

HyettPalma

Cool Cities Blueprints for Michigan's Downtowns

Ypsilanti

Downtown
Blueprint
2008



Cool Cities Blueprints for Michigan's Downtowns

Blueprints for Michigan's Downtowns, part of the Cool Cities Initiative, is a partnership effort between the Michigan State Housing Development Authority (MSHDA) and the Michigan Municipal League (MML) to continue to assist communities and their Downtown revitalization efforts. Blueprint action plans are an investment in a community that creates new private jobs and investment.

Those communities selected for the ***Blueprint*** program receive a grant for 50% of the ***Blueprint*** fee. The Community Assistance Team (CATeam) of MSHDA designed and manages the program. The MML was the organization that originally introduced the ***Blueprint*** concept to the state. HyettPalma is the consulting firm that has been selected for the program, working directly with each community to define its ***Downtown Blueprint***.

The communities selected in 2003, which was the first year of the ***Blueprint*** program, were: Adrian, Battle Creek, Brighton, Buchanan, Cheboygan, Davison, Grand Haven, Jonesville, Middleville, Mt. Pleasant, and Norway.

The communities selected in 2004, during the second round of the program, were: Charlotte, Fremont, Highland Park, Houghton, Howard City, Imlay City, Ionia, Linden, Menominee, Saline, and Wayland.

The communities selected in 2005, during the third round of the program, were: Big Rapids, East Tawas, Grass Lake, Iron River, Romeo, Utica, Vassar, and Whitehall.

The communities selected in 2006, during the fourth round of the program, were: Charlevoix, Muskegon Heights, Oscoda, Petoskey, and Tecumseh.

The communities selected in 2007, during the fifth round of the program, were: Caro, Clio, and Ypsilanti.

HyettPalma

Cool Cities Blueprints for Michigan's Downtowns

1600 Prince Street • Suite 110
Alexandria, Virginia 223147
Phone 703 683 5126
Fax 703 836 5887
E-mail: info@hyettpalma.com
www.hyettpalma.com

March 10, 2008

The City of Ypsilanti
Members of the Ypsilanti DDA
Members of the Process Committee
c/o City Hall
One South Huron Street
Ypsilanti, MI 48197

RE: **Ypsilanti Downtown Blueprint 2008**

HyettPalma, Inc., is pleased to present the following report: ***Ypsilanti Downtown Blueprint 2008***, completed under the program titled ***Cool Cities Blueprints for Michigan's Downtowns***.

This document includes the community's vision for Downtown, as well as the findings of a comprehensive analysis of Downtown's commercial markets. The vision and market analysis findings were used to define a specific economic enhancement strategy for the Downtown project area. The recommended strategy was specifically designed to enable Downtown to attain the community's defined vision and capture the identified market opportunities.

We thank you for the opportunity to lend our firm's expertise to this very important project. We hope you will keep us informed of your successes and know that we stand ready to assist in any way we can as you proceed with Ypsilanti's Downtown enhancement effort.

Sincerely,



Doyle G. Hyett



Dolores P. Palma

Process Committee Members

At the request of HyettPalma, Inc., the City of Ypsilanti formed a Process Committee to oversee this project. HyettPalma would like to thank the members of the Ypsilanti Downtown Process Committee, listed below, for all their time, hard work, and dedication in preparing for, and participating in completing, the **Ypsilanti Downtown Blueprint 2008**.

Paul Schreiber	Mayor, City of Ypsilanti & Ypsilanti Downtown Development Authority (DDA) Board Member
Brian Robb	Council Member, City of Ypsilanti
Stan Eldridge	Trustee, Ypsilanti Township
Brenda McKinney	Trustee, Superior Township
Ronnie Peterson	Commissioner, Washtenaw County
Peter Rinehart	Chair, Ypsilanti DDA & Bombadill's Café Owner
Jennifer Albaum	Vice-Chair, Ypsilanti DDA
Rhoshebie Argo	Ypsilanti DDA Board Member & Bank of Ann Arbor
Stewart Beal	Ypsilanti DDA Board Member
David Curtis	Ypsilanti DDA Board Member; Pub 13/Club Divine; & Downtown Association of Ypsilanti
Darryl Daniels	Ypsilanti DDA Board Member & Jacobsen Daniels Associates
James Nelson	Ypsilanti DDA Board Member & Murphy & Nelson, PLLC
April McGrath	Ypsilanti Assistant City Manager
Donna Lee Bobcean	Eastern Michigan University – Marketing Department
Meghan Britton	Eastern Michigan University – Marketing Department
Linda French	Depot Town Downtown Development Authority
Diane Keller	Ypsilanti Area Chamber of Commerce
William Kinley	Riverside Arts Center Foundation
Debbie Locke-Daniels	Ypsilanti Area Convention & Visitors Bureau
Karen Mauer	Mauer Management & 2020 Task Force
Henry Prebys	Ypsilanti Heritage Foundation
Jane Schmiedeke	Ypsilanti Historic District Commission
Corrine Sikorski	Downtown Farmer's Market

TABLE OF CONTENTS

I. Project Overview	1
II. Downtown Ypsilanti Today	4
III. Resident and Business Surveys	12
IV. Downtown Ypsilanti Tomorrow	17
V. Downtown Market Analysis	21
Downtown Retail Opportunities	
Downtown Office Opportunities	
Downtown Housing Opportunities	
VI. Course of Action	41
VII. Partnership for Success	67
VIII. Implementation Sequence	74
Appendix	78
MSHDA Memo	
The Retail Report©	

HyettPalma

Cool Cities Blueprints for Michigan's Downtowns

Project Overview

I. PROJECT OVERVIEW

This document presents the community's economic vision for Downtown Ypsilanti – the boundaries of which are shown on the following page of this document – as well as the findings of a market analysis conducted by HyettPalma for Downtown. The vision and the market analysis results were used as the foundation upon which to develop an economic enhancement strategy for Downtown Ypsilanti. The economic enhancement strategy was specifically crafted to further strengthen Downtown Ypsilanti and to guide its future development – in-keeping with the community's vision and the market analysis findings.

This project was completed as part of the **Cool Cities Blueprints for Michigan's Downtowns** technical assistance program, a partnership of the Michigan State Housing Development Authority (MSHDA) and the Michigan Municipal League (MML). The **Ypsilanti Downtown Blueprint 2008** was completed by HyettPalma, Inc., with the involvement of the Ypsilanti Downtown Process Committee formed by the City to oversee this project.

The methodology used to define the **Ypsilanti Downtown Blueprint 2008** was developed by HyettPalma, Inc., and has been used extensively by the firm in Downtowns throughout the United States. To date, it forms the basis of the currently operating technical assistance programs titled:

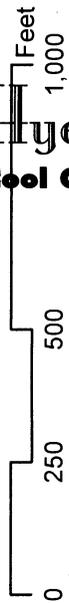
- **America Downtown® -- New Thinking. New Life.**, created by the National League of Cities and HyettPalma in 1992;
- **Indiana Downtown®**, created by the Indiana Association of Cities and Towns with HyettPalma in 2001; and
- **Blueprints for Pennsylvania's Downtowns**, created by the Pennsylvania League of Cities and Municipalities and HyettPalma in 2004.

Ypsilanti Downtown Project Area

Hyatt Palma

Cool Cities Blueprints for Michigan's Downtowns

Prepared by Ypsilanti Planning & Development Department
Data from Washtenaw County GIS
January 31, 2008



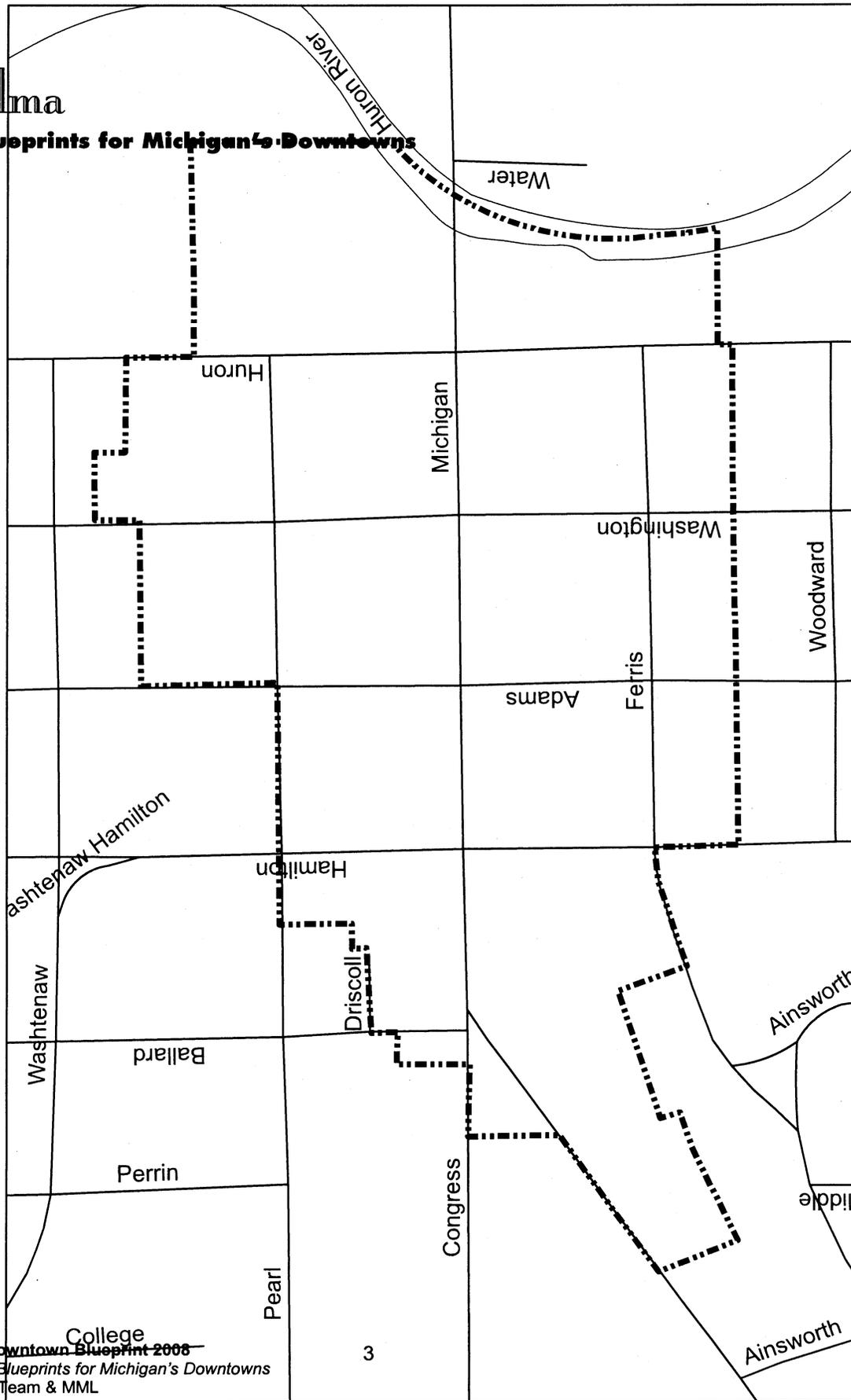
Legend

Dotted line: Downtown project area

Solid line: Huron River

Thin solid line: Roads

Thick dashed line: Ypsilanti Downtown Blueprint 2008
Cool Cities Blueprints for Michigan's Downtowns
MSHDA CA Team & MML



HyettPalma

Cool Cities Blueprints for Michigan's Downtowns

Downtown Ypsilanti Today

II. DOWNTOWN YPSILANTI TODAY

Following is a description of Downtown Ypsilanti, as it stands today, as well as a summary of the community's desires, concerns, and preferred image for Downtown's future.

Overview

In 1992, HyettPalma completed an enhancement strategy for Downtown titled, ***Downtown Ypsilanti Economic Revitalization Strategy***. Since that time, many improvements have occurred in Downtown. Among those are the following.

- A number of businesses have been opened in Downtown since 1992 that can be characterized as fun, unique, and creative enterprises. A number of businesses that were in place in 1992 have been expanded and continue to operate as solid, successful ventures. And, by all reports, additional Downtown businesses are in the process of – or about to – expand and additional new businesses will be opening soon in Downtown Ypsilanti.
- Young, energetic, entrepreneurial business owners have opened shop in Downtown, selecting Downtown Ypsilanti as the location of choice for their businesses.
- There is a renewed energy, optimism, and “buzz” regarding Downtown and a pervasive feeling that “things are happening” and “this is an exciting time” for and in Downtown Ypsilanti.
- Downtown's physical appearance has been greatly improved over the last 16 years. This is thanks to the removal of the “cheese grater” that covered City Hall, the appropriate rehab of Downtown historic buildings, and public improvements made by the DDA. The overall result is that Downtown's historic architecture and ambience are much more apparent and enjoyable.

Cool Cities Blueprints for Michigan's Downtowns

- The Downtown historic district remains in place, as does the City's Historic District Commission. And, the community appears to understand the value and importance of Downtown's history and historic structures.
- Neighborhoods adjacent to Downtown have been improved, with new residents purchasing, restoring, and valuing their historic homes.
- Downtown boasts a far greater number of loft apartments and residents than in 1992, and more of both are on the way.
- Downtown's significant anchors remain in place – EMU's College of Business, City Hall, the post office service center, the library, banks, and the offices of the Chamber of Commerce and the Convention & Visitors Bureau – and remain keys to Downtown stability.
- The Riverside Arts Center has been created since 1992 and is in the process of expanding into the adjacent Detroit Edison Building.
- An active nightlife and "music scene" have been created in Downtown, and additional venues are in the wings.
- Downtown's merchant group has created the very popular Crossroads Music Festival, held on Fridays all through the summer.
- Downtown is known as having "good people" and as enjoying a good deal of "loyalty" and "passion".
- The City government has demonstrated a commitment to Downtown by applying for the **Downtown Blueprint** program. And, the Ypsilanti DDA – by allocating monies to fund the **Downtown Blueprint** – has shown a willingness to look at a new direction for Downtown and to expand its role beyond that of the past.

Therefore, based on the above facts, it can be said very strongly that Downtown Ypsilanti is definitely going in the right direction, is at an exciting point in its enhancement, and is in the process of changing its image to a "fun, creative, happening place."

Desires

Those involved in the ***Downtown Blueprint*** process were asked to cite their desires for Downtown's future. The desires mentioned most often and repeatedly were:

- Create a plan, that is crafted by professionals, and which the DDA can champion;
- Chart a new direction for Downtown's future;
- Build on Downtown's uniqueness and keep it unique – not “cookie cutter” – by stressing independent businesses rather than chains;
- Define a niche for Downtown that “we can hang our hats on”;
- Stress our history and historic character;
- Create a greater connection between EMU and Downtown;
- Bring more specialty retail, upscale restaurants, art, entertainment, culture, and residents to Downtown;
- Create more pedestrian activity on Downtown's sidewalks; and
- Stop “re-hashing” issues and, instead, take the needed actions to address Downtown issues.

Concerns

Those participating in the ***Downtown Blueprint*** process were asked to express their concerns regarding Downtown's future. The following concerns were mentioned most frequently:

- Downtown's business mix;
- Safety;
- Image – both perceived and real;
- Parking; and

- Communication and cooperation among those involved in Downtown.

Image

Those participating in the ***Downtown Blueprint*** process were asked to describe the image they hoped Downtown would have as a result of the enhancement effort. Following is a synopsis of that image.

***A diverse Downtown that has great vitality,
Where you'll find great shopping, shows, art, and food –
You'll run out of time before you run out of things to do!***

A Downtown that is fun, funky, edgy, gritty, cool, and real.

***A Downtown of locally owned stores and
Local energy – it's far from being "cookie cutter."***

***A busy, clean, safe Downtown
That is historic and beautiful and
Has great people who are
Friendly, take the time to get to know you, and
Always make you feel welcome.***

***A Downtown filled with art, entertainment, and nightlife,
As well as great shops and food places,
A place you can enjoy both day and night.***

***A Downtown that's not like anywhere else –
It's incredibly interesting and beautiful and
Distinctly Ypsilanti.***

Guidelines

Based on Downtown's current situation – as well as on the desires, concerns, and preferred image defined by the community – HyettPalma suggests that the recommendations contained in this **Downtown Blueprint** be implemented using the following guidelines.

1. More than Physical Improvements Are Needed

While physical improvements will always be necessary to make Downtown competitive in an ever improving marketplace, Ypsilanti has primarily focused on physical improvements in Downtown for the past 16 years. It is time to shift the focus of the Downtown enhancement effort to business development and marketing. This new emphasis will help to further strengthen Downtown's offerings, better serve customers, and tell the marketplace about all the creative, exciting, and beneficial offerings of the improving Downtown.

2. Cooperation is Key

All parties involved in further enhancing Downtown Ypsilanti must work together, in a cooperative and collaborative manner, in order to not only ensure a more positive and progressive enhancement effort, but to ensure the best and leveraged use of limited resources – including money, staff, and volunteer time.

3. Don't Siphon Off Resources

It is clearly understood that the City of Ypsilanti is making every effort to maintain an acceptable level of public services and facilities, while under extreme pressure resulting from a reduced income stream. And, it is also understood that other groups and organizations involved in the further enhancement and operation of Downtown are and will likely always be seeking funding to accomplish their unique missions. However, the DDA should not be seen as the "well of first or last resort" for all Downtown happenings. DDA resources are not unlimited and are available only because the State of Michigan, City of Ypsilanti, other local taxing districts, and Downtown business and property owners have deemed it wise to appropriate tax increments and institute special assessment mechanisms to ensure that Downtown's further enhancement is adequately funded. DDA funds should continue to be used for specific and appropriate Downtown enhancement initiatives and, to the maximum degree possible, current levels of services and facilities funded by, particularly, the City of Ypsilanti should not be shifted to the DDA unless absolutely necessary. Other organizations working to further enhance Downtown should also attempt, to the degree possible, to generate their own funding streams to accommodate their specific and unique needs, rather than further depleting scarce DDA funds.

4. *Be Bold*

A bold effort should be made to get the word out about all the positive changes and improvements that have been and continue to be made to further enhance Downtown Ypsilanti through an aggressive and targeted marketing effort.

5. *Embrace New Ideas & Positive Change*

It must be recognized that things are changing in Downtown Ypsilanti. These changes are the result of many factors, including new entrepreneurs opening new and different businesses, more people making Downtown their home, later operating hours being offered by business owners who understand that you have to be open when people have the time to patronize Downtown, and new leadership not afraid to think differently and seek solutions and address issues in a more aggressive manner. These positive changes should be embraced because they are resulting in the creation of a Downtown sought by Ypsilanti residents and visitors – a Downtown desired for the past two decades.

6. *Keep Downtown Different*

Downtown Ypsilanti cannot be all things to all people, but Downtown Ypsilanti can be different from other commercial venues within the immediate region and beyond. One of the most beneficial ways to keep Downtown Ypsilanti different is to continue to place maximum emphasis on the creation and operation of independent businesses, not chain operations. Chains are everywhere, nationwide. And, most of the money made in chain operations is shipped and enjoyed elsewhere. Independent business owners tend to keep their revenue local. And, independently owned businesses will continue to make Downtown Ypsilanti special, not-the-same, and different, which is exactly what the public is demanding.

7. *Keep the Effort Professional*

It is essential that the maximum number of people continue to be engaged in the overall Downtown enhancement effort. This means that the opinions and desires of the greatest number of volunteers and the general public should be continuously sought and respectfully considered. However, Downtown enhancement is a serious business which impacts the economy of the entire community and beyond. And, like any serious business venture, some elements of a Downtown enhancement effort are more complicated than others and are best directed and managed by professionals, such as parking, building design, and traffic flow. Therefore, professional advice should be welcomed when needed to address complicated issues having far-reaching impact.

8. Leadership & Capacity Are Essential

Downtown enhancement efforts in Ypsilanti will always require strong, progressive, aggressive, and dedicated leadership from both the private and public sectors. The DDA – constituted primarily of well-qualified and dedicated private sector volunteers – should continue to be seen as the appropriate management entity to lead the overall Downtown enhancement effort. And, when needed, DDA seats should be filled by new faces in order to ensure the highest levels of energy and commitment from these valuable volunteers. The City of Ypsilanti should continue to provide the highest levels of support possible to ensure that the DDA has not only the personnel, but the financial resources necessary to accomplish the much desired and needed task of further enhancing Downtown Ypsilanti. And, the Downtown Partnership – discussed later in this document – should provide the leadership necessary to foster greater cooperation, communication, and coordination in bringing about Downtown's further enhancement.

HyettPalma

Cool Cities Blueprints for Michigan's Downtowns

Resident & Business Surveys

III. RESIDENT & BUSINESS SURVEYS

As a part of this project, three surveys were conducted to gauge the health of Downtown Ypsilanti, as perceived locally. These were a survey of owners/managers of all non-residential uses located in Downtown, a telephone survey of residents living in Downtown's primary retail trade area, and a survey of EMU students. A summary of the survey responses follows.

