

## Northville DDA Economic Development Committee

Monday, March 20, 2018 – 8:00 am

Meeting Room A – City Hall

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### Meeting Agenda

1. Master Plan and Sub Area Plan Review and Discussion
  - A. Minutes from March 6, 2018 Planning Commission Meeting (Attachment 1.A)
  - B. Communication to City Council for March 19, 2018 Meeting (Attachment 1.B)
  - C. Communication to Planning Commission for March 20, 2018 Meeting (Attachment 1.C)
2. Redevelopment Ready Status (Attachment 2)
  - A. Benefits of Certification
  - B. Training
3. Economic Development Strategy Discussion
  - A. Process of Developing a Plan (Attachment 3.A)
  - B. Example (Attachment 3.B)
4. Creative Many Update
5. Review of Economic Development Committee Budget 2018-19 (Attachment 5)
6. Next Meeting Date – April 16, 2018
7. Meeting Adjourned

**Preliminary Site plan proposal, located at 135 N. Center Street and as shown on plans dated January 26, 2018, meet the required standards and findings for Preliminary Site Plan approval pursuant to Article 19 – Site Plan Review of the Zoning Ordinance, and approves the Preliminary Site plan with the following conditions:**

- 1. Obtain City Council approval of construction of the barrier-free ramp on City-owned property.**
- 2. Show loading/unloading area on the site plan.**
- 3. Proposed fence to be made of wood.**
- 4. Approval of HDC.**
- 5. Provide proof of combination of the lots.**

Chair Wendt called a roll call vote.

<b>Maise</b>	<b>yes</b>
<b>Smith</b>	<b>yes</b>
<b>Kirk</b>	<b>yes</b>
<b>Snyder</b>	<b>yes</b>
<b>Miller</b>	<b>yes</b>
<b>Tinberg</b>	<b>yes</b>
<b>Wendt</b>	<b>yes</b>

**Motion carried unanimously.**

## **9. DRAFT ORDINANCES: CADY STREET OVERLAY**

Referring to her memo of March 2, 2018 and a table entitled *Cady Street Density Study, March 1, 2018*, Planning Consultant Elmiger gave the background to this agenda item. She explained that at the February 6<sup>th</sup> Planning Commission meeting, she was asked to research other communities for density limits in or near downtown areas. Because density was closely tied to parking and height, she looked at those provisions as well.

Planning Consultant Elmiger said that those communities that had a special assessment district (SAD) that was used to supply public parking permitted higher densities than those communities that didn't have a special assessment district. Communities with a SAD allowed an average of 31 dwelling units per acre; communities without a SAD allowed an average of 21 dwelling units per acre.

The Cady Street area currently permitted up to 25 dwelling units per acre.

Planning Consultant Elmiger said she divided the communities the same way: with a parking SAD and without a parking SAD. She also looked at residential parking requirements. Those communities with a SAD required between 1 and 1.5 spaces per residential dwelling unit. Those communities also reduced or eliminated parking requirements for the commercial portion of a mixed-use building.

Communities without a parking SAD required 1.5 to 2.5 spaces per dwelling unit. Most of those communities also had a way of reducing this requirement or making a payment in lieu of parking spaces.

The Cady Street Overlay required parking standards per Section 17.02 of between 2-3 spaces per dwelling unit, depending on the number of bedrooms.

Regarding maximum heights permitted in or near downtowns, there was no discernable difference between communities with or without a parking SAD. Also, similar to Northville, most communities permitted 3-5 stories on average.

One distinction that communities made with a mixed-use area was if the area should be predominantly commercial or predominately residential. That same decision needed to be made regarding the Cady Street area.

Northville did encourage predominantly commercial areas without specifically stating it by prohibiting first floor residential in some areas. Northville also had some specific mixed-use areas. But the definitions were open-ended, and therefore somewhat unclear.

Planning Consultant Elmiger suggested that the Cady Street area should be predominately residential. The Downtown Retail Study said the City could absorb an extra 50,000 square feet of commercial within the next 10 years, and all of that 50,000 square feet could be located on the Foundry Flask area if first floor commercial was required.

Regarding density, it seemed reasonable to increase the maximum density to 30 or 35 dwelling units per acre, after first looking at the residential property requirement.

Regarding commercial property, ground floor commercial could be incentivized. A number of communities did not have any parking requirement for their commercial use in a mixed-use building, or they allowed payment in lieu of building spaces. Those were two things that could not be done in Northville, and perhaps should be considered.

Planning Consultant Elmiger didn't recommend any changes in height requirements in the Cady Street Overlay District – there were already 2 ways an applicant could increase the height of a building: (1) Two properties on the south side were designated for the 5-story bonus. (2) If an applicant were to provide the specific architectural features that were outlined in the Cady Street Overlay, they could have additional height on any property in the District.

Discussion followed:

- First floor residential carried the risk of walking by someone's living room window at ground level.
- In the past, the DDA was firmly against having first floor residential. Now it seemed the argument was that the area wouldn't be developed without first floor residential.
- Discussion included having a mixed-use product, but at what percentage?
- The retail market study called for 50,000 square feet of new commercial space, and a boutique hotel.
- The 50,000 square feet would be supported by Northville's *trade area*, which included parts of surrounding communities.
- Developing the property as all residential might change the dynamic of how much commercial could be supported, though even 1,000 new residents might not move that dynamic much, as again, the commercial area would be supported by a trade area.

Commissioner Snyder said he wasn't sure he would be interested in allowing first floor residential in the Foundry Flask area. A developer could come in with a plan that would squeeze in as many units as possible, but that might not be the best thing for the City.

Planning Consultant Elmiger asked what the Commission thought about incentivizing 1<sup>st</sup> floor commercial with parking waivers or reductions in parking requirements or being able to pay in lieu of building parking.

Commissioner Snyder was concerned that type of incentivization could lead to oversupply. Where would people park if parking spaces were not required?

Discussion followed regarding allowing commercial applications to use street parking, and to have payment in lieu of parking spaces, to be used for a parking structure.

City Manager Sullivan said that a PUD could include a parking deck, with the community benefit of allowing some public parking. But with density limits in the Master Plan a parking deck was not an option. If 25 units per acre was in the Master Plan, that could not be exceeded no matter what plan was brought forward.

Discussion was held regarding the parking situation with the two City-owned decks, and the parking needs of the New Victorian. Meeting parking needs was critical for any new development.

If the prohibition against first floor residential was lifted for the Foundry Flask area, and if the Master Plan instead included a ratio for mixed use, with the possible addition of a parking structure, other options could be encouraged. The Cady Street Overlay District also allowed for shared parking for mixed use.

Aaron Cozart, chair of the Economic Development Committee of the DDA, asked about public space or green space that would help create identity in the Cady Town and Foundry Flask area. Could credit be given for including those amenities? City Planner Sullivan said public space could be considered in a PUD.

After further discussion, Planning Consultant Elmiger asked if the Commission was interested in increasing the density in the Cady Street area to something greater than 25 units per acre, if parking could be worked out.

