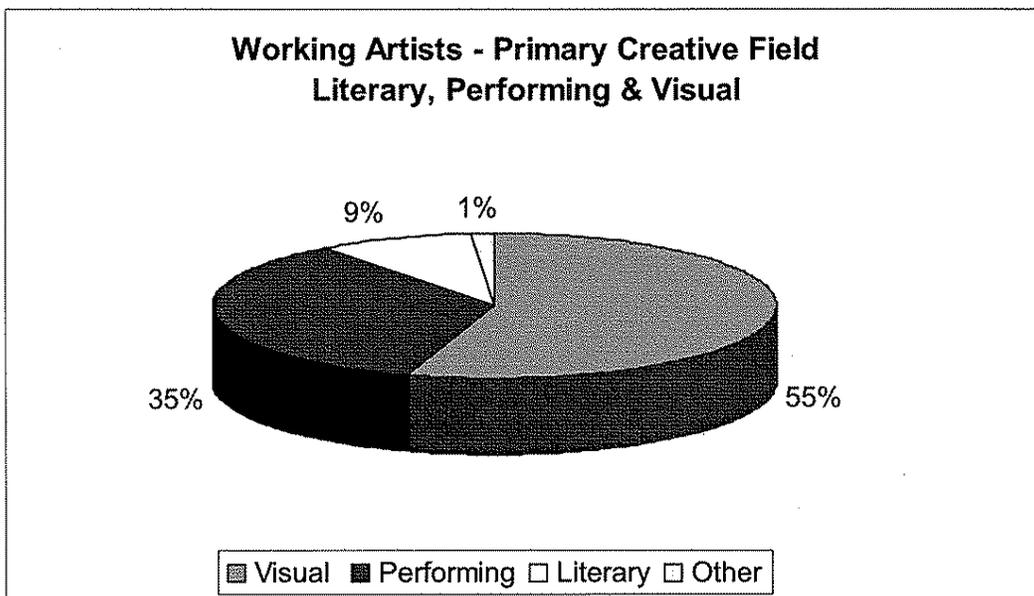
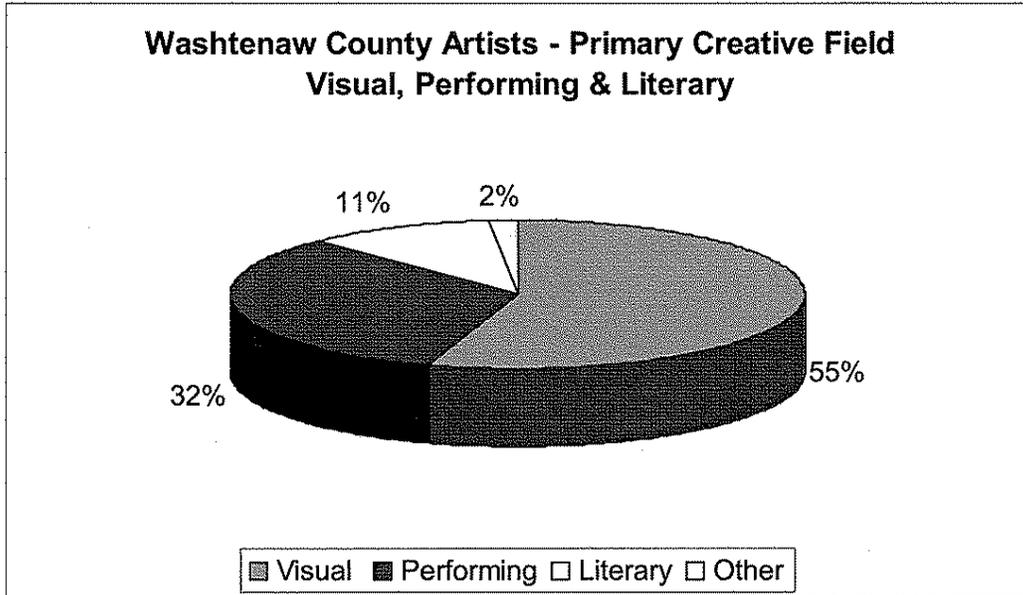


<b>Appendix I</b> .....	Chart: Primary Creative Field: Washtenaw County Artists & Working Artists
<b>Appendix II</b> .....	Chart: Washtenaw County Artists & Working Artists: Responses for Visual Arts
<b>Appendix III</b> .....	Chart: Washtenaw County Artists and Working Artists: Responses for Performing Arts
<b>Appendix IV</b> .....	Chart: Washtenaw County Artists and Working Artists: Sub-category Responses for Literary Arts
<b>Appendix V</b> .....	Chart: Washtenaw County Artists and Working Artists: Responses to Question 1 (What is your primary creative field?)
<b>Appendix VI</b> .....	Chart: Washtenaw County Artists and Working Artists: Responses to Question 4 (On average, how many hours <u>per month</u> would you say you work on your creative activity?)
<b>Appendix VII</b> .....	Chart: Washtenaw County Artists and Working Artists: Responses to Question 5 (How do you earn a living?)
<b>Appendix VIII</b> .....	Washtenaw County Artists: Full Census Report
<b>Appendix IX</b> .....	Working Artists: Full Census Report
<b>Appendix X</b> .....	Comparative Analysis between Washtenaw County Artists and Working Artists: Full Census Report
<b>Appendix XI</b> .....	Washtenaw County Artists: Responses relative to Zip Code
<b>Appendix XII</b> .....	Working Artists: Responses relative to Zip Code
<b>Appendix XIII</b> .....	Artists' Census; Survey card
<b>Appendix XIV</b> .....	Chart: Percentage of Washtenaw County Artists in each population center
<b>Appendix XV</b> .....	Chart: Percentage of Working Artists in each population center

Appendix I

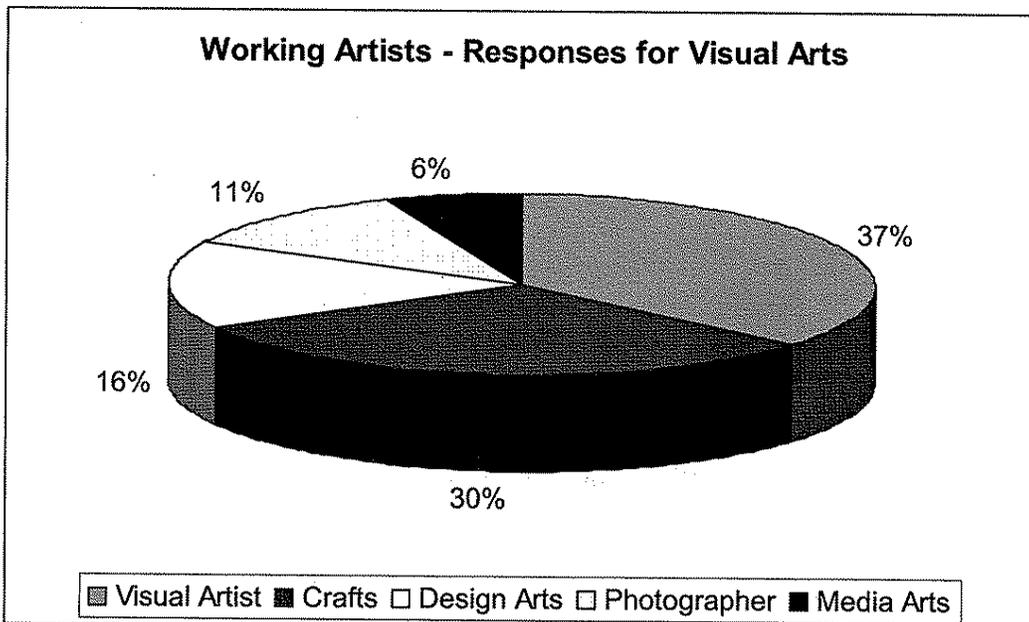
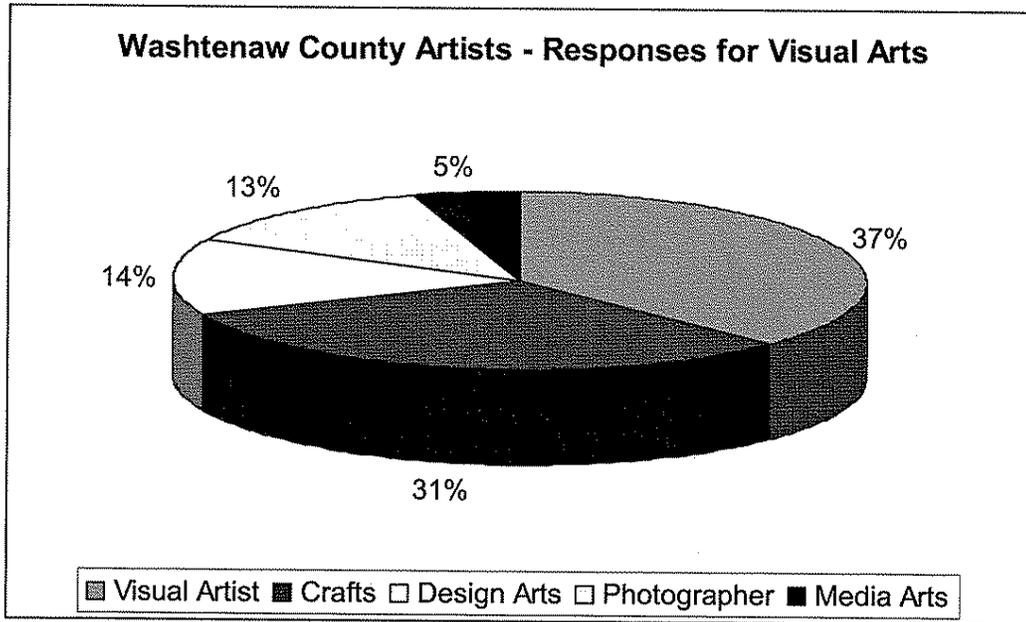
Primary Creative Field: Washtenaw County Artists & Working Artists

Based on all Visual, Performing and Literary Arts creative field categories\*



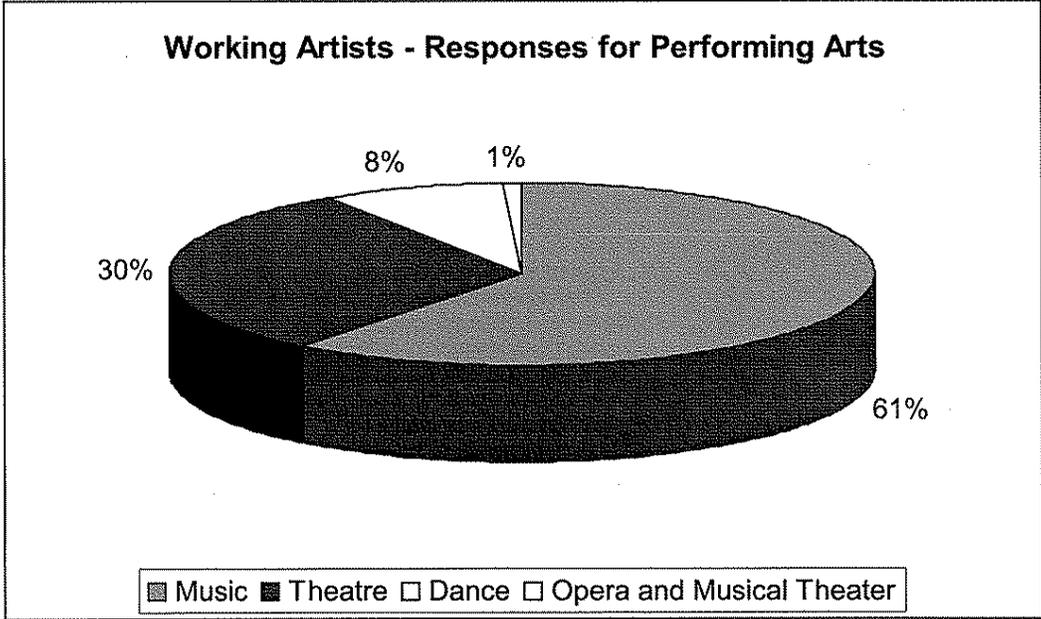
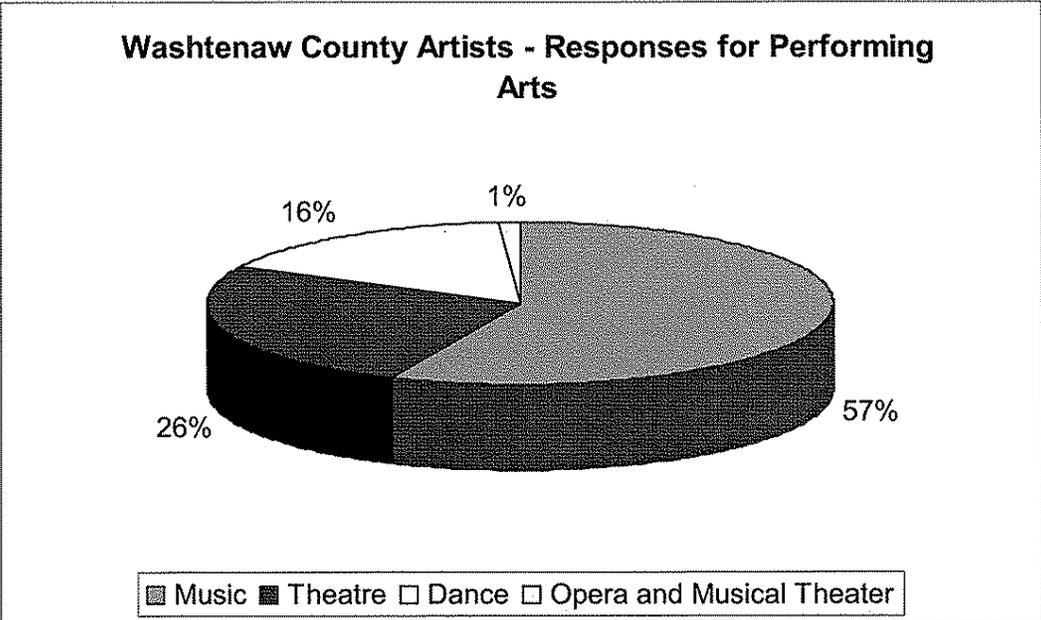
\*Visual Arts includes creative field categories: Visual Artist; Design Arts; Crafts; Photographer; and Media Arts.  
Performing Arts includes creative field categories: Dance; Music; Opera and Music Theater; and Theater  
Literary Arts includes creative field categories: Literary Arts

Appendix II: Washtenaw County Artists & Working Artists: Responses for Visual Arts (Based on creative field categories for Visual Arts\*\*)



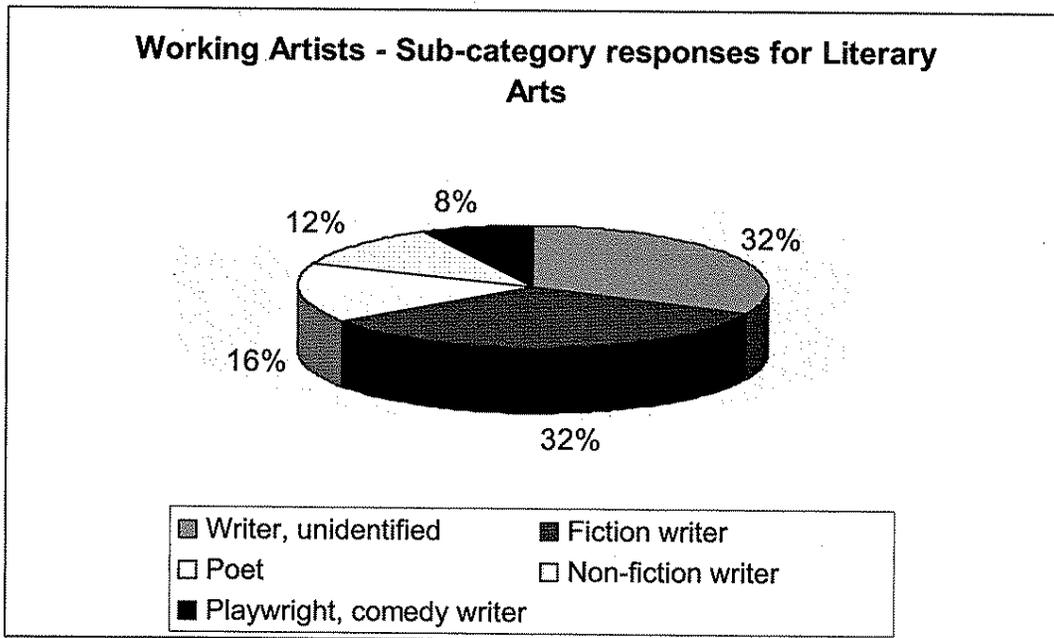
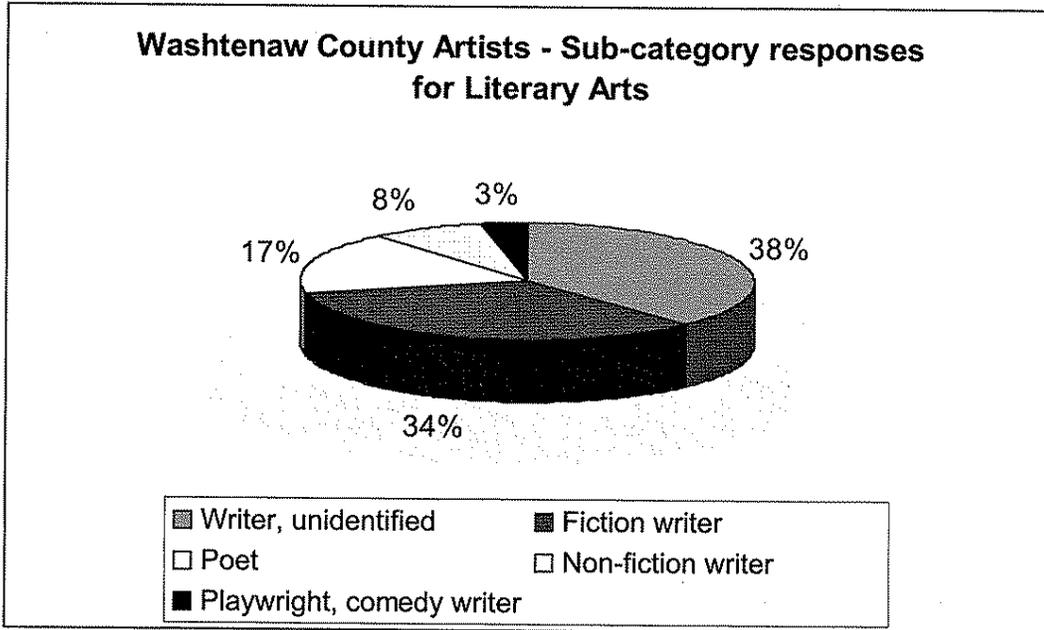
\*\*Visual Arts include the following creative field categories: Visual Artists; Crafts; Design Arts; Photography; and Media Arts. Sub-categories within these creative fields include: **Visual Artists** (Painter; Drawing, pastels; Sculptor; Undefined visual arts; Printmaker; Installation, public art; and Experimental, sound; **Crafts** (Fiber; Clay, Mixed media, collage, mosaic; Jewelry, beading; Glass; Wood; Metal; Paper; Book arts; Folk crafts, scrapbooking; Instrument maker; Undefined craftsman; and Leather); **Design Arts** (Graphic designer, typography; Illustrator; Architect; Industrial designer, furniture; Undefined designer; Fashion designer; Web Designer; Interior Designer; Advertising, marketing; Architectural restoration; and Landscape architect, gardener); **Photographer**; and **Media Arts** (Film; Video; Digital technology, experimental; Animation, cartooning; Audio, radio).

Appendix III: Washtenaw County Artists and Working Artists: Responses for Performing Arts (Based on creative field categories for Performing Arts<sup>\*\*\*</sup>)



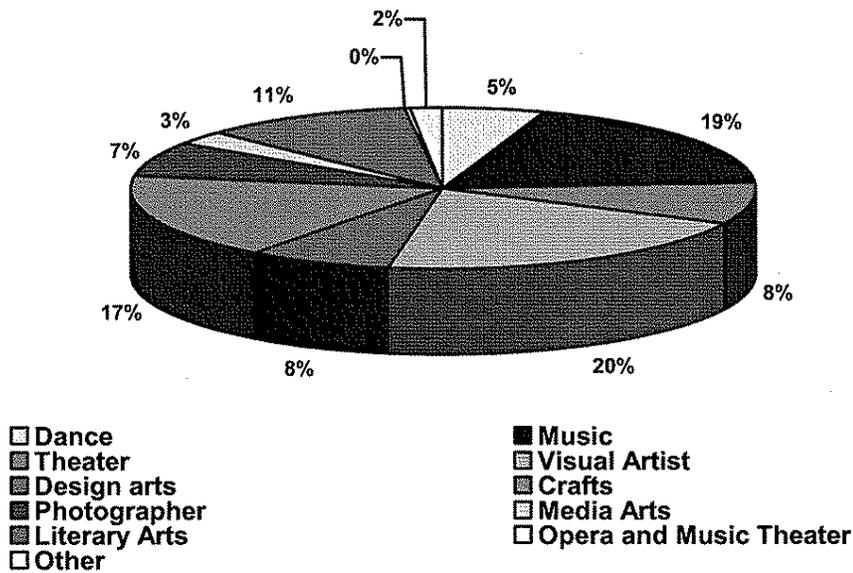
<sup>\*\*\*</sup>Performing Arts include the following creative field categories: Music; Theatre; Dance; and Opera and Musical Theater. Sub-categories within these creative fields include: **Music** (Musician, undefined; Singer, vocal; Instrumental; Composer, arranger; Producer, recording; and Conductor); **Theatre** (Undefined; Actor; Director, fight choreographer; set/lighting designer, props; Producer, stage manager; Experimental performer; Costume designer, makeup; Storyteller; Comedian, improv; puppeteer; and Sound designer); **Dance** (Dancer; and Choreographer); and **Opera and Musical Theater** (Undefined).

Appendix IV: Washtenaw County Artists and Working Artists: Sub-category Responses for Literary Arts  
 Based on creative field sub-categories for Literary Arts

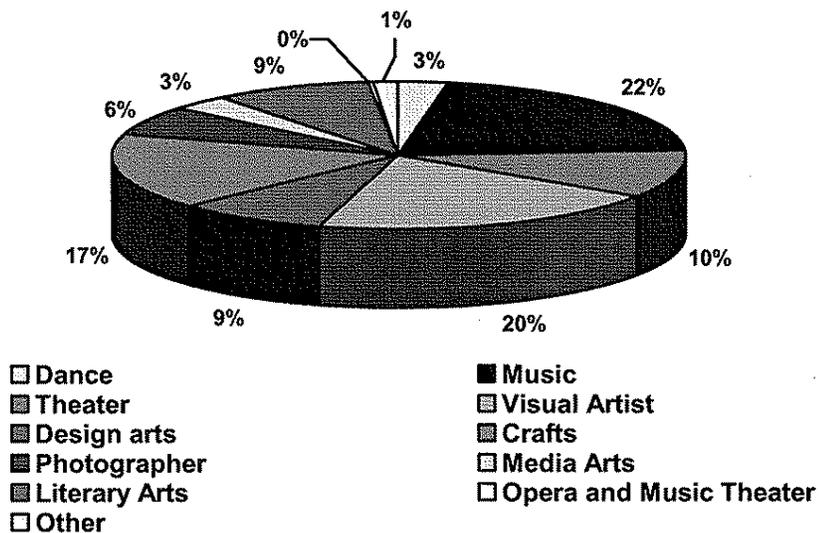


Appendix V: Washtenaw County Artists and Working Artists: Responses to Question 1 (What is your primary creative field?)

## Washtenaw County Artists - Responses to Question 1

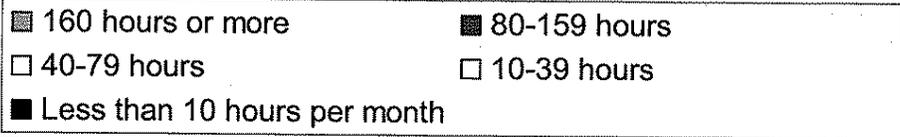
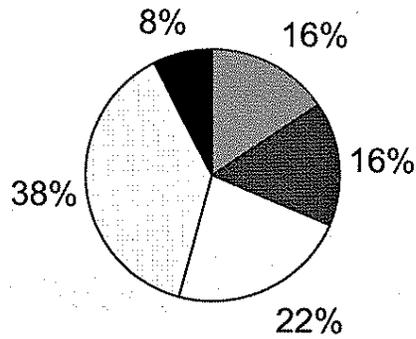


## Working Artists - Responses to Question 1

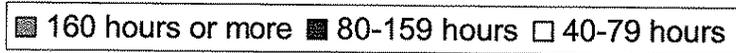
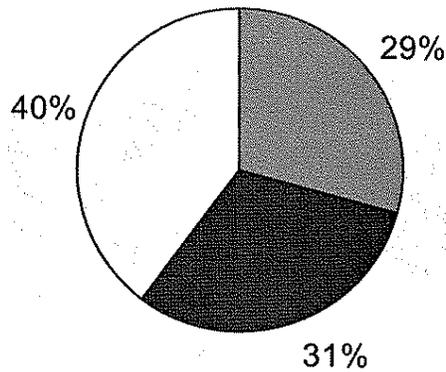


Appendix VI: Washtenaw County Artists and Working Artists: Responses to Question 4 (On average, how many hours per month would you say you work on your creative activity?)

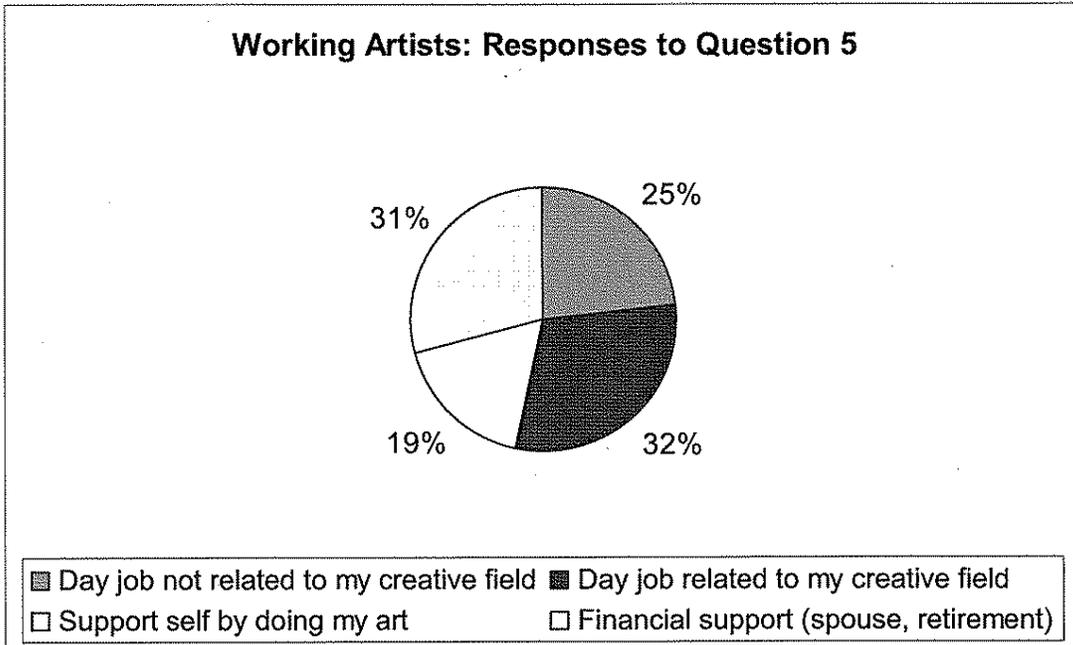
**Washtenaw County Artists: Responses to Question 4**



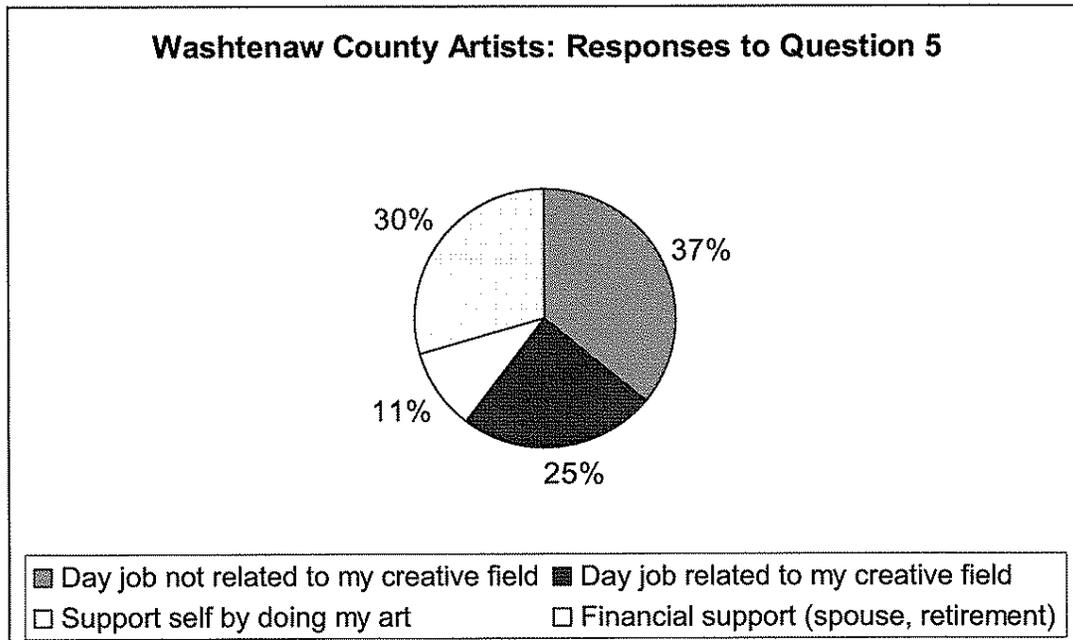
**Working Artists: Responses to Question 4**



Appendix VII: Washtenaw County Artists and Working Artists: Responses to Question 5 (How do you earn a living?)