Frequency of Trips

Almost one-half of residents surveyed (45%) reported coming to Downtown Ypsilanti with great frequency – defined as between one and seven times a week. Of those, 19% said they come to Downtown on a daily basis.

Almost one-quarter (24%) said they come to Downtown with moderate frequency – defined as from three times a month to once every two months.

And, almost one-third (31%) said they seldom or never come to Downtown Ypsilanti.

These figures indicate that Downtown Ypsilanti is being patronized by those residing in its primary retail trade area, yet has significant opportunity to further penetrate this market.

Purpose of Trips

Trade area residents were asked to cite the main reasons they currently come to Downtown Ypsilanti. The top reason given was to frequent restaurants and bars, cited by 18% of those surveyed.

The next most often cited reason for Downtown trips was shopping, mentioned by 11% of those surveyed.

The remaining reasons mentioned were cited with similar frequency. These were:

- Post office (7%);
- Library (7%);
- Banking (6%);
- Personal business – doctor, lawyer, etc.(5%);

Cool Cities Blueprints for Michigan's Downtowns

- Service businesses (5%);
- Entertainment (5%);
- Work there (5%);
- Visiting friends or family (5%);
- Recreation (4%); and
- Other (9%) – events, public transportation, arts center, live there, EMU, meetings, government business.

Therefore, it could be said that – while 29% of those surveyed come Downtown for its restaurants, bars, and shopping – the majority of those surveyed are attracted to Downtown for varied reasons.

In addition, 13% of those surveyed said that they find themselves in Downtown because they are “passing through.”

Shopping Area of Choice

Residents surveyed were asked where they currently do most of their family shopping at this time, other than grocery shopping. The three most often mentioned areas were Ann Arbor (36%), Pittsfield Township (22%), and Ypsilanti Township (19%). Therefore, over three-quarters of those surveyed (77%) said they now shop in one of these three areas.

The remaining 23% of respondents said they do most of their shopping in the City of Ypsilanti (7%) or in a wide variety of other municipalities (16%), including Westland, Canton, Belleville, Detroit, Willow Run, Livonia, and Dearborn.

When asked why they choose to shop in a particular area, the top two reasons cited by residents were the convenience (36%) and the variety/selection offered (26%).

The remaining 38% of residents surveyed said they choose a particular shopping area based on price (18%), its closeness to their home (17%), or parking (3%).

Downtown Characteristics

Trade area residents and Downtown business owners surveyed were asked to rate a list of nineteen Downtown characteristics as being "good," "fair," or "poor" at this time.

Cool Cities Blueprints for Michigan's Downtowns

Five characteristics were rated "good" by a majority or significant percent (defined as up to 47%) of residents and four characteristics received this rating from a majority or significant percent of business owners. Residents and business owners were in agreement on two of those characteristics, which were:

- Quality of service businesses (59% residents, 50% business owners); and
- Helpfulness of salespeople (57% residents, 71% business owners).

The three characteristics rated "good" by a majority or significant percent of residents – but not of business owners – were:

- Quality of restaurants (51% residents, 39% business owners);
- Cleanliness of the area (49% residents, 20% business owners); and
- Traffic circulation (49% residents, 18% business owners).

And, the two characteristics rated "good" by a majority or significant percent of Downtown business owners – but not trade area residents – were:

- Prices at restaurants (41% residents, 51% business owners); and
- Knowledge of salespeople (43% residents, 47% business owners).

Downtown Improvements

Trade area residents and Downtown business owners were asked to rate a list of eighteen possible Downtown improvements as being "very important," "somewhat important," or "not important" at this time.

Nine improvements were rated "very important" by a majority or significant percent of both residents and business owners. And, residents and business owners agreed on eight of those improvements.

The eight improvements rated "very important" by a majority or significant percent of residents and business owners were:

- Increase the number of retail businesses (69% residents, 80% business owners);
- Increase retail variety (59% residents, 67% business owners);

Cool Cities Blueprints for Michigan's Downtowns

- Improve the convenience of parking (56% residents, 64% business owners);
- Improve the feeling of safety (56% residents, 80% business owners);
- Improve the cleanliness of the area (54% residents, 64% business owners);
- Increase restaurant variety (53% residents, 61% business owners);
- Physically improve buildings (52% residents, 82% business owners); and
- Improve the availability of parking (52% residents, 61% business owners).

The one improvement rated “very important” by a significant percentage of residents, but not business owners, was:

- Improve the quality of restaurants (49% residents, 38% business owners).

And, the one improvement rated “very important” by a majority of business owners, but not residents, was:

- Improve traffic flow (38% residents, 60% business owners).

Student Preferences

EMU students were asked what types of businesses would entice them to patronize Downtown Ypsilanti. The primary responses given to this question were:

- Restaurants and specialty food shops;
- Entertainment;
- Casual clothing and shoe stores; and
- Specialty shops.

HyettPalma

Cool Cities Blueprints for Michigan's Downtowns

Downtown Ypsilanti Tomorrow

IV. DOWNTOWN YPSILANTI TOMORROW

A series of discussions, focus groups, and meetings were held to define the community's preferred vision of Downtown Ypsilanti – as it would ideally exist in the year 2013. A compilation of the thoughts and preferences expressed during those sessions is shown below.

Downtown Ypsilanti would be widely known as a fun, funky, edgy, gritty, and real Downtown that has a diversity of cultures in terms of its business owners, customers, and residents. You would be able to leave home, spend the whole day in Downtown – with your family or with your friends – and never run out of fun and interesting things to do. Downtown would remain historic and would have its own character.

The renewed optimism, energy, and enthusiasm that currently exists in Downtown would be broadcast to those throughout the City and beyond – “spilling out of Downtown” – letting them know that Downtown Ypsilanti is a cool place, many things are happening, and many cool businesses are in place, from specialty shops, to restaurants, to art galleries, to a lively music scene.

Downtown would be representative of the City of Ypsilanti – with a character that “sets us apart” and “makes us a destination.” You would know when you're in Downtown Ypsilanti because it would be distinctly Ypsi – not “cookie cutter” or filled with chain stores.

There would be a diversification of businesses in Downtown – including the arts, entertainment, nightlife, upscale shops, and restaurants. Downtown would have restaurants that draw people from out-of-town and that have outdoor seating. Downtown's restaurants would run the gamut from daytime to nighttime, and from pizza to “destination” restaurants that attract people from a considerable distance.

There would be a greater emphasis on the arts in Downtown, with art galleries, art studios, and artists living in upper floors. Downtown's retail shops would be independently owned, one-of-a-kind businesses, as opposed to chains. Specialty businesses would abound, yet Downtown would continue to have “everyday things” that its residents need, such as the library, post office, hardware store, cleaners, and pharmacy.

Downtown would have a thriving economy, fully occupied buildings (lower floors as well as upper floors), no part-time businesses, and a great reputation.

More loft apartments would be created in upper floors and more people would be living in Downtown – making it a neighborhood once again.

Downtown would be beautiful, clean, attractively landscaped, and safe – and perceived that way by area-residents and visitors. Downtown would be a “walkable community” with many reasons for people to come and walk. Downtown’s mix of uses and attractions would cause many, many people walk in and around Downtown and in and out of its stores.

There would be a greater connection between Downtown and EMU. And, EMU students would choose to stay in Ypsilanti after graduation and become part of the community.

Owner-occupied buildings would be encouraged. Buildings would be restored to respect Downtown’s historic architecture. More emphasis would be placed on Downtown’s “historic nature” and additional historic markers would be in place.

Downtown’s historic buildings, streetlights, and landscaping would create a “look” that “pulls together” all of Downtown’s visual elements. And, Downtown’s businesses would be pristinely clean and attractive.

There would be heightened use of Riverside Park, with “fun things to do” like skating, and with “more things for kids to do.”

Parking would be available for customers, feel secure, and be convenient. Left turns would be allowed once again on Michigan Avenue. And, Downtown would be bike-friendly and have lots of bike racks.

Downtown would have a friendly police presence, created in part by “more beat police” patrolling on foot.

As for its users, Downtown Ypsilanti would be “the Downtown for the whole region.” At a minimum, this would mean attracting:

- Those who live in Downtown;

Cool Cities Blueprints for Michigan's Downtowns

- Those who live near Downtown;
- Those who work in Downtown;
- EMU students and professors;
- Ypsilanti residents;
- Ann Arbor college students and professors;
- Township residents;
- County residents; and
- Area-wide visitors.

By the year 2013, Downtown Ypsilanti would be known for and have the following image.

***A diverse Downtown that has great vitality,
Where you'll find great shopping, shows, art, and food –
You'll run out of time before you run out of things to do!***

A Downtown that is fun, funky, edgy, gritty, cool, and real.

***A Downtown of locally owned stores and
Local energy – it's far from being "cookie cutter."***

***A busy, clean, safe Downtown
That is historic and beautiful and
Has great people who are
Friendly, take the time to get to know you, and
Always make you feel welcome.***

***A Downtown filled with art, entertainment, and nightlife,
As well as great shops and food places,
A place you can enjoy both day and night.***

***A Downtown that's not like anywhere else –
It's incredibly interesting and beautiful and
Distinctly Ypsilanti.***

HyettPalma

Cool Cities Blueprints for Michigan's Downtowns

Downtown Market Analysis

V. DOWNTOWN MARKET ANALYSIS

To ensure long-term economic results and success, Ypsilanti's Downtown enhancement effort must be market-driven. This means that the effort must be one that results in all of Downtown's investors -- business owners, property owners, developers, patrons, the local government, etc. -- being able to realize an increasing return on their investments. This can only be achieved via an enhancement effort that is based on a sound, realistic understanding of Downtown's economic potentials. The following chapter quantifies Downtown's economic potentials in terms of retail, office, and housing development.

Downtown Retail Opportunities

Retail Trade Area – Downtown Ypsilanti's primary retail trade area has been defined as the geographic area from which the majority of retail customers are currently drawn and the geographic area which presents the greatest opportunity in the immediate future for gaining additional retail customers. Based on current customer travel patterns, discussions with local business leaders and government officials, and the opinion of HyettPalma, Inc., Downtown's primary retail trade area has been identified as the area shown on the attached map.

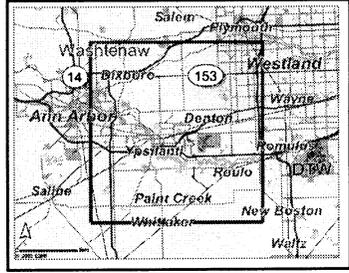
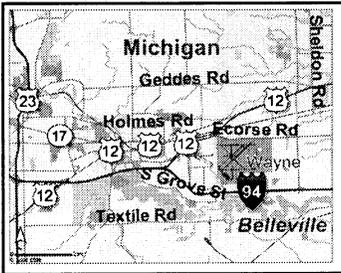
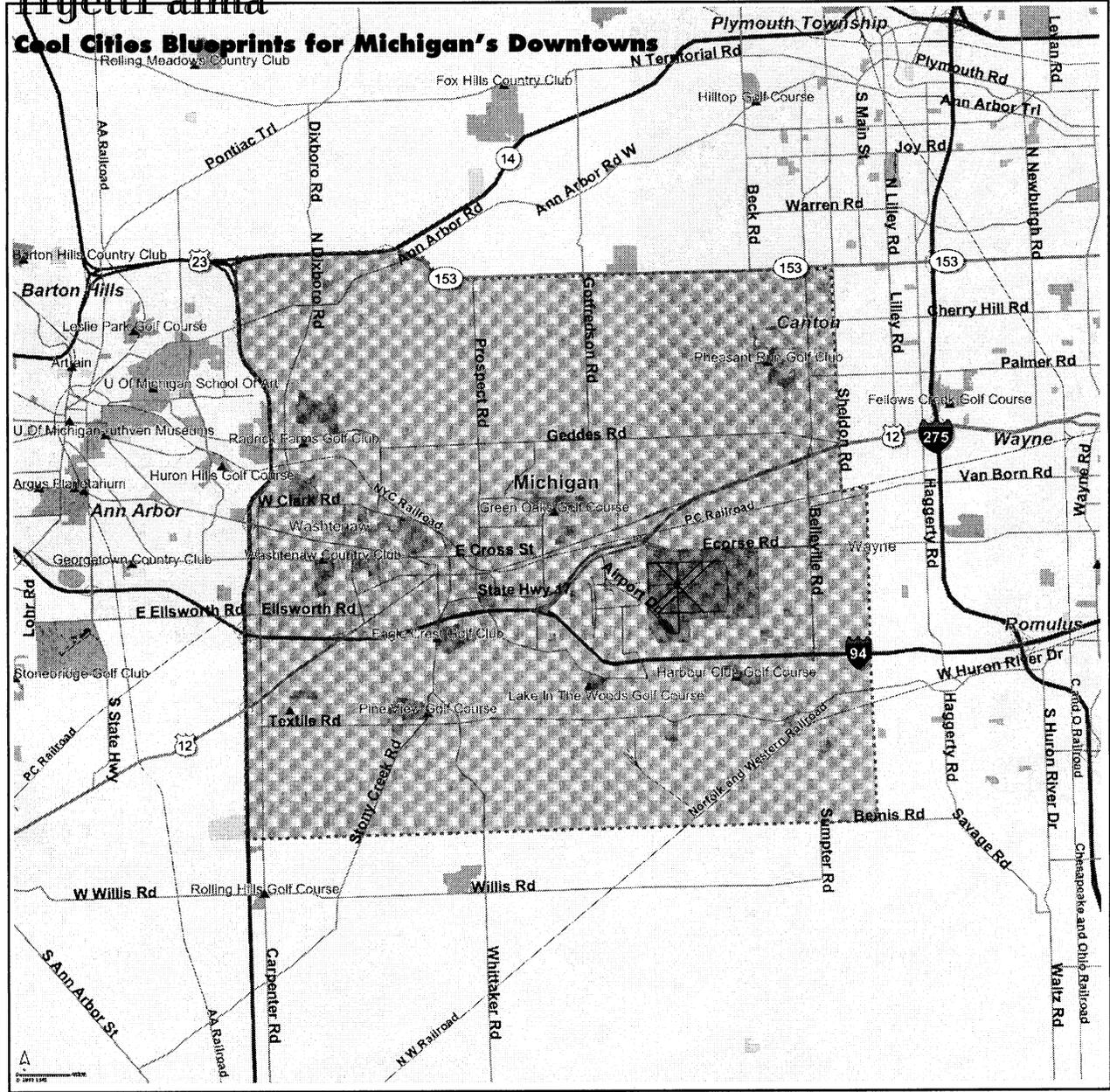
Retail Economic Indicators – Downtown's primary retail trade area can be currently characterized by the following economic indicators.

THE PRIMARY TRADE AREA HAS AN ESTIMATED POPULATION OF 152,822 – WITH AN ESTIMATED 61,480 HOUSEHOLDS (Source: ESRI estimate)

THE PRIMARY TRADE AREA POPULATION IS ESTIMATED TO INCREASE TO APPROXIMATELY 159,336 BY 2012 – WITH AN ESTIMATED 64,308 2012 ESTIMATED HOUSEHOLDS (Source: ESRI estimate)

Site Map
Downtown Ypsilanti, MI
 February 20, 2008

Ypsilanti, MI Doyle 1
Hyett Palma



Ypsilanti Downtown Blueprint 2008
 Cool Cities Blueprints for Michigan's Downtowns
 MSHDA CATeam & MML

Cool Cities Blueprints for Michigan's Downtowns

THE AVERAGE HOUSEHOLD SIZE IS 2.41 PERSONS, WHICH IS SLIGHTLY LESS THAN THE NATIONAL AVERAGE OF 2.59 (Source: ESRI estimate)

THE TOTAL COMBINED INCOME OF HOUSEHOLDS WITHIN THE PRIMARY TRADE AREA IS APPROXIMATELY \$4,818,000,000 PER YEAR (Source: ESRI estimate)

THE AVERAGE HOUSEHOLD INCOME FOR THOSE IN THE PRIMARY TRADE AREA IS APPROXIMATELY \$78,463 AND IS PROJECTED TO INCREASE TO \$96,496 ANNUALLY BY 2012 (Source: ESRI estimate)

Current Retail Businesses – Downtown Ypsilanti currently contains 62 retail businesses, which occupy approximately 146,580 square feet of building space. The retail inventory was completed by the Downtown Ypsilanti Process Committee and is shown on the following pages.

Immediately following the retail business charts is also presented a map of Downtown Ypsilanti which indicates the location of first floor businesses. The map includes an inventory of all types of businesses, including retail and other businesses.

Downtown Ypsilanti Retail Businesses by Standard Industrial Classification

<u>SIC CODE</u>	<u>BUSINESS TYPE</u>	<u># BUS.</u>	<u>TOT. SQ. FT.</u>
<u>52</u>	<u>Building Materials and Garden Supplies</u>		
5251	Hardware	1	3,440
<u>54</u>	<u>Food Store</u>		
5411	Grocery Store	3	2,421
5461	Retail Bakery	1	2,292
<u>56</u>	<u>Apparel and Accessories</u>		
5611	Men's and Boy's Apparel	1	2,006
5621	Women's Apparel	2	1,677
5651	Family Apparel	1	2,324
<u>57</u>	<u>Furniture and Home Furnishings</u>		
5719	Misc. Home Furnishings	1	1,079
5731	Radio/TV/Electronics	1	1,260
5734	Computers/Software	1	1,236
5736	Musical Instruments	1	732
<u>58</u>	<u>Eating/Drinking</u>		
5812	Eating Places	12	24,698
5813	Drinking Places	5	23,265
<u>59</u>	<u>Miscellaneous Retail</u>		
5912	Drug Store	1	2,037
5921	Liquor Store	1	5,334
5932	Antiques	4	26,247
5941	Sporting Goods	1	1,720
5944	Jewelry	1	1,806
5947	Gift/Novelty	2	3,066
5949	Sewing/Piece Goods	1	4,000
5999	Miscellaneous Retail	1	1,387
	<u>Select Support Services</u>		
7216	Dry Cleaners/Tailors	2	3,130
7231	Beauty Shops	7	13,710
7241	Barber Shops	4	3,859
7251	Shoe Repair/Shine	1	2,362

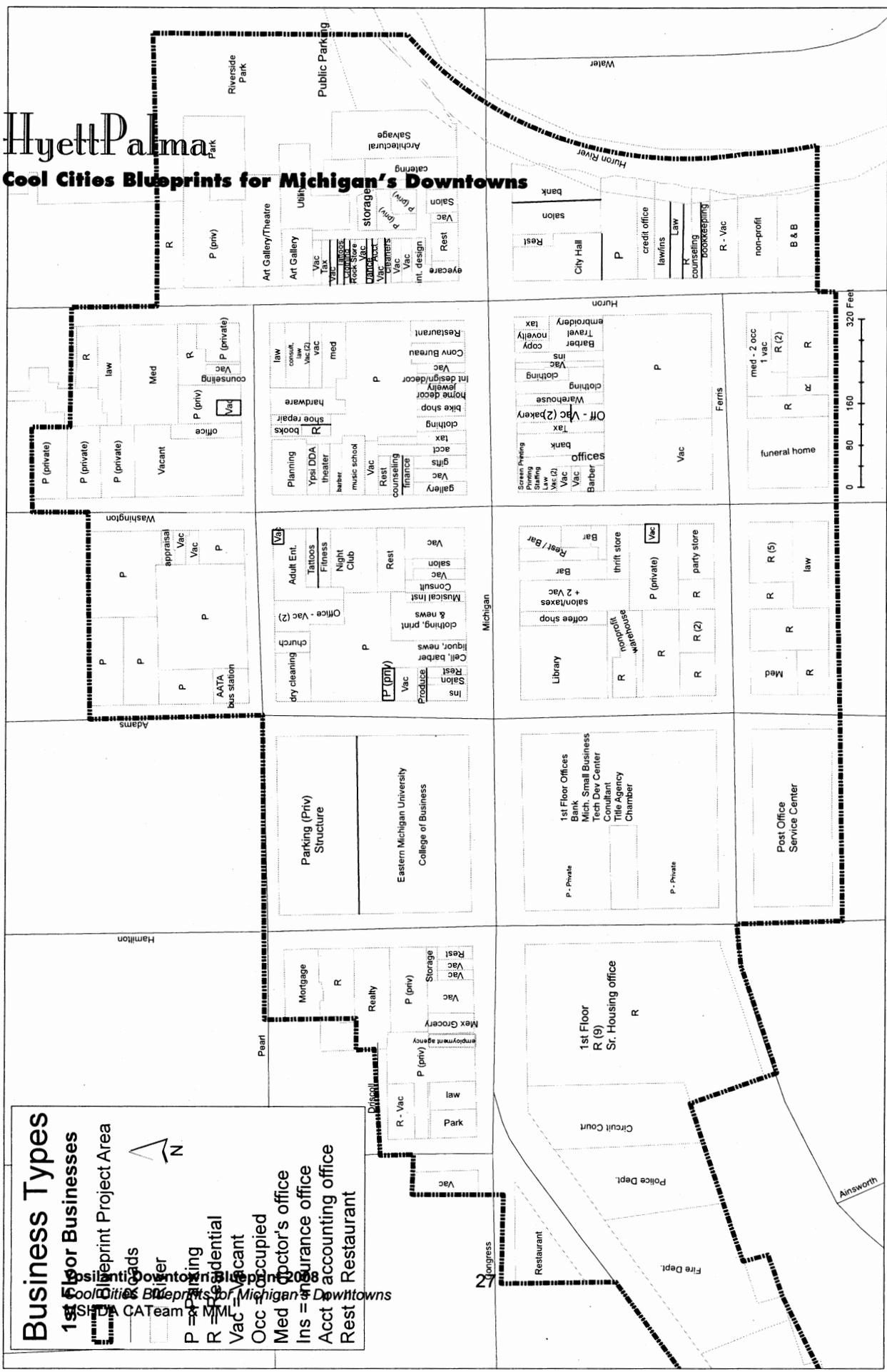
Downtown Ypsilanti Retail Businesses by Standard Industrial Classification

SIC CODE	BUSINESS TYPE	# BUS.	TOT. SQ. FT.
<u>Amusement and Recreation</u>			
<u>Services</u>			
7911	Dance Studios/Schools	1	1,386
7991	Physical Fitness Facilities	2	2,826
7999	Mic. Amusement/Recreation	3	7,280
TOTAL NUMBER OF RETAIL BUSINESSES		62	
TOTAL SQUARE FEET OF OCCUPIED RETAIL BUSINESS SPACE			146,580
TOTAL NUMBER OF VACANT RETAIL SPACES		31	
TOTAL SQUARE FEET OF VACANT RETAIL BUSINESS SPACE			73,292

Source: Downtown Ypsilanti Process Committee

HyettPama

Cool Cities Blueprints for Michigan's Downtowns



Business Types

- 1st Floor Businesses
- Project Area
- Public Goods
- Public
- P = Planning
- R = Residential
- Vac = Vacant
- Occ = Occupied
- Med = Doctor's office
- Ins = Insurance office
- Acct = accounting office
- Rest = Restaurant

1st Floor Business Project Area
 Cool Cities Blueprints for Michigan's Downtowns
 © 2008
 SHDA CATeam & MML

Retail Potential – Currently, within Downtown's primary trade area, the total estimated demand for retail products is approximately \$1,173,000,000 per year. This demand is shown on the following graphs. A complete presentation of retail product demand for the primary trade area is shown in **THE RETAIL REPORT®**, contained in the Appendix of this document.

