



MEMO

TO: Planning Advisory Board

CC: Board of County Commissioners

FROM: Tony VanDerworp, Director

RE: Update on Planning Services

DATE: July 14, 2009

The purpose of this memo is to update the Planning Advisory Board on current Planning services in light of budget constraints and to begin discussion on the future of planning in the county under various resource scenarios. This is an agenda item for the July PAB meeting. Since, the BOC is the local Planning Commission and Planning has been relied on for BOC special projects, this memo has also been transmitted to the BOC. If you have any questions prior to the meeting, please contact Tony VanDerworp at vanderworpa@ewashtenaw.org or at 734.891-8449.

Planning Advisory Board and Planning Services Overview

In 2002, the Board of Commissioners (BOC) dissolved the Metropolitan Planning Commission and formed the Planning Advisory Board (PAB). As part of the establishment of the PAB, a set of charges were developed to provide a clear guide to the role and processes for the PAB. The charges of the PAB are to:

- To advise the BOC and Administration on planning issues
- To implement BOC policies through discussion and development of planning initiatives
- To facilitate the cooperation and collaboration of the Planning and Environment Department with other county departments or agencies, especially those whose responsibilities affect planning issues
- To facilitate the cooperation and collaboration of Washtenaw County with other municipalities
- To support staff and the BOC in fulfilling planning responsibilities as mandated by Michigan law

In 2003/04, the PAB and Planning Department were focused on developing a countywide vision and plan for the future and facilitating governments and agencies working together. The vehicle for developing this vision was an update to the County comprehensive plan, previously drafted in 1986. The Plan was completed and adopted in 2004 after holding over 50 community meetings and receiving the unanimous approval by the BOC and support of the local units of governments. The Plan included 188 recommendations across 11 disciplines, all geared toward preserving a sense of place and creating a sustainable future. To date over 121 recommended actions are being implemented (with expansion of existing programs and the development of new programs and services to implement the Plan). Attachment 1 provides a listing of “new” planning efforts and programs resulting from the adoption of the Comprehensive Plan.

In addition to supporting the PAB in plan development and implementation, the Planning Office is supporting Board of Commissioner priorities and special projects, many of which also implement the Comprehensive Plan (see Attachment 2).

Budget, Resources and Current Services Overview

Starting in 2007 and continuing through to present, budget adjustments and new responsibilities began impacting the progress being made on the PAB charges and County Plan recommendations:

Planning Resources - Eliminated positions:

- Planning Manager
- Energy Coordinator
- Brownfield Coordinator
- 2 Planning positions (previously on hold vacant)
- 4 Interns
- 2 Administrative support positions

Current staffing levels and assignments:

- Director
- Planning Supervisor
- 3 planners
- Part time administrative assistance

A brief description of new responsibilities is presented below:

Energy Efficiency and Conservation Block Grant – Funded through the Department of Energy, this program will target energy efficiency & conservation actions and renewable energy pilot projects at

both the organizational and community levels. This new funding source will allow the resumption of some of the duties of the Energy Coordinator position which was eliminated in 2008.

Ann Arbor Regional Success Strategy – Longer Term Strategy for sustained economic growth and quality of life initiated by the Board of Commissioners after the exit of Pfizer. Developed by over 100 community leaders and experts, the Strategy contains 35 “most important actions to take” to achieve long term success (See Attachment 3 for more information).

Eastern Leaders Group Projects -Program to revitalize the eastern portions the county. Initiated by the Board of Commissioners in partnership with local governments, private business and Eastern Michigan University, this program has 12 high priority projects underway (see Attachment 4 for more information).

Aerotropolis – Development of an “Airport City” in the areas surrounding Detroit Metro and Willow Run Airports. A Master Development Plan and Development Corporation (governed by 9 participating local units of governments and the Airport Authority) will market the area, expedite permitting, develop incentives etc. to grow companies and jobs in this area of Wayne and Washtenaw Counties.