\*Percentages are greater than 100% because some respondents chose more than one answer.



\*Percentages are greater than 100% because some respondents chose more than one answer.

## Appendix VIII: Washtenaw County Artists – Full Census Report

### 2008 Artists' Census: Washtenaw County Artists (Census respondents)

The Artists' Census closed in May and we received 2,530 replies from people who lived or worked in Washtenaw County. This report is a preliminary look at what we found out about the people in our community who answered the census. Whether they are all "Working Artists" is not defined in this report.

Question 1 and 2: *What is your primary creative field? Do you work in other creative fields? If so, list two or three of them\*.*

<u>Creative Field</u>	<u>Primary Field</u>	
	<u>Number</u>	<u>Percent</u>
Visual Artist	519	20.5%
Music	469	18.5
Crafts	432	17.1
Literary Arts	270	10.7
Theater	214	8.5
Design Arts	191	7.5
Photographer	178	7.0
Dance	135	5.3
Media Arts	70	2.8
Other responses	28	1.1
Opera and Music Theater	10	0.4
Total codeable fields	2516	100.0
No response	14	
Total respondents	2530	

\* For the purposes of this census, data from Question 2 is not included.

Question 3: *Are you a student pursuing a degree or certificate?*

	<u>Number</u>	<u>Percent</u>
Yes	485	19.2%
No	2,027	80.1
N/A	18	0.7
Total	2,530	

Question 4: *On average, how many hours per month would you say you work on your creative activities?*

	<u>Number</u>	<u>Percent</u>
160 hours or more	394	15.6%
80-159 hours	399	15.8
40-79 hours	568	22.5
10-39 hours	977	38.6
Less than 10 hours	<u>192</u>	7.6
Total	2,530	

Question 5: *How do you earn a living?*

	<u>Number</u>	<u>Percent</u>
I have a "day job" (not related to my creative field)	947	37.4%
I have a "day job" (related to my creative field)	638	25.2
I support myself by doing my art.	270	10.7
I have financial support that enables me to do my art	<u>770</u>	30.4
Total	2,625	

Note: Percentages based on number of respondents, (2,530), not number of answers.

Question 6: *Do you share your creative activity with the public beyond your family and friends? That is to say, do you exhibit, show, read your work publicly?*

	<u>Number</u>	<u>Percent</u>
Yes	2,126	84.0%
No	<u>404</u>	16.0
Total	2,530	

Question 7: *Would you call your creative activity a primary focus or passion in your life?*

	<u>Number</u>	<u>Percent</u>
Yes	2,306	91.1 %
No	<u>224</u>	8.9
Total	2,530	

Question 8: *Would you call yourself an artist (visual, performing, literary)?*

	<u>Number</u>	<u>Percent</u>
Yes	2,203	87.1
No	<u>327</u>	12.9
Total	2,530	

## Appendix IX: Working Artists – Full Census Report

### 2008 Artists' Census: Working Artists in Washtenaw County

The Artists' Census closed in May and we received 2,530 replies from people who lived or worked in Washtenaw County. We have defined a Working Artist someone who meets all of the following criteria: (1) someone who self-defines as an artist; (2) works in an artistic field; (3) spends ten hours or more a week on his/her artwork; and (4) shares his/her artwork beyond family and close friends. Using these criteria we have identified a total of 1,173 working artists in our community. (The other 1,357 respondents along with these 1,173 working artists are referred to as "Washtenaw County Artists" who completed the census)

Question 1 and 2: *What is your primary creative field? Do you work in other creative fields? If so, list two or three of them.\** [For more details on the creative fields, see the "Washtenaw Artists by Media" report in Appendix X.]

Creative Field	Primary Field	
	Number	Percent
Music	247	21.1%
Visual Artist	234	19.9
Crafts	197	16.8
Theater	123	10.5
Literary Arts	103	8.8
Design Arts	101	8.6
Photography	73	6.2
Media Arts	41	3.5
Dance	34	2.9
Other Responses	17	1.4
Opera and Music Theater	<u>3</u>	<u>0.3</u>
Total Responses	1,173	100.0

\* For the purposes of this census, data from Question 2 is not included.

Question 3: *Are you a student pursuing a degree or certificate?*

	Number	Percent
Yes	260	22.2%
No	908	77.4
N/A	<u>5</u>	0.4
Total	1,173	

Question 4: *On average, how many hours per month would you say you work on your creative activities?*

	<u>Number</u>	<u>Percent</u>
160 hours or more	343	29.2%
80-159 hours	360	30.7
40-79 hours	<u>470</u>	40.0
Total	1,173	

Question 5: *How do you earn a living?* [Note that some artists chose more than one option.]

	<u>Number</u>	<u>Percent</u>
I have a "day job" (not related to my creative field)	290	24.7%
I have a "day job" (related to my creative field)	372	31.7
I support myself by doing my art.	218	18.6
I have financial support that enables me to do my art	<u>364</u>	31.0
Total	1,244	

Note: Percentages based on number of respondents, (2,530), not number of answers.

Question 6: *Do you share your creative activity with the public beyond your family and friends? That is to say, do you exhibit, show, read your work publicly?"* [By definition.]

	<u>Number</u>	<u>Percent</u>
Yes	1,173	100.0%

Question 7: *Would you call your creative activity a primary focus or passion in your life?*

	<u>Number</u>	<u>Percent</u>
Yes	1,153	98.3 %
No	<u>20</u>	1.7
Total	1,173	

Question 8: *Would you call yourself an artist (visual, performing, literary)?"* [By definition.]

	<u>Number</u>	<u>Percent</u>
Yes	1,173	100.0%

## Appendix X

### Comparative Analysis: *Working Artists & Washtenaw County Artists*

CREATIVE FIELD	Working Artists		Washtenaw County Artists	
	Primary Medium	% of Artists	Primary Medium	% of Artists
<u>Performing arts:</u>				
Dance				
Dancer	32	2.7%	128	5.1%
Choreographer	2	0.2%	7	0.3%
	----		----	
Total Dance	34	2.9%	135	5.3%
Music				
Musician, undefined	164	14.0%	283	11.2%
Singer, vocal	30	2.6%	83	3.3%
Instrumental	26	2.2%	53	2.1%
Composer, arranger	23	2.0%	43	1.7%
Producer, recording	2	0.2%	5	0.2%
Conductor	2	0.2%	2	0.1%
	----		----	
Total Music	247	21.1%	469	18.5%
Opera and Music Theater				
Undefined	3	0.3%	10	0.4%
Theater:				
Undefined	43	3.7%	75	3.0%
Actor	45	3.8%	74	2.9%
Director, fight choreographer	7	0.6%	13	0.5%
Set/lighting designer, props	9	0.8%	13	0.5%
Producer, stage manager	8	0.7%	11	0.4%
Experimental performer	5	0.4%	8	0.3%
Costume designer, makeup	4	0.3%	6	0.2%
Storyteller	-	-	6	0.2%
Comedian, improv	1	0.1%	4	0.2%
Puppeteer	1	0.1%	3	0.1%
Sound designer	-	-	1	0.0%
	----		----	
Total Theater	123	10.5%	214	8.5%
	----		----	
Total Performing arts	407	34.7%	828	32.7%

CREATIVE FIELD	Working Artists		Washtenaw County Artists	
	Primary Medium	% of Artists	Primary Medium	% of Artists
<u>Visual Arts:</u>				
Visual Artist				
Painter	130	11.1%	319	12.6%
Drawing, pastels	33	2.8%	84	3.3%
Sculptor	38	3.2%	56	2.2%
Undefined visual arts	15	1.3%	26	1.0%
Printmaker	10	0.9%	23	0.9%
Installation, public art	6	0.5%	8	0.3%
Experimental, sound	2	0.2%	3	0.1%
	----		----	
Total visual artists	234	19.9%	519	20.5%
Design arts				
Graphic designer, typography	54	4.6%	96	3.8%
Illustrator	19	1.6%	31	1.2%
Architect	8	0.7%	22	0.9%
Industrial designer, furniture	4	0.3%	10	0.4%
Undefined designer	2	0.2%	8	0.3%
Fashion designer	4	0.3%	6	0.2%
Web designer	1	0.1%	5	0.2%
Interior designer	3	0.3%	4	0.2%
Advertising, marketing	3	0.3%	4	0.2%
Architectural restoration	1	0.1%	3	0.1%
Landscape architect, gardener	2	0.2%	2	0.1%
	----		----	
Total designers	101	8.6%	191	7.5%
Crafts				
Fiber	64	5.5%	153	6.0%
Clay	53	4.5%	92	3.6%
Mixed media, collage, mosaic	22	1.9%	58	2.3%
Jewelry, beading	21	1.8%	55	2.2%
Glass	13	1.1%	28	1.1%
Wood	7	0.6%	14	0.6%
Metal	4	0.3%	9	0.4%
Paper	4	0.3%	9	0.4%
Book arts	4	0.3%	5	0.2%
Folk crafts, scrapbooking	3	0.3%	5	0.2%
Instrument maker	2	0.2%	2	0.1%
Undefined craftsman	-	-	2	0.1%
Leather	-	-	0	0.0%
	----		----	
Total crafts	197	16.8%	432	17.1%

CREATIVE FIELD	Working Artists		Washtenaw County Artists	
	Primary Medium	% of Artists	Primary Medium	% of Artists
Photographer	73	6.2%	178	7.0%
<b>Media arts</b>				
Film	18	1.5%	28	1.1%
Video	8	0.7%	14	0.6%
Digital technology, experimental	8	0.7%	14	0.6%
Animation, cartooning	6	0.5%	11	0.4%
Audio, radio	1	0.1%	3	0.1%
	----		----	
Total media artists	41	3.5%	70	2.8%
	----		----	
Total visual artists	646	55.1%	1390	54.9%
<b><u>Literary arts:</u></b>				
Writer, unidentified	33	2.8%	102	4.0%
Fiction writer	34	2.9%	91	3.6%
Poet	16	1.4%	46	1.8%
Non-fiction writer	12	1.0%	22	0.9%
Playwright, comedy writer	8	0.7%	9	0.4%
	----		----	
Total literary artists	103	8.8%	270	10.7%
	----		----	
<b>Other responses:</b>				
Arts Education	8	0.0%	9	0.0%
Arts administration, gallerist	3	0.0%	7	0.0%
Humanities	2	0.0%	5	0.0%
Other (e.g., cooking)	3	0.0%	5	0.0%
Multidisciplinary	1	0.0%	1	0.0%
Art conservation	-		1	0.0%
No response to artistic field	-		14	
	----		----	
Total other responses	17	1.4%	42	1.7%
	----		----	
Total artists	1173	100%	2530	

	Working Artists		Washtenaw County Artists	
Question 3: Are you a student pursuing a degree or certificate?				
No	908	77.4%	2027	80.1%
Yes	260	22.2%	485	19.2%
N/A	5	0.4%	18	0.7%
	----		----	
Total	1173		2530	

Question 4: On average, how many hours per month would you say you work on your creative activities?

160 hours or more	343	29.2%	394	15.6%
80-159 hours	360	30.7%	399	15.8%
40-79 hours	470	40.1%	568	22.5%
10-39 hours	-		977	38.6%
Less than 10 hours per month	-		192	7.6%
	----		----	
Total	1173		2530	

Question 5: How do you earn a living?

Day job not related to my creative field	290	24.7%	947	37.4%
Day job related to my creative field	372	31.7%	638	25.2%
Support myself by doing my art	218	18.6%	270	10.7%
Financial support (spouse, retirement)	364	31.0%	770	30.4%
	----		----	
Total responses (some people chose more than one answer)	1244		2625	

\*Percentages based on number of respondents, not number of answers

Question 6: Do you share your creative activity with the public beyond your family and friends?

Yes	1173	100%	2126	84.0%
No	-		404	16.0%
	----		----	
Total	1173		2530	

Question 7: Would you call your creative activity a primary focus or passion in your life?

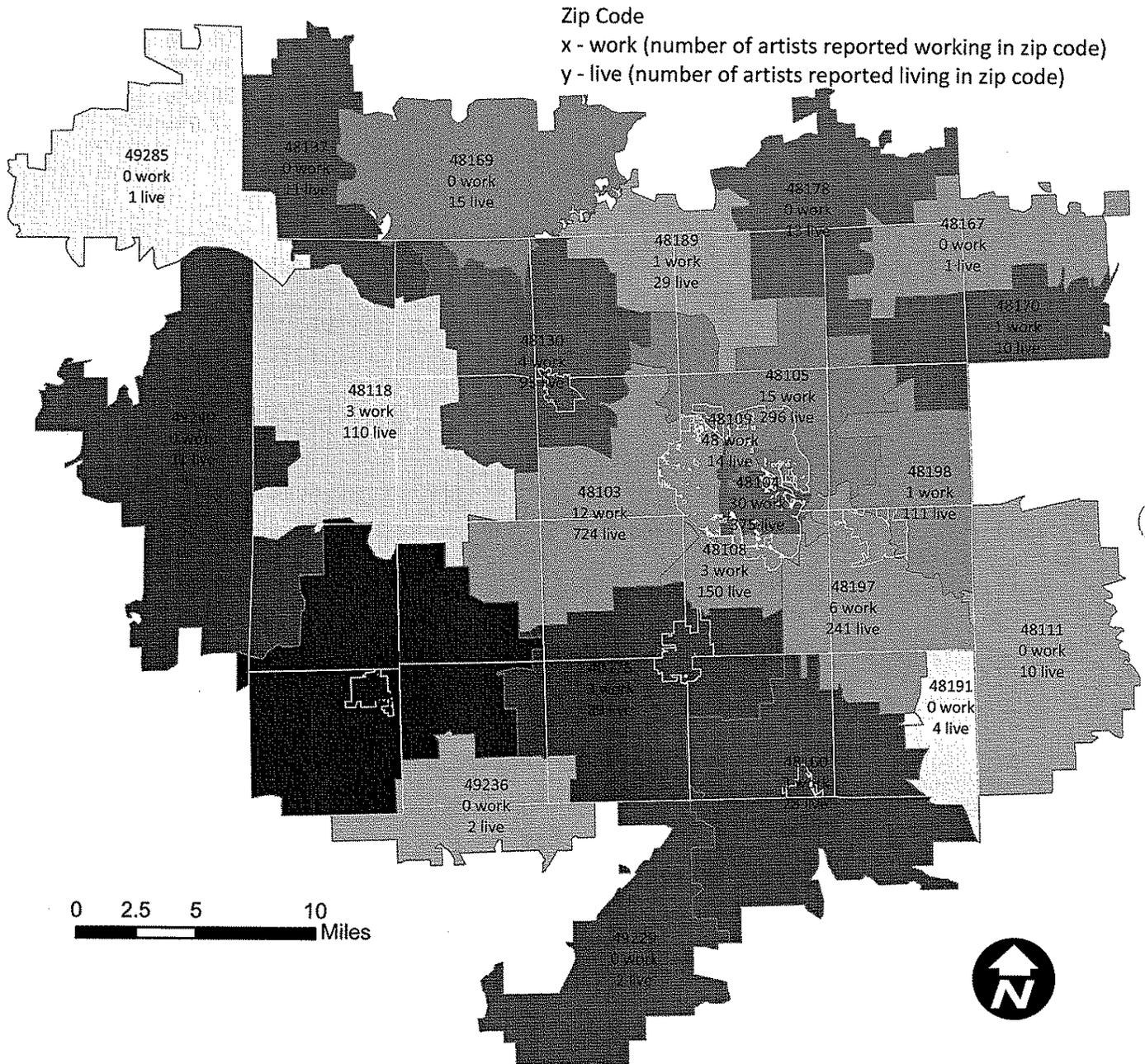
Yes	1153	98.3%	2306	91.1%
No	20	1.7%	224	8.9%
	----		----	
Total	1173		2530	

Question 8: Would you call yourself an artist (visual, performing, or literary?)

Yes	1173	100%	2203	87.1%
No	-		327	12.9%
	----		----	
Total	1173		2530	

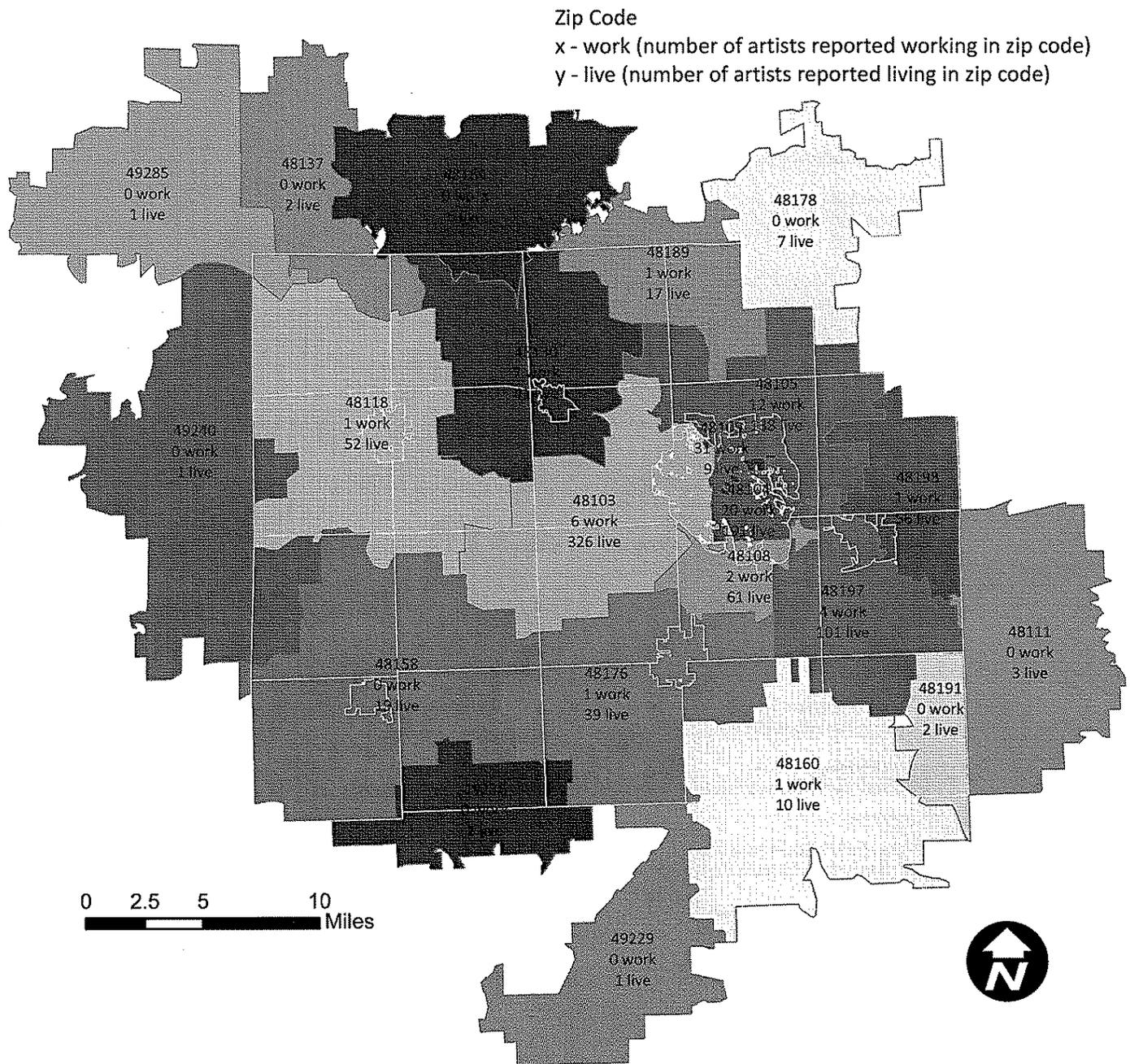
# Artists' Census: Washtenaw County Artists

## By Zip Code Relative to Washtenaw County



Note: This map represents all 2,530 respondents, except for zip codes used strictly for institutional use.

# Artists' Census: Working Artists By Zip Code Relative to Washtenaw County



Note: This map represents all 1,173 respondents, except for zip codes used strictly for institutional use.

## Appendix XIII

### Instructions:

Complete the census (one per person, please) at [artscount.org](http://artscount.org) or deposit this card in the ArtCount drop box at your local library or mail it to the Arts Alliance, 115 West Huron St., Suite 301, Ann Arbor, MI 48104.

1. What is your primary creative field? (Example: painting, choreography, fiction writing, etc.)

2. Do you work in other creative fields? If so, list two or three of them.

3. Are you a student pursuing a degree or certificate?      Yes      No

4. On average, how many hours per month would you say you work on your creative activities? (Circle one option)

Less than 10      10-39      40-79      80-159      160 or more

5. How do you earn a living?

Check the one answer that best describes your current situation.

I have a "day job" (not related to my creative field) that allows me to do my art. (Example "day job:" waiter, lawyer, etc.)

I have a "day job" (related to my creative field) that allows me to do my art. (Example: a professor teaching dance, a web designer, etc.)

I support myself by doing my art.

I have financial support that enables me to do my art (Example: support from family or a spouse, retirement benefits, etc.)

6. Do you share your creative activity with the public beyond your family and friends?

Yes      No

7. Would you call your creative activity a primary focus or passion in your life?

Yes      No

8. Would you call yourself an artist (visual, performing, or literary)?

Yes      No

9. Home Zip Code: \_\_\_\_\_

10. **Non-Washtenaw County Residents Only:** If you do most of your creative work in Washtenaw County, where does this take place? Zip code \_\_\_\_\_.

### Bonus Question!

What's your best guess of how many artists (visual, performing, literary) are in Washtenaw County?

\_\_\_\_\_

We'll use the ArtsCount results to determine the number and your correct answer may win you a prize. (See [www.ArtsCount.org](http://www.ArtsCount.org) for prize list and more)

**Would you like to receive our bi-weekly email newsletter, which includes calls for artists, grant opportunities, job openings, and more?**      Yes      No

To enter the contest or receive the Arts Alliance newsletter, or just because you'd like to stay in touch, please give us your:

Phone: \_\_\_\_\_

Email: \_\_\_\_\_

Name: \_\_\_\_\_

**We will not share your contact information with anyone.**

# Appendix XIV

## Arts Alliance 2008 Art Census

### Percentage of Washtenaw County Artists in each Population Center

Post Office	Zip Code	Live In	Work In	Total	City	of Total	Total Percent	
							Population (According to 2000 Census)	% of Artists
ANN ARBOR	48103	724	12	736			49086	
ANN ARBOR	48104	375	30	405			42557	
ANN ARBOR	48105	296	15	311			33095	
ANN ARBOR	48106	3	4	7				
ANN ARBOR	48107	2	1	3				
ANN ARBOR	48108	150	3	153			23041	
ANN ARBOR	48109	14	48	62	1,677	66.28%	4,152	
Ann ARBOR TOTALS		<b>1,564</b>	<b>113</b>	<b>1,677</b>			<b>151,931</b>	<b>1.10%</b>
CHELSEA	48118	110	3	113	113	4.47%	4,398	2.57%
DEXTER	48130	93	4	97	97	3.83%	2,338	4.15%
MANCHESTER	48158	48	1	49	49	1.94%	2,160	2.27%
MILAN	48160	28	3	31	31	1.23%	4,775	0.65%
SALINE	48176	89	3	92	92	3.64%	8,034	1.15%
YPSILANTI	48197	241	6	247			55,520	
YPSILANTI	48198	111	1	112	359	14.19%	38,746	
YPSILANTI TOTALS		352	7	359			<b>94,266</b>	<b>0.38%</b>
Sub-Total Population Center		2,284	134	<b>2,418</b>				
Works in Population Center		<b>134</b>						
Total Population Center		2,418						
Total Outside Population Center*		112						
Total Washtenaw County (Includes Population Center and surrounding communities)		2,530						

\*Outside Population Center refers to communities (namely townships and villages) not located within the seven population centers, but still considered part of Washtenaw County.  
(According to USPS Zip Code Zones)

# Appendix XV

## Arts Alliance 2008 Artists' Census Percentage of Working Artists in each Population Center

Post Office	Zip Code	Live In	Work In	Total	Total Percent		Population (According to 2000 Census)	% of Artists
					City	of Total		
ANN ARBOR	48103	326	6	332			49086	
ANN ARBOR	48104	191	20	211			42557	
ANN ARBOR	48105	138	12	150			33095	
ANN ARBOR	48106	1	3	4				
ANN ARBOR	48107		1	1				
ANN ARBOR	48108	61	2	63			23041	
ANN ARBOR	48109	9	31	40	801	68.3%	4,152	
<b>ANN ARBOR AREA TOTALS</b>		<b>726</b>	<b>75</b>	<b>801</b>			<b>151,931</b>	<b>0.53%</b>
CHELSEA	48118	52	1	53	53	4.5%	4,398	1.21%
DEXTER	48130	41	2	43	43	3.7%	2,338	1.84%
MANCHESTER	48158	19		19	19	1.6%	2,160	0.88%
MILAN	48160	10	1	11	11	0.9%	4,775	0.23%
SALINE	48176	39	1	40	40	3.4%	8,034	0.50%
YPSILANTI	48197	101	4	105		0.0%	55,520	
YPSILANTI	48198	56	1	57	162	13.8%	38,746	
<b>YPSILANTI AREA TOTALS</b>		<b>157</b>	<b>5</b>	<b>162</b>			<b>94,266</b>	<b>0.17%</b>
Sub-Total Population Center		1,044	85	1,129	1,129			
Works in Population Center		85						
Total Population Center		1,129						
Total Outside Population Center*		44						
Total Washtenaw County (includes Population Center and surrounding communities)		1,173						

\*Outside Population Center refers to communities (namely townships and villages) not located within the seven population centers, but still considered part of Washtenaw County. (According to USPS Zip Code Zones)



# **The Arts Alliance Creative Economic Analysis**

**July 21, 2008**

**ANN ARBOR**  
**SPARK**  
**IGNITING INNOVATION**



## Arts Alliance Creative Economy Study Summary

The Arts Alliance launched an initiative to understand the composition and economic impact of the creative economy in Washtenaw County. The Arts Alliance included an economic analysis as part of this initiative. Economic analyses can identify the strengths of a local economy as well as point out areas of concern. Although a consistent methodology has not been developed to analyze the creative economy, the Arts Alliance study followed economic methodologies that are typically applied to traditional industry sectors and include growth of industry sectors over time, location quotients, and payroll data.

The study identified industry sectors that included creative economy components. They were arts and entertainment; professional; information; manufacturing; and arts schools.

The creative economy occupations reviewed in the study are:

- Art directors
- Graphics designers
- Interior designers
- Producers and directors
- Musicians and singers
- Public relations specialists
- Editors
- Technical writers
- Writers and authors
- Media and communications workers, all others
- Broadcast technicians
- Public relations managers
- Marketing managers
- Architects, except landscape and naval

The study revealed the following:

- The creative economy employs 4.6% of county's total workforce and generates 10% of county's total payroll
- The arts/ entertainment/ recreation sector gained 347 jobs between 2001 and 2006
- The number of self-employed in the creative economy grew by 234 between 2001 and 2006
- Independent artists, writers, and performers have the highest number of self-employed
- 823 students in Eastern Michigan University and University of Michigan earned degrees related to creative economy in 2007.

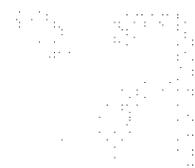
Community by US



Several areas of concern were identified that require further analysis.

- Some creative economy sectors (landscape architecture; specialized design; advertising and public relations) are declining in employment while the number of self-employed in those sectors is growing. Did changes in these industry sectors result in individuals deciding to launch their own businesses, and if so, what were the changes? Would it be beneficial to develop business assistance programs to help people launch and grow their creative businesses?
- Washtenaw County is one of the nation's largest centers for short-run booking printing. The printing and publishing industry has had a long presence in the Ann Arbor area. This cluster appears to be in decline, with job losses in book printing, book and periodical publishing, and graphic design. Some employment decline in printing can be attributed to new technologies that increase productivity and require fewer, more highly skilled employees. Has the traditional publishing industry been affected by competition from the Internet? If so, how does this affect the future of the publishing sector in Washtenaw County?
- The arts, entertainment and recreation sector grew between 2002 and 2006. Promoters of performing arts and sports grew by 90%, from 63 to 111. Independent artists, writers and performers grew by 36%. This sector has a large and growing number of self-employed, the largest number of all creative economy sectors. Is the community providing the resources required to encourage growth of the arts and entertainment sector?

These questions and other concerns may be answered through well-designed focus groups of creative economy employers.