As a conservative estimate, it is assumed that Downtown Ypsilanti retail businesses now generate an average (blended figure) of approximately \$175 per year per square foot in retail sales.

Since Downtown currently contains approximately 147,000 square feet of occupied retail space, Downtown Ypsilanti should currently be generating approximately \$26,000,000 in retail sales per year.

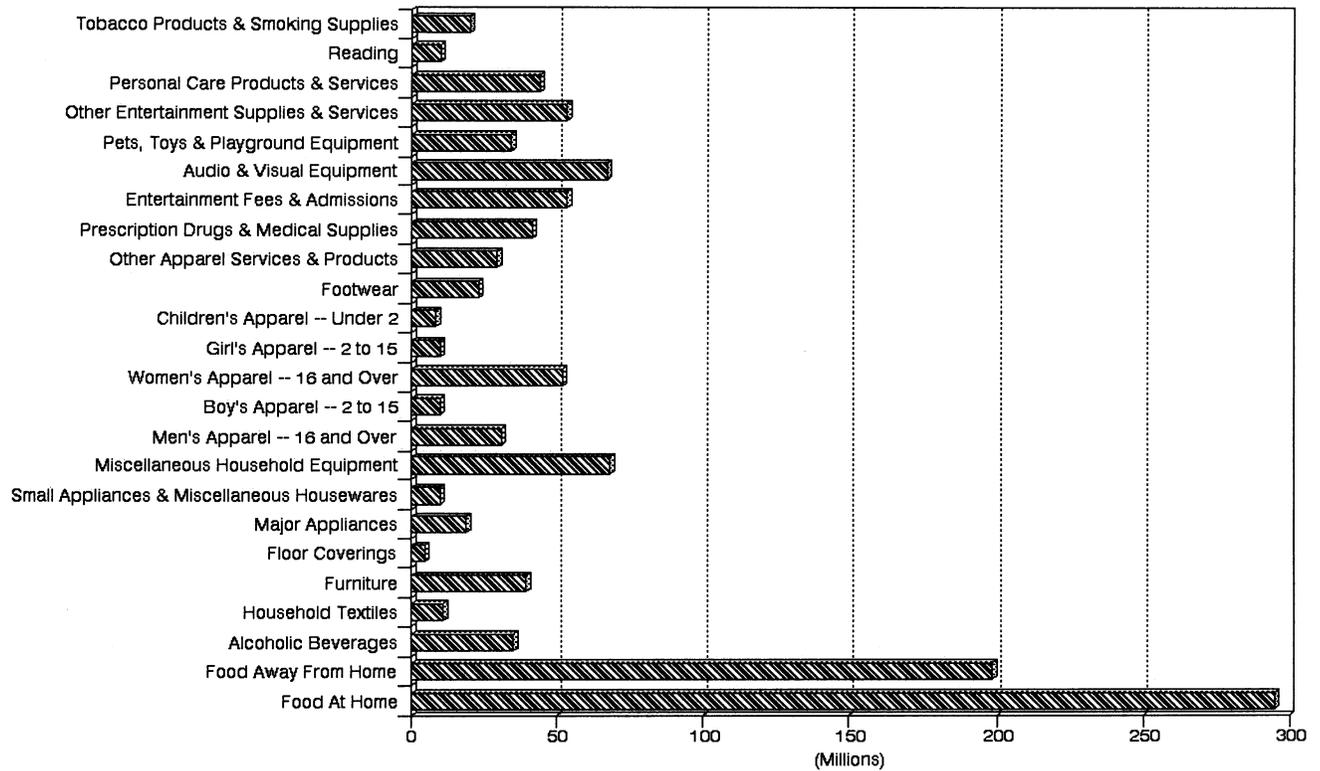
By dividing the project area's estimated annual retail sales – \$26,000,000 – by the total estimated demand for retail products within the primary trade area – \$1,173,000,000 – it can be concluded that Downtown Ypsilanti may currently be capturing approximately 2.2% of the retail sales potential within the primary trade area. And, the balance of the demand is being captured by businesses within other parts of the primary trade area and/or by businesses in other trade areas.

Taking steps to further enhance Downtown Ypsilanti, and barring a significant decline in the national or regional retail economy, it is conservatively anticipated that Downtown may have the potential to increase its share of retail sales in its primary trade area from the current level of approximately 2.2% to between 2.75% and 3% by the year 2013. This should be considered a goal of the economic enhancement program.

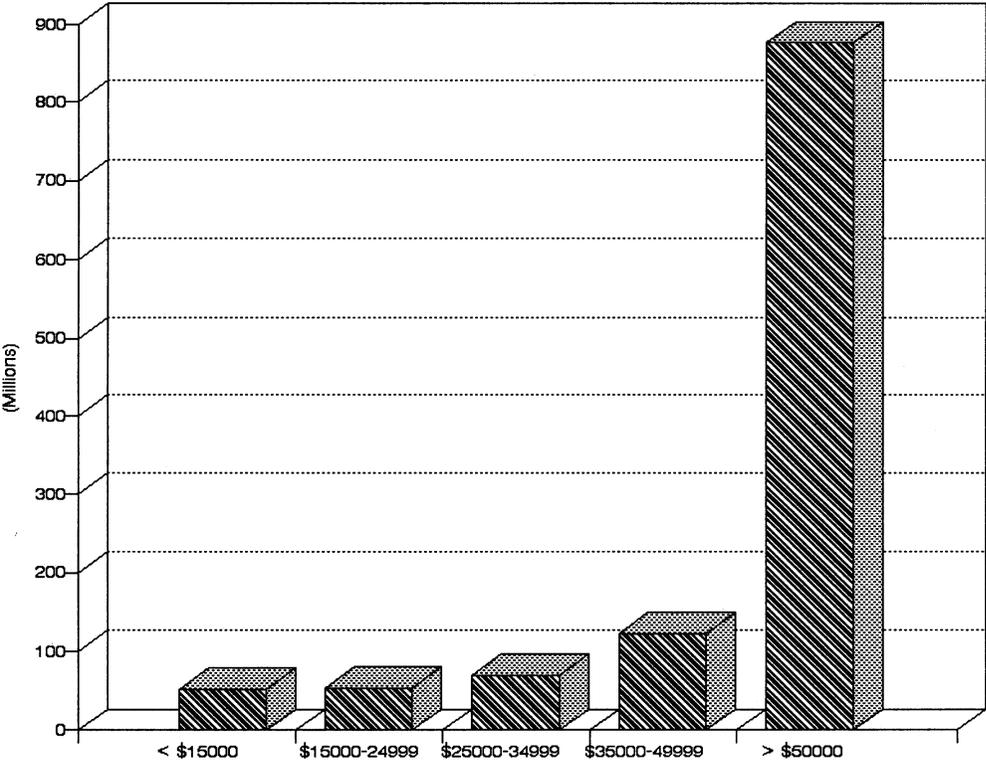
If Downtown Ypsilanti is able to increase its market share to between 2.75% and 3% by the year 2013, it is possible that the project area may be able to increase its total capture of retail sales to between \$32,000,000 and \$35,000,000 by the year 2013 – considered in constant 2008 dollars.

This increase in total retail sales could potentially support the development of between approximately 34,000 and 50,000 net square feet of additional retail space by the year 2013 – which could include expansions or sales increases by existing Downtown Ypsilanti retail businesses and/or the construction of some limited amount of new retail space.

TOTAL PRODUCT DEMAND BY PRODUCT TYPE



TOTAL PRODUCT DEMAND BY INCOME GROUP



It must be noted that Downtown's ability to gain a larger market share will be contingent on efforts to enhance its business climate, enhance and expand its existing businesses, and recruit additional retail businesses to the area. If such efforts are aggressively and diligently implemented – on an on-going basis – the actual growth in Downtown's market share could potentially be much higher than projected. Conversely, by the year 2013, Downtown Ypsilanti's market share could be much less than projected above if efforts to enhance the area and expand/recruit businesses are not diligently and continually pursued.

NOTE:

No attempt was made to determine the condition of vacant space. Therefore, no judgment is made concerning the marketability of space based on condition.

IMPORTANT RETAIL MARKET RESEARCH OBSERVATIONS:

Since 1992, the demand for retail products in the primary trade area has increased from \$382,000,000 per year to the current estimated retail demand of \$1,173,000,000, which represents an increase of over 200% during the past 16 years. In addition, Downtown's estimated capture of the trade area dollars has increased from approximately \$14, 000,000 per year in 1992 to an estimated \$26,000,000 in 2008 – representing an increase of over 85%.

In 1992, it was anticipated that the further diligent and focused enhancement of Downtown Ypsilanti would stimulate an increased demand for retail products and an associated demand for retail space in Downtown, resulting from the increased capture of retail dollars from the surrounding trade area. What has happened, however, is that while the overall retail pie has grown during the recent past, the surrounding trade area has also experienced a tremendous amount of competitive new retail development in new retail centers, many of the surrounding Downtowns have experienced substantial retail growth and associated capture of retail dollars, and demand for Downtown retail products in Ypsilanti has shifted from basic retail products – such as basic clothing, furniture, and materials for home improvements – to more specialized retail products, such as food/entertainment establishments, art, unique apparel, gifts, specialty home accessories, etc.

While retail growth in Downtown Ypsilanti has been relatively flat over the past 16 years – from the standpoint of dollar capture and occupied retail space – retail growth has basically maintained its own, but has transformed into a more specialized form of retail – unlike the types of chain and non-independent retail establishments found in new shopping venues and even in Downtown Ann Arbor.

*In addition, during the past 16 years, office and service business growth in Downtown Ypsilanti has outpaced retail development, as will be further described in the next section of this **Downtown Blueprint**.*

Retail Business Development – Based on the findings of this retail market analysis, the opportunity exists to enhance and expand certain types of retail businesses that are currently located in Downtown Ypsilanti. In addition, the opportunity also exists to attract additional businesses to Downtown. A list of the types of retail businesses recommended for potential enhancement, expansion, and attraction is presented in the chapter of this document titled **Course of Action**.

Downtown Office Opportunities

Office Market Indicators – Several key economic indicators that characterize the current office operations within Downtown Ypsilanti follow.

- Downtown Ypsilanti currently contains an impressive total of 101 various office occupants occupying approximately 442,000 square feet of building space.
- The amount of occupied office space in Downtown Ypsilanti has grown from 290,000 square feet in 1992 to the present 442,000 square feet, which represents an increase of over 50% in the amount of occupied office space in Downtown over the past 16 years.
- Downtown Ypsilanti is the traditional professional services center of the City and continues to occupy that position.

- Downtown's occupied office space serves, primarily, the personal needs of those who live within the broader community. However, several Downtown service businesses are being grown to serve a broader regional and national market.
- The Downtown Ypsilanti office vacancy rate is currently less than 10%.
- The most significant concentrations of offices include real estate, business services, health services, legal services, education, engineering, and government.

Current Office Uses – The variety of office occupants found in Downtown can be seen in the following table, in which office tenants are listed by SIC numbers. The office inventory was completed by the Downtown Ypsilanti Process Committee.

Office Potential – It is anticipated that most of Downtown's office market growth will continue to consist of office uses which serve, primarily, the personal needs of those who live in, or in proximity to, Downtown Ypsilanti's primary trade area. Communities nationwide have experienced the fact that – as improvements are made in the overall economic and physical conditions of their Downtowns – an associated increase in demand for office space normally follows. This has been the case in Downtown Ypsilanti for the past two decades and is expected to hold true for Downtown Ypsilanti in the immediate future. In addition, demand for office space is anticipated to increase due to natural household growth in the area, which is projected for the immediate future.

Therefore, it is estimated that approximately 40,000 to 60,000 square feet of additional office space could potentially be supported in Downtown Ypsilanti between now and the year 2013. This should be considered an economic goal for the enhancement effort.

It must be noted that the actual growth in Downtown's office demand could be higher if Downtown is able to attract general offices, or back office operations from outside the area, to attract office occupants currently located elsewhere in the community, or to experience significant expansion by current Downtown office operations, including growth in government facilities and educational institutions – specifically EMU.

Downtown Ypsilanti Offices by SIC Code

<u>SIC CODE</u>	<u>BUSINESS TYPE</u>	<u># BUS.</u>	<u>TOT. SQ. FT.</u>
<u>27</u>	<u>Publishing</u>		
271	Newspapers	1	4,956
<u>47</u>	<u>Transportation Services</u>		
472	Passenger Trans. Arrangement	4	5,943
<u>60</u>	<u>Depository Institutions</u>		
602	Commercial Banks	2	5,321
603	Savings Institutions	1	2,954
<u>61</u>	<u>Non-Depository Credit Institutions</u>		
616	Mortgage Bankers/Brokers	4	3,423
<u>62</u>	<u>Security and Commodity Brokers</u>		
621	Security Brokers	1	2,740
<u>63/64</u>	<u>Insurance</u>		
641	Insurance Agents/Brokers	2	5,048
<u>65</u>	<u>Real Estate</u>		
651	Operators/Lessors	1	1,142
653	Real Estate Agents/Mgrs.	5	6,813
654	Title Abstract Offices	1	1,918
655	Subdividers/Developers	1	13,860
<u>72</u>	<u>Personal Services</u>		
722	Photographic Studios	2	3,318
<u>73</u>	<u>Business Services</u>		
732	Credit Reporting/Collection	1	1,684
733	Mailing/Reproduction/Comm. Art/Photography/Steno Servs.	4	18,752
736	Personnel Supply Services	4	5,895
737	Computer/Data Processing	1	1,505
738	Misc. Business Services	5	13,953

Downtown Ypsilanti Offices by SIC Code

SIC CODE	BUSINESS TYPE	# BUS.	TOT. SQ. FT.
<u>80</u>	<u>Health Services</u>		
801	Offices/Clinics of Doctors	2	22,798
802	Offices/Clinics of Dentists	3	5,116
804	Offices of Other Medical	3	4,463
808	Home Health Care	1	1,505
<u>81</u>	<u>Legal Services</u>		
811	Legal Services	16	26,580
<u>82</u>	<u>Educational Services</u>		
822	College	1	210,000
823	Library	1	6,420
<u>83</u>	<u>Social Services</u>		
832	Individual/Family Services	4	1,200
833	Job Training Services	1	2,599
<u>86</u>	<u>Membership Organizations</u>		
861	Businesss Associations	2	4,585
863	Labor Unions/Organizations	1	2,599
866	Religious Organizations	1	1,181
<u>87</u>	<u>Engineering/Management Services</u>		
871	Engineering/Architecture	2	4,422
872	Accounting/Bookkeeping	4	5,293
873	Research/Development/Testing	1	1,505
<u>89</u>	<u>Services Not Elsewhere Classified</u>		
899	Services	4	9,264
<u>91</u>	<u>General Government</u>		
919	General Government	2	15,271
<u>93</u>	<u>Finance, Tax & Monetary Pol.</u>		
931	Finance, Tax & Monetary Policy	6	10,955

Downtown Ypsilanti Offices by SIC Code

SIC CODE	BUSINESS TYPE	# BUS.	TOT. SQ. FT.
<u>Offices Not Elsewhere Classified</u>			
	Not Elsewhere Classified	6	7,324
TOTAL NUMBER OF OFFICE BUSINESSES		101	
TOTAL SQUARE FEET OF OCCUPIED OFFICE BUSINESS SPACE			442,305
TOTAL NUMBER OF VACANT OFFICE SPACES		14	
TOTAL SQUARE FEET OF VACANT OFFICE BUSINESS SPACE			46,928

Source: Downtown Ypsilanti Process Committee

Office Business Development -- A listing of office types recommended for recruitment and expansion in Downtown Ypsilanti is presented in the chapter of this document titled ***Course of Action***.

Downtown Housing Opportunities

The ***Ypsilanti Downtown Blueprint*** project area contains approximately 322 dwelling units at this time. This total includes approximately:

- 135 market-rate apartments;
- 170 senior, assisted apartments; and
- 17 owner-occupied units.

These dwelling units are currently occupied by approximately 1,119 residents.

And, Downtown Ypsilanti is also fortunate to be almost completely surrounded by homes, many of which are historic and located in historic neighborhoods.

Downtown Ypsilanti currently has a large number of housing units in the upper floors of its buildings. Downtown has gained a large number of these upper-floor units over the past 16 years. The impressive distribution of these upper-floor housing units can be seen on the map presented on the next page.

Based on field observation and discussions with local loft unit developers, it appears that the marketplace has a high degree of confidence in Downtown's overall housing market and that Downtown offers many more opportunities in the immediate future for additional upper floor housing development.

Due to the importance of maintaining Downtown's historic architecture, it is unlikely that opportunities for new housing construction – in new buildings – will surface in the near future in the ***Ypsilanti Downtown Blueprint*** project area, unless housing is developed in association with new mixed-use infill projects on surface-level parking lots or on select redevelopment sites – such as the site of the old Smith Furniture Store.