With reduced staff and additional assignments, Planning is currently providing the following services:

Major Programs	Current Major Projects	Current Services to Local Governments and Agencies
<ul style="list-style-type: none"> • Planning Advisory Board Support and Comprehensive Plan implementation • Regional Group staff support • Ann Arbor Regional Success • Eastern Leaders Group • Aerotropolis • Brownfield Program • Energy Efficiency Block Grant • Historic Preservation 	<ul style="list-style-type: none"> • Washtenaw Avenue Talent Center • Manchester Joint Planning Commission and Master Plan • Management of 5 active brownfield projects and environmental assessment for Village of Dexter • Project management for 9 Regional Success projects • Project Management for 8 Eastern Leaders group projects • Development of a Comprehensive Economic Development Strategy for the County • Energy Conservation Block Grant application and program development • Wind Investment Grade Report • Aerotropolis Corporation start up • Chelsea Arts Center National register nomination/ maintenance plan, Pittsfield 	<ul style="list-style-type: none"> • GIS land use layer • Local government build out analysis • Local master plan reviews, , PA 116, A-95 Reviews , NAPP reviews and full faith and credit • Census preparedness • Representation on various boards and committees

	Historic District, Historic Bridge Analysis and Native American Trails	
--	--	--

The impacts of this current service level on Comprehensive Plan implementation are summarized below:

Plan Implementation – Reducing plan implementation (from approximately 10 actions per year to 2 actions per year). For 2009, these actions include the Washtenaw Avenue Talent Center/Infill Development and Transit Expansion. High priority actions that will not be implemented include: non-motorized connection mapping, target industry site mapping, regional open space and land use plans, new agricultural economy zoning and TDR implementation strategies.

5-year Plan Update – cursory review and update (e.g., update of the land use map) rather than comprehensive plan analysis and overhaul.

Annual Planning Workshop- While this has been a tradition in the county for many years and well received by local governments, this will be eliminated given current workload and workshop cost.

Regional Planning services for local units – Will be able to complete the Manchester Area regional master plan if the group elects to proceed, but will not be able to do other regional plans:

- The Chelsea/Dexter Area has requested technical and grant writing assistance to explore regional master planning.
- Saline Sustainability Circle is undergoing membership changes and new representatives have stated they want to explore regional master planning & service options.
- Transfer administrative support of Washtenaw Metro Alliance to other partners.
- Reduction/elimination of regional group support/technical assistance.

Purchase of Development Rights – Program is being contracted out to Legacy Land Conservancy (recently the Washtenaw Land Trust).

Elimination of Local Government and Agency special projects – Since 2003, staff has provided technical assistance to local units of government and county agencies in developing model ordinances; toolkit resources; grant application assistance; issue research and studies; and facilitation. This service has been eliminated.

Historic Preservation – The County has provided staff for the formation and monitoring of historic districts and for special projects (e.g., heritage tours, histweb, bridge preservation). With the reduction in staffing levels, this position is now split between historic preservation and Comprehensive Plan Implementation, i.e., Manchester Regional Plan).

Board/Committee Support – The department has been an active partner in many plan related boards and committees. The following table outlines areas of continued support and eliminated/reduced support.

Continued Board support	Eliminated/reduced support
<ul style="list-style-type: none"> • Planning Advisory Board • Brownfield Redevelopment Authority • Aerotropolis Board • Eastern Leaders Group Steering Committee • Ann Arbor Region Success Leadership Team • WATS Technical Committee • Historic District Commission • Energy Conservation Block Grant/Revolving Loan Fund Workgroup 	<ul style="list-style-type: none"> • WATS Urban Aid Committee • WATS Rural Aid Committee • Greenways Advisory committee • Preserve Washtenaw • WALLY Steering Committee • Mobility Management Steering Committee • Smart Growth Group • Ann Arbor Energy Commission • Downriver Brownfields Consortium • FSEP Leadership Team • SEMCOG Data Advisory Committee • SE MI Census Council • Arts Alliance Board • GIS Oversight Committee

PAB Considerations for Discussion Purposes

Given the current budget environment for the county, Planning Services may be further reduced or eliminated by year end. If the department is maintained at some minimal level, it is important that resources are focused on the most critical activities. To begin a discussion of the implications of this, I have provided some considerations below:

Role of the Department: The department historically focused on completing the comprehensive plan and implementing its recommendations. This focus has changed over the past few years to include three main areas: regionalism, research and development, and economic development.