# The Arts Alliance Creative Economic Analysis

## INTRODUCTION

The Arts Alliance, an organization whose mission is to strengthen the arts and cultural activities in the Ann Arbor region, recently issued a survey of local artists to better understand the composition of the Ann Arbor area's creative community. Along with the Artists' Census, the Arts Alliance undertook an analysis of Washtenaw County's creative economy to learn more about its economic contributions to the regional economy.

### Background

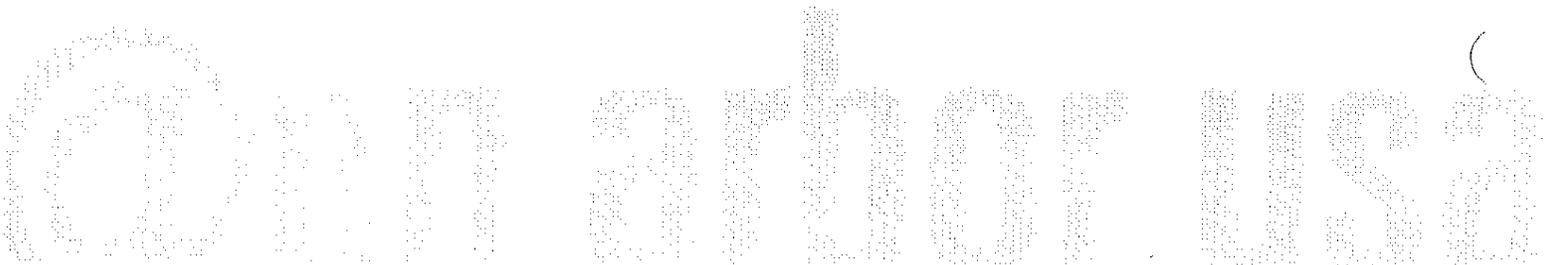
Why do communities engage in cultural economic analyses? It is a generally accepted truism that the arts and the creative economy fuel economic growth by creating jobs and making a community an attractive place to live and work. Richard Florida's "creative class" theories prompted communities to consider the role the arts play in job growth and community development.

Economic analyses help communities understand their local economy by revealing growing, declining, and emerging industry sectors. That knowledge helps communities prepare policies, infrastructure, and business services to foster the success of emerging and growing industries while developing strategies to address declining industries.

A number of communities and regions have engaged in studies of their cultural economies. The New England Creative Economy Council, North Carolina's Clusters of Creativity, and the United Kingdom's Creative Economy initiative are three examples. However, because the economic analyses of cultural activities is such a new approach, consistent methodology has not been developed that enables consistent results. Some studies include industry sectors that appear far removed from creative sectors, while others use definitions and approaches that may overplay the contributions of the arts in an economy.

The Arts Alliance economic study utilized established methodology followed by economic developers and researchers. The Arts Alliance selected the arts sectors and occupations to be included in the study. The selections are primarily arts related, with support sectors included if they are part of a significant industry cluster.

An analysis of the cultural economy in Washtenaw County is very timely. The state of Michigan recently amended the Michigan Economic Growth Authority (MEGA) incentive to provide credits against the Michigan Business Tax to growing and relocating firms engaged in architecture, design, digital media, advertising and marketing, music and film industries. Knowledge of the area's strengths and service gaps will help guide business attraction efforts.



## Data Sources

The main source utilized for statistical information is the Bureau of Labor Statistics (BLS). Although the BLS data covers about 98% of employment, a study that includes the creative economy must also include the number of self-employed. The US Census was utilized to provide information on self-employment numbers. BLS data were also utilized to obtain numbers of job by Standard Occupation Code (SOC).

## Industry Sectors vs. Industry Clusters

An industry sector includes all companies with a similar product or service. For example, an information technology sector includes all firms that write software or process information regardless of their products or customers. A cluster is a geographic concentration of interconnected businesses that provide related goods and services. The auto industry in Michigan is a good example of a cluster of manufacturers, suppliers, transportation, advertising, and other auto-related sectors and services.

## Useful Definitions

Metropolitan Statistical Area (MSA) are designated by the US Census to gather business and employment industry. Ann Arbor is an MSA that consists of Washtenaw County.

NAICS – North American Industry Classification System is used by government and business to analyze industry sectors in the US, Canada, and Mexico. NAICS is a six-digit number that designates industries from largest category (two-digit NAICS) to very detailed level (four through six digit NAICS).

SOC – Standard Occupation Code groups occupations according to the nature of the work performed.

## Data Gaps

The data used in this study are provided by the Bureau of Labor Statistic and the Census and are the most accurate available to the general researcher, but the data utilized in this study do have gaps.

- Employment and earnings data are available for local areas on a highly aggregated basis. The Bureau of Labor Statistics and the US Census suppress data to ensure confidentiality in cases where a specific business would be recognized by a data set. For example, if a county employed only one firm that manufactured plastics, the data would be suppressed so competitors could not learn the firm's employment or salary levels.
- Census and Bureau of Labor Statistics differ in collection methods and timing of data release.
- Labor data are gathered for full-time, not part-time, employment. The Artists Census should help tell us how many artists are working part-time in the Ann Arbor MSA.

## ANN ARBOR MSA EMPLOYMENT OVERVIEW

The creative economy crosses into sectors other than pure arts and entertainment, so it may be helpful to review all of the Ann Arbor MSA's industry sectors for which we have data.

### Top Sectors in Employment and Payroll

NAICS	Total Employed	Total Payroll (in thousands)
31 Manufacturing	20081	\$1,450,317
54 Professional/scientific	14389	\$1,179,809
62 Healthcare	21668	\$907,133
61 Education	11051	\$384,763

- The largest number of jobs, the highest average salaries, and the highest total payroll are found within four sectors: Manufacturing, Professional/scientific, Healthcare, and Education.
- Although the area continues to lose manufacturing jobs, the manufacturing sector remains vital to the local economy. It has the second-largest number employed and the largest total payroll.
- Professional/scientific is the fourth highest sector by employment and second by total payroll.
- Healthcare is the county's largest and fastest growing sector by employment and third in total payroll.

### Economic Performance 2001 to 2006

First, the good news—a number of industry sectors gained jobs between 2001 and 2006, led by gains in healthcare.

### Job Gains by NAICS 2001 – 2006

NAICS	2001 Employment	2006 Employment	Job Gain 2001-2006
62 Healthcare	19838	21668	1830
42 Wholesale trade	4271	4824	553
72 Accommodations	10908	11890	982
22 Utilities	408	638	230
53 Real estate	2274	2594	320
71 Arts, entertainment, recreation	1682	2029	347
81 Other except public admin	3883	4670	787

Now the bad news—job losses offset job gains. Between 2001 and 2006, Washtenaw County lost 2,202 jobs. (Note: These data do not include the Pfizer job losses, which will appear in the 2007 data.)

### Job Loss by NAICS, 2001- 2006

NAICS	2001 Employment	2006 Employment	Job Loss 2001 - 2006
31 Manufacturing	26708	20081	-6627
54 Professional scientific	15774	14389	-1385
51 Information	5123	3568	-1555
52 Finance and insurance	3384	2965	-19
48 Transport/warehouse	2902	2901	-1
55 Management of companies	2597	1882	-715
56 Administration	10554	10308	-246
23 Construction	6178	5451	-727
44 Retail	19322	17549	-1773
92 Public administration	5941	5896	-45

## THE CREATIVE ECONOMY: SETTING THE STAGE

### Creative Industry Sectors

To begin the analysis of the creative economy, we must identify the industries to include in the study. The Arts Alliance determined that the creative economy includes the following industry sectors (two-digit NAICS in bold).

### Creative Industry Sectors

<b>71 Arts, entertainment, recreation</b>	<b>54 Professional and technical services</b>
Performing arts companies	Architectural services
Theater companies	Landscape architectural services
Dance companies	Specialized design services
Musical groups and artists	Interior design services
Other performing arts companies	Industrial design services
Promoters of performing arts and sports	Graphic design services
Agents, managers for artists	Marketing and consulting services
Independent artists, writers, performers	Advertising and public relations services
Museums	Advertising agencies
	Public relations agencies

**51 Information**

Newspaper publishing  
 Periodical publishing  
 Book publishing  
 Software publishing  
 Motion picture and sound recording  
 Motion picture and video production  
 Postproduction and related  
 Sound recording industries  
 Record production  
 Music publishers  
 Sound recording studios  
 Internet publishing and broadcasting

Art dealers  
 Fine arts schools

**31-33 Manufacturing**

Leather product manufacturing  
 Printing and related  
 Commercial litho printing  
 Commercial screen printing  
 Digital book printing  
 Book printing  
 Support activities for printing  
 Nonmetallic mineral product manufacturing  
 Vitreous china and earthenware manufacturing  
 Ceramic wall and floor tile manufacturing  
 Glass and glass products  
 Ornamental metal work manufacturing  
 Furniture and related products  
 Jewelry, except costume, manufacturing  
 Costume jewelry and novelty manufacturing  
 Musical instrument manufacturing

**Creative Economy Employment**

To determine the number of people employed in the creative economy, we simply count the number of people in each identified NAICS. Because we're interested in as much detail as we can get, we utilize the six-digit NAICS level. We also include Census data that tell us the number of people who are self-employed. This is especially critical in the arts sector, where many individuals are self-employed. Both tallies reveal that Washtenaw County's creative economy employs 9,037 people, or 4.6% of the total workforce. Of that total, 2,381 are self-employed. The greatest numbers of self-employed are found in NAICS 71 Arts, entertainment, recreation, with 1,361 independent artists and performers.

As with the rest of Washtenaw County, the creative sector lost jobs between 2001 and 2006, with the greatest declines found in theater companies, design services, advertising and public relations, and book printing.

**Creative Employment Job Losses and Gains by Two-Digit NAICS**

NAICS	Employment 2001	Employment 2006	Gain/Loss 2001-2006
71 Arts, entertainment	1585	1774	189
54 Professional	3056	2235	-821
51 Information	2676	2412	-264
31 Manufacturing	2922	2487	-435
45 Art schools	N/D	24	N/D
61 Fine arts schools	104	115	11
<b>TOTAL</b>	<b>10231</b>	<b>9037</b>	<b>-1194</b>

### Self-employed vs. Employer Employed

The job losses within the last five years may have resulted in more people choosing to be self-employed. Many sectors of the creative economy have low barriers to entry, allowing individuals to launch their own firm. We compared self-employment data over time to see if the numbers of self-employed grew, and if so, where the growth took place.

NAICS	Self Employed 2001	Self Employed 2006	Gain/Loss 2001-2006
7111 Performing arts companies	47	54	7
713 Promoters	32	52	20
7115 Independent artists, writers, performers	1203	1327	124
54131 Architectural services	86	87	1
54132 Landscape architectural services	41	50	9
5418 Advertising and public relations	123	139	16
511 Publishing except internet	173	198	25
512 Motion picture and sound recording	47	58	11
516 Internet publishing and broadcasting	24	45	21
TOTAL	1776	2010	234

### Salaries and Payroll

Salary and payroll data provide another way of looking at the economic contribution of the creative economy. The average annual salary for creative economy jobs ranges between \$17,742 and \$102,709. In general, the purely arts-related occupations have lower average salaries than professional and information jobs.

Total wages for the Ann Arbor MSA was \$9,123,851,000. Total payroll for all creative economy sectors is \$932,876,000, or approximately 10% of the total payroll.

### Average Salaries and Total Payroll by Two-Digit NAICS

NAICS	2006 Average Salary	Total Payroll 2006 (in thousands)
71 Arts, entertainment	\$33,277	\$207,821
54 Professional	\$65,752	\$437,891
51 Information	\$60,210	\$136,603
31 Manufacturing	\$45,582	\$147,974
45 Art dealers	\$23,201	\$551
61 Fine arts schools	\$17,742	\$2036



## Location Quotients

How strong is the creative sector in Washtenaw County? We determine the strength of an industry sector by computing a location quotient that measures a regional economy's share of an industry sector compared to that of the US. A location quotient greater than 1 indicates that more of that product or service is produced in the regional economy. A location quotient less than 1 indicates the sector is producing for the local economy only.

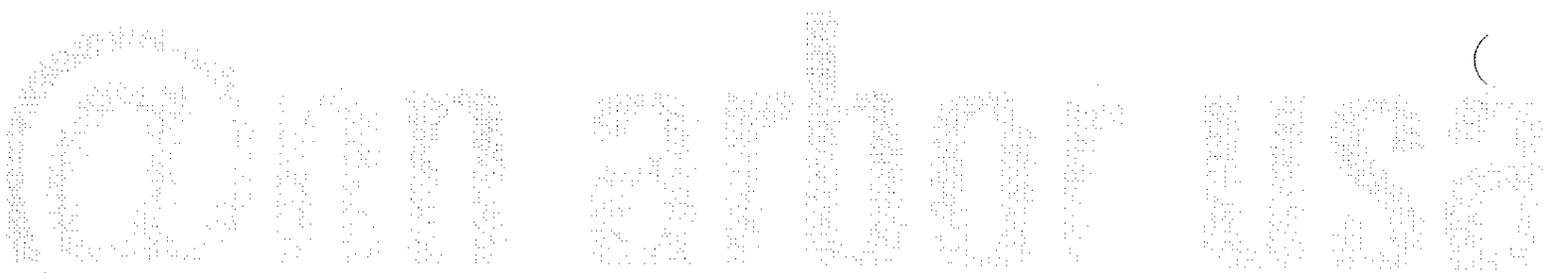
Traditional economic development methodology follows the *export* theory of economic development, that is, it focuses on industries that export goods and services from the community and thus bring new dollars into the community. Industries with location quotients greater than one are considered those that export goods or services from the community.

Increasingly, economic developers are studying locally traded industries as well, such as medical centers, universities, and the arts. This *consumption base* methodology captures the share of the local economy that is purchased by local residents. In the consumption theory, dollars that would have been spent outside the community on medical care, entertainment, or the arts are instead spent within the community.

Artistic ventures serve to bring dollars into the community in another way by attracting people from outside the region to attend artistic events. In Ann Arbor, the University Musical Society brings outstanding arts performers that draw arts patrons from throughout southeast Michigan. Indeed, events such as the Royal Shakespeare Company draw attendees from around the country.

## Creative Occupations

Not everyone employed in a particular industry is engaged in the definitive work of that sector. For example, an architectural firm employs architects, but the firm also employs people in accounting, sales, administration, and other support staff. To get a better idea of exactly how many people have a particular skill set, the Arts Alliance identified Standard Occupation Code (SOC) for creative occupations. The total number of people engaged directly in creative occupations is 2,460. Note: These numbers do not include self-employed.



## Creative Occupations

		2006 Employment
SOC	Occupation Description	
27-1011	Art directors	50
27-1024	Graphics designers	500
27-1025	Interior designers	130
27-2012	Producers and directors	140
27-2042	Musicians and singers	70
27-3031	Public relations specialists	550
27-3041	Editors	290
27-3042	Technical writers	70
27-3043	Writers and authors	50
27-3099	Media and communications workers, all others	60
27-4012	Broadcast technicians	40
11-2031	Public relations managers	50
11-2021	Marketing managers	300
17-1011	Architects, except landscape and naval	160

### Talent Pipeline

University of Michigan and Eastern Michigan University graduate students with majors in music, theater, dance, architecture, and other creative areas. A tally of recent graduates indicates 667 students graduated from the University of Michigan with creative-related degrees. Of those, 455 were bachelor's degrees, 170 were master's degrees, and 42 were doctorate degrees. Eastern Michigan graduated 156 with degrees in theater, music and interior design. These graduates provide a strong pipeline of architecture, music, and performance employees.

## DISCUSSION

Once growth and decline in employment and location quotients have been computed, a picture of the creative economy begins to emerge. A scatter plot allows us to see growing, declining, threatened, and emerging sectors.

<p style="text-align: center;"><b>HIGH L/Q AND DECLINING EMPLOYMENT</b></p> <p>323 Printing and related            323110 Commercial litho printing            323117 Book printing            511 Publishing            51121 Software publishing            54131 Architectural services            54132 Landscape architectural services            541613 Marketing and consulting services            5418 Advertising and PR services</p>	<p style="text-align: center;"><b><u>HIGH L/Q AND GROWING EMPLOYMENT</u></b></p> <p>54141 Interior design</p>
<p style="text-align: center;"><b><u>LOW L/Q AND DECLINING EMPLOYMENT</u></b></p> <p>71111 Theater companies            51112 Periodical publishing            51113 Book publishing            54143 Graphic design</p>	<p style="text-align: center;"><b><u>LOW L/Q AND GROWING EMPLOYMENT</u></b></p> <p>7111 Performing arts companies            7114 Agents, managers for artists            7115 Independent artists, writers, performers            712 Museums, historic sites, zoos, parks            516 Internet publishing            512 Motion picture            5414 Specialized design services            323113 Commercial screen printing</p>

**Key:**

High L/Q and low employment growth = important industries that may require attention

High L/Q and high employment growth = important growth industries

Low L/Q and low employment growth = industries with little promise

Low L/Q and high employment growth = possible emerging industries

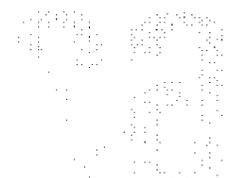
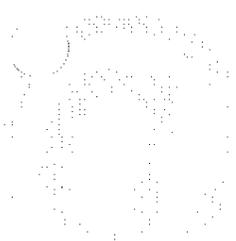
- 
1. Printing and publishing has been strength in Washtenaw County for decades. Edwards Brothers was founded 100 years ago and fostered a growing printing industry. Although the book printing location quotient remains very high, the publishing and printing cluster has lost jobs over the past five years. Advances in printing technologies, such as electronic prepress, have resulted in fewer, but higher skilled, employees. The Newspaper Association of America recently announced that print-ad spending fell 9.4% in 2007 as advertisers and readers migrate away from print advertising and to the Internet. At the same time, internet publishing sector is gaining jobs.
  2. The increasing number of self-employed people requires examination. Are the self-employed starting new ventures after being downsized? Are they getting the help they need to succeed? Are there other people who would like to start a firm if they could find the help they need to get started? If so, the Arts Alliance may want to partner with the Ann Arbor SPARK Business Accelerator to see if their approach would work creative start-ups as well.
  3. Advertising, marketing and public relations is another sector that has seen declines in employment. The location quotients are low, which indicates these firms are serving mostly local customers. It may be beneficial to help these firms grow by expand their geographic base of customers. As with publishing, traditional advertising, marketing and public relations sectors may be seeing competition from online advertising.
  4. If the Arts Alliance does not have a database of information about local creative firms, it should take steps to develop one. Minimum data to collect are company name, description, contact, address, telephone, email, website, and a code to identify the company's sector. The database could utilize off-the-shelf software, such as Access, that allows data searches. Access.

## NEXT STEPS

Update employment data when BLS releases 2007 updates.

Begin mapping creative economy firms to see if creative clusters exist by identifying firms that are creating, manufacturing, supplying, or supporting other firms.

Host focus group or round table discussions with employers to gain a deeper understanding of challenges and opportunities within the creative economy.





SOURCES

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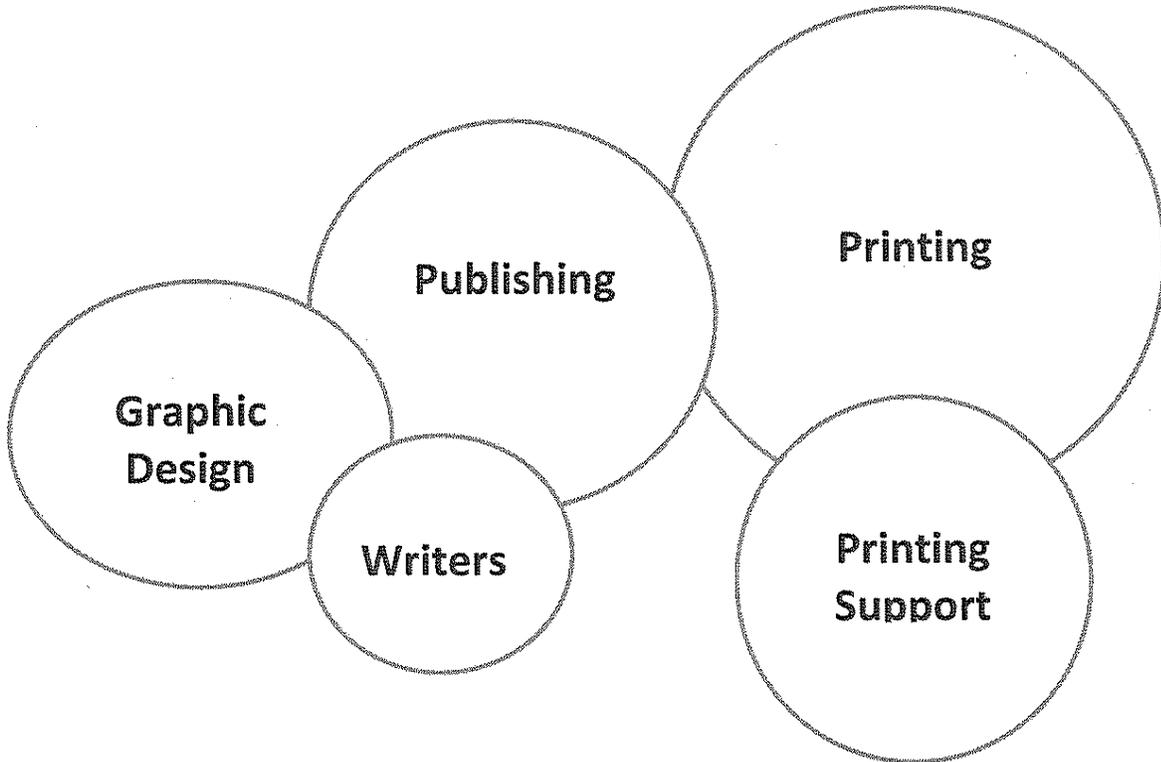
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Ann Markusen, "Defining the Cultural Economy: Industry and Occupational Approaches," 2007, Hubert Humphrey Institute, University of Minnesota

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**SUPPORT**                      **PRODUCTION 31-33**                      **PUBLISHING 51**

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Parametrics Tech/Arbortext  
Baseview  
Ioflex  
Net-Linx Publishing Services  
Xitron

**Headquarters 551114**

Borders Group

**Warehousing 48**

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**Print – Books 323117**

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Cushing-Malloy  
Edwards Brothers  
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Thomson-Shore

**Printing – Litho 323110**

Malloy Lithographing  
University Litho  
White Pines

**Printing – Digital 323115**

Jetrion

**Printing – Other 323119**

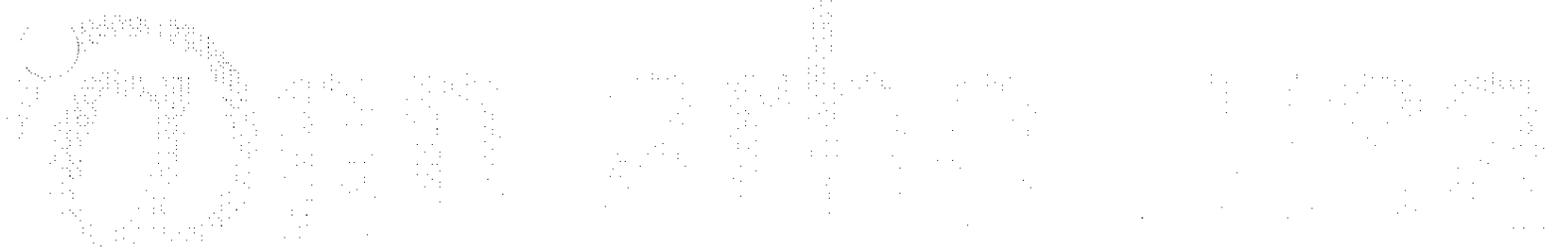
Pollard Banknote

**Periodicals 51112**

Automobile Magazine  
Car & Driver  
Small Times Media

**Books 51113**

Ann Arbor Media Group  
Huron River Press  
McD Century  
Prakken Publications  
Sleeping Bear Press  
U of M Press



## Economic Analysis of the Arts in Washtenaw County

### Work Plan

The economic analysis will entail both industry sector by NAICS (North America Industrial Classification System) and SOC (Standard Occupation Code). The NAICS provides information about the industry itself and all employees in that industry. The SOC provides data on number of employees by a specific job. For example, NAICS 541 Architectural services will not tell us how many employees are architects and how many are admin or other support staff. SOC will tell us the total number of architects. The data sets utilized will be those provided by the Bureau of Labor Statistics. We use these to capture employment in cultural industries and employment in cultural occupations.

1. Arts Alliance
  - a. Provide arts occupations by title or job description
2. Ann Arbor SPARK
  - a. Review NAICS to identify which codes apply to arts
    1. Provide analysis of applicable NAICS at two-digit level (unless level of employment requires deeper analysis) and provide for each NAICS:
      - a. Employment
      - b. Share of local employment
      - c. Change in employment 2001 – 2006
      - d. Location quotient
      - e. Change in location quotient
      - f. Total payroll
      - g. Number of establishments
    2. Provide employment by applicable SOC
    3. Review most recent graduation records from University of Michigan and Eastern Michigan University to provide number of graduates with arts-related degrees

## 2020 Nights (Food, Festivals and Fun)

A city's personality is reflected in its dining and nightlife options. With all the great food and fun we have available, we hope that people find that Ypsilanti is a casual community, with diverse dining options and nightlife that is as mild or wild as you want it to be. If you're looking for upscale or bar and grills with plenty of comfort food, Ypsilanti is the place to be. Walk down Cross Street and you are greeted with small town hospitality. For good food, visitors have their choice of several fine restaurants. There's the historic Sidetrack Bar and Grill, Aubree's Saloon, Cady's Grill and the Tap Room. For a different feel, patrons can grab a coffee or a sandwich at the Ugly Mug, Bombadills Cafe, and Café Luwak. For a family restaurant feel there's the Bomber, Nora's and the Wolverine Grill. Ypsilanti also offer Mexican and Chinese food: the La Fiesta Mexicana and Golden Wall.

Ypsilanti has many festivals that draw thousands of visitors to its historic downtown district (is the second largest in the entire state). The Memorial Day Parade starts the summer festivals, along with the Orphan Car Show. The Depot Town Cruise Nights (Thursday evenings all summer long), the Michigan Camaro Fest, the Independence Day Parade, the Michigan Elvisfest, the Michigan Brewer's Festival, the Heritage Festival, the Annual Fire Truck Muster, Dia De La Familia Latino Festival, Antique Truck Show, Downtown Halloween Festival, Holiday Home Tour and the New Year Jubilee.

All that jazz brought big names to the block. DTA and WEMU brought some of the best jazz musicians in the country to the events in the Freighthouse, Frog Island Jazz Festival, and the Heritage Jazz Fests from 1970-1990. Big names like A.C. Reed & The Sparkplugs, Big Dave and The Ultrasonics, Eastside Blues, Fats Dynamite, Juanita McCray, Zoom, Thornetta Davis, Little Sonny Blues Band, Percy Gabriels's New Orleans Jazz Band, The Blues Disciples, Tom Saunders and the Surfside Six, Uncalled Four and Wayne Toups & Zydeca June. In 2007, Crossroads came to the Downtown area offering free Concert Series.

Anchoring the ends of Depot town are two museums: the Ypsilanti Automotive Heritage Museum to the south and the Michigan Firehouse Museum to the north. The Ypsilanti Automotive Heritage Museum is the world's last Hudson Dealership preserved in time. While there are many classic cars on display – all with connections to Ypsilanti – the Hudson models receive special attention. These automobiles, made by the Hudson Motor Car Company from 1909 to 1957, were famous for quality, innovative engineering and impressive performance. Ypsilanti also houses the Yankee Air Museum and the Ypsilanti Historical Museum and Archives.

Ypsilanti has two recreation centers, on the south side of town, the Parkridge Community Center and in the Normal Park area, Rutherford. These centers offer some activities and events for children and youth, however, due to the very limited funds and resources, these events aren't offered on a regular basis. There is also the Ozone House Drop In Center and Corner Health Center that offer activities for teens. Annually, they host an event, Poetry Slam.

#### Food, Festivals and Fun in 2020

Ypsilanti's economic development corporations will attract innovation and opportunity for more restaurants, recreation and entertainment. These entities will need to collaborate and receive some subsidies from the city. The Corporation will oversee facilities (ex. Convention center) and operations. They will need to aggressively pursue stronger partnerships in the Ypsilanti Area.

By the year 2020, Ypsilanti will have:

- Developed partnerships with the various ethnic groups in the city to host a variety of festivals and events to showcase the history and diversity of cultures.
- During the summer months, the Riverside Park, Frog Island and Crossroads Festivals will host local and national musicians.
- Developed venues (Parkridge Community Center and Recreation Park) for teens that offer talents shows, an arcade, roller rink, go-carts, skate boarding, martial arts, yoga, boxing classes or self-defense.
- Downtown and Depot Town have nightlife for everyone. There are teen clubs in both areas that offer teen bands, music and dancing. After work events are happening in both areas, which include a piano bar and live music.
- Ozone House Drop In Center has a bigger building that offers opportunities for teens to be more creative in music, art, radio, television and film.
- EMU students can easily access various parts of the city's nightlife via trolley or bus.

- Events are offered in a new park near the Convention Center on the former ACH site. A hotel, apparel shops, coffee shop, jewelry store and various retail shops within the center are thriving.
- There are various types of family restaurants, where families can go for different types of ethnic food.