Business Types

Upper Floor Businesses

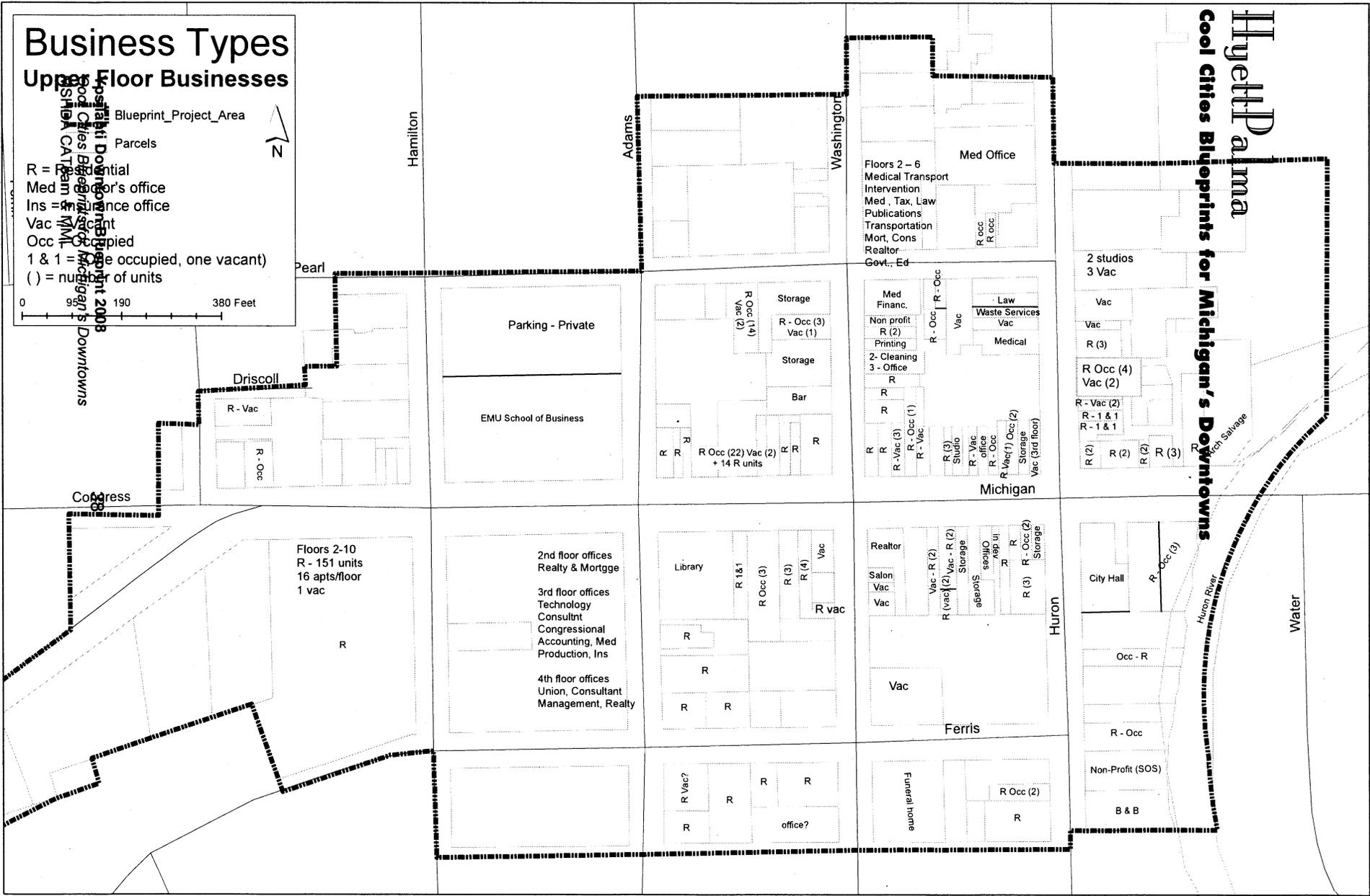
- Blueprint_Project_Area
- Parcels
- R = Residential
- Med = Doctor's office
- Ins = Insurance office
- Vac = Vacant
- Occ = Occupied
- 1 & 1 = One occupied, one vacant
- () = number of units



0 95 190 380 Feet

Scale bar showing 0, 95, 190, and 380 feet.

Vertical text on the left side of the map: "Cool Cities Blueprints for Michigan's Downtowns" and "Hospitality Downtown Blueprint 2008".



Hyett Danna
Cool Cities Blueprints for Michigan's Downtowns

Hospital
 Cool Cities
 Downtowns
 Blueprint
 2008

Congress

Driscoll

Pearl

Hamilton

Adams

Washington

Michigan

Huron

Ferris

Water

R - Vac

R - Occ

Floors 2-10
R - 151 units
16 apts/floor
1 vac

R

Parking - Private

EMU School of Business

2nd floor offices
Realty & Mortgage

3rd floor offices
Technology
Consultant
Congressional
Accounting, Med
Production, Ins

4th floor offices
Union, Consultant
Management, Realty

Library

R

R

R

R

R Vac?

R

R 1&1

R Occ (3)

R (3)

R (4)

R vac

R

R

R

office?

R Occ (14)

Vac (2)

Storage

R - Occ (3)

Vac (1)

Storage

Bar

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R Occ (22) Vac (2)

+ 14 R units

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

Floors 2 - 6
Medical Transport
Intervention
Med, Tax, Law
Publications
Transportation
Mort, Cons
Realtor
Govt. - Ed

Med
Financ.

Non profit
R (2)

Printing

2 - Cleaning

3 - Office

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R - Occ (1)

R - Occ

Vac

Law

Waste Services

Vac

Medical

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R - Occ (1)

R - Occ

Vac

Law

Waste Services

Vac

Medical

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R - Occ (1)

R - Occ

Vac

Law

Waste Services

Vac

Medical

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R - Occ (1)

R - Occ

Vac

Law

Waste Services

Vac

Medical

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R - Occ (1)

R - Occ

Vac

Law

Waste Services

Vac

Medical

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R

R - Occ (1)

R - Occ

Vac

Law

Waste Services

Vac

Medical

Cool Cities Blueprints for Michigan's Downtowns

As has been found throughout the nation during the past three plus decades – regardless of community size or location – as a Downtown's physical environment and mix of businesses is improved, the demand for housing in and near Downtown also increases. This has certainly been the case to date in Downtown Ypsilanti and can also be expected in the future Downtown Ypsilanti.

Every effort should be made, consistent with the implementation of the ***Downtown Blueprint***, to introduce more quality housing – both market-rate and affordable housing – in and in proximity to Downtown Ypsilanti.

As market conditions allow, every effort should be made to introduce:

- More loft apartments in the upper floors of appropriate existing structures throughout Downtown – market rate and affordable;
- Mixed-use projects – market-rate and affordable – if redevelopment takes place in or near Downtown; and
- Both owner-occupied and rental units.

Every effort should also be made to protect the extremely valuable housing at the edges of Downtown, which, in most cases, is historic housing.

As noted in the Appendix of this ***Downtown Blueprint***, the Michigan State Housing Development Authority offers a wide range of housing assistance programs which could potentially be employed to assist in the further development of housing units in and potentially near Downtown. The community should take every opportunity to examine, discuss, and employ these valuable new incentives to assist in the development of more Downtown housing.

Rather than placing arbitrary or artificial limits on the number of housing units appropriate for Downtown Ypsilanti – and in neighborhoods near the commercial district – it is suggested that the absorption of units in the marketplace be used as the indicator of demand. And, that every effort be made to develop the greatest number of quality units possible in and near Downtown when market conditions allow.

Also, it should be kept in mind that, as Downtown is further enhanced and as more new residents move to the community, it is likely that the demand for

HyettPalma

Cool Cities Blueprints for Michigan's Downtowns

quality housing located in an enhanced Downtown will surface. All research completed by HyettPalma in association with the preparation of this ***Downtown Blueprint*** supports this conclusion.

HyettPalma

Cool Cities Blueprints for Michigan's Downtowns

Course of Action

VI. COURSE OF ACTION

This chapter includes a *Course of Action* specifically designed to help Downtown Ypsilanti:

- Attain the community's defined vision for Downtown's future;
- Take advantage of the economic opportunities revealed through the Downtown market analysis; and
- Become more economically successful and self-sustaining.

That *Course of Action* is shown below, following a reiteration of the guidelines recommended by HyettPalma to steer implementation of the *Downtown Blueprint*.

Guidelines

As was said earlier in this document, based on Downtown's current situation – and on the desires, concerns, and preferred image defined by the community – HyettPalma strongly suggests that the recommendations contained in this *Downtown Blueprint* be implemented using the following guidelines.

1. More than Physical Improvements Are Needed

While physical improvements will always be necessary to make Downtown competitive in an ever improving marketplace, Ypsilanti has primarily focused on physical improvements in Downtown for the past 16 years. It is time to shift the focus of the Downtown enhancement effort to business development and marketing. This new emphasis will help to further strengthen Downtown's offerings, better serve customers, and tell the marketplace about all the creative, exciting, and beneficial offerings of the improving Downtown.

2. Cooperation is Key

All parties involved in further enhancing Downtown Ypsilanti must work together, in a cooperative and collaborative manner, in order to not only ensure a more positive and progressive enhancement effort, but to ensure the best and leveraged use of limited resources – including money, staff, and volunteer time.

3. Don't Siphon Off Resources

It is clearly understood that the City of Ypsilanti is making every effort to maintain an acceptable level of public services and facilities, while under extreme pressure resulting from a reduced income stream. And, it is also understood that other groups and organizations involved in the further enhancement and operation of Downtown are and will likely always be seeking funding to accomplish their unique missions. However, the DDA should not be seen as the "well of first or last resort" for all Downtown happenings. DDA resources are not unlimited and are available only because the State of Michigan, City of Ypsilanti, other local taxing districts, and Downtown business and property owners have deemed it wise to appropriate tax increments and institute special assessment mechanisms to ensure that Downtown's further enhancement is adequately funded. DDA funds should continue to be used for specific and appropriate Downtown enhancement initiatives and, to the maximum degree possible, current levels of services and facilities funded by, particularly, the City of Ypsilanti should not be shifted to the DDA unless absolutely necessary. Other organizations working to further enhance Downtown should also attempt, to the degree possible, to generate their own funding streams to accommodate their specific and unique needs, rather than further depleting scarce DDA funds.

4. Be Bold

A bold effort should be made to get the word out about all the positive changes and improvements that have been and continue to be made to further enhance Downtown Ypsilanti through an aggressive and targeted marketing effort.

5. Embrace New Ideas & Positive Change

It must be recognized that things are changing in Downtown Ypsilanti. These changes are the result of many factors, including new entrepreneurs opening new and different businesses, more people making Downtown their home, later operating hours being offered by business owners who understand that you have to be open when people have the time to patronize Downtown, and new leadership not afraid to think differently and seek solutions and address issues in a more aggressive manner. These positive changes should be embraced because they are resulting in the creation of a Downtown sought by Ypsilanti residents and visitors.

6. Keep Downtown Different

Downtown Ypsilanti cannot be all things to all people, but Downtown Ypsilanti can be different from other commercial venues within the immediate region and beyond. One of the most beneficial ways to keep Downtown Ypsilanti different is

to continue to place maximum emphasis on the creation and operation of independent businesses, not chain operations. Chains are everywhere, nationwide. And, most of the money made in chain operations is shipped and enjoyed elsewhere. Independent business owners tend to keep their revenue local. And, independently owned businesses will continue to make Downtown Ypsilanti special, not-the-same, and different, which is exactly what the public is demanding.

7. Keep the Effort Professional

It is essential that the maximum number of people continue to be engaged in the overall Downtown enhancement effort. This means that the opinions and desires of the greatest number of volunteers and the general public should be continuously sought and respectfully considered. However, Downtown enhancement is a serious business which impacts the economy of the entire community and beyond. And, like any serious business venture, some elements of a Downtown enhancement effort are more complicated than others and are best directed and managed by professionals, such as parking, building design, and traffic flow. Therefore, professional advice should be welcomed when needed to address complicated issues having far-reaching impact.

8. Leadership & Capacity Are Essential

Downtown enhancement efforts in Ypsilanti will always require strong, progressive, aggressive, and dedicated leadership from both the private and public sectors. The DDA – constituted primarily of well-qualified and dedicated private sector volunteers – should continue to be seen as the appropriate management entity to lead the overall Downtown enhancement effort. And, when needed, DDA seats should be filled by new faces in order to ensure the highest levels of energy and commitment from these valuable volunteers. The City of Ypsilanti should continue to provide the highest levels of support possible to ensure that the DDA has not only the personnel, but the financial resources necessary to accomplish the much desired and needed task of further enhancing Downtown Ypsilanti. And, the Downtown Partnership – discussed later in this document – should provide the leadership necessary to foster greater cooperation, communication, and coordination in bringing about Downtown's further enhancement.

.....

Public Safety

There are concerns locally about the public perception of public safety in Downtown. To address those concerns, improve Downtown's image, and ensure that Downtown remains as safe as possible, the following actions should be taken.

1. Community-Based Policing

The City of Ypsilanti and its Police Department should be commended for their strong practice of community-based policing. Along these lines, the Ypsilanti Police Department, the Ypsilanti DDA, the Downtown Association of Ypsilanti (DAY), and the Ypsilanti Area Chamber of Commerce should continue to engage in an open dialogue of the public safety issues that arise in Downtown and continue to discuss the best ways to address those issues.

Despite the City's financial situation, the Ypsilanti Police Department has expressed a strong commitment to continuing to offer the highest level of police protection possible in Downtown. Again, the Police Department should be commended for this stance. It is hoped that a highly visible level of foot patrols can be operated in Downtown, along with bike and vehicle patrols whenever possible.

The community's Volunteer Service Corps is an excellent resource that provides voluntary, supplemental personnel to assist the Ypsilanti Police Department. Efforts should be made to increase the number of volunteers involved in the corps and to make greater use of this resource in Downtown.

2. Lighting

Currently, a number of Downtown's street light bulbs are burned out and need to be replaced. The Ypsilanti Police Department inventories such outages on a weekly basis and reports them weekly to Detroit Edison. To date, the response time on the part of Detroit Edison has been slower than the community desires and expects.

Lighting affects the feeling of safety in a Downtown. And, the perceived feeling of safety in a Downtown affects that Downtown's economy, since customers tend to avoid a business district if they perceive it to be less than safe. Therefore, it is suggested that the following steps be taken to ensure that all of Downtown's street lights are kept in working order.

- The Ypsilanti DDA, Ypsilanti City Council, and Ypsilanti Police Department should work diligently to impress on Detroit Edison that the maintenance of Downtown lighting is a critical public safety issue;
- The DDA should enlist the support of surrounding neighborhood associations in coordinating a letter writing campaign beseeching Detroit Edison to replace Downtown's burned out street lights in a more timely manner; and
- Detroit Edison should be thanked in a highly public manner when they shorten the amount of time it takes to rectify Downtown's lighting concerns.

3. Media

The DDA should work with area-wide media to get the word out to the buying public that:

- Downtown Ypsilanti is in fact safe; and
- The City, Police Department, DDA, DAY, and Chamber of Commerce are on top of their game in ensuring that all measures are being taken to protect the safety of Downtown's customers, clients, visitors, and residents.

In addition, the DDA, DAY, Chamber of Commerce, and the Ypsilanti Area Convention & Visitors Bureau should work together to attract additional customers, clients, and visitors to Downtown, since the presence of additional pedestrians on Downtown's sidewalks will heighten the feel and perception of public safety.

Traffic & Parking

The following actions should be taken to make Downtown and its businesses increasingly accessible.

1. Michigan Avenue

Islands have been installed on Michigan Avenue, enhancing the pedestrian appeal, comfort, and safety along this street. However, the medians have restricted vehicular movement along what is Downtown's main street. This has created a level of annoyance that has become an economic issue, since it dissuades patronage of Downtown businesses. Therefore, this economic issue must be addressed by:

- The City approaching MDOT to request that left turn movements be reinstated along Michigan Avenue;
- Left turns should be allowed for passenger vehicles only, not for trucks; and
- U-turns should not be allowed on Michigan Avenue.

It is understood that reinstating left turns might require that some minor modifications be made to the medians. Such modifications should be undertaken while allowing the maximum frontage of the medians – and the pedestrian respite they provide – to remain in place.

2. Parking

Downtown is facing a plethora of parking issues and concerns regarding:

- The condition of public parking lots;
- The identification of those lots;
- Parking time limits;
- The cost of parking; and
- The enforcement of parking time limits.

To date, members of the community have offered a myriad of solutions to these parking issues. And, Downtown's parking situation continues to become more convoluted and to receive low marks from the community. Therefore, it is time to:

- Address Downtown's parking system in a professional manner;
- Determine the best means of resolving Downtown's parking issues;
- Take the needed actions in a timely manner; and
- Get the word out to the buying public that Downtown parking is available and convenient.

Parking Professional – To accomplish this, the City of Ypsilanti and the Ypsilanti DDA should retain a parking professional to do the following.

- Parking time limits in Downtown should be examined in terms of length and location. Recommendations made should be aimed at providing for turnover of spaces located closest to Downtown's shops, as well as the provision of longer-term parking at more remote spaces for those who work and live in Downtown.
- Downtown's permit parking system should be examined to determine if the supply of permit spaces is adequate and if the location of these spaces is appropriate.
- The pricing of Downtown parking should be examined, and recommendations made regarding both meter rates and the cost of permits.
- The City's enforcement of parking time limits should be examined. Recommendations should be made regarding the best enforcement methods to be used and a fine structure for parking violations.

Enhance Usability – The City and the DDA should take the following actions to enhance the usability of Downtown's public parking lots:

- Lots in poor condition should be repaved;
- Steps should be taken to ensure that all Downtown public parking lots are well-lighted; and

- As part of the wayfinding sign system recommended later in this chapter, clearly visible signs should be erected that lead motorists to Downtown's public parking lots and that identify the lots as being for public use.

Parking Management – As the City and the DDA are discussing, the DDA should take over management of Downtown's public parking supply. This should include:

- Making Downtown's parking system as user-friendly as possible;
- Investigating other user-friendly Downtown parking systems managed by Michigan DDAs, such as that in Traverse City; and
- Working with area-wide media to get the word out that Downtown parking is available, accessible, convenient, and safe.

Business Development

A major focus of Ypsilanti's Downtown enhancement effort over the next five-years should be business development. This means aggressively taking the following steps to:

- Increase the profitability of Downtown's current businesses;
- Attract additional businesses of the types that reinforce Downtown's niche; and
- Strengthen Downtown's economy.

1. Lead Role

The Ypsilanti DDA Director should assume the lead role in business retention, expansion, and recruitment. This should entail:

- Business Retention – Continuing to work one-on-one with Downtown's current business owners to provide them with a viable support network in terms of technical assistance, information, and referrals to service providers;

- Internal Recruitment – Encouraging Downtown's existing business owners to take advantage of the opportunities revealed in the Downtown market analysis by expanding their businesses as appropriate and/or opening additional businesses in Downtown of the types recommended in this ***Downtown Blueprint***;
- External Recruitment – Actively prospecting for businesses, hosting business prospects, and recruiting businesses of the types recommended in this ***Downtown Blueprint***; and
- Current Owner Involvement – Enlisting Downtown's energetic and enthusiastic business owners to meet with business prospects and entice them to open a Downtown business by conveying their own enthusiasm and optimism for Downtown as a business location.

2. Niche

Since 1992, entertainment, art, and food are the three segments of Downtown's retail economy that have increased in square footage and vibrancy. Therefore, this niche should be further built upon and increased in Downtown. And, the number of specialty retail shops, offices, and loft apartments located in Downtown should also be increased.

The goal of the business development effort should be to:

- Position Downtown Ypsilanti as a fun, funky historic district that is the place to go for creative, one-of-a-kind eateries, an eclectic nightlife, various and varied art venues, and unique retail shops;
- Fill first floor spaces with a continuous band of those uses, which entice pedestrians to stroll, browse, and patronize Downtown's impulse-oriented businesses;
- Fill the upper floors of Downtown's buildings with loft apartments and office businesses, which will provide a built-in market for Downtown's first floor businesses;
- Stress independently owned businesses, rather than chains or nationals;

- Take care to retain Downtown's convenience retail businesses – e.g., dry cleaner, hardware, shoe repair, food market – which serve the everyday needs of Downtown residents, Downtown workers, and residents of adjacent neighborhoods; and
- Increase the number of unique, specialty retail businesses located in Downtown through active and aggressive recruitment.

A goal of the 1992 *Downtown Ypsilanti Economic Revitalization Initiative* was to create an Arts and Entertainment District on Washington Street by clustering specialty restaurants, entertainment establishments, and art venues in this area. This has been accomplished to a great degree. Today, and into the future, it would be more appropriate to welcome art, entertainment, and food establishments – along with specialty and convenience retail shops – along Washington, Michigan, Huron, and on Pearl, between Washington and Huron.

3. Top List

Following is a listing of the types of businesses which should be aggressively sought for Downtown Ypsilanti in the immediate future:

- Upscale restaurant that creates a “signature” destination within Downtown, much as the Common Grill has in Chelsea;
- Small, specialty food markets – produce, meat, fish, wine;
- Ethnic restaurants with entertainment and outdoor dining;
- Small bookstore with children's section and stationary;
- Women's apparel – not of the generic type found in malls or big box stores;
- Optical products and services;
- Art galleries and studios;
- Entertainment venues;

- A small movie theater or movies shown at the Riverside Art Center or both;
- Shoes, particularly casual; and
- Office, school, and art supplies.

4. Full List

Following is the full listing of the types of businesses and uses appropriate for Downtown Ypsilanti.

Prepared Food

- Fine Dining Restaurants;
- Moderate Priced Restaurants;
- Sandwich Shops;
- Bistros;
- Coffee Houses;
- Delis;
- Bakeries;
- Candy/Ice Cream/Yogurt Shops;
- Pubs/Taverns -- with Atmosphere/Operation Welcoming to Families; and
- Ethnic Foods -- i.e., Italian, Greek, French, Chinese, Mexican, Thai, etc.

Food for Home

- Groceries;
- Green/Organic Grocer;
- Health Foods; and
- Meat/Fish Market.

Entertainment

- Live Theater;
- Entertainment in Restaurants -- i.e., piano player, guitarist, small combos, dancing, etc.; and
- Small Movie Theater.

