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alternative
futures
YPSILANTI

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FOREWORD

This report was initially prepared as a confidential analysis of the alternative futures for development of Ypsilanti, Michigan. It describes the existing situation in very general terms and prescribes several possible directions for public and private action leading to a better future economic, social and physical condition. The findings of the work represented in this report were presented to the Common Council in July 1972. This is a summary of the issues presented to the Council.

The report is arranged in terms of the existing situation, the reasons for the City's current problems, possible directions for a new future, the costs and resources attached to each future, and the immediate actions required in order to realize each alternative future.

It should be understood that any choice at all for an altered future will require clear, concise decisions on the part of the Council, and other members of the public body, in unison with private interests throughout the city and adjacent areas. Clear and positive futures cannot be arrived at without strong actions and bold steps on the part of all concerned. Such steps are required to assure the continued development of an environment responsible to human needs and to provide a framework that will encourage the greatest variety of individual choice of life style.

YPSILANTI AS IT EXISTS

WHAT IS YPSILANTI?

When describing a City, the best place to start is with a description of its people. Ypsilanti has a mixed population of just over 29,000. At present the largest single majority of any population category are students who comprise 28% of the total. The black population is about 20%; people 62 years of age and over comprise about 7%; those who make under \$4,000 yearly, constitute some 14%; and those who make over \$15,000 yearly constitute about 27% of the total population. This gives the City an extremely varied population structure with substantial internal resources in terms of both buying power and available tax money. In addition, a varied population creates numerous demands for services and living conditions throughout the City. These demands can be met either inside or outside the City.

Population growth has been steady but not as great as the population growth in surrounding Townships. In 1960 the City of Ypsilanti and Ypsilanti Township had virtually the same population--about 21,000 each. But, in 1970, Ypsilanti Township recorded a population of more than 33,000 people while the City has experienced a minor decrease.

The single most influential population factor are students from Eastern Michigan University. There are more than 9,000 resident students in addition to faculty residing within the City. Almost 30% of this population are between the ages of 18 and 21 as compared to 12% for all of Washtenaw County. The fact that the University has more than doubled in size in the past ten years accounts for virtually all of the City's population growth.

The following table compares the population by age distribution for 1960-1970, and dramatically illustrates the character of population shifts. The major population gains were in the 15-24 age group. Significantly, losses in numbers were reported for ages under 5 and in the 35-44 age group, suggesting that fewer younger families are moving into the community. There has also been an increase in the number of persons 65 years of age and over.

TABLE 1
POPULATION COMPARISON BY AGE DISTRIBUTION 1960-1970

	Median Age %	Per Cent Under 18 %	Per Cent 65 & Over %
City of Ypsilanti	21.7	20.2	5.6
Ypsilanti Township	23.2	39.4	3.1
Superior Township	22.9	41.7	4.5
Pittsfield Township	25.2	33.2	5.4
Ann Arbor	23.6	36.4	

The people of Ypsilanti are of widely dispersed economic means. Slightly under 14% of the families in 1970 had incomes of less than \$14,000, while almost 27% had incomes of \$15,000 or over. The comparison of income distributions with the neighboring Township shows that Ypsilanti has a significantly larger concentration of poor people and at the same time has fewer families in the middle income levels. The following table shows income groupings in Ypsilanti and surrounding areas.

TABLE 2
INCOME GROUPINGS IN YPSILANTI AND SURROUNDING AREAS

	City %	Ypsi. Twp. %	Sup. Twp. %	Pitt Twp. %
to \$4,000	13.6	6.6	8.7	5.7
4 - 6,999	14.8	8.2	13.4	9.3
7 - 9,999	17.4	19.4	22.2	18.2
10 -14,999	27.1	34.3	29.7	27.4
15 -24,999	21.3	26.7	23.4	33.5
25 - Plus	5.6	4.4	2.9	5.7

While there are relatively large numbers of people in Ypsilanti with substantial incomes, the balance is shifting so that the higher income families are being located in places where new housing construction is most prominent, namely the adjacent townships. It should be remembered that the City of Ypsilanti is now virtually full. There is hardly any room left in which to build new housing. It is

reasonable to anticipate that if new housing which attracts families of middle and higher incomes can now be built only in Townships, the Townships will gain the new population, whereas the older population and poorer population will represent increasing numbers within the City itself.