## RESOURCES

Ozone House Drop In Center  
102 North Hamilton  
Ypsilanti, MI 48197  
Website: [www.ozonehouse.org](http://www.ozonehouse.org)

Lansing Entertainment and Public Facilities Authority (LEPFA)  
333 E. Michigan Avenue  
Lansing, MI 48933  
Website: [www.lepfa.com](http://www.lepfa.com)

# Meeting Notes

## 20/20's Economic Development Trip to Lansing

July 25, 2008

Attended: Lisa Bassert, Kevin Hill, Linda Horne, and Deborah Strong

Contacts: Eric Hart, President of Lansing Entertainment & Public Facilities Authority (LEPFA); Randy Hannan, Deputy Chief of Staff & Communications Director, Office of Mayor Virg Bernero; \_\_\_\_\_ Director, CBB; Karl Dorshimer, Vice President and Director of Downtown Core, Downtown Development Authority.

Itinerary: 8:00 AM Depart for Lansing  
9:30 Met w/Eric Hart  
10:45 Toured Lugnuts Stadium  
11:00 Toured Riverfront w/Randy Hannan  
12:00 Lunch Meeting w/ Randy in Old Town  
1:00 Toured Old Town w/CBB Director  
2:30 Met w/ DDA  
3:30 Toured Washington Square/Downtown

### Meeting w/ LEPFA:

- The Lansing Entertainment and Public Facilities Authority is a (a government entity) a subsidiary of the city (Act 285 of 1995).
- The City subsidizes the facility but the LEPFA raises the rest of its revenue through fundraising (like a DDA). It can't tax or bond though. Acts like a 501 © 3 with its own board of directors
- Revenue sources include Lansing Convention Center, Lugnuts (~~501 c3~~ with owners), Entertainment Express (trolley – through a contract with CATA), City Market, Common Ground Festival (does have its own 501 c3), plus others.
- \$ 1 M City subsidy to stadium (\$250,000 of open utility space and ballpark maintenance)
- Entertainment Express ( trolley contract with CATA) has operates on a standard schedule and fixed stops (9 so far); stops in front of the hot night spots in Lansing and East Lansing and the library; runs until 2:30 AM but only on Thursday, Friday and Saturday. Lots of communities and other entertainment establishments want to expand the stops. Trolley costs \$91,000 per year doing 12,000 to 14,000 per year.
- Creative funding strategies used include but is not limited to: Obsolete Property Rehab Act (OPRA) incentives; Brownfields, National Energy Drink Naming Rights, GF, etc.

Meeting w/ LEPPFA Cont.:

- Lugnuts Stadium: 11,000 seat stadium (5,000 seats our goal), 200,000 tickets per year at \$8 - 9 per ticket plus 5-10% of total revenue from the team (e.g. food, beverages, merchandise, specialty items, etc.).
  - Lugnuts 350,000 tickets available and they sold about 310,000 tickets with most of their seats being sold to people within a 25 mile radius.
  - Must have suites but not too many (generates revenue plus individual sales)
  - created club w/some of their corporate suites...very popular item and is accessible to everyone (organizations, churches, special parties, etc.)
  - operating costs are \$305,000 per year w/labor, \$208,000 utilities/costs are split 50/50 with owners/team, \$149,000 labor costs (1 event coordinator, ½ maintenance). Only subrogate about 50.
  - Concrete is the biggest cost; water about \$30,000 per year.
  - Don't do LEED technology but practices. Tell your architect you want to use LEED practices and they will make it green. Push for energy efficiency but not the certification.
  - Suggests we use artificial turf instead of grass and don't dig down into the ground. Below the surface is less obtrusive though and if we are not using real grass some of this issues may be resolved.
  - Maintaining the stadium field costs about \$100,000 per year just to maintain the turf (through MSU) and involves 2 full-time and 4 part-time staff. Also issues of disease and annual blue grass vs. Kentucky blue grass.
  - Couple of sites that have employed a number of creative practices we should learn more about are Minneapolis & Chicago (utilized special surcharge on liquor, hotel, etc. tax); Convention Center Fund – ½% of everything sold in that city goes into this fund
- Lugnuts run the stadium concessions. Split with LEPPFA.
- Stadium sales model is based on families with family six-packs (tickets) at \$9.00 per ticket. Bulk sales discount and the cost is so much cheaper than going to a Tiger game. The affordability plus all of the special promotions they sponsor make this a unique experience.
- Also, Thirsty Thursdays a special promotion (ticket and \$2.00 beers) packs in 10,000 – 11,000 people. plus CATA had to add 20 buses for these special promotions
- Also key....control the property around the stadium and preserve the waterfront. Make this both a local and regional piece. They draw most of their fans from within a 25 mile radius.

- Other Revenue: 250,000 sq. ft Lansing Convention Center. Has \$2.2 M budget w/53 employees, great chef and provides an upscale facility didn't exist in their community or ours
- Biggest challenge is keeping the teams/rotation fresh.

Page 3

Notes – Trip to Lansing

Mtg. w/ Randy Hamman:

- Randy walked with us through the stadium and took us through a tour of the city, Old Town and set up a meeting with the DDA. He also addressed several of stadium aspects noted above so they are not repeated.
- The property around the stadium and the Michigan Avenue corridor (which was previously comprised of flop houses, strip joints and other unsavory aspects of the city) has undergone a 360 degree turnaround since the stadium was built. It now includes upscale condos, new restaurants and clubs, restoration of existing properties, beautiful streetscapes and a new energy. It has become a vibrant part of the city attracting investment, businesses and new residents.
- It was continually reinforced how important it is to control the property around the stadium to insure the positive growth of the city and the leveraging of investors.
- Current plans include the expansion and relocation of the children's museum; building of an amphitheatre on the other side of the river; continued expansion and beautification of the riverfront (which you can walk from downtown to Old Town); relocation and expansion of the farmer's market to include both a year around facility that is green and more comprehensive for area residents...plus an outdoor market/stalls built into the hill near the river that could become an ice rink or something else in the winter.
- Corporations seeing the change are also investing in renovating or buildings for their corporate headquarters downtown near the river/stadium growth area. The Accident Fund for example, plans to restore the abandoned, historic art deco Board of Water and Light Building downtown plus add a glass and steel addition w/ parking to the tune of \$185 M. This facility will also have a restaurant, exercise facility, and other amenities.
- Indianapolis was sited as one of the cities Lansing visited that completely turned it around. Plus they kept folding in smaller cities and townships because the regionalization of their efforts brought benefit to all. They now have what is called a Metro Government (consolidated government). It is run by 33 council members on a ward system that includes representation from all of the consolidated communities. The EDC is also regionalized. Went from 38,000 employees to 6,000 and the quality of life and services to communities went up (e.g. parks, efficiencies, costs, etc.)

- Strategies employed: (they leverage a lot state \$, too)
  - Green architecture...no demands are or were put on developers. They are just stepping up to the plate themselves, plus in the long run it is cost effective and the consumers are asking for it.
  - Smaller scale residences are being done with LEED requirements...Chicago style townhouses, although some folks have bought two and knocked the walls out between the two. Costs per home are \$150,000 to 250,000.
  - Parks millage on the ballot for dedicated funding. Always passes and has an 80/20 % split. (generated \$2M from park millage). This is considered a capital millage. They also leverage these dollars with state monies and have gotten \$.5 M grant from the Natural Resources State Trust Fund; River trail \$ (state grant) that doesn't compete with other general fund dollars.
  - Regional cooperation has also helped greatly with issues such as the Potter's Zoo (went from \$3M budget to \$6M) now that it is a county park vs. the city's. Is a capital millage.
  - Visionary Leadership group: Muskegon, Grand Haven, Howell, Old Town, Clair, Midland, Lansing, Calumet (missing one...starts with "C")

#### OLD Town Tour

- National Trust for Historic Preservation
- Main Street (one of the National Trust programs). Suggested we look at this model. It worked LISC and provides support for:
  - Design
  - Organization
  - Economic Restructuring
  - Marketing Promotion
- Old Town has been completely revitalized, has special events and concerts throughout the year (art shows, concerts, music festivals, etc.
- Most of the vacant spaces do not remain on the market very long
- The river walk from downtown connects to Old Town and is a central piece of its charm. They, along with the city, obtained money to enhance the river, which they view as a primary asset.

#### Downtown Development Authority

- In 2 ½ years, Lansing downtown development professional staff have generated \$650 M and 3,000 jobs.

- They have transformed the city from an aging, urban city that was full of blight and declining in population and investment to one of energy, investment, innovation and a vibrancy that is wooing populations, young and old, to the city. They have also been able to employ cutting edge green technology thanks to their investors and the marketplace.
- Urban Core Mayors group. This has been a highly successful and creative body that has helped each member agency grow from its involvement. We were encouraged to have our mayor get involved.
- Karl helps Bob Tricise with creative funding. He is an expert on the types of incentives. These include:
  - reuse of old plants and old schools EDC funding
  - fee for services
  - contract with the city
  - administer certain grants
  - Brownfield redevelopment
- A number of other strategies they have employed include:
  - NEZ (Neighborhood Enterprise Zone)...up to 12 year abatement, ½ of what they would normally be. The State reimburses the school district the dollars that would be lost.
  - The EDC negotiates the package. Also, a part of this applies also to refurbishing houses in neighborhoods
  - NEZ are for distressed neighborhoods/mixed use. Often you can use NEZ's on top and something else on the bottom like brown fields for commercial bottom.
  - OPRA
  - 328 personal project under Act 328 & 198
  - New markets tax credits
  - \$2M EDC grant for Smart Zone they are doing – upgrading the site. The finance portion of this requires REAC projection and expertise.
  - The average life span of a property is much greater than the abatement and in the long run it *increases property taxes, generates more activity downtown, and reflects the changing tastes of the demographics (e.g. empty-nesters and young professionals)*
- Another major incentive is the Renaissance Zone. Everything is abated, tax free (up to 12 years). Grand Rapids pioneered using the Renaissance Zone for residential.
- Setting up an NEZ for neighborhoods around the distressed area is also a tool used. Look at the state NEZ law particularly for urban use.
- Renewable Energy Projects: Go Green, Go Lansing (full-time coordinator for their renewable energy project. Formed a partnership with community college, MSU, etc. focuses on education, outreach and major climate protection agreement.
- Obtained \$3M Clean Michigan money to renovate the park.
- Beyond their control is the new demand. Lansing EDC has 1 person devoted just to linking Lansing and MSU and getting people to stay for 2 – 5 years beyond

graduation. Many stay longer and are starting to put down roots. They market to keep young people in the city.

- Code Compliance Issues. They had to get folks to work with local citizens trying to upgrade their property. They recognized that citing folks was only part of the answer. They also provided financial incentives and opportunities for folks to access resources to make this possible.
- Finally, they repeatedly talked about the creative energy they got from working with others in the Mayor's group; how critical a staff of knowledgeable EDC folks are (they more than pay for themselves and understand how to do these leveraged or incentive funding packages; and are more than willing to help us navigate this treacherous financial shoal. They have been there; know the pitfalls and that it can be overcome.

**Ypsilanti Youth Focus Group  
Ozone House Drop-In Center  
July 30, 2008**

**AGENDA:**

**I. Welcome/ Introductions (5 min.)**

**II. Visioning (30 min.)**

Participants are asked to close their eyes and clear their minds

Facilitator guides youth through visualization by asking questions

- When you picture your ideal place to live, what comes to mind?
- Who do you see? (adults/ children/ seniors)
- What cultures/ groups are represented?
- How do people interact? How are young people treated?
- What services are provided by the city?
- What businesses are there?
- What attractions/ activities are available?
- Where do people work and what do they do?
- What about green space?
- How do people get around?

Youth then draw, describe or otherwise create a visual representation of their ideal place to live

Youth share their visions in small or large groups

**Ideal Community:** Transportation, nature, water, affordable living, jobs, entertainment, animal sanctuary, fresh fruit and vegetables, separate zones (industrial, residential, etc), sustainable local economy, no drugs, no war, people are accepted for who they are, good food, communication, no jails, no police, businesses in the community, less construction, visible diversity, more trustworthy/ safe law enforcement

**III. As a full group, brainstorm responses to the following: (45 min.)**

**1. What things do you need to go outside of Ypsilanti for, to experience, or to get?**

Clothes (find better selection and availability), entertainment, night life, restaurants (variety), watch sports, play sports, better jobs, better public services (covered bus stops, better park maintenance), dentist, optometry

**2. Where do you go? What's there that we do not have in Ypsilanti?**

Fairlane, Gibraltar, Ann Arbor, Taylor, Inkster, Detroit or out-of-state

**3. Why do you go to Ann Arbor and if you go, what for?**

90% of group had been to A2 within last 30 days.

Go for: food, doctor, "going out", job related things, mall, enjoy the scenery, safer at night, walkability, has things we actually want to do, specialty food, after school programs, summer camps, accessibility, bus and train station

**4. Would you go to an after school program in a youth center that offered lessons in various things such as art, computer skills, sign language, and had study rooms?**

YES! We already hang out at the Drop-In Center!!!

**5. Are you interested in community service or activism and if so, what kind of issues are you interested in?**

Helping animals, awareness of rights, relationship with the police, feeding the hungry

**6. Can you find jobs in Ypsilanti? What kinds of jobs are you looking for?**

Can be difficult, you have to be persistent, can find minimum wage jobs but not career jobs, encounter a lot of bias (racism, ageism, heterosexism)  
Would like to see jobs in health care, engineering, sports, coffee shops.

**7. Do you think Ypsilanti is a welcoming place for people who are different?**

it can be, but certain parts of town are not as open or welcoming.

**8. Would you be interested in a night club for teens featuring special nights for special ages, teen bands and local talent?**

YES!!! We would love that for music, dancing, food, meeting people, etc.

**9. Would you look at Ypsilanti as a place you might want to live and work after you finish with school?**

A. If so, what attracts you?

B. If not, what could the city do to make itself more attractive to young people just starting out in life?

Add a skating rink, better jobs available, stronger ties between high schools and the universities, stable housing, improved public transit, encourage business investment, things to keep teens occupied.

IV. Next steps (5 min.)

V. Closure (5 min.)

## 2020 Task Force Transportation Narrative

There will be an on-going need to develop, maintain and improve both motorized and non-motorized transportation in Ypsilanti. It is important that in planning, we encourage local land use decisions that support existing and future transit service such as concentrating development and providing non-motorized facilities that link to transit.

The Washtenaw Area Transportation Study (WATS) is a multi-jurisdictional agency responsible for transportation planning in Washtenaw County. The agency is mandated by Federal law to provide a continuing, cooperative and comprehensive transportation planning process which guides the expenditure of the State and Federal transportation funds in Washtenaw County.

It is imperative that the City of Ypsilanti maintain an active, participative role in WATS. The City is one of the county bodies eligible for receiving federal transportation funds. WATS works with local elected officials and technical staff from local governments when guiding the expenditure of State and Federal transportation funds.

Working to develop reliable, affordable transportation options both locally and within the region should be part of Ypsilanti's Comprehensive Transportation Plan.

Locally, Ypsilanti needs to continue working with local partners such as Eastern Michigan University and Ann Arbor Transit Authority (AATA) to insure that residents have access to transportation less reliant on individually driven automobiles.

Supporting initiatives developing practical walking and biking routes throughout the city will result in:

- Cost Savings;
- Reduced Congestion (including automobile parking);
- Improved Air Quality;
- Economic Vitality; and,
- Improved Health.

Providing lifeline public transit which accommodates trips necessary to sustain life (such as doctors, pharmacies, grocery stores and employment) will become more important as the population continues to age. Establishing fixed routes to service this demand needs to be combined with efforts to connect feeder services with those vital areas not currently accessible.

Passenger rail service is an exciting topic. Several routes have been proposed (Detroit to Ann Arbor to Lansing, for example), which would pass through Ypsilanti. The prospect of realizing rail service makes sense in much the same way as promoting non-motorized transportation (such walking and hiking). Specifically, highway travel on I-96, US-23 and I-94 is projected to grow by 30 to 40 percent by 2020. Investment in passenger rail service would reduce congestion, provide transportation options, improve air quality and eventually result in cost savings.

The Freighthouse in Depot Town can serve as an important cog in the rail hub as a station to receive and send passengers. The development of the Detroit to Lansing Project creates another option for persons in Ingham, Livingston, Washtenaw and Wayne Counties to access Ypsilanti to visit, get to and from Metropolitan Airport, work, shop, utilize educational opportunities, or enjoy regional recreation. Efforts and initiatives to this end need to be encouraged. The transportation issue requires a balanced examination of where the city is now and what the needs will be in the future. A trolley would be an attraction that moves heritage tourists from the Freighthouse Rail Station and provide a practical means of inter-city transportation.

### Summary

The Ypsilanti 2020 Task Force recognizes the importance of maintaining current infrastructure with the city such as good roads and viable, affordable parking . Additionally, bus, passenger rail service and non-motorized transportation are important elements of a comprehensive City Transit Plan. Furthermore, the City of Ypsilanti needs to:

- Continue to be an active participant in the Washtenaw Area Transportation Study (WATS);
- Continue working with area groups and organization such to establish partnerships which encourage non-motorized transportation options;
- Establish a program which coordinates, promotes and assists commuters by providing information about a full-range of commuter transportations choices;
- Encourage local land use decisions that support existing and future transit service such as concentrating development and providing non-motorized facilities that link to transit.
- Establish demand-response/ lifeline transportation services throughout Ypsilanti that allows the greatest accessibility to doctors, pharmacies, grocery stores, educational facilities, recreation and employment.

#### 2020 Task Force

##### Transportation Recommendations

- City Council Resolution to Develop and Implement a Comprehensive Ypsilanti Transportation Plan
- Pursue Funding Sources Which Address Non-Motorized Improvements Such As:
  - Surface Transportation Program Urban and Rural Funds
  - Congestion Mitigation / Air Quality (CMAQ)
  - Safe Routes to Schools
  - Private Funding
- Support a County-Wide Transportation Millage
- Develop Policies Which Support a Reliable, Affordable Inter-City Transportation System
- Complete Border-to-Border Trail

## 2020 Task Force Transportation Resources

Washtenaw County Parks and Recreation Commission Border to Border Trail Map [www.parks.ewashtenaw.org](http://www.parks.ewashtenaw.org)

Washtenaw Area Transportation Study [www.miwats.org](http://www.miwats.org)

[www.TrolleyBrokers.com](http://www.TrolleyBrokers.com)

Ypsilanti Area Convention and Visitors Bureau [www.ypsilanti.org](http://www.ypsilanti.org)

Washtenaw County Cultural Master Plan [www.a2artsalliance.org](http://www.a2artsalliance.org)

[www.ci.springfield.mo.us/community/vision2070/index.html](http://www.ci.springfield.mo.us/community/vision2070/index.html)

Ypsilanti Courier 12/29/08 . "County Looks to Expand Public Transportation".

The Atlantic. "Road Warriors with Volatile Gas Prices. Imploding Suburban Real Estate, and Incoming Administration, The New Urbanists Seize Their Moment." Jan./Feb. 2009. pp25-26.

Michigan State University Extension Service – Washtenaw County

Bike Ypsi

Brian Friedland: "Rust Belt to Artist Belt" 12/10/08. Presented at What is That Gallery of Fine Art and Craft

Eastern Leaders Group

[www.vision2020michigan.org/missin.html](http://www.vision2020michigan.org/missin.html)

Michigan Department of Transportation [www.michigan.gov/mdot/0,1607,7-151-9625\\_25885\\_27011--,oo.html](http://www.michigan.gov/mdot/0,1607,7-151-9625_25885_27011--,oo.html)

[www.sandiego.gov/development-services/devprocess/index.shtml](http://www.sandiego.gov/development-services/devprocess/index.shtml)

[www.SuburbsAlliance.org](http://www.SuburbsAlliance.org)

Salem Missouri– Salem Vision 2020 Action Plan

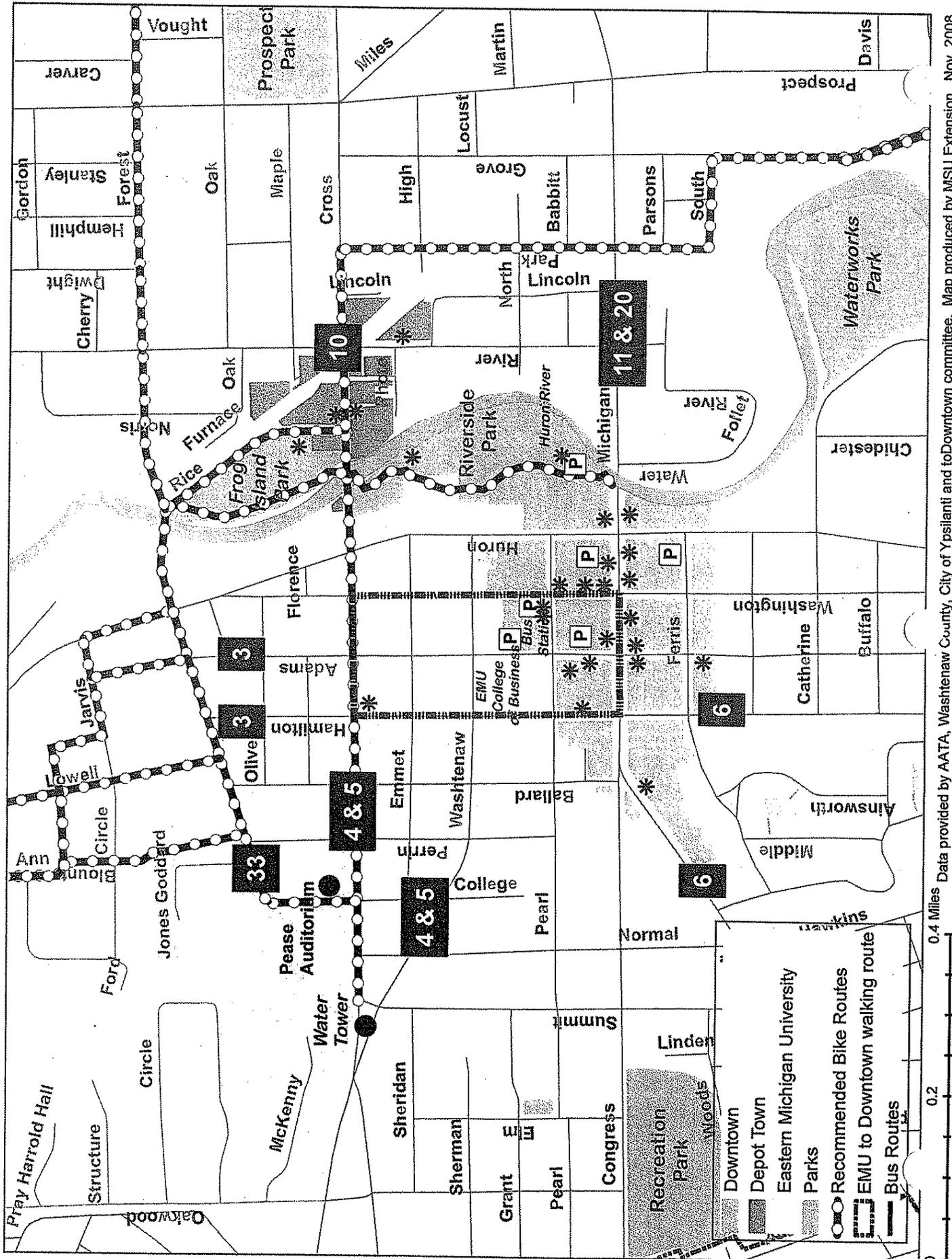
Sustainable Grand Rapids: [www.ci.grandrapids.mi.us/pl?page\\_id+7974](http://www.ci.grandrapids.mi.us/pl?page_id+7974)

# City of Ypsilanti

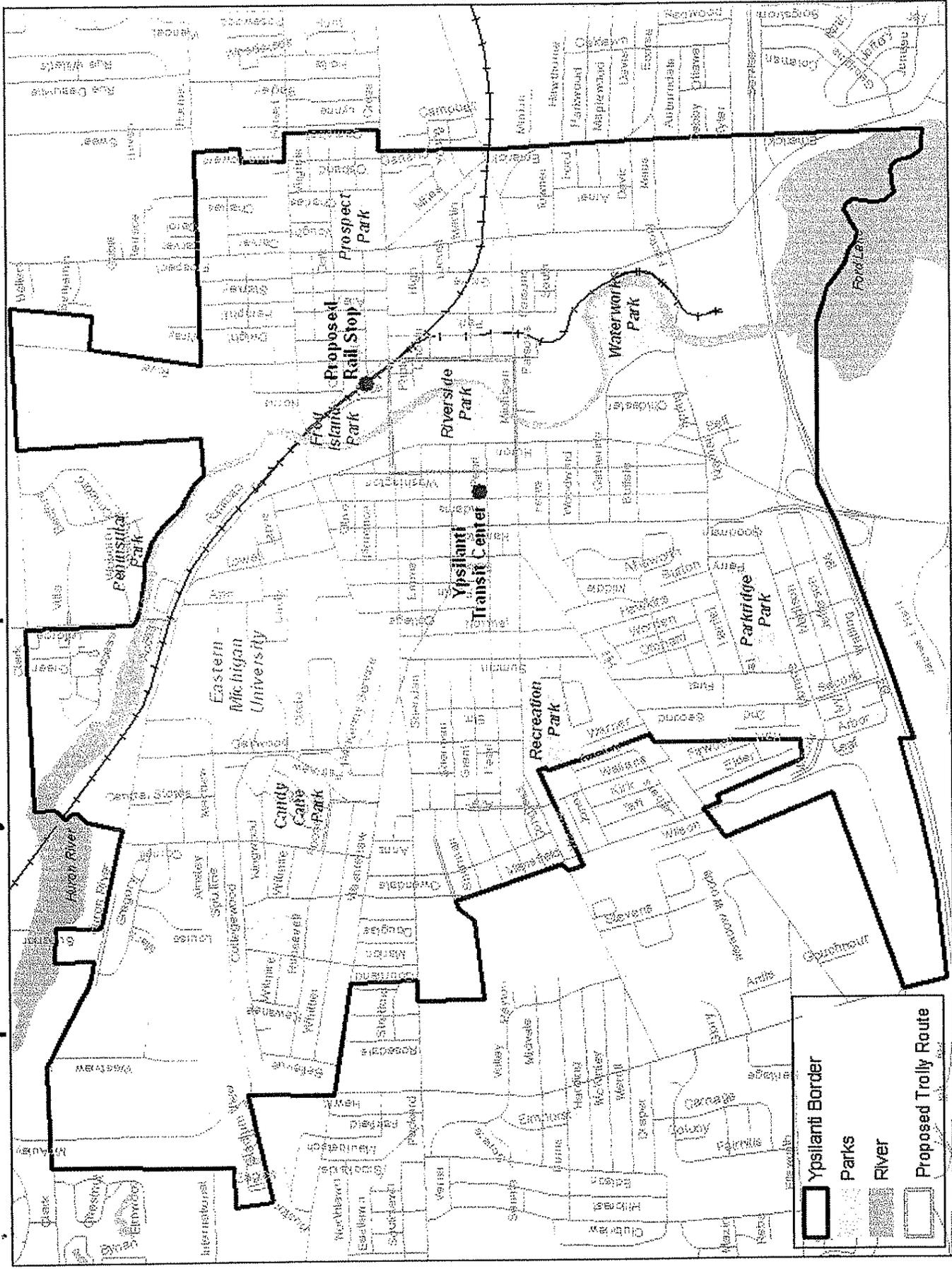


Data compiled from geotagged statistics by Ypsilanti 2020 Task Force. Map produced by NEU Extension.