Specialty Retail

- Antiques;
- Art Galleries, Framing, Crafts, and Supplies;
- Bike Shop;
- Books and Periodicals;
- Cameras and Photo Supplies;
- Casual Apparel and Accessories;
- Children's Apparel;

Cool Cities Blueprints for Michigan's Downtowns

- Computers and Software;
- Florist;
- Gifts;
- Hardware;
- Home Decorating Products and Design Services;
- Men's Apparel;
- Music (Recorded and Sheet), Instruments and Lessons;
- Office/School Supplies;
- Optical Products;
- Radio/TV/Electronics and Supplies;
- Sewing Supplies;
- Shoes, Dress and Casual;
- Small Variety Store;
- Sporting Goods;
- Stationery and Cards;
- Toys, Games and Crafts;
- Traditional and Costume Jewelry;
- Wall Coverings and Paint; and
- Women's Casual Apparel and Accessories.

Convenience Retail/Select Support Services

- Barber Shops;
- Beauty Shops;
- Spa;
- Dance Studio;
- Dry Cleaners/Tailor Shop;
- Pharmacy;
- Physical Fitness Facility;
- Shoe Repair/Shine; and
- Video Rental.

Offices

- Accounting, Auditing, Bookkeeping;
- Administration of Educational Programs;
- Administration of Public Health Programs;
- Administration of Veterans' Affairs;
- Administration of Economic Programs;
- Administration of Utilities;
- Advertising;
- Child Care Services;
- Commercial Banks;
- Computer and Data Processing;
- Courts;
- Credit Reporting and Collection;
- Credit Unions;

- Dentists Offices and Clinics;
- Doctors Offices and Clinics;
- Educational Services;
- Engineering, Architectural Services;
- Fire, Marine Casualty Insurance;
- General Government;
- Health and Allied Services;
- Home Health Care Services;
- Legal Services;
- Library;
- Life Insurance;
- Management and Public Relations;
- Medical Service and Health Insurance;
- National Security;
- Newspapers and Other Media Outlets;
- Passenger Transportation Arrangement;
- Personnel Supply Services;
- Photographic Studios;
- Post Office;
- Print Shops;
- Public Order and Safety;
- Real Estate Agents and Managers;
- Residential Care;
- Savings Institutions;
- Security Brokers and Dealers;
- Subdividers and Developers;
- Tax Services; and
- Title Abstract and Insurance Offices.

Housing and Other Uses

- Housing above first floor uses;
- Housing as infill on redeveloped lots, underutilized lots, and surface parking lots;
- Museums;
- Churches in buildings designed as churches, not storefronts; and
- Hotel facilities, if market conditions prove feasible in the future.

5. Business Hours

Downtown's businesses should be made more accessible and convenient for customers through the following.

- As the number of food, art, and entertainment venues has increased in Downtown – along with the number of young, entrepreneurs – Downtown Ypsilanti has become more nocturnal

than it was in 1992. This change should be recognized by the owners of all Downtown specialty retail, art, and food establishments. And, Downtown's current business owners and those recruited should be encouraged to follow the example of Downtown businesses that are staying open into the evening.

- Downtown's evening hours and nightlife should be more aggressively marketed by working with area-wide media, using e-mail lists, erecting banners on Michigan Avenue (as appropriate), and putting posters in store windows.
- It should be made known that Downtown Ypsilanti is not a location for businesses that keep part-time hours, since this is an annoyance that deters would-be customers. Instead, all current business owners should be strongly encouraged – and expected – to operate on a full-time basis. And, property owners should be strongly discouraged from renting space to part-time businesses.
- All Downtown businesses must strictly adhere to the hours that they post in order to develop and honor customer loyalty.

6. Outdoor Seating

By all accounts, outdoor seating that is now provided by Downtown food establishments is highly popular and appreciated by the buying public. Therefore, the owners of all Downtown food establishments should be encouraged to offer outdoor seating in clement weather, wherever possible – extending the season with outdoor heaters.

7. SPARK

By local accounts, the business incubator titled Ann Arbor SPARK has been successful in the region, bucking the national trend of struggling incubators. As a result of this success, discussions are underway regarding the opening of a SPARK facility in Downtown Ypsilanti, which would include art and education-related businesses as well as high-tech businesses. It is hoped that this venture comes to fruition and that:

- A limit is placed on the number of years a business can remain in the SPARK facility, so that successful concerns are indeed spun out into the community; and

- A concerted effort is made to locate the successful, spun-out businesses in Downtown Ypsilanti – with the high-tech firms located in upper floor space, the art-related businesses placed in first floor spaces, and the education-related businesses located in first or upper stories, depending on the nature of the business.

8. EMU/Downtown Connections

There is a great desire locally to establish a greater connection between Eastern Michigan University and Downtown Ypsilanti. This should be accomplished via the following.

- A clearly delineated and marked walk/bike path should be established between the main campus of EMU and Downtown. And, this pathway should be well-lighted to encourage safe evening use by students.
- It is understood that the EMU College of Business, located in Downtown Ypsilanti, is in need of additional space and will likely be expanded in the near future. When this occurs, EMU should be strongly encouraged to create an entrance to this building along Michigan Avenue. Doing so will be mutually beneficial to the building's users and to Downtown.

9. Business Operations

All Downtown business owners must operate their businesses to the highest standards in order to earn and retain customer loyalty. At a minimum, this should entail:

- Creating eye-catching and frequently changed window displays, especially in storefronts located along Michigan Avenue;
- Keeping store windows cleaned and sidewalks swept;
- Removing snow and ice from sidewalks in a timely manner – and, for those who do not, the City should clear the sidewalks and charge for this service; and
- Leaving display window lights on until at least midnight each night.

10. Riverside Arts Center

Those responsible should be highly commended for creating the Riverside Arts Center and for undertaking its currently in-process expansion. This facility should be fully recognized, valued, and marketed as a tremendous asset for Downtown and the whole community. To do so, the following steps should be taken.

- The Riverside Arts Center should be embraced by the entire community. And, it should be enthusiastically embraced and supported by Downtown's art, entertainment, and food community, which should make a concerted effort to hold functions there and, thereby, make the facility a centerpiece of Ypsilanti's cultural integrity.
- The Arts Center should open its arm to and welcome the support and participation of Downtown's art, entertainment, and food community.
- The Arts Center should expand its programming – to include comedy, popular music, movies, etc. – to make it more of a draw.
- The Arts Center should network with other regional theaters in an effort to bring in additional shows, either in previews or post-production.
- An endowment should be created for the Arts Center so that it can become a full-time venue of the highest quality, which has tremendous drawing power. The entire community and beyond should support and contribute to that effort.

Physical Improvements

As was stated earlier, for the next five-years, Downtown's further enhancement effort should be focused on business development and marketing initiatives, rather than on physical improvements. That being said, the following physical improvements should be made to ensure that Downtown is as visually appealing as possible.

1. Public Improvements

While at this point in Downtown's enhancement, business development actions should take priority over public improvements, the following improvements should be made to Downtown's public spaces.

Streetscape – Overtime, streetscape elements should be added to Downtown that soften its appearance and complement its historic character. This should include:

- Replacing “cobra” streetlights with “historic,” pedestrian-scale lights – as is being done by the DDA;
- Placing black, metal, decorative trash receptacles on Downtown's walks;
- Ensuring that Downtown's flower planters are beautifully landscaped and well-maintained at all times possible;
- Adding banners to Downtown's street light poles, which are professionally designed and both convey and reinforce Downtown's image as a fun, funky, historic area; and
- Adding “art racks” – bike racks that also serve as public art – to Downtown.

Maintenance – The following maintenance actions should be taken:

- Damaged or missing sidewalk pavers should be replaced;

- Landscaping should be planted and maintained to the highest levels of quality possible; and
- Damaged curbing and pavers at intersections should be replaced or redesigned and replaced with more appropriate curbing and paving materials – those which have been damaged by truck turn movement.

First Impression – In short, small, appropriate additions and repairs should be made to Downtown's public spaces, which ensure that the area makes a positive first impression on its customers, clients, prospective residents, business prospects, and the high volume of traffic along Michigan Avenue.

2. Buildings

In the past, a façade grant program was offered to stimulate appropriate building improvements in Downtown. By all accounts, that program was very popular and had a great impact on improving Downtown's visual appeal.

Downtown is a historic district, a local Historic District Commission is in place, and that Commission reviews proposed exterior building renovations. These are very valuable tools in protecting Downtown's historic structures. Now, to augment those tools, it is suggested that the façade grant program be reinstated. To do so, funds should be sought from all possible sources, including MSHDA's new funding program aimed at entitlement CDBG cities. *(See the memorandum in the Appendix of this Downtown Blueprint for more information concerning the façade grant program offered through MSHDA.)*

In addition, since Downtown is a historic district, property owners should be strongly encouraged to take advantage of the Historic Tax Credits available for the improvement of historic structures.

Finally, a number of Downtown business owners are currently considering whether or not to purchase the buildings in which they are leasing space. The DDA should encourage and assist, as possible, all Downtown business owners to become owner occupants. This is in Downtown's best interest, since owner occupants tend to take the very best care of their structures.

3. Commuter Rail

The community should continue to support and encourage efforts to create commuter rail service between Detroit and Ann Arbor, with a stop in Ypsilanti. It should be noted that plans must be made to attract future commuters to Downtown Ypsilanti by:

- Creating links between the station and Downtown via walkways, bus service, and directional signage; and
- Marketing Downtown to future commuters.

4. Water Street Project

Implementation of this project should be reinvigorated and accelerated by the City and DDA, working closely with and taking advantage of the expertise available from MSHDA and MEDC. As part of this development project, steps should be taken to:

- Provide viable pedestrian links between the Water Street Project and Downtown; and
- Ensure that the uses allowed in the Water Street development do not adversely impact Downtown's art, entertainment, food, specialty retail, or residential uses – even if this means limiting the types of uses allowed in the new development.

5. "Smith Building"

A recent study was completed to recommend viable uses for this structure or the site on which it is located. This structure might be appropriate for a service business, retail business, or a combination of businesses. However, the building's size might cause its reuse to be challenging. If it is found that this structure cannot be reused and must, instead, be razed, this would be a most appropriate site for:

- A mixed-use structure;
- Placing office/limited retail in the new building's first floor, with offices above that, and housing on the upper floors; and

- Constructing parking, preferably subsurface, to accommodate the building's users.

6. Housing

As was said earlier, there are many more housing units in Downtown today than there were in 1992. And, it appears that Downtown's housing market continues to exhibit strong demand. This should be accommodated through the following.

Loft Apartments – One of the most significant accomplishments in Downtown over the last 16 years is the private development of market-rate loft apartments in the upper floors of historic buildings. This has met with great apparent success, which is stimulating private investors to create even more Downtown housing units. This phenomenon should be widely marketed as a major element of a reinvigorated Downtown Ypsilanti. Doing so will allow Downtown to become a neighborhood once again.

Building Inspections – It is understood that, in the recent past, a high level of cooperation and technical assistance was afforded to developers by the City's building inspection personnel. Now, due to financial constraints, the City has lost its inspection personnel and will be contracting with a private vendor for this service. Despite this transition, it is imperative that a high level of assistance and cooperation continue to be offered by those filling the building inspection role for the City. Not doing so will jeopardize the creation of additional housing units in Downtown.

Home Tours – It is understood that two home tours are held annually in Ypsilanti – one as part of the Heritage Festival and the other being the Meals on Wheels Holiday Home Tour. Care should be taken to continue to include apartments in Downtown and homes in adjacent neighborhoods on these tours. Doing so will attract additional developers of Downtown lofts and additional residents for Downtown and for the historic neighborhoods that surround Downtown.

MSHDA Housing Programs – Now that Ypsilanti is part of the **Cool Cities Blueprints for Michigan's Downtowns** family, the community should take advantage of all MSHDA funding programs for which Ypsilanti qualifies. This includes MSHDA's Rental Rehabilitation Program, which is referenced in the MSHDA Memo in the Appendix of this **Downtown Blueprint**.

Marketing

Along with business development, the marketing of Downtown Ypsilanti should be a major focus of the Downtown enhancement effort over the next five-year period. The Downtown marketing campaign should include the following.

1. Media Relations

Media relations involves developing and working closely with contact persons employed by media outlets – such as newspapers, radio stations, TV stations, magazines, on-line media, etc. The purpose of a Downtown media relations effort is to establish and reinforce a positive image for that Downtown in the minds of the buying public and the investment community (e.g., potential business prospects, real estate developers, and future residents for Downtown).

In order to build upon and grow Downtown's budding image as a fun, funky, edgy, and cool place to shop, eat, enjoy entertainment, and live, media relations is essential and must become an integral part of Downtown Ypsilanti's marketing campaign.

Downtown Ypsilanti's media relations effort should include:

- The DDA continuing to work with area-wide media to get positive stories placed about Downtown's budding image, its offerings, and the successes of its enhancement effort;
- The DDA getting more active and forward in presenting story ideas – and story outlines – to media contacts on a regular and on-going basis;
- The DDA constantly putting out the message that Downtown Ypsilanti is fun, funky, edgy, cool, diverse, and safe;
- The Chamber of Commerce and the CVB putting out this same message in all their marketing materials; and
- The DDA expanding its media reach into the Detroit metro area and northern Ohio.

2. Local Talent

Downtown Ypsilanti is fortunate to have a number of individuals who are very talented in the areas of graphic design and the visual arts. The DDA should approach those individuals and ask that they bring their talents to bear on the Downtown marketing campaign.

3. Web Presence

A number of entities whose work impacts Downtown now have Web sites, including the DDA, DAY, Chamber of Commerce, CVB, Shop Ypsi, and City of Ypsilanti. The individuals in charge of content on those sites should come together to discuss and accomplish the following:

*Creating a strong, alluring, on-line statement for Downtown –
one that piques the interest of
consumers, visitors, and investors –
making them want to come to Downtown Ypsilanti.*

Such an on-line statement is now lacking and is very much needed to get the word out about Downtown's budding image and all that Downtown has to offer.

In addition, the Web sites of the Chamber, CVB, Shop Ypsi, and City government should each have a distinct Downtown page – where potential consumers, visitors, and investors can go to learn about Downtown's offerings and be enticed to come to Downtown Ypsilanti.

Finally, all the Web sites that feature or pertain to Downtown should be linked for easy use.

4. Eagle Discount Card Program

Businesses participating in this program offer discounts to EMU students, employees, participating alumni, and retirees – as well as to Ypsilanti Area Chamber of Commerce members – as a means of developing greater customer patronage and loyalty. This is an excellent idea that should be grown by making a concerted effort to increase the number of participating Downtown businesses.

5. Lure Brochure

Currently, a relatively old brochure exists for Downtown that lists "Places of Interest" and shows the location of public parking. A new brochure is needed for Downtown that:

- Is professionally designed and of high graphic quality;
- Conveys Downtown's image as a fun, funky, edgy, and cool place to shop, eat, be entertained, and live;
- Lists all of Downtown's impulse-oriented businesses;
- Is widely distributed area-wide at all places that area residents and visitors tend to frequent in large numbers (restaurants, grocery stores, gas stations, national chain stores, lodging facilities, highway information centers, information racks at the Chamber and CVB, etc.); and
- Is put on-line.

The DDA, DAY, Chamber, and CVB should work together and cooperatively to create and distribute the Downtown lure brochure.

6. Customer Referral

Businesses in Downtown Ypsilanti should make it a habit to refer customers to each other. And, to create a link between Downtown and Depot Town, businesses located in these two areas should refer customers to each other as well.

7. Heritage Tourism

The National Trust for Historic Preservation defines cultural heritage tourism as "traveling to experience the places, artifacts and activities that authentically represent the stories and people of the past and present." With its history, historic architecture, museums, and historic district status, Downtown Ypsilanti is a prime candidate for developing and attracting heritage cultural tourists. And, heritage tourism is a highly desirable segment of the hospitality industry, since heritage tourists tend to stay longer and spend more than other tourist types. Therefore, the DDA should work with the CVB to grow this visitor base for Downtown.

8. Special Events

Currently, a wide variety of special events are held in Riverside Park. And, a number of special events are held specifically in the **Downtown Blueprint** project area. These include the Downtown Halloween Festival, Ypsilanti Pride Day, and the Crossroads Music Festival. Several parades also pass through Downtown annually, including the Fourth of July Parade, the Homecoming Parade, and the Heritage Festival Parade.

These events appear to be appreciated by the community. Therefore, they should continue to be held each year, with the goal of increasing the number of event-goers each attracts annually.

In addition, consideration should be given to creating one, "signature" Downtown special event that is held annually, draws huge numbers of event-goers, reinforces Downtown's budding image (fun, funky, edgy, cool), and for which Downtown becomes known far and wide. Potentially, this event could be created as part of the Crossroads Music festival – possibly as a kick-off or as the culmination of this festival, which is held every Friday during the summer.

9. Wayfinding

A professionally designed, eye-catching, and creative system of signs is needed to help motorists find their way to Ypsilanti and all of its major attractions – including Downtown. Ideally, this wayfinding system would be created through the joint efforts of the City government, EMU, and Downtown.

In terms of the Downtown portion, the wayfinding system should include:

- Directional signs to Downtown;
- "Welcome to Historic Downtown Ypsilanti" signs at the major entrances to Downtown;
- Directional signs to Downtown's anchors (Riverside Arts Center, library, City Hall, etc.);

HyettPalma

Cool Cities Blueprints for Michigan's Downtowns

- Directional signs to Downtown's public parking lots/ramps; and
- Signs that clearly mark public parking facilities as being for public use.

HyettPalma

Cool Cities Blueprints for Michigan's Downtowns

Partnership for Success

VII. PARTNERSHIP FOR SUCCESS

The most successful Downtown enhancement efforts nationwide are those implemented by a partnership of the public, business, non-profit, and residential sectors. For Downtown Ypsilanti to reach its full potential, Downtown's key leaders and constituents from those sectors **must** continue to:

- Plan together and implement together – in partnership;
- Embrace a shared direction and a unified voice;
- Provide the strong and persistent leadership needed for implementation to occur; and
- Take effective and quality **action** – and stimulate others to take such action – that is in the best interest of Downtown as a whole.

This is essential for Downtown success. The following actions are recommended to allow this to occur for Downtown Ypsilanti.

Lead Role

The Ypsilanti DDA should continue to play the lead role in moving Downtown forward to attain the community's vision for Downtown and to capture the market opportunities revealed in the Downtown market analysis. In doing so, the DDA must focus its efforts primarily on implementing the business development and marketing recommendations contained in this ***Downtown Blueprint***.

The DDA Board must continue to be an active and effective force in bringing about positive Downtown change. And, the DDA Board must also work toward fostering greater communication and cooperation among the entities involved in Downtown's enhancement. To do this, it is suggested that – as seats become vacant on the DDA Board – the following occur:

- Steps continue to be taken to ensure that new, young, entrepreneurial Downtown business owners are placed on the DDA Board to serve alongside longer-term, entrepreneurial Downtown business owners;

Cool Cities Blueprints for Michigan's Downtowns

- The Director of the Chamber of Commerce should be named to the DDA Board; and
- A representative of DAY should continue to be on the DDA Board.

Partnership

The need and desire for greater communication, cooperation, and coordination among those involved in Downtown's enhancement was a recurring theme raised throughout the meetings held to define this ***Downtown Blueprint***. Therefore, to address this issue, it suggested that an Ypsilanti Downtown Partnership be formed. This should not be a separately incorporated organization, but a consortium of the groups already in place whose work impacts Downtown. Specifically, at a minimum, the Ypsilanti Downtown Partnership should be comprised of:

- The Board Chair and Director of the Ypsilanti DDA;
- The Board President of DAY;
- The Director of the Ypsilanti Area Chamber of Commerce;
- The Director of the Ypsilanti Area Convention & Visitors Bureau;
- The head of EMU's Marketing Department;
- The Ypsilanti City Manager; and
- The Presidents of the neighborhood associations adjacent to Downtown.

The purpose of the Downtown Partnership should be to:

- Make sure that word is getting out about changes which are occurring or are planned in Downtown;
- Coordinate the work of the groups involved in the Partnership, to ensure that their resources are being leveraged;

Cool Cities Blueprints for Michigan's Downtowns

- Have the involved groups work jointly on relevant initiatives – such as creating a Downtown lure brochure;
- Define roles and responsibilities among the involved groups for implementing the ***Downtown Blueprint***;
- Ensure that the ***Downtown Blueprint*** is being implemented in a timely and quality manner;
- Hold each other accountable for implementing the assumed responsibilities; and
- Address any issues that arise that might hinder, impede, or jeopardize implementation of the ***Downtown Blueprint***.

To accomplish the above, the Downtown Partnership should meet on a quarterly basis.

Staffing

The DDA Director should continue to take the lead role in staffing the Downtown enhancement effort. However, to do so effectively, the DDA Director will continue to need the assistance and cooperation of:

- The Chamber of Commerce Director;
- The CVB Director;
- The Ypsilanti City government;
- EMU;
- MSU; and
- Downtown's business owners, property owners, and developers.