TABLE 3
OCCUPATION--1970

Occupation	City of Ypsi.	Ypsi Twp.	Pitt Twp.	Sup. Twp.
Profesional, Technical	1,932	1,693	1,269	299
Managers & Admin.	619	606	294	121
Sales	746	782	199	75
Clerical	2,506	2,069	589	310
Craftsmen, Foremen	1,156	2,143	496	350
Operatives	1,977	3,969	409	451
Laborers, nonfarm	537	459	77	42
Farm Managers	-	34	40	43
Farm Laborers	4	28	18	-
Service Workers	4,026	1,792	307	330
Private H.H. Workers	137	86	22	31

Ypsilanti is located in a sort of mini-metropolitan area, which it shares with Ann Arbor. Its principle orientation for both services and population relationships is Ann Arbor, rather than Detroit: At the larger sub-regional scale, it is quite clear that the Ann Arbor-Ypsilanti complex is now almost a single unit, the two of them having grown together within the past decade. Many of the services provided by one city are used by the population of the other. They must now, for development purposes, be viewed as a single location and market region.

Ypsilanti has, in the past, been by-passed by growth from Detroit expansion. The reason for this is simply that Ypsilanti does not have a strong Detroit connection, either physically, economically or socially. Its connection with Ann Arbor, until very recent times, has been peripheral. Now that the Ann Arbor-Ypsilanti complex is formed, increasing benefits and problems from additional growth in that regional sub-area are to be expected. This will be particularly evident in the growth of special service needs such as hospitals and universities.

YPSILANTI'S REASON FOR BEING

Ypsilanti exists to serve two primary functions: (1) as a relatively small but pleasant residential community which provides very nice surroundings and a comfortable existence for the majority of its population; and (2) as the home of Eastern Michigan University. These two are the principal reasons for the existence of Ypsilanti as a municipality. As the University has grown, so has the City; but, its basic suburban oriented residential structure has not altered substantially.

In addition to the University, the Ford Motor Company complex at the edge of the City, provides a substantial work base for the City; however, that is only a factory. Even though it constitutes a major work base and tax income element, now, it can hardly be said to be a long term major reason for the existence of the City. The plant will one day become obsolete and will be removed. At that point, the City must look to itself still as a residential community with major service orientations arising from the existence of the University. Any additional work-related institutions or corporations which can be attracted in the meantime will, of course, be an advantage and will tend to perpetuate the reason for the existence of the City.

As the increasing predominance of residential development takes place in the adjacent Townships, the uniqueness of the City as a residential unit will diminish, leaving it as a sub-residential community of several neighborhoods in the midst of even larger residential communities. At that point, the past importance of the residential functions of the City will be substantially diminished. Very clearly then, new actions must be taken to re-establish reasons for the existence of Ypsilanti in the future, since one of the primary reasons for its past existence will no longer be present.

THE ENVIRONMENT

Generally speaking, Ypsilanti can be considered by most people as a "nice place to live." However, there are very few opportunities for business growth and expansion. The environment is conducive to a relatively slow-paced residential existence, but not to any major industry or services. The general character of the housing area is, for the most part, pleasant by comparison with many suburban areas and older cities.

There is a substantial environmental potential for good commercial development. The river passes through the City; there are park lands; and there are even some small hills. All of these tend to give a pleasant character to what would otherwise be a drab, normal, mid-western, small town environment. The City, however, has not taken advantage of its environmental assets and has, at the moment, accrued little benefit from its unique residential character. It has benefited from the interval of time during which it was by-passed by the economic growth which affected Ann Arbor. Ypsilanti's future environment will depend on the degree of advantage it can take of its natural assets.

This will be particularly important for business opportunities, in light of the rapid growth of population in adjacent townships. If these opportunities are not seized by the City of Ypsilanti, then the townships will themselves provide their own commercial and industrial development, further restricting growth of Ypsilanti itself.

The effect of all these existing conditions, taken into simultaneous accounting, is temporarily satisfactory but, in the long run, dangerous. Ypsilanti's relatively small population, becoming increasingly small in relation to surrounding areas, its convenient location, its accessibility for the University and its attributes as an environment, have not been realized to the fullest. This leads to Ypsilanti being "almost a city." It is more than a suburb, but it is not a complete self-sustaining City.

At this time, it is fair to say that the City of Ypsilanti is living on borrowed time. Its assets have been so strong over the years that it still carries a cash surplus from its taxes, and its residential areas are still very much

alive. However, one can readily see that downtown business enterprise is going steadily downhill, and that the houses are getting older daily, more expensive to maintain, and less marketable. The result, in the not very distant future, will be an old City with old buildings which are not very usable and, therefore, not financially feasible for continued occupancy. A subsequent decrease in economic means and an increase in operating costs is likely. The time is now for the City to utilize its still positive resources to prepare for a stronger future. Failure to do so will result in an increasing rate of environmental and financial decay, with all of the attendant costs.

SUMMARY OF CURRENT PROBLEMS

DWINDLING RESOURCES

It is apparent that the resources in Ypsilanti have been more than abundant in its recent past. The City has more advantages than it has utilized. This is evident by the fact that the City operates with even a modest surplus from tax receipts and has recently reduced its taxes by one mill when other cities are increasing their tax rates. It is important to understand that this present situation is temporary. While it reflects competent management by City officials, it also reflects an unusually high degree of wealth capable of being taxed by the City.