Commissioner Snyder was not in favor of increasing density in the area.

City Manager Sullivan asked if the Commission was amenable to taking density out of the Master Plan to allow flexibility in a PUD application.

Commissioner Miller favored that approach. While he didn't want to fix a problem that perhaps did not exist, he did favor giving an opportunity for a more flexible approach.

Mayor Roth explained that the current density requirements were driving developments toward extremely large, expensive dwelling units. If the City would like to see some diversity in housing, and if the density requirements were removed from the Master Plan, at least there would be an opportunity for other types of development under a PUD request.

Commissioner Snyder was concerned about having a high-density project that could be developed as a matter or right and then also allowing high density to the south. It seemed short sighted to allow more density at Foundry Flask without reviewing the racetrack area at the same time.

Mayor Roth suggested limiting higher density development to properties fronting Cady Street.

City Manager Sullivan said that while the Cady Street Overlay allowed 5 stories, 5 stories were impossible to achieve under the current density requirements because of the parking requirement. If the City was committed to mixed-use housing with smaller units, the density limit requirement needed to be changed or removed from the Master Plan.

Planning Consultant Elmiger noted that some communities regulated density by not mentioning it. In those communities, density was regulated by dimensional requirements via a form-based code. It would be relatively easy to change the language in the CSO District to make it a completely form-based code document.

Commissioner Maise agreed, saying that density fell into place with form-based zoning.

Commissioner Kirk asked about ingress and egress with higher density development.

City Manager Sullivan said the intent was always to have higher density and height on Cady Street and step it down toward the south. Planning Consultant Elmiger added that this was laid out in the Master Plan.

Further discussion was had regarding eliminating the density restriction in the Master Plan. Perhaps the density requirement could be eliminated in the area that was shown in the land use plan on Cady Street only, and leave the density requirements as they were to the south. That would give flexibility for a developer to bring in a PUD request that would address parking, provide mixed-use, etc.

Planning Consultant Elmiger suggested developing draft language in the Master plan that would remove the density language from the Cady Street/Cady Town area. She would also remove the prohibition against first floor residential for the Foundry Flask area.

A discussion of process and timing followed. While the new Master Plan changes were moving through the process, the Commission could work on amendments to the CSO ordinance.

After further discussion regarding having a possible joint meeting among the Planning Commission, the DDA and City Council, in the interest of time it was the consensus of the Commission that Planning Consultant Elmiger would put together the draft Master Plan amendment language, circulate that for informational purposes to City Council and the DDA, and lead a discussion regarding the proposed changes along with a summary of form-based zoning at the next City Council and DDA meetings. She would then bring feedback back to the Planning Commission.

Planning Consultant Elmiger summarized that the new language would include a Master Plan amendment to the Cady Street Overlay, taking the density requirement out while still including the same changes already approved in the past, specifically calling for mixed uses and removing the prohibition on 1<sup>st</sup> floor residential on the Foundry Flask site.

Chair Wendt closed the discussion on this item.

**10. DISCUSSION:** None

**11. ADJOURN**

**MOTION by Kirk, support by Maise, that the meeting be adjourned at 8:43 p.m.**

**Motion carried unanimously.**

Respectfully submitted,  
Cheryl McGuire  
Recording Secretary



**Carlisle | Wortman**  
ASSOCIATES, INC.

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**MEMORANDUM**

**TO:** City of Northville Planning Commission

**FROM:** Sally M. Elmiger, AICP

**DATE:** March 14, 2018

**RE:** Master Plan - Revisions

At the March 6, 2018 Planning Commission meeting, we discussed the proposed changes to the Cady Street/Cady Town Sub-Area Plan, which included:

1. Eliminating language that prohibited first floor residential on parcels in the Creative Mixed-Use area.
2. Adding language to allow the City, under zoning, to offer height/density bonuses in exchange for mixed-use developments that have commercial on the first floor and upper level residential uses.

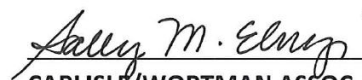
During this discussion, it was decided to take the density limits out of the Cady Street/Cady Town areas so that the height, setbacks, parking and other dimensional requirements were used instead to guide development on these sites. In other words, to use the "form-based" requirements instead of a density maximum. The graphic titled "Land Use" on the Sub-Area plan was changed to illustrate this change. A few more changes were made based on the discussion, including:

1. A clear statement that, adjacent to Cady Street, density of a project will be governed by dimensional and form-based requirements to ensure new construction is compatible visually and functionally with surrounding land uses. This sentence is added under the heading "Form Based Policies" on the attached Sub-Area Plan.
2. Under this same heading, the statement about building heights was modified to clarify that the zoning ordinance provides additional flexibility besides the building height overlay.
3. Under the heading "Opportunities/Constraints" on the attached Sub-Area Plan, a statement was added to allow the City to consider zoning language that requires a certain percentage of first-floor commercial uses in key locations.

Note that the maximum densities were not removed for the residential uses just to the south of the mixed-uses abutting Cady Street.

*Master Plan - Revisions*  
*March 14, 2018*

I look forward to discussing this topic at our upcoming meeting.

A handwritten signature in cursive script, reading "Sally M. Elmiger", is positioned above a horizontal line.

**CARLISLE/WORTMAN ASSOC., INC.**

**Sally M. Elmiger, AICP, LEED AP**

**Principal**

Cc: Pat Sullivan  
Dianne Massa  
Shari Allen  
Brent Strong





## CITY OF NORTHVILLE SUB AREA PLAN UPDATE

### CADY TOWN - CADY STREET

#### Opportunities/Constraints

- The vacant or underutilized properties of Cady Town provide opportunities for redevelopment.
- Parcels within Cady Town are on the downtown fringe and are logically situated for growth and new investment.
- The Middle Rouge River and connection to the Mill Pond provide opportunities for riverfront development and walkways.
- Preserve the Belanger Building's historic significance.
- Former industrial sites may present environmental challenges.
- Site design should utilize the area's sloping topography for underground parking.
- Floodplain may present constraints for a portion of the site.
- The City may consider zoning incentives, such as height or density **bonuses**, in exchange for **mixed-use** developments which offer **first-floor commercial/retail/office and upper level residential, as well as** community benefits, historic preservation or environmental enhancement.
- **The City may consider zoning requirements for a certain percentage of first floor commercial in key locations.**