Funding

The DDA has limited resources with which to implement this ***Downtown Blueprint***. Therefore, to make the best use of these limited resources it will be important to:

- Ensure that the DDA budget reflects the priorities and actions recommended in this ***Downtown Blueprint***;
- Not siphon limited dollars away from the DDA by having it assume roles and responsibilities not recommended in this ***Downtown Blueprint***; and
- Take advantage of all MSHDA and MEDC funding programs and technical assistance for which Downtown Ypsilanti is eligible.

In addition, if it is found that additional funds are needed to implement the ***Downtown Blueprint*** recommendations, the following funding sources should be considered:

- State, Township, and County governments;
- City government;
- Federal programs;
- Non-profit groups;
- Industry, corporations, and major employers;
- Business owners, commercial property owners, and real estate developers;
- Banks, utilities, and other institutions;
- Area foundations;
- Service clubs; and

- Any individual, entity, or institution that stands to benefit from an enhanced Downtown Ypsilanti.

Benchmarks

The DDA should collect the following benchmarks annually, as is required by MSHDA of communities participating in the ***Downtown Blueprints*** program:

- Total taxable value of property in Downtown;
- Number of new jobs created;
- Dollar amount of new private investment;
- Public improvements and their costs;
- Economic development tools utilized;
- List of business openings;
- List of business closings;
- Total number of businesses in Downtown;
- Total number of housing units;
- Occupied retail space (sq. ft.);
- Vacant retail space (sq. ft.);
- Occupied office space (sq. ft.);
- Vacant office space (sq. ft.);
- Occupied residential space (sq. ft.); and
- Vacant residential space (sq. ft.).

Adopt

It is strongly recommended that the Ypsilanti DDA adopt this ***Downtown Blueprint*** as its official guide for the future enhancement of Downtown. The recommended Downtown Partnership should do the same. And, it is strongly hoped that the Ypsilanti City Council will adopt this ***Downtown Blueprint*** as the Downtown element of its comprehensive plan.

HyettPalma

Cool Cities Blueprints for Michigan's Downtowns

Implementation Sequence

VIII. IMPLEMENTATION SEQUENCE

This document contains numerous actions recommended for revitalizing Downtown Ypsilanti over the next five years. This chapter shows the recommended actions that should be carried out during the **first year** of the enhancement effort.

Toward the end of each year, the implementation sequence should be updated. And, within four to five years, consideration should be given to updating the entire ***Ypsilanti Downtown Blueprint 2008***, depending on the level of program accomplishments realized.

Year-1 Implementation Sequence Ypsilanti Downtown Blueprint 2008

Partnership and Management Actions

1. Formal adoption of the ***Downtown Blueprint*** by the City of Ypsilanti as the Downtown element of the City's comprehensive plan.
2. Formal adoption by the DDA of the ***Downtown Blueprint*** as the official guide for the further enhancement of Downtown.
3. DDA continues to take the lead role in implementation, as per recommendations of the ***Downtown Blueprint***.
4. Form and operate Downtown Partnership.
5. Continue utilizing DDA Director for staff support, with assistance from others as noted in the ***Downtown Blueprint***.
6. Seek additional funding as needed, as per recommendations of the ***Downtown Blueprint***.
7. Document results through benchmarking.

NOTE: The following actions should be undertaken consistent with the recommendations of the ***Downtown Blueprint***.

Public Safety Actions

1. Continue community based policing efforts in Downtown.
2. Work with Detroit Edison to replace burned out light bulbs in a timely manner.
3. Work with area-wide media to get word out about Downtown public safety.

Traffic & Parking Actions

1. Work with MDOT to re-institute left turns on Michigan Avenue ASAP.
2. Retain a parking professional to address Downtown parking concerns, as per recommendations of the ***Downtown Blueprint***.
3. Implement parking improvements recommended by parking professional ASAP.
4. DDA assumes management of Downtown parking ASAP.

Year-1 Implementation Sequence Ypsilanti Downtown Blueprint 2008 (continued)

Business Development Actions

1. DDA Director assumes lead role in business retention, expansion, and recruitment.
2. Continue to conduct one-on-one business retention efforts with existing businesses.
3. Seek new businesses through internal recruitment and external recruitment from Top List.
4. Encourage more evening hours of operation by businesses and work with area-wide media to promote the fact that many Downtown businesses operate during evening hours.
5. Encourage the maximum amount of outdoor restaurant seating.
6. Work with and assist SPARK in every possible way needed to open and operate Downtown incubator.
7. Work with EMU to plan Downtown/EMU connector.
8. Work with Downtown businesses to enhance business operations, as per recommendations of ***Downtown Blueprint***.
9. Work with Riverside Arts Center to complete expansion and expand offerings.

Physical Improvements Actions

1. Maintain Downtown's streetscape.
2. Re-institute Downtown façade grant program ASAP.
3. Encourage more Downtown loft housing development and seek assistance from MSHDA if available.

Marketing Actions

1. Implement media relations recommendations of the ***Downtown Blueprint***.
2. Recruit local graphic design and visual arts talent to assist with marketing efforts of Downtown.
3. Enhance Downtown Web presence, as per recommendations of the ***Downtown Blueprint***.
4. Implement and grow Eagle Discount Card program.
5. As funds permit, create a new Downtown lure brochure.
6. Design and implement wayfinding system ASAP.

HyettPalma

Cool Cities Blueprints for Michigan's Downtowns

Appendix



STATE OF MICHIGAN

JENNIFER M. GRANHOLM
GOVERNOR

MICHIGAN STATE HOUSING DEVELOPMENT AUTHORITY

LANSING

MICHAEL R. DeVOS
EXECUTIVE DIRECTOR

MEMORANDUM

DATE: March 3, 2008

TO: City of Ypsilanti
City of Ypsilanti, Downtown Development Authority

FROM: Kent W. Kukuk
Community Specialist, Community Assistance Team
Michigan State Housing Development

SUBJECT: City of Ypsilanti - Blueprint Implementation Strategy
HyettPalma Site Visit, February 25 – 29, 2008

As part of Michigan State Housing Development Authority's (MSHDA) commitment to the Blueprint process, this memorandum shall serve as formal written recommendations for MSHDA assisted implementation of HyettPalma's Blueprint for the City of Ypsilanti.

The Community Assistance Team (CATeam) and Office of Community Development (OCD) have a variety of funding and technical assistance resources available for use by the City of Ypsilanti and non-profit organizations with housing experience to address affordable housing and revitalization needs in the downtown. Following are brief descriptions of programs the City of Ypsilanti should consider as a follow through for the Blueprint Implementation Strategy.

Community Assistance Team (CATeam) Resources

Technical Assistance from the CATEam is available to assist the City of Ypsilanti with the following programs and incentives:

Community Development Block Grants (CDBG)-Being an Entitlement City, Ypsilanti receives CDBG funding through Washtenaw County and would not qualify for State of Michigan administered CDBG CATEam programs.

However, grants are available through the CATEam Entitlement City Downtown Improvement Initiatives Program. This program is designed to assist communities in two areas; Downtown Façade Improvement and Signature Building Acquisition. These programs are intended to stimulate private investment in a downtown district with blight removal, building/housing renovations and job creation.

- **Facade Improvement Initiative:** To make physical improvements to building facades within a traditional downtown district.



735 EAST MICHIGAN AVENUE • P.O. BOX 30044 • LANSING, MICHIGAN 48909
www.michigan.gov/mshda • (517) 373-8370 • FAX (517) 335-4797 • TTY (800) 382-4568



- Signature Building Initiative: To assist in the acquisition of vacant or underutilized traditional downtown signature buildings for rehabilitation purposes.

Tax Increment Finance (TIF) Authority Financing-The CATeam is available to answer specific questions on the uses of Downtown Development Authority (DDA) revenues. Projects and programs funded by TIF revenues can be developed to support the downtown development efforts within the downtown business development district. Specifically, the TIF revenues could be used for projects and programs such as street lighting, streetscape, infrastructure improvements as well as other public capital projects included in the DDA TIF work plan.

Brownfield Redevelopment-The Michigan Brownfield Redevelopment program has been a vital component in the state's economic development efforts to reuse Brownfield sites in the revitalization of Michigan's downtowns. The Brownfield Redevelopment Program is a resource that allows communities to use Tax Increment Financing (TIF) to clean brownfield sites. This program also administers the Michigan Business Tax (MBT) Credit Incentives. The goal of these programs is to assist in making the proposed project economically feasible by providing incentives to overcome additional and extraordinary project expenses caused by the existing brownfield conditions. If you feel a project may qualify for this program, the CATeam is available to provide assistance and information on how to use these tools in your downtown revitalization efforts.

Office of Community Development (OCD) Resources

Ypsilanti has made commendable strides with owner/investors utilizing first-floor retail space in the downtown storefronts. Continued use of solid zoning practices, firm code enforcement and continued/expanded marketing of the community and downtown will keep growth manageable and positive. MSHDA OCD resources could be used to help accelerate the pace of second-story development in the downtown and ensure that a solid mix of affordable and market rate housing exists as an integral piece of the community.

Rental Rehabilitation in a Downtown Area – MSHDA's Rental Rehabilitation Program, which could focus resources on the City's downtown, upper-story levels of existing buildings to increase the number of residents, would be most applicable for Ypsilanti to consider pursuing.

The rental rehabilitation component is designed to help a local unit of government provide funding assistance to improve the number or income producing, investor-owned properties in a downtown area. Investor/owners are required to contribute a minimum of 25% of the total project cost for each rental unit being rehabilitated. In a Blueprint community such as Ypsilanti, OCD could provide up to \$25,000 in hard rehabilitation costs and up to \$10,000 for lead-based paint related costs for each rental unit. Rents are then controlled for 51 percent of the units and must remain affordable for a period of five years. The balance of units, the other 49%, can be rented at market rates.

The OCD funds utilized in each project are held as a lien against the property during the 5-year affordability period. While the local unit of government would have some flexibility on how the lien is structured, generally the MSHDA lien is forgiven at the end of the affordability period. All properties must be rehabilitated to a minimum of Housing Quality Standards and local codes. Tenant incomes must be certified annually.

In addition to MSHDA's HRF funds, the City of Ypsilanti could also encourage downtown business owners to utilize the Property Improvement Program (PIP). The PIP loan can be used to finance renovations to both owner occupied and investor owned residential properties. Depending on the borrower's income, type of property, loan amount and other factors, the PIP loan carries an interest rate of between 4 and 8 percent and can be repaid over as much as 20 years. The PIP loan can be used to account for the owner/investor match of 25% that is required in the Rental Rehabilitation program.

Other OCD programs the City of Ypsilanti could eventually utilize to support the neighborhoods surrounding the downtown include:

Homebuyer Assistance - The homebuyer assistance component is designed to expand the homeownership opportunities for low to moderate-income homebuyers through acquisition, rehabilitation or new construction of single-family units. All homebuyers are required to receive pre-purchase homeownership counseling. Resale/recapture provisions are required to ensure long-term affordability of assisted units and are enforced through a lien on the property. The term of the lien is dependent upon the amount of funds invested as a homebuyer subsidy. Two basic models of homebuyer assistance are listed below.

Acquisition/Development/Resale (ADR) This model is designed to help a community or nonprofit organization acquire vacant land or problem properties, build new units or thoroughly rehabilitate existing units, and resell the property to an income eligible buyer. This model combines acquisition, rehabilitation, and development subsidy, but permits both new construction and substantial rehabilitation, to the extent reasonable and prudent for a target area. Generally ADR is used to help revitalize neighborhoods by rehabbing units that are in disrepair, or to add high-quality new construction units to a neighborhood once a sufficient market demand has been established.

Homebuyer Purchase/Rehab (HPR) This model provides assistance for income eligible homebuyers to obtain financing to purchase a home and provide needed moderate rehabilitation. It combines down payment assistance and rehabilitation activities while assuring financing which is affordable to the buyer.

Neighborhood Preservation - The neighborhood preservation component is designed to assist local efforts to comprehensively address neighborhood revitalization in geographically defined target areas. It is designed to maximize community impact and reverse patterns of disinvestment by funding neighborhood improvement activities in support of affordable housing within a targeted residential area. Revitalization may occur through the use of public facilities improvement, neighborhood beautification, demolition, and/or neighborhood marketing and education. Neighborhood preservation is normally funded along with other housing components targeted at the same neighborhood.

Other Agency Programs and Funding

Historic Preservation-The State Historic Preservation Office (SHPO) has resources that may be available to assist property owners within the City of Ypsilanti in preserving existing historic structures. SHPO could assist in the identification of historic resources in the

community and information on tax credit programs available. In addition, SHPO would also be able to provide advice on the historic nature of downtown buildings that make up the uniqueness of Ypsilanti and provide guidance on overall preservation to keep this a strong visible asset in the community. The CATeam regularly works with SHPO and would be available to assist the City of Ypsilanti with these endeavors.

Additional Agency Programs- Other grant funding sources are also available through other state agencies including the History, Arts and Libraries (HAL), and the Michigan Department of Transportation (MDOT). In the event the City of Ypsilanti wishes to obtain more information or pursue one of these agency's programs, the CATeam is available to assist the City in locating any of these resources to support efforts related to the enhancement of the downtown area.

For further information on any MSHDA CATeam or OCD programs, please feel free to contact me. I would be happy to answer any questions regarding CATeam programs or assist you in contacting the MSHDA OCD Community Development Specialist for further information.

Kent W. Kukuk
Community Assistance Team (CATeam)
Michigan State Housing Development Authority
735 E. Michigan Ave
Lansing, MI 30044
(313) 456-3307
kukukk@michigan.gov

HyettPalma

Making Downtown Renaissance a Reality

THE RETAIL REPORT®

**Downtown Ypsilanti
Primary Retail Trade Area**

THE RETAIL REPORT®

THE RETAIL REPORT, presented within this document, was specifically prepared for Downtown Ypsilanti, Michigan. This document presents information concerning the characteristics of the Downtown Ypsilanti primary retail trade. The report was prepared in 2008 by HyettPalma, Inc.

THE RETAIL REPORT presents:

- The current demographic and socio-economic characteristics of customers in the Downtown Ypsilanti primary retail trade area;
- A five year projection of changing demographic and socio-economic conditions in the Downtown Ypsilanti primary retail trade area;
- A projection of the number of retail dollars that residents in the Downtown Ypsilanti primary retail trade area spend on retail goods; and
- A projection of the total retail spending potential for 24 classes of retail goods sought by customers in the Downtown Ypsilanti primary retail trade area.

TABLE OF CONTENTS

Demographic and Socio-Economic Characteristics
of Residents in Trade Area and Five-Year
Projection of Changes 1

Total Retail Product Demand by Residents in Trade Area,
By Income Group 3

Total Retail Product Demand by Residents in Trade Area,
By Product Type 5

Dollar Demand for Food Products 7

Dollar Demand for Home Products 13

Dollar Demand for Apparel Products 22

Dollar Demand for Personal Care
and Entertainment Products 32

The Retail Report User Guide 43

HyettPalma

Making Downtown Renaissance a Reality

DEMOGRAPHIC AND SOCIO-ECONOMIC CHARACTERISTICS



Demographic and Income Profile

Downtown Ypsilanti, MI

Ypsilanti, MI Doyle 1

Study Area: Custom Shapes

Summary	2000	2007	2012
Population	135,193	152,822	159,336
Households	54,360	61,408	64,308
Families	31,858	35,124	35,668
Average Household Size	2.40	2.41	2.40
Owner Occupied HUs	31,849	37,742	39,628
Renter Occupied HUs	22,511	23,666	24,680
Median Age	30.6	32.4	33.1

Trends: 2007-2012 Annual Rate	Area	State	National
Population	0.84%	0.44%	1.30%
Households	0.93%	0.58%	1.33%
Families	0.31%	0.14%	1.08%
Owner HHS	0.98%	0.56%	1.41%
Median Household Income	3%	2.86%	3.32%

Households by Income	2000		2007		2012	
	Number	Percent	Number	Percent	Number	Percent
< \$15,000	7,531	13.8%	6,349	10.3%	5,792	9.0%
\$15,000 - \$24,999	5,792	10.6%	5,315	8.7%	4,807	7.5%
\$25,000 - \$34,999	6,730	12.3%	5,693	9.3%	4,807	7.5%
\$35,000 - \$49,999	8,972	16.4%	8,769	14.3%	7,851	12.2%
\$50,000 - \$74,999	10,691	19.6%	11,389	18.5%	11,528	17.9%
\$75,000 - \$99,999	6,720	12.3%	8,581	14.0%	8,499	13.2%
\$100,000 - \$149,999	5,634	10.3%	9,019	14.7%	11,009	17.1%
\$150,000 - \$199,000	1,404	2.6%	3,497	5.7%	4,449	6.9%
\$200,000+	1,074	2.0%	2,796	4.6%	5,567	8.7%
Median Household Income	\$46,862		\$58,882		\$68,259	
Average Household Income	\$59,776		\$78,463		\$96,486	
Per Capita Income	\$24,463		\$31,930		\$39,376	

Population by Age	2000		2007		2012	
	Number	Percent	Number	Percent	Number	Percent
0 - 4	10,173	7.5%	11,502	7.5%	11,958	7.5%
5 - 9	9,533	7.1%	10,823	7.1%	10,356	6.5%
10 - 14	8,257	6.1%	10,194	6.7%	10,562	6.6%
15 - 19	10,164	7.5%	10,405	6.8%	11,315	7.1%
20 - 24	14,960	11.1%	13,846	9.1%	15,972	10.0%
25 - 34	25,262	18.7%	26,015	17.0%	24,154	15.2%
35 - 44	20,962	15.5%	24,193	15.8%	24,481	15.4%
45 - 54	17,081	12.6%	20,108	13.2%	21,113	13.3%
55 - 64	9,023	6.7%	14,557	9.5%	16,478	10.3%
65 - 74	5,375	4.0%	5,935	3.9%	7,464	4.7%
75 - 84	3,379	2.5%	3,788	2.5%	3,752	2.4%
85+	1,022	0.8%	1,454	1.0%	1,728	1.1%

Race and Ethnicity	2000		2007		2012	
	Number	Percent	Number	Percent	Number	Percent
White Alone	94,499	69.9%	100,036	65.5%	98,535	61.8%
Black Alone	28,666	21.2%	35,208	23.0%	39,184	24.6%
American Indian Alone	644	0.5%	765	0.5%	780	0.5%
Asian Alone	5,774	4.3%	9,567	6.3%	12,618	7.9%
Pacific Islander Alone	51	0.0%	74	0.0%	92	0.1%
Some Other Race Alone	1,593	1.2%	2,086	1.4%	2,413	1.5%
Two or More Races	3,966	2.9%	5,085	3.3%	5,714	3.6%
Hispanic Origin (Any Race)	3,833	2.8%	5,280	3.5%	6,210	3.9%

Data Note: Income is expressed in current dollars.

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI forecasts for 2007 and 2012.