Nevertheless, increasing numbers of new population are locating in the Townships rather than in the City. It should be anticipated, at some point in the reasonably near future, that Ypsilanti's population will decline. This is obvious, since the City is land-locked and already built up. There can not be a continuing increase in the availability of wealthy people to move into the City.

It is also to be anticipated that as the City's financial resources dwindle, and its cost burdens increase, its bonding capacity will decrease. The City's capacity to get money to carry out its activities will decrease at approximately the same rate as its operational costs increase. This will result, in turn, in an increasing dependency on outside resources, particularly those of state and federal government. At that point, the City will be in a jeopardized position in terms of controlling its own future.

INCREASING OPERATING COSTS

The increasing costs just mentioned can be seen in capital improvements for sewer, water, bridges, roads, sidewalks, etc., and new facilities, such as schools, City Hall, and the like. In addition, there will be an increasing demand for the services that the City provides to the surrounding Townships. The need for social services will increase as the City's population wealth decreases relative to that of the Townships.

PHYSICAL AND ENVIRONMENTAL DECAY

Obviously, the city is getting older and its facilities are getting older. Age, itself, is a principle cost of environmental decay. Older buildings are, as a general rule, less desirable for the same purpose than a new building. In some unique instances, as with historic buildings, this process can be reversed. By and large, however, the City is now getting to the point where large sections of it are too old to be marketable except to poor and low income people. This applies to commercial facilities as well as to homes. New commercial facilities have a much higher demand rate outside the City than do older stores inside the City. Even public facilities such as City Hall, court houses, fire stations, etc., are presently very modest old buildings. This situation cannot continue for an indefinite period without imposing a serious threat to future development of the older sections of Ypsilanti.

EMPLOYMENT

There are very limited employment opportunities within the City, and these are diminishing. The primary employer is Eastern Michigan University. Second to the University is the Ford Motor Company. A city finds itself in a precarious position when it is dependent upon only two employers. Fortunately, the University has a very long range future; the manufacturing industries do not. It should be noted that there has been extremely poor response by the City and by local merchants to the University's presence. The University, as has already been pointed out, provides the largest number of employees and it represents the very substantial demand on the market place for goods and services. However, there seems to be little positive response by the business community. This clearly mis-utilizes a major asset. The result has been that large numbers of University employees have not been able to find suitable homes or satisfactory business relationships inside the City and have chosen to go to the Townships. This trend has already been established and will be very difficult to reverse, but it can be done.

POPULATION CHANGES

Since there is an anticipated decrease in income level in the future, it should also be anticipated that a greater predominance of lower income families will emerge. This can only be altered by a redistribution of both upper and lower income families in future development planning.

Efforts should be made to assist the Townships in accepting their share of lower income families so that the City does not become the sole repository of low income families. In addition, certain actions should be taken to encourage middle and upper income families to establish themselves in Ypsilanti by offering attractions unavailable elsewhere. The student population is an excellent example. Students, both married and unmarried, who might choose to live in Ypsilanti would do so more readily were other services available to meet their needs.

There should be an anticipated increase in the City's elderly population. Most rural areas and townships under development have no place for senior citizens because senior citizens are not traditionally viewed as providing a realistic market opportunity. The results of this usually causes cities to concentrate some of their development activities upon the needs of senior citizens.

DEMANDS FOR MORE SERVICES

The dependency on outside resources already discussed will increase at a rapid rate as the population in the surrounding area increases. This added population will increase the overall cost of services required of the City, resulting in higher service costs and subsequently, poor marketing ability for new population within the City.

The demand for services, particularly public oriented services brought about by the new population in the surrounding areas, can create a serious increase in the costs of services to the residents of Ypsilanti if they are not properly planned for. There presently is a poor market for new population within the City. The market for new population adjacent to the City and the subsequent services demanded there, should be bargained for now in order to

avoid a financial loss position in the future. This condition can be bargained into a profit or break-even position for the City.

A LIMITED FUTURE WITHOUT CHANGE IN ACTIONS

It is obvious, from an analysis of the City's resources and problems, that there are alternative futures attainable but not without a change in the present course of events. It is clear that the City's actions must be altered in order to take advantage of its potentials. Without a change in these actions, the City's future is limited to a steadily declining financial, social, physical and political structure.

WHAT CAN YPSILANTI BE?

