Charter Township of Ypsilanti

Economic Development Strategy
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Executive Summary

Ypsilanti Township finds itself in a regional and national, if not world-wide, competition to retain and attract business as well as workers. In an economy where driving forces are changing from industry and manufacturing to technology and the management of information, traditional economic development strategies of financial incentives are no longer sufficient. Communities must also create an environment for investment through attractive placemaking and cost-effective place-based investment.

Process

In the fall of 2017, Ypsilanti Township received a grant from the Washtenaw County Office of Community and Economic Development to create an economic development strategy. Working with a consultant, the Township administration formed a steering committee of sixteen local business owners, realtors, property managers, economic development specialists, elected and appointed officials.

The process included:

- Asset inventory;
- Community engagement via a survey, interviews and a real estate forum;
- Analysis of the investment environment for retail, industrial and office businesses;
- Education on the benefits of small businesses; and
- Updates on how a community can become ready for development.

The resulting economic development strategy lays out a path for Ypsilanti Township to be an even better place to live, work and invest.

Assets and Opportunities

The Economic Development Strategy is based on the assets, business mix and emerging opportunities distinct to Ypsilanti Township. The unique features of the Township - its location and quality of life - are important competitive advantages that need to be protected, nurtured, and promoted.

While the top three employers in the Township are manufacturing or distribution companies with hundreds of employees, ninety-six percent of the businesses in Ypsilanti Township are small businesses with less than 50 employees. These small businesses need an environment for investment to flourish.

Meanwhile, the redevelopment of the Willow Run Factory into the Yankee Air Museum, slated to be a world-class destination and conference center, and the American Center for Mobility (ACM), a federally designated testing and product development facility for connected and automated vehicles, has changed the economic landscape for the Township. Both facilities will bring visitors from around the nation. ACM also plans to create a research campus adjacent to the facility.

Ypsilanti Township plans to build on these assets, businesses and new investment opportunities.

Market Demand

The strategy is sparked by market demand to support additional retail businesses and industrial enterprises in Ypsilanti Township. Ford Lake and Interstate 94 divide the Township into eastern and western retail trade areas, both of which can support more retail and commercial services businesses.

On the industrial side, the vacancy rate of industrial building space in Ypsilanti Township is less than two
percent, consistent with trends in the metropolitan Detroit region. However, the Township has 664 acres of vacant industrially zoned land. With shifting demand from solely factory floor area to a mixture of office, manufacturing and warehousing under a single roof, the available industrial land in the Township will need strategic physical and aesthetic improvements.

**Vision, Principles and Strategies**

The strategy also addresses structural weaknesses in the Township’s ability to create an investment environment – coordination, communication, and policies. While a wealth of economic development agencies exist in Washtenaw County, the Township has not effectively tapped them. Committing staff to collaborate across the web of resources as well as with neighboring communities is an essential implementation step.

Investing in communications, external and internal, is also a key component of the strategy. Within the Township, the administration will improve communications through newsletters and small business forums. Moreover, with the lack of a community newspaper and a changing digital media landscape, Township leadership recognizes that they need to actively influence the narrative about their community through marketing, branding, and social media.

Finally, the Township has committed to updating its zoning ordinance and land development policies to provide a coherent land development process that protects the quality of life in Ypsilanti Township.

The strategy also recognizes that the success of Township businesses is linked to the success of the three school districts serving Ypsilanti Township. The public education system was noted in every community engagement interaction as a weakness. While the school districts are using creative solutions to improve, their low test scores have been detriments to attracting housing developers, retail and other businesses.

The Township is committed to supporting its public schools, creating workforce development opportunities, fostering partnerships and celebrating educational accomplishments, such as Washtenaw Intermediate High School, whose students achieved the 2nd highest average SAT scores amongst Michigan high schools in 2016.

The strategy lays out a Vison of Ypsilanti Township as an attractive environment in which to invest by:

- Promoting its unique assets;
- Engaging talented and committed people;
- Creating places which advance quality of life;
- Investing in infrastructure, public streetscapes and cultural amenities;
- Supporting regional collaboration; and
- Forming innovative partnerships between public, private and educational/institutional sectors.

The guiding principles to support the vision are:

- Collaboration
- A diversified economic base
- A skilled and educated workforce
- High quality of life
- A sense of place

Each principle is backed by strategies ranging from policy changes to programs to new hires by the Township.

**Placemaking and Investment**

*A Model for Success*
Township Board
Brenda Stumbo, Supervisor
Karen Lovejoy Roe, Clerk
Larry Doe, Treasurer
Stan Eldridge, Trustee
Heather Jarrell Roe, Trustee
Monica Ross-Williams, Trustee
Jimmie Wilson Jr., Trustee

Steering Committee
Jimmie Wilson, Ypsilanti Township Trustee, UAW
Brenda Stumbo, Ypsilanti Township Supervisor
Rick Davis, Century 21, Real Estate Agent
Billy Salamay, Budget Towing, Owner
Muddasar Tawakkul, Compliance Officer for Ford, Former Wayne County Assistant Economic Development Director
Scott Martin, Scio Township Utility Director
Jason Iacoangeli, Ypsilanti Township Planning Commission Chair
Mary Kerr, Washtenaw County Convention & Visitors Bureau President
Tom Kmet, Realtor, formerly with YCUA
Mark Salma, Brixmor Property Group
Brenda Meadows, Ypsilanti Community School Board Trustee, Global Tech Pre-school
Gretchen Kopmanis, Owner of Czech Box Bakery, University of Michigan IT Department
Hesta Randolph, Zion Temple Church, Ypsilanti Community Schools
Harry S. Grayson, Pastor at Zion Temple Church
Andrea White, Cuppy’s Restaurant, Owner
Kat Dickenson, The Red Lion (Apartments)
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Chapter 1

Creating an Environment for Investment
Is Ypsilanti Township Ready?

The Township finds itself in a national, and even worldwide, competition to attract and retain knowledge economy workers and businesses. In the changing economy, the unique features of the Ypsilanti Township, its location and its quality of life, have become increasingly important competitive advantages that need to be protected, nurtured, and promoted.

Recognizing the Changing Economy

The economy has been undergoing a significant transformation from industry and manufacturing to a knowledge economy based on advanced technology and the management of information. Communication technology, globalization, and the availability and manipulation of information have been evolving since the 1990’s.

The key components of a knowledge economy place greater reliance on:

- Attracting and retaining talented people
- Creating great places with a high quality of life
- Attractive physical and cultural amenities
- Regional prosperity through collaboration
- Bold partnerships between the public and private sectors

Traditional Model

Traditional economic development has focused heavily on financial incentives, concluding that business will only be attracted to a place if there is a sufficient financial incentive. Tax abatements have become the single most common tool for local government to attract business. While such indirect investment can stimulate private investment, the long term benefit is difficult to quantify.

A more aggressive approach is to directly invest public dollars in private activity through partnering. Direct investment puts government in the position of becoming a partner, in one form or another, in a private enterprise. Specific direct investment activities typically include optioning and/or assembling land, providing low-cost loans, installing infrastructure and providing direct grants. While the return on initial investment may be felt sooner, the public partner also assumes a higher degree of risk.

While indirect and direct investment work well in attracting certain types of businesses, there are other methods and strategies that are more effective in creating sustainable business development.

Strategies which focus on attracting talent and making the Township an attractive place in which to invest will result in long-term, more sustainable growth.

Investment Through Placemaking

Placemaking is an economic development tool that recognizes the inseparable relationship between quality places and investment. In light of a knowledge-based economy, placemaking is a logical strategy that centers on improving a community’s appeal, desirability, and overall quality to drive economic prosperity.

The quality of a place plays a much larger role in today’s economic decisions than previously. Quality places retain and attract skilled and talented people, who in turn retain and create jobs. People choose to live, and ultimately invest, in places that offer community amenities, social and professional networks, resources and opportunities.
Placemaking involves coordination between local and state government, businesses, residents, and civic institutions to increase economic opportunity, improve the quality of public amenities, and increase the flow of investment into the community. Significant development always builds from existing assets and points of strength. In order to create and rebuild place, local investment that reconnects the economy and community should be encouraged. Place-based community investment focuses on talent retention and attraction by creating quality communities, amenities and services, and an overall high quality of life.

Creating an Investment Environment

Local economic development is gradually transforming to an approach which better understands the new economy and capitalizes on investment decisions of entrepreneurs. The approach focuses on improving the investment environment.

The decision by businesses to invest in a community is heavily influenced by their perception of the community. Investments are based upon an assessment of the potential return and relative risk. The perception of a favorable investment environment can heavily influence investment decisions.

To create an economic development strategy that best responds to the changing economy, the first step is for the Township to view itself as an environment for investment. Why would someone want to invest in Ypsilanti Township? What assets, services and growth opportunities does Ypsilanti Township provide? An honest assessment and forward-looking strategies can accelerate the Township’s transformation into an environment for investment that is attractive, yet with reduced risk, for investors.
The messages communicated by decision-makers also influence investors’ perceptions. A strong and positive message of who we are and where we are going can be far more important than any type of incentive that can be offered. A placed-based investment strategy signals a stronger commitment to the community and does not reflect policy changes based on political or outside influences. The buffer from influences in turn reflects a stable community, and reduces risk for investors.

**Community Keys for Success**

Why are some communities more successful than others? A number of important elements need to be in place for the Township to be poised for success.

**Compelling Goals**

Successful communities set compelling, clear, and accountable goals. These goals provide both a roadmap for action and goal posts for celebrating progress and success. Goals should be evaluated and updated annually.

**Opportunity Focused**

Successful communities both seek and recognize opportunities that will improve the community. The American Center for Mobility (ACM) is an example of an opportunity upon which the Township can capitalize.

**Community Engagement**

Successful communities engage the full potential of community talents, skills, and ideas to support community development goals. Effective community engagement requires a commitment of political leaders, staff and funding.

**Strong Execution**

For community improvement to occur, significant work has to be undertaken. Strong execution of the action plan ensures that, over time, goals are met and the community’s vision for a better present and future are realized.

**Leadership**

Nothing happens without leaders willing to help their community discover opportunities, grow a vision for the future, set goals, and sustain effort over time. Leaders stimulate others to think broadly, communicate a vision, and execute a plan.

**Staff Support**

Consistent supporting staff accelerates progress. While staff does not replace leaders and volunteers, it can increase effectiveness and efficiency of local economic development. Ypsilanti Township would benefit by having an economic development manager or director.

**Funding**

Little invested and little accomplished - so goes the saying. Community improvement takes dollars and appropriate funding to support staff, action plan implementation and other costs.
A New Way Forward

The key to the future success in Ypsilanti Township is clear – better, high paying jobs. These jobs are created when existing businesses expand and new businesses are created.

The traditional approach to economic development placed a focus on seeking out and attracting the relocation of large companies. Can Ypsilanti Township risk its limited resources on a strategy that is so highly competitive with other communities?

A more successful approach is to capitalize on the exciting opportunities presented by such enterprises as the American Center for Mobility and Yankee Air Museum, focusing on cultivating and improving the foundation for existing companies that have growth potential, and attracting entrepreneurs who will form new companies. Companies with strong roots in the community will ultimately be the key to sustainably growing the local economy and creating more and higher paying jobs.

Through the adoption of an economic development strategy which focuses on creating an environment for investment, placemaking and place-based investment, Ypsilanti Township has significant opportunities to grow the local economy.

The next chapter gives an overview of the assets of Ypsilanti Township including demographics and recreation assets. A chapter describing the business climate in Ypsilanti follows. The two final chapters of this document describe the Economic Development Strategy - the vision, principles and strategies and then implementation steps and responsibilities.

KEY FINDINGS

The national and global economy has transformed from a manufacturing to knowledge based economy.

Traditional approaches to economic development have relied on financial incentives.

New approaches for economic development focuses on improving the local climate for investment and attracting talent.

Placemaking is an economic development tool that recognizes the relationship between quality places and the attraction of investment.

Effective economic development approaches are focusing more on creating an environment that is attractive to entrepreneurs and businesses.

Better, high paying jobs are the key to future success in Ypsilanti Township.

A successful economic development strategy will capitalize on emerging opportunities, improve the foundation for existing companies and attract entrepreneurs.

An effective economic development strategy encourages creative collaborations between public, private, and institutional organizations and individuals.
Chapter 2

Ypsilanti Township Assets
Introduction

Building better places is one of the strongest incentives for community investment. The Economic Development Strategy for Ypsilanti Township focuses on the community’s outstanding assets to support and catalyze economic growth.

Assets are the foundation for building a successful economic development strategy. They may be located inside the municipality’s borders or in nearby communities. For example, the proximity of the Township to major educational and health care institutions outside of the Township’s borders, like Eastern Michigan University and St. Joseph Mercy Hospital is an asset.

The Asset Inventory Report in the Appendix identifies the social, economic, physical, cultural and natural assets of Ypsilanti Township. This chapter highlights several assets including population, location, cultural and recreational assets, natural features, economic development partners, the redevelopment of Willow Run and the small business base.

Population

Ypsilanti Township is the second most populous community in Washtenaw County, next to Ann Arbor. The Township is highly diverse - 57% of its residents are Caucasian and 33% are African American. Other key characteristics are:

- Township Population: 54,613 persons (2015 American Community Survey)
- Median Age: 33.7 years (2015 American Community Survey)
- Average Household Size: 2.49 persons (2010 Census)
- Household Units (occupied): 22,071 units (2010 Census)

What is a Community Asset?

A community asset (or community resource) is anything that improves the quality of community life.

**It can be a person**

Residents can be empowered to realize and use their abilities to build and transform the community - the stay-at-home mom or dad who organizes a playgroup, the volunteer neighborhood leader, the firefighter who risks his life to keep the community safe. These are all community assets.

**It can be a physical structure or place**

A school, hospital, church, library, recreation center, social club are assets. It could be a town landmark or symbol. It might also be an unused building that could house a community hospice, or a second floor room ideal for community meetings. It might be a public place that already belongs to the community -- a park, a wetland, or other open space.

**It can be a community service**

A service that makes life better for some or all community members - public transportation, early childhood education center, community recycling facilities or cultural organization.

**It can be a business**

A business provides jobs and supports the local economy.

**Everyone in the community are potential community assets.**

Everyone has some skills or talents, and everyone can provide knowledge about the community, connections to the people they know, and the kind of support that every effort needs - making phone calls, stuffing envelopes, giving people information, moving equipment or supplies - whatever needs doing. Everyone in the community can be a force for community improvement if only we knew what their assets were, and could put them to use.

Source: Community Tool Box, Center for Community Health and Development, University of Kansas.
Ypsilanti Charter Township is strategically located in eastern Washtenaw County. Thirty-one point eight (31.8) square miles in area, it is approximately 36 miles from downtown Detroit. Interstate-94 traverses the Township in an east/west direction with three interchanges at Michigan Avenue, Huron Street, and Rawsonville Road. Both US-23 and I-275 provide excellent north-south access and are a short drive from all portions of the Township. In close proximity to Ann Arbor, Ypsilanti Township is centrally located within metropolitan Detroit and within a reasonable distance of several Midwestern population and economic hubs, shown on the map on this page:

- Downtown Detroit, Michigan (36 miles)
- Windsor, Ontario (39 miles)
- Flint, Michigan (66 miles)
- Ann Arbor, Michigan (12 miles)
- Toledo, Ohio (48 miles)
- Lansing, Michigan (78 miles)
- Grand Rapids, Michigan (145 miles)
- Cleveland, Ohio (165 miles)
- Toronto, Ontario (265 miles)
- Chicago, Illinois (250 miles)

Transportation

Ypsilanti Township is connected to the Ypsilanti/Ann Arbor area, the region of southeastern Michigan and an international network of highways and airports. The Township can be easily accessed by bus through the Ann Arbor Area Transportation Authority as well as by Interstate 94 via three highway interchanges. The Township’s close proximity to Willow Run Airport and Detroit Metro Airport provides access to worldwide shipping and passenger air transportation. Both the airports are owned by Wayne County and are operated by the Wayne County Airport Authority.

Detroit Metro Airport (DTW)

Located 15 minutes from Ypsilanti Township, the Detroit Metropolitan Airport (DTW) serves over 36 million passengers a year making it the twelfth busiest airport of its kind in the United States and the twentieth busiest in the world. DTW is the largest international hub for Delta Airlines (5th largest airline carrier in the United States), and 2nd largest hub for Spirit Airlines. DTW’s 15 passenger airlines, including 6 foreign flag airlines, serve 160 nonstop flight locations throughout the world.

Willow Run Airport

Willow Run Airport is located in both Ypsilanti Township and Van Buren Township. The airport serves freight, corporate and general aviation on its four runways. The airport handles over 200,000,000 pounds of cargo
annually and is one of the nation’s largest airports for air freight flown by exclusively cargo aircraft.

**AAATA**
The Ann Arbor Area Transportation Authority (TheRide), a not-for-profit unit of government, operates the local public transit system for the greater Ann Arbor-Ypsilanti area. TheRide enables the area’s residents to reach their destinations at reasonable cost, and offers the region efficient, environmentally sound transportation alternatives. The AAATA’s expanded services through 2019 is shown on the Transportation Network Map on this page.

**Cultural and Recreational Assets**
Ypsilanti Township has a wealth of cultural and recreational assets. The Township’s location close to five colleges and universities - Eastern Michigan University, University of Michigan, Concordia University, Cleary University and Washtenaw Community College - offers a wealth of cultural opportunities ranging from lectures to performances by internationally acclaimed artists. The Township also provides within its borders numerous experiences at its library, community center and parks.

**Library**
The Ypsilanti District Library-Whittaker has 60,000 square feet with over 250,000 titles, and offers numerous programs to the community.

**Community Center**
Located at 2025 East Clark Road, the Community Center offers youth and adult sports and enrichment programs, pre-school programs, arts and crafts, family events, older adult programs, travel, and health and fitness classes. The facilities include an arts and crafts room, pre-school room, racquetball/wallyball courts,
Ypsilanti Township Park System
The Ypsilanti Township Parks System consists of thirty parks and recreation facilities totaling over 900 acres, shown on the Community Assets Map. The parks range in size from 0.3 acres to 190 acres and provide areas for informal play, organized programs, or to simply enjoy nature. The larger community parks provide enhanced facilities including picnic shelters, boardwalks, paved and nature trails, interpretive signage, access to canoeing, kayaking and boating, fishing, and athletic fields/courts.

The four largest parks, Ford Lake, Ford Heritage, Hewen’s Creek, and North Bay, protect large tracts of open space. Ford Lake Park and North Bay Park provide unique waterfront access to Ford Lake.

Rolling Hills County Park
Rolling Hills is one of the most recreationally-diverse destinations in Washtenaw County including a water park, nature trails, fishing, picnics, playgrounds, disc golf, softball, horseshoes, sledding, and cross-country skiing. The 363-acre Washtenaw County Park offers year-round recreation.

Golf Courses
There are four golf courses located within Ypsilanti Township: Eagle Crest, Washtenaw Golf Club, Pine View, and Green Oaks.

Regional Recreational Opportunities
Centrally located in southeast Michigan, Ypsilanti Township residents are able to enjoy many other county and state recreational parks and facilities.
Natural Features

Ypsilanti Township contains significant natural features with an abundance of natural and cultural features including the river, lakes, creeks, wetlands, open fields, hedgerows, and woodlands which make an important contribution to the quality of life for the residents as well as the wildlife in the Township. The Huron River, a major waterway around which the community has developed, flows through the Township. The river provides opportunities for recreation and wildlife habitat, and connects people to significant natural places within the Township.

The Huron River passes through the Township from the northwest to the southeast. The segment of this river in Ypsilanti Township is a vital link in the overall watershed. The historic development of the City of Ypsilanti and Ypsilanti Township was largely based upon the presence and qualities of this waterway.

Lakes are among the Township’s most valuable natural resources making up roughly 1,340 acres. Ford Lake is the largest and most significant lake in the Township. Scenic views of Ford Lake are key assets to the Township. These vistas can be seen from all sides of Ford Lake, but are most pronounced from the west end of the lake where the Eastern Michigan University Golf Course is located.