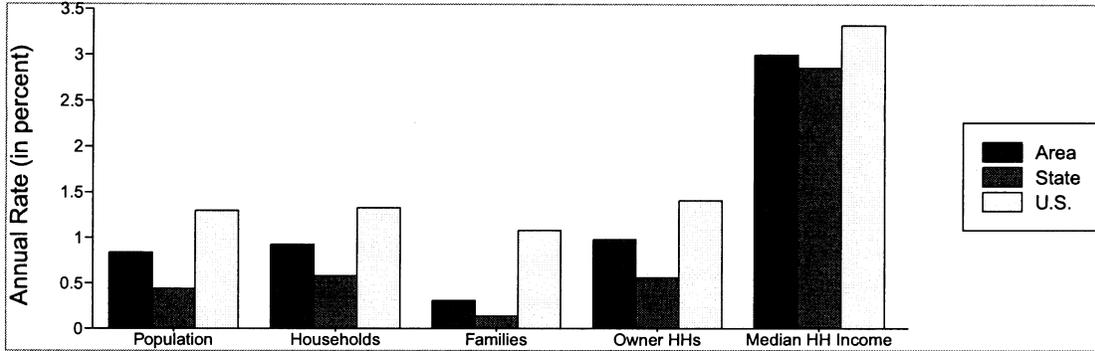
Demographic and Income Profile

Downtown Ypsilanti, MI

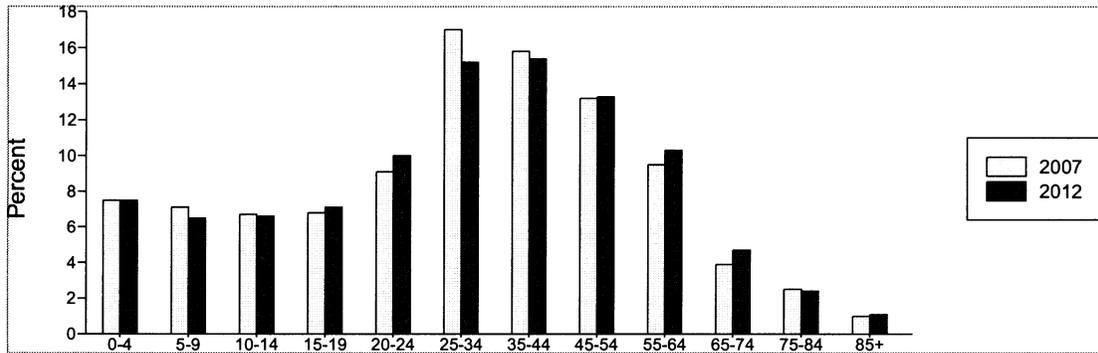
Ypsilanti, MI Doyle 1

Study Area: Custom Shapes

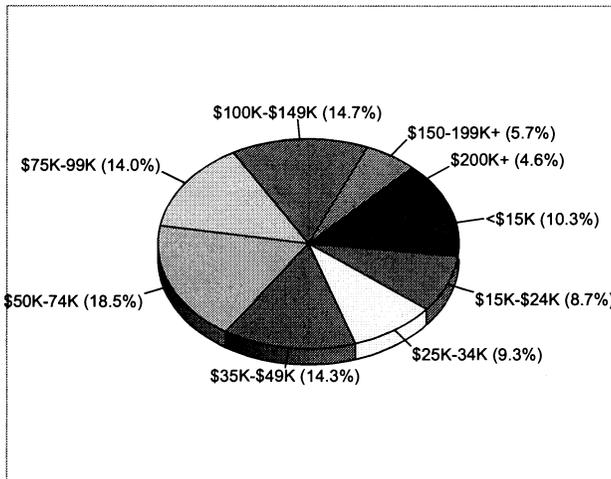
Trends 2007-2012



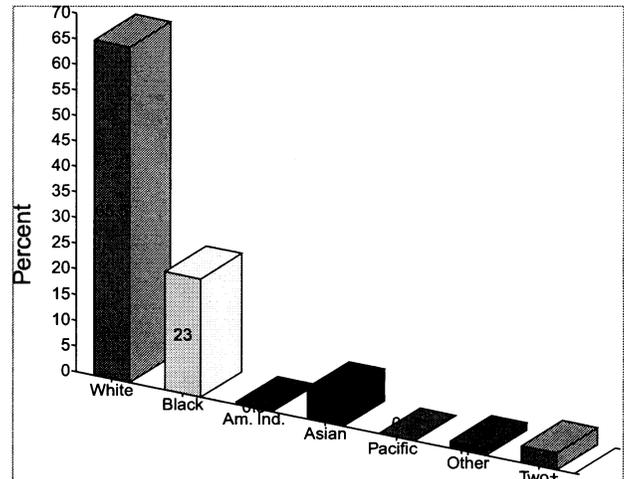
Population by Age



2007 Household Income



2007 Population by Race



2007 Percent Hispanic Origin: 3.5%

HyettPalma

Making Downtown Renaissance a Reality

PRODUCT DEMAND BY INCOME GROUP



Making Downtown Renaissance a Reality

**DOWNTOWN YPSILANTI'S RETAIL TRADE AREA
COMPUTATION OF TOTAL RETAIL PRODUCT DEMAND
BY INCOME GROUP**

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	6,349	8,205	52,093,545
\$15000-24999	5,315	10,028	53,298,820
\$25000-34999	5,693	12,168	69,272,424
\$35000-49999	8,769	14,042	123,134,298
> \$50000	35,282	24,818	875,628,676
TOTAL DEMAND FOR PRODUCT			= \$1,173,427,763

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Food at home, food away from home, alcoholic beverages, household textiles, furniture, floor coverings, major appliances, small appliances and miscellaneous housewares, miscellaneous household equipment, men's apparel, women's apparel, boy's apparel, girl's apparel, children's apparel, shoes, other apparel products and services, prescription drugs and medical supplies, entertainment fees and admissions, televisions, radios, sound equipment, toys, playground equipment, entertainment equipment, personal care products and services, reading products, tobacco products and smoking supplies.

HyettPalma

Making Downtown Renaissance a Reality

PRODUCT DEMAND BY PRODUCT TYPE

**DOWNTOWN YPSILANTI'S RETAIL TRADE AREA
COMPUTATION OF TOTAL RETAIL PRODUCT DEMAND
BY PRODUCT TYPE**

PRODUCT	DEMAND
Food At Home	294,811,751
Food Away From Home	198,727,890
Alcoholic Beverages	35,266,353
Household Textiles	11,483,612
Furniture	39,575,148
Floor Coverings	5,224,120
Major Appliances	19,312,591
Small Appliances & Miscellaneous Housewares	10,292,467
Miscellaneous Household Equipment	68,483,501
Men's Apparel -- 16 and Over	31,107,465
Boy's Apparel -- 2 to 15	10,142,855
Women's Apparel -- 16 and Over	51,920,855
Girl's Apparel -- 2 to 15	10,227,090
Children's Apparel -- Under 2	8,390,310
Footwear	23,358,075
Other Apparel Services & Products	29,389,305
Prescription Drugs & Medical Supplies	41,633,375
Entertainment Fees & Admissions	53,472,215
Audio & Visual Equipment	67,103,750
Pets, Toys & Playground Equipment	34,426,615
Other Entertainment Supplies & Services	53,874,860
Personal Care Products & Services	44,477,340
Reading	10,439,870
Tobacco Products & Smoking Supplies	20,286,350
TOTAL DEMAND BY PRODUCT TYPE	= \$1,173,427,763

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

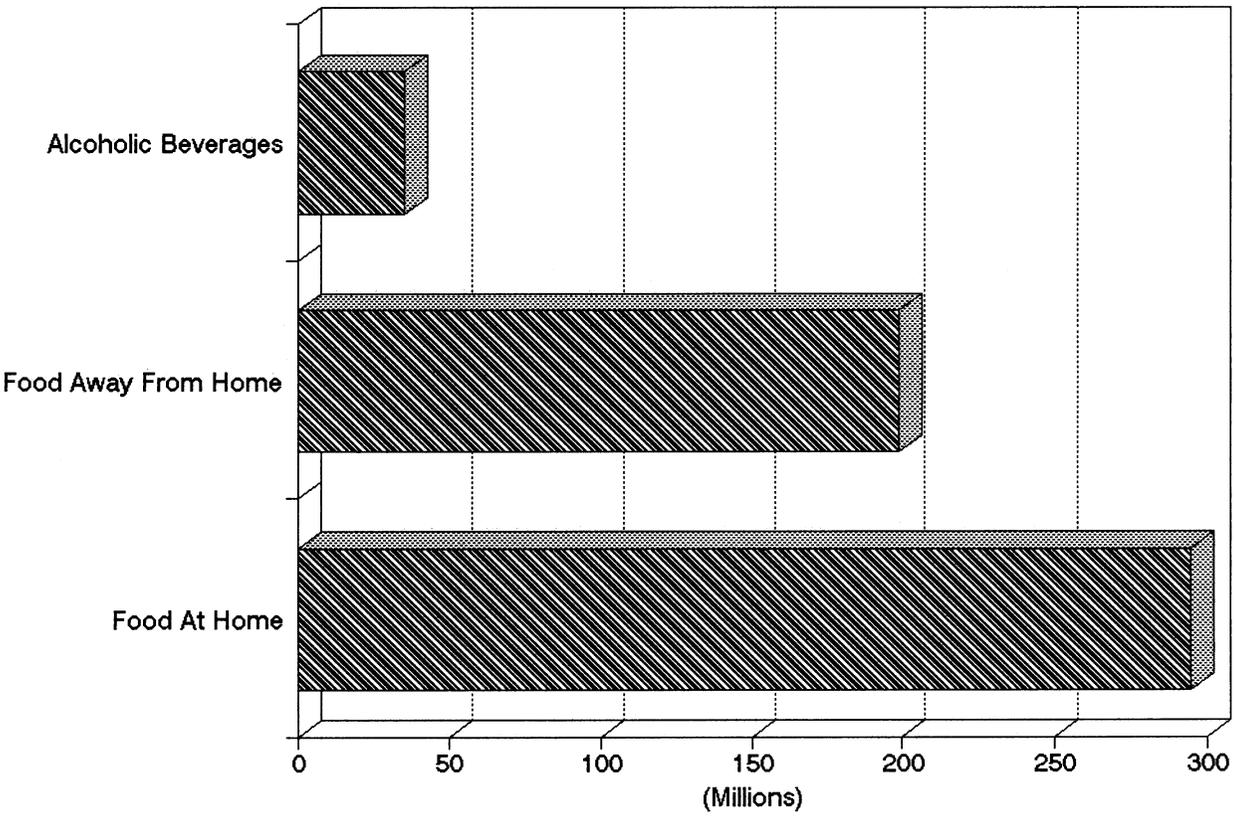
HyettPalma

Making Downtown Renaissance a Reality

DEMAND FOR FOOD PRODUCTS

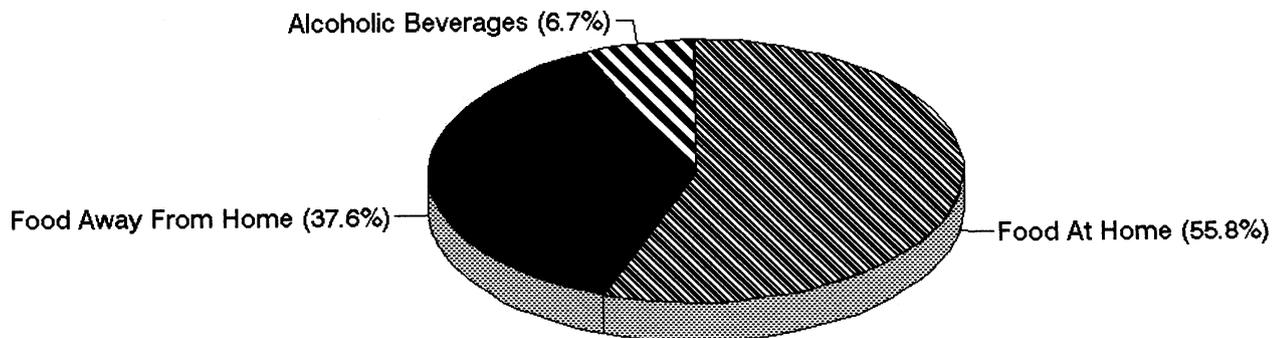
FOOD PRODUCTS

\$ DEMAND BY PRODUCT TYPE



FOOD PRODUCTS

% DEMAND FOR EACH DOLLAR



**DOWNTOWN YPSILANTI'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: FOOD AT HOME

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	6,349	2,760	17,523,240
\$15000-24999	5,315	3,155	16,768,825
\$25000-34999	5,693	3,312	18,855,216
\$35000-49999	8,769	3,760	32,971,440
> \$50000	35,282	5,915	208,693,030
TOTAL DEMAND FOR PRODUCT =			\$294,811,751

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Food at grocery stores or other food stores.



Making Downtown Renaissance a Reality

**DOWNTOWN YPSILANTI'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: FOOD AWAY FROM HOME

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	6,349	1,284	8,152,116
\$15000-24999	5,315	1,498	7,961,870
\$25000-34999	5,693	1,926	10,964,718
\$35000-49999	8,769	2,354	20,642,226
> \$50000	35,282	4,280	151,006,960
TOTAL DEMAND FOR PRODUCT =			\$198,727,890

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All food at restaurants, carryouts and vending machines.



Making Downtown Renaissance a Reality

**DOWNTOWN YPSILANTI'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: ALCOHOLIC BEVERAGES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	6,349	192	1,219,008
\$15000-24999	5,315	224	1,190,560
\$25000-34999	5,693	360	2,049,480
\$35000-49999	8,769	395	3,463,755
> \$50000	35,282	775	27,343,550
TOTAL DEMAND FOR PRODUCT =			\$35,266,353

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All alcoholic beverages.

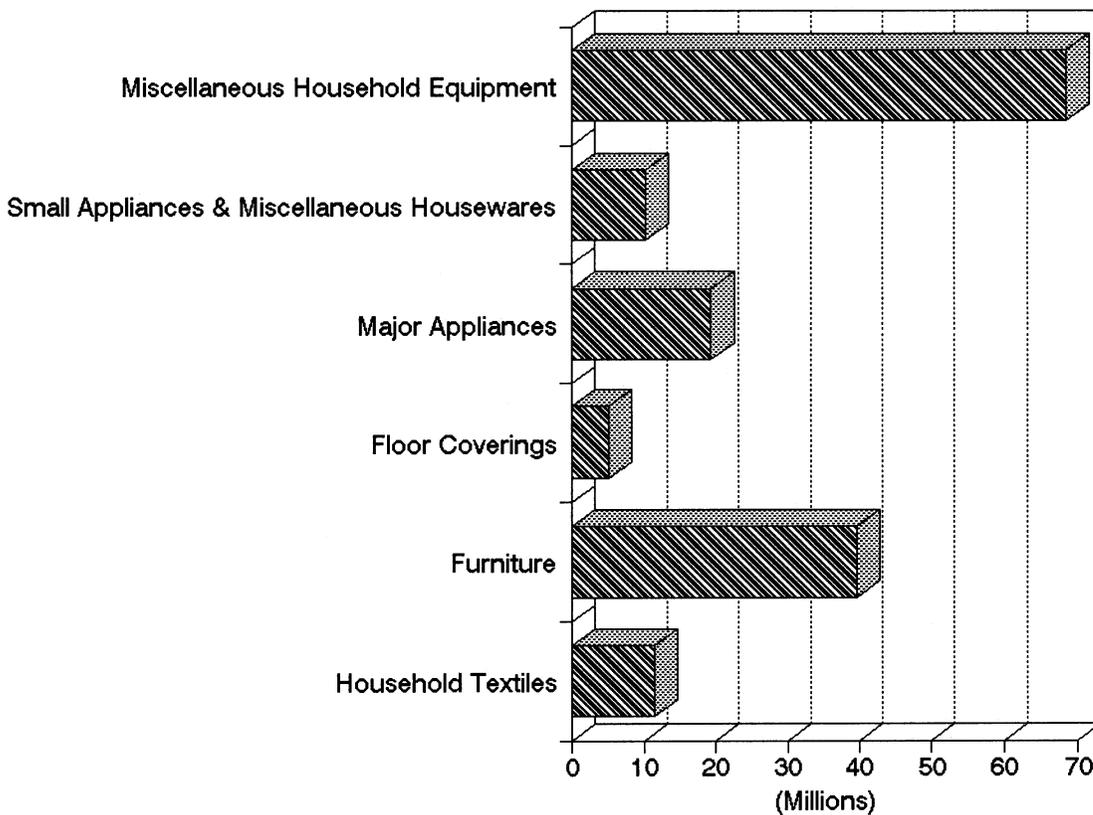
HyettPalma

Making Downtown Renaissance a Reality

DEMAND FOR HOME PRODUCTS

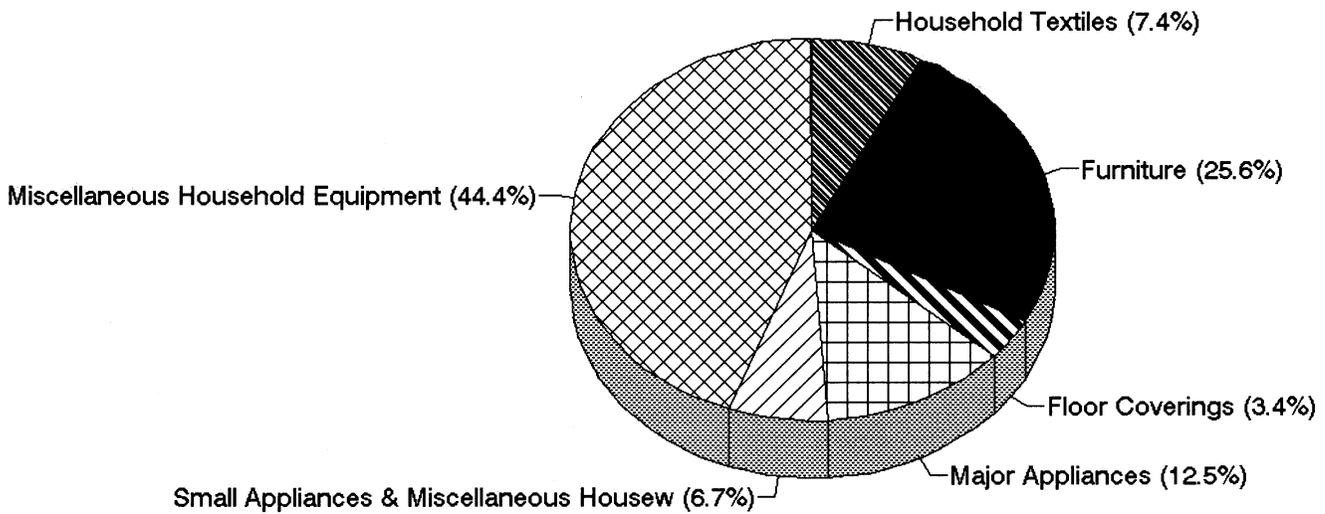
HOME PRODUCTS

\$ DEMAND BY PRODUCT TYPE



HOME PRODUCTS

% DEMAND FOR EACH DOLLAR





Making Downtown Renaissance a Reality

**DOWNTOWN YPSILANTI'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: HOUSEHOLD TEXTILES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	6,349	50	317,450
\$15000-24999	5,315	111	589,965
\$25000-34999	5,693	138	785,634
\$35000-49999	8,769	175	1,534,575
> \$50000	35,282	234	8,255,988
TOTAL DEMAND FOR PRODUCT =			\$11,483,612

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Bathroom, bedroom, kitchen, dining room, and other linens, curtains and drapes, slipcovers, pillows and sewing materials.



Making Downtown Renaissance a Reality

**DOWNTOWN YPSILANTI'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: FURNITURE

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	6,349	155	984,095
\$15000-24999	5,315	241	1,280,915
\$25000-34999	5,693	321	1,827,453
\$35000-49999	8,769	385	3,376,065
> \$50000	35,282	910	32,106,620
TOTAL DEMAND FOR PRODUCT =			\$39,575,148

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All indoor and outdoor furniture.



Making Downtown Renaissance a Reality

**DOWNTOWN YPSILANTI'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: FLOOR COVERINGS

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	6,349	21	133,329
\$15000-24999	5,315	30	159,450
\$25000-34999	5,693	33	187,869
\$35000-49999	8,769	38	333,222
> \$50000	35,282	125	4,410,250

TOTAL DEMAND FOR PRODUCT = \$5,224,120

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Carpet, rugs and other soft floor coverings.



Making Downtown Renaissance a Reality

**DOWNTOWN YPSILANTI'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: MAJOR APPLIANCES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	6,349	99	628,551
\$15000-24999	5,315	134	712,210
\$25000-34999	5,693	145	825,485
\$35000-49999	8,769	185	1,622,265
> \$50000	35,282	440	15,524,080
TOTAL DEMAND FOR PRODUCT =			\$19,312,591

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Refrigerators, freezers, dishwashers, stoves, ovens, garbage disposals, vacuum cleaners, microwaves, air conditioners, sewing machines, washing machines, dryers, and floor cleaning equipment.



Making Downtown Renaissance a Reality

**DOWNTOWN YPSILANTI'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: SMALL APPLIANCES & MISC. HOUSEWARES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	6,349	65	412,685
\$15000-24999	5,315	92	488,980
\$25000-34999	5,693	98	557,914
\$35000-49999	8,769	102	894,438
> \$50000	35,282	225	7,938,450

TOTAL DEMAND FOR PRODUCT = \$10,292,467

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Small electrical kitchen appliances, portable heaters, china and other dinnerware, flatware, glassware, silver and serving pieces, nonelectrical cookware and plastic dinnerware.



Making Downtown Renaissance a Reality

**DOWNTOWN YPSILANTI'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: MISCELLANEOUS HOUSEHOLD EQUIPMENT

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	6,349	370	2,349,130
\$15000-24999	5,315	394	2,094,110
\$25000-34999	5,693	845	4,810,585
\$35000-49999	8,769	856	7,506,264
> \$50000	35,282	1,466	51,723,412
TOTAL DEMAND FOR PRODUCT =			\$68,483,501

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Typewriters, luggage, lamps, light fixtures, window coverings, clocks, lawnmowers, garden equipment, hand and power, tools, telephone devices, computers, office equipment, house plants, outdoor equipment, and small miscellaneous furnishings.