SUMMARY OF ALTERNATIVES

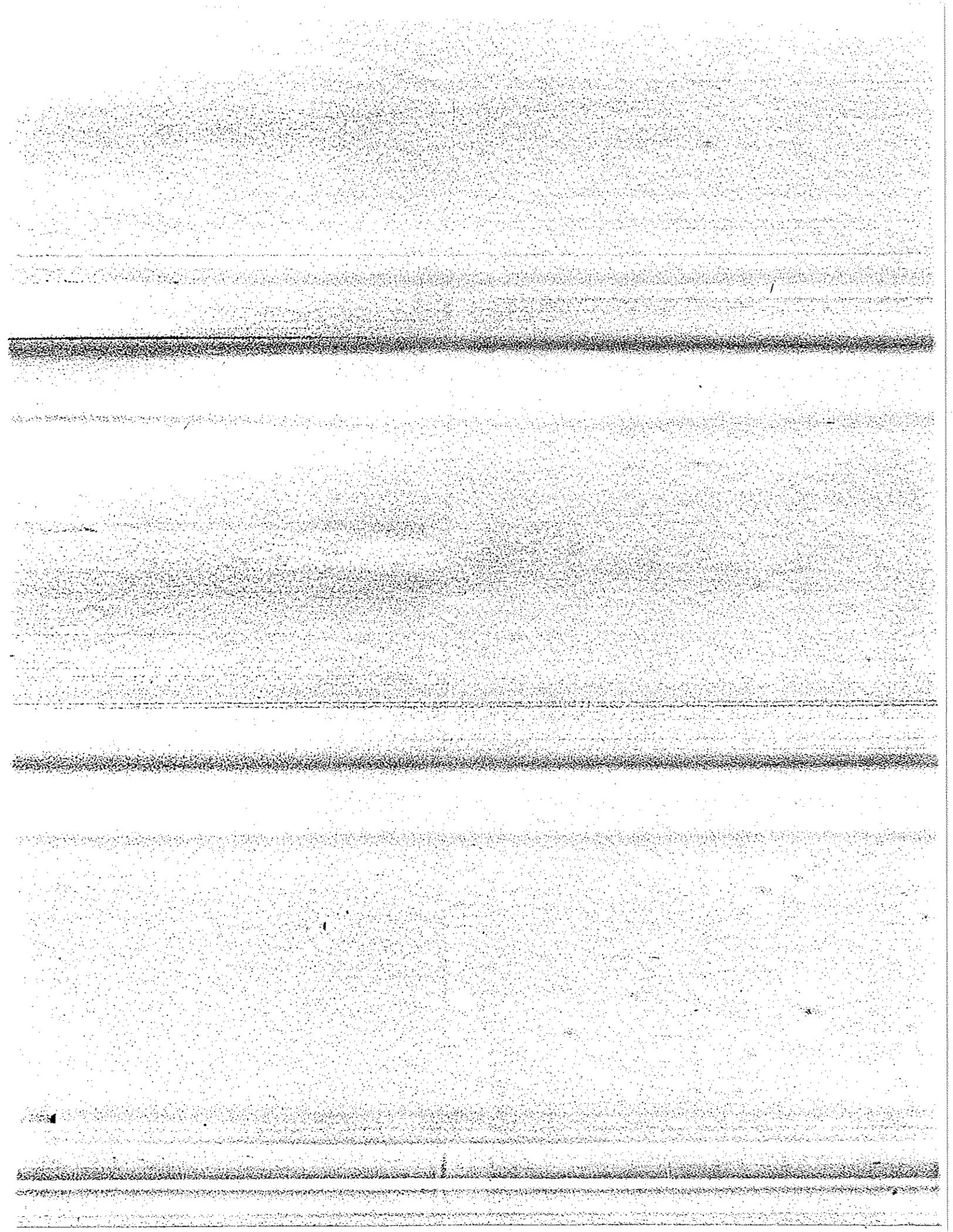
Alternative 1: A college town. Ypsilanti is largely indebted for its existence to the functions and growth of Eastern Michigan University. In terms of population and economic base, Ypsilanti is now, and has been for sometime, a college town; but, it has been a reluctant one. It has not taken full advantage of the economic and social resources of the University located within the confines of the City.

In order for Ypsilanti to be a real "college town" a major reorientation toward youth and education will be required. Emphasis should be placed upon the kind of housing and commercial and public services most needed by the faculty and students of a major university. There is no question that this is a real and viable alternative and one which is probably the most realizable in the immediate future.

Alternative 2: Ypsilanti could develop into a major service center. To do this, there would have to be specialization in the exportation of services which are marketable throughout the entire area, particularly those services for which fees can be charged and profits can be made.

Alternative 3: Ypsilanti can develop into a genuine retirement community. This would require emphasis on activities and facilities related to an increasing elderly population. In addition, it would require the development of unique facilities not boasted by any other city, to attract an elderly population from beyond the City's borders.

Alternative 4: Ypsilanti could become a bonafide suburb. This can be done by emphasizing the good residential character already available, coupled with improvements in education, recreation and the development of small shopping facilities and services.