Regionalism

The only way local governments in Michigan will survive is to think and act regionally. While some initiatives will occur without county involvement (e.g., fire districts, water and sewer districts), other initiatives might not occur without county assistance (e.g., regional master plans, and regional open space and transportation systems). Township, city and state resources are not available and the county has played a key role in facilitating discussion and action in these areas. Regional effort that have received Planning assistance include the Manchester Area Planning Commission and Master Plan, formation of the Washtenaw Metro Alliance, Dexter Village-Scio Township 425 Agreement, Ypsilanti-

Ann Arbor Fire Services, AATA regional services discussions, Police Services Committee and Shared Services Policy. Currently, Saline and Chelsea/Dexter regions have expressed an interest in taking regionalism to the next level and the department has secured LIAA grants for these efforts.

Research and Development

Planning has played a key role in developing new programs in the county by providing technical and facilitation services. The value of R&D is that county resources are used to help start programs that are “spun off” to other groups to sustain. Examples of R&D services provided by Planning include the Food System Economic Partnership, county-wide PDR (now administered by Legacy Land Conservancy), SPARK, Aerotropolis Development Corporation, and the Land Use and Decision Making High School Curriculum. Maintaining this capacity results in the formation of new, sustainable programs for the county’s residents and businesses.

Board Priorities

Brownfield Redevelopment and Energy Block Grants will likely continue as these functions are fee based versus general funded. Other BOC priorities such as Regional Success, Eastern Leaders Group, Aerotropolis and Historic Preservation do not currently lend themselves to fees for full cost recovery. We will need to seek partner funding or leadership to offset the cost to the general fund for these activities.

Economic Development

The region’s economy has traditionally been insulated from economic downturns. However, for the first time in history, our region is experiencing unemployment rates above the national average. This has resulted in new initiatives that rely on Planning staff for project management (the Ann Arbor Region Success Strategy and Eastern Leaders Group currently have 12 initiatives underway that are designed to help the region have sustained economic growth). Additionally, there is a need to develop a comprehensive economic development strategy (CEDS) for the region. This plan is required to be eligible for federal EDA funding and is needed to focus scarce resources on the most important economic outcomes. This is another example of the county’s unique role in the community. While there are numerous economic agencies in the region, no one agency is charged with developing a comprehensive plan and it will not be developed without county resources.

Elimination versus maintaining planning at a minimal level

Due to recent reductions, the Comprehensive Plan implementation projects have been allocated to infill development and transit projects. Together, these are the most critical aspects of community planning as they address the impacts of sprawl (preservation of open space and farmland, environmental impacts, infrastructure costs and ability to pay for quality of life assets). Communities that eliminate planning take several years to reestablish this function. During the economic downturn in 1991, many communities eliminated planning departments. Even when revenues increased to a point where planning could be reestablished, these communities did not fund planning until pent up resident demand for growth management and deteriorating quality of life placed pressure on governments to reestablish this function.

Attachment 1

COMPREHENSIVE PLAN - NEW PROGRAMS 2004-2008

This is a listing of new programs initiated as a result of the Comprehensive Plan. This list does not include the expansion of existing programs, or all implementation projects by partners and agencies.

Land use

- Purchase of Development Rights Program (7 local governments part of program , \$592K grant awarded to acquire conservation easement on 118 acres in Lima Township)
- Manchester Community Joint Planning Commission and Regional Master Plan (Village of Manchester, Manchester, Bridgewater & Freedom Townships, \$30,000 grant to establish largest joint planning commission in State of Michigan)
- Washtenaw Metro Alliance (WMA) Regional Open Space Plan and (adopted by 4 Cities of Ann Arbor & Ypsilanti, Ann Arbor and Scio Townships)
- CAPT/DART regional planning group awarded \$7,000 grant to determine regional planning options for 8 participating jurisdictions.
- SSC regional planning group awarded \$7K grant to determine regional planning options for 5 participating jurisdictions.
- City of Ypsilanti Urban Infill Atlas
- “Lessons from the Land” High School Curriculum, Grant secured for development, taught in 10 local schools, more than 30 teachers trained, and more than 1,200 students completed curriculum.
- Aerotropolis Master Development plan and implementation.
- Washtenaw Avenue Talent center (infill development plan)