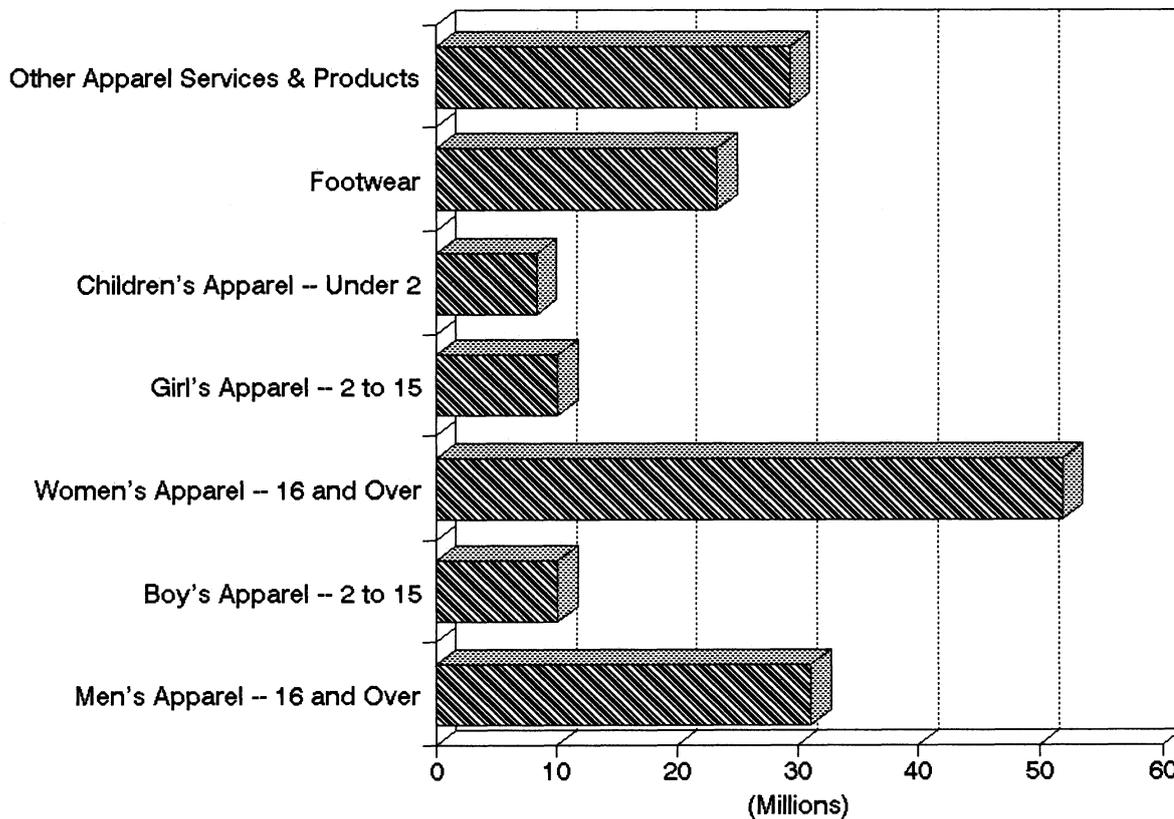
HyettPalma

Making Downtown Renaissance a Reality

DEMAND FOR APPAREL PRODUCTS

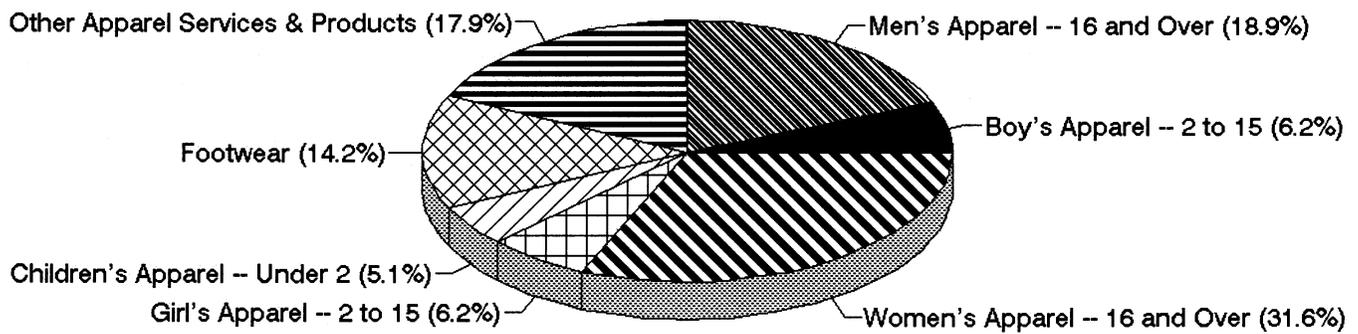
APPAREL PRODUCTS

\$ DEMAND BY PRODUCT TYPE



APPAREL PRODUCTS

% DEMAND FOR EACH DOLLAR



**DOWNTOWN YPSILANTI'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: MEN'S APPAREL -- 16 AND OVER

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	6,349	214	1,358,686
\$15000-24999	5,315	244	1,296,860
\$25000-34999	5,693	285	1,622,505
\$35000-49999	8,769	392	3,437,448
> \$50000	35,282	663	23,391,966
TOTAL DEMAND FOR PRODUCT =			\$31,107,465

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.

**DOWNTOWN YPSILANTI'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: BOY'S APPAREL -- 2 TO 15

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	6,349	65	412,685
\$15000-24999	5,315	105	558,075
\$25000-34999	5,693	125	711,625
\$35000-49999	8,769	140	1,227,660
> \$50000	35,282	205	7,232,810
TOTAL DEMAND FOR PRODUCT =			\$10,142,855

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.

**DOWNTOWN YPSILANTI'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: **WOMEN'S APPAREL -- 16 AND OVER**

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	6,349	370	2,349,130
\$15000-24999	5,315	390	2,072,850
\$25000-34999	5,693	525	2,988,825
\$35000-49999	8,769	650	5,699,850
> \$50000	35,282	1,100	38,810,200
TOTAL DEMAND FOR PRODUCT =			\$51,920,855

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.



Making Downtown Renaissance a Reality

**DOWNTOWN YPSILANTI'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: GIRL'S APPAREL -- 2 TO 15

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	6,349	45	285,705
\$15000-24999	5,315	80	425,200
\$25000-34999	5,693	100	569,300
\$35000-49999	8,769	115	1,008,435
> \$50000	35,282	225	7,938,450
TOTAL DEMAND FOR PRODUCT =			\$10,227,090

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.

**DOWNTOWN YPSILANTI'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: CHILDREN'S APPAREL -- UNDER 2

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	6,349	65	412,685
\$15000-24999	5,315	75	398,625
\$25000-34999	5,693	85	483,905
\$35000-49999	8,769	105	920,745
> \$50000	35,282	175	6,174,350
TOTAL DEMAND FOR PRODUCT =			\$8,390,310

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, including footwear.

**DOWNTOWN YPSILANTI'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: FOOTWEAR

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	6,349	225	1,428,525
\$15000-24999	5,315	240	1,275,600
\$25000-34999	5,693	300	1,707,900
\$35000-49999	8,769	350	3,069,150
> \$50000	35,282	450	15,876,900
TOTAL DEMAND FOR PRODUCT =			\$23,358,075

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All footwear, except for children under 2 and special footwear used for sports such as bowling or golf shoes.

**DOWNTOWN YPSILANTI'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: OTHER APPAREL SERVICES & PRODUCTS

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	6,349	170	1,079,330
\$15000-24999	5,315	200	1,063,000
\$25000-34999	5,693	210	1,195,530
\$35000-49999	8,769	255	2,236,095
> \$50000	35,282	675	23,815,350
TOTAL DEMAND FOR PRODUCT =			\$29,389,305

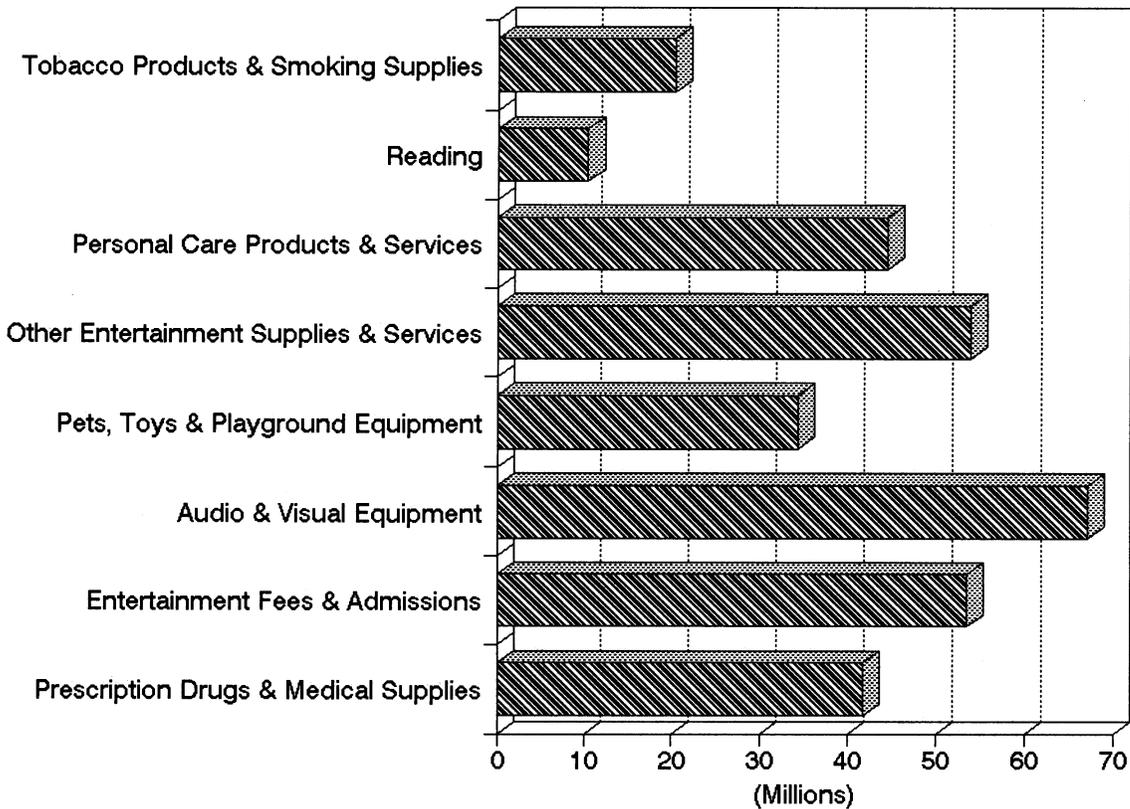
SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

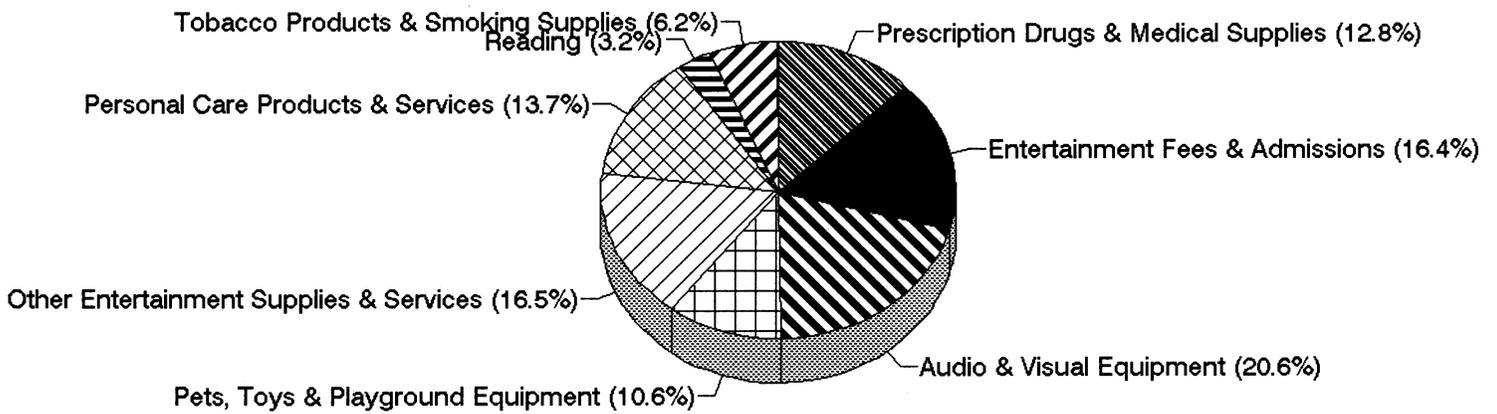
Material for making clothes, shoe repair, alterations, sewing patterns and notions, clothing rental, clothing storage, dry cleaning, and jewelry.

DEMAND FOR PERSONAL CARE AND ENTERTAINMENT PRODUCTS

PERSONAL CARE/ENTERTAINMENT \$ DEMAND BY PRODUCT TYPE



PERSONAL CARE/ENTERTAINMENT % DEMAND FOR EACH DOLLAR



**DOWNTOWN YPSILANTI'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: PRESCRIPTION DRUGS & MEDICAL SUPPLIES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	6,349	425	2,698,325
\$15000-24999	5,315	605	3,215,575
\$25000-34999	5,693	625	3,558,125
\$35000-49999	8,769	650	5,699,850
> \$50000	35,282	750	26,461,500
TOTAL DEMAND FOR PRODUCT			= \$41,633,375

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Prescription drugs, over-the-counter drugs, dressings, medical appliances, contraceptives, eyeglasses, hearing aids, rental medical equipment, and medical accessories.



Making Downtown Renaissance a Reality

**DOWNTOWN YPSILANTI'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: ENTERTAINMENT FEES & ADMISSIONS

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	6,349	200	1,269,800
\$15000-24999	5,315	250	1,328,750
\$25000-34999	5,693	325	1,850,225
\$35000-49999	8,769	360	3,156,840
> \$50000	35,282	1,300	45,866,600
TOTAL DEMAND FOR PRODUCT =			\$53,472,215

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Admissions to sporting events, movies, concerts, plays, and movie rentals.



Making Downtown Renaissance a Reality

**DOWNTOWN YPSILANTI'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: AUDIO & VISUAL EQUIPMENT

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	6,349	475	3,015,775
\$15000-24999	5,315	600	3,189,000
\$25000-34999	5,693	750	4,269,750
\$35000-49999	8,769	825	7,234,425
> \$50000	35,282	1,400	49,394,800
TOTAL DEMAND FOR PRODUCT =			\$67,103,750

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Television sets, video recorders, tapes, video game hardware and cartridges, radios, phonographs and components, records and tapes, musical instruments, and rental of the same equipment.



Making Downtown Renaissance a Reality

**DOWNTOWN YPSILANTI'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: PETS, TOYS & PLAYGROUND EQUIPMENT

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	6,349	180	1,142,820
\$15000-24999	5,315	245	1,302,175
\$25000-34999	5,693	315	1,793,295
\$35000-49999	8,769	425	3,726,825
> \$50000	35,282	750	26,461,500
TOTAL DEMAND FOR PRODUCT =			\$34,426,615

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Pets, pet food, toys, games, hobbies, tricycles and playground equipment.



Making Downtown Renaissance a Reality

**DOWNTOWN YPSILANTI'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: OTHER ENTERTAINMENT SUPPLIES & SERVICES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	6,349	140	888,860
\$15000-24999	5,315	350	1,860,250
\$25000-34999	5,693	425	2,419,525
\$35000-49999	8,769	525	4,603,725
> \$50000	35,282	1,250	44,102,500
TOTAL DEMAND FOR PRODUCT =			\$53,874,860

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Indoor exercise equipment, athletic shoes, bicycles, camping equipment, sporting goods, and photographic equipment and supplies.



Making Downtown Renaissance a Reality

**DOWNTOWN YPSILANTI'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: PERSONAL CARE PRODUCTS & SERVICES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	6,349	295	1,872,955
\$15000-24999	5,315	355	1,886,825
\$25000-34999	5,693	425	2,419,525
\$35000-49999	8,769	525	4,603,725
> \$50000	35,282	955	33,694,310
TOTAL DEMAND FOR PRODUCT =			\$44,477,340

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Services and products for hair, oral hygiene products, cosmetics, and electric personal care appliances.

**DOWNTOWN YPSILANTI'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: READING

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	6,349	65	412,685
\$15000-24999	5,315	85	451,775
\$25000-34999	5,693	95	540,835
\$35000-49999	8,769	125	1,096,125
> \$50000	35,282	225	7,938,450
TOTAL DEMAND FOR PRODUCT =			\$10,439,870

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Books, newspapers and magazines.



Making Downtown Renaissance a Reality

**DOWNTOWN YPSILANTI'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: TOBACCO PRODUCTS & SMOKING SUPPLIES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	6,349	275	1,745,975
\$15000-24999	5,315	325	1,727,375
\$25000-34999	5,693	400	2,277,200
\$35000-49999	8,769	350	3,069,150
> \$50000	35,282	325	11,466,650

TOTAL DEMAND FOR PRODUCT = \$20,286,350

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Tobacco products and smoking accessories.

The Retail Report®

USER GUIDE

The Retail Report is a business development tool customized for your Downtown. In it, HyettPalma has targeted the kinds of retail businesses that Downtowns across the country are attracting.

The Retail Report brings effective data to your business development efforts in a user-friendly format. Tables, graphs and charts interpret and present information critical to your Downtown's future. And, the report is customized for YOUR Downtown, containing information unique to your Downtown.

In The Retail Report, demographic and socio-economic data are amplified and taken to a new level of detail. Households in your trade area are segmented by income bands, and consumer spending habits are analyzed by these income groupings. This allows you to determine which income groups to target in your business development program.

Business prospects will expect to review information like this prior to making a commitment to Downtown. The Retail Report shows them your Downtown -- and your Downtown enhancement program -- are one step ahead of the competition.

The following pages list numerous ways you can use The Retail Report to improve the economy of your business district.

What Does The Retail Report Tell You ?

The Retail Report reveals what you can expect the customers in your defined retail trade area to spend in 2008.

The Retail Report shows the number of dollars residents of your trade area spend each year on over 100 different types of products -- products such as food at home, food away from home, furniture, appliances, apparel, prescription drugs, toys, reading material, etc.

The Retail Report is not a listing of national figures or projections; it is a customized report that gives you accurate and definitive information for your own trade area.

A demographic and socio-economic profile of trade area residents is included -- both a snapshot of their characteristics today and a five year projection of their changing characteristics.

Who Can Benefit By Using The Retail Report ?

Current owners of businesses within a given trade area;

Business owners who are thinking of opening a store in the trade area;

Entrepreneurs who are determining what type of business to open or who are deciding on a business location;

Bankers and others who are deciding whether or not to invest in specific types of retail businesses;

Downtown directors and other economic development professionals whose work entails business retention, entrepreneur development and business recruitment; and

Downtown revitalization leaders, Downtown directors, economic development professionals, and local elected officials who want sound information that lets them speak with certainty about their Downtown's potential to sustain specific types of retail businesses.

How Can Downtown Directors and Economic Development Professionals Use The Retail Report ?

To attract customers to Downtown by creating a mix of strong businesses which appeal to trade area residents.

To raise the confidence of investors in the profitability of your business district.

To help existing businesses become more profitable -- so that Downtown's rate of business turnover is lessened.

To fill building vacancies with the types of retail businesses that can succeed and thrive in your district.

To strengthen existing businesses and lessen business closings by:

showing existing business owners what trade area residents are spending their money on;

helping business owners determine how to cater to those shopping preferences -- and capture more shopping dollars; and

enabling them to develop a business plan that is based on realistic market data.

To improve the variety and selection of retail goods offered in the business district by:

showing existing business owners that there is money to be made by expanding or revising the types of retail goods they sell;

showing existing business owners that there is money to be made by opening additional types of retail businesses in the business district; and

targeting specific types of retail businesses -- so that you can actively recruit those businesses having the greatest potential to succeed and remain in your Downtown.

To attract additional businesses to the business district by:

providing definitive data that shows a market exists for the retail goods they sell.

How Can Business Owners Use The Retail Report ?

Business owners frequently ask, "How much money do residents of Downtown's trade area spend on the retail goods I sell?" Or stated another way, "How do I know there's money to be made in Downtown?"

The Retail Report allows you to answer these questions with certainty and authority by quantifying:

what the market is for particular retail products;

the spending potential of residents in your trade area for particular retail goods; and

the current "economic pie" -- how much money is being spent on various retail goods by residents in your Downtown's trade area.

To better plan, manage, and grow your business -- by using the information in The Retail Report, business owners can:

set annual benchmarks for how much of the "economic pie" they intend to capture for their business -- measured in anticipated gross sales receipts for YOUR Downtown;

set an annual budget based on their gross receipts benchmarks;

make informed budgeting decisions about how much to spend each year on inventory, overhead, advertising, staff, etc.; and

complete a business plan that persuades their banker to extend a commercial loan to them.

How Can Entrepreneurs Use The Retail Report ?

The Retail Report shows the sales potential within a given trade area for over 100 types of retail businesses. This would be invaluable in order to:

- compare the markets for a variety of different retail products;
- determine what type of retail business to open;
- complete a realistic business plan before opening that business; and
- persuade bankers and investors that a strong market exists for the type of retail business being opened.