Alternative 5: Ypsilanti could evolve into a complete city. This would require a concentration on growth as a primary objective rather than on maintaining and rebuilding what already exists.

Obviously, various combinations of these alternatives are possible. Ypsilanti could evolve into a complete city and also be a college town offering enough services to rate as a service center. It could offer some of the advantages of retirement communities as well. However, a choice must be made of whether Ypsilanti is to be a real city or just a suburb. It cannot have both of those alternatives at the same time.

In the following pages, each of these major alternatives are explored in detail and the ingredients and actions required to realize each position are indicated.

ACTIONS REQUIRED

A COLLEGE TOWN

Becoming a "college town" will require a major reorientation of both City and Eastern Michigan University attitudes and actions in pursuit of student and faculty monies by the City. It will require development activities specifically related to faculty and students, including new housing, campus oriented commercial developments, and improvement of leisure time activities. Special elements to be considered are:

1. New housing in the immediate vicinity of both the University and downtown.
2. The linking of the campus commercial areas with the central business district.
3. The expansion of recreation facilities, particularly those related to winter sports, emphasizing such things as new movie theaters.
4. The rehabilitation of old housing in the student area and of the old apartments over the commercial district in the downtown area.
5. Sponsoring special City-University related functions emphasizing education, recreational services, and other things that can attract outside population for commercial development objectives.
6. Market special services for the University.

It is obvious from this, that many of the things being discussed to emphasize being a college town also make sense from the point of general urban growth and development. However, undertaking these actions with a special orientation to students is required. An example of the kind of commercial development that would be responsive to students and also serve the general public would be small movie theaters which also serve food. The availability of all kinds of unique, but easily adaptable housing will be important. A variety of recreation and leisure time services, oriented primarily toward youth, would include such things as slot car racing, music boutiques, and a sports-haus.

A close relationship of these, each to the other, will be necessary in order to compete with many of these services which are already available in nearby Ann Arbor. Obviously, these cannot be provided by the University itself. In addition, the commercial efforts of local business leaders have failed to properly envision a relationship of this kind. The City will have to become an active agent for proper commercial development in conjunction with present merchants and with others not presently on the scene.

A NEW SERVICE CENTER

To develop Ypsilanti as a service center will mean treating the exportation of private and public services as a cash generating activity. There are many services for which people can and will pay, either directly or through some third party contractor. When located in close proximity to each other they generate more returns and results than the sums of the separate parts involved. Specific development activities associated with the creation of a service center will include the following:

1. Expansion of water, sewer and other similar capital services, into surrounding areas with the aspiration of gaining a virtual monopoly on deliverance of those services for a profitable fee.
2. The evolution and expansion of health services facilities, particularly those related to a health park concept, serving a broad area. It should be noted that Ann Arbor already has a major reputation along these lines; however, their service structure leaves large gaps in local services to be supplied at the community level. This is the level to be sought in Ypsilanti.
3. The expansion of the variety of educational facilities and services. Ann Arbor has shown the way, but it has by no means a monopoly. Taking this into account, the University can, in conjunction with the City and private organizations in the adjacent Townships, evolve into a major educational complex. This will require development of a joint educational plan including the University, the Community College, and the Public School systems.
4. The development of park associated recreation systems with particular emphasis on water and winter sports. This is totally lacking throughout the whole area, and can be made available with very little effort by the City, with emphasis on the Huron River and adjacent Ford Lake.

In addition, many other flood-plain related activities could be evolved if concentration was on winter sports. It should be remembered that winter sports ranging all the way from skiing to snow-mobiling are highly profitable.

5. Entertainment facilities should be vastly expanded, particularly theaters, restaurants, bowling, etc. Many recreational and entertainment facilities are strictly spectator oriented. However, it should be remembered that in a college town, there are a large number of people with varying appetites for entertainment. This kind of "service" is just now being awakened in Ann Arbor and is far from reaching its full potential. People take advantage of good restaurants, good theaters, and good night clubs, particularly if there exists an atmosphere of "fun."
6. The encouragement of development and growth of personal service organizations. Early emphasis should be placed upon services associated with child care, private police, and home maintenance to respond to the natural growth phenomenon now taking place in the Townships. These organizations tend to grow very rapidly and become extremely profitable, paying high taxes to the city which houses them. However, such organizations have a difficult time in the early days while they are getting started, usually because they are relegated to an extremely low level of visibility by the commercial community as a whole. These services account for over 22% of the expenditures of a residential population. For that reason, such services are well worth trying to foster, especially in groups which can share market relationships and mutually support each other.