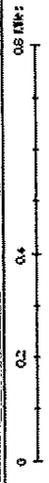
# Alternative Transportation Options Downtown



# Proposed Trolley Route - Ypsilanti 2020 Task Force



	Ypsilanti Border
	Parks
	River
	Proposed Trolley Route





# Huron River Greenway - Segment L Proposed Trail Alignments

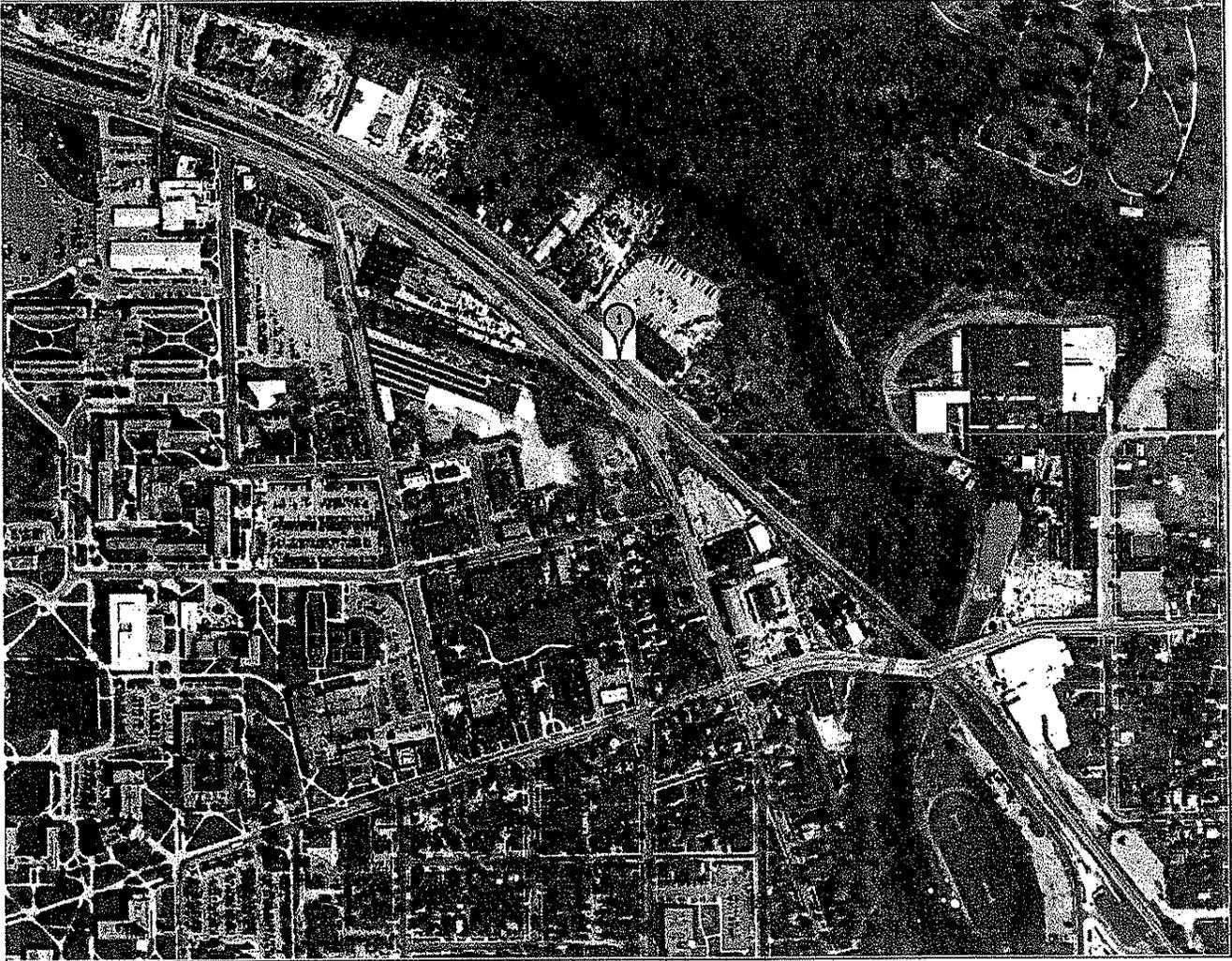


## LEGEND

- Preferred Route
- Alternate Trail Route
- Existing Bike Path
- Community Connection
- Overlook
- Major Road Crossing



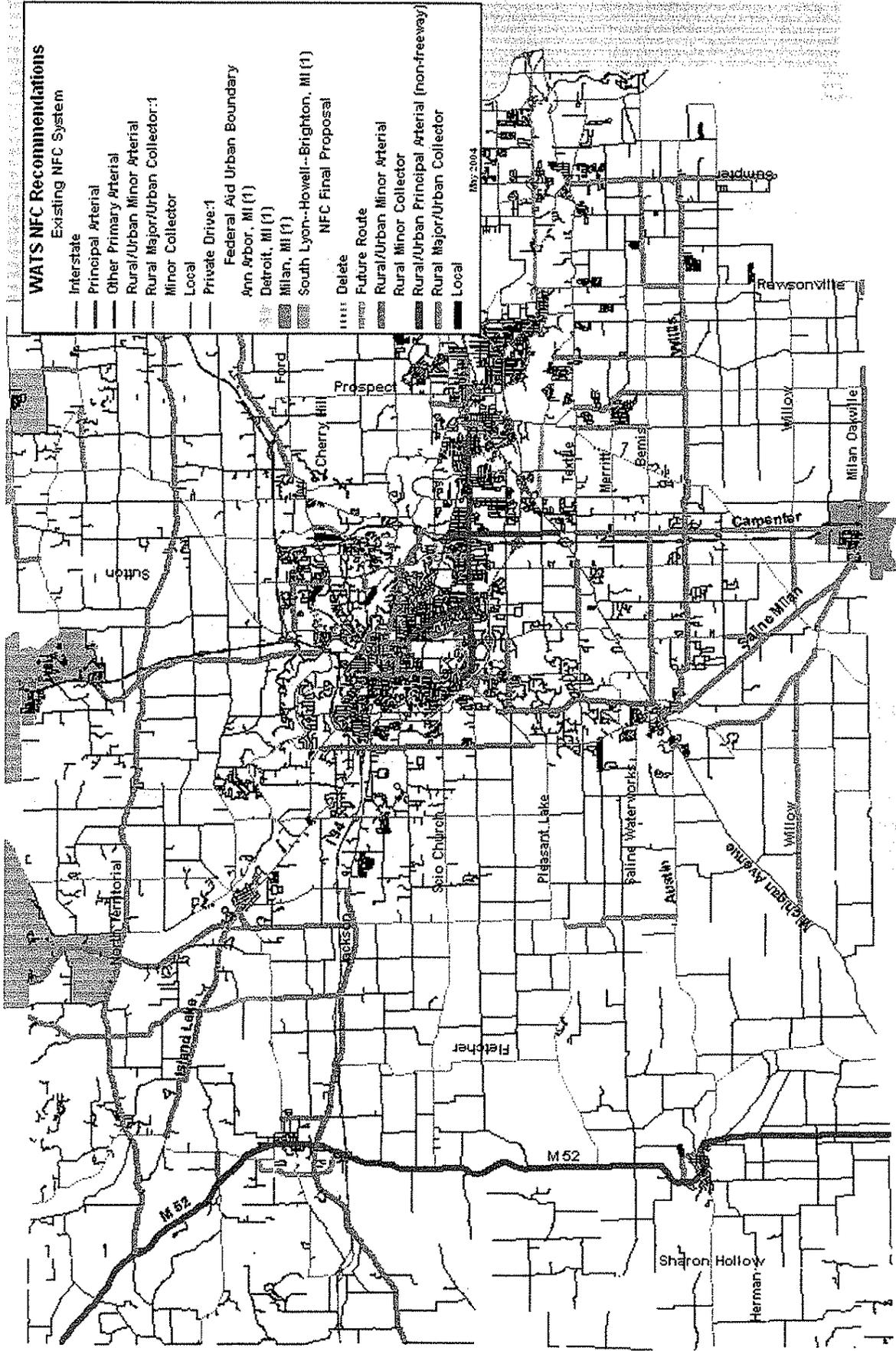
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Map data © OpenStreetMap contributors, Imagery © Mapbox

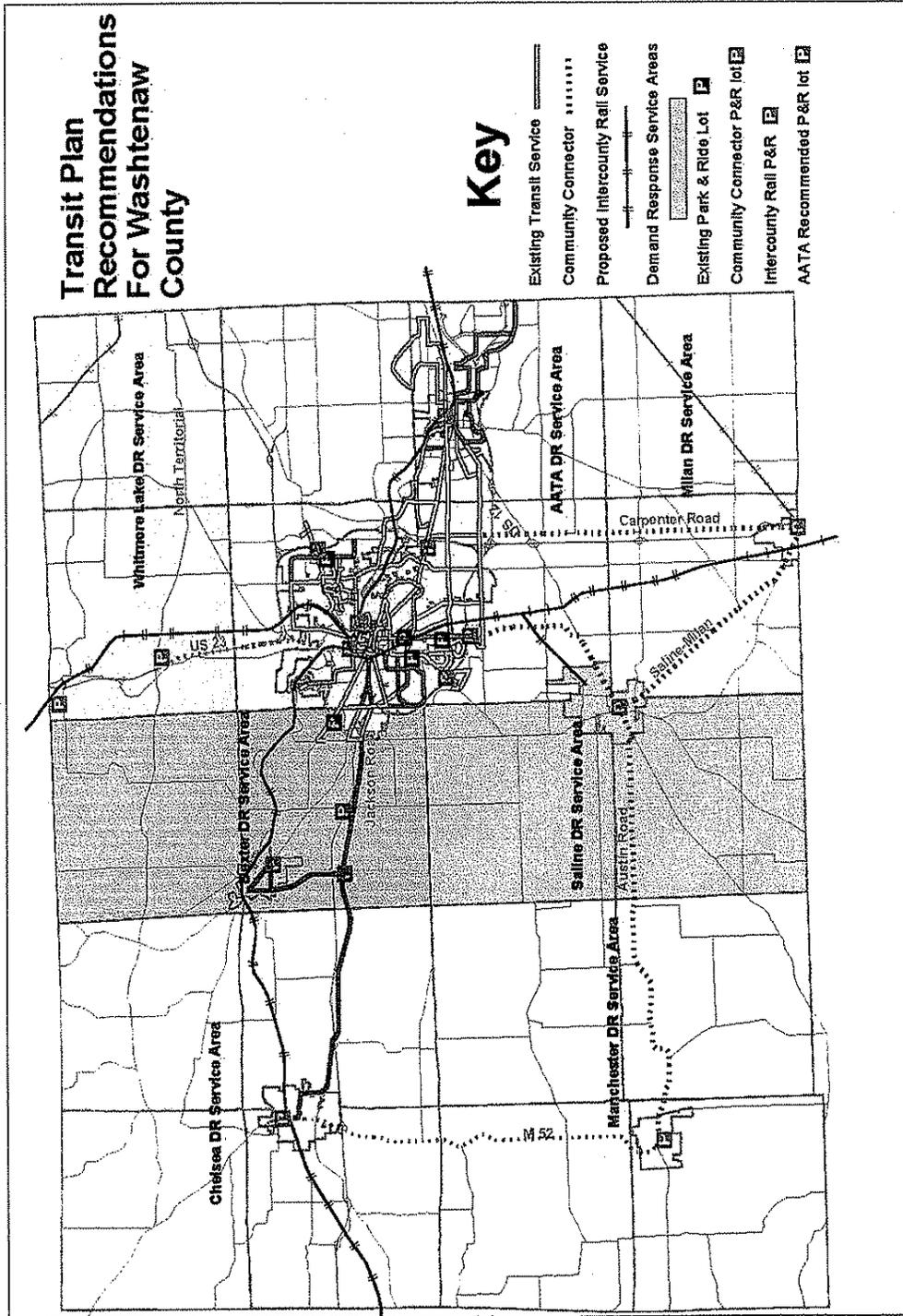
**WATS NFC Recommendations**

- Existing NFC System
- Interstate
  - Principal Arterial
  - Other Primary Arterial
  - Rural/Urban Minor Arterial
  - Rural Major/Urban Collector:1
  - Minor Collector
  - Local
  - Private Drive:1
  - Federal Aid Urban Boundary
  - Ann Arbor, MI (1)
  - Detroit, MI (1)
  - Milan, MI (1)
  - South Lyon-Howell-Brighton, MI (1)
  - NFC Final Proposal
  - Delete
  - Future Route
  - Rural/Urban Minor Arterial
  - Rural Minor Collector
  - Rural/Urban Principal Arterial (non-freeway)
  - Rural Major/Urban Collector
  - Local



Rev: 2004

Map 17



**Purpose of the Non-Motorized Plan**

The Non-Motorized Plan for Washenaw County is a countywide plan that can be consulted as local communities, developers and transportation agencies develop non-motorized facilities throughout the county.

The Plan identifies the transportation system's existing non-motorized facilities, establishes a future conceptual network with a map and list of improvements, and identifies resources to help fund future additions to the non-motorized transportation network. The Plan also includes six policies to help guide non-motorized facility development.

**Plan Policies**

**Non-Motorized Facility Policy** — All paved shoulder, on road and side path facilities for roads whose National Functional Classification (NFC) is collector or above, shall where technically or economically feasible be constructed in accordance with prevailing American Association of State Highway and Transportation Officials (AASHTO) standards.

**Pedestrian Facility Policy** — All sidewalks and side-walk ramps shall comply with the prevailing Americans with Disabilities Act Accessibility Guidelines.

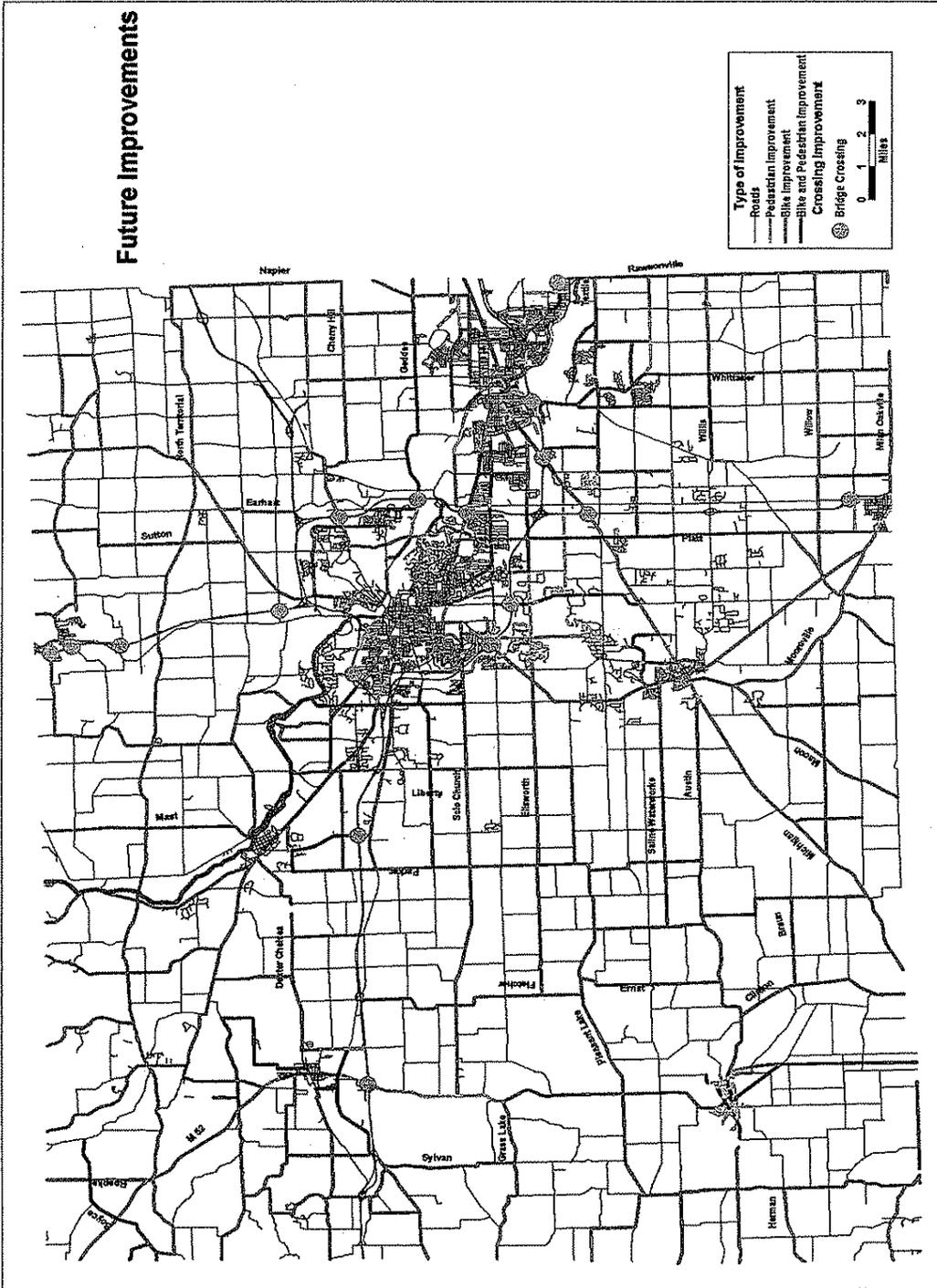
**Provision of Non-Motorized Facilities Policy** — All new development site plans shall, regardless of land use shall provide direct and convenient access including non-motorized facilities useable by pedestrians and bicyclists with appropriate crossing locations that are ADA compliant.

**Provision of Facilities During Construction or Reconstruction of Public Roads and Bridges Policy** — Road agencies in Washenaw County shall provide for pedestrian and bike movements with appropriate crossings as part of all urbanized area road reconstructions.

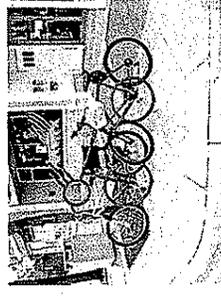
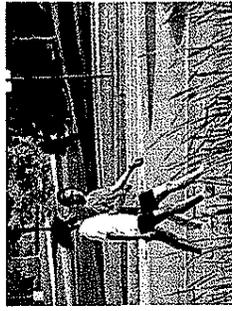
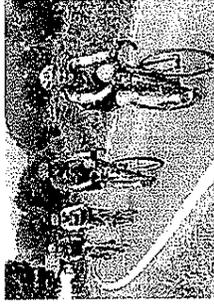
**Provision of Facilities Outside the Urban Area** — it is reasonable to consider a paved rural road shoulder, which meets ADA requirements for pedestrian walkways to the maximum extent possible, as both a bicycle and pedestrian facility as part of the non-motorized network in census defined non-urban areas.

**Maintenance of Non-Motorized Facilities** — Before a non-motorized facility is constructed, a maintenance agreement shall be established for the facility.

**Future Improvements**



# Non-Motorized Plan For Washtenaw County Summary



**Funding**  
There are several sources of federal funds available to address non-motorized facility deficiencies. Eligibility and required match vary depending on the type of improvement and the funding source. Listed below are some Federal, State and local funding options available for non-motorized improvements.

- Surface Transportation Program Urban and Rural Funds
- Transportation Enhancement Funds
- Congestion Mitigation / Air Quality (CMAQ)
- Safe Routes to School
- Michigan Transportation Fund (Act 51)
- Millage
- Special Assessment
- General Funds
- Private

## Next Steps

### 2035 Transportation Plan

In the spring of 2008, WATS will initiate the development of the 2035 Long Range Transportation Plan for Washtenaw County. The plan will encompass travel modes used to identify candidate improvements for federal, state, and local funding. The 2035 plan will include prioritization of the recommended improvements proposed in the Non-motorized Plan. Additionally WATS has added an item to its Unified Work Program to implement the Non-Motorized Plan.

### Implementation by Communities

The Non-Motorized Plan for Washtenaw County includes Community Master Plan Reference and Adoption Language. This sample text can be used by communities to either adopt the Non-Motorized Plan for Washtenaw County by reference or include specific language from the plan in their own Master Plans.

**Washtenaw Area Transportation  
Study Policy Committee**  
Approved September 20, 2006

**Washtenaw Area Transportation  
Study (WATS)**  
705 N. Zeeb, Ann Arbor, Michigan 48103-1560  
Phone: 734-994-3127 Fax: 734-994-3129  
Email: wats@mivats.org  
Website: www.mivats.org

**Deficiencies**  
WATS identified deficiencies for three categories; bike, pedestrian and connectivity.

WATS also used data on the accessibility of major generators and the existing facilities data along with public input to identify non-motorized deficiencies. The deficiency criteria is listed below.

### Bike

- Paved shoulders of less than 4 feet in width that are outside of the urban boundary whose National Functional Classification (NFC) is collector or above.
- A bike facility that stops abruptly
- Lack of a paved facility to a major destination such as a park, middle or high school, restaurant, park & ride, or shopping center along a non NFC road.
- Lack of bike facility ramps
- Lack of wide paved shoulder or bike lane in rural area

### Pedestrian

- Sidewalks that do not have ramps at intersections and mid-block crossings
- Areas where sidewalks are only located on one side of the street
- A pedestrian facility the stops abruptly
- Lack of sidewalks in Urban locations or lack of wide paved shoulder in rural areas.
- Lack of pedestrian facility ramps

### Connectivity

- Bridges that don't have non-motorized facilities
- Locations where facilities terminate at jurisdictional and county boundaries
- No marked crossings near destination
- Lack of non-motorized facility along or to transit routes

## Benefits of Non-Motorized Transportation

- Cost Savings
- Improves Air Quality
- Reduces Congestion
- Economic Vitality
- Supports Transit
- Improves Health
- Provides Transportation Options

### Non-Motorized Facility Inventory

An inventory of existing non-motorized facilities was initiated through meetings with local government and agency staffs and supplemented through the use of aerial photos, existing GIS layers and public comments.

WATS collected data on the following:

**Sidewalks** – Facilities that are designed for use by pedestrians only, although some bicyclists may choose to use them.

**Sidewalk Ramps** – Data was collected on sidewalk ramps, however, this data was only available for the Cities of Chelsea, Saline and the Villages of Dexter and Manchester.

**Bike lanes** – On road lanes that have been striped and are reserved for use by bicyclists only.

**Paved shoulders** – An unmarked paved shoulder of more than three feet that is considered a bicycle facility for this plan.

**Off Road Facilities** – Both paved and unpaved paths outside the road Right of Way (ROW) that serve a transportation purpose. Loop paths and paths not serving as a transportation corridor have not been included in the total. Also included are existing portions of the Border to Border trail and the Saline Linear Park Path.

This information was used along with the plan deficiency criteria and Plan policies to identify future improvements in the county to complete a County-wide non-motorized network.

## TRANSIT FUNDING

The majority of states, including Michigan, contribute in some way to the provision of transit programs, by providing federal grant match requirements for capital purchases. For most states, funding for transit programs is supported by a mix of formulas as well as direct allocations. Common criteria for inclusion in funding formulas include: population, ridership, previous funding levels, vehicle service miles traveled, and number of vehicles. Of the many funding sources for transit programs nation wide, the most common are gas tax revenues and state general funds.

A great deal of diversity exists in the funding of transit programs as some states provide complete funding to transit programs, while others provide no support at all. Additionally, recent years have seen changes to transit funding range from a decrease of nearly 40% in Arizona, to an increase of almost 90% in California. Table 10 shows which states provide funding for transit programs and states providing none. Data for transit funding from other states was obtained from the Characteristics of State Funding for Public Transportation – 2002, which was completed by the Transit Cooperative Research Program.

Table 10  
States Providing 100% of local Transit Funding vs. State Providing No Transit Funding

STATES PROVIDING 100% FUNDING FOR TRANSIT SERVICE	STATES PROVIDING NO TRANSIT
CALIFORNIA	ALASKA
CONNECTICUT	COLORADO
DELAWARE	MAINE
FLORIDA	MISSISSIPPI
KANSAS	NEW MEXICO
NEW JERSEY	UTAH
TENNESSEE	HAWAII

Source: TCRP report

### Examples of State Transit funding

The State of California provides complete funding for transit capital, operations, and planning. This is accomplished in large part through the local transportation fund which allocates ¼ percent of the state's 7¼ percent sales tax to transit. Funds are collected by the state and returned to the county according to the amount the county contributed, for this reason the funds are referred to as local.

Another state which provides complete funding for transit programs is the State of New Jersey. New Jersey accomplishes this through the state of New Jersey Transit Corporation (NJ Transit), which manages revenues from motor fuel taxes, toll road contributions, heavy truck fees, and other general sources of funding. Casino revenues go specifically to fund transit for the elderly and persons with disabilities. New Jersey provides also provides revenues from the general fund to support transit operating budget items.

### Examples of zero funding states

Conversely, funding of transit initiatives in Colorado is provided only through local and federal funding sources. Recently though, legislation was passed in Colorado that allocates 10% of general transportation funds for "strategic, transit-related purposes". This transportation fund is designed to pull excess money from state property tax revenues, but due to poor economic conditions no excess is expected for several years.

In Maine, there is a constitutional barrier which prevents state transportation funds from being used on anything but highways. Other states such as Alaska and Utah simply do not provide funding.

#### Transit funding proposals

A sampling of recently passed referendums that either wholly, or in part, support transit activities include sales tax increases in Charleston County, South Carolina; Miami-Dade County, Florida; Riverside, California; Stark County, Ohio; and Washoe County, Nevada. The issuing of a new transit supportive bond took place in Charlotte, North Carolina and Rhode Island. Millage increases were passed in Contra-Costa and Alameda Counties, California and in the Detroit Area (SMART). The Seattle Monorail in Washington passed an increase to auto taxes. Of the transit supportive referendum to pass, five out of thirteen involved an increase in sales tax.

A sample of referendums to support transit funding that was recently voted down include: increases to property tax in Baton Rouge, Louisiana and Delaware County, Ohio, and a "sale-leaseback" program of currently owned property in Utah. Failed transit supportive referendum overwhelmingly rejected sales tax increases. Eleven out of the fifteen rejected referendums were proposals to increase sales tax.

In Michigan, transit is supported through the Comprehensive Transportation Fund (CTF), a part of the Michigan Transportation Fund (MTF). The CTF is statutorily allowed up to 10% of specific taxes, including gas tax revenues, collected for the MTF. Funding provided to the CTF is often between 6-8% with revenues often transferred to support the general fund. The funding from the CTF is allocated for capital match for federal funds and for operating revenues for transit services. There is little possibility for increased revenues without an increase in the gas and weight fees and an amendment to state funding formula to require 10% be allocated. This limits improvement to public transit and does not provide more funding as service increases limiting transportation choices to residents. This means that as one agency improves service and the number of rides provided, it receives more operating match, but because the total is unchanged, other service providers receive less funding without a reduction in the service presently provided.

The amount of the gas tax has not increased since 1998 and revenues collected have stagnated and begun to decline in the past two years. This impacts not only the funding available for transit but also for roads, bridges and highways. The State currently is not able to match federal capital funds with cash and there is a concern that the state and local agencies will have difficulty matching federal dollars in the future. There is currently an effort to increase the gas tax so that it is similar to adjacent states. Ohio increased their gas tax in 2003 by nine cents over three years which has a similar price of gas, yet provided an instrumental contribution to the state's transportation budget.

Another effort that is underway would enable more local funding options for transportation. As the automakers continue to improve fuel efficiency and the push for alternative fuels continues, the miles driven per gallon of gas increases. This reduces the funding for transportation while vehicle

miles of travel increase. A group of transportation professionals and private sector partners have initiated an effort to pass legislations to allow local option taxes such as sales tax.

## RECOMMENDATIONS

Using the available survey data and public comment data, identified deficiencies, and meeting with the Washtenaw County Transit Plan Steering Committee the following strategies were developed in order to optimize the transit service within Washtenaw County. Listed below are the draft recommendations. The deficiencies that were used as a basis for the recommendation are listed in italicized text. The order of the recommendations listed below has not been prioritized. Map 17 is a conceptual representation of where service would be provided based on the proceeding recommendations.

- ❖ Establish a fixed route service linking cities and villages to the Ann Arbor urbanized area.  
*Housing Units with Persons with Disabilities, Employment, Non-Employment destinations, Inter & Intra-County commuting, Park & Ride, Youth Survey*
- ❖ Establish park-and-ride lots within each city/village as appropriate to serve as an intermodal connection and to consolidate trips for fixed route services.  
*Housing Units with Persons with Disabilities, Employment, Non-Employment destinations, Inter & Intra-County commuting, Park & Ride, Youth Survey*
- ❖ Increase frequency, direct routes and expanded service hours for existing fixed route service, particularly in the eastern portion of the Ann Arbor Urbanized area (the City of Ypsilanti and parts of Ypsilanti and Superior Townships and western Wayne County)  
*Frequency, Span of Service, Youth Survey*
- ❖ Establish demand response/lifeline service throughout the County centered around cities and villages where it does not currently exist.  
*Housing Units with Persons with Disabilities, Non-Employment destinations, population over 65, HH with zero or one autos*
- ❖ Increase the span of service and reduce the response time of existing demand response service outside of the urbanized area.  
*Frequency, Inadequate Service Capacity, Western Washtenaw public Comments*
- ❖ Provide service linking adjacent counties with the Ann Arbor urbanized area within Washtenaw County particularly for employment and health services.  
*Employment, Inter & Intra-County commuting, Non-Employment destinations, Youth Survey*
- ❖ Provide improved service between major human services providers; between health service facilities; and connecting housing and employment opportunities  
*Housing Units, Employment, Non-Employment destinations, Human Services surveys*

- ❖ Establish a mobility management function as referenced in both the Urban and Rural Coordinated Human Services Plans, to provide information, referrals and coordination of transportation options.  
*Housing Units for Persons with Disabilities, Employment, Non-Employment destinations, Human Services surveys*
- ❖ Provide service to residents linking intermodal connections, particularly intercity bus, rail stations and Wayne County Metropolitan Airport.  
*Inter & intra-county service*
- ❖ Establish a county wide program to promote and assist commuters providing information about a full range of commuter choices.  
*Housing Units with Persons with Disabilities, Employment, Non-Employment destinations, Inter & Intra-County commuting, Park & Ride, Youth Survey*
- ❖ Encourage local land use decisions that support existing and future transit service such as concentrating development and providing non-motorized facilities that link to transit.  
*Housing Units, Employment, Non-Employment, Transit Supportive Facilities, Park & Ride Lots, Passenger Rail Stops, Inter & Intra-County Service, Frequency, Span of Service*
- ❖ Advocate for increased capital and operating funding at the Federal and State levels to provide a funding source to address the needs identified by the State Long Range Plan  
*Housing Units, Employment, Non-Employment, Transit Supportive Facilities, Park & Ride Lots, Passenger Rail Stops, Inter & Intra-County Service, Frequency, Span of Service*
- ❖ Establish local, equitable, sufficient and long term dedicated funding to expand service as identified in these recommendations.  
*Housing Units, Employment, Non-Employment, Transit Supportive Facilities, Park & Ride Lots, Passenger Rail Stops, Inter & Intra-County Service, Frequency, Span of Service*
- ❖ Create the organizational framework that enables the implementation of the preceding recommendations.  
*Housing Units, Employment, Non-Employment, Transit Supportive Facilities, Park & Ride Lots, Passenger Rail Stops, Inter & Intra-County Service, Frequency, Span of Service*

## NEXT STEPS

The adoption of the Transit Plan for Washtenaw County by the WATS Policy Committee is just the beginning of the process for improving public transit for the county's residents, employees and visitors. In order to have a positive impact on the accessibility of the county, improve mobility and provide a stimulus for economic development, the plan will need to be funded and implemented.