A number of areas in the southern portion of the Township have views characteristic of agricultural community. These include areas with views of farm fields and sections of roads lined by dense woodlands. Roadways that consist of segments lined with woodlands interspersed by open fields provide a sequence of views characteristic of a cultural and rural landscape.
Willow Run Airport Redevelopment

The former Willow Run Bomber Plant, home to the original “Rosie the Riveter”, is now a unique mixture of honoring the past with the future of transportation. A portion of the site will be the future home of the National Museum of Aviation and Technology at Historic Willow Run, known as the Yankee Air Museum. Approximately 144,000 square feet of the original bomber plant be renovated to house the museum’s collection of more than 5,000 artifacts on aviation and space travel. The new location will include a hangar so flyable aircraft, exhibits, restoration and educational programs are available at a single site.

On the remainder of the site, a technology park is developing, including the American Center for Mobility (ACM). On 335 acres in Ypsilanti Township, ACM opened in December 2017 as a Federally-Approved testing and research facility for connected and automated vehicle technology. This non-profit center includes a test track, garages, laboratories and offices for teams testing new technology in transportation. The test track has double overpasses, railroad crossings, highway loops, and a tunnel, as well as urban, suburban and rural environments. A technology park for associated research uses is planned adjacent to the testing facility.

Employment

The education, health care and social services fields are the dominant types of businesses in Ypsilanti Township. Almost thirty-two percent of Ypsilanti Township employees work in education, health care, and social services. The top employers are:

- Eby-Brown Co LLC (Distribution Center)
- General Dynamics Advanced Information (Manufacturing)
Pollard Banknote, Ltd. (Manufacturing)
Kroger (Retail)
Ypsilanti Community Schools (Education)

Ninety-six (96%) percent of the 1,287 Township businesses have fewer than 50 employees. Most (63%) of the small businesses are between 1-4 employees. The high percentage of small businesses in the Township is a positive indicator for future job growth. The SBA reports that small firms accounted for nearly two-thirds of the net new jobs created between 1993 and 2013 and provide nearly half of all private sector employment.

The highest job production by small businesses in Ypsilanti Township are in the following categories:

- Retail Trade (197 businesses/2,211 employees)
- Accomodations and Food Service (118 businesses/1,640 employees)
- Health Care and Social Assistance (108 businesses/1,331 employees)
- Manufacturing (44 businesses/1,289 employees)

### Economic Development Partners

Ypsilanti Township has a wide variety of economic development partners. Each group or program described below offers resources to foster an investment environment in the Township. As shown the graphic on the following page, the Township has a web of interrelated assets and partners. However, at this point, no one group or individual is responsible for coordination between resources and cultivation of assets. This lack of coordination is untapped potential for economic development work on behalf of Ypsilanti Township.

### Township Businesses by Number of Employees

<table>
<thead>
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<th>Employment Category</th>
<th>Total Businesses</th>
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<tr>
<td>1-4 Employees</td>
<td>810</td>
<td>62.94</td>
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<tr>
<td>5-9 Employees</td>
<td>235</td>
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<tr>
<td>10-19 Employees</td>
<td>127</td>
<td>9.87</td>
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<tr>
<td>500-999 Employees</td>
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<tr>
<td>1000+ Employees</td>
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<td>0.00</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>1,287</strong></td>
<td><strong>100.00</strong></td>
</tr>
</tbody>
</table>
**SPARK**

SPARK is an organization dedicated to the economic prosperity of the greater Ann Arbor region. SPARK uses their skills and knowledge to attract, develop, strengthen, and invest in larger “driving industries” to help our region thrive. Ann Arbor SPARK is committed to bringing together partners, like the Michigan Economic Development Corporation, Michigan Works, city and municipal partners, academic institutions, and others to support the growth of companies and the creation of jobs.

SPARK offers the Innovate Ypsi incentive program. The program provides grants, loans and other economic assistance to businesses that create jobs and investments in the City of Ypsilanti and Ypsilanti Township. Performance based grants are available to eligible businesses that create jobs or make new investment in the Ypsilanti area. The use of funds is flexible and can be used for a variety of expenses, including marketing, rehabilitation, machinery/equipment and real estate.

**Local Development Finance Authority**

The Local Development Finance Authority (LDFA) uses tax increment financing (TIF) to assist industrial development. The LDFA is a public corporate body created primarily to plan and finance the development and redevelopment of the designated facilities, agricultural processing facilities, and high technology activity. The Ypsilanti Township LDFA meets once per year, in December.

**Michigan Small Business Development Center**

The Michigan Small Business Development Center (SBDC) enhances Michigan’s economic wellbeing by providing counseling, training and research for new ventures, exisitng small businesses and advanced technology companies.

The satellite office of the SBDC serving Ypsilanti Township is housed at Washtenaw Community College. The office covers six counties and offers counseling and training to small businesses.

**Washtenaw Community College Workforce Development**

Washtenaw Community College (WCC) is a 2-year community college located in Ann Arbor with over 12,000 students. WCC offers support services for businesses, working professionals, and job seekers in Washtenaw County. WCC provides numerous classes and certificates to prepare for specific industry work.

The Entrepreneurship Center at WCC

The Entrepreneurship Center at WCC is a resource hub for entrepreneurs open to the public. The Center has meeting space, open co-working space, wi-fi and technology resources. Their staff offer one-on-one appointments and host networking events, workshops, boot camps and pitch competitions.

**Washtenaw County**

The Washtenaw County Office of Community and Economic Development (OCED) delivers services in the areas of affordable housing, human services, economic development and community
infrastructure. The Township and County have worked closely together on a number of initiatives including Reimagine Washtenaw, Brownfield Redevelopment and this Economic Development Strategy.

**VantagePort**

VantagePort is a public-private economic development agency supported by nearby communities, the Wayne County Airport Authority, and private sector leaders. VantagePort seeks to expand economic development focused upon the strategic position of Detroit Metropolitan and Willow Run airports.

The next chapter gives an overview of the business climate in Ypsilanti Township and the opportunities to capitalize on the Township’s assets.
Chapter 3

Ypsilanti Township Business Climate
Introduction

The Economic Development Strategy for Ypsilanti Township is based on the unique attributes of the business climate within the Township. As highlighted in the previous chapter, a unique asset to the Township is the number of small businesses. This chapter digs further into the unique business climate of small business, the findings from retail and industrial market surveys, and the findings of the community engagement activities – a survey, interviews and Real Estate Forum.

Small Business is a Big Deal

The U.S. Small Business Administration (SBA) defines a small business as having 500 or fewer employees. However, in a practical sense, most small businesses have 50 or fewer employees. In Michigan, the overwhelming majority of businesses (98%) are small businesses. Furthermore, small businesses employ just over 50% Michigan's work force.

Ypsilanti Township exhibits very similar characteristics as the State. Ninety-six (96%) percent of Township businesses have fewer than 50 employees. Most (63%) of the small businesses in the Township have between 1-4 employees. The high percentage of small businesses in the Township is a positive indicator for future job growth. The SBA reports that small firms accounted for nearly two-thirds of the net new jobs created between 1993 and 2013 and provide nearly half of all private sector employment.

Benefits of Small Business

The benefits of small business to the community can be significant.

- Sustainability - According to the SBA, nearly 80% of small businesses started in 2014 are still in business. Businesses that are over 5 years old have over a 60% survival rate. This is one of the highest rates of sustainability in over a decade.
- Attracting Talent/Employing Locals - Home-grown businesses attract new talent to a community and also employ people from within the community. Small businesses tend to provide employment to people that often may not be attracted to or will be employed by larger companies.
- Flexibility - Small, entrepreneurial businesses are able to adapt to changes in the economic climate more rapidly. Small businesses survive due to a close relationship to their customer base, and therefore are able to adapt to changing customer needs.
- Community Loyalty - Small business owners are closely tied to the community where the business is located. Thus, they tend to be involved in and support community activities. Locally owned businesses contribute more to local charities and fundraisers, than do larger national counterparts.
- Innovation - Small businesses are the backbone of innovation. Small businesses create 16 times more patents than large businesses. In addition, “one of a kind” businesses create a distinctive character and appeal for the community.

Multiplier Effect

When dollars are spent on local business, local business tends to re-spend locally. The overall level of economic activity is increased, and jobs are created which increases spending in other local businesses. This is called the “multiplier effect”.

SMALL BUSINESS KEY FINDINGS

Ninety-six percent of Township businesses have fewer than 50 employees.

The majority small businesses in the Township have between 1-4 employees.

Small businesses account for over half of new jobs created both nationwide and in Michigan.

Small businesses have a high rate of survival, are able to attract talent, are innovative and contribute to the community.

Small independent businesses invest 48% of their revenues back into the community, compared to 14% for chain retailers.

If every existing Township business with less than 50 employees could hire an additional employee, over 1,200 jobs would be created.
The multiplier effect is comprised of three elements—the direct, indirect, and induced impacts:

- **Direct impact** is spending done by a business in the local economy to operate the business, including inventory, utilities, equipment and pay to employees.

- **Indirect impact** happens as dollars the local businesses spent at other area businesses recirculate.

- **Induced impact** refers to the additional consumer spending that happens as employees, business owners and others spend their income in the local economy.

Various studies done throughout the country validate the “multiplier effect”. On average, 48% of each purchase at local independent businesses is recirculated locally compared to 14% of purchases at chain stores.

**Cultivating the Garden**

The local economic landscape is a “garden”, which needs to be cultivated and tended. Focusing on creating new and growing existing small business will result in the creation of jobs and new wealth in the Township. Relationships with top-tier employers does not need to be sacrificed by the Township focusing on small business. In fact, top-tier businesses can be instrumental in both advising and nurturing grass roots entrepreneurs.

---

**Local Economic Return of Indies v. Chains**

<table>
<thead>
<tr>
<th>Chain Retailers</th>
<th>Independents</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Local Recirculation of Revenue: 13.6%</strong></td>
<td><strong>Local Recirculation of Revenue: 48%</strong></td>
</tr>
</tbody>
</table>

*Compiled results from nine studies by Civic Economics, 2012: www.civiceconomics.com  
Graph by American Independent Business Alliance: AMIBA.net*
Embracing Entrepreneurs

Communities that embrace and support entrepreneurs have a greater chance of success. There are three kinds of entrepreneurs that are present in every community:

- **Business Entrepreneurs** work in the for-profit world by creating services and products, new investment, jobs and tax base.

- **Civic Entrepreneurs** work for the betterment of their communities by creating and promoting projects and programs that allow a community to shine.

- **Social Entrepreneurs** support community programs and organizations that enrich peoples lives.

Business, civic and social entrepreneurs share these common traits:

- Opportunity Focused
- Visionary
- Build Teams for Success
- Innovative
- Flexible
- Resourceful

Retail Market

Ypsilanti Township, with nearly 54,000 residents, is the second most populous community in Washtenaw County. The large population translates to significant spending power for retail goods and services. Unfortunately, a large amount of those dollars are spent outside the Township. There is significant opportunity to invest in retail “bricks-and-mortar”.
Who are the spenders?
The two largest influences on retail markets are changing demographics and online shopping technology. The spending habits of Millennials, Gen Xers, and Baby Boomers are quite different. Because of available income and more leisure time, Boomers (53-73 years) spend more in retail markets than any other generations.

Social media is also having significant influence on younger shoppers. Generations that have grown up with the internet have constant access to their mobile phones. While not as heavily influenced by social media, even the Baby Boomer generation find Facebook and Pinterest influential in their decisions.

Millenials (18-32 years old) represent 23% of Township population:
- 44% of discretionary spending is dedicated to eating out
- 62% of Millenials don’t value strong brands
- Dedicated to health and wellness, devoting time and money to exercising and eating right

Gen Xer’s (33-52 years old) represent 28% of Township population:
- Despite smaller size, Gen X spends more than Millenials and Boomers on a per capita basis
- Gen X researches purchase decisions online more than any other age group
- Highest spending on kid’s and baby apparel

Baby Boomers (53-73 years old) represent 15% of Township population:
- Boomers spend $3.2 trillion each year, the largest of any generation
- Higher spending on big ticket items like cars, long vacations and housing

How is the retail market changing?
Due to changes in demographic characteristics and greater reliance on online commerce, traditional “bricks and mortar” retail is experiencing radical changes. Most experts agree that there will always be a need for physical locations for retail and service businesses. However, retail operations will have a greater chance of success if they recognize the following:
- Retailers who promote product quality and sustainability will flourish.
- Unique in-store experiences will thrive.
- Smaller stores are in and larger stores are out. Specialty stores, not department stores will have greater chance of success.
- Personal service will be increasingly important to consumers.
- Understanding the customer base and generational trends will be a key to success.

What is the demand for retail?
Carlisle Wortman (CWA) conducted a retail market analysis on behalf of the Township. A retail market analysis determines the “buying power” of the households within a given geographic area, known as a trade area. The complete retail market analysis is found in the appendix of the report with highlights below.

Because of its size and the presence of Ford Lake and I-94, Ypsilanti Township has two distinct trade areas represented by the eastern and western portions of the Township. The eastern portion, focused in proximity to Ford Boulevard and E. Michigan Avenue,
is more heavily influenced by retail activities occurring in Canton Township. The western portion near Huron Street and Whittaker Road, is pulled towards Pittsfield Township and Ann Arbor. What is common to both areas is that spendable dollars emanating from within the Township are being spent elsewhere.

In almost all retail categories, the market analysis found that the Township could support more retail, commercial and service businesses.

Within the western portion of the Township, there is retail market potential for:

- Building material and supplies
- Lawn and garden supplies
- Groceries / specialty foods
- Beer, wine and liquor
- Shoes, jewelry, luggage and leather goods
- Special food services, bars and taverns

Within the eastern portion of the Township, there is retail market potential for:

- Furniture stores / home furnishings
- Building materials and supplies
- Lawn and garden supplies
- Groceries / specialty foods
- Beer, wine and liquor
- Shoes, jewelry, luggage and leather goods
- Books, periodicals and music
- Department / general merchandise
- Office supplies
- Speciality food service and restaurants

**Industrial Market**

The Township has a long and proud history of industry that was the cornerstone of the Arsenal of Democracy. The original Willow Run Bomber Plant developed during World War II is located in Ypsilanti Township. This plant was later owned by General Motors and operated by Powertrain to manufacture transmissions. Willow Run led to other post-war industrial development along the eastern edge of the Township surrounding the airport; which in turn created a demand for residential development to house industry workers.

Today, the Willow Run site has been acquired for the American Center for Mobility as a non-profit testing and product development facility for connected and automated vehicle technology. ACM will be an all-seasons, all conditions testing facility which will be unique among similar facilities in the country.

**Zoning**

The Township has a significant amount of land zoned for industrial and industrial research office purposes. Most of these areas are located in the eastern portion of the Township.

**Building Space**

While there is over 3,000,000 square feet of industrial building space in Ypsilanti Township and the immediate surrounding area, there is very little vacant building space. Costar data provided by CORE Partners, LLC reported the following availability of industrial space:

<table>
<thead>
<tr>
<th>Existing Buildings:</th>
<th>116 buildings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existing Square Feet:</td>
<td>3,462,021 square feet</td>
</tr>
<tr>
<td>Vacant Square Feet:</td>
<td>38,500 square feet</td>
</tr>
<tr>
<td>Availability Rate:</td>
<td>1.3%</td>
</tr>
</tbody>
</table>

**Analysis of Township Industrial Areas**

The map on the following page shows four areas of concentration of Industrial/Research Office land in the Township. Historically, most industrial land has been located in the eastern portion of the Township around Willow Run and Rawsonville Road. More
recent industrial and research office development has occurred along Huron Street and the Washtenaw Business Park.

Market Trends

The vacancy rates exhibited in the Ypsilanti Township market are indicative of the trend in the Detroit metropolitan area where vacancies are between 3-4%. Reversing recession era conditions, over 4 million square feet of new industrial space is under construction in the greater Detroit area. Ypsilanti Township, as shown on the map and table on this page, has vacant industrially zoned land. However, the Township will be at a better advantage to capitalize on opportunities if it tailors properties to the needs of a knowledge economy.

In the current environment, there is high demand for industrial space and little supply. However, the type of space that is needed today is different than the typical industrial space that was prevalent 20 years ago. The economy is changing from industry and manufacturing to the knowledge based economy. Even today’s manufacturing is much more reliant on technology.

Businesses in the old economy evaluated the proximity to transportation networks, markets, and costs of doing business; made a decision to locate a facility, and utilized the workforce of the area. This approach was effective when the workforce generally did not require specialized expertise or education.

The knowledge economy has shifted the focus with higher demand for a creative workforce with specialized expertise, education and experiences; therefore, the knowledge economy is driven by human capital, not raw materials.

As the transition to the knowledge economy continues to evolve, it is difficult to predict all of the impacts the transition will have on society, the economy,
and community planning. However, based on an examination of trends and changes taking place, the knowledge economy likely will impact community planning in the following ways:

- **Decreasing demand for conventional industrial/manufacturing space.** The demand for industrial/manufacturing space is expected to continue to decline in Michigan due to improved efficiencies from technology, global changes to the auto industry, decline of manufacturing in general, and the movement of manufacturing jobs to areas with lower labor costs.

- **Decreasing demand for conventional office space.** An increase in home-based businesses, telecommuting, alternative work schedules, job sharing, and decentralized corporate organizational structures will lead to a decreased demand for conventional office space.

- **Increasing demand for flexible space that accommodates a variety of uses.** Wholesale and retail enterprises that conduct all, or a majority, of their business via e-commerce have specific building and use needs (office, retail, warehousing & shipping) that may be more compatible with light industrial, non-prime commercial, and/or office complex uses.

- **Increasing demand for research and development space.** A knowledge economy requires creativity and innovation to thrive. Collaboration between academic and private research and development activities will probably be required to sustain and promote it within the local community and region. The partnerships that have been forged to create the American Center for Mobility is an excellent example of collaboration between the private and academic sectors.

- **Increasing demand for broadband access.** Access to broadband is a required infrastructure for businesses and residences.

- **Increasing importance of community amenities and quality of life.** Communities that wish to attract and retain knowledge workers and knowledge-based businesses will find themselves in a national, and even worldwide, competition for these entities. Such workers and businesses are typically more mobile than those of the past, and can theoretically locate in many potential areas. To attract and hold on to these persons and businesses, the unique features of the community and its quality of life become increasingly important competitive advantages that need to be protected, nurtured, and promoted.

- **Increasing regional collaboration.** Local, regional, national, and global economies are merging. The integration of local economies into a larger economic system creates opportunities to attract new, expanding, or relocating businesses. It also may provide wider markets for local enterprises. However, because many knowledge economy and technology based businesses can locate almost anywhere, competition for these businesses will likely stiffen. In order for communities to compete successfully on a global scale, they will need to cooperate as counties or regions.

**New Opportunities**

Given the demand for industrial/research technology space in the metropolitan region, Ypsilanti Township is well positioned to capitalize. However, many of the vacant sites in the Township will need physical and aesthetic improvements to be attractive for development. Some improvements, such as landscaping or whiteboxing of former factory floor space, would be done by the property owner. Others improvements, such as streetscapes, utility or road improvements, could be initiated by Ypsilanti Township through grants or partnerships. The Township could also offer grants or loans for strategic improvements like the demolition of obsolete buildings or façade improvements.
Community Engagement

Community engagement consisted of regular meetings with the Steering Committee, a survey of local business owners/managers, stakeholder interviews, and a Real Estate Forum. A full report on the community engagement process is in the Appendix of this report. A summary is below.

In the survey and interviews, the same topics emerged. These shared insights greatly influenced the Township’s Economic Development Strategy:

- **Vision.** Many participants did not have a clear idea of the Township’s Vision. They needed to know answers to the following questions: What does Ypsilanti Township want to be? Where is it going? What are key and tangible business goals?

- **Leadership.** Respondents shared how both civic/public and private leadership is important for economic development. Leaders need to talk about Ypsilanti Township and its brighter future. A component of the Economic Development Strategy should address the role of leadership.

- **Better Communications.** In almost every interaction, improved communication was mentioned as a way Ypsilanti Township could better foster economic development. Efforts should concentrate on improving interaction between Ypsilanti Township and citizens, including business people, with regular, informative communication.

- **Education and Workforce Development.** The struggling school districts in Ypsilanti Township were cited as a challenge numerous times. Their improvement is vital to attracting new residents and businesses and creating a qualified workforce. Building on synergy with the school districts, economic development agencies in Washtenaw County and Ypsilanti Township should be a component of the Economic Development Strategy.

- **Identity.** The difference between the Township and the City of Ypsilanti or the City of Ann Arbor is unclear to people within and outside of the Washtenaw County region.