Environment

- Privately Owned Community Waste Water Ordinance
- Environmental Portal – Web-based interface for information on environmental health issues
- Brownfield Redevelopment (\$2.9M in grants, used in 17 local communities, 723 total acres cleaned-up, 690 acres redeveloped, 1,930 new jobs, \$11,700,000 in new taxes)
- Illicit discharge program assistance
- Toxic waste and pharmaceutical disposal programs
- Wind energy model ordinance
- Single-waste hauler assessments and model contact

Historic Preservation:

- 9 new local historic districts, only County-wide Certified Local Government in Michigan, providing local communities access to federal dollars, \$105K in Historic Preservation Grants*
- Digitized historic records and created online database resource for 4,000+ historic survey records
- Catalogued 150 Centennial Farms through Washtenaw County

- Four self-guided themed maps of driving tours to historic sites (Esek Pray Trail, Greek Revival Architecture, Historic Barns and German Heritage)
- Catalogued and evaluated 110 historic bridges for historic significance and identified highest priorities for maintenance by the Washtenaw County Road Commission.
- Wally Section 106 Review.

New Regional Cooperative efforts

- Food Systems Economic Partnership (FSEP)
- Ann Arbor Spark (WDC Merger)
- Manchester Joint Planning Commission
- WMA fire department consolidation/mutual aid study
- CAPT/DART fire service consolidation assistance
- Aerotropolis governance structure
- Preserve Washtenaw

Local Government and Agency Assistance

- WCRC Capital Improvements Plan
- Annual Planning Workshops
- Web-based Planning Toolkit resource published to provide best practices and other research to educate and support quality land use planning
- Regional group technical assistance for SWWCOG, CAPT, SSC, MORE
- Gravel Road Capacity analysis
- GIS-based tool for projecting community build-out scenarios
- Demographic updates for local governments
- Local government zoning and master plan updates to County GIS layer
- City of Ypsilanti Water street redevelopment assistance
- \$75K Grant for Waterfront Development grant for the City of Saline (2008)
- \$75K Grant for LinkMichigan telecommunications study

Leveraging State and Federal Funding for Plan Implementation

This period of progress was marked by securing **over \$5.5 Million** in state and federal funding for local communities including:

- \$30K for Manchester Joint Planning Commission establishment
- \$7K for CAPT/DART regional planning opportunity identification
- \$7K for SSC regional planning opportunity identification
- \$105K in Historic Preservation Grants
- \$592K for Purchase of Development Rights grant for 118 Acres in Lima Township
- \$18K for “Lessons of the Land” High School curriculum development
- \$50K for FSEP “Farm-to-School” program
- \$75K for LinkMichigan telecommunications study (precursor to Wireless Washtenaw)

- \$790K for Energy Efficiency and Renewable energy support
 - \$30K for Wind Energy Study
 - \$760K EECBG Entitlement funding
- \$3.9M Brownfield Redevelopment Grants
 - \$75K for Waterfront Development grant for the City of Saline
 - \$400K in EPA Environmental Site Assessment grants utilized in 17 local communities
 - \$1.5M in Revolving Loan Funds from EPA
 - \$2M in Clean-up grants (\$1M City of Ann Arbor, \$1M City of Saline)

ATTACHMENT 2

BOARD OF COMMISSION PRIORITIES

Major programs and projects

- Comprehensive Plan – BOC Resolution #02-175
- Brownfield Redevelopment – BOC Resolution #99-0072
- Purchase of Development Rights Program – BOC #98-0126 and County Ordinance
- Historic Preservation – BOC Resolution #00-124, County Ordinance #115
- Aerotropolis – BOC Resolution #09-0055
- Eastern Leaders Group
- Ann Arbor Region Success Strategy
- Energy Efficiency and Conservation Block Grant Implementation

Special projects over the past few years:

