

Eastern Leaders Group

Business Plan

April 2009

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Background and Purpose

In an effort to most effectively bring its resources to make positive changes in Eastern Washtenaw County, EMU and Washtenaw County formed a organization called the Eastern Leader's Group (ELG). The ELG is a partnership between Eastern Michigan University, civic and local business leaders who have collaborated to meet the immediate and long-term needs of Eastern Washtenaw County by exploring opportunities and leveraging regional resources to benefit the community.

The goals of the Eastern Leader's Group are:

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

This document provides detail for projects that the Eastern Leader's Group has identified as key to reaching the goals. Each project has a clear description, outcomes, champions, project manager and defines tasks and timelines. Once these "1st tier" projects are completed, the ELG will work on other important projects as identified by the Executive Steering Committee.

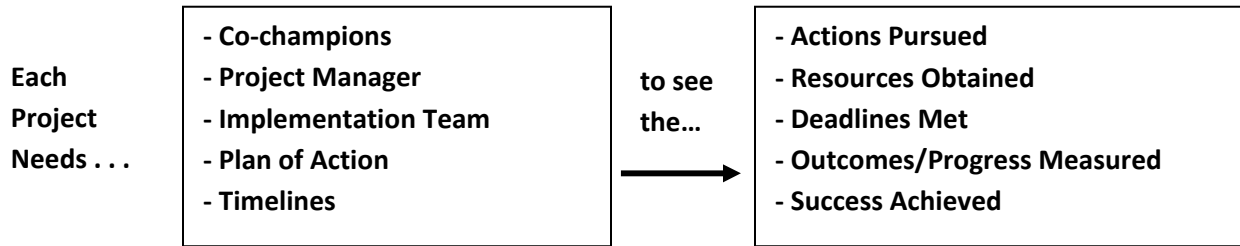
This document will serve several purposes.

- 1) Identify short and long term actions that will realize the ELG's desired outcomes.
- 2) Promote collaboration and coordination to avoid duplicate work.
- 3) Show accountable party, project team, action steps and timelines for projects in Eastern Washtenaw County.
- 4) Use this document to report on project progress through the ELG group.

The 2008 Business Plan focused on economic development and education initiatives designed to improve facets of the Eastern Washtenaw County community. The 2009 strategy will have a similar focus but also leverages funding from the American Recovery and Reinvestment Act. The American Recovery and Reinvestment Act is an unprecedented effort to jumpstart our economy, create or save millions of jobs, and put a down payment on addressing long-neglected challenges through stimulus funding. Several of the new 2009 initiatives are a direct result of applying for and receiving stimulus

