	101,099.01
251-210.000-423.700	SCHOOL TIF COLLECTION	104,069.91	109,676.00	79,672.94
251-210.000-665.001	INTEREST INCOME	21,010.93	24,000.00	25,070.38
251-211.000-423.500	TIF COLLECTION	37,765.21	37,765.00	38,172.89
251-211.000-423.700	SCHOOL TIF COLLECTION	37,725.50	37,725.00	38,137.57
251-211.000-573.000	LOCAL COMM STABILIZATION SHARE APPROP	28,687.74	28,688.00	0.00
251-964.000-699.250	TRANSFER FROM LDFA	20,416.60	0.00	0.00
TOTAL REVENUES		354,612.77	349,225.00	282,152.79
Expenditures				
251-210.000-706.260	STAFF SUPPORT	0.00	35,000.00	0.00
251-210.000-801.000	PROFESSIONAL SVCS	2,985.00	3,000.00	1,791.00
251-210.000-826.100	ADMINISTRATIVE/LEGAL EXPENSES	0.00	2,500.00	0.00
251-210.000-899.215	BUSINESS SUPPORT	26,250.00	76,602.00	38,301.00
251-210.000-901.211	MARKETING	6,000.00	15,000.00	5,400.00
251-210.000-963.010	MISCELLANEOUS	0.00	1,421.80	0.00
251-210.000-971.700	PUBLIC INFRASTRUCTURE PROJECTS	11,940.00	200,000.00	0.00
251-211.000-828.100	SOFTWARE/SUPPORT/UPGRADES	913.00	1,078.20	1,078.20
251-211.000-971.700	PUBLIC INFRASTRUCTURE PROJECTS	0.00	100,000.00	0.00
251-715.000-802.500	CONSULTING FEES	0.00	5,000.00	0.00
251-965.000-995.101	TRANSFER TO GENERAL FUND	5,000.00	5,000.00	0.00
TOTAL EXPENDITURES		53,088.00	444,602.00	46,570.20
Total Fund 251 - ADRIAN-TEC LOC DEVP FINANCE AUTH FUND				
TOTAL ASSETS		1,006,418.77		1,240,288.91

BEG. FUND BALANCE	704,894.00		1,004,706.32
+ NET OF REVENUES & EXPENDITURES	301,524.77	(95,377.00)	235,582.59
= ENDING FUND BALANCE	1,006,418.77		1,240,288.91
+ LIABILITIES	0.00		0.00
= TOTAL LIABILITIES AND FUND BALANCE	1,006,418.77		1,240,288.91