- WMA Fire consolidation
- Delhi bridge renovation
- Wind testing
- Pfizer rapid response team
- Wally implementation plan
- AATA regional services scope of work
- Spark formation and metrics
- Spark East Incubator
- Shared services policy
- Dexter/Scio Township 425 Agreement facilitation

- Police Steering committee
- Barton Interchange closure
- GIS/Trending of SEV changes by Census Block
- US-23 expansion review and comments and BOC resolution
- Reorganization of Zeeb Departments - \$1.2M savings
- Green Workplace Initiative

Brownfield Redevelopment Projects

- Completed projects resulting in \$152.1M project investment, \$2.6 million in estimated new taxes 950 direct and indirect jobs, and 690 acres cleaned:
 - Monument Park, Village of Dexter
 - Toyota Technical Center, York Township
- Active projects with potential for \$41.8 M in project investment, \$1.2M in new taxes, 135 direct and indirect jobs, and 11 acres cleaned
 - Mack and Mack Building, City of Ypsilanti
 - SchoolPictures.com, City of Ypsilanti
 - Maple Shoppes, City of Ann Arbor
 - Michigan Inn, City of Ann Arbor
- Approved/inactive projects with potential for \$433M in project investment, \$10.7M in new taxes, 875 direct and indirect jobs, and 68 acres cleaned
 - Broadway Village at Lowertown, City of Ann Arbor
 - Banks of Saline, City of Saline
 - Water Street, City of Ypsilanti
 - 200 S. Ashley, City of Ann Arbor
 - Village Marketplace and Lofts, City of Saline
 - Dexter Wellness Center, Village of Dexter
 - Thompson Block, City of Ypsilanti
 - Federal Screw Works, City of Chelsea
 - 601 Forest, City of Ann Arbor

ATTACHMENT 3

ANN ARBOR REGION SUCCESS STRATEGY OVERVIEW

A Community Strategy for Success

Change is here. Let's make the most of it!



Mark Ouimet Martha Bloom Jeff Irwin Paul Schutt Rich Sheridan Larry Voight

More than 70 community leaders, and [six individual co-chairs](#) have launched this region's most comprehensive initiative to ensure the smart and successful growth of the Ann Arbor region well into the 21st century. At the very time when the economic climate sees private and public sector organizations pulling back, these leaders in local business, education, government and non-profit enterprise are pulling together to launch **Ann Arbor Region Success**.

Over the past year, these leaders have worked together to give **Ann Arbor Region Success** a rich foundation. Through competitive research, local surveys and interviews, and a regional assessment identifying unique strengths, as well as current challenges, Ann Arbor Region Success moves now to engage the community.

From finding and networking with the next generation of leaders, to capital for start-up companies, to working with government and education sectors to create world class K -12 education, to marketing this Region's distinctively cool culture, Ann Arbor Region Success has identified the most critical actions needed to achieve long term success.

Challenging economic times will not rob us of our vision, nor our capacity to care enough to engage in building that vision. To find out how you can become involved, contact [Tony VanDerworp](#).