#### Preferred Land Use: Mixed Use/Planned Development

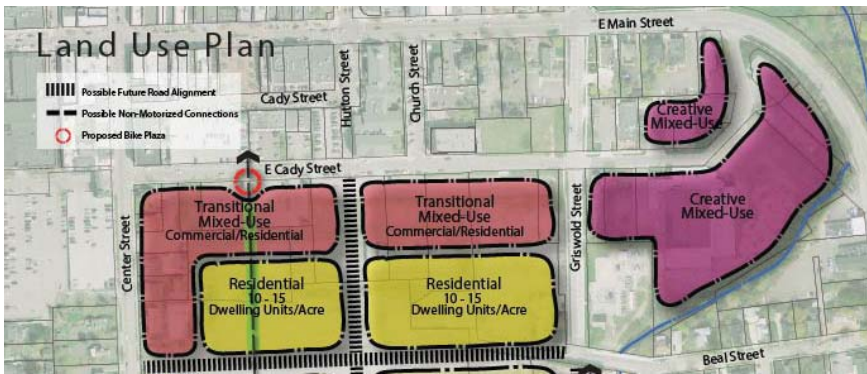
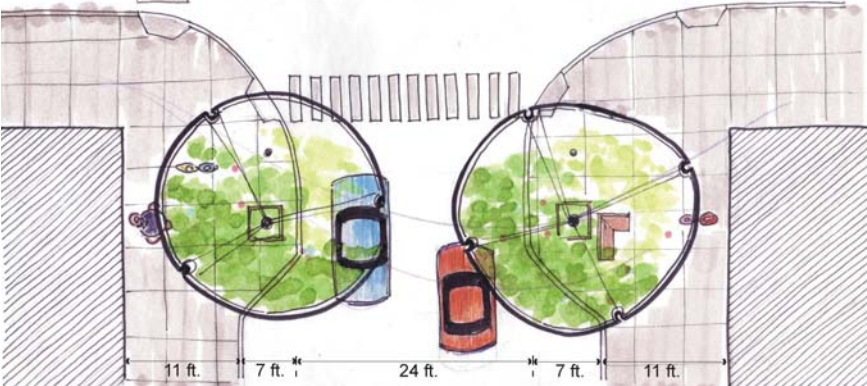
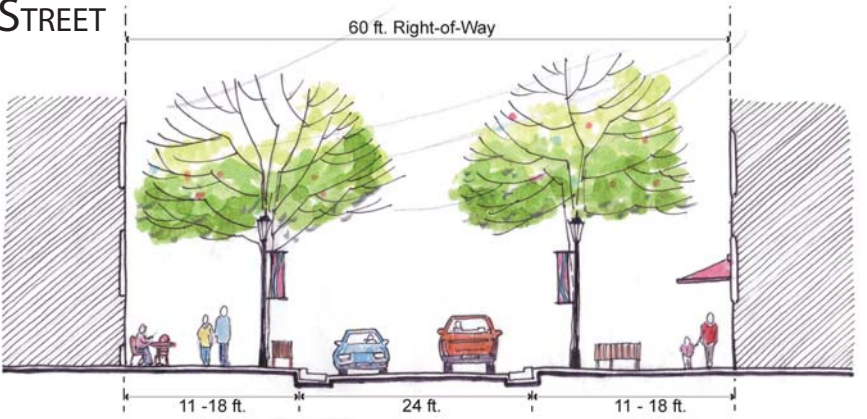
- **Transitional Mixed Use** shall include single use development or mixture of residential, retail, restaurant, office, or other compatible uses. First floor **and upper level** residential **is are** acceptable in this area.
- **Creative Mixed Use** shall include **single-use development or mixture of** office, medical, research and development, or creative and industrial arts workspace. First floor **and upper level** residential **is not allowed; however, upper level residential may be permitted; are** acceptable in this area.
- May also include public or quasi-public uses such as parks, farmer's market, theatres or other civic uses.
- "Big box" and drive-through uses are not consistent with the characteristics of this sub area.

#### Form Based Policies

- **Adjacent to Cady Street, density of new development shall be governed by dimensional and form based requirements to ensure new construction is compatible visually and functionally with surrounding land uses.**
- Ten feet of additional right-of-way should be obtained.
- Buildings along Cady Street should maintain a "build to" line within ten (10) feet of the right-of-way.
- Height, scale and mass shall be similar to **or compatible with** the New Victorian or Belanger building (historic structure).
- Building heights **shall will** be governed by the designated height overlay, **and flexibility in the zoning ordinance.**
- High quality architecture shall be emphasized with generous window areas, recesses, projections and architectural details.
- Primary building entrances shall be clearly defined with sheltering elements such as an awning, arcade or portico.
- First floor architecture shall be compatible with sidewalk areas and provide an attractive interface between buildings and pedestrian areas.

#### Site Design and Pedestrian Considerations

- The Main/Cady Street intersection shall provide an alternative location for the Farmers' Market.
- Streets should be configured in a block grid pattern that emulates the other neighborhoods in the City.
- Parking shall be located in the rear and screened from views along Cady Street.
- Sidewalks shall be provided on both sides of Cady Street and shall foster connection to the downtown within a pedestrian friendly atmosphere.
- A riverfront walkway should be incorporated along the Middle Rouge River.
- Pedestrian linkage/pathways should be explored between the former Ford Plant, to Hines Park and along the route of the Middle Rouge River.
- Future development shall extend the City streetscape improvements with brick pavers, landscaping, public art/sculpture, pedestrian lighting and street furniture.
- The City should develop a plaza with pedestrian amenities at the corner of Cady Street and Main Street.
- The plaza area could display historic signage or photos of the Belanger Plant, Stinson Aircraft Manufacturing and American Bell Manufacturing.
- The intersection of Cady Street and South Main should be re-configured for traffic safety and sight visibility with connection to the Middle Rouge River.
- The City should explore a re-alignment of the Cady Street and South Main Street intersection for enhanced traffic and pedestrian safety.





# ~ City of Northville ~

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## Council Communications

**To:** Mayor and City Council  
**From:** Pat Sullivan, City Manager  
**Date:** March 19, 2018  
**Subject:** Proposed Master Plan Text Amendments

### Background

Last February, City Council asked the Planning Commission to review the prohibition of first floor residential uses in the Master Plan and Cady Street Overlay District. Since any zoning ordinance needs to be consistent with the Master Plan, the Master Plan must be amended first. The Planning Commission reviewed the Master Plan and circulated proposed changes to our neighboring communities last year. The proposed amendments removed the first floor residential prohibition and also add language which recognizes increased residential density as a goal in the downtown core.

In subsequent discussions, the Commission has decided to remove the density limits from the Master Plan and, instead, take a "form based" approach to redevelopment in the Cady Street corridor. At their March 6<sup>th</sup> meeting, the Commission asked for input from the City Council and the DDA prior to proceeding further.

The Attached memo (Attachment A) from our Planning Consultant, Sally Elmiger, details the recommendations of the Planning Commission and the proposed text amendments. Ms. Elmiger will be in attendance to present the new Master Plan amendment (Attachment B) and explain the changes.

### Recommendation

It is recommended that the City Council review the proposed changes to our Master Plan and provide any input for consideration by the Planning Commission. No formal action is required at this time.

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DEPARTMENT

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CITY MANAGER



# RRC Certified and Beyond

**Congratulations on achieving RRC certification!**  
RRC certified communities feature the plans, policies and processes necessary to support redevelopment; and qualify for a variety of benefits.