A RETIREMENT COMMUNITY

Establishing a retirement community means establishing a reputation for Ypsilanti as the "Miami of the North." The City should encourage a situation in which elderly people can enjoy a leisurely life. This means not only the provision of Senior Citizen housing, but also attractions which will be inviting to senior citizens from outside the City. Development activities required to obtain the status of a "retirement community" would include the following:

1. Senior Citizen housing would have to be built in close proximity to the parks and to the stores in order to accommodate a "pedestrian" population, thereby increasing the use of the stores. This new population, although old, does spend money. This will also insure that people will be more in evidence in the downtown area which, itself, tends to encourage commercial growth.
2. The refurbishing of several old homes under the guise of historic preservation is a natural course of events. This would improve the marketability of the area, as a whole, for senior citizens who might be attracted to this area were it appropriately dressed in historic garb. If properly done, it would, in fact, be a "tourist attraction" for senior citizens.
3. The development of commercial and leisure facilities for senior citizens. Some of these would have to be limited to use by senior citizens, especially some open spaces. It would not do to have the parks that are to be used primarily by senior citizens also equipped with facilities that disturb senior citizens. For this reason, at least one park should be set aside and specifically limited to senior citizens.
4. The combination of some housing with nursing homes and health services. As a special inducement to attract senior citizens to a specific area of Ypsilanti, that area should contain facilities that can meet senior citizens' health needs.

5. The Universities have been noticing an increase in enrollment by senior citizens. Eastern Michigan University should be encouraged to take advantage of this activity by providing special classes and cultural activities for senior citizens.
6. Senior citizens are increasingly demanding mobile homes. The development of mobile home parks, specifically for senior citizens, with facilities nearby, could be a distinctly valuable venture. Commercial and service facilities and other related uses oriented toward senior citizens should be developed in Ypsilanti.

A GENUINE SUBURB

For Ypsilanti to be a genuine suburb, special attention would be required to those things which continually attract a new population capable of paying for a semi-exclusive life style. This will require that Ypsilanti avoid attracting people not in that economic category. Indeed, the City will have to export all other people not in the middle-to-upper middle income ranges. Specific development activities for this purpose would include:

1. Cyclical replenishment of housing stock through a variety of programs. This requires clearance of some older houses and their replacement with new houses of a higher value.
2. Diminution of the central business district to a small shopping center status. This would have to be done, not only to compete with adjacent shopping centers, but to make sure that the characteristics most desired by suburban areas are available without the traditionally poor characteristics of older cities.
3. New schools and parks should be built throughout the City, relating them to each other by means of such things as bicycle paths. This can be accomplished to improve the overall residential character of the neighborhood and to maintain housing values.
4. The preservation of historic and old homes oriented for the primary use of wealthy families rather than as alternative commercial uses. The whole objective of this approach is to create a more wealthy residential fabric.
5. The development of child and family oriented recreation. This will require the evolution of neighborhood scale parks and the kind of recreation facilities that are generally used by families, rather than by single groups such as college students. Such facilities might include

a skating rink, ice-skating, basketball courts and tennis courts in a family recreation center rather than one that can hold a large number of spectators.

A REAL CITY

For Ypsilanti to become a complete city, Ypsilanti's government has to become a developer and a speculator in land. The government must undertake forms of activity which have the accumulation of wealth as a prime objective. The City must function not as an approver of development, but as an instigator of development, by means of active involvement in the acquisition of land, both internally and in adjacent areas. Specific development activities to achieve this objective would include the following:

1. Buy or option land in the adjacent Townships, either alone or in conjunction with a large developer, with the intention of building according to the Townships' plans. These properties should be thought of as profit-making ventures, with partial ownership in the development aspect. The possibilities of annexing city-owned developments should be considered if that would be an appropriate political activity.
2. Expand sewer, water and other services to the surrounding areas on a fee generation basis.
3. Rebuild old portions of the City, only after first ventures in new growth in surrounding areas and with the emphasis on unique services and attractions which would intend to appeal to the new population from the surrounding areas.
4. Establish a good educational base--schools, recreation and so forth--to service the surrounding areas, the new population, as well as the existing population.
5. Develop a marketing structure to attract new housing, new industries, recreation, etc.
6. Rebuild the central business districts after a new population demanding the services of a better and larger business district has been established in the outlying areas.