The Plan Recommendations can be organized into two categories of improvements.

### **Funding, Administration and Planning**

This category of improvements examines the funding needs and recommendations, administrative recommendations and a recommendation for improvements for planning.

#### Administration

*"Establish a mobility management function as referenced in both the Urban and Rural Coordinated Human Services Plans, to provide information, referrals and coordination of transportation options."*

It is not enough to have good quality service, there needs to be a mechanism to assist the public, particularly the senior and persons with handicaps with identifying how to maximize their use of public transportation and make it pleasurable, convenient and easy to negotiate. Funding for this position may be made available through allocations and grants of such funding as Job Access and Reverse Commute and New Freedom as well as other annual allocations of funds.

*"Establish a county wide program to promote and assist commuters and employers by providing information about a full range of commuter choices."*

Funding for transportation improvements has begun to decline and the ability of the State and local transportation providers to make significant improvements to either the highway or local system to address congestion is also declining. At the same time the cost of making improvements and the cost of fuel for commuters is increasing at a much faster rate that has been experienced in recent history. Providing transportation choices and making commuters aware of the choices is essential to stimulating the State's economy and allowing it to compete regionally, nationally and globally.

A function similar to the Ann Arbor Chamber's getDowntown program have offered and publicized a wide range of commuter choices in the Ann Arbor Downtown Development Area. An agency or authority that provides assistance for commuters and employers for all of Washtenaw County could administer a program that similarly identifies and pairs commuters with a range of commuter choices. This service should complement the existing programs and promotions.

*"Create the organizational framework that enables the implementation of the other recommendations."*

Although it is probably needed as service expands the plan does not recommend nor anticipate any particular structure. Options include the reorganization of AATA into a county wide authority with board representation that reflects the new "service area" or whether this might be a new authority in addition to AATA and the other service providers.

## Funding

*“Establishing a local, equitable, sufficient and long term dedicated funding to expand the identified services.”*

Providing funding is essential to implementing any service improvements and for providing a sustainable system. However, funding must be tied to an Authority or Authorities with specific transportation providers identified. The funding must be approved after local community input and buy-in for the funding mechanism and to the improvements tied to the funding ask.

*“Advocate for increased capital and operating funding at the State level to provide a funding source to address the needs identified by the State Long Range Plan.”*

The current funding mechanism at the state level is broken. It does not guarantee that the ten percent of the Michigan Transportation Fund (MTF) revenue which is eligible to be allocated to the Comprehensive Transportation Fund (CTF) is actually deposited in the CTF. The Legislature regularly diverts a portion of the funds eligible for the CTF to fund the latest budget crisis. The other problem is that as the State’s communities see the value for transit and service is increased, there is no mechanism for the state funding to commensurately increase. This penalizes and restricts transit improvements throughout the state. Ensuring that the CTF is fully funded is a critical first step to providing a consistent revenue stream for transit operations.

In addition to or as a result of the diversions, the State no longer provides the match for urban system capital purchases of buses. For the rural areas (areas under 200,000 population), the federal funding available for operating and capital purchases are managed by the State and are awarded on a competitive process which hampers the ability to plan and provide high quality rural service. The urban areas (over 200,000 population) are not eligible for federal operating assistance but are allowed to spend capital dollars for capital preventative maintenance. This allows flexibility but requires the agency to choose which to fund.

## Planning

*“Encourage land use decisions that support existing and future transit service such as concentrating development and providing non-motorized facilities that link to transit.”*

Land use is another critical component to the success of the recommendations. Without changes in how the developments and redevelopment in Washtenaw County are constructed, the density along the major community connector corridors and within the activity centers will not be high enough to sustain high quality service. This will require allowing a mixed use high density overlay along corridors and flexibility of zoning in and adjacent to the activity centers throughout the county. Since it is often difficult to make such significant changes to communities master and zoning plans, assistance will need to be provided countywide to individual communities promoting the value of transit oriented development.

## **Transportation Improvements**

The recommendations for service include improvements to the existing service in the county, new county wide service and new inter-county service

Existing Service Improvements and Expansions

*“Increase frequency, provide direct routes and expanded service hours for existing fixed route service, particularly in the eastern portion of the Ann Arbor Urbanized area (the City of Ypsilanti and parts of Ypsilanti and Superior Townships and western Wayne County.)”*

In order to support more frequent service even in the City of Ann Arbor will likely require increased density along the major corridors and in the activity centers in the downtown, near the University of Michigan campuses, Eastern Michigan University, Briarwood and Arborland areas. There are still some areas in the urbanized area where service exists that would allow mixed and higher density land uses. In addition there are also areas that are ripe for redevelopment that could be supportive of increased transit service if designed to allow easy access for pedestrians, is dense enough with activity to support frequent transit service. According to Mary Kay Christopher of MKC Associates, “6-7 housing units per acre will support a fixed route bus every 30 minutes”.

*“Provide improved service between major human service providers; between health service facilities; and connecting housing and employment opportunities.”*

Washtenaw County completed a survey in September 2006 on behalf of the Human Service Community Collaborative in an effort to identify how much of each agency’s budget was being spent to provide transportation assistance to their clients. Although about \$172,000 was spent on cab and bus fare, more than \$900,000 was spent using other means to provide assistance to clients due to lack of direct service, time to reach destination and number of destinations to reach in one day. A service that provided more direct service between the human service providers and residential and employment locations would reduce the funding needed to assist clients.

New County wide Service

These three recommendations work in concert to support the highest level of public transit possible.

WORK  
DEMAND RESPONSE  
LIFELINE SERVICE

*“Establish demand response/ life line service throughout the County centered around the cities and villages where it does not currently exist.”*

The provision of lifeline public transit which provides for trips needed to sustain life (doctors, pharmacies, grocery stores and employment) will become more critical as the population ages over the next two decades. The demand response service is also essential to provide as a feeder service for the community to community service that links activity centers outside the urbanized area including the cities and villages to fixed route service.

*“Establish fixed route service linking service linking cities and villages to the Ann Arbor urbanized area.”*

There are nearly 72,000 residents of Washtenaw County who commute to work within the County. The majority (slightly more than 41,000) is within the current AATA service area, however, nearly 28,000 commute from urban to rural, rural to urban or make a rural to rural trip within the County

for work. More than 18,000 travel from the rural areas of the county to the urbanized area for work. Commuters would be able to travel to the closest activity center by walking, biking or auto to catch a bus to the urbanized area.

*“Establish park and ride lots within each city/village as appropriate to serve as an intermodal connection and to consolidate trips for fixed route services.”*

To support the community connectors and the economic stability of the activity centers, the establishment of park and ride lots would be required. The lots with the demand response service would feed the community connectors to the urbanized area.

#### New Regional Service

*“Provide service linking adjacent counties with the Ann Arbor urbanized area within Washtenaw County particularly for employment and health services.”*

The provision of service linking Washtenaw County to adjacent counties is critical due to the high volume of employees who travel into the county for work. In particular, the ability of linking western Wayne County communities would provide service to those communities that currently opt out of SMART service because they are not destined for Detroit but travel into Washtenaw County for employment, shopping and recreation. SMART could reinstate service into Washtenaw County providing service between western Wayne County and the Ann Arbor urbanized area. However, if AATA were to operate service outside the county, AATA would need an agreement with SMART to operate this service. Where possible, the provision of this service using the existing rail lines would be supported.

*“Provide service to residents linking intermodal connections, particularly intercity bus, rail stations and Wayne County Metropolitan Airport.”*

The Wayne County Metropolitan Airport is the largest regional commercial airport in the country that does not have public transit service for passengers. This severely limits the transportation options for anyone flying out of that airport or anyone visiting the region. In order for the region to compete for tourists, conventions and employers, the provision of efficient low cost public transportation is essential. This recommendation supports the provision of commuter service between Ann Arbor (eventually Chelsea) and Detroit.

#### **County Wide Transit Summit**

In order to begin the discussion, WATS will join with members of the State legislature and AATA to host a Transit Summit in Washtenaw County in early 2008. This Summit will begin to explore the options for implementing the recommendations, funding the improvements and what agency or agencies should take the lead for the implementation.

#### **Inclusion in the 2035 Transportation Plan for Washtenaw County**

In the spring of 2008, WATS will initiate the development of the 2035 Long Range Transportation Plan for Washtenaw County. This plan encompasses all modes of travel except air to be used to

identify candidate improvements for federal, state and local funding. The 2035 Plan must be fiscally constrained to available revenues and thus will require a prioritization of the implementation of the proposed recommendations.

## Technical Advisory Subcommittee

Chair: Gary Roubal, City of Saline  
1<sup>st</sup> Vice-Chair: David Miller, University of Michigan  
2<sup>nd</sup> Vice-Chair: Dave Nicholson, Ypsilanti Township

Homayoon Pirooz	City of Ann Arbor Engineering
Eli Cooper	City of Ann Arbor Systems Planning
Chris White	Ann Arbor Transportation Authority
Christine Linfield	City of Chelsea
Rhett Gronevelt	Village of Dexter
John Donegan	Eastern Michigan University
Ola Williams	Michigan Department of Transportation - Lansing Planning
Kari Andrewes	Michigan Department of Transportation - University Region
Bruce Fowler	Pittsfield Township
Brett Lenart	Washtenaw County Planning & Environment
Roy Townsend	Washtenaw County Road Commission Engineering
Bill Bohlen	City of Ypsilanti DPW
Karen Hart	City of Ypsilanti Planning

### Ex officio Members:

Chris Dingman	Federal Highway Administration
Steve Bower	Michigan Department of Transportation - Brighton TSC
Jeff Tumidanski	Southeast Michigan Council of Government

# Ypsilanti Courier

## County looks to expand public transportation

By Dave Wak  
, Special Writer

With Michigan's economy struggling, Washtenaw County officials are trying to expand public transportation options to cut down on highway traffic and help the environment.

Part of their plan, presented at last week's Ypsilanti Township Board meeting, is to increase bus services beyond the county's two major cities of Ann Arbor and Ypsilanti.

In addition, officials are promoting the use of light rail systems.

All it will take to make it happen is money.

The Washtenaw Area Transportation Study, or WATS group, presented the plan to the board with coordinator Terri Blackmore being on hand to answer questions.

Blackmore said the plan, if implemented, would be beneficial to both residents and the economy.

"The transit system needs to promote economic development," she said.

Blakemore said the county might ask for a .5 to 2 countywide millage in August to pay for the expansion but said the date or the proposal wasn't certain at this time.

"We can't set the dollar amount until we know what we need," she said.

Blakemore said the study had looked at several possibilities for expanding routes and was working closely with AATA on the plan.

She said they were looking at adding routes to Manchester, Whitmore Lake, Saline and other outlying areas.

She said they were also considering extending bus service times to accommodate residents who work late at bars, restaurants and hospitals.

In addition, Blakemore said they may focus on providing more bus service for areas that needed it most like low income housing units or senior housing areas where people might not have as much access to cars.

Blakemore said that AATA was looking into collaborating with Detroit's SMART system to give the 15,000 workers who live in Wayne County but work in Washtenaw county access to a public transportation alternative to driving.

Blakemore said there are 100,000 people who commute from outside the county for jobs and most of them drive.

Blakemore also touched on using commuter trains as part of an expanding public transit system. She said train routes were needed from Jackson to transport the 8,000 workers who commute from there. She said they were also looking into getting train routes to Monroe and Toledo.

Dave Wak is an Ypsilanti resident and freelance writer for The Courier. He can be reached at [dwak4@hotmail.com](mailto:dwak4@hotmail.com).

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# **Washtenaw County Transit Plan**

**Washtenaw Area Transportation Study  
October 2007**

# Transit Plan Goals

- Recommend public transit service to promote economic vitality and quality of life.
- Increase the quantity and improve the quality of transit service that provides a balance that is both efficient, effective and market driven.
- Improve mobility and access for Washtenaw County residents using transit.
- Develop an education and advocacy program to advance the transit plan.
- Increase awareness of transit funding opportunities and identify opportunities for implementation of the plan.

# County Transit Plans

## WATS Plan

Planning Background

- ❖ Data
- ❖ Deficiency
- ❖ Types of Service
- ❖ Existing Providers
- ❖ Life Line Needs

## AATA Plan

Countywide Service Plan

- ❖ Levels, Types & Hours
- ❖ Funding Levels
- ❖ Vehicle Requirement
- ❖ Span of Service
- ❖ Frequency of Service

# ● **Transit Plan Deficiency Criteria**

***Housing Units***

***Employment***

***Non-Employment***

***Transit Supportive Facilities***

***Park & Ride Lots***

***Passenger Rail Stops***

***Inter & Intra-County Service***

***Frequency***

***Span of Service***

## *Draft Recommendations for County Transit Plan*

Using the available survey data and public comment data, identified deficiencies, and meeting with the Washtenaw County Transit Plan Steering Committee the following strategies were developed in order to optimize the transit service within Washtenaw County. Listed below are the draft recommendations followed in italicized text by the deficiencies that were used as a basis for the recommendation. The order of the recommendations listed below has not been prioritized. The numbers are included for reference only.

1. Establish a fixed route service linking cities and villages to the Ann Arbor urbanized area. *Housing Units with Persons with Disabilities, Employment, Non-Employment destinations, Inter & Intra-County commuting, Park & Ride, Youth Survey*
2. Establish park and ride lots within each city/village as appropriate to serve as an intermodal connection and to consolidate trips for fixed route services. – *Housing Units with Persons with Disabilities, Employment, Non-Employment destinations, Inter & Intra-County commuting, Park & Ride, Youth Survey*
3. Increase frequency, direct routes and expanded service hours for existing fixed route service, particularly in the eastern portion of the Ann Arbor Urbanized area (the City of Ypsilanti and parts of Ypsilanti and Superior Townships and western Wayne County) – *Frequency, Span of Service, Youth Survey*
4. Establish demand response/lifeline service throughout the County centered around cities and villages where it does not currently exist. – *Housing Units with Persons with Disabilities, Non-Employment destinations, population over 65, HH with zero or one autos*
5. Increase the span of service and reduce the response time of existing demand response service outside of the urbanized area. – *Frequency, Inadequate Service Capacity, Western Washtenaw public Comments*
6. Provide service linking adjacent counties with the Ann Arbor urbanized area within Washtenaw County particularly for employment and health services. – *Employment, Inter & Intra-County commuting, Non-Employment destinations, Youth Survey*
7. Provide improved service between major human services providers; between health service facilities; and connecting housing and employment opportunities – *Housing Units, Employment, Non-Employment destinations, Human Services surveys*
8. Establish a mobility management function as referenced in both the Urban and Rural Coordinated Human Services Plans, to provide information, referrals and coordination of transportation options. – *Housing Units for Persons with Disabilities, Employment, Non-Employment destinations, Human Services surveys*

9. Provide service to residents linking intermodal connections, particularly intercity bus, rail stations and Wayne County Metropolitan Airport. – *Inter & intra-county service*
10. Establish a county wide program to promote and assist commuters providing information about a full range of commuter choices. – *Housing Units with Persons with Disabilities, Employment, Non-Employment destinations, Inter & Intra-County commuting, Park & Ride, Youth Survey*
11. Encourage local land use decisions that support existing and future transit service such as concentrating development and providing non-motorized facilities that link to transit. – *Housing Units, Employment, Non-Employment, Transit Supportive Facilities, Park & Ride Lots, Passenger Rail Stops, Inter & Intra-County Service, Frequency, Span of Service*
12. Advocate for increased capital and operating funding at the State level to provide a funding source to address the needs identified by the State Long Range Plan – *Housing Units, Employment, Non-Employment, Transit Supportive Facilities, Park & Ride Lots, Passenger Rail Stops, Inter & Intra-County Service, Frequency, Span of Service*
13. Establish local, equitable, sufficient and long term dedicated funding to expand service as identified in these recommendations. – *Housing Units, Employment, Non-Employment, Transit Supportive Facilities, Park & Ride Lots, Passenger Rail Stops, Inter & Intra-County Service, Frequency, Span of Service*
14. Create the organizational framework that enables the implementation of the preceding recommendations. – *Housing Units, Employment, Non-Employment, Transit Supportive Facilities, Park & Ride Lots, Passenger Rail Stops, Inter & Intra-County Service, Frequency, Span of Service*

# Washtenaw County Transit Plan Goals & Objectives

## **Goal 1: Recommend public transit service to promote economic vitality and quality of life in Washtenaw County.**

### Objectives

- A. Identify the appropriate level of service for transit as a transportation option.
- B. Assemble a list of existing promotional activities and policies to manage demand and maximize use of transit service.
- C. Identify strategies to encourage the use of alternatives to driving.

## **Goal 2: Increase the quantity and improve the quality of transit service that provides a balance that is both efficient, effective and market driven.**

### Objectives

- A. Identify all transit service providers within Washtenaw County and provide contact information.
- B. Identify opportunities for cooperation between transit providers of Washtenaw County in order to improve service and enhance public support.

## **Goal 3: Improve mobility and access for Washtenaw County residents using transit.**

### Objectives

- A. Identify opportunities for improved transit service within Washtenaw County for transit dependent populations including lifeline service as appropriate.
- B. Identify opportunities for improved transit service within Washtenaw County to commuters and choice riders.
- C. Identify opportunities for improved inter-county transit service using various modes such as park and ride, commuter rail and bus options.

**Goal 4: Develop an education and advocacy program to advance the transit plan.**

Objectives

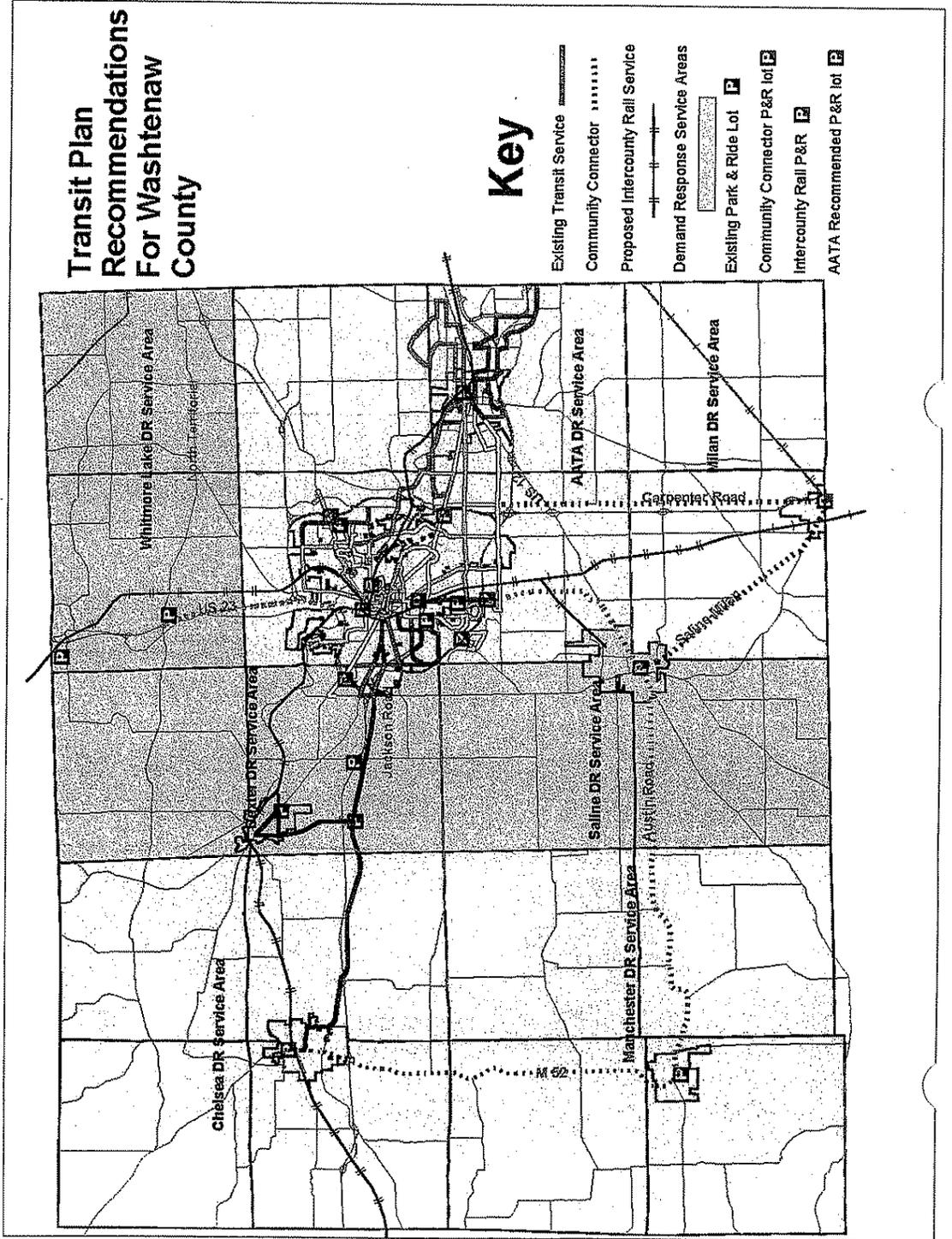
- A. Develop an educational tool for the public, stakeholders, and community leaders that explains the benefits of a transit system.
- B. Promote transit as a viable transportation option for all residents of Washtenaw County.

**Goal 5: Increase awareness of transit funding opportunities and identify opportunities for implementation of the plan.**

Objectives

- A. Identify current funding opportunities for capital and operating costs for transit.
- B. Identify other opportunities for funding transit in Washtenaw County.
- C. Identify stakeholders who will work to implement the plan.
- D. Identify the institutional framework for implementing the plan.

# Transit Plan Recommendations For Washtenaw County



## Key

- Existing Transit Service
- Community Connector
- Proposed Intercounty Rail Service
- Demand Response Service Areas
- Existing Park & Ride Lot
- Community Connector P&R lot
- Intercounty Rail P&R
- AATA Recommended P&R lot

### Service Improvements

#### Existing Service Improvements and Expansions

Increase frequency, provide express routes and expanded service hours for existing fixed route service, particularly in the eastern portion of the Ann Arbor Urbanized Area including the City of Ypsilanti and parts of Ypsilanti and Superior Townships and western Wayne County.

Provide route connectors between major human service providers; with health service facilities; and housing and employment opportunities.

### New Countywide Service

Establish demand response/life line service throughout the County centered around the cities and villages where it does not currently exist.

Establish fixed route service connecting cities and villages to the Ann Arbor urbanized area.

Establish park and ride lots within each city/village as appropriate to serve as an intermodal connection and to consolidate trips for community connectors.

### New Regional Service

Provide service linking adjacent counties with the Ann Arbor urbanized area within Washtenaw County particularly for employment and health services.

Provide service to residents linking intermodal connections, particularly intercity bus, rail stations and Wayne County Metropolitan Airport.

### Deficiencies Addressed in Plan

**Housing Units** - Developed using census tract data, housing unit deficiencies address: households with zero or one auto, households with persons with disabilities, households with low-income populations, head of household aged 65 and older, households with person under the age of 16, and households with minority populations

**Employment** - WATS examined several variables for employment deficiencies. Companies that employ 250 or more employees were identified as they have the ability to support at least a minimal level of public transit service. WATS located every employer in Washtenaw County with 250 or more employees, including locations with 250 or employees in both 2005 and 2030. In 2006, 63 companies met this threshold and these companies were comprised of educational, retail, health care, automotive and government. WATS also identified which of the 63 companies that met the threshold in 2006 operated beyond regular business hours (before 6 am, or after 7 pm).

**Non-Employment Destinations** - Non-employment destinations were also identified and categorized.

**Life Line Services** including: hospitals, grocery stores, human service agencies, dialysis facilities, pharmacies, and retirement facilities.

**Quality of Life Destinations** including: post office, K-12 schools, religious facilities, government facilities, major employers, libraries, colleges and universities, day care facilities, and movie theaters.

**Transit Supportive Facilities** - Transit supportive facilities include: sidewalks along routes, sidewalks leading to transit routes, lead walks connecting sidewalks to bus stops, benches and shelters. Other facilities include: park-and-ride lots, and passenger rail stations.

**Fixed Route Service Deficiencies** - Frequency of public transit service was considered as it determines the quality of transportation. Span of service was also considered as the times when service is provided is critical for providing access to employment that occurs outside normal working hours of 8:00 am and 5:00 pm or on weekends

### Need for a Countywide Transit Plan

In an effort to move towards a comprehensive transit service in Washtenaw County, the Washtenaw Area Transportation Study (WATS) initiated this effort to analyze data and to support a countywide service plan that could be developed by the Ann Arbor Transportation Authority (ATA) and the other transit providers. The Transit Plan for Washtenaw County identifies current providers of transit service within Washtenaw County, deficiencies and needs including destinations that lack adequate transit facilities.

#### **Plan Recommendations**

- Establish a fixed route service linking cities and villages to the Ann Arbor urbanized area.
- Establish park-and-ride lots within each city/village as appropriate to serve as an intermodal connection.
- Increase frequency, direct routes and expanded service hours for existing fixed route service.
- Establish demand response/lifeline service throughout the county, centered around cities and villages where it does not currently exist
- Increase the span of service and reduce the response time of existing demand response service outside of the urbanized area.
- Provide service linking adjacent counties with the Ann Arbor urbanized area, focusing on health, housing and employment.
- Provide improved service between major human services providers; between health service facilities; and connection housing and employment centers.
- Establish a mobility management function to provide transportation information, referrals and coordination
- Provide service to residents linking intermodal connections, including intercity bus, rail and airport
- Establish a countywide program to inform commuters on full range of transit choices
- Encourage land use decisions that support existing and future transit service

### Improvement Focus Areas and Next Steps

Improvements recommended in the Washtenaw County Transit Plan fall into four main categories: Administration, Planning, Funding and Service Improvements (Map).

**Administration** - Establish a mobility management function as referenced in both the Urban and Rural Coordinated Human Services Plans, to provide information, referrals and coordination of transportation options.

Establish a county wide program to promote and assist commuters and employers by providing information about a full range of commuter choices.

Create the organizational framework that enables the implementation of the other recommendations.

**Planning** - Encourage and approve land use decisions that support existing and future transit service such as concentrating development and providing non-motorized facilities that link to transit.

**Funding** - Establishing a local, equitable, sufficient and long term dedicated funding to expand the identified services.

Advocate for increased capital and operating funding at the State level to provide a funding source to address the needs identified by the State Long Range Plan.

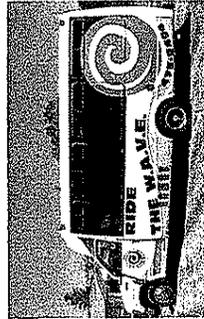
#### **Transit Town Hall**

WATS will join with members of the State legislature and AATA to host a Transit Town Hall in Washtenaw County in early 2008. This event will explore options for implementing recommendations, funding improvements and determining what agency or agencies should take the lead for implementation.

#### **2035 Transportation Plan**

In the spring of 2008, WATS will initiate the development of the 2035 Long Range Transportation Plan for Washtenaw County. The plan will encompass travel modes used to identify candidate improvements for federal, state, and local funding. The 2035 plan will include prioritization of the recommended implementations proposed in the Transit Plan.

## Transit Plan For Washtenaw County Summary



### Washtenaw Area Transportation Study Policy Committee

Approved February 20, 2008

Washtenaw Area Transportation  
Study (WATS)

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Ann Arbor-Detroit Commuter Rail Project  
Progress Report  
December, 2008

The following summarizes the current status of activities related to the Ann Arbor-Detroit Commuter Rail Project:

SEMCOG announced the location of the station that will serve Metro Airport for the initial project. The station will be on Wayne County owned property at the corner of Michigan Avenue and Henry Ruff.

SEMCOG has begun discussions with representatives of the City of Ypsilanti and the Downtown Development Authority on the location of the station in Ypsilanti.

Field analysis of the Norfolk Southern and Conrail portions of the route continues as part of developing the environmental document for the project.

A consultant has been selected by MDOT for the West Detroit Connection Track project.

SEMCOG and MDOT have begun the process of securing locomotives and rail cars for the project.

SEMCOG and MDOT are pursuing funding options from the recent AMTRAK and Federal Rail Administration (FRA) programs. In addition, certain components of the project (i.e. cars and locomotives) have been submitted for funding as part of a possible federal economic stimulus package.

MDOT has hired a consultant to review our progress to date, identify work that needs to be completed and develop a project timeline to help keep the project on schedule for an October, 2010 target to begin service. A contract between MDOT and Quandel Consultants was executed on November 18, 2008.

SEMCOG and MDOT continue to wait for a response from the Canadian National (CN) Railroad indicating that they have found capacity on their system to allow for four commuter round trips a day if improvements are made at West Detroit Junction. In addition, a letter was sent from Governor Granholm's policy director to Canadian National officials inquiring as to CN's plans in Michigan and reemphasizing the Governor's desire for commuter rail service between Ann Arbor and Detroit to commence by October 2010. A follow up email was sent to CN officials inquiring on the status of our request.