## PREDEVELOPMENT GRANTS

RRC certified communities qualify for up to \$25,000 for costs associated with projects on publicly owned land. Eligible services include:

- Appraisals
- Environmental assessments and testing
- Site/financial/market/traffic analysis
- Other expenses as approved by RRC

## GENERAL TECHNICAL ASSISTANCE FUNDS

These funds are available to assist communities to both maintain RRC certification and to address unique challenges. Examples of past technical assistance has involved zoning code improvements, joint corridor plans, website enhancements and community branding projects. Discuss potential projects with your RRC planner!

## SITE MARKETING ASSISTANCE

The RRC team will assist in developing site marketing materials and will advertise your community's packaged priority redevelopment sites to developers statewide and nationally at conferences and events.

## OPPSITES

Packaged RRSites will be promoted on OppSites, connecting your sites to real estate and economic development professionals, with the opportunity to access special website features, including instant connections with interested parties.

## ACCESS TO A REAL ESTATE DEVELOPMENT SPECIALIST

The RRC team's real estate development specialist is available for hands on assistance to move projects forward on your RRSites.

## CONFERENCES AND TRAINING

RRC certified communities will also be considered for financial assistance with registration costs for state and national conferences.

## COMMUNITY PROMOTION

Is your community interested in improving your media skills and promoting the great work you're doing? RRC, along with local partners, can support an embedded journalist to work with local stakeholders to produce, cover and promote community media coverage.

## SOCIAL MEDIA

Feature an article, community event or community post on our social media. Certified communities have the opportunity to reach out to our followers.

## BUSINESS RECRUITMENT TESTING

Certified communities are also eligible for business recruitment testing support-a real time, real world test and evaluation of your community's business recruitment strategy and process

## NETWORKING

Your community is now part of an elite group of communities ready to tackle the challenges of redevelopment. You'll make connections, gather ideas and blaze new paths with your fellow RRC certified colleagues.

## What else is your community looking for?

We'd love your input! Contact your RRC planner to discuss opportunities.

# COMMUNITY DEVELOPMENT FINANCING AND INCENTIVES

MEDC's Community Development (CD) team supports the growth of vibrant, diverse, and resilient communities across Michigan.

## COMMUNITY DEVELOPMENT ELIGIBILITY

### Downtown ☐

A community's principal downtown is one with a grouping of 20 or more contiguous commercial parcels of property that include multi-story buildings of historical or architectural significance. The area must have been zoned, planned, built, or used for commercial purposes for more than 50 years. The area must primarily consist of zero-lot-line development, have pedestrian-friendly infrastructure, and an appropriate mix of businesses and services.

Communities with this place type **must** demonstrate readiness through **RRC engagement**.

OR

### High Impact Corridor/Gateway ☐

A high impact corridor or gateway offers unique connectivity and connections to downtowns, new economic opportunities, safe and sustainable transportation, and improvement in a community's quality of life. A corridor includes one or more routes that connect to economic activity, and often forms boundaries between neighborhoods and communities.

Communities with this place type **must** demonstrate readiness through **RRC certification**.

All MEDC community development projects will be evaluated on the following criteria to identify high priority projects:

### LOCAL AND REGIONAL IMPACT CONSIDERATIONS

- Project supports the vision and goals stated in the local master plan and economic development strategy;
- Significant taxable value increase;
- Located in a Main Street Community; and/or
- Community financially supports the project to demonstrate the project's priority for the community.

### PLACE CONSIDERATIONS

- Promotes mixed-income neighborhoods;
- Contributes to a traditionally dense mixed-use area and contains multi-story elements;
- Evaluated in concert with the basic tenets of urban design; has mass, density, building type(s), and scale appropriate to the neighborhood context and positively contributes to the walking pedestrian experience;
- Level and extent of brownfield activities undertaken in direct support of the project;
- Redevelopment meets a third-party certification for green building (Leadership in Energy and Environmental Design [LEED], Energy Star, Living Building Challenge, Net Zero Energy Building, Green Globes, etc.);
- Integrated and sustainable approaches to manage the quantity and the quality of stormwater for infrastructure improvements;
- Involves the revitalization of a historic structure;
- Universal design;
- Rehabilitation and infill projects;
- Significant square footage being revitalized and activated.

### ECONOMIC AND FINANCIAL CONSIDERATIONS

- All other potential funding resources have been explored;
- Financial need for the incentive(s);
- Reasonableness of costs;
- Developer and non third-party fees (including management, guarantee, project coordination fees, etc.) will be deferred through available cash flow as a general rule;
- Significant financial contribution into project by developer/owner (generally 10–20 percent); and/or
- High ratio of private dollars compared to the total amount of public contribution (state and federal funding) to a project.



**MEDC's CD team administers the Michigan Strategic Fund programs below in order to facilitate the reinvigoration of city centers and rural communities across Michigan. Communities that meet the eligibility requirements may apply for the following financing and incentives:**

**Brownfield Redevelopment Act  
(PA 381) ☐**

Any city, village, township, or county may create a Brownfield Redevelopment Authority. Brownfield incentives promote investment in contaminated, blighted, functionally obsolete, or historic resource properties. Tax Increment Financing (TIF) is available for brownfield sites. The creation of a Brownfield Redevelopment Authority allows redevelopment decision-making on a local and state level.

**Act 46–50 of 2017 (Transformational  
Brownfield Plan [TBP]) ☐**

A TBP allows developers the opportunity to capture a portion of specific incremental taxes generated from large-scale projects for a specified time period. A TBP is defined as a brownfield plan that, among other requirements, will have a transformational impact on local economic development and community revitalization based on the extent of brownfield redevelopment and growth in population, commercial activity, and employment that will result from the plan. A TBP proposing to use property tax increment, construction period tax capture, withholding tax capture, and income tax capture revenues may be approved for an amount only up to that necessary to fill a demonstrated financing gap and be economically viable.

**Community Development  
Block Grant (CDBG) ☐**

The U.S. Department of Housing and Urban Development allocates Community Development Block Grant (CDBG) funding to the State of Michigan through the Michigan Strategic Fund (MSF) with assistance from the Michigan Economic Development Corporation for further distribution to eligible units of general local government (UGLGs) to carry out MSF-approved activities. CDBG program funds are used to provide grants and loans to UGLGs, usually with populations under 50,000, in support of economic or community development projects. Project proposals are considered and evaluated continuously based upon the MSF's approved application guide. Eligible activities include business assistance loans, as well as grants for direct assistance to business, façade improvements, historic preservation, acquisition, rental rehabilitation, planning, etc.

**Community Revitalization Program (CRP)  
(PA 252) ☐**

CRP is designed to fill financial gaps and promote community revitalization to accelerate private investment in areas with historical declining values,

foster redevelopment of functionally obsolete or historic properties, and reduce blight.