RECOMMENDATIONS

RECOMMENDED ACTIONS

In order to take advantage of the most reasonable alternatives and prepare for a sound long range future for the City of Ypsilanti, it is suggested that the City of Ypsilanti undertake, as its primary objective, growth into full city-size and at the same time encourage its image as a college town and as a place attractive for senior citizens. It is recommended that the City steadfastly avoid its continued orientation towards the exclusive suburb which it can, in fact, no longer be with any degree of economic sense. The City should undertake several actions immediately, in order to take full advantage of the opportunities and resources at hand. These actions include:

1. Set up a cash account with which to purchase or option and hold land with the objective of creating new development directly related to, owned by, or participated in by the City of Ypsilanti.
2. Undertake with other government agencies, particularly the Michigan State Housing Development Authority and the Department of Housing and Urban Development, to form a development team capable of executing new development activities. This action should take place with all reasonable haste in order to take advantage of the present cash surplus in the City and to avoid losing further ground to harmful development efforts in the adjacent Townships.
3. The City should, at once, undertake development, jointly with a private developer, of at least one senior citizen housing project of 200-250 units in the immediate vicinity of the downtown area. If possible, two such projects should be begun before the year is out. In any event, the City should be prepared to make public land available or to option land if that is required to get development underway quickly. This is necessary in order not to lose resources allocated for that purpose by HUD and the MSHDA, and to make sure that it is properly located so

as to make the most of the advantage of the new population in relation to the commercial facilities already available.

4. The City should establish a development relationship with the University, specifically orientated to providing those facilities and services needed by the University to strengthen its position within the City and to avoid the tendency of the University to reach toward the outlying areas for support. This should be done without delay in order that new plans of the University and those plans in process by the City are harmoniously related to each other. By all means, this major element of the City must be brought into its development strategy.
5. The City should embark in the near future on a new City Hall, or an addition to the present City Hall. The City should do this with one primary objective in mind, that being the stimulation of private redevelopment in the central business district area. With this objective in focus, such public investments are well worthwhile.
6. The City should undertake major planning and development activity, aimed at providing expanded recreation facilities, both within and adjacent to its boundaries and to relate these facilities to the overall educational structure of the City. These recreational facilities should not be limited to open space facilities, but should also include private entertainment facilities.
7. The City should, at once, undertake an historic preservation program and seek funds from the Department of Housing and Urban Development for revitalization of several of the buildings in the older section of the City. At the same time, the City should begin marketing its "image" as an historic place in order to attract that category of people who are interested in historic values.

8. The City should file for funds with the Department of Housing and Urban Development under its Community Development Act. It should be obvious that the City must also establish a positive working relationship on all development with both Ypsilanti and Superior Townships. Without this relationship, the chances for funds under the New Community Development Act or the Michigan State Housing Development Authority are limited.

It is understood that some of the actions recommended here are not traditional past roles of the City. Nevertheless, it should be clear that the present and past roles of cities in this country have led to their economic down-fall. There is no question that for the City to succeed financially in the long term and to be a health place for citizens to live, the City must compete in the market-place with private enterprise. This means that the City must itself become a capitalist agent. Failure to understand this concept, or its basis, will inhibit growth and regeneration and condemn the City to financial decay in the near future.