Ann Arbor Region Success Leaders and Experts Leadership Team

Jesse Bernstein, President & CEO, Ann Arbor Chamber of Commerce

David Behen, Deputy County Administrator

Martha Bloom, Vice President, Ann Arbor Area Community Foundation

Bob Chapman, Chairman & CEO, United Bank and Trust

Laurel Champion, Publisher, Ann Arbor News

Gretchen Driskell, Mayor, City of Saline

Ken Fischer, President, University Musical Society

Steve Forrest, Vice President for Research, University of Michigan, Ann Arbor

Mandy Grewal, Supervisor, Pittsfield Township

Bob Guenzel, Administrator, Washtenaw County

Freman Hendrix, Chief Government Relations Officer, Eastern Michigan University

John Hieftje, Mayor, City of Ann Arbor

Jeff Irwin, Commissioner, Washtenaw County Board of Commissioners

Sue Lackey, Executive Director, Washtenaw Land Trust

Ken Nisbet, Executive Director, University of Michigan Tech Transfer

Verna McDaniel, Deputy Administrator, Washtenaw County

Michael Nisson, Hole in One, LLC

Mark Ouimet, Commissioner, Washtenaw County Board of Commissioners

Deb Polich, President/ CEO, ArTrain

Doug Rothwell, CEO, Detroit Renaissance

Paul Schutt, CEO, Issue Media Group

Matt Sharp, Publisher, Ann Arbor Business Review

Rich Sheridan, President & CEO, Menlo Innovation Company

Rick Snyder, CEO, Ardesta

Larry Voight, President, Catholic Social Services

Work Group Leaders and Experts

Doug Allen, Peter Allen & Associates

Terri Blackmore, Executive Director, Washtenaw Area Transportation Study

Susan Bunton, Washtenaw County Department of Human Services

Mary Jo Callan, Director, Washtenaw County Community Development

Mary Campbell, EDF Ventures

Ellen Clement, Director, Washtenaw County Public Health

Eli Cooper, Transportation Program Manager, City of Ann Arbor

Anya Dale, Planner, Washtenaw County Planning

Denise Darymple, Director, Washtenaw County Children's Services

John Enos, Carlisle Wortman & Associates

Andy Fennel, SPARK Board Fellow (Student)

Tom Freeman, Deputy Director, Washtenaw County Parks & Recreation

Sue Gott, University Planner, University of Michigan, Ann Arbor

Jennifer Hall, Housing Program Coordinator, Washtenaw County Community Development

Cindy Harrison, Vice President for Human Relations, Chelsea Community Hospital

Judith Hommel, Executive Associate to the President, Washtenaw Community College

Brad Jacobsen, Jacobsen Daniels Associates

Jon Keith, Recreation Superintendent, Washtenaw County Parks & Recreation

Diane Keller, Ypsilanti Chamber of Commerce

Woody Kellum, Raisin Valley Land Trust

Mary Kerr, President, Ann Arbor Area Convention & Visitors Bureau

Jim Kosteva, Director of Community Relations, University of Michigan, Ann Arbor

Bhushan Kulkarni, GDI Info Tech

Brett Lenart, Planner, Washtenaw County Planning

Barry Lonik, Treemore Ecology Services

Susan McGraw, Consultant

Bill Miller, Washtenaw Independent School District

Melissa Milton-Pung, Planner, Washtenaw County Planning

Richard Murphy, Associate Planner, City of Ypsilanti

Ed Petykiewicz, Ann Arbor News

Susan Pollay, Executive Director, Ann Arbor DDA

Ellen Rabinowitz, Executive Director, Washtenaw Health Plan

Wendy Rampson, Systems Planner, City of Ann Arbor

Tamara Real, Director, Arts Alliance

Laura Rubin, Director, Huron River Watershed Council

Sandy Rupp, President, Washtenaw United Way

Ellen Schulmeister, Executive Director, Shelter Association of Washtenaw County

Mike Score, Agricultural Agent, MSU Extension

Jack Smiley, Executive Director, Southeast Michigan Land Conservation

Paul Tait, Executive Director, SEMCOG

Bob Tetens, Director, Washtenaw County Parks & Recreation

Cynthia Travis, Director, Washtenaw County Department of Human Services

Ginny Trochio, Program Manager, The Conservation Fund

Martha Welsh, M3 Strategies

Larry Whitworth, President, Washtenaw Community College

Project Staff

Tony VanDerworp, Director, Washtenaw County Planning

Mike Finney, President & CEO, Ann Arbor SPARK

Trenda Rusher, Executive Director, Washtenaw County ETCS

Mechelle Hardy, Washtenaw County

Summary of Actions

The list of recommended actions in this report may not include all the actions needed to achieve our vision, but they represent the most important actions to begin work on. Since the list is rather extensive, shorter term actions have been identified. Once these actions have been completed, we can begin work on other important tasks. Actions that are already underway in the community (but that may need additional leadership and resources) are shown with an asterisk and the current champions shown in parentheses.