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## Lansing to Detroit Passenger Rail Study

# SUMMARY

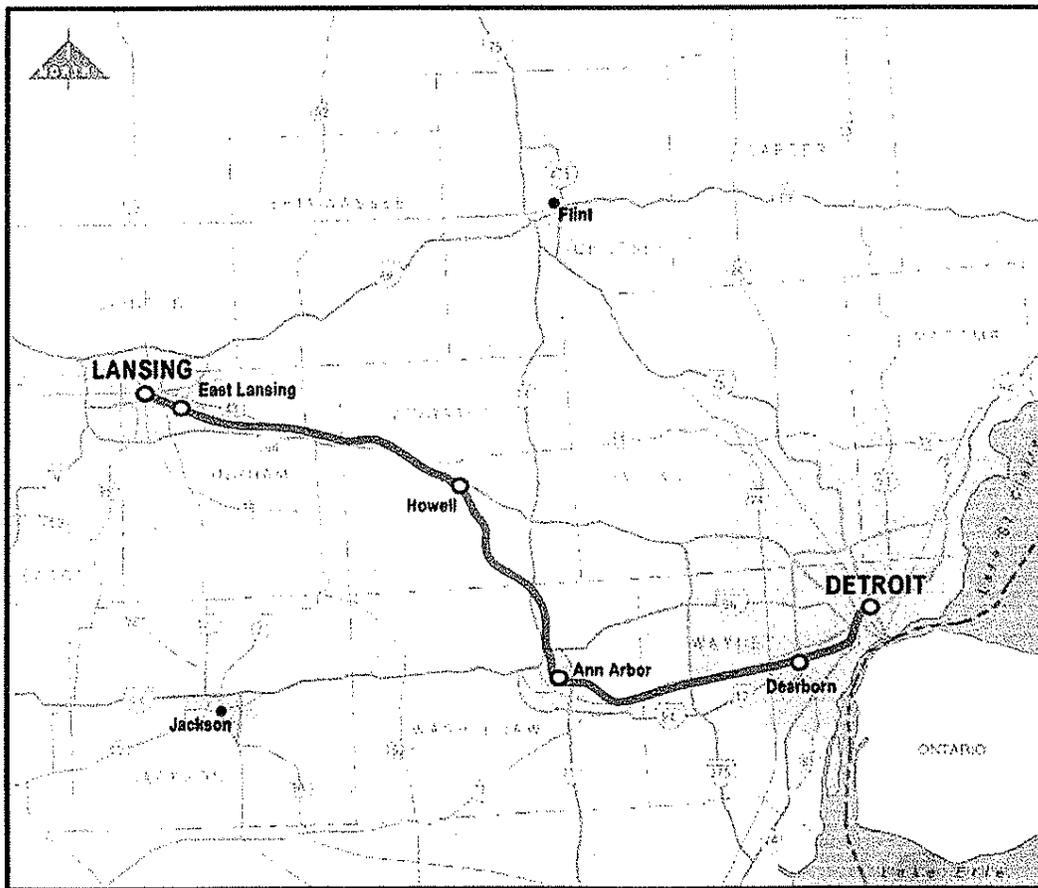
February 2002

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A study and project development effort is being conducted by the Capitol Area Transportation Authority (Lansing) of the feasibility of running passenger rail service between Lansing and Detroit. The study began in late 1998 and has accomplished the following:

- Phase One: Review of Existing Studies and Similar North American Rail Services;
- Phase Two: Inventory and Evaluate Rail Options Between Lansing and Detroit;
- Phase Three: Detailed Analysis of the Selected Route; and
- Phase Four: Development of a Business Plan.

### The Selected Route



**Project Setting.** The proposed service passes through Ingham, Livingston, Washtenaw and Wayne Counties. This is an area that is experiencing growth in population and employment. Between 1990 and 2020:

- The Lansing Tri-County Region will grow from 439,481 persons to a projected 506,000 persons—an increase of 15.1 percent.
- Livingston County, currently the fastest growing county in Michigan, will almost double in population.
- Washtenaw County will grow by 32 percent.
- The Southeast Michigan Region will grow from 4,590,500 persons to 5,162,400 persons—an increase of 12.5 percent.

Highway travel on I-96, US-23 and I-94 is projected to grow by 30 to 40 percent by 2020.

**Station Locations.** Stations included in the original analysis are:

- Lansing—near the former Pere Marquette Depot on East Michigan Avenue;
- East Lansing—the area near the existing Amtrak Station on Harrison Road;
- Howell—between Michigan and Dearborn streets;
- Ann Arbor—existing Amtrak Station;
- Dearborn; proposed new station adjacent to Greenfield Village; and
- Detroit—existing Amtrak New Center Station/proposed site of the Detroit New Center Passenger Intermodal Terminal.

The total estimated costs for these stations are \$4,350,000. Additional station possibilities currently being looked at include:

- East Washtenaw County (Ypsilanti)
- Merriman Road (Metro Airport)
- Central / South Livingston County

**Service Plan.** Initially, five daily round trips are contemplated. These include two early morning commuter-oriented trains from the Lansing area to Detroit and one commuter-oriented train from Detroit to the Lansing area. These trains return in the early evening. There is also a midday train in each direction and a later evening train in each direction. Travel times are about 1 hour 45 minutes from the Lansing area to Detroit.

## Rolling Stock and Maintenance Facilities



Most new commuter or regional rail systems select the bi- or tri-level coaches (photo above from Chicago Metra system). These coaches cost about \$2 million each and locomotives cost from \$1.8 million (rebuilt F-40) to \$2.5+ million for new locomotives. Three train sets are required for this service, plus spares to cover high-demand days and maintenance.

The total estimated cost for rolling stock is \$27.2 million. In addition, a maintenance facility will be needed in Lansing and a layover facility in Detroit, at a cost of \$8.7 million.

**Rail Infrastructure.** There are three different railroads that own and/or operate major segments of the proposed route:

- CSX Transportation, Inc. (Lansing to Howell),
- Tuscola and Saginaw Bay Railway (TSBY) (Howell to Ann Arbor) and
- Norfolk Southern Corporation (Ann Arbor to the Detroit area).

The Ann Arbor Railroad (AARR) and Conrail also own short but important segments. Needed rail infrastructure improvements will include:

- Flashers and gates at highway crossings
- Resurfacing of track and tie renewal
- A station track at the Lansing station.
- Reconstruction and connection of passing sidings at Howell and Fowlerville to create a 9.4-mile double-track segment that can facilitate freight and passenger train meets.
- A new connection east of Howell (at Ann Pere Jct.) to connect the CSX and TSBY lines.

- A new bridge and connection across the Huron River at Ann Arbor, to make an efficient connection between the TSBY/AARR line and the NS line. This is the largest single construction project.

The total cost associated with rail infrastructure improvements is \$39.7 million.

### Summary of Capital Costs

Category	Capital Costs
Stations	\$ 4,350,000
Rolling Stock	\$27,200,000
Maintenance Facilities	\$ 8,700,000
Rail Infrastructure	\$39,700,000
Total Cost	\$79,950,000

**Ridership and Revenue.** Using travel demand forecasting models the following ridership and revenue estimates were made. Average fares were assumed to be 12 cents per mile and auto travel times were assumed to increase gradually to 25 percent by 2020 because of increased highway congestion.

Year	Ridership	Revenue
2005	411,134	\$2.6 million
2010	504,832	\$3.2 million
2020	605,948	\$3.9 million
2030	741,666	\$4.7 million

**Funding.** Federal funding, most likely through the Federal Transit Administration (FTA), will be sought to provide a portion of these costs. Federal funds typically cover 80 percent of the *capital costs* of transportation projects. The remaining 20 percent must come from local, state or private funding sources. *Operating costs* are estimated to be \$9 million annually. Operating costs of \$9 million and revenues of \$2.6 million results in a deficit of about \$6.4 million annually. The resultant farebox recovery rate of 29 percent is consistent with many new rail passenger operations. Operating assistance is not available from the federal government and some combination of state/local/private sector funding will be required.

### Major remaining issues and activities:

- Completion of alternatives analysis and approval of "New Starts" application to be submitted to the Federal Transit Administration
- Detailed engineering of the project and environmental clearances
- Project oversight, organizational structure and local funding mechanisms.
- Freight railroad interface and liability, insurance and Federal rail regulatory issues.
- Expansion of community involvement and education with respect to the project.

For further information, please contact your Washtenaw County "facilitators": Dick Shackson ([rhs@ic.net](mailto:rhs@ic.net)) or Michael Benham ([mrbenham@spectrumstrategies.com](mailto:mrbenham@spectrumstrategies.com)).

## **Introduction**

The Washtenaw Area Transportation Study (WATS) is a multi-jurisdictional agency responsible for transportation planning in Washtenaw County. The agency is mandated by Federal law to provide a continuing, cooperative and comprehensive transportation planning process, which guides the expenditure of state and federal transportation funds in Washtenaw County. WATS annually establishes project priorities for consideration by the Michigan Department of Transportation (MDOT) when programming transportation funds. In addition, WATS continually monitors the current condition of the county's transportation system, including roads, bicycle and pedestrian paths, bridges, and public transit.

## **Public Law**

President George W. Bush signed the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) on August 10, 2005. As public law, SAFETEA-LU states:<sup>1</sup>

“...an Annual Listing of projects, including investments in pedestrian walkways and bicycle transportation facilities, for which Federal funds have been obligated in the preceding year shall be published or otherwise made available by the cooperative effort of the State, transit operator, and metropolitan planning organization for public review. The listing shall be consistent with the funding categories identified in each metropolitan transportation improvement program (TIP).”

This report responds to the above requirement. This report lists all transportation projects in Washtenaw County that were obligated in the federal fiscal year 2005 (October 1, 2004 to September 30, 2005). The Federal Highway Administration (FHWA) defines obligation as the federal government's legal commitment to pay or reimburse the states or other entities for the federal share of a project's costs<sup>2</sup>. Projects that are eligible for federal aid are typically not fully covered by the federal government. A majority of the federal aid projects are split, with 80 percent federally funded and 20 percent matched by State or local source.

## **WATS involvement**

WATS has the responsibility of guiding the expenditure of state and federal transportation funds in Washtenaw County. Agencies that are eligible for federal transportation funds include Ann Arbor Transportation Authority (AATA), Rural Transit Providers (Chelsea Area Transportation System, Northfield Human Services, Milan Transit and Manchester Senior Services), City of Ann Arbor, City of Chelsea, City of Milan, City of Saline, City of Ypsilanti, Village of Dexter, Village of Manchester, and

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<sup>1</sup> Title 23 U.S.C. 134(j)(7)(B), 23 U.S.C. 135(g)(4)(B), 49 U.S.C. 5303(j)(7)(B), and 49 U.S.C. 5304(g)(4)(B)

<sup>2</sup> Financing Federal Highways. <http://www.fhwa.dot.gov/reports/fifahwy/ffahappa.htm>. March 22, 2006

Washtenaw County Road Commission (WCRC). WATS works with local elected officials and technical staff from local governments when guiding the expenditure of state and federal transportation funds.

A committee system where local issues are discussed and recommendations are made is the basis of the federal aid process. WATS Federal Aid Committees (Rural and Urban Committees) meet as called to develop multi-year programs that determine where federal dollars will be spent. The WATS Technical Committee, comprised of local planners and engineers, reviews and makes recommendations to the draft federal program. The WATS Policy Committee, comprised of local elected officials, approves all federal aid programs. Technical and Policy Committee meetings are held monthly, with Technical Committee on the first Wednesday and Policy Committee on the third Wednesday, both meetings are open to the public with comment periods available. For meeting times and agendas, visit the WATS website at [www.miwats.org](http://www.miwats.org).

### **Long Range Plan**

WATS staff reviews the projects that are being proposed for the Federal Aid Program to insure that each project is also listed in the 2030 Long Range Plan (LRP). The 2030 LRP for Washtenaw County is the product of many agencies working together to provide a guide for future transportation improvements. In the LRP, data provided by WATS, the Southeast Michigan Council of Governments (SEMCOG), the Michigan Department of Transportation (MDOT), the Ann Arbor Transportation Authority (AATA), and the United States Census is used in identifying road capacity deficiencies and analysis, segment and intersection safety deficiencies, functionally obsolete and structurally deficient bridges as well as non-motorized, transit and pavement deficiencies. Projects in the LRP are prioritized by five year groups and based on project phase, federal and local funds availability, and funding status. Whether or not projects are in the LRP is critical in the Federal Aid Process.

Project that are submitted to the Federal Aid Program, but are not in the LRP must be amended into the LRP. LRP amendments are conducted 2-3 times a year in accordance with SEMCOG's Regional Transportation Plan (RTP) amendment cycle. Projects that are listed in the WATS LRP that deal with capacity must be listed in SEMCOG's RTP. Projects that are being amended into the LRP and RTP may take up to 4 months before the amended projects are recognized in the LRP and RTP.

### **Transportation Improvement Program**

The Washtenaw County Transportation Improvement Program (TIP) is part of an official programming document used by FHWA for programming transportation improvements. The next step in the federal aid process is submitting projects for the TIP. This involves cooperation between both local agencies and WATS. Once projects are included in the adopted Federal Aid Program and the LRP, local agencies must submit complete project details with a request for inclusion in the County TIP. These details include: project

From Trail Towns to TrOD:

# Trails and Economic Development

**Trails build strong, economically vital communities.** Trails, according to a National Association of Homebuilders study cited by *The New York Times*, are the number one amenity potential homeowners cite when they are looking at moving into a new community.

**Trails provide communities with a valuable amenity** that translates into increased housing values. In Indianapolis, for example, the increased property value of trails was more than \$140 million.

**Trails revitalize neighborhoods.** In Minneapolis, the Midtown Greenway has spurred development of new housing and businesses to take advantage of the desirable location adjacent to the trail.

**Trails build local businesses.** Bicycle tourists, a growing, affluent segment of the tourist market, contribute significantly to local businesses that are well-connected to trails. Along the Virginia Creeper Trail in southwest Virginia, visitors spend \$159 million annually providing an estimated 27 new full-time jobs.

August 2007

Rails-to-Trails Conservancy  
National Headquarters  
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Washington, DC 20037  
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The Capital Crescent Trail in Bethesda, Md. © HUGH MORRIS / RAILS-TO-TRAILS CONSERVANCY

## Trails and Economic Development

Trails and green space are important community amenities that help to spur economic development. From home owners choosing to live along a park-like trail to bicycle tourists making their way from small town to small town, trails are important community facilities that attract people and dollars.

The relationship between well-designed green spaces and trails and economic development has long been understood. Fredrick Law Olmsted, the renowned landscape architect, conducted the first economic impact analysis of urban parks on Central Park, finding a strong positive relationship between this new amenity and property values. The evidence of the positive impact of green space on adjacent land values became "conventional wisdom" (Crompton 2001, p. 9) for park planners and was used to fuel the early park movement in communities around the country. But with increasing competition for scarce resources, this conventional wisdom on the value of parks for economic development was supplanted by wariness to invest in purely recreational resources.

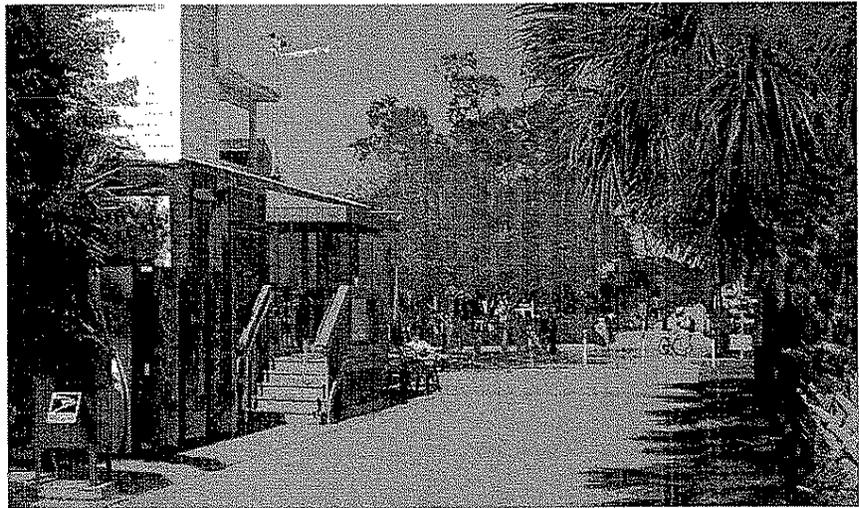
Over the last decade, however, community leaders and planners, buoyed by sophisticated new economic studies, have once again begun to use greenways, urban parks and trails as economic engines for community revitalization. Mounting new evidence shows an almost universal positive connection between well-designed open spaces and trails and important economic development indicators. As Donna Erickson, author of *MetroGreen: Connecting Open Space in North America* (2006), recently pointed out, trails and greenways are helping "shape urban growth, contribute [to] critical environmental values, and, indeed, place economic development and neighborhood revitalization" (p. 34).

## Trail Towns: The Tourism Potential of Trails

Communities are realizing the economic potential of trails as highly desirable destinations that bring dollars into the places they serve. In addition to preserving critical open space and providing important transportation options, trails and greenways attract visitors from near and far—visitors who facilitate job growth in tourism-related opportunities like restaurants, local stores and lodging.

Communities around the country are increasingly utilizing this “Trail Town” model of economic revitalization that places trails as the centerpiece of a tourism-centered strategy for small-town revitalization. Trail Towns contain trails that are well-connected to downtown businesses. Based on the well-known National Main Streets economic model, Trail Towns are literally inviting trail users to spend time and dollars in their community. Researchers have found that the economic impact of this approach is significant. The Virginia Creeper Trail generates \$1.59 million in annual spending; supporting approximately 27 new full-time jobs (United States Department of Agriculture, 2004).

Through careful planning, communities are realizing the full economic potential of linking trails and local businesses. In Cumberland, Md., for example, local businesses, in partnership with elected officials, have crafted a well-organized Trail Town model that helps link bicycle tourists to downtown businesses. Cumberland Mayor Lee Fiedler points to the importance of this model for economic revitalization when he states that: “The revival of the city is driven, in part, by the trail. ... No one



Trailside businesses along the Pinellas Trail, Florida. © FRANZ GIMMLER / RAILS-TO-TRAILS CONSERVANCY

thought people with bikes would spend money, but they were wrong. Business is spreading back from the trail” (*Baltimore Sun*, December 13, 2006).

### Trail-Oriented Development: Capitalizing on Trail’s Amenity Value

In addition to helping promote small-town revitalization, trails are increasingly being used to help more urban communities revitalize long-underutilized corridors. Trails are building strong, vital communities with increased property values for area residents and improved economic opportunities for local businesses.

One of the most innovative applications of this new wave of thinking involves the promotion of Trail-Oriented Development (TrOD). TrOD is an emerging planning tool that seeks to combine the active transportation benefits of a trail with the revitalization potential associated with well-designed and well-managed urban parks to help create more livable communities. TrOD

draws obvious inspiration from the Transit-Oriented Development (TOD) concept. TODs have a proven track record of economic success. TOD expert Robert Cervero notes that: “Studies over the past two decades show average housing value premiums associated with being near a station... are 6.4 percent in Philadelphia, 6.7 percent in Boston, 10.6 percent in Portland, 17 percent in San Diego, 20 percent in Chicago, 24 percent in Dallas, and 45 percent in Santa Clara County” (Cervero et al 2004, p. 162).

In much the same way that TODs aim to build places where people can live, shop and travel from a string of centralized community centers, TrOD aims to provide a network of local business and housing choices within a web of safe and enticing trails. The amenity of the trail provides a pull for home buyers and a new market for local businesses.

The potential synergy associated with well-designed trail corridors and revitalization planning has attracted several communities around North America to experiment with TrOD-type redevelopment projects. Minneapolis with its Midtown Greenway project and Montreal with the Lachine Canal redevelopment are at the forefront of this movement. Both have experienced success in encouraging redevelopment through the mix of new public space

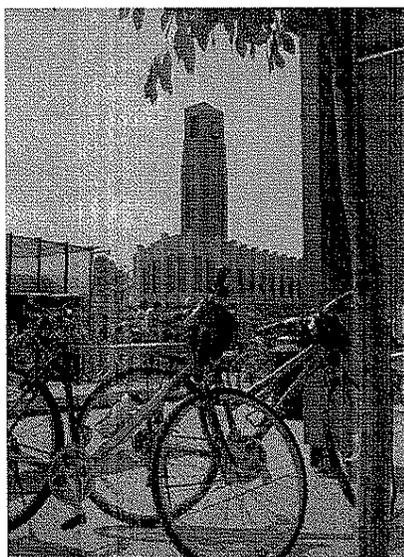
*“The revival of the city is driven, in part, by the trail,” says Mayor Lee Fiedler (Cumberland, Md.), who ordered bike racks installed on downtown corners. “No one thought people with bikes would spend money, but they were wrong. Business is spreading back from the trail.”*

*—Baltimore Sun, December 2006*

amenities designed to lure new development to the edge of the corridors, and zoning changes designed to facilitate new mixed-use development to anchor the corridors.

The Midtown Greenway in Minneapolis provides a good example of how focused planning and outreach for trail development can help to enhance economic development along a corridor. The first phase of the Greenway was opened in 2000, converting a rail line trench into a new neighborhood amenity. The depressed former rail line, however, was not well-connected to communities around the trail. During the next several years, members of the Midtown Greenway Coalition worked to create zoning and land use plans designed to provide enhanced access to the trail. While there are many factors spurring redevelopment along the corridor, the new trail amenity and good planning appear to be key factors in helping create new nodes of positive development along the corridor.

While these recent developments in Minneapolis show promise, a more fully developed approach to integrated TrOD has emerged just to our north in Montreal. The Lachine Canal Trail shows how city investments in public space improvements, coupled with tax



Lachine Canal Trail, Montreal, Canada links to the Atwater Market. © BILLY FIELDS / RAILS-TO-TRAILS CONSERVANCY

*"Builders say having a project on the Katy Trail has become money in the bank. Some builders say there is a '25 percent premium for having their product back up against the Katy Trail.'"*

*—Dallas Morning News, December 2006*

incentives and zoning changes, can encourage new development along a trail corridor. The trail, Sijpkens (1989) notes, "is a minor miracle and a major blessing. The miracle is that the canal was not filled in and asphalted over to bring yet more cars to downtown Montreal; the blessing is that it has allowed, on a nice Sunday, up to 50,000 Montrealers enjoy the stark beauty of the canal zone and discover its communities such as Pointe St Charles, Verdun, and St Henri" (p. 187). The renewed focus on the area, made possible through the trail, has helped jumpstart the wider revitalization plan geared at capitalizing on this great amenity.

### Trails as Economic Engines

The amenity value of trails translates into increased property values and enhanced tax revenue for communities. In a study on the impact of trails on adjacent property values in Indianapolis, Lindsey et al (2003) found that proximity to a greenway generally has a statistically significant, positive effect on property values. The overall impact of trails on property values in Marion County was estimated at more than \$140 million dollars. They point out that while "the average effect on individual properties is fairly small, the total effect is substantial because so many homes are located in close proximity to greenways" (p. 9).

The link between well-designed trails and improved property values is strong. Trails are a positive community asset that people appreciate. While any single community asset will not significantly increase the value of a single piece of property, the aggregated impact on the whole community of the trail amenity can be dramatic. Nicholls and Crompton (2005) note that "linear green spaces, of which greenways are a prime example, maximize the number of

properties that can be positioned adjacent or nearby to them. As a result, a higher number of properties' values are enhanced and the impact on the property tax base is greater" (p. 339 and 340). The authors conclude that the economic impact of the new amenity value associated with increased property values along a single trail corridor in Austin, Texas was \$13.64 million of new property tax revenue (p. 338).

Trails can be powerful tools for economic development. *The New York Times* recently noted a National Association of Homebuilders study that found that trails are the number one amenity that potential homeowners cite when choosing a new community. By consciously linking trails and businesses, and by providing new desirable housing choices along trails, communities around the country are building vital, economically stable neighborhoods that are truly sustainable.

### An Economic Boon for Communities: Tourism and Trails

Across the country, trails and greenways are stimulating tourism and recreation spending. This spending is a catalyst to revitalization.

- Total visitor spending estimates for six trailheads along the Allegheny Trail in Pennsylvania ranged from \$5.4 million to \$14.1 million in 1998. Trips to the trail are expected to increase by more than 50 percent (Farber, 1999).
- The economic impacts of the Virginia Creeper Trail in two southwest Virginia counties are \$1.59 million annually. In addition, the visitors to the trail support approximately 27.4 new full time jobs (United States Department of Agriculture, 2004).

- A 1993 survey of 38 businesses along the Cape Cod Rail Trail in Massachusetts found that 24 percent of the business owners cited the rail-trail as one reason they opened or acquired their business (Massachusetts Department of Environmental Management, 1993).
- This same survey found that 60 percent of the businesses expanded their business and of those, one-half considered the rail-trail a prominent factor in this decision.

Trails provide places for a variety of users to enjoy the outdoors, translating into multi-faceted economic benefits for states. In 2001, the Maine Department of Transportation sponsored a study of the economic impacts of bicycle tourism and found that:

- In 1999, two million bicycle tourists spent an estimated \$36.3 million.
- The equivalent of 1,200 full-time jobs is attributed to bicycle tourism.
- Investments in three MDOT trails will result in approximately \$2.7 million per year.
- The East Coast Greenway route through Maine (primarily on rail-trails) is estimated to generate \$530,000 per year.

### Impacts on Quality of Life

In rural, suburban or urban communities, more Americans demand that green places be protected as a way to maintain their quality of life. Trails and greenways are connecting all Americans with their communities, by preserving open space.

- "Trails are the No. 1 amenity potential homeowners cite when asked what they would like to see in a new community, ahead of public parks and outdoor pools, according to the National Association of Home Builders. Trails were cited by 57 percent of prospective buyers in a 2004 survey by the association" *New*

*York Times* Bradley Melekian (2006)

- In a businesses survey in Burlington, Vt., 96 percent of respondents stated that they felt the Burlington Bikeway had increased the quality of life (Leadership Champlain Project 2001).

### Property Values

Trails and greenways increase the natural beauty of communities and have been shown to bolster property values.

- A 2003 study found that the amenity value of trails was associated with over \$140 million dollars in increased property values in Indianapolis (Lindsey et al, 2003).
- In Austin, Texas, increased property values associated with a single greenway were estimated to result in \$13.64 million of new property tax revenue (Nicholls and Crompton, 2005).
- In Dallas, developers report that there is a 25 percent premium for properties adjacent to the Katy Trail (*Dallas Morning News*, 2006).
- Realizing the selling power of greenways, developers of the Shepherd's Vineyard housing development in Apex, N.C., added \$5,000 to the price of 40 homes adjacent to the regional greenway. Those homes were the first to sell (Hopey, 1999).