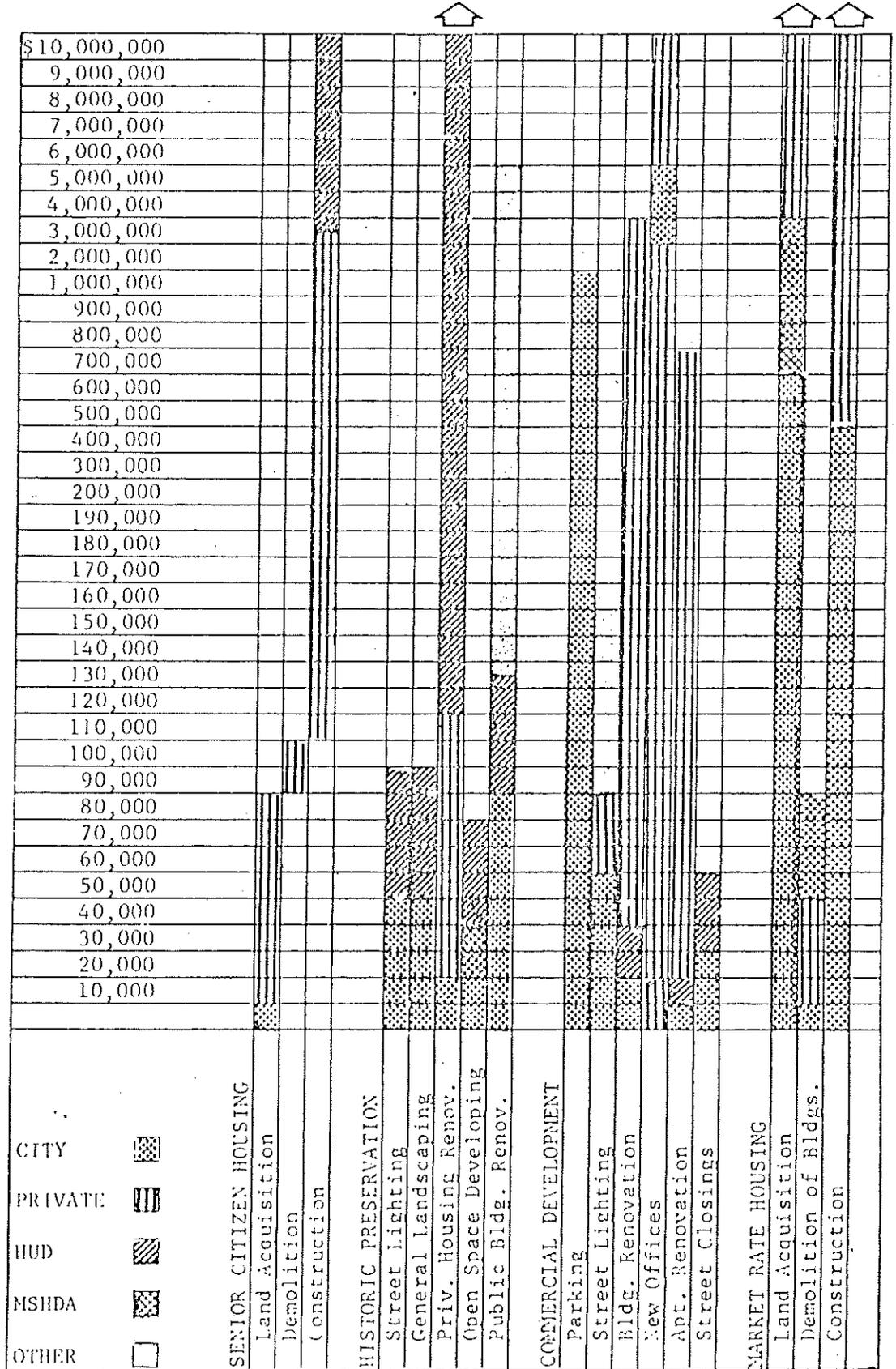
COST AND RESOURCES

In order for a City to undertake these roles, a major change in its orientation will be required. There will be legal and financial difficulties to overcome. The rewards, however, are so attractive that the City cannot avoid this alternative as a very serious possibility. The rewards are of three categories. First, to build and own development, receiving both ownership profits and taxes later, after sales. Second, to participate in development through land acquisition and sales to developers. Profits can be made on the development, itself, whether or not the project is eventually annexed to the City. Third, it is well worth City efforts in development, simply to be able to control the type and location of new growth and service orientation. In this way, the City can guarantee that the new population added in the adjacent Townships has a healthy dependency upon Ypsilanti for services and goods. Facilities established within Ypsilanti can still directly benefit from that. Of course, this can only be true if those services and facilities are expanded at the same rate or at a better rate than the population so as to make the new housing highly marketable.

In order to get the "feel" of this development posture, the City should immediately undertake one or two small projects and joint ventures with someone else. It is difficult to imagine the City leaping into an arrangement of major development without a distinct and clearly defined relationship with an already experienced developer.

There is a distinction between the long range and short range cost and resources required to carry out any of the proposed activities. Investments can be made by the City for short range yields or a very much larger long range return. In addition, there are a variety of sources from which returns can be generated. Both public and private resources exist to assist in carrying out development activities the City has begun. The following outline indicates the relationship between the costs, and the sources of funds to meet those costs, for some specific development projects.

YPSILANTI FUNDING RELATIONSHIPS



It can be seen that an investment on the part of Ypsilanti of a few thousand dollars, in conjunction with other public agencies and private developers, can yield a very substantial return, particularly if those funds are used for the control of land. Land control is the most difficult item in terms of cash outlay for most developers, since they don't like to have their money tied up for lengthy periods of time. If the City is in the position to take a delayed return on its investments, it can control the land being developed and also be in the very happy position of influencing the type and location of development. The City should be in a position to assign up to one-half million dollars in first costs for the purpose of land options and for professional fees in order to put underway a minimum of 2,500 acres of new development in surrounding areas. In addition, a portion of this money can be used to acquire in-town properties for similar purposes. This amount of money is a reasonable beginning point in terms of City costs in order to carry out the complex array of new growth projects. If that amount of money can be generated, it is reasonable to expect a minimum of 20-1 accumulative response from other resources. That would mean that an investment of \$500,000 by the City of Ypsilanti would result in a follow-up investment of some \$10 million in the next five years from other sources. This amount would not include mortgage funds themselves, which are expected to be in the general category of \$100 million over the same period of time.

Naturally, specific legal and economic strategies must be devised to assure the City a secure position in such ventures. These strategies will be the basis for forming healthy relations with other government bodies and with private entities. The final test of the choices made and the strategies adopted will be the continual improvement in social, economic and environmental conditions for the City of Ypsilanti.

The City should now establish a general rotating land fund from its general budget and proceed into development activities. Specific strategies for the use of these funds and for other actions are the subject of the next work of this consultant.