Real Estate Forum

On November 30, 2017, Ypsilanti Township hosted a Real Estate Forum, where a panel of experts shared their observations and input on Ypsilanti Township assets, opportunities, and challenges. After their presentations, questions were taken from those in attendance. Key themes from the event were:

**American Center for Mobility – ACM**

- **American Center for Mobility (ACM).** ACM will become a significant “gravity center” for Economic Development, creating new direct and indirect jobs. ACM highlights the need for “new economy” talent and skill development. Also, ACM will generate a need for new bricks and mortar/buildings for technology companies, support companies, training/skill development, and possibly housing and retail/services.

- **Work Force and Talent Development.** For Ypsilanti Township and the entire community to thrive, increased work force skills and training of citizens for current and new/emerging jobs is needed. Ypsilanti Township is in a good position to leverage this situation due its proximity to Eastern Michigan University and Washtenaw Community College’s various programs and certifications.

- **Quality of Life.** For current and prospective residents, employers/employees, and Economic Developers/Investors, Quality of Life features - such as a diverse population, educational opportunities, parks and green space, walking trails, and effective connections/transit between parts of the community – are sought out and recognized as valuable factors in professional and personal location decisions.

- **Commercial Corridor Rejuvenation.** Many participants noted the need to revitalize and re-purpose several commercial corridors, specifically, the Michigan Avenue and Ecorse Road corridors. Also, new development should be focused on the Huron/Whittaker corridors.

- **Economic Development Officer.** Participants suggested hiring an Economic Development officer to manage the strategy in all its dimensions.

- **Zoning and Development Processes.** Participants made a strong case for Ypsilanti Township to create clearer zoning rules and to administer these zoning and development rules effectively and in a timely manner.
• **Food Innovation/Agricultural opportunities.** Several participants mentioned the need for and power of enhancing area food growing capacity in Ypsilanti Township, both for the creation of fresh nearby food to support the “farm to table” movement. This effort will also create new jobs and support skill building opportunities for Ypsilanti Township citizens.

• **Collaboration.** Many panel members and participants stressed the need for deeper and more effective collaboration between public, private, and institutional sectors and their leaders in order to maximize community development and real estate opportunities.

The next chapter lays out the vision, goals and strategies of the Economic Development Strategy. The final chapter delves deeper into implementation strategies and responsibilities.
Chapter 4

Vision, Principles and Strategies
Vision

Ypsilanti Township desires and is dedicated to achieving the following vision:

_Ypsilanti Township recognizes the key to its future success is through better, high paying employment opportunities created with the expansion of existing businesses and the attraction of new investment in the community. Ypsilanti Township will strive to become an attractive environment in which to invest by:_

• Promoting its unique assets
• Engaging talented and committed people
• Creating places which advance quality of life
• Investing in infrastructure, public streetscapes and cultural amenities
• Supporting regional collaboration, and
• Forming innovative partnerships between public, private and educational/institutional sectors.

Guiding Principles

The Township Economic Development Strategy is ambitious but also achievable. The following principles guide the execution of this Strategy:

A diversified economic base is more sustainable

For many years, most employment in Ypsilanti Township came from a manufacturing economy. Enterprises, such as the American Center for Mobility (ACM) offer opportunities for the Township to diversify its economy with more technology-based, retail and service businesses. A diversified economic base tends to be more recession proof and is more effective in attracting, retaining and growing small businesses.

Collaboration is the key

The strategy calls for partnerships with the private sector, educational institutions and other units of government. Regions that are successful rely upon collaboration.

An educated and skilled workforce is essential

Success in attracting and retaining businesses depends on the availability of skilled labor. In turn, a more highly trained workforce is able to fill higher paying jobs.

Economic development must be compatible with the Township’s quality of life

Attracting and retaining good-paying jobs and tax-generating capital investments remain the hallmarks of economic development, but not at the expense of the local environment and quality of life. Attraction and retention of jobs and capital investments while protecting the environment and safeguarding and enhancing quality of life are inherent in contemporary economic development thinking and practice.

A sense of place benefits economic development

The character and vitality of the community are important factors in marketing the Township to prospective businesses. Ford Lake, the Huron River, Eagle Crest Golf Course and Resort as well as an outstanding park system are all assets to attracting both new businesses and their employees.

Strategies

Strategies are specific actions and commitments to implement the Vision. Taken together, these strategies form a “Web of Commitment” to improving Ypsilanti Township as a wonderful investment opportunity. The priority of each strategy is determined on a day to day basis.
A. Leadership and Organizational Capacity:
  Strengthen and expand the ability and capacity of Ypsilanti Township to address and manage present and future community development opportunities.

1. Commit fully to higher quality economic development outcomes
2. Provide funding to support capacity improvements
3. Provide training programs for all elected officials and appointed staff members
4. Hire a permanent Economic Development Manager or Director
5. Build and maintain public engagement, feedback, and support mechanisms
6. Convert Steering Committee for Economic Development Strategy to the Township’s Economic Development Committee, meeting on a quarterly or monthly basis

B. Land Development Policies and Processes:
  Review and reform key policies and processes that drive and improve economic development.

1. Revise the Zoning Ordinance to be more user-friendly and effective in fostering redevelopment of key areas of the Township
2. Review and revise zoning categories for specific properties and areas that are primed for development and/or re-development
3. Clarify and streamline development processes to create built-in predictability for builders and developers
4. Encourage the development of more flex space (office, research and development, warehousing) in Township
C. **Image and Communication Enhancements:** Communicate Ypsilanti Township’s vision and economic development opportunities.
   1. Tell Ypsilanti Township’s compelling story – past, present, and future
   2. Build authenticity into Ypsilanti Township’s branding efforts
   3. Determine the best methods of sharing and communicating the message, such as media partnerships
   4. Broaden public participation and engagement in Ypsilanti Township’s future economic development strategies

D. **Ypsilanti Township’s Business Climate:** Undertake comprehensive coordinated actions to improve present and prospective business investments.
   1. Establish robust business retention practices
   2. Support small businesses and aspiring business entrepreneurs
   3. Expand access to existing regional business resources (SBA, WCC, Entrepreneurship Center, SPARK, Washtenaw County, etc.)
   4. Create organizational/networking opportunities such as sponsoring Annual Small Business Forums and encouraging Corridor-based organizations
   5. Create a Township Business to Business marketing program
   6. Establish a micro-loan program

E. **Workforce Development and Education:** Find effective ways to help Ypsilanti Township citizens and businesses develop their capacity to fully participate in today’s and tomorrow’s economy.
   1. Connect people to enhancement programs
   2. Compile a resource guide of workforce development opportunities, organizations and programs
   3. Create a private fund to support access to training and certification programs for Ypsilanti Township residents
   4. Expand partnerships with local schools through support of STEMM (Science, Technology, Engineering, Mathematics and Manufacturing) curriculum
   5. Sponsor “job fairs” bringing employers and potential employees together
   6. Share education success stories in the community, such as Washtenaw International High School

F. **Physical Revitalization and Placemaking:**
   Make strategic investments in key public infrastructure and gathering places.
   1. Improve gateways into Ypsilanti Township
   2. Enhance key commercial corridors, specifically Michigan Avenue, Ecorse Street, Huron/Whittaker and Washtenaw Avenue
   3. Create new gathering places that are attractive to citizens and visitors
   4. Begin beautification campaigns
   5. Review excess Ypsilanti Township land parcels for their strategic long-term use or sale

The next chapter outlines implementation strategies and responsibilities.
Chapter 5

Implementation Strategies and Responsibilities
Introduction

The Economic Development Strategy has six implementation strategies:

- Leadership and organizational capacity
- Land development policies and processes
- Image and communication enhancements
- Enhancing Ypsilanti Township’s business climate
- Workforce development and education
- Physical Revitalization and placemaking

Ypsilanti Township strives to implement these strategies on a daily basis, with measurable gains each year. The following pages lay out actions, timeframes, responsibilities, measures and metrics for each strategy.

<table>
<thead>
<tr>
<th>Strategies and Actions</th>
<th>Timeframe</th>
<th>Responsibility</th>
<th>Initial Actions, Measures &amp; Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Leadership and Organizational Capacity</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commit to higher quality economic development outcomes</td>
<td>Now, ongoing</td>
<td>Township Board</td>
<td>Township Board discussions and approvals</td>
</tr>
<tr>
<td>Provide funding to support economic development improvements</td>
<td>Now, as needed</td>
<td>Township Board</td>
<td>Establish funding, measure results</td>
</tr>
<tr>
<td>Provide training programs to Township officials</td>
<td>2018</td>
<td>Township Board, training partner</td>
<td>Develop training programs; survey of those trained</td>
</tr>
<tr>
<td>Hire permanent Economic Development Director</td>
<td>Now</td>
<td>Township Board</td>
<td>Define job and hire economic development person; evaluate efforts semi-annually</td>
</tr>
<tr>
<td>Build public engagement strategy</td>
<td>2018</td>
<td>Township Board, Township staff</td>
<td>Initiate concepts, plans; survey of Township residents on impact</td>
</tr>
<tr>
<td>Convert Steering Committee to ongoing Economic Development Committee</td>
<td>Now</td>
<td>Township Board</td>
<td>Define role, invite participants; add new members as needed</td>
</tr>
</tbody>
</table>

Leadership and Organizational Capacity

The Township is committed to maintaining and expanding its leadership and organizational capacity for economic development. The hiring of an Economic Development Director is essential to expanding the Township’s capacity. The responsibilities of that position should include:

- Overall day-to-day leadership of Ypsilanti Township’s Economic Development activities
- Research and information
- Marketing and promotions
- Financing and incentive programs
- Site location services
- Market development
- Ombudsman and community engagement

- Technical assistance to businesses
- Strategic and long-range planning
- Workforce training
Land Development Policies and Processes

The highly competitive global economy and changing technology requires the Township to develop a clear strategy to promote economic development. One key component of the strategy is to be prepared when opportunity knocks.

The State of Michigan sponsors the Redevelopment Ready Communities (RRC) program which promotes more effective practices leading to quality community development. RRC communities commit to improving their development readiness by agreeing to undergo a rigorous assessment and take steps to adopt best redevelopment practices.

There are several factors common to communities that are redevelopment ready:

- The presence of social capital (bonding, bridging and linking networks, community norms/trust) that helps the community come together to achieve common goals.
- Leadership is inclusive in its decision-making processes, allowing for the consideration of future generations, expression of new ideas, and support for the development of new leaders.
- A culture that celebrates and supports entrepreneurial enterprise.
- Baseline capacity including physical infrastructure such as roads, sewer and water and community services such as police and fire sufficient to support a community’s vision.

The actions listed in the implementation table on this page will help the Township be prepared for when opportunity knocks.

<table>
<thead>
<tr>
<th>Strategies and Actions</th>
<th>Timeframe</th>
<th>Responsibility</th>
<th>Initial Actions, Measures &amp; Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revise Zoning Ordinance</td>
<td>Now, ongoing</td>
<td>PC, Township Board, staff</td>
<td>Continued effort; complete revision; evaluate improvements</td>
</tr>
<tr>
<td>Review, revise zoning on specific properties and/or areas</td>
<td>2018</td>
<td>PC, Township Board, staff</td>
<td>Assemble list, draft changes; track projects on re-zoned lands</td>
</tr>
<tr>
<td>Streamline development review process</td>
<td>2018</td>
<td>PC, Township Board, staff</td>
<td>Consider best practices elsewhere, integrate into Township process</td>
</tr>
<tr>
<td>Encourage development of flex spaces in Township</td>
<td>Now, ongoing</td>
<td>Township Board, staff</td>
<td>Engage development community; measure results</td>
</tr>
</tbody>
</table>
Image and Communications Enhancements

Throughout the process of developing the Economic Development Strategy, improved communication was cited as a way to better foster and encourage economic development. The actions listed in the implementation table on this page will improve the interaction between Ypsilanti Township and citizens, including business people, with regular, informative communication.

Ypsilanti Township also recognizes that it is part of a larger community and region including the City of Ypsilanti, Ann Arbor, Washtenaw County and southeastern Michigan. With closures and curtailing of local newspapers and media outlets, the Township struggles to shape its identity. The implementation table specifies actions by the Township to improve its communications effectiveness and reputation by taking a more active approach.

<table>
<thead>
<tr>
<th>Strategies and Actions</th>
<th>Timeframe</th>
<th>Responsibility</th>
<th>Initial Actions, Measures &amp; Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tell Township’s story - past, present, future</td>
<td>2018</td>
<td>Staff, consultant</td>
<td>Craft scope; hire consultant; produce convincing materials</td>
</tr>
<tr>
<td>Build Township’s &quot;brand&quot;</td>
<td>2018</td>
<td>Staff, consultant</td>
<td>Use UM-DAG process to initiate branding process</td>
</tr>
<tr>
<td>Determine the best way to use and spread the Ypsilanti Township “Brand”</td>
<td>2018</td>
<td>Staff, consultant</td>
<td>Build on UM-DAG process; develop best distribution process</td>
</tr>
<tr>
<td>Broaden Township’s public engagement on Economic Development Strategy</td>
<td>2018</td>
<td>Township Board, staff, consultant</td>
<td>Engage Economic Development Committee, staff drafting; reach out to community</td>
</tr>
</tbody>
</table>
Ypsilanti Township has a unique and strong small business climate with over ninety percent of the Township’s businesses having less than fifty employees. The implementation table on this page lists coordinated actions to improve present and prospective business investments in Ypsilanti Township.

<table>
<thead>
<tr>
<th>Strategies and Actions</th>
<th>Timeframe</th>
<th>Responsibility</th>
<th>Initial Actions, Measures &amp; Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish business retention practices</td>
<td>Later 2018</td>
<td>Economic Development Director</td>
<td>Prioritized company list; visits per quarter to Ypsilanti Township businesses.</td>
</tr>
<tr>
<td>Support small businesses &amp; entrepreneurs</td>
<td>Later 2018</td>
<td>Economic Development Director</td>
<td>List of all companies; materials to all Ypsilanti Township businesses.</td>
</tr>
<tr>
<td>Expand access to area economic development organizations</td>
<td>Later 2018</td>
<td>Economic Development Director</td>
<td>List of all programs; outreach to all Ypsilanti Township Businesses.</td>
</tr>
<tr>
<td>Create economic development networking opportunities</td>
<td>2019</td>
<td>Economic Development Director</td>
<td>Craft overall strategy; begin process and encourage contacts.</td>
</tr>
<tr>
<td>Create Township business-to-business marketing</td>
<td>2019</td>
<td>Economic Development Director; Spark</td>
<td>Craft overall strategy; measure connections quarterly and annually.</td>
</tr>
<tr>
<td>Establish Township economic development microloan program</td>
<td>2019</td>
<td>Economic Development Director; local partner</td>
<td>Study best practices and partners; measure loan originations, projects, and results.</td>
</tr>
</tbody>
</table>
Workforce Development and Education

Quality workforce training and general education is central to realizing the vision for Ypsilanti Township. The implementation table on this page features effective ways for Township citizens and businesses to fully develop their capacity to participate in today’s and tomorrow’s economy.

<table>
<thead>
<tr>
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<th>Responsibility</th>
<th>Initial Actions, Measures &amp; Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Connect Township persons to enhancement programs</td>
<td>2018-2019</td>
<td>Economic Development Director</td>
<td>Materials to all; number of residents engaged.</td>
</tr>
<tr>
<td>Compile resource guide of WF opps, orgs, programs</td>
<td>2018-2019</td>
<td>Economic Development Director</td>
<td>Produce Resource Guide; prepare updates as needed.</td>
</tr>
<tr>
<td>Create a private fund to support Township residents</td>
<td>2018-2019</td>
<td>Economic Development Director; local partner</td>
<td>Create and advertise/encourage fund; track originated loans.</td>
</tr>
<tr>
<td>Expand partnerships with local schools and WCC, EMU and U of M</td>
<td>2018-2019</td>
<td>Township Board, Economic Development Director; local partner</td>
<td>Establish partnerships; track and measure impacts.</td>
</tr>
<tr>
<td>Sponsor job fairs</td>
<td>2018-2019</td>
<td>Economic Development Director</td>
<td>Hold job fairs; measure attendance, and track the number of jobs filled.</td>
</tr>
<tr>
<td>Share Township education success stories</td>
<td>2018-2019</td>
<td>Economic Development Director; consultants</td>
<td>Prepare Ypsilanti Township stories; track appearances in local print and electronic media.</td>
</tr>
</tbody>
</table>
Physical Revitalization and Placemaking

In the changing economy, Ypsilanti Township has committed to creating an environment for investment through physical revitalization and placemaking. The actions in the implementation table on this page are strategic investments in key public infrastructure and gathering places to further economic development in the Township.

<table>
<thead>
<tr>
<th>Strategies and Actions</th>
<th>Timeframe</th>
<th>Responsibility</th>
<th>Initial Actions, Measures &amp; Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve key gateways into Township</td>
<td>2018-2020</td>
<td>Township Staff, consultants</td>
<td>Prepare plans and implementation projects; evaluate completed projects</td>
</tr>
<tr>
<td>Enhance commercial corridors within Township</td>
<td>2019-2022</td>
<td>Township Staff, consultants</td>
<td>Prepare plans and implementation projects; evaluate completed projects</td>
</tr>
<tr>
<td>Create new gathering places within Township</td>
<td>2018-2022</td>
<td>Township Staff, consultants</td>
<td>Prepare plans and implementation projects; evaluate completed projects</td>
</tr>
<tr>
<td>Begin beautification campaigns</td>
<td>2019-2020</td>
<td>Township Staff, consultants</td>
<td>Develop plans and implement plans; evaluate results</td>
</tr>
<tr>
<td>Explore incentives to improve appearance of existing business</td>
<td>2019</td>
<td>Economic Development Director, Township Staff</td>
<td>Evaluate best practice incentive programs and select cost effective approach</td>
</tr>
<tr>
<td>Review excess Township land parcels for strategic use and/or possible sale</td>
<td>2018-2019</td>
<td>Township Staff, consultants</td>
<td>Evaluate, prioritize, and keep or package/sell properties</td>
</tr>
<tr>
<td>Maintain parks and quality open space</td>
<td>Now, ongoing</td>
<td>Township Staff</td>
<td>Survey, evaluate, prioritize, maintain, improve parks and open space</td>
</tr>
</tbody>
</table>
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Appendix

Part 1 - Asset Inventory Report

Part 2 - Retail Market Analysis

Part 3 - Industrial Market Analysis

Part 4 - Community Engagement Summary

Part 5 - Development Ready
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Charter Township of Ypsilanti

Economic Development Strategy

Asset Inventory Report

Carlisle | Wortman
ASSOCIATES, INC.
Introduction

Building better places is one of the strongest incentives for community investment. The Economic Development Strategy for Ypsilanti Township focuses on the community’s outstanding assets upon which to capitalize.

Assets are the foundation for building a successful economic development strategy. They may be located inside the municipality’s borders or in nearby communities. For example, the proximity of the Township to major educational and health care institutions outside of the Township’s borders, like Eastern Michigan University and St. Joseph Mercy Hospital is an asset.

The Asset Inventory Report identifies the social, economic, physical, cultural and natural assets of Ypsilanti Township.

What is a Community Asset?

A community asset (or community resource) is anything that improves the quality of community life.

- It can be a person - Residents can be empowered to realize and use their abilities to build and transform the community - the stay-at-home mom or dad who organizes a playgroup, the volunteer neighborhood leader, the firefighter who risks his life to keep the community safe. These are all community assets.

- It can be a physical structure or place - a school, hospital, church, library, recreation center, social club are assets. It could be a town landmark or symbol. It might also be an unused building that could house a community hospice, or a second floor room ideal for community meetings. It might be a public place that already belongs to the community -- a park, a wetland, or other open space.

- It can be a community service that makes life better for some or all community members - public transportation, early childhood education center, community recycling facilities or cultural organization.

- It can be a business that provides jobs and supports the local economy.

- Everyone in the community are potential community assets. Everyone has some skills or talents, and everyone can provide knowledge about the community, connections to the people they know, and the kind of support that every effort needs - making phone calls, stuffing envelopes, giving people information, moving equipment or supplies - whatever needs doing. Everyone in the community can be a force for community improvement if only we knew what their assets were, and could put them to use.