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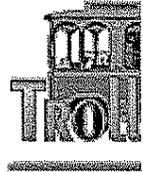
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QTY	YEAR & MAKE	PASS. CAP.	ENGINE	LOC.	4 to 6 MO.	8 MO.	12 MO.
1	94 Lolly	30	Diesel / AC	OH	\$3,000	\$2,800	\$2,500
<b>LEASED</b>	89 Chance	22	Diesel, lift	CA	\$2,800	\$2,500	\$2,200
1	87 SVMC	21	Diesel/AC	CA	\$2,500	\$2,300	\$2,000
1	99 Molly	34	Gas/AC/lift	CA	\$3,500	\$3,000	\$2,500
<b>LEASED</b>	86 Lolly	34	Gas/AC	CA	\$3,000	\$2,800	\$2,500
1	83 Boyertown	34	Gas	CA	\$2,800	\$2,300	\$2,000
<b>LEASED</b>	86 TVI	34	Gas	AZ	\$2,500	\$2,300	\$2,000
2	90 - 98 Molly	34	Gas	CA	\$3,000 per unit	\$2,800 per unit	\$2,500 per unit

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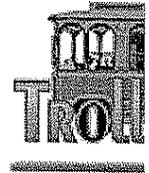
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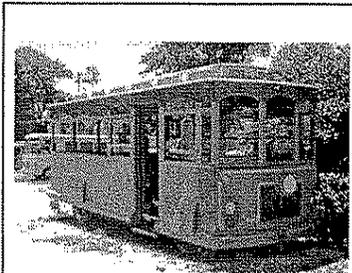
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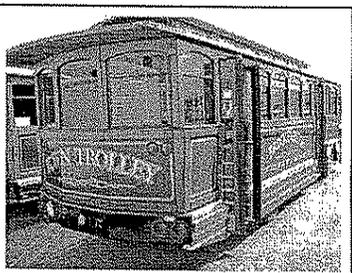
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 What is Available

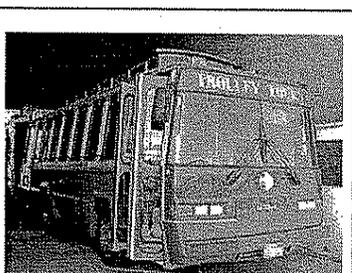
## Trolleys



1995 Cable Car Concepts,  
18 passenger, \$30,000  
Ref #183



(2) 1993 / 1995 Chances,  
28 passenger, \$50,000ea./  
\$90,000 both  
Ref #214

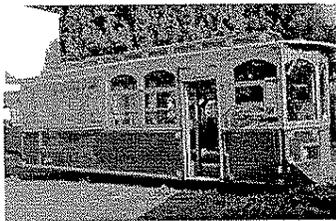


1991 National, 28  
passenger, \$32,000  
Ref #197

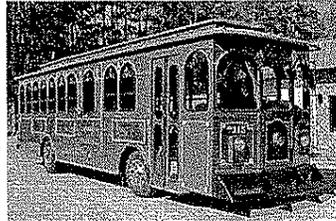
*Featured  
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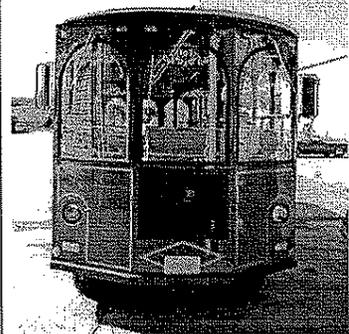
(2) 1989 Boyertowns, 35 passenger, \$32,000ea./\$58,000 both  
Ref #108



1983 Boyertown, 34  
passenger, \$30,000  
Ref #129



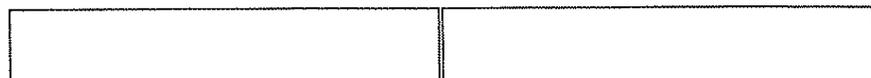
2000 SVMC, 27  
passenger, \$85,000  
Ref #237

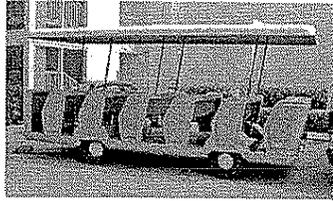


, passenger, \$0  
Ref #210

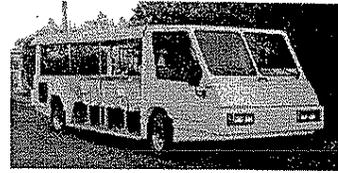
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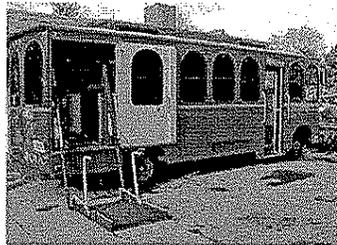
1978 Chance Trailer, 24  
passenger, \$13,000  
Ref #211



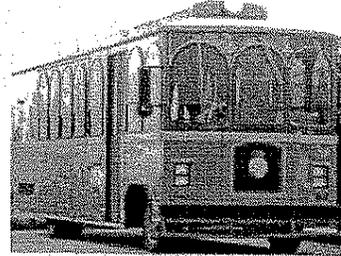
1991 Air Conditioned Power  
Car, 18 passenger, \$40,000  
Ref #180

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1995 Wheelchair Trolley, 14  
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Ref #222



1990 Good Tyme, 20 passenger,  
\$85,000  
Ref #136

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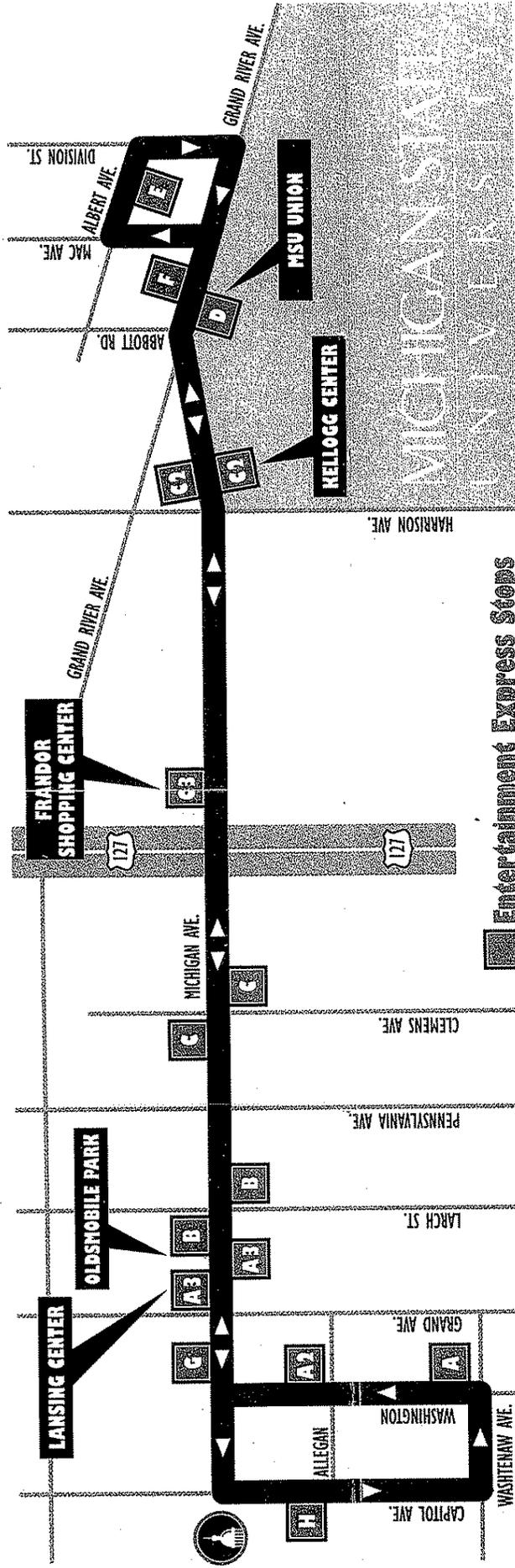
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# Catch The Express 7:30pm - 2:30am Thursday-Saturday



## DOWNTOWN LANSING

Check out these sponsoring establishments located near the following stops:

- A** X-Cel
- A** The Firm
- A** Tavern on the Square
- A2/G** Troppo
- A2/G** Radisson
- AB** Omar's
- AB** The Exchange
- AB** Lansing Center
- B** 621
- B** Rum Runners
- B** The Nuthouse
- B** Oldsmobile Park

## Entertainment Express Stops

- C** Green Door
- C2** Kellogg Center
- E** E.L. Marriott

## EAST LANSING

# \$1 per ride\*

\*CATA's regular fare of \$1.00 apply. All CATA fixed-route passes will be honored, as well as the established discounted fares for students, senior citizens and persons with disabilities.

Catch us on the web at [www.catchtheexpress.com](http://www.catchtheexpress.com)

www.catchtheexpress.com

# Catch The Express

## Entertainment Express Schedule





Supported by:

  
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State News

  
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94.7 WJLB

  
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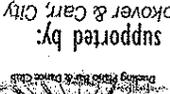
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## Lansing to East Lansing

### EASTBOUND

Thursday - Saturday

	A/A2	A3	B	C	C2	D	E
PM	7:30	7:31	7:32	7:36	7:38	7:40	7:42
	8:00	8:01	8:02	8:06	8:08	8:10	8:12
	8:30	8:31	8:32	8:36	8:38	8:40	8:42
	9:00	9:01	9:02	9:06	9:08	9:10	9:12
	9:30	9:31	9:32	9:36	9:38	9:40	9:42
	10:00	10:01	10:02	10:06	10:08	10:10	10:12
	10:30	10:31	10:32	10:36	10:38	10:40	10:42
	11:00	11:01	11:02	11:06	11:08	11:10	11:12
	11:30	11:31	11:32	11:36	11:38	11:40	11:42
AM	12:00	12:01	12:02	12:06	12:08	12:10	12:12
	12:30	12:31	12:32	12:36	12:38	12:40	12:42
	1:00	1:01	1:02	1:06	1:08	1:10	1:12
	1:30	1:31	1:32	1:36	1:38	1:40	1:42
	2:00	2:01	2:02	2:06	2:08	2:10	2:12

## East Lansing to Lansing

### WESTBOUND

Thursday - Saturday

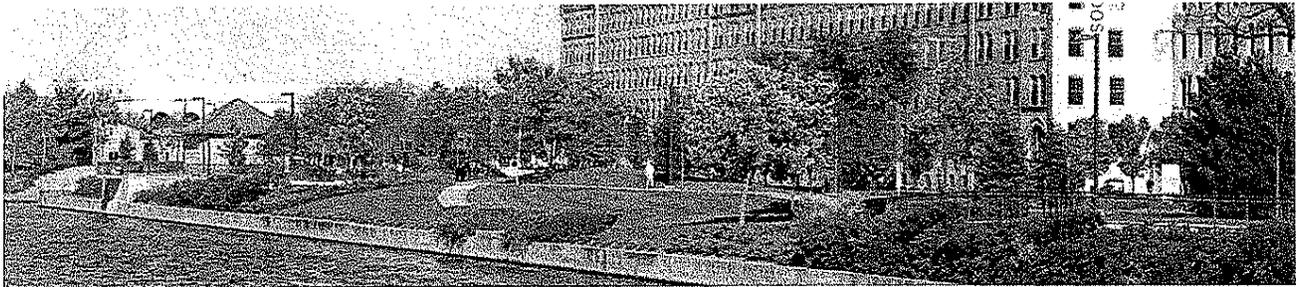
	F	C2	C3	C	B/A3	G	H
PM	7:44	7:45	7:47	7:49	7:53	7:54	7:57
	8:12	8:15	8:17	8:19	8:23	8:24	8:27
	8:44	8:45	8:47	8:49	8:53	8:54	8:57
	9:14	9:15	9:17	9:19	9:23	9:24	9:27
	9:44	9:45	9:47	9:49	9:53	9:54	9:57
	10:14	10:15	10:17	10:19	10:23	10:24	10:27
	10:44	10:45	10:47	10:49	10:53	10:54	10:57
	11:14	11:15	11:17	11:19	11:23	11:24	11:27
	11:44	11:45	11:47	11:49	11:53	11:54	11:57
AM	12:14	12:15	12:17	12:19	12:23	12:24	12:27
	12:44	12:45	12:47	12:49	12:53	12:54	12:57
	1:14	1:15	1:17	1:19	1:23	1:24	1:27
	1:44	1:45	1:47	1:49	1:53	1:54	1:57
	2:14	2:15	2:17	2:19	2:23	2:24	2:27

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## VIP Parking in Downtown

We've got one more reason to experience downtown nightlife on a regular basis. It's called the VIP parking card and it gives access to downtown parking that surrounds some of downtown Grand Rapids most vibrant nightly venues.

The parking space allocated to this pilot program includes 100 spaces at each the Monroe Center and Chery Commerce Parking Ramps and 250 spaces at the Chery Commerce Parking Ramp.

For \$15 per month customers have access to park in one of these facilities from 5 pm until 6 am.

To participate in the pilot, customers are required to complete and submit an account agreement, credit card authorization, and survey. Customers will have their accounts automatically charged at the beginning of the month. Random surveys will be sent to e mail addresses provided when sign up occurs. Surveys will be confidential but extremely important in determining the success of the pilot and provided to Parking Commission for program review in November.

For further information and images of forms to be completed – see the Parking Services home page: [Click HERE.](#)

### Need to Know

- [City Pools Schedule](#)
- [Election Workers Needed](#)
- [National Night Out](#)
- [Summer Recreation Guide](#)
- [Special Events Calendar](#)
- [Burning in the City](#)
- [Making a Payment](#)
- [City Store](#)
- [Filing a Claim](#)
- [Bike GR \(map\)](#)
- [Customer Service](#)
- [Commission Meeting Schedule](#)
- [Community Oriented Government](#)
- [Sister City Information](#)
- [Neighborhood Improvement FAQs](#)
- [Info for Vendors and Bidders](#)
- [Neighborhood Enterprise Zones](#)
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# Lifecycles

## 2020 Taskforce/ City of Ypsilanti

### LIFE CYCLES

Ypsilanti is a city with many diverse people, places and spaces for community growth and development. Our community needs are unique because we acknowledge our diversity and hope to represent these groups in the various services and opportunities that are available in Ypsilanti. We identified several categories. They are: Ethnic groups and multiculturalism, Birth and Early childhood, Teenagers, Families with children, Working adults and young professionals, the GLBTQ population, Young Adults, Older singles, Senior Living and End of Life care. We hope that Ypsilanti can support intergenerational and multicultural mentorship programs to help facilitate our goals.

Aging in place, meaning you can be born and not have to leave the community to grow old and live your life fully and supported by community collaborative activities. A major thrust of Ypsilanti's Life Cycles Initiative is to insure continuous education and community programs integrated into our community life and located in designated community centers in various neighborhoods. These efforts will include Eastern Michigan University, Washtenaw Community College, the University of Michigan and the Riverside Arts Center.

\* There should be a city government and community organization sponsored printed and online newspaper that will advertise and promote community events, activities and news for each lifecycles category.

\*Utilization of neighborhood locations for educational sites and meetings for local community groups.

\*Community locations for all regional healthcare providers,( like the SJMH Haab Building), and interaction between the city of Ypsilanti, the Ypsilanti Health Coalition, Corner Health Center, and other area health care providers ie. U of M Hospital, St. Joseph Mercy Hospital, etc.

\*Wireless internet is a community supported service to allow for growth and provide access for all citizens without barriers.

\*Greater integration with educational institutions to provide lifelong learning experiences for citizens in and outside the formal education system. This will include, but is not limited too; early childhood education, prison re-entry programs, older adult learning experiences and in- home or adult care facility initiatives.

\*Create a handicapped accessible environment while maintaining the goal of a walkable

community within city limits.

\*Maintain sustainable environmental practices by incorporating recreational activities at no cost by utilizing our natural resources.

a. Riverwalk

b. Bike paths

c. Soccer and baseball fields and outdoor tracks

d. Boat dock and refreshment stand in Riverside Park

\*Create neighborhood support systems to keep local parks clean and safe. Encourage strong neighborhood associations and encourage membership in and support of COPAC. In order to make this happen city council members are to be actively involved in the neighborhood associations located in their wards.

\*Create and support a multi-cultural center in the downtown library that offers diverse educational, entertainment and experiential educational opportunities for Ypsilanti residents. The library will be served by "Ypsi Trolley"

# Lifecycles: Overview

Ypsilanti is a city with diverse people, places and spaces for community growth and development. Our community needs are unique because we acknowledge our diversity and hope to serve all these groups. We have identified several categories for consideration. They are:

- Ethnic groups and multiculturalism
- Birth and early childhood
- Teenagers
- Young Adults
- Families with children
- Working adults and young professionals
- The LGBTQ population
- Older singles
- Senior Living

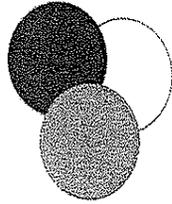
# Overview, Continued

One theme of our approach has been to support aging in place, meaning you can be born and not have to leave the community to grow old and live your life fully and be supported by community collaborative activities. A major thrust of Ypsilanti's Life Cycles Initiative is to insure continuous education and programs integrated into our community life and located in designated community centers in various neighborhoods. These efforts will include Eastern Michigan University, Washtenaw Community College, the University of Michigan and the Riverside Arts Center.

## 2020 Taskforce Life Span Committee

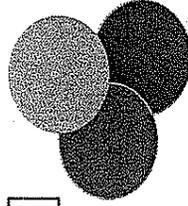
### Young adult singles

- Initiate a Children's Film Festival
- Provide social networking opportunities
- Cooperative education program for young adults



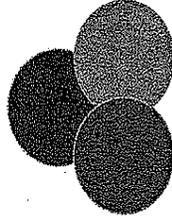
### GLBTQ

- Intergenerational activities for the GLBTQ population
- Assisted living and supportive senior care/housing for GLBTQ individuals



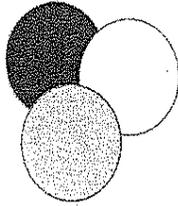
### End of life care, death

- Supportive counseling for family members and loved ones
- Assisted living and continuous care



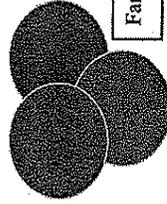
### Ethnic Groups and Multiculturalism

- Integration of our five business districts through public transportation initiatives
- Support local ethnic and cultural businesses and organizations
- Initiate cultural recognition festivals



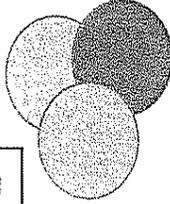
### Families with children

- Accessible and cheap child care
- Access to health care services
- Family and Intramural recreational activities
- Job and Resource exploration support



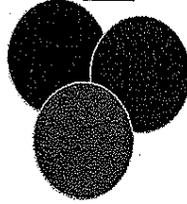
### Children Ages 6-12

- Initiate a Children's Film Festival
- Educational opportunities outside of school (ex. Computer technology)



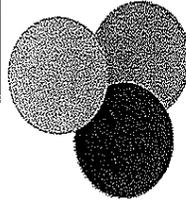
### Older Singles

- Entertainment options for older singles
- Recreational activities geared towards older single interests
- Focus group to determine what the interests and needs are for the older single population in Ypsilanti



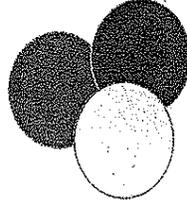
### Senior Living

- Job re-training and career exploration assistance
- Senior living for singles
- Continuous and assistive care for singles



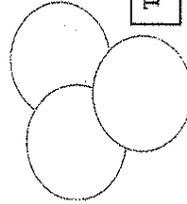
### Working Adults, Young Professionals

- Available urban/downtown housing
- Entertainment venues in downtown area



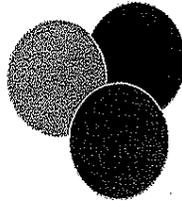
### Teenagers

- Expanded job opportunities for teenagers by creating a business incubator for youth entrepreneurship to promote job growth for the 14-19 year old population
- A Neutral Zone East for Ypsilanti



### Birth and early childhood

- Educational support on childrearing for new mothers
- Support comprehensive sex education initiatives



# Our Suggestions...

- A city government- and community organization- sponsored printed & online newspaper that advertises and promotes community events, activities and news for each lifecycles category.
- Utilization of neighborhood locations for educational sites and meetings for local community groups.
- Community locations for all regional healthcare providers (like the SJMH Haab Building) and interaction between the city of Ypsilanti, the Ypsilanti Health Coalition, Corner Health Center, and other area health care providers (e.g. U of M & St. Joseph Mercy).
- Wireless internet is a community supported service to allow for growth and provide access for all citizens without barriers.
- Greater integration with educational institutions to provide lifelong

# Further Suggestions...

- Create a handicapped accessible environment while maintaining the goal of a walkable community within city limits.
- Maintain sustainable environmental practices by incorporating recreational activities at no cost by utilizing our natural resources.
  - a. Riverwalk
  - b. Bike paths
  - c. Soccer and baseball fields and outdoor tracks
  - d. Boat dock and refreshment stand in Riverside Park
- Create neighborhood support systems to keep local parks clean and safe. Encourage strong neighborhood associations and encourage membership in and support of COPAC. In order to make this happen city council members are to be actively involved in the neighborhood associations located in their wards.
- Create and support a multicultural center in the downtown library that offers diverse educational, entertainment and experiential educational opportunities for Ypsilanti residents.

**Ypsilanti Youth Focus Group  
Ozone House Drop-In Center  
July 30, 2008**

**AGENDA:**

**I. Welcome/ Introductions (5 min.)**

**II. Visioning (30 min.)**

Participants are asked to close their eyes and clear their minds

Facilitator guides youth through visualization by asking questions

- When you picture your ideal place to live, what comes to mind?
- Who do you see? (adults/ children/ seniors)
- What cultures/ groups are represented?
- How do people interact? How are young people treated?
- What services are provided by the city?
- What businesses are there?
- What attractions/ activities are available?
- Where do people work and what do they do?
- What about green space?
- How do people get around?

Youth then draw, describe or otherwise create a visual representation of their ideal place to live

Youth share their visions in small or large groups

**Ideal Community:** Transportation, nature, water, affordable living, jobs, entertainment, animal sanctuary, fresh fruit and vegetables, separate zones (industrial, residential, etc), sustainable local economy, no drugs, no war, people are accepted for who they are, good food, communication, no jails, no police, businesses in the community, less construction, visible diversity, more trustworthy/ safe law enforcement

**III. As a full group, brainstorm responses to the following: (45 min.)**

**1. What things do you need to go outside of Ypsilanti for, to experience, or to get?**

Clothes (find better selection and availability), entertainment, night life, restaurants (variety), watch sports, play sports, better jobs, better public services (covered bus stops, better park maintenance), dentist, optometry

**2. Where do you go? What's there that we do not have in Ypsilanti?**

Fairlane, Gibraltar, Ann Arbor, Taylor, Inkster, Detroit or out-of-state

**3. Why do you go to Ann Arbor and if you go, what for?**

90% of group had been to A2 within last 30 days.

Go for: food, doctor, "going out", job related things, mall, enjoy the scenery, safer at night, walkability, has things we actually want to do, specialty food, after school programs, summer camps, accessibility, bus and train station

**4. Would you go to an after school program in a youth center that offered lessons in various things such as art, computer skills, sign language, and had study rooms?**

YES! We already hang out at the Drop-In Center!!!

**5. Are you interested in community service or activism and if so, what kind of issues are you interested in?**

Helping animals, awareness of rights, relationship with the police, feeding the hungry

**6. Can you find jobs in Ypsilanti? What kinds of jobs are you looking for?**

Can be difficult, you have to be persistent, can find minimum wage jobs but not career jobs, encounter a lot of bias (racism, ageism, heterosexism)

Would like to see jobs in health care, engineering, sports, coffee shops.

**7. Do you think Ypsilanti is a welcoming place for people who are different?**

it can be, but certain parts of town are not as open or welcoming.

**8. Would you be interested in a night club for teens featuring special nights for special ages, teen bands and local talent?**

YES!!! We would love that for music, dancing, food, meeting people, etc.

**9. Would you look at Ypsilanti as a place you might want to live and work after you finish with school?**

A. If so, what attracts you?

B. If not, what could the city do to make itself more attractive to young people just starting out in life?

Add a skating rink, better jobs available, stronger ties between high schools and the universities, stable housing, improved public transit, encourage business investment, things to keep teens occupied.

IV. Next steps (5 min.)

V. Closure (5 min.)

DROP-IN CENTER  
102 NORTH HAMILTON  
YPSILANTI, MI 48197

HYPERLINK "http://www.ozonehouse.org" [www.ozonehouse.org](http://www.ozonehouse.org)

**Resources:**

**A. YPSI-TROLLEY: Ypsilanti's Free In-Town Transportation System**

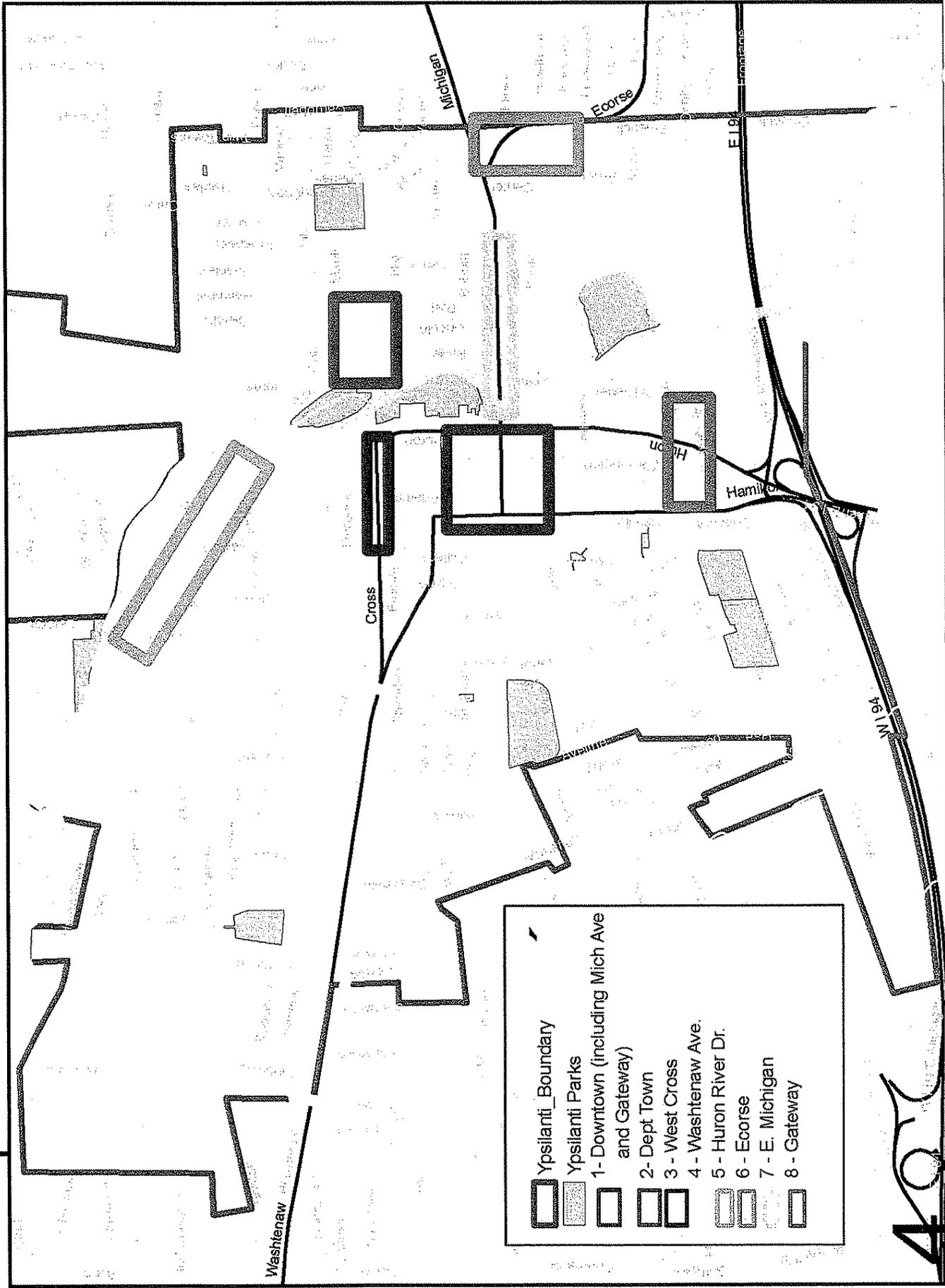
**Lake Placid New York: a model for a free trolley system**

**Contact: Angel Marvin - [Grants@LPvillage.org](mailto:Grants@LPvillage.org); phone - (518) 523-2597**

**LPECVB: Jim McKenna - (518) 523-2445**

1. Vehicles came from Molly Trolley Co. in Maine (could Detroit autos make?)
    - a. \$129,000.00 each for highest quality model.
    - b. 90% of costs paid for with grant funding.
    - c. \$.47 per passenger paid to city by Federal Highway Department.
  2. Grant Funding -
    - a. N.Y. State Grant #5311,
    - b. Federal and State D.O.T.,
    - c. JARC Grants if moving employees or taking to work within city.
  3. Grants pay for purchase of trolleys, drivers and handicap accessibility, plus provides revenue to the city for the service to disabled, seniors, etc.
  4. Tried used trolleys but upkeep and diesel milage was not practical compared to new vehicles.
  5. Tried busses, but people would not ride them (in Ypsilanti's case do not want confusion with AATA.)
  6. Hybrid trolleys do exist and are made somewhere in Florida.
  7. Route maps and time schedules are available on line, in local high-traffic locations, in kiosks, LPECVB, in local papers, etc.
  8. Must do advance call para transit because of grant stipulations, but otherwise only do scheduled, published route.
  9. Special out-of -town stops (like an Ypsilanti Township location) would cost the municipality \$30,000.00 per year, payable to the City of Ypsilanti.
- B. MSU EXTension Services - maps**  
**C. WATS Transportation Study**  
**D. Ypsilanti DDA**

# Ypsilanti Business Districts - 2020 Task Force



	Ypsilanti_Boundary
	Ypsilanti Parks
	1- Downtown (including Mich Ave and Gateway)
	2- Dept Town
	3 - West Cross
	4 - Washtenaw Ave.
	5 - Huron River Dr.
	6 - Ecorse
	7 - E. Michigan
	8 - Gateway

400

I would be honored to have the opportunity to sit on Mayor Schreiber's 20/20 Task Force. It would be a great opportunity for me but also I believe that I could bring good insight to the group. I have lived in Ypsilanti for the past 10+ years and have had many experiences here. I am currently an Adult Board Member for Ypsilanti Youth Empowered to Act (YYEA) and was a youth board member for the past 4 years. In this group we do grant-making to non-profit organizations and groups that are youth driven. We also teach young people the marketable skills and life skills that they need to become successful adults. I have served in a leadership position for my entire time with the board. I have also served on other boards and worked with numerous groups across the city. I have worked with the Ozone House Drop-In Center on programming. Last year, we threw a block party on Frog Island called Noise Permit that was very successful. I also have worked closely with WATT (Washtenaw Area Teens for Tomorrow) and CYM (Community Youth Mapping). I currently work for the Communication and Theatre Arts Department at Eastern Michigan University and beginning this summer I am the new student coordinator for volunteer programs for VISION (Volunteers Incorporating Service in Our Neighborhoods). I feel that I am very strongly connected to this community and would like to contribute in any way possible to better it. I am a determined, compassionate, and reliable person and I think that I would bring a lot to Mayor Schreiber's 20/20 Task Force.

Nicole Brown