**Public Spaces Community Places ☐**

The first national program of its kind wherein local residents can contribute to transformational projects in their communities while being backed by the state, dollar-for-dollar, up to \$50,000. Thriving places help define a community's economic vitality. From bike trails to public sculpture projects, these projects promote a strong quality of life, help attract and retain talent, and grow stronger local economies. This reward initiative provides matching grants for crowdfunded public space projects through Patronicity, an online crowdfunding platform.

**OTHER PROJECT CONSIDERATIONS**

- In non-entitlement communities, the CDBG program will be considered first for any financial package.
- The community, developer, and applicant must be in compliance with existing state and federal programs to be considered for support.
- The Michigan Strategic Fund will not consider "big box" retail operations or single-story strip malls.
- If a multi-unit residential project includes investment into a residential unit that will be occupied by the project's owner/developer/sponsor, the investment into that unit will be considered for financial assistance on a case-by-case basis. If considered for assistance, such assistance will be equitable in relation to the investment into other units of the development.
- Projects that have a single tenant being a local community, the State of Michigan, or the federal government and, which are part of a larger community development project, may be supported by Brownfield TIF if the project assists in eliminating the brownfield conditions on the property.
- Low-income housing tax credit projects will be considered on a case-by-case basis.
- Demolition of a structure that is a historic resource<sup>1</sup> or eligible to be a historic resource is discouraged.
- For MEDC project purposes, "White Box" is a term used to describe an unfinished interior in a commercial building and the definition requires the following to be complete: 1) code required restrooms; 2) envelope wall coverings prepped for painting; and 3) finished ceilings, flooring, electrical fixtures, plumbing fixtures, and functional HVAC and sprinkler systems. The interior space should be able to obtain a "Certificate of Occupancy."

MEDC's  
**Community  
Development**  
team consults  
with communities,  
developers and non-  
profits to coordinate  
all necessary state and  
local services in order  
to complete projects  
and foster economic  
growth.

MICHIGAN ECONOMIC  
DEVELOPMENT CORPORATION

<sup>1</sup> From Public Act 252 of 2011 per section 90(a)(e)(ii): Is a historic resource. As used in this subparagraph, "historic resource" means a publicly or privately owned historic building or structure located within a historic district designated by the national register of historic places, the state register of historic sites, or a local unit acting under the local historic districts act, 1970 PA 169, MCL 399.201 to 399.215



## The Review >>>

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The truth is, strategic economic development planning is rather simple. This article seeks to demystify preparation of an economic development strategy, simplifying the process into ten easy tasks. By answering simple questions, a group of lay people can prepare an economic development strategic plan for their community.

#### Step 1 - Who are we?

Yes, we know we are a community of say, 5,000 people, but do we know how many employees we have in the workforce? What jobs they do? Their ages and how much/what type of education they have? How many are unemployed or underemployed? Many of these questions can be answered by U.S. Census data. According to business site locators, available workforce is one of the top, if not the top, criteria of any firm seeking to expand or locate a new business operation.

#### Step 2 - What is our economy?

It is usually simple to identify the major employers, such as the school district, hospitals, and city or county government. However, there is a large segment of jobs (some estimate 80 percent) provided by small businesses—and small businesses are the primary generator of new jobs. Data from the U.S. Census, U.S. Department of Commerce and your state employment agency can be useful in providing a narrative and quantified description of the number and type of jobs in the community. Such indicators are important for performance measurement and therefore, knowing the type of jobs that the community would like to attract.

#### Step 3 - What are our problems and opportunities?

One way to answer this question is to complete what researchers call a "SWOT" analysis—a list of a community's economic Strengths, Weaknesses, Opportunities and Threats. A SWOT analysis might disclose that your workforce is comprised of a high concentration of skilled computer operated machine tool makers, or that the farmland designated for industrial development has no water and sewer and is not "shovel ready."

#### Step 4 - What are our strengths?

Like a well-trained prizefighter, an economic development strategy must identify the community's "best punch." It might be a unique geographic location affording superior logistic transportation amenities, or proximity to a nationally rated university. Other times, it might be a young, highly educated available workforce, or a recreational or small town residential lifestyle.

#### Step 5 - What do we want to be?

Of the ten questions, this one is the most difficult. It is most often answered by a carefully worded vision statement of a community's desired future image. The phrase "Our Future Vision is for our community to be the premier regional location for business investment in 2015" is an example of a vision statement. This statement tells a big story. First, it proposes that the community will be the premier location for new business investment when compared to surrounding areas. Then it provides a means and a timeframe to measure success.

#### Step 6 - How do we get there?

The answer becomes a list of specific actions that either a) eliminates defined weaknesses, or b) maximizes identified strengths. For example, the lack of a "shovel ready" site can be remedied by investment in utilities, roads, and governmental approvals necessary to have the site ready for construction immediately upon receipt of a building permit.

#### Step 7 - What resources do we have and need?

Every community has resources. The key is identifying and involving them in developing the economic development strategic plan. Prepare a chart listing the specific work task, the person or organization responsible, the due date, and the funding source. In our example, a work task to install infrastructure for a "shovel ready" site may be assigned to the city public works department, and obtaining necessary planning/zoning approvals would be a task for the city planning department.

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**Step 8 - Who is responsible?**

The key to successful implementation requires gaining commitments from specific individuals to complete work tasks. This "buy-in" is critical to success. In our model, the public works director and city planner would be named as "responsible parties" and charged with the duty to complete one or more specific work tasks.

**Step 9 - How much does it cost?**

Undertaking an economic development program costs money, typically more than any single organization has within their budget. Answering this question establishes a budget for each work task and identifies who is to provide the funding for the task, fostering collaborative implementation of the strategic plan.

**Step 10 - How do we know when we get there?**

Useful milestones to measure success should be included as part of the strategic plan. Measurement tools and a reporting process will "keep the left hand knowing what the right hand is doing" which is important to avoid duplication and focusing efforts in the same direction.

**Conclusion**

Preparing an economic development strategic plan is not an overly complex process. There are numerous resources for communities to draw from, including regional planning organizations, MSU Extension, and private consultants. While use of outside assistance brings technical skills and greater experience to the process, community representatives are still required to answer all ten questions, develop the vision and work tasks, and accept responsibilities to complete each work assignment. 😊

ECONOMIC DEVELOPMENT STRATEGIC PLAN						
Work Tasks						
Work Task	Description	Budget	Funding Source	Responsible Party	Completion Date	Progress Measurement Tool

Charles Eckenstahler serves on the faculty of the Michigan Association of Realtors and Land Use Leadership Academy, and is a program trainer for the Michigan Association of Planning. You may reach him at [ptctecken@comcast.net](mailto:ptctecken@comcast.net) or by phone at 219-861-2077.

## City of Ypsilanti Economic Development Action Plan

Presented to City Council: June 2014

The City of Ypsilanti's urban environment, heritage, and culture allow for the unique opportunity to encourage and support sustainable economic development. The City of Ypsilanti is working towards recertification as a State certified [Redevelopment Ready Community](#)® (RRC), and is committed to working closely with entrepreneurs, business owners, and developers to provide a business-friendly climate while meeting the needs of the Ypsilanti community.