Source: Community Tool Box, Center for Community Health and Development, University of Kansas.
A. Location

Ypsilanti Charter Township is strategically located in eastern Washtenaw County. Thirty-one point eight (31.8) square miles in area, it is approximately 36 miles from downtown Detroit. Interstate-94 traverses the Township in an east/west direction with three interchanges at Michigan Avenue, Huron Street, and Rawsonville Road. Both US-23 and I-94 and I-275 provide excellent north-south access and are a short drive from all portions of the Township. In close proximity to Ann Arbor, Ypsilanti Township is centrally located within metropolitan Detroit and within a reasonable distance of several Midwestern population and economic hubs:

- Downtown Detroit, MI (36 miles)
- Windsor, ON (39 miles)
- Flint, MI (66 miles)
- Ann Arbor, MI (12 miles)
- Toledo, OH (48 miles)
- Lansing, MI (78 miles)
- Grand Rapids, MI (145 miles)
- Cleveland, OH (165 miles)
- Toronto, ON (265 miles)
- Chicago, IL (250 miles)

B. Population

Ypsilanti Township the second most populous community in Washtenaw County next to Ann Arbor. The Township is highly diverse - 57% of its residents are Caucasian and 33% are African American. The other key characteristics are:

- Township Population: 54,613 persons (2015 American Community Survey)
- Median Age: 33.7 years (2015 American Community Survey)
- Average Household Size: 2.49 persons (2010 Census)
- Household Units (occupied): 22,071 units (2010 Census)
- Educational Attainment Population 25 Years and over (2015 American Community Survey):
  - 39.5% bachelor’s degree or higher
  - 9.4% associate’s degree
  - 19.5% bachelor’s degree
  - 10.6% professional or graduate degree

C. Economy

Employment

The education, health care and social services fields are the dominant types of businesses in Ypsilanti Township. Almost thirty-two percent of employed Ypsilanti Township residents work in education, health care, and social services. The next highest category of employment is retail trade, followed by manufacturing.

The top employers are:

- Eby-Brown Co LLC (Distribution Center)
- General Dynamics Advanced Information (Manufacturing)
- Pollard Banknote, Ltd. (Manufacturing)
- Kroger (Retail)
- Ypsilanti Community Schools (Education)
Ninety-six (96%) percent of the 1,287 Township businesses have fewer than 50 employees. Most (63%) of the small businesses are between 1-4 employees. The high percentage of small businesses in the Township is a positive indicator for future job growth. The SBA reports that small firms accounted for nearly two-thirds of the net new jobs created between 1993 and 2013 and provide nearly half of all private sector employment.

The highest job production by small businesses in Ypsilanti Township are in the following categories:

- Retail Trade (197 businesses/2,211 employees)
- Accommodations and Food Service (118 businesses/1,640 employees)
- Health Care and Social Assistance (108 businesses/1,331 employees)
- Manufacturing (44 businesses/1,289 employees)

**Recent Economic Activity**

The following significant new development projects were approved in 2017:

- American Center for Mobility (ACM) – ACM is a testing and product development facility for connected and automated vehicles. ACM has attracted over $100 million in investments including Ford, Toyota and Hyundai as recent major partners. ACM will be a magnet for auto technology based businesses and employment
- VMAX – 30,000 square-foot industrial research and warehousing facility
- Hampton Inn – 88 room, 4-story hotel
- Majestic Lakes Planned Development – Mixed housing development consisting of 233 dwelling units
- Penske Truck Service – 12,000 square foot truck maintenance for Penske private fleet

**Property Tax Values**

After several years of decline during the period of recession, taxable values are again on the increase. Ypsilanti Township is a top contributor to property tax values in the County:

- 4th largest base of residential tax value in the County
- 5th largest base of industrial tax value in County
- 3rd largest base of commercial tax value in County
- 4th largest base of all total real and personal tax value

**Economic Development Partners**

**SPARK**

SPARK is an organization dedicated to the economic prosperity of the greater Ann Arbor region. SPARK uses their skills and knowledge to attract, develop, strengthen, and invest in driving industries to help our region thrive.

Ann Arbor SPARK is committed to bringing together partners, like the Michigan Economic Development Corporation, Michigan Works, city and municipal partners, academic institutions, and others to support the growth of companies and the creation of jobs.
Innovate Ypsi Incentive Program

Offered by SPARK, the Innovate Ypsi incentive program provides grants, loans and other economic assistance to businesses that create jobs and investments in the City of Ypsilanti and Ypsilanti Township. Performance based grants are available to eligible businesses that create jobs or make new investment in the Ypsilanti area. The use of funds is flexible and can be used for a variety of expenses, including marketing, rehabilitation, machinery, and real estate.

Local Development Finance Authority

The Local Development Finance Authority (LDFA) uses tax increment financing (TIF) to assist industrial development. The LDFA is a public corporate body created primarily to plan and finance the development and redevelopment of the designated facilities, agricultural processing facilities, and high technology activity. The Ypsilanti Township LDFA meets once per year, in December.

Michigan Small Business Development Center

The Michigan Small Business Development Center (SBDC) enhances Michigan’s economic wellbeing by providing counseling, training and research for new ventures, existing small businesses and advanced technology companies.

The satellite office of the SBDC serving Ypsilanti Township is housed at Washtenaw Community College. The office covers six counties and offers counseling and training to small businesses.

Michigan Works! - Washtenaw County

The Michigan Works! System is a statewide workforce development system with a location in the City of Ypsilanti that serves residents in Washtenaw County. Michigan Works! offers counseling services, workshops, and other resources to employers and job seekers, as well as employment training programs for youth.

Washtenaw Community College Workforce Development

Washtenaw Community College (WCC) is a 2-year community college located in Ann Arbor. WCC offers support services for businesses, working professionals, and job seekers in Washtenaw County. WCC provides classes and certificates to prepare for specific industry work.

The Entrepreneurship Center at WCC

The Entrepreneurship Center at WCC is a resource hub for entrepreneurs open to the public. The Center has meeting space, open co-working space, wi-fi and technology resources. Their staff offer one-on-one appointments and host networking events, workshops, boot camps and pitch competitions.

Washtenaw County

The Washtenaw County Office of Community and Economic Development (OCED) delivers services in the areas of affordable housing, human services, economic development and community infrastructure. The Township and County have worked closely together on a number of initiatives including Reimagine Washtenaw, Brownfield Redevelopment and the Economic Development Strategy.

VantagePort

VantagePort is a public-private economic development agency supported by communities, the airport authority, and private sector leaders. VantagePort seeks to expand economic development focused upon the strategic positive of Detroit Metropolitan and Willow Run airports.

D. Cultural & Recreational Assets

Library

The Ypsilanti District Library-Whittaker is located at 5577 Whittaker Road. The Whittaker Road facility, designed by David Milling and Associates, was opened in January of 2002. The facility has 60,000 square feet with over 250,000 titles.

Park System

The Ypsilanti Township Parks System consists of thirty parks and recreation facilities totaling over 900 acres, shown on the Community Assets Map. The parks range in size from 0.3 acres to 190 acres and provide areas for informal play, organized programs, or to simply enjoy nature. The larger community parks provide enhanced facilities including picnic shelters, boardwalks, paved and nature trails, interpretive signage, access to canoeing, kayaking and boating, fishing, and athletic fields/courts.

Ypsilanti Township has 14 neighborhood parks and playlots. Many of the neighborhood parks have recently been renovated and include new park and play
equipment. Neighborhood parks and playlots are usually connected to neighborhood by sidewalks or bicycle paths.

Eight of the Township parks are located on Ford Lake and are part of the Ford Lake Park System. Those include Big Island Park, Ford Lake Park, Huron River Park, Lakeside Park, Loonfeather Point Park, North Hydro Park, South Hydro Park and North Bay Park.

The four largest parks, Ford Lake, Ford Heritage, Hewen’s Creek, and North Bay, protect large tracts of open space. Ford Lake Park and North Bay Park provide unique waterfront access to Ford Lake.

**Rolling Hills**

Rolling Hills is one of the most recreationally-diverse destinations in Washtenaw County including a water park, nature trails, fishing, picnics, playgrounds, disc golf, softball, horseshoes, sledding, and cross-country skiing. The 363-acre Washtenaw County Park offers year-round recreation.

**Golf Courses**

There are four golf courses located within Ypsilanti Township: Eagle Crest, Washtenaw Golf Club, Pine View, and Green Oaks.

Ypsilanti Township operates Green Oaks, an 18-hole golf course. It is located on the north side of Clark Road across from Community Center Park. The facility is over 30 years old. It offers open golf lessons and hosts outings, tournaments and league rounds.

Washtenaw Golf Club is a traditional country club style course with narrow tree lined fairways and well guarded greens. Opened in 1899, Washtenaw Golf Club is the third oldest golf course in Michigan.

Eagle Crest Golf Club features an 18-hole championship golf course and a three-tiered practice driving range with a view of Ford Lake. Owned by Eastern Michigan University, Eagle Crest is the home course for the Men’s and Women’s Golf Teams and is also open to the public. The course has locker rooms, a golf shop and a PGA Teaching Academy on the property along with its state-of-the-art practice facility and a short game area.
Pine View Golf Course opened in 1989 offers both an 18-hole Championship Course and a 9-hole Executive Course.

Community Center

Located at 2025 East Clark Road, the Community Center offers youth and adult sports and enrichment programs, pre-school programs, arts and crafts, family events, older adult programs, travel, and health and fitness classes. The facilities include an arts and crafts room, pre-school room, racquetball/wallyball courts, gymnasium, aerobic and dance studio, meeting/class rooms, and a senior center. There are several rooms available for the general public to rent.

Regional Recreational Opportunities

Centrally located in southeast Michigan, Ypsilanti Township residents are able to enjoy many county and state recreational parks and facilities.

E. Transportation

Ypsilanti Township is connected to the Ypsilanti/Ann Arbor area, the region of southeastern Michigan and an international network of highways and airports. The Township can be easily accessed by bus through the Ann Arbor Area Transportation Authority as well as by Interstate 94 via three highway interchanges. The Township’s close proximity to Willow Run Airport and Detroit Metro Airport provides access to worldwide shipping and passenger air transportation.

AAATA

The Ann Arbor Area Transportation Authority (TheRide), a not-for-profit unit of government, operates the local public transit system for the greater Ann Arbor-Ypsilanti area. TheRide enables the area’s residents to reach their destinations at reasonable cost, and offers the region efficient, environmentally sound transportation alternatives.

On May 6, 2014, Ypsilanti Township voted to increase property taxes by 0.7-mills to pay for new and improved public transit services. The millage for AAATA’s public transportation improvement plan will generate a total of $4.3 million for new and expanded services annually through 2019. The proposal will fulfill residents’ requests for enhanced services, including expanded Dial-A-Ride services for seniors.
and people with disabilities, more direct service through redesigned routes, extended hours on weekdays and nights, extended weekend service on fixed routes (earlier start times, much later end times), improved bus stops, and increased service frequency on many routes.

**Detroit Metro Airport (DTW)**
Located 15 minutes from Ypsilanti Township, the Detroit Metropolitan Airport (DTW) serves over 36 million passengers a year making it the twelfth busiest airport of its kind in the United States and the twentieth busiest in the world. DTW is the largest international hub for Delta Airlines (5th largest airline carrier in the United States), and 2nd largest hub for Spirit Airlines. DTW’s 15 passenger airlines, including 6 foreign flag airlines, serve 160 nonstop flight locations throughout the world.

**Willow Run Airport**
Willow Run Airport is located in both Ypsilanti Township and Van Buren Township. The airport serves freight, corporate and general aviation on its four runways. The airport is owned by Wayne County and is operated by the Wayne County Airport Authority. The airport handles over 200,000,000 pounds of cargo annually and is one of the nation’s largest airports for air freight flown by exclusively cargo aircraft.

**Public Utilities**
A majority of the Township is provided public water and public sanitary sewer services through the Ypsilanti Community Utility Authority (YCUA), while the remaining properties rely upon on-site well and septic systems.

YCUA originated in 1974 from an alliance between the City of Ypsilanti and the Township. YCUA was originally a regional utility to provide wastewater treatment to the two communities and later expanded to include sewer and water distribution systems. Over time, the system has expanded its services to other communities. The Authority is governed by a five-member Commission, comprised of two City of Ypsilanti and three Ypsilanti Township representatives. Day-to-day operations are overseen by the YCUA director, with the Board of Directors responsible for establishing policy and approving bond requests and proposed rate changes.

**Water Systems**
YCUA is a regional distributor of water for communities in both Washtenaw and Wayne Counties including the City of Ypsilanti, and the Townships of Ypsilanti, Augusta, Superior, Pittsfield, Canton, York, and Van Buren. The original source of public water within the YCUA district is provided by the Detroit Water and Sewerage Department (DWSD) and is treated at two different plants, the Southwest Water Treatment Plant, located in Detroit, and the Springwells Water Treatment Plant in Dearborn. Water intake occurs at these plants and is treated prior to distribution to the YCUA facility for redistribution to its customers. The water distribution service area covers all of Ypsilanti Township. The service area is divided into three pressure districts to provide adequate minimum and maximum pressures for all areas.

**Sanitary Sewer**
YCUA provides wastewater services to the entire boundaries of City of Ypsilanti and Ypsilanti Township and to portions of Augusta, Pittsfield, Sumpter and Superior Townships. In addition, YCUA provides service to the Western Townships Utility Authority, or WTUA, which serves Canton, Plymouth, and Northville Townships.

The Township, together with the City of Ypsilanti, contracts with YCUA to handle approximately 50% of the total available capacity (or 14.45 million gallons per day). The system is centered within Ypsilanti Township and includes a series of pump stations, interceptors, and trunk sewers.

The YCUA Wastewater Treatment Facility began operating in 1982 at its site on State Road near Willow Run Airport. The capacity of the wastewater treatment plant allows for 51.3 million gallons of wastewater per day. It is currently operating within its expanded capacity at 22.3 million gallons per day, or 44% of total capacity. The 2006 expansion was for the planned for the future growth of the service areas until 2025. Additional future development will require substantial upgrades including but not limited to extension of service lines, additional capacity and increasing the width size of distribution lines.

**Electrical Power**
DTE Energy provides electrical power service to Ypsilanti Township and the majority of the metro Detroit region and southeastern Michigan. The Township requires electrical lines in new subdivisions to be placed underground in order to preserve view sheds throughout the Township.

Due to a number of previously documented deficiencies within the electrical distribution network, DTE has taken measures to upgrade the system including the installation of a substation along Whittaker Road.
G. Education

Ypsilanti Township is served by three school districts: Ypsilanti Community Schools, Lincoln Consolidated Schools and Van Buren Public Schools. Ann Arbor Public Schools is a school of choice district, offering seats to students from Ypsilanti Township. The Township is also located in close proximity to four universities and a community college.

Primary and Secondary Schools

Lincoln Consolidated Schools

The Lincoln School District encompasses the majority of the southern portion of the Township, while all of the facilities are located within Augusta Township. The campus includes 4 elementary schools, a middle school and a high school. The district also owns the Bessie Hoffman building located in Sumpter Township.

Ypsilanti Community School District

On July 1, 2013, the Ypsilanti Public School District merged and the Willow Run School District to become the Ypsilanti Community School District. The merger necessary as both districts continued to find themselves with declining student populations and increasing debt. With the merger, the district opened the 2013 school year with an estimated 4,800 students. Ypsilanti Community Schools has based its approach on project-based learning, small learning communities, International Baccalaureate curriculum and a variety of teaching methods.

Van Buren School District

This district is located within the eastern portion of the Township and enrolls just over 5,100 students. The district recently constructed a new high school facility within Van Buren Township.

Consortium, Charter and Private Schools

The Ypsilanti community is also home to Washtenaw International High School (WiHi), a county-wide magnet high school using the International Baccalaureate Diploma Program. Ypsilanti Community Schools and Lincoln Consolidated Schools are part of the consortium of school districts sponsoring the high school. In 2016, WiHi students had the second highest average SAT scores in the state of Michigan.

Numerous private schools in Washtenaw and Wayne Counties are available to Ypsilanti Township residents. The Township is also served by a number of charter schools.

Higher Education

Eastern Michigan University

Founded in 1849, Eastern Michigan University (EMU) is a comprehensive, co-educational public university. Currently, EMU comprises seven colleges and schools. The university’s site is composed of an academic and athletic campus spread across 800 acres, with over 120 buildings. EMU has a total enrollment of more than 23,000 students. EMU is located in the City of Ypsilanti, near its northern border with Ypsilanti Township.

University of Michigan

The University of Michigan is a public research university in Ann Arbor, founded in 1817. The university campus includes more than 584 major buildings with a combined area of more than 780 acres spread out over a Central Campus and North Campus in nearby Ann Arbor, two regional campuses in Flint and Dearborn, and a Center in Detroit.

Concordia University

Concordia University Ann Arbor (CUAA) is a private, liberal arts university in Ann Arbor, Michigan. Affiliated with the Lutheran Church-Missouri Synod (LCMS), CUAA entered into a unique alliance with Concordia University Wisconsin (CUW) in July 2013. CUW broadens its reach into a new geographical area, while CUAA strengthens its enrollment, marketing, and administrative support to continue providing LCMS higher education to students in the Great Lakes region. The 187-acre campus is on the banks of the Huron River, within a 10-minute drive to Ypsilanti Township.
Cleary University

Based in Livingston County, Cleary University also has an education center located in Ann Arbor. Founded in 1883, Cleary’s curriculum focuses on business education and offers an MBA degree program.

Washtenaw Community College

Washtenaw Community College offers more than 100 programs and 1,500 credit and non-credit classes providing a wealth of educational opportunities. Currently, WCC has an annual enrollment of 23,000 credit and 8,000 non-credit students. The main campus is located in Superior Township, just across Ypsilanti Township’s northern border. WCC is a valuable partner in economic development by providing customized workforce training, SDBC assistance and resources through the Entrepreneurship Center.

H. Healthcare

Saint Joseph

Saint Joseph Mercy Health System (SJMHS) is a health care organization with seven hospitals serving southeast Michigan. The residency training program in Ypsilanti specializes in obstetrics and gynecology. St. Joseph Mercy Ann Arbor is a 537-bed teaching hospital located on a 340 acre campus in Superior Township, just over the northern border of Ypsilanti Township. St. Joseph Mercy Hospital has been named as a Top 100 Hospital and is at the forefront of many clinical specialty areas.

Michigan Medicine

Michigan Medicine is the wholly owned academic medical center of the University of Michigan in Ann Arbor. It includes the U-M Medical School, with its faculty group practice and many research laboratories; the U-M hospitals and health centers, which include University Hospital, C.S. Mott Children’s Hospital, Von Voigtlander Women’s Hospital, as well as approximately 40 health centers and home care services across southeast Michigan; the clinical programs of the U-M School of Nursing; and the activities of the Michigan Health Corporation, through which U-M partners with other medical centers and hospitals to provide specialized care throughout Michigan.

I. Public Safety

Police

Police Services are provided by the Washtenaw County Sheriff’s Office under a contract with the Charter Township of Ypsilanti. The Township contracts for 35 Police Service Units (PSU) which consist of 35 sheriff’s deputies, 5 sergeants and 1 lieutenant. In addition to uniformed patrol services, the police contract supports a Community Action Team (CAT) that investigates violent crimes, a Neighborhood Enforcement Team focused on neighborhood based issues, a traffic specialist, and a specially trained detective who operates a computer forensics lab provided by Ypsilanti Township at its police facility. The investigation of major crimes also receives support from the Detective Bureau and other collaborative support units.

Fire

The Charter Township of Ypsilanti Fire Department provides service from three stations to approximately 53,000 residents, covering an area of approximately 32 square miles. The department is currently staffed by 27 career personnel including the Fire Chief, Fire Marshal, 3 Captains, 3 Lieutenants, and 19 Fire Fighters. The department responds to fire, emergency medical, hazardous material, and other emergencies. The Fire Chief and Fire Marshal are on call, 24 hours a day, 365 days a year for incident response.

J. Willow Run Redevelopment

The former Willow Run Bomber Plant, home to the original “Rosie the Riveter”, is now a unique mixture of honoring the past with the future of transportation. A portion of the site will be the future home of the National Museum of Aviation and Technology at Historic Willow Run, known as the Yankee Air Museum. Approximately 144,000 square feet of the original bomber plant be renovated to house the museum’s collection of more than 5,000 artifacts on aviation and space travel. The new location will include a hangar so flyable aircraft, exhibits, restoration and educational programs are on a single site.

On the remainder of the site, a technology park is developing, including the American Center for Mobility (ACM). On 335 acres in Ypsilanti Township, ACM opened in December 2017 as a testing and research facility for connected and automated vehicle technology. This non-profit center includes a test track, garages, laboratories
and offices for teams testing new technology in transportation. The test track has double overpasses, railroad crossings, highway loops, and a tunnel, as well as urban, suburban and rural environments. A technology park for associated research uses is planned adjacent to the testing facility.

K. Natural Features

Ypsilanti Township contains significant natural features with an abundance of natural and cultural features including the river, lakes, creeks, wetlands, open fields, hedgerows, and woodlands which make an important contribution to the quality of human and animal life in the Township. The Huron River, a major waterway around which the community has developed, flows through the Township. The river provides opportunities for recreation and habitat, and connects people and places within the Township.

Huron River

The Huron River passes through the Township from the northwest to the southeast. This river, which has its headwaters in Oakland County, flows through Livingston County, Ann Arbor, then traverses Ypsilanti Township heading eastward through Wayne County to eventually discharge into Lake Erie. The segment of this river in Ypsilanti Township is a vital link in the overall system. The historic development of the City of Ypsilanti and Ypsilanti Township was largely based upon the presence of this waterway.

Lakes

Lakes are among the Township’s most valuable natural resources making up roughly 1,340 acres. Ford Lake is the largest and most significant lake in the Township. This man-made lake was formed by the damming of the Huron River by the Ford Motor Company as part of a hydro-electric power facility. Today, Ford Lake provides recreational opportunities such as boating, fishing and swimming.

There are other smaller lakes south of Ford Lake. Many of these are old gravel pits now filled with water. While generally not large enough for boating, the smaller lakes provide other recreational, scenic and ecological benefits.

Key Vistas

Scenic views of Ford Lake are key assets to the Township. Views can be seen from all sides of Ford Lake, but are most pronounced from the west end of the lake where the Eastern Michigan University Golf Course is located. A boardwalk and a series of islands in North Bay Park takes people around the western portion of the lake and a raised platform provides an elevated view of Eastern Michigan University Golf Course and Ford Lake.

There are a number of areas in the southern portion of the Township which have views characteristic of a rural community. These include areas with views of farm fields and sections of roads lined by dense woodlands. Roadways that consist of segments lined with woodlands interspersed by open fields provide a sequence of views characteristic of a cultural and rural landscape.
Charter Township of Ypsilanti

Economic Development Strategy

Retail Market Analysis

Carlisle | Wortman
ASSOCIATES, INC.
EXECUTIVE SUMMARY

In the formulation of an Economic Development Strategy, a key component of a community’s success is the retail market. The purpose of this study is to assess the retail market potential of the Township, especially in light of the latest trends in retailing.

- Determining the potential for new retail space is a function of household spending in a given geographic trade area.
- Within a 15-minute drive time, there is a range of 220,000 – 250,000 people and 87,000 – 100,000 households.
- For many retail product categories, there are significant dollars spent outside the trade area by households living within the trade area. This means there is a significant “leakage” of dollars from the trade area resulting in a retail gap.
- Throughout the Township, there is a strong demand for convenience goods and services (5-minute drive time) particularly in the following categories:
  - Furniture/home furnishings
  - Electronics and appliances
  - Building materials, garden equipment and supply stores
  - Food and beverage stores
  - Clothing and accessories
  - Sporting goods, hobby, books and music
  - General merchandise
  - Restaurants
- Within the Township, there is also a demand for comparison shopping (15-minute drive time) for goods such as:
  - Home furnishings
  - Building materials, garden equipment and supply stores
  - Food and beverage stores
  - Shoes, jewelry, luggage and leather goods stores
  - Miscellaneous store retailers (i.e. florists, specialty items)
  - Office supplies, stationary and gift stores
  - Food services and drinking establishments
- Retail trends indicate that:
  - Stores with a unique appeal focusing on customer service will be successful
  - Smaller, rather than large store formats are also a trend
  - Retailers who understand their customer base and generational trends will have a greater potential of success
INTRODUCTION

Retail market analysis identifies the market potential of a given geographic area. The benefits of conducting a retail market analysis include the following:

- To help existing businesses better understand their trade area, and improve sales.
- To explore business development opportunities; and
- To demonstrate the economic importance of business areas within the Township.

The market analysis starts with the identification of a relevant trade area from which patrons of Township businesses originate. The demographics and business statistics of the trade area are identified and the potential “buying power” of households within the trade area are analyzed. With this information, retail sector “gaps” and “surpluses” are identified for each major business category. A gap is where money from the trade area is not spent in the trade area. In other words, consumers who live within the trade area are spending their dollars outside the trade area. In some cases, there is a surplus of dollars being spent within the trade area. A surplus exists when local businesses are capturing the local market and possibly attracting non-local shoppers as well. Finally, where a gap exists and dollars are being spent elsewhere, there is potential for additional retail space to be supported within the trade area. The supportable square footage is a function of dollars that are “leaked” elsewhere divided by typical sales per square foot data.
TRADE AREA

A trade area is the geographic area from which a community generates the majority of its customers. Factors influencing a trade area include the following:

- **Population Characteristics.** Population and income drive the market.
- **Competing Business Districts.** Typically there is a point within a trade area where customers are drawn to a competing center.
- **Mix of Businesses.** A critical mass of businesses pulls customers from a further distance than a more limited mix of businesses. Success breeds success.
- **Destination Attractions.** A significant destination business or community attraction can expand the trade area – drawing customers from a long distance.
- **Traffic Patterns.** Each area has distinct traffic patterns strongly impacted by its network of streets and highways.

Trade areas are typically stated in terms of “drive-time” to a particular destination. Thus, a trade area will not likely coincide with community boundaries. Trade areas service two types of shopping: convenience trade areas and destination/comparison trade areas. Typically, a shorter drive time of 5 minutes will service a convenience market. A longer drive time of 15 minutes serves a destination/comparison market. These two types of markets are defined as follows:

- **A convenience trade area** is based on the purchase of products and services needed on a regular basis, such as gasoline, groceries, and hair care. Because these purchases are relatively frequent, people usually find it more convenient to buy these products and services from businesses located close to their home or workplace. A grocery store’s trade area can often be used to represent a community’s convenience trade area. Thus, the drive-time is relatively short.

- **A destination/comparison trade area** is based on the purchase of “major” products and services, such as appliances or furniture, or of products and services that are distinctive and unique. A destination/comparison trade area will draw from a greater distance.

The diverse geography of the Township creates some challenges in a single trade area. Both the location of Ford Lake and I-94 present obstacles to typical drive times. For purposes of this analysis, trade areas are designated for the eastern and western portions of the Township to provide relative comparisons of the market potential within these portions of the Township. Together, they form a more clear picture of the market potential which exists for the Township. Figures 1 and 2 on the following pages illustrate the 5-minute drive time and the 15-minute drive time for each respective trade area.
Figure 1. S. Huron: 5-Minute and 15-Minute Drive Times
Figure 2. Michigan Ave: 5-Minute and 15-Minute Drive Times
RETAIL MARKET ANALYSIS

Determining the amount and types of businesses which may be supported by a trade area is a function of population and household spending, represented as median disposable household income. Median disposable income is the amount of money households have to spend and save after taxes are paid. In essence, retail market analysis is an exercise to determine the “buying power” of the population in a particular geographic area.

In analyzing Ypsilanti Township, drive-time scenarios of 5 minutes represents a more localized population, whereas 15 minutes represents a significantly greater population, and therefore buying power, than that which exists within just the Township boundaries. For example, within a 15-minute drive-time, the population is 4-5 times the Township population.

In the Township’s case, 5-minute drive times from Huron/Whittaker and Michigan Avenue/Ford St. are distinctly different. However, 15 minute drive times represent similar trade areas. Under a 15-minute drive-time scenarios, median household income levels are higher than within the Township. Higher incomes translate into greater buying power.

Table 1 below illustrates all of the background demographics relevant to retail market analysis. For comparison’s sake, demographic statistics are provided for the entire area within the Township boundaries.

<table>
<thead>
<tr>
<th>2016 Est. Data</th>
<th>Township</th>
<th>5-Minute Drive Time</th>
<th>15-Minute Drive Time</th>
<th>5-Minute Drive Time</th>
<th>15-Minute Drive Time</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Huron/Whittaker</td>
<td>Michigan Ave/Ford St.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Population</td>
<td>53,863</td>
<td>16,261</td>
<td>248,958</td>
<td>26,317</td>
<td>219,590</td>
</tr>
<tr>
<td>Number of Households</td>
<td>21,473</td>
<td>6,292</td>
<td>100,555</td>
<td>10,628</td>
<td>87,006</td>
</tr>
<tr>
<td>Median Disposable Household Income ($)</td>
<td>40,652</td>
<td>37,583</td>
<td>46,937</td>
<td>34,067</td>
<td>47,433</td>
</tr>
</tbody>
</table>
Gap/Surplus Analysis

Retail sector gap or “leakage” analysis compares existing levels of retail sales within a defined trade area to the potential retail sales based on the number and demographic characteristics of households within the area. Essentially, it is a measure of local spending power and a determination of where those dollars are spent.

Conducting a gap analysis is a useful indicator of the following:

- Indicating how well the retail needs of local residents are being met
- Uncovering unmet demands and possible opportunities
- Understanding the strengths and weaknesses of the local retail sector
- Measuring the difference between actual and potential retail sales

A retail gap or leakage means that residents are spending more for products than local businesses capture. Retail sales leakage suggests that there may be an unmet demand in the trade area and that the community can support additional store space for that type of business.

In most cases, if consumers are spending more dollars than local businesses capture, it means dollars are being exported to another market area. However, retail leakage does not always translate into opportunity. For example, there could be a strong competitor in a neighboring community that dominates the market for that type of product or store.

A retail surplus means that the community’s trade area is capturing the local market and, in all likelihood, attracting non-local shoppers. A retail surplus does not necessarily mean that the community cannot support additional business. Many communities have developed strong clusters of stores that have broad geographic appeal.

Examples of these types of retailers include: sporting goods stores, home furnishing stores, restaurants, and other specialty operations that become destination retailers and draw customers from outside the trade area.

Examining the quantitative aspects (Leakage/Surplus) is only part of the evaluation of community’s retail opportunities. Before any conclusions can be drawn about potential business expansion or recruitment opportunities, however, more qualitative considerations must be analyzed in context of other market factors.

In Ypsilanti Township, there are both gaps or “leakage” and surpluses in the market represented within each trade area. In most cases, there are more retail gaps than there are surpluses, as illustrated in Tables 2 and 3.

Within the western trade area represented by Huron/Whittaker, there are few retail categories where there is a surplus within a 5-minute drive time, meaning that many convenience needs are not being satisfied. A similar pattern exists in a 15-minute drive-time, where there are also significant gaps in the retail market. The retail gaps recognized by the respective drive-times are illustrated in Table 2.

Within the eastern trade area represented by Michigan Ave/Ford Street, a similar pattern exists where most convenience and comparison shopping needs are not being met locally. The following retail gaps are recognized by the respective drive times are listed below and illustrated in Table 3.

The market potential with both trade areas appears to be influenced by retail activities occurring outside the Township; Pittsfield Township and Ann Arbor to the west and Canton Township to the east. Despite the fact that some of the market potential is siphoned off in these directions, there is both existing and future market potential. Among the more significant retail deficiencies in the Huron/Whittaker area are: restaurants and other food services; building materials and garden supply stores; department and general merchandise stores; furniture, home furnishings, electronics and appliances, and clothing, shoes and accessories.

The American Center for Mobility, Yankee Air Museum and new activities which result from both of these major developments will generate greater demand for hotels, restaurants, entertainment and retail space.
<table>
<thead>
<tr>
<th>Retail Category</th>
<th>5-Minute Drive Time</th>
<th>15-Minute Drive Time</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Gap/ Leakage</td>
<td>Surplus</td>
</tr>
<tr>
<td>Furniture Stores / Home Furnishings Stores</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Electronics and Appliance Stores</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Building Materials and Supplies Dealers</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Lawn and Garden Equipment and Supplies Stores</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Grocery Stores</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Specialty Food Stores</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Beer, Wine and Liquor Stores</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Health and Personal Care Stores</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Clothing Stores</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Shoe Stores</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Jewelry, Luggage and Leather Goods Stores</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Book, Periodical and Music Stores</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Department Stores / General Merchandise Stores</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Florists</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Office Supplies, Stationary and Gift Stores</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Special Food Services</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Drinking Places (Alcoholic Beverages)</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Restaurants / Other Eating Places</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Retail Category</td>
<td>5-Minute Drive Time</td>
<td>15-Minute Drive Time</td>
</tr>
<tr>
<td>-----------------------------------------------------</td>
<td>---------------------</td>
<td>----------------------</td>
</tr>
<tr>
<td></td>
<td>Gap/ Leakage</td>
<td>Surplus</td>
</tr>
<tr>
<td>Furniture Stores / Home Furnishings Stores</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Electronics and Appliance Stores</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Building Materials and Supplies Dealers</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Lawn and Garden Equipment and Supplies Stores</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Grocery Stores</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Specialty Food Stores</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Beer, Wine and Liquor Stores</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Health and Personal Care Stores</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Clothing Stores</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Shoe Stores</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Jewelry, Luggage and Leather Goods Stores</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Book, Periodical and Music Stores</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Department Stores / General Merchandise Stores</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Florists</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Office Supplies, Stationary and Gift Stores</td>
<td>✓</td>
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</tr>
<tr>
<td>Special Food Services</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Drinking Places (Alcoholic Beverages)</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Restaurants / Other Eating Places</td>
<td>✓</td>
<td></td>
</tr>
</tbody>
</table>
Supportable Floor Area

The gap analysis reveals that there are retail categories which represent opportunities for additional floor area devoted to retail use. The amount of building area which can be supported is a function of typical sales per square foot applied to the total amount of dollars being spent elsewhere. The sales per square foot data used in this analysis comes from both industry data, as well as market studies done for other communities in proximity to the Township.

Within the trade area represented by a 15-minute drive time, the following additional building area devoted to the respective retail categories could potentially be supported. Definitions of each retail group are provided in the Appendix.

Table 4. Supportable Floor Area per Retail Category @ Huron and Whittaker

<table>
<thead>
<tr>
<th>Retail Category</th>
<th>Retail Gap</th>
<th>Sales per Square Foot</th>
<th>Supportable Floor Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Home Furnishing</td>
<td>$2,776,391</td>
<td>$272</td>
<td>10,207 s.f.</td>
</tr>
<tr>
<td>Special Food Services/ Drinking Establishment</td>
<td>$15,444,603</td>
<td>$331</td>
<td>46,660 s.f.</td>
</tr>
<tr>
<td>Building Materials/Garden Supplies</td>
<td>$79,537,774</td>
<td>$255</td>
<td>311,912 s.f.</td>
</tr>
<tr>
<td>Food and Beverage Stores, including Grocery Stores</td>
<td>$129,029,258</td>
<td>$420</td>
<td>307,212 s.f.</td>
</tr>
<tr>
<td>Shoes, Jewelry, Luggage and Leather Goods</td>
<td>$28,472,965</td>
<td>$308</td>
<td>92,444 s.f.</td>
</tr>
<tr>
<td>Miscellaneous Retail</td>
<td>$17,822,596</td>
<td>$272</td>
<td>65,524 s.f.</td>
</tr>
</tbody>
</table>
Table 5. Supportable Floor Area per Retail Category @ Ford and Michigan

<table>
<thead>
<tr>
<th>Retail Category</th>
<th>Retail Gap</th>
<th>Sales per Square Foot</th>
<th>Supportable Floor Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Furniture and Home Furnishings</td>
<td>$20,019,857</td>
<td>$272</td>
<td>73,602 s.f.</td>
</tr>
<tr>
<td>Building Material/Garden Supplies</td>
<td>$59,621,152</td>
<td>$255</td>
<td>233,808 s.f.</td>
</tr>
<tr>
<td>Food and Beverage Stores, including Grocery Stores</td>
<td>$123,820,489</td>
<td>$420</td>
<td>294,810 s.f.</td>
</tr>
<tr>
<td>Shoes, Jewelry, Luggage and Leather Goods</td>
<td>$22,484,025</td>
<td>$308</td>
<td>73,016 s.f.</td>
</tr>
<tr>
<td>Sporting Goods, Hobby, Books and Music Stores</td>
<td>$9,713,012</td>
<td>$272</td>
<td>35,709 s.f.</td>
</tr>
<tr>
<td>Miscellaneous Retail Stores</td>
<td>$35,398,945</td>
<td>$272</td>
<td>130,143 s.f.</td>
</tr>
<tr>
<td>Restaurants/Special Food Service</td>
<td>$26,710,815</td>
<td>$331</td>
<td>80,697 s.f.</td>
</tr>
</tbody>
</table>
RETAIL TRENDS

If there is anything predictable about retail markets it is that they are in a constant state of change. The dynamic environment in which retail markets must navigate is largely based on two factors: changing demographic characteristics and the empowerment of technology to shop online. Both of these factors have a profound influence on whether retail businesses will be successful in any given community.

Demographic characteristics of various age groups strongly influence both how they shop and their spending priorities. The spending habits of Millennials, Gen-Xers and Baby Boomers have a differing effect on retail spending in the manner summarized in Table 6.

Table 6 Generational Influence on Retailing

<table>
<thead>
<tr>
<th></th>
<th>Millenials (18-32 years old)</th>
<th>Gen X (33-52 years old)</th>
<th>Baby Boomers (53-73 years old)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size U.S.</td>
<td>92 million (40%)</td>
<td>61 million (27%)</td>
<td>77 million (33%)</td>
</tr>
<tr>
<td>Size Twp.</td>
<td>12,621 (35%)</td>
<td>15,141 (42%)</td>
<td>8,262 (23%)</td>
</tr>
<tr>
<td>Spending Characteristics</td>
<td>• 44% of discretionary spending comes from eating out.</td>
<td>• Despite smaller size, Gen X spends more than Millennials and Boomers on a per capita basis.</td>
<td>• Boomers spend $3.2 trillion each year, the largest of any generation.</td>
</tr>
<tr>
<td></td>
<td>• 62% of Millenials don’t value strong brands.</td>
<td>• Gen X researches purchase decisions online more than any other age group.</td>
<td>• Higher spending on big ticket items like cars, long vacations and housing.</td>
</tr>
<tr>
<td></td>
<td>• Dedicated to health and wellness, devoting time and money to exercising and eating right.</td>
<td>• Highest spending on kid’s and baby apparel.</td>
<td>• Spending more on healthcare than any previous generation.</td>
</tr>
</tbody>
</table>

Source: Kate Coburn, HR&A Advisors, Inc., Presentation at 2017 National Planning Conference.
Based on changes in demographic characteristics and with greater reliance on online shopping, “bricks and mortar” retail is experiencing radical changes. The dynamics of the market place is forcing retailers to adapt. Retail experts agree that bricks and mortar stores will always have a place. Most, if not all, personal services are delivered at a physical location. Even Amazon is building stores to feature products which are difficult to sell online, such as food and appliances. The recent acquisition of Whole Foods amplifies the future relationship between online sales and bricks and mortar stores.

Table 7 Retail Market Trends

<table>
<thead>
<tr>
<th>Then</th>
<th>Now</th>
<th>Implication</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single-Purpose Shopping Centers</td>
<td>Mixed-Use Development</td>
<td>Reconfiguration of Properties/Partnerships</td>
</tr>
<tr>
<td>Department Store Anchors</td>
<td>Key Anchor Closures</td>
<td>Repositioning &amp; Re-tenanting</td>
</tr>
<tr>
<td>Suburbs as Shopping Destinations</td>
<td>Urban Main Street Experiences</td>
<td>Changes in Store Sizes &amp; Formats</td>
</tr>
<tr>
<td>Homogeneous Demographics</td>
<td>Diverse Demographics</td>
<td>Localized, Targeted Tenants</td>
</tr>
<tr>
<td>Brick &amp; Mortar</td>
<td>E-Commerce</td>
<td>Focus on Experiential Retail</td>
</tr>
<tr>
<td>Traditional Media Advertising</td>
<td>Social Media</td>
<td>Multimedia Strategy</td>
</tr>
</tbody>
</table>

Source: Kate Coburn, HR&A Advisors Inc., Presentation at 2017 National Planning Conference.
In summary, while online shopping is convenient, there will be a need for physical locations for many goods and services in the foreseeable future. However, retail operations will be more successful if they recognize the following:

- Retailers who promote product quality and sustainability will flourish.
- Unique in-store experiences will thrive.
- Smaller stores are in and larger stores are out. Specialty stores, not department stores will have greater chance of success.
- Personal service will be increasing important to consumers.
- Understanding the customer base and generational trends will be a key to success.