Develop, retain and attract the best and brightest minds

Convert innovative ideas into action

Work across government, business, not-for-profit and education sectors together to achieve success

Near Term Actions

- **Improved performance in all K-12 schools**
- Creative education curriculum in all schools
- **Expand the region's transit system including bus and commuter rail**
- **State transportation funding legislation**
- **Infill development in the urban core**
- **Coordinate current marketing efforts to best promote what we have**
- *Promote the region as a place that welcomes diversity*
- *3rd place readiness community pilot project for the state*
- **Young Professionals Network**
- **Early college program expansion and scholarships**
- *Establish revolving capital fund and federal grant application services*
- **Expand the Cultural Ambassadors program**
- **Develop a pool of CEO level talent to assist startup companies in the region**
- **Long-term funding of the Eastern incubator and on-line marketing tool training**
- **Public/private task force to assess government and education efficiency and effectiveness**
- **Comprehensive and integrated health care programs for all residents**
- **Create a regional founders effect**
- **Aerotropolis and East-West commuter rail**

Other Important Actions

- *School readiness for all children*
- *Connect employers to trained individuals through internship and mentorship programs*
- **Connect residents and workers to existing trails, green spaces and recreation**
- **Rail connection to Detroit and other Metro areas**
- *Increase arts and cultural events geared toward young*
- *Mentorship programs at all career levels*
- **Wireless Washtenaw**
- *Comprehensive and coordinated regional business network*
- *Enlist private sector in identifying, connecting and selling companies on our region*
- *Engage students in the community with the strategy through the Universities*
- *Young professional network for leadership*
- **Establish clear and unified development standards and incentives in the urban core**

- professionals*
- *Living/work space for artists*
 - *Business training, incubators and micro loans for artists*
 - *Trailing spouse job assistance services*
 - *Increase visas for graduates and artists*
 - *Invite new residents to leadership roles on boards and committees*

- *Promote the larger region whenever possible*
- *Join with other regional groups to lobby for state economic regulation and incentive changes*

Highlighted are projects that promote the goals of the Comprehensive Plan

Bolded are current projects

ATTACHMENT 4



The Eastern Leaders Group is a partnership between Eastern Michigan University and civic leaders who have collaborated to meet the immediate and long-term needs of Eastern Washtenaw County by exploring opportunities and leveraging regional resources for the benefit of both the Eastern County and the entire Washtenaw County community.

Eastern Leaders Group [members](#) include business, education and government leaders from eastern Washtenaw County and the surrounding areas.

The [goals](#) of the Eastern Leaders Group are to:

- Use the university's prestige and resources to develop innovative programs to meet the pressing needs of the community.
- Revitalize and promote the City of Ypsilanti's historic downtown and Riverside Park as a location for county residents to enjoy and as “the place” for innovation companies and the creative class to locate.
- Create the urban design, business climate and cultural identity to make the eastern portion of the county the “Gateway to Washtenaw County”.
- Be recognized as the national model for collaboration and cooperation between government, education and business.

The Eastern Leader's Steering Committee provides strategic leadership and guidance to ensure the overall goals are achieved. The Steering Committee consists of:

- Bob Guenzel- Washtenaw County
- Donald Loppnow- Eastern Michigan University
- Gary Hawks, Eastern Michigan University
- Ronnie Peterson- Washtenaw County
- Brenda Stumbo- Ypsilanti Township
- Paul Schreiber- City of Ypsilanti
- Kirk Profit- Government Consulting Services
- Daphne Adams- General Motors
- Bill McFarlane- Superior Township
- Pete Hafler- Augusta Township
- Mike Martin- First Martin
- Paul Saginaw- Zingermans

- Peter Fletcher- Credit Bureau of Ypsilanti
- Yvette Pugh- AT@T
- Tom Harrison- Michigan Ladder
- Bill Kinley- Phoenix Properties
- Ken Butman- Butman Ford
- Joe Sesi- Sesi Automotive
- Rene Gref- Corner Brewery
- Mike Finney- Ann Arbor SPARK
- Diane Keller- Ypsilanti Chamber of Commerce
- Larry Whitworth- Washtenaw Community College
- Paul Ganz- DTE

CURRENT PROJECTS

- University/Cross Street Revitalization
- Two Micro Loan Programs for small businesses and business start ups
- Block-by-Block Initiative
- Land Bank
- Community Image
- Comprehensive Economic Development Strategy
- Long-term Funding for SPARK East
- K-12 and Early College programs