For the last few years, City of Ypsilanti staff has been focused on addressing the declining revenue streams, and finding ways to provide basic services in a new economic climate. City staff has worked with City Council to manage the decline, and adjust the budget accordingly. With that accomplished, staff is focusing on economic development initiatives and partnerships in light of the economic restructuring facing Ypsilanti, Southeastern Michigan and the state as a whole.

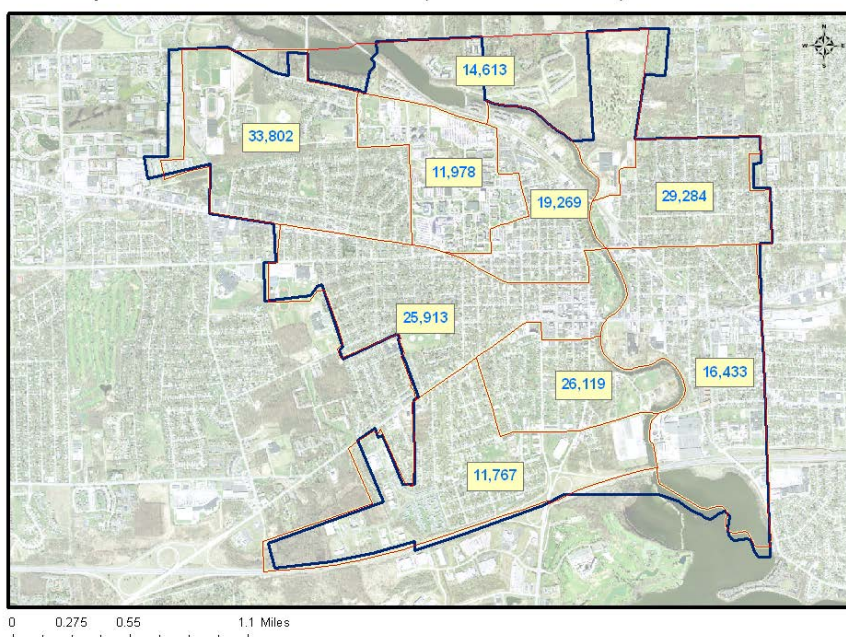
To further promote and facilitate economic development opportunities within the City of Ypsilanti, the City created a yearly work plan that includes continued engagement with partners including DDA, Ann Arbor Ypsilanti Convention and Visitor's Bureau, Ann Arbor/Ypsilanti Chamber of Commerce, Michigan Works, County departments including Parks and Recreation, Community and Economic Development, Washtenaw Brownfield Authority, Public Health, Small Business and Development Center, Ann Arbor SPARK, Eastern Leaders Group, EMU Social Entrepreneurship program, Michigan Economic Development Corporation among other private and public partners.

As part of the 2013 Shape Ypsilanti Master Plan, data regarding city-wide economic stability of residents was reviewed and analyzed. This data will serve as a benchmark for economic development activities. Of particular concern are lower than average unemployment rates (2013 average of 8.6 %) and signs of the disparity within the City related to educational attainment and income along geographic and racial lines in the City.

On the fiscal side, the decline in manufacturing and loss of real estate value from 2008-2012 have had dramatic impact on the city's finances. Increases to the general fund are also limited by Proposal A and the Headlee amendment, so new development on vacant land would have the most dramatic changes fiscally.

As well, the city has lost population, but does maintain some of the more dense residential areas in the county. Additional population grows market segments, so additional housing or conversion of vacant buildings or

Per Capita Income - 2011 dollars (ACS 2007-2011)





floors to housing units remains a goal.

What follows is a listing of goals for economic development in the City in general, goals for the yearly work plan, and descriptions of economic development projects and partners. This document is intended to be fairly fluid, as priorities may change based on opportunities, funding, and economic climate.

#### Economic development goals

1. improve and diversify tax base
2. increase and diversify employment base
3. align workforce development with changing needs
4. improve City's ability to meet business community's needs
5. improve general environment and quality of life

#### Goals for economic development action plan

- set course for City's efforts and determine priorities and schedule
- utilize external partners effectively
- consider all of Ypsilanti, not just site- specific locations

### ***Set course for City's efforts***

Several of the projects listed below represent the City's desire to create a business-friendly climate where developers, investors and others will find predictability and ease in their working relationship with the City. Projects are selected based on a variety of criteria including staff resources, current economic climate, available opportunities (including funding and partnerships) and represent projects that are generally led by the City, or in which City staff are actively engaged.

#### **Projects underway (in alpha order)**

<b>Name</b>	<b>Goals</b>	<b>Description</b>	<b>Status</b>	<b>Roles</b>
<b>Analyze redevelopment opportunities and prioritize efforts</b>  <i>Expected completion: July 2014</i>	1, 4, 5 To meet fiscal 2016 goals, determine priority redevelopment projects for largest ROI	Based on goals above, determine priority projects in each category to focus the year's efforts	In progress	Lead: Community & Economic Development with City Manager
<b>Angstrom Reuse Strategy</b>  <i>Expected completion: December 2014</i>	1, 2, 5 Support reuse or redevelopment of former Ford properties	City staff is working with Angstrom, Ann Arbor SPARK and VantagePort on a strategy for reuse as well as to direct interested parties to the land and building for redevelopment and or reuse of the 80 acre site.	Ongoing.	Lead: City, Ann Arbor SPARK Support: VantagePort, ELG
<b>Capital Improvements Plan</b>  <i>Expected completion: December 2014</i>	4,5 Develop 6 year plan for all capital improvements from roads and parks to city buildings and non-motorized infrastructure	This process is required by state law. This would put the city in compliance, and create not just the first plan, but a ready process for updating the plan each year as part of the budget process	Starts June 2014	Lead: Community & Economic Development and City Manager's Office
<b>Commuter Rail and Wolverine Stop</b>  <i>Expected completion: Ongoing</i>	5,6 Coordinate with SEMCOG/MDOT to establish commuter rail stop in Depot Town	An ongoing state effort, staff will work to support the effort, install the platform in Depot Town, and lobby for Wolverine Service as well as the planned Ann Arbor to Detroit commuter rail line.	Ongoing	Lead: City Manager, Support: Community & Economic Development