CONCLUSIONS

The retail gap and supportable floor area analysis reveals a need for stores specializing in furniture/home furnishings and electronics and appliances. There is also a large demand for restaurants/specialty food services, health and personal care and department/general merchandise stores. A much lesser demand is exhibited for specialty food stores, liquor stores, jewelry, luggage and leather goods stores, florists, and office supplies, stationary and gifts.
DEFINITIONS

Definitions of the retail sectors used in this study are derived from the North American Industry Classification System (NAICS). This system is the standard used by Federal statistical agencies in classifying business establishments for the purpose of collecting, analyzing, and publishing statistical data related to the U.S. business economy.

FURNITURE AND HOME FURNISHINGS STORES
Industries in the Furniture and home Furnishings Stores subsector retail new furniture and home furnishings from fixed point-of-sale locations. Establishments in this subsector usually operate from showrooms and have substantial areas for the presentation of their products. Many offer interior decorating services in addition to the sale of products.

ELECTRONICS AND APPLIANCE STORES
Industries in the Electronics and Appliance Stores subsector retail new electronics and appliances from point-of-sale locations. Establishments in this subsector often operate from locations that have special provisions for floor displays requiring special electrical capacity to accommodate the proper demonstration of the products. The staff includes sales personnel knowledgeable in the characteristics and warranties of the line of goods retailed and may also include trained repair persons to handle the maintenance and repair of the electronic equipment and appliances. The classifications within this subsector are made principally on the type of product and knowledge required to operate each type of store.

BUILDING MATERIAL AND SUPPLIES DEALERS
This industry group comprises establishments primarily engaged in retailing new building materials and supplies.

LAWN AND GARDEN EQUIPMENT AND SUPPLIES STORES
This industry group comprises establishments primarily engaged in retailing new lawn and garden equipment and supplies.

GROCERY STORES
This industry group comprises establishments primarily engaged in retailing a general line of food products.

SPECIALTY FOOD STORES
This industry group comprises establishments primarily engaged in retailing specialized lines of food.

BEER, WINE AND LIQUOR STORES
This industry comprises establishments primarily engaged in retailing packaged alcoholic beverages, such as ale, beer, wine, and liquor.

HEALTH AND PERSONAL CARE STORES
This industry comprises establishments known as pharmacies and drug stores engaged in retailing prescription or nonprescription drugs and medicines.

CLOTHING STORES
This industry group comprises establishments primarily engaged in retailing new clothing.
SHOE STORES
This industry comprises establishments primarily engaged in retailing all types of new footwear (except hosiery and specialty sports footwear, such as golf shoes, bowling shoes, and spiked shoes). Establishments primarily engaged in retailing new tennis shoes or sneakers are included in this industry.

JEWELRY, LUGGAGE AND LEATHER GOOD STORES
This industry group comprises establishments primarily engaged in retailing new jewelry (except costume jewelry); new sterling and plated silverware; new watches and clocks; and new luggage with or without a general line of new leather goods and accessories, such as hats, gloves, handbags, ties, and belts.

BOOK, PERIODICAL AND MUSIC STORES
This industry comprises establishments primarily engaged in retailing new books, newspapers, magazines, and other periodicals. It also comprises establishments primarily engaged in retailing new musical instruments, sheet music, and related supplies; or retailing these new products in combination with musical instrument repair, rental, or music instruction.

DEPARTMENT STORES / GENERAL MERCHANDISE
This industry comprises establishments known as department stores that have separate departments for general lines of new merchandise, such as apparel, jewelry, home furnishings, and toys, with no one merchandise line predominating. Department stores may sell perishable groceries, such as fresh fruits, vegetables, and dairy products, but such sales are insignificant. Department stores may have separate customer checkout areas in each department, central customer checkout areas, or both.

General Merchandise establishments are primarily engaged in retailing new goods in general merchandise stores (except department stores). These establishments retail a general line of new merchandise, such as apparel, automotive parts, dry goods, hardware, groceries, housewares, and home furnishings, with no one merchandise line predominating. Establishments known as warehouse clubs, superstores, or supercenters are included in this industry.

FLORISTS
This industry comprises establishments known as florists primarily engaged in retailing cut flowers, floral arrangements, and potted plants purchased from others. These establishments usually prepare the arrangements they sell.

OFFICE SUPPLIES, STATIONARY AND GIFT STORES
This industry group comprises establishments primarily engaged in retailing new office supplies, stationery, gifts, novelty merchandise, and souvenirs.

USED MERCHANDISE STORES
This industry comprises establishments primarily engaged in retailing used merchandise, antiques, and secondhand goods (except motor vehicles, such as automobiles, RVs, motorcycles, and boats; motor vehicle parts; tires; and mobile homes).

SPECIAL FOOD SERVICES
This industry group comprises establishments primarily engaged in providing food services at one or more of the following locations: (1) the customer’s location; (2) a location designated by the customer; or (3) from motorized vehicles or non-motorized carts.

DRINKING PLACES (ALCOHOLIC BEVERAGES)
This industry comprises establishments known as bars, taverns, nightclubs, or drinking places primarily engaged in preparing and serving alcoholic beverages for immediate consumption. These establishments may also provide limited food services.
RESTAURANTS / OTHER EATING PLACES
This industry comprises establishments primarily engaged in one of the following: (1) providing food services to patrons who order and are served while seated (i.e., waiter/waitress service) and pay after eating; (2) providing food services to patrons who generally order or select items (e.g., at a counter, in a buffet line) and pay before eating; or (3) preparing and/or serving a specialty snack (e.g., ice cream, frozen yogurt, cookies) and/or nonalcoholic beverages (e.g., coffee, juices, sodas) for consumption on or near the premises.
## YPSILANTI TOWNSHIP - THE ENVIRONMENT FOR RETAIL INVESTMENT

### Summary Demographics

<table>
<thead>
<tr>
<th>2015 Population</th>
<th>16,261</th>
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<tbody>
<tr>
<td>2016 Households</td>
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<tr>
<td>2015 Median Disposable Income</td>
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<tr>
<td>2016 Per Capita Income</td>
<td>$24,516</td>
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### Industry Summary

<table>
<thead>
<tr>
<th>Industry Group</th>
<th>NAICS</th>
<th>Demand (Retail Potential)</th>
<th>Supply (Retail Sales)</th>
<th>Retail Gap</th>
<th>Leakage/Surplus Factor</th>
<th>Number of Businesses</th>
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</thead>
<tbody>
<tr>
<td>Total Retail Trade and Food &amp; Drink</td>
<td>44-45.22</td>
<td>$210,946,207</td>
<td>$125,565,092</td>
<td>$85,381,115</td>
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<tr>
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<td>$108,075,150</td>
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<tr>
<td>Total Food &amp; Drink</td>
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<td>$18,894,742</td>
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#### Industry Group

<table>
<thead>
<tr>
<th>Industry Group</th>
<th>NAICS</th>
<th>Demand (Retail Potential)</th>
<th>Supply (Retail Sales)</th>
<th>Retail Gap</th>
<th>Leakage/Surplus Factor</th>
<th>Number of Businesses</th>
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<tbody>
<tr>
<td>Motor Vehicle &amp; Parts Dealers</td>
<td>441</td>
<td>$43,685,279</td>
<td>$16,236,140</td>
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<td>Auto Parts, Accessories &amp; Tire Stores</td>
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<td>Furniture &amp; Home Furnishings Stores</td>
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<td>Electronics &amp; Appliance Stores</td>
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<td>Big Box Stores, Garden Equip &amp; Supply Stores</td>
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<td>Big Box Materials &amp; Supplies Dealers</td>
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<td>Lawn &amp; Garden Equip &amp; Supply Stores</td>
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<td>$1,041,723</td>
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<tr>
<td>Food &amp; Beverage Stores</td>
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<td>$11,871,664</td>
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<td>Convenience Stores</td>
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<td>$10,490,474</td>
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<td>Specialty Food Stores</td>
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<td>Beer, Wine &amp; Liquor Stores</td>
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<td>$2,270,534</td>
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<td>Health &amp; Personal Care Stores</td>
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<td>Gasoline Stations</td>
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<tr>
<td>Clothing &amp; Clothing Accessories Stores</td>
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<td>Clothing Stores</td>
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<td>Shoe Stores</td>
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<td>Jewelry, Luggage &amp; Leather Goods Stores</td>
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<tr>
<td>Sporting Goods, Hobby, Book &amp; Music Stores</td>
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<td>Sporting Goods/Hobby/Musical Instr Stores</td>
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<tr>
<td>Book, Periodical &amp; Music Stores</td>
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<td>$656,622</td>
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<tr>
<td>General Merchandise Stores</td>
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<td>$9,352,242</td>
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<td>Department Stores Excluding Leased Depts.</td>
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<td>$2,986,100</td>
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<td>Miscellaneous Store Retailers</td>
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<tr>
<td>Florists</td>
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<tr>
<td>Office Supplies, Stationery &amp; Gift Stores</td>
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<td>$2,605,851</td>
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<tr>
<td>Used Merchandise Stores</td>
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<tr>
<td>Other Miscellaneous Store Retailers</td>
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<td>Nonstore Retailers</td>
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<tr>
<td>Electronic Shopping &amp; Mail-Order Houses</td>
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<tr>
<td>vending Machine Operators</td>
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<tr>
<td>Direct Selling Establishments</td>
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<td>$592,197</td>
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<tr>
<td>Food Services &amp; Drinking Places</td>
<td>722</td>
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<td>$19,046,742</td>
<td>$977,587</td>
<td>6.0</td>
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<td>Special Food Services</td>
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<tr>
<td>Drinking Places - Alcoholic Beverages</td>
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<tr>
<td>Restaurants/Other Eating Places</td>
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<td>$12,646,119</td>
<td>$17,752,917</td>
<td>$512,798</td>
<td>2</td>
<td>41</td>
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</tbody>
</table>

**Note:** Supply (retail sales) estimates sales for consumers at retail establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are expressed in terms of retail opportunities. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents leakage of retail opportunity outside the trade area, while a negative value represents sales of retail opportunity within the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Data are from the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Total establishments are classified to the 4-digit industry group within the Retail Trade sector, as well as 3-digit industry groups within the Food Services & Drinking Establishments sector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.

https://www.esri.com/datastore/marketplace/methodology-statement

**Sources:** Esri and InfoUSA. RetailMarketPlace 2016 Release 2. Copyright 2016 Infonetics. All rights reserved.

50 May 02, 2017
### Retail MarketPlace Profile

1401 S Huron St, Ypsilanti Twp, Michigan, 48197

Drive Time: 15 minute radius

<table>
<thead>
<tr>
<th>Summary Demographics</th>
<th>NAICS</th>
<th>Demand</th>
<th>Supply</th>
<th>Retail Gap</th>
<th>Leverage/Surplus Factor</th>
<th>Number of Businesses</th>
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</thead>
<tbody>
<tr>
<td>2016 Population</td>
<td></td>
<td>244,958</td>
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<td>2016 Households</td>
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<td>2016 Median Disposable Income</td>
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<td>2016 Per Capita Income</td>
<td></td>
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#### Industry Summary

<table>
<thead>
<tr>
<th>Industry Group</th>
<th>NAICS</th>
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<th>Supply (Retail Sales)</th>
<th>Retail Gap</th>
<th>Leverage/Surplus Factor</th>
<th>Number of Businesses</th>
</tr>
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<tbody>
<tr>
<td>Motor Vehicle &amp; Parts Dealers</td>
<td>441</td>
<td>$286,311,104</td>
<td>$229,178,406</td>
<td>$57,132,705</td>
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<td>Automobile Dealers</td>
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<td>$670,604,702</td>
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<td>Other Motor Vehicle Dealers</td>
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<td>Auto Parts, Accessories &amp; Tire Stores</td>
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<td>Home Furnishings Stores</td>
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<td>Lawn &amp; Garden Equip &amp; Supply Stores</td>
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<td>Food &amp; Beverage Stores</td>
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<td>Beer, Wine &amp; Liquor Stores</td>
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<tr>
<td>Health &amp; Personal Care Stores</td>
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<tr>
<td>Gasoline Stations</td>
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<td>$273,022,920</td>
<td>$159,628,793</td>
<td>$113,394,127</td>
<td>26.7</td>
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<tr>
<td>Clothing &amp; Clothing Accessories Stores</td>
<td>448</td>
<td>$184,849,189</td>
<td>$200,376,805</td>
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<td>Jewelry, Luggage &amp; Leather Goods Stores</td>
<td>4483</td>
<td>$35,362,719</td>
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<td>Sporting Goods, Hobby, Book &amp; Music Stores</td>
<td>451</td>
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<td>$168,431,792</td>
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<tr>
<td>Sporting Goods/Hobby/Musical Instrument Stores</td>
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<td>Bank, Savings &amp; Loan &amp; Credit Union Stores</td>
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<td>$582,762,360</td>
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<tr>
<td>Other General Merchandise Stores</td>
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<td>$423,418,594</td>
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<tr>
<td>Miscellaneous Store Retailers</td>
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<td>$1,911,822</td>
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<td>florists</td>
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<td>$2,667,699</td>
<td>$2,227,201</td>
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<tr>
<td>Office Supplies, Stationery &amp; Gift Stores</td>
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<td>$37,634,966</td>
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<tr>
<td>Used Merchandise Stores</td>
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<td>Other Miscellaneous Store Retailers</td>
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<td>$84,954,200</td>
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<tr>
<td>Horseriding Stables</td>
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<td>$1,641,283,283</td>
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<tr>
<td>Electronic Shopping &amp; Mail-Order Houses</td>
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<td>$24,960,160</td>
<td>$25,793,246</td>
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<tr>
<td>Vending Machine Operators</td>
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<td>$7,554,717</td>
<td>$5,571,694</td>
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<tr>
<td>Direct Selling Establishments</td>
<td>4563</td>
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<td>$10,997,268</td>
<td>$2,119,997</td>
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<tr>
<td>Food Services &amp; Drinking Places</td>
<td>722</td>
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<td>$424,113,317</td>
<td>$17,788,391</td>
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<tr>
<td>Special Food Services</td>
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<td>$9,993,156</td>
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<td>15.4</td>
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<tr>
<td>Drinking Places - Alcoholic Beverages</td>
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<td>$23,686,883</td>
<td>$9,246,772</td>
<td>$14,440,110</td>
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<td>14</td>
</tr>
<tr>
<td>Restaurants/Other Eating Places</td>
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<td>$404,982,530</td>
<td>$33,252,999</td>
<td>4.9</td>
<td>937</td>
</tr>
</tbody>
</table>

**Data Note:** Supply (retail sales) estimates sales for convenience establishments. Sales to businesses are excluded. Demand (retail potential) information represents the expected amount spent by consumers at retail establishments. Supply and demand estimates are an annual average. This is a measure of the relationship between supply and demand that ranges from -100 (total surplus) to 100 (total surplus). A positive value represents 'leverage' of retail opportunity outside the trade area, a negative value represents surplus of retail opportunity within the trade area. A negative value represents the difference between Retail Potential and Retail Sales. Data uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Total establishments are classified to the 4-digit industry group within the Food Services & Drinking Establishments subclass. For more information on the Retail MarketPlace data please click the link below to view the Methodology Statement:

https://www.esri.com/data/retail_data/methodology/retail

Sources: Esri and Information Resource Group, Retail MarketPlace 2016 Release 2. Copyright 2016 Esri, Inc. All rights reserved.

May 02, 2017
## YPSILANTI TOWNSHIP - THE ENVIRONMENT FOR RETAIL INVESTMENT

### Summary Demographics

<table>
<thead>
<tr>
<th>Year</th>
<th>Population</th>
<th>Households</th>
<th>Median Disposable Income</th>
<th>Per Capita Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>26,317</td>
<td>10,629</td>
<td>$24,067</td>
<td>$12,174</td>
</tr>
</tbody>
</table>

### Industry Summary

<table>
<thead>
<tr>
<th>Industry Group</th>
<th>NAICS</th>
<th>Demand (Retail Potential)</th>
<th>Supply (Retail Sales)</th>
<th>Retail Gap</th>
<th>Leakage/Surplus Factor</th>
<th>Number of Businesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motor Vehicle Parts Dealers</td>
<td>441</td>
<td>$3,062,736</td>
<td>$7,793,432</td>
<td>$-4,730,766</td>
<td>-5.8</td>
<td>24</td>
</tr>
<tr>
<td>Automotive Dealers</td>
<td>4411</td>
<td>$3,062,736</td>
<td>$7,793,432</td>
<td>$-4,730,766</td>
<td>-5.8</td>
<td>24</td>
</tr>
<tr>
<td>Other Motor Vehicle Dealers</td>
<td>4412</td>
<td>$3,062,736</td>
<td>$7,793,432</td>
<td>$-4,730,766</td>
<td>-5.8</td>
<td>24</td>
</tr>
<tr>
<td>Auto Parts &amp; Accessories &amp; Tire Stores</td>
<td>4421</td>
<td>$3,062,736</td>
<td>$7,793,432</td>
<td>$-4,730,766</td>
<td>-5.8</td>
<td>24</td>
</tr>
<tr>
<td>Furniture &amp; Home Furnishings Stores</td>
<td>4422</td>
<td>$3,062,736</td>
<td>$7,793,432</td>
<td>$-4,730,766</td>
<td>-5.8</td>
<td>24</td>
</tr>
<tr>
<td>Furniture Stores</td>
<td>4423</td>
<td>$3,062,736</td>
<td>$7,793,432</td>
<td>$-4,730,766</td>
<td>-5.8</td>
<td>24</td>
</tr>
<tr>
<td>Home Furnishings Stores</td>
<td>4424</td>
<td>$3,062,736</td>
<td>$7,793,432</td>
<td>$-4,730,766</td>
<td>-5.8</td>
<td>24</td>
</tr>
<tr>
<td>Electronics &amp; Appliances Stores</td>
<td>443</td>
<td>$3,062,736</td>
<td>$7,793,432</td>
<td>$-4,730,766</td>
<td>-5.8</td>
<td>24</td>
</tr>
<tr>
<td>Auto Repair &amp; Maintenance Shops</td>
<td>444</td>
<td>$3,062,736</td>
<td>$7,793,432</td>
<td>$-4,730,766</td>
<td>-5.8</td>
<td>24</td>
</tr>
<tr>
<td>Appliance &amp; Home Furnishings Stores</td>
<td>445</td>
<td>$3,062,736</td>
<td>$7,793,432</td>
<td>$-4,730,766</td>
<td>-5.8</td>
<td>24</td>
</tr>
<tr>
<td>Specialty &amp; Hobby Stores</td>
<td>446</td>
<td>$3,062,736</td>
<td>$7,793,432</td>
<td>$-4,730,766</td>
<td>-5.8</td>
<td>24</td>
</tr>
<tr>
<td>Clothing &amp; Apparel Stores</td>
<td>447</td>
<td>$3,062,736</td>
<td>$7,793,432</td>
<td>$-4,730,766</td>
<td>-5.8</td>
<td>24</td>
</tr>
<tr>
<td>Health &amp; Personal Care Stores</td>
<td>448</td>
<td>$3,062,736</td>
<td>$7,793,432</td>
<td>$-4,730,766</td>
<td>-5.8</td>
<td>24</td>
</tr>
<tr>
<td>Gasoline Stations</td>
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<td>$7,793,432</td>
<td>$-4,730,766</td>
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<td>24</td>
</tr>
<tr>
<td>Clothing Accessories Stores</td>
<td>450</td>
<td>$3,062,736</td>
<td>$7,793,432</td>
<td>$-4,730,766</td>
<td>-5.8</td>
<td>24</td>
</tr>
<tr>
<td>Furniture Stores</td>
<td>451</td>
<td>$3,062,736</td>
<td>$7,793,432</td>
<td>$-4,730,766</td>
<td>-5.8</td>
<td>24</td>
</tr>
<tr>
<td>Jewelry, Luggage &amp; Leather Goods Stores</td>
<td>452</td>
<td>$3,062,736</td>
<td>$7,793,432</td>
<td>$-4,730,766</td>
<td>-5.8</td>
<td>24</td>
</tr>
<tr>
<td>Sporting Goods, Hobby, Book &amp; Music Stores</td>
<td>453</td>
<td>$3,062,736</td>
<td>$7,793,432</td>
<td>$-4,730,766</td>
<td>-5.8</td>
<td>24</td>
</tr>
<tr>
<td>Sporting Goods/Hobby/Musical Instrument Stores</td>
<td>454</td>
<td>$3,062,736</td>
<td>$7,793,432</td>
<td>$-4,730,766</td>
<td>-5.8</td>
<td>24</td>
</tr>
<tr>
<td>Bank, Bowling &amp; Music Stores</td>
<td>455</td>
<td>$3,062,736</td>
<td>$7,793,432</td>
<td>$-4,730,766</td>
<td>-5.8</td>
<td>24</td>
</tr>
<tr>
<td>General Merchandise Stores</td>
<td>456</td>
<td>$3,062,736</td>
<td>$7,793,432</td>
<td>$-4,730,766</td>
<td>-5.8</td>
<td>24</td>
</tr>
<tr>
<td>Department Stores</td>
<td>457</td>
<td>$3,062,736</td>
<td>$7,793,432</td>
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<td>-5.8</td>
<td>24</td>
</tr>
<tr>
<td>General Manufacturing &amp; Repair Shops</td>
<td>458</td>
<td>$3,062,736</td>
<td>$7,793,432</td>
<td>$-4,730,766</td>
<td>-5.8</td>
<td>24</td>
</tr>
<tr>
<td>Miscellaneous Store Retailers</td>
<td>459</td>
<td>$3,062,736</td>
<td>$7,793,432</td>
<td>$-4,730,766</td>
<td>-5.8</td>
<td>24</td>
</tr>
<tr>
<td>Florists</td>
<td>460</td>
<td>$3,062,736</td>
<td>$7,793,432</td>
<td>$-4,730,766</td>
<td>-5.8</td>
<td>24</td>
</tr>
<tr>
<td>Office Supplies &amp; Stationery &amp; Gift Shops</td>
<td>461</td>
<td>$3,062,736</td>
<td>$7,793,432</td>
<td>$-4,730,766</td>
<td>-5.8</td>
<td>24</td>
</tr>
<tr>
<td>Used Merchandise Stores</td>
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<td>$3,062,736</td>
<td>$7,793,432</td>
<td>$-4,730,766</td>
<td>-5.8</td>
<td>24</td>
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<tr>
<td>Other Miscellaneous Store Retailers</td>
<td>463</td>
<td>$3,062,736</td>
<td>$7,793,432</td>
<td>$-4,730,766</td>
<td>-5.8</td>
<td>24</td>
</tr>
<tr>
<td>Food Services</td>
<td>471</td>
<td>$3,062,736</td>
<td>$7,793,432</td>
<td>$-4,730,766</td>
<td>-5.8</td>
<td>24</td>
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<tr>
<td>Other Retail Establishments</td>
<td>472</td>
<td>$3,062,736</td>
<td>$7,793,432</td>
<td>$-4,730,766</td>
<td>-5.8</td>
<td>24</td>
</tr>
</tbody>
</table>

### Data Notes
- Supply (retail sales) estimates sales for consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are expressed as terminal sales activity. This is a measure of the relationship between supply and demand that ranges from -1.0 (total leakage) to 1.0 (total surplus). A positive value represents "leakage" of retail opportunity outside the trade area, while a negative value represents a surplus of retail sales in the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Datameans the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified to the closest industry group within the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector.

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Prepared by Esri

Drive Time: 5 minute radius

1501 E Michigan Ave, Ypsilanti, Michigan, 48198

May 02, 2017

Technical Report No. 1 July, 2017
YPSILANTI TOWNSHIP - THE ENVIRONMENT FOR RETAIL INVESTMENT

Technical Report No. 1    July, 2017
## Summary Demographics

<table>
<thead>
<tr>
<th>2016 Population</th>
<th>215,590</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016 Households</td>
<td>62,606</td>
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<tr>
<td>2016 Median Disposable Income</td>
<td>$47,432</td>
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<tr>
<td>2016 Per Capita Income</td>
<td>$31,392</td>
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### Industry Summary

<table>
<thead>
<tr>
<th>NAICS</th>
<th>Demand (Retail Potential)</th>
<th>Supply (Retail Sales)</th>
<th>Retail Gap</th>
<th>Leakage/Surplus Factor</th>
<th>Number of Businesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Retail Trade and Food &amp; Drink</td>
<td>$3,624,647,540</td>
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<tr>
<td>Total Food &amp; Drink</td>
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<td>$957,871,000</td>
<td>$8,320,815</td>
<td>0.0</td>
<td>465</td>
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</tbody>
</table>

### Industry Group

<table>
<thead>
<tr>
<th>NAICS</th>
<th>Demand (Retail Potential)</th>
<th>Supply (Retail Sales)</th>
<th>Retail Gap</th>
<th>Leakage/Surplus Factor</th>
<th>Number of Businesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Auto Dealers</td>
<td>$628,705,198</td>
<td>$350,956,741</td>
<td>$277,748,457</td>
<td>28.4</td>
<td>42</td>
</tr>
<tr>
<td>Other Motor Vehicle Dealers</td>
<td>$65,065,266</td>
<td>$39,696,451</td>
<td>$25,368,815</td>
<td>26.3</td>
<td>11</td>
</tr>
<tr>
<td>Auto Parts, Accessories &amp; Tire Stores</td>
<td>$55,910,209</td>
<td>$50,765,245</td>
<td>$5,144,964</td>
<td>0.9</td>
<td>36</td>
</tr>
<tr>
<td>Furniture &amp; Home Furnishings Stores</td>
<td>$101,066,579</td>
<td>$85,966,718</td>
<td>$14,109,861</td>
<td>44.0</td>
<td>44</td>
</tr>
<tr>
<td>Furniture Stores</td>
<td>$64,910,722</td>
<td>$52,470,391</td>
<td>$12,440,331</td>
<td>19.6</td>
<td>19</td>
</tr>
<tr>
<td>Home Furnishings Stores</td>
<td>$36,955,855</td>
<td>$28,516,327</td>
<td>$8,439,528</td>
<td>23.3</td>
<td>26</td>
</tr>
<tr>
<td>Electronics &amp; Appliance Stores</td>
<td>$170,941,694</td>
<td>$184,974,574</td>
<td>$13,832,890</td>
<td>3.9</td>
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<tr>
<td>Big Box Stores, Garden Equip &amp; Supply Stores</td>
<td>$197,655,013</td>
<td>$338,836,861</td>
<td>$141,181,847</td>
<td>3.9</td>
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<tr>
<td>Big Box Material &amp; Supplies Dealers</td>
<td>$178,847,752</td>
<td>$128,245,351</td>
<td>$50,602,401</td>
<td>31.6</td>
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</tr>
<tr>
<td>Lawn &amp; Garden Equip &amp; Supply Stores</td>
<td>$18,910,281</td>
<td>$5,791,590</td>
<td>$13,118,691</td>
<td>36.3</td>
<td>13</td>
</tr>
<tr>
<td>Food &amp; Beverage Stores</td>
<td>$607,765,652</td>
<td>$462,946,714</td>
<td>$124,818,938</td>
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</tr>
<tr>
<td>Grocery Stores</td>
<td>$526,520,160</td>
<td>$440,007,930</td>
<td>$87,512,230</td>
<td>19.1</td>
<td>59</td>
</tr>
<tr>
<td>Specialty Food Stores</td>
<td>$440,206,782</td>
<td>$375,959,899</td>
<td>$64,246,883</td>
<td>14.5</td>
<td>28</td>
</tr>
<tr>
<td>Beer, Wine &amp; Liquor Stores</td>
<td>$35,032,691</td>
<td>$25,478,254</td>
<td>$9,555,437</td>
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<tr>
<td>Health &amp; Personal Care Stores</td>
<td>$213,320,626</td>
<td>$345,195,167</td>
<td>$131,874,571</td>
<td>23.6</td>
<td>121</td>
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<tr>
<td>Gasoline Stations</td>
<td>$224,393,832</td>
<td>$259,699,244</td>
<td>$35,305,412</td>
<td>15.6</td>
<td>68</td>
</tr>
<tr>
<td>Clothing &amp; Clothing Accessories Stores</td>
<td>$158,264,195</td>
<td>$181,980,600</td>
<td>$23,716,405</td>
<td>10.4</td>
<td>148</td>
</tr>
<tr>
<td>Clothing Stores</td>
<td>$106,907,187</td>
<td>$152,940,317</td>
<td>$45,032,130</td>
<td>17.5</td>
<td>109</td>
</tr>
<tr>
<td>Shoe Stores</td>
<td>$13,953,659</td>
<td>$12,418,138</td>
<td>$9,534,488</td>
<td>28.4</td>
<td>15</td>
</tr>
<tr>
<td>Jewelry, Luggage &amp; Leather Goods Stores</td>
<td>$20,093,352</td>
<td>$17,138,795</td>
<td>$2,954,557</td>
<td>27.4</td>
<td>24</td>
</tr>
<tr>
<td>Sporting Goods, Hobby, Book &amp; Music Stores</td>
<td>$83,827,539</td>
<td>$74,119,257</td>
<td>$9,713,282</td>
<td>11.3</td>
<td>51</td>
</tr>
<tr>
<td>Sporting Goods/Hobby/Musical Instrument Stores</td>
<td>$11,145,767</td>
<td>$9,475,561</td>
<td>$1,670,206</td>
<td>7.5</td>
<td>51</td>
</tr>
<tr>
<td>Bank, Pencil &amp; Music Stores</td>
<td>$14,779,772</td>
<td>$14,378,866</td>
<td>$398,896</td>
<td>0.1</td>
<td>19</td>
</tr>
<tr>
<td>General Merchandise Stores</td>
<td>$554,807,752</td>
<td>$768,272,911</td>
<td>$213,465,159</td>
<td>38.2</td>
<td>55</td>
</tr>
<tr>
<td>Department Stores Excluding Leased Dept.</td>
<td>$402,853,321</td>
<td>$275,586,361</td>
<td>$127,566,954</td>
<td>40.5</td>
<td>62</td>
</tr>
<tr>
<td>Other General Merchandise Stores</td>
<td>$151,914,352</td>
<td>$180,644,553</td>
<td>$28,730,201</td>
<td>17.7</td>
<td>32</td>
</tr>
<tr>
<td>Miscellaneous Store Retailers</td>
<td>$132,401,135</td>
<td>$97,692,184</td>
<td>$35,399,951</td>
<td>3.5</td>
<td>133</td>
</tr>
<tr>
<td>Florists</td>
<td>$1,531,432</td>
<td>$2,285,599</td>
<td>$754,167</td>
<td>32.7</td>
<td>13</td>
</tr>
<tr>
<td>Office Supply, Stationery &amp; Gift Stores</td>
<td>$2,537,392</td>
<td>$2,157,638</td>
<td>$379,754</td>
<td>14.6</td>
<td>44</td>
</tr>
<tr>
<td>Used Merchandise Stores</td>
<td>$17,965,379</td>
<td>$11,730,892</td>
<td>$6,234,487</td>
<td>21.0</td>
<td>25</td>
</tr>
<tr>
<td>Other Miscellaneous Store Retailers</td>
<td>$65,366,940</td>
<td>$60,327,655</td>
<td>$5,039,285</td>
<td>7.2</td>
<td>48</td>
</tr>
<tr>
<td>Men’s Retailers</td>
<td>$66,316,728</td>
<td>$72,612,871</td>
<td>$6,296,143</td>
<td>8.9</td>
<td>28</td>
</tr>
<tr>
<td>Electronic Shopping &amp; Mail-Order Houses</td>
<td>$51,066,167</td>
<td>$52,220,624</td>
<td>$1,154,457</td>
<td>3.9</td>
<td>9</td>
</tr>
<tr>
<td>Vending Machine Operators</td>
<td>$4,119,798</td>
<td>$3,102,770</td>
<td>$1,017,028</td>
<td>22.3</td>
<td>5</td>
</tr>
<tr>
<td>Direct Selling Establishments</td>
<td>$10,764,766</td>
<td>$6,655,277</td>
<td>$4,109,489</td>
<td>9.2</td>
<td>9</td>
</tr>
<tr>
<td>Food Services &amp; Drinking Places</td>
<td>$366,431,815</td>
<td>$319,873,000</td>
<td>$46,558,815</td>
<td>4.0</td>
<td>465</td>
</tr>
<tr>
<td>Special Food Services</td>
<td>$779,571</td>
<td>$5,147,249</td>
<td>$4,367,678</td>
<td>68.9</td>
<td>14</td>
</tr>
<tr>
<td>Drinking Places - Alcoholic Beverages</td>
<td>$19,467,274</td>
<td>$12,466,793</td>
<td>$6,999,481</td>
<td>47.2</td>
<td>12</td>
</tr>
<tr>
<td>Restaurants/Other Eating Places</td>
<td>$27,354,596</td>
<td>$287,723,210</td>
<td>$269,368,614</td>
<td>9.6</td>
<td>436</td>
</tr>
</tbody>
</table>

Data Notes: Supply (retail sales) estimates sales for consumers by establishment. Sales to transnations are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in thousands of retail opportunities. This is a measure of the relationship between supply and demand that ranges from -100 (total leakage) to 100 (total surplus). A positive value represents "leakage" of retail opportunities outside the trade area, a negative value represents a surplus of retail opportunities. The retail gap represents the difference between Retail Potential and Retail Sales. Do not use the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as five industry groups within the Food Services & Drinking Establishments subclass. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.

Sources: Esri and InfoSpace. Retail MarketPlace 2016 Release 2. Copyright 2016 InfoSpace, Inc. All rights reserved.
Charter Township of Ypsilanti

Economic Development Strategy

Industrial Market Analysis

Carlisle | Wortman
ASSOCIATES, INC.
INTRODUCTION

The Township has a long and proud history of industry that was the cornerstone of the Arsenal of Democracy. The original Willow Run Bomber Plant developed during World War II is located in Ypsilanti Township. This plant was later owned by General Motors and operated by Powertrain to manufacture transmissions. Willow Run led to other post war industrial development along the eastern edge of the Township surrounding the airport; which in turn created a demand for residential development to house industry workers.

Today, the Willow Run site has been acquired for the American Center for Mobility as a non-profit testing and product development facility for connected and automated vehicle technology. ACM will be an all-seasons, all conditions testing facility which will be unique among similar facilities in the country.

EXISTING CONDITIONS

Zoning Area

The Township has a significant amount of land zoned for industrial and industrial research office purposes. Most of these areas are located in the eastern portion of the Township.

Zoning categories devoted to industrial and industrial research office use are depicted in Figures 1, 2 and 3. The area devoted to each category along vacant acreage are as follows:

<table>
<thead>
<tr>
<th>Category</th>
<th>Total Acres</th>
<th>Vacant</th>
<th>% Vacant</th>
</tr>
</thead>
<tbody>
<tr>
<td>IRO - Industrial Research Office</td>
<td>387.1</td>
<td>22.0</td>
<td>3.9</td>
</tr>
<tr>
<td>I-1 - Light Industrial</td>
<td>690.8</td>
<td>163.3</td>
<td>23.6</td>
</tr>
<tr>
<td>I-2 - General Industrial</td>
<td>859.9</td>
<td>363.5</td>
<td>42.2</td>
</tr>
<tr>
<td>I-3 - Industrial</td>
<td>16.9</td>
<td>5.8</td>
<td>34.3</td>
</tr>
<tr>
<td>IC - Industrial Commercial</td>
<td>456.6</td>
<td>109.7</td>
<td>24.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,411.3 acres</strong></td>
<td><strong>664.3</strong></td>
<td><strong>28.0</strong></td>
</tr>
</tbody>
</table>

Across all categories of industrial and research office zoned property, twenty-eight (28) percent is vacant.

The largest amount of vacant industrial land is located in the eastern portion of the Township. North and South of I-94 along Rawsonville Road are some larger intact parcels zoned I-2 General Industrial. In the vicinity of the American Center for Mobility and Willow Run Airports are also larger parcels zoned both I-2 General Industrial and I-C Industrial and Commercial.

There is less vacant land zoned for industrial use on the western side of the Township. Several larger parcels exist along Michigan Avenue and along James Hart and Joe Hill, west of Huron St.

Building Space

While there is over 3,000,000 square feet of industrial building space in Ypsilanti Township and the immediate surrounding area, there is very little vacant building space. Costar data provided by CORE Partners, LLC reports the following regarding the availability of industrial space:

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Existing Buildings</td>
<td>116</td>
</tr>
<tr>
<td>Existing Square Feet</td>
<td>3,462,021</td>
</tr>
<tr>
<td>Vacant Square Feet</td>
<td>38,500</td>
</tr>
<tr>
<td>Availability Rate</td>
<td>1.3%</td>
</tr>
</tbody>
</table>

Analysis of Township Industrial Areas

Figure 3 illustrates that there are four areas of concentration of Industrial/Research Office land in the Township. Historically, most industrial land has been located in the eastern portion of the Township focused around Willow Run and Rawsonville Road. More recent industrial and research office development has occurred along Huron Street and the Washtenaw Business Park.
MARKET TRENDS

The vacancy rates exhibited in the Ypsilanti Township market are indicative of the trend in the Detroit metropolitan area where vacancies are between three (3) and four (4) percent. Michigan’s industrial economy is improving along with the market for new industrial space. Reversing recession era conditions, over 4 million square feet of new industrial space is under construction.

In the current environment, there is high demand for industrial space and little supply. However, the type of space that is needed today is different than the typical industrial space that was prevalent 20 years ago.

Over the last two decades a major economic shift is occurring in the United States, and particularly Michigan. The economy is changing from industry and manufacturing to the knowledge based economy. Even today’s manufacturing is much more reliant on technology.

Businesses in the old economy evaluated the proximity to transportation networks, markets, and costs of doing business; made a decision to locate a facility, and utilized the workforce of the area. This approach was effective when the workforce generally did not require specialized expertise or education.

The knowledge economy has shifted the focus with higher demand for a creative workforce with specialized expertise, education and experiences; therefore, the knowledge economy is driven by human capital, not raw materials.

Much of today’s workforce are attracted to communities, or places, with an outstanding quality of life. These high quality of life places offer diverse educational, recreational, cultural, and entertainment opportunities. Key features of the knowledge economy, or new economy, are compared to the old industrial economy below. As the transition to the knowledge economy continues to evolve it is difficult to predict all of the impacts the transition will have on society, the economy, and community planning. However, based on an examination of trends and changes taking place, the knowledge economy likely will impact community planning in the following ways:

- **Decreasing demand for conventional industrial/manufacturing space.** The demand for industrial/manufacturing space is expected to continue to decline in Michigan due to improved efficiencies from technology, global changes to the auto industry, decline of manufacturing in general, and the movement of manufacturing jobs to areas with lower labor costs.

- **Decreasing demand for conventional office space.** An increase in home-based businesses, telecommuting, alternative work schedules, job sharing, and decentralized corporate organizational structures will lead to a decreased demand for conventional office space.

### Comparison of Old and New Economies

<table>
<thead>
<tr>
<th>Key Features of the Old Economies</th>
<th>Key Features of the New Economy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industrial sector (manufacturing) focus</td>
<td>Sector diversity is desired and clustering of related sectors is targeted</td>
</tr>
<tr>
<td>Fossil fuel dependent manufacturing. Attracting companies was the key as people followed the jobs</td>
<td>Communications dependent</td>
</tr>
<tr>
<td>Attracting companies was the key as people followed jobs</td>
<td>Attracting educated people is the key as talented, well-educated people choose location first, then look for a job</td>
</tr>
<tr>
<td>Location mattered</td>
<td>Quality places with a high quality of life matter more</td>
</tr>
<tr>
<td>Environmental considerations were of lesser importance</td>
<td>Clean, green environment and proximity to open space and quality recreational opportunities are critical</td>
</tr>
<tr>
<td>Cheap place to do business was the key</td>
<td>Being a place rich in talent and ideas is the key</td>
</tr>
<tr>
<td>A high-quality physical environment was a luxury that stood in the way of attracting cost-conscious businesses</td>
<td>Physical and cultural amenities are key in attracting knowledge workers</td>
</tr>
<tr>
<td>Regions won because they held a fixed competitive advantage in some resource or skill</td>
<td>Regions prosper if organizations and individuals have the ability to learn and adapt</td>
</tr>
<tr>
<td>Economic development was government-led</td>
<td>Only bold partnerships among businesses, government, and the non-profit sector can bring about change</td>
</tr>
</tbody>
</table>
YPSILANTI TOWNSHIP - INDUSTRIAL MARKET ANALYSIS

- Increasing demand for flexible space that accommodates a variety of uses. Wholesale and retail enterprises that conduct all, or a majority, of their business via e-commerce have specific building and use needs (office, retail, warehousing & shipping) that may be more compatible with light industrial, non-prime commercial, and/or office complex uses.

- Increasing demand for research and development space. A knowledge economy requires creativity and innovation to thrive. Collaboration between academic and private research and development activities will probably be required to sustain and promote it within the local community and region. The partnerships that have been forged to create the American Center for Mobility is an excellent example of collaboration between the private and academic sectors.

- Increasing demand for broadband access. Access to broadband is a required infrastructure for businesses and residences.

- Increasing importance of community amenities and quality of life. Communities that wish to attract and retain knowledge workers and knowledge-based businesses will find themselves in a national, and even worldwide, competition for these entities. Such workers and businesses are typically more mobile than those of the past, and can theoretically locate in many potential areas. To attract and hold on to these assets, the unique features of the community and its quality of life become increasingly important competitive advantages that need to be protected, nurtured, and promoted.

- Increasing regional collaboration. Local, regional, national, and global economies are merging. The integration of local economies into a larger economic system creates opportunities to attract new, expanding, or relocating businesses. It also may provide wider markets for local enterprises. However, because many knowledge economy and technology based businesses can locate almost anywhere, competition for these businesses will likely stiffen. In order for communities to compete successfully on a global scale, they will need to cooperate as counties or regions.

Good-paying work today and tomorrow looks much different than good-paying work in the past. Trying to turn the clock back to recreate the economy of the past has not worked.

Trying to turn the clock back won’t succeed in the future, either. The changes in the nature of work are driven by powerful forces, primarily smarter and smarter machines increasingly able to do more and more of the work that humans have traditionally done. There’s also globalization, changing consumer preferences, and changes in how employers contract for work. This requires state policies that are aligned with -- rather than resisting -- the new realities of work.

Source: A Path to Good-paying Careers for All Michiganders, Michigan Future, Inc., Sept. 2017
INDUSTRIAL/RESEARCH OFFICE ZONING

Ypsilanti Township, Washtenaw County

Categories
- IRO Industrial Research Office - 387.1 Acres
- I-1 Light Industrial - 690.8 Acres
- I-2 General Industrial - 859.9 Acres
- I-3 Industrial - 16.9 Acres
- I-C Industrial and Commercial - 456.6 Acres
- Water

Source: Ypsilanti Township, Washtenaw County
Prepared by Carlisle/Wortman Associates, Inc.
November 14th, 2017
Figure 2

VACANT INDUSTRIAL/RESEARCH OFFICE PROPERTIES
Ypsilanti Township, Washtenaw County

**Categories**

- IRO Industrial Research Office - 22.0 Acres
- I-1 Light Industrial - 163.3 Acres
- I-2 General Industrial - 363.5 Acres
- I-3 Industrial - 5.8 Acres
- I-C Industrial and Commercial - 109.7 Acres
- Water
INDUSTRIAL/RESEARCH OFFICE ZONING ANALYSIS

Ypsilanti Township, Washtenaw County

Areas
1. West Michigan Avenue
2. Huron Street
3. ACM/Ecorse/Michigan Avenue
4. Rawsonville Road

Categories
- IRO Industrial Research Office - 387.1 Acres
- I-1 Light Industrial - 690.8 Acres
- I-2 General Industrial - 859.9 Acres
- I-3 Industrial - 16.9 Acres
- I-C Industrial and Commercial - 456.6 Acres
- Water

Source: Ypsilanti Township, Washtenaw County
Prepared by Carlisle/Wortman Associates, Inc.
November 14th, 2017
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Charter Township of Ypsilanti

Economic Development Strategy

Community Engagement Summary

Carlisle | Wortman
ASSOCIATES, INC.
INTRODUCTION

The Economic Development Strategy for Ypsilanti Township is based on the unique attributes of the businesses within the Township. A series of interviews, a survey of local business managers and owners, and a panel of real estate and business experts provided insight into the challenges and opportunities for economic development in Ypsilanti Township.

Shared Insights

In the survey and interviews, the same topics emerged. These shared insights offer guidance for areas that should be part of the Township’s Economic Development Strategy.

Vision – Many participants did not have a clear idea of the Township’s vision. They needed to know what does Ypsilanti Township want to be? Where is it going? What are key and tangible business goals?

Leadership – Respondents shared how both civic/public and private leadership is important for economic development. Leaders need to talk about Ypsilanti Township and its brighter future. A component of the Economic Development Strategy should address the role of leadership.

Better Communications – In almost every interaction, improved communication was mentioned as a way Ypsilanti Township could better foster economic development. Efforts should concentrate on improving interaction between Ypsilanti Township and citizens, including business people, with regular, informative communication.

Education and Workforce Development – The struggling school districts in Ypsilanti Township were cited as a challenge numerous times. Their improvement is vital to attracting new residents and businesses and creating a qualified workforce. Synergy with the school districts, economic development agencies in Washtenaw County and Ypsilanti Township should be a component of the Economic Development Strategy.

Identity – The difference between the Township and the City of Ypsilanti or the City of Ann Arbor is unclear to people within and outside of the Washtenaw County region.

WHO CONTRIBUTED?

20 survey respondents - Business Owners or Managers who work or live in Ypsilanti Township

11 interviews – Business owners, elected officials, real estate developers, school officials, economic development professionals

6 panelists - Developers, bankers, business executives and economic development professionals
LOCAL BUSINESS SURVEY

An on-line survey was posted in September and October 2017. Of the 20 responding owners or managers, 15 businesses were located in the Township, with the remainder in the City of Ypsilanti. All of the businesses had less than 20 employees with most having less than ten. They ranged in types of business from retail to services to restaurants and small bakeries. While the sample size is by no means representative, the responses do offer insight as to why businesses locate in the Township and how the Township can assist them. The findings described below are taken from only the businesses located in the Township, unless noted otherwise.

The survey asked why businesses were located in Ypsilanti Township, what their top three challenges were and what the benefits of doing business in the Township were. Respondents were also asked what business opportunities they would like to pursue and what the Township could do to help.

The businesses located in Ypsilanti Township said their location was for one of three general reasons:

• The business owners lived there or the business started in the Township
• Their business catered to the residential neighborhoods in the Township or managed residential property in the Township
• The convenience of the location

In terms of challenges, the Ypsilanti Township business owners and managers mentioned a range of issues. However, over half of the respondents listed both growth and marketing as challenges. The five businesses located in the City of Ypsilanti offered different challenges, namely safety and crime.

The benefits of being located in Ypsilanti Township included the great location, wonderful community and accessibility, both in terms of transportation and affordability. A number of respondents mentioned the level of services provided by the Township, especially to residents, as a benefit. The city-based businesses stated different reasons for their location, such as Eastern Michigan University and the variety of restaurants.

The Township businesses responded that they were looking for a variety of business opportunities from remaining a cottage business, to expansion to retiring or selling their business. When asked they would like the Township to do to help businesses, the respondents offered a variety of ideas (see text box on this page) dealing with incentives, regulations, education and communication.

IDEAS FOR THE TOWNSHIP FROM SURVEY RESPONDENTS

- Provide grants for the little businesses
- An incentive, possibly a tax break, to buy and open a new shop
- Share a list of possible buyers
- Improve street, road, and Township signs
- To be visionaries of getting more businesses to locate here and to buy local products and services.
- Publicize more opportunities
- Less stringent rules for build-outs and quicker issuing of certificates of occupancy
- Offer information on how to grow a small business
- Supply resources for help in expansion
- Offer better access and offer information to the world that we are here!

Not all responses to this question on the survey have been included. Those mentioning specific businesses or locations were not mentioned.
INTERVIEWS

Eleven interviews were held in September through November of 2017. Those interviewed included local business owners and managers, elected officials, Ypsilanti Community Schools administrators, and economic development professionals at Ann Arbor SPARK and Washtenaw Community College. Collectively, these interviews suggest that the Economic Development Strategy should focus on policy, planning, zoning changes, staffing enhancements, daily economic development practices and demonstrated actions, leading to results. Specific actions and suggestions are described below.

Encouragement and Support Business

Those interviewed generally maintained a positive attitude about business, and what Ypsilanti Township can do to help. They suggested the following actions:

1. Talk about and support existing and prospective Ypsilanti Township businesses
2. Identify and encourage new business ideas, entrepreneurs, businesses
3. Create “new tools” – clarify rules/regulations; establish a business ombudsperson; consider funds/incentives; assist schools with intern programs for high school students; host business “fairs” and workshops; encourage young persons with business ideas and establish business “corridor keepers” to assist with code enforcement.
4. Support business-friendly organizations and activities such as: Small Business Development Center; SPARK/SPARK East; Innovate Ypsi; Washtenaw Community College (WCC) especially its many accreditation programs and the Entrepreneurship Center; etc.

Get Redevelopment-Ready

Many interviewed spoke about the difficulties gathering information about properties in Ypsilanti Township and going through development review procedures. Others suggested the Township should gather key information and develop plans to transform under-utilized properties into viable, job-producing business locations. The steps to becoming Redevelopment Ready would be:

1. Gather property information, Township vision, zoning, Master Plan goals, infrastructure, utilities and development potential needs to be provided for available properties such as:
   a. Key public parcels owned by Ypsilanti Township
   b. Private parcels
   c. Commercial/business corridors
2. Build support with real estate brokers/realtors to market the above properties.
3. Update the zoning ordinance and other policies and procedures to make development reviews smoother and more easily understood.

Improve access to Business/Economic Development Resources

Many of those interviewed who work for economic development entities were eager to share their resources with businesses in the Township but lacked relationships with either businesses or someone in Township Hall. The following groups offered services or inclusion in their programs:

1. Entrepreneurship Center at Washtenaw Community College
   a. “Pitch Ypsi” – funds for start-up entrepreneurs
2. Small Business Development Center at Washtenaw Community College
3. Ann Arbor Area Chamber of Commerce
4. SPARK:
   a. SPARK East Incubator
   b. “Innovate Ypsi” funding for capital projects
   c. SmartZone 15-year renewal and additional funding for Ypsilanti Township and the City of Ypsilanti
5. Washtenaw County – Office of Economic and Community Development
6. Michigan Economic Development Corporation (MEDC)
7. Washtenaw Community College (certificates and accreditation programs)
8. Aerotropolis (VantagePort) – Metro and Willow Run Airports

Build on current and emerging Ypsilanti Township Assets

Those interviewed felt it was vital for the Township leadership to understand the Township’s assets and to then advertise them. The assets mentioned during interviews were:
1. **American Center for Mobility & Willow Run** – The new autonomous automobile testing facility and the redevelopment of the Yankee Air Museum are significant and unique regional assets upon which the Township can build.

2. **Business Corridors** – The business corridors in the Township are effective but contain many underutilized parcels. The vacancies offer room for growth with the opportunity to showcase new development in the Township. Michigan Avenue is a prime example of a key commercial corridor ripe for redevelopment.

3. **Ford Lake & Open Spaces** – The Township has prime property on Ford Lake as well as other compelling green and open spaces, such as parks and farms. These properties should be recognized and leveraged as community assets.

4. **Strong Residential Neighborhoods** – The Township is known for its neighborhoods, with strong senses of identity. The Township’s stable and growing residential population is an asset to attract businesses and is also a source of new and growing entrepreneurs.

5. **Stable Township Leadership** – The leadership of the Township is known as approachable and stable. Leadership reliability and accessibility are assets that should be marketed in the retention and recruitment of businesses.

**REAL ESTATE FORUM**

On November 30, 2017, Ypsilanti Township hosted a Real Estate Forum, where a panel of experts shared their observations and input on Ypsilanti Township assets, opportunities, and challenges. After their presentations, questions were taken from those in attendance.

Key themes from the event were:

**American Center for Mobility – ACM**

- ACM will become a significant “gravity center” for Economic Development
- ACM will create significant new direct and indirect jobs
- The ACM highlights the need for “new economy” talent and skill development
- The ACM will generate a need for new bricks and mortar/buildings for technology companies, support companies, training/skill development, and possibly housing and retail/services.

**Work Force and Talent Development**

For Ypsilanti Township and the entire community to thrive, increased work force skills and training of citizens for current and new/emerging jobs is needed. Ypsilanti Township is in a good position to leverage this situation due its proximity to Eastern Michigan University and Washtenaw Community College’s various programs and certifications. WCC is also the home to the Entrepreneurship Center and the Small Business Development Center.

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**PANELISTS FOR REAL ESTATE FORUM**

Luke Bonner, CEO  
Bonner Advisory Group

Soraya Kim, Chief Innovation Officer  
American Center for Mobility

Bill Milliken, President  
Milliken Realty Company

Manny Kianicky, Vice-President  
S.R. Jacobson Companies

Patrick Tamblyn, Vice-President  
Bank of Ann Arbor

Muddasar Tawakkul, Compliance and Privacy Manager  
FordDirect
Quality of Life – Qualities and Features
The importance of Quality of Life was mentioned by many participants. For current and prospective residents, employers/employees, and Economic Developers/Investors, Quality of Life features - such as a diverse population, educational opportunities, parks and green space, walking trails, and effective connections/transit between parts of the community – are sought out and recognized as valuable factors in professional and personal location decisions.

Commercial Corridor Rejuvenation
Many participants noted the need to revitalize and re-purpose several commercial corridors, specifically, the Michigan Avenue and Ecorse Road corridors. Also, new development should be focused on the Huron/Whittaker corridors.

Economic Development Strategy Implementation – initial steps
• Hire an Economic Development officer to manage the Economic Development Strategy – in all its dimensions.
• Also, there was a strong case made for Ypsilanti Township to create clearer zoning rules and to administer these zoning and development rules effectively and in a timely manner.

Food Innovation/Agricultural opportunities
Several participants mentioned the need for and power of enhancing area food growing capacity in Ypsilanti Township, both for the creation of fresh nearby food to support the “farm to table” movement. This effort will also create new jobs and support skill building opportunities for Ypsilanti Township citizens.

Collaboration
Many panel members and participants stressed the need for deeper and more effective collaboration between public, private, and institutional sectors and their leaders in order to maximize community development and real estate opportunities.

Miscellaneous
• High construction costs are slowing development. While there may be a demand for a certain type of development, developers and builders need a higher price point than previously in order to have a fiscally responsible project.
• The Defense Manufacturing Assistance Program, administered by the University of Michigan, has awarded a grant to Ypsilanti Township to develop a PlaceMaking plan for Michigan Avenue and Ecorse Road.
• Better communication from Township government is needed.
Charter Township of Ypsilanti

Economic Development Strategy

What It Means to be Development Ready

Carlisle | Wortman
ASSOCIATES, INC.
Economic development does not happen by chance. Private investment in a community occurs as a result of a deliberate decision making process.

The highly competitive global economy and changing technology requires the Township to develop a clear strategy to promote economic development. One key component of the strategy is to be prepared when opportunity knocks.

The State of Michigan sponsors the Redevelopment Ready Communities (RRC) program which promotes more effective practices leading to quality community development. RRC communities commit to improving their development readiness by agreeing to undergo a rigorous assessment and take steps to adopt best practices.

There are several factors common to communities that are redevelopment ready:

- The presence of social capital (bonding, bridging and linking networks, community norms/trust) that helps the community come together to achieve common goals.
- Leadership is inclusive in its decision-making processes, allowing for the consideration of future generations, expression of new ideas, and support for the development of new leaders.
- A culture that celebrates and supports entrepreneurial enterprise.
- Baseline capacity including physical infrastructure such as roads, sewer and water and community services such as police and fire sufficient to support a community’s vision.

What is Redevelopment Readiness?

The Michigan Redevelopment Ready Communities (RRC) Program is a state-wide certification program that supports communities to become development ready and competitive in today’s economy. It encourages communities to adopt innovative redevelopment strategies and efficient processes which build confidence among businesses and developers. Through the RRC program, local municipalities receive assistance in establishing a solid foundation for development to occur in their communities - making them more attractive for investments that create places where people want to live, work and play.

EMBRACING ENTREPRENEURS

Business, civic and social entrepreneurs share these common traits:
- Opportunity Focused
- Visionary
- Build Teams for Success
- Innovative
- Flexible
- Resourceful

Communities that embrace and support entrepreneurs have a greater chance of success. There are three kinds of entrepreneurs that are present in every community:

- **Business Entrepreneurs** work in the for-profit world by creating services and products, new investment, jobs and tax base.
- **Civic Entrepreneurs** work for the betterment of their communities by creating and promoting projects and programs that allow a community to shine.
- **Social Entrepreneurs** support community programs and organizations that enrich peoples lives.
COMMUNITY KEYS FOR SUCCESS

Why are some communities more successful than others? There are a number of important elements that need to be in place for the Township to be development ready and poised for success.

Compelling Goals
Successful communities set compelling, clear, and accountable goals. These goals provide both a roadmap for action and goal posts for celebrating progress and success. Goals should be evaluated and updated annually.

Opportunity Focused
Successful communities both seek and recognize opportunities that will improve the community. The American Center for Mobility (ACM) is an example of an opportunity upon which the Township can capitalize.

Community Engagement
Successful communities engage the full potential of community talents, skills, and ideas to support community development goals. Effective community engagement requires a commitment of both staff and funding.

Strong Execution
For community improvement to occur, significant work has to be undertaken. Strong execution of the action plan ensures that, over time, goals are met and the community’s vision for a better present and future are realized.

Leadership
Nothing happens without leaders willing to help their community discover opportunities, grow a vision for the future, set goals, and sustain effort over time. Leaders stimulate others to think broadly, communicate a vision, and execute a plan.

Staff Support
Consistent supporting staff accelerates progress. While staff does not replace leaders and volunteers, it can increase effectiveness and efficiency of local economic development. The Township would benefit by having an economic development coordinator.

Funding
Little invested and little accomplished - so goes the saying. Community improvement takes dollars and appropriate funding to support staff, action plan implementation and other costs.

Model for Success
REDEVELOPMENT READY COMMUNITIES BEST PRACTICES

The Redevelopment Ready Communities program promotes a series of best practices which lead to certification as a redevelopment ready community. Whether Ypsilanti Township pursues RRC certification or not, implementation of RRC best practices will assist the Township with an effective economic development strategy.

There are six standards of RRC best practices:

- **Standard 1: Community Vision and Education** - Focused and consistent public involvement in crafting a vision will build support for redevelopment opportunities. Public support starts with informing the community of the need for and benefits of redevelopment. The Township has initiated this effort by creating a Steering Committee to assist with the Economic Development Strategy.

- **Standard 2: Continuing Education for Public Officials** - Keeping both appointed and elected officials informed and educated about processes, tools and incentives leads to better decision-making. Establishing a training plan for Township officials will help ensure that the necessary skill sets are in place to attract and retain economic activity.

- **Standard 3: Tools for Redevelopment** - Starting and maintaining an effective economic development strategies requires using all available “tools in the toolbox”. Being open to use all available tools demonstrates the Township’s commitment to work with the private sector on projects that have long-term benefit to the Township. For example, taking advantage of the County’s Brownfield Redevelopment Authority can stimulate projects which may otherwise not be accomplished.

- **Standard 4: Development Regulations** - Zoning and other regulatory mechanisms should be predictable and not be an obstacle to projects which fit the Township’s vision. The Township has made a commitment to a comprehensive review of the Zoning Ordinance.

- **Standard 5: Marketing of Redevelopment Sites** - Information about specific sites available for potential projects should be readily available to developers. Information should include ownership, location, zoning, availability of utilities and environmental data. A database of Township owned property has been compiled as part of the Economic Development Strategy.

- **Standard 6: Redevelopment Plan Review Process** - Development review processes can be streamlined without sacrificing community standards. The review and revision of review processes coincide with revision of development regulations so that the entire approval process is more predictable. As indicated, the Township is currently in the process of reviewing its zoning regulations.