<b>Disposition Policy for Tax Foreclosure reverted properties</b>	1,4,5 The City receives a handful of properties each year. This would map out a process for their reuse.	There has been interest in using vacant land for infill and/or gardening (in the interim). Occasionally, the city obtains properties with structures, and would like to encourage rehab and homeownership.	Initial draft in 2012 to Planning Commission. Scheduled for June or July 2014 PC meeting	Community & Economic Development
<i>Expected completion: September, 2014</i>				
<b>Economic Development Benchmarks</b>	4, 5 To help assess and direct the City's economic development efforts, these benchmarks will provide context for economic, development and quality of life data for the City of Ypsilanti.	Using the 2013 Shape Ypsi plan matrix, 2013 data will be used as a baseline. Collection and synthesis will be done annually as part of the Planning Commission Annual report. These benchmarks are intended to provide accurate information to the public, City Council, and to staff, and to help guide the City's economic development efforts.	Initial benchmarks are expected to be available online by the end of August with annual updates in Jan/Feb.	Lead: Planning Commission; Community & Economic Development
<i>Start date: June 2014 Expected completion: Aug. 2014 – then annual</i>				
<b>EMU/City market communication strategy</b>	Improve communication with students, faculty, and staff on City issues. Provide residents with pertinent info on EMU	Communication gaps remain in the exchanges between Eastern Michigan University and the City of Ypsilanti. The potential to reach existing markets (EMU students, faculty and staff for local Ypsi businesses and events – or Ypsi residents for EMU performances, events and resources) remains untapped. City and EMU are working to improve websites, social media and other efforts to make useful and fun information available on both sides of the aisle	In progress	Lead: EMU and Community & Economic Development  Support: CVB and DDA
<b>Landfill</b>	1,5 Redevelop city-owned landfill located near Angstrom Property	This city-owned property is a challenging site to redevelop based on past usage and geo-technical issues. However, its proximity to the Angstrom site may present an opportunity for redevelopment and remediation in conjunction with that site.	Pursuing DTE solar array opportunity	Lead: Community & Economic Development and City Manager office

<b>Promote Sense of Place</b>	4,5 To promote Ypsilanti as a unique area in the region, and to promote a unique identity to residents, visitors and the business community.	Identity is important to economic development efforts whether among new residents, visitors or the business community. A variety of marketing efforts are underway including marketing the downtown to business, the City and area to tourists, and neighborhoods to both real estate agents and potential new residents.	This is an ongoing effort. The City will be represented on relevant marketing committees.	Lead: Arbor/Ypsilanti Convention and Visitors' Bureau Support: DDA/City/ELG, other partners
<b>Popups/Food Carts</b>  <i>Expected completion: August 2014</i>	1,2,4,5 Create process and information to encourage entrepreneurial biz	Shape Ypsi has identified both as a means for small business growth, and partial processes have started to accommodate both pop-ups and food carts. Finalize process and develop easy to digest information for entrepreneurs looking to try new business/markets in Ypsilanti	In progress	Lead: Community & Economic Development Support: SBTDC, DDA,
<b>Redevelopment Ready Recertification</b>  <i>Start date: Fall 2013</i> <i>Expected completion: December 2014</i>	4,5 To assist business owners and developers as they go through the steps of the permitting and review process ultimately providing for an easier, predictable, and more efficient process.	City staff will be working on a redevelopment guide featuring case studies designed to help guide people through the developing and permitting process with ease. Information will be available online and in print in the Planning and Development Department.	Information is expected to be on the City's website by the end of 2014	Lead: Community & Economic Development
<b>Retention Visits</b>  <i>Expected completion: ongoing</i>	1,2,3,4,5 Visit 5-10 businesses in calendar year to assess current needs	Business growth is primarily in expansion of existing business or in new small business starts. City staff will partner with Ann Arbor SPARK and DDA to complete a series of prioritized site visits.	In progress	Lead: Community & Economic Development  Support: SPARK, DDA, Chamber, City Manager

<b>220 N. Park – redevelopment strategy and zoning</b>  <i>Start date: June 2014</i> <i>Expected completion: Aug. 2014</i>	1,2,4,5 To work with the neighborhood to find appropriate reuse options and then match zoning to those options.	The City listed this property for sale. The current zoning which dates back to at least the 1980s allows high-density multifamily. This came up as a topic of concern for the neighborhood. The site is also located along the railroad, so uses should be appropriate to this transitional area.	City planning to hold community meeting with options of building types and location in June	Lead: Community & Economic Development
<b>Update Tax Abatement Policy</b>  <i>Start date: June 2014</i> <i>Expected completion: Aug. 2014</i>	1,4,5 To create a predictable and efficient process for the application to and potential approval of tax abatements.	Council adopted a policy previously, but both the Climate Action Plan and Shape Ypsi plan mention incentivizing green businesses and/or small manufacturing, creative economy, renewable energy and local food businesses	Start in June	Lead: Community & Economic Development
<b>VantagePort promotion of Spring Street properties</b>  <i>Expected completion: concepts: June 2014</i> <i>Marketing: ongoing</i>	1, 2, 5 VantagePort will include the Angstrom properties in their future site book.	A regional economic development effort focused on locating airport related businesses in the area would include the City of Ypsilanti. Staff is working with new VantagePort staff on concept plans for the site as well as additional marketing.	Concept plans underway.	Lead: VantagePort, LLC  Support – City
<b>Water Street Redevelopment</b>  <i>Expected completion: Updated marketing plan June 2014</i>	1,2,3,4,5 Successful redevelopment of the property.	The Shape Ypsi 2013 Master Plan established design guidelines for the site. Based on that framework, an infrastructure plan has been approved to allow for staged development of the site. Future efforts will include more aggressive marketing of the site as well as completing zoning to further determine form and uses appropriate for development.	Presentation on marketing June 3-ongoing updates and work sessions.  Background information on the city's website.	Lead: Community & Economic Development  Support: City Manager, Washtenaw County Brownfield Redevelopment Authority (WCBRA)

<b>Workforce Development</b>  <i>Expected completion: ongoing</i>	3,4 To continue to develop the employee pool in the City of Ypsilanti, and encourage training and development in new economy.	Essential to the future of economic development in the City, Ypsilanti works with Michigan Works/Employment Training and Community Service (ETCS) on related issues, and is working to enhance this relationship. City will work in particular on target sectors of small manufacturing, creative economy, renewable energy and local food.	Ongoing	Lead: MICHIGAN WORKS!, ETCS, Ypsilanti Community Schools
<b>Zoning Text amendments</b>  <i>Start date: Nov. 2013</i> <i>Expected completion: Aug. 2014</i>	1, 2, 4, 5 Revise ordinance to accommodate increased flexibility for businesses of all types, especially entrepreneurial efforts	Shape Ypsi was adopted in Oct. 2013. The key tool for implementing the plan is the zoning ordinance. To reflect the goals of that document changes need to be made, in particular in centers and corridors that would house the majority of new or expanding businesses. The targeted economic sectors are expressly permitted in multiple zoning districts at varying scales.	In progress. Planning Commission reviewing draft in early summer. Expected to be adopted in August 2014.	Lead: Community & Economic Development

### ***Utilize external partners effectively***

The City of Ypsilanti is grateful for the many governments, agencies and organizations that help us with economic development work. In recognition of these existing partnerships, City of Ypsilanti staff is looking to further grow and develop these relationships in the short and long term. The number of partners exceeds those listed, but the ones below are mostly local or county partners. The economic development team is open to creating new collaborations with both traditional and non-traditional partners.

#### **Washtenaw County**

##### **Ann Arbor SPARK**

The lead economic development agency for the county, SPARK is not only working on the SPARK East incubator in downtown Ypsilanti, but is our link to coordinating with incoming businesses around training talent, finding space and help negotiating economic development incentives. SPARK also hosts a series of trainings and networking functions for incoming and current businesses.

##### **Community and Economic Development**

OCED staff continues to partner with the City on efforts related to economic development, brownfield redevelopment, Reimagine Washtenaw, the HUD Sustainability grant, and planning in general. Currently staff is assisting with brownfield redevelopment efforts, the Water Street project, Reimagine Washtenaw, zoning ordinance updates, CDBG and HOME fund distribution, and other efforts. This partnership continues to grow and develop.

##### **Michigan Works!**

##### **Employment Training and Community Services (ETCS)**

The Community Action Agency for the County, ETCS is very involved in helping residents with a wide variety of programming to meet basic needs, and in particular, needs related to job training, career change and retraining. ETCS's training services are designed to meet the needs of all residents and can range from basic skills to high level technical training. ETCS is a key partner in business recruitment as their programming can help connect businesses to the appropriate job pool, and can help residents find new industries to train in.

##### **Parks and Recreation (WCPARC)**

WCPARC coordinate the construction and promotion of the Border to Border trail which runs through Ypsilanti. At this point, only a few key stretches remain to be completed in the city limits. The City is also working with WCPARC on the East Side Recreation Center to be located on the Water Street Redevelopment Area.

##### **Public Health**

Public Health, in collaborations with the Ypsilanti Health Coalition, has, on numerous occasions, applied for and received state grant money for improvements and education related to parks, recreation and active living. These efforts have included purchase and installation of bike racks and benches and resurfacing of basketball courts at Parkridge Park as well as related events. Public Health continues to partner with the City on providing access to healthy food and related food business opportunities in the City.

#### **University Support**

##### **Eastern Michigan University**

##### **Eastern Leaders Group (ELG)**

ELG is comprised of business and public sector leaders, including Eastern Michigan University, who are working to improve the conditions on the Eastern end of the county. Current projects include are updated regularly on the Eastern Leaders Group website

##### **College of Business Social Entrepreneurship Outreach Program**

A new program for the university, it is focused on supporting efforts outside the university and connecting them to University resources.

### **University Departments**

Professors and students in the Urban Planning and Historic Preservation departments have had a long-standing commitment to investigating and coordinating student work focused on issues and challenges within the Ypsilanti community. Students have developed historic walking tours of Ypsilanti, have done projects on revitalization of various sites in town, and continue to connect their coursework to issues in the community.

### **University of Michigan Urban Planning, School of Natural Resources and School of Information**

Professors and students in these departments have continually provided new ideas and studies of ongoing problems and challenges within the Ypsilanti community. Past projects have focused on non-motorized transportation zoning to encourage arts related businesses, brownfield redevelopment and others.

### **EMU, U of M and Wayne State**

All three universities have provided excellent interns over the years for a variety of projects. EMU continues to provide Historic Preservation graduate student interns who routinely staff the Historic District Commission and continue to contribute to the promotion and maintenance of the historic character of Ypsilanti.

### **Other Partners**

#### **Ann Arbor/Ypsilanti Chamber of Commerce**

The Chamber continues to be a resource to the business community. They also support business recruitment, development and promotion efforts of the City of Ypsilanti.

#### **Michigan Suburbs Alliance (MSA)**

Ypsilanti is a charter member of this group and continues to have a strong relationship with the MSA.

#### **Small Business Development Center (SBDC)**

This regional office is located at Washtenaw Community College. The SBDC provide free

business planning services to small businesses and to some non-profits. They also work to involved in youth entrepreneurship, connection to state programs. The SBDC also works to stay on current trends in entrepreneurship and has provided leadership and support to food-based businesses and pop-up retail business models.

### **Ypsilanti Downtown Development Authority (YDDA)**

Ypsilanti is fairly unique in that it has two recognizable downtowns. The YDDA is charged with the continued revitalization of their respective districts and are involved in a host of projects and efforts to revitalize the two areas.

### **Adjacent Local Units of Government (LUGS)**

Economic development efforts can only be strengthened by working in collaboration with adjacent and area LUGS. The City of Ypsilanti hopes to work with its neighbors on developing and strengthening collaborations with the townships and the county to the benefit of all.

### **Local Business Associations**

Both the Depot Town Association (DTA) and the Downtown Association of Ypsilanti (DAY) have been essential in providing quality events and attractions to bring residents and visitors to Ypsilanti business districts throughout the year. Other business organizations are also welcome partners.

### **VantagePort**

With their focus on regional job attraction of logistics, office and manufacturing, VantagePort is working with the city on the marketing of the Angstrom Property and will be including it in their property marketing materials and website.



Line Item Budget Worksheet - Details of Supplies, Services and Charges															
FY2018-19 Budget															
Department:	Downtown Development Authority	Account Number													
Activity:	Economic Development	Fund #	Activity #												
Prepared By:	Lori Ward	370	865												
		2015-16 Actual		2016-17 Actual		2017-18 Projected		2018-19 Proposed		2019-20 Proposed		2020-21 Proposed		2020-21 Proposed	
Account #	Classification & Description	Amount	Total	Amount	Total	Amount	Total	Amount	Total	Amount	Total	Amount	Total	Amount	Total
370-865-706	Wages and Salaries - Full Time (1)	-	-	-	-	-	-	20,200	20,200	20,715	20,715	20,985	20,985	21,000	21,000
370-865-710	Wages - Temp/Part Time Reg		-		-		-		2,505		2,570		2,600		2,600
		-		-		-		2,505		2,570		2,600		2,600	
370-865-726	Supplies		-		-		-		200		200		200		200
	Meeting suplies	-		-		-		50		50		50		50	
	Meeting Catering	-		-		-		100		100		100		100	
	Reproduction	-		-		-		50		50		50		50	
370-865-785	Business Retention Program								1,000		1,000		1,000		1,000
	Recruitment Package							500		500		500		500	
	Speakers							500		500		500		500	
			-		-		-				-		-		-
370-865-801.00	Contractual Services	-		-		-			5,000		-		-		-
	DDA Boundary Expansion							5,000							
	Redevelopment Ready														
370-865-803.200	Planning Studies		-		-		-		25,000		-		-		-
	Creative Many Study	-		-		-		25,000		-		-		-	
		-		-		-		-		-		-		-	
370-865-967	Fringe Benefits (1)		-		-		-		8,205		8,415		8,522		8,530
	Per Finance Department							8,205		8,415		8,522		8,530	
									-						
Total		-	-	-	-	-	-	62,110	62,110	32,900	32,900	33,307	33,307	33,330	33,330
Difference (should be zero)			-		-		-				-		-		-
% Variance from prior year									#DIV/0!		-47.03%		1.24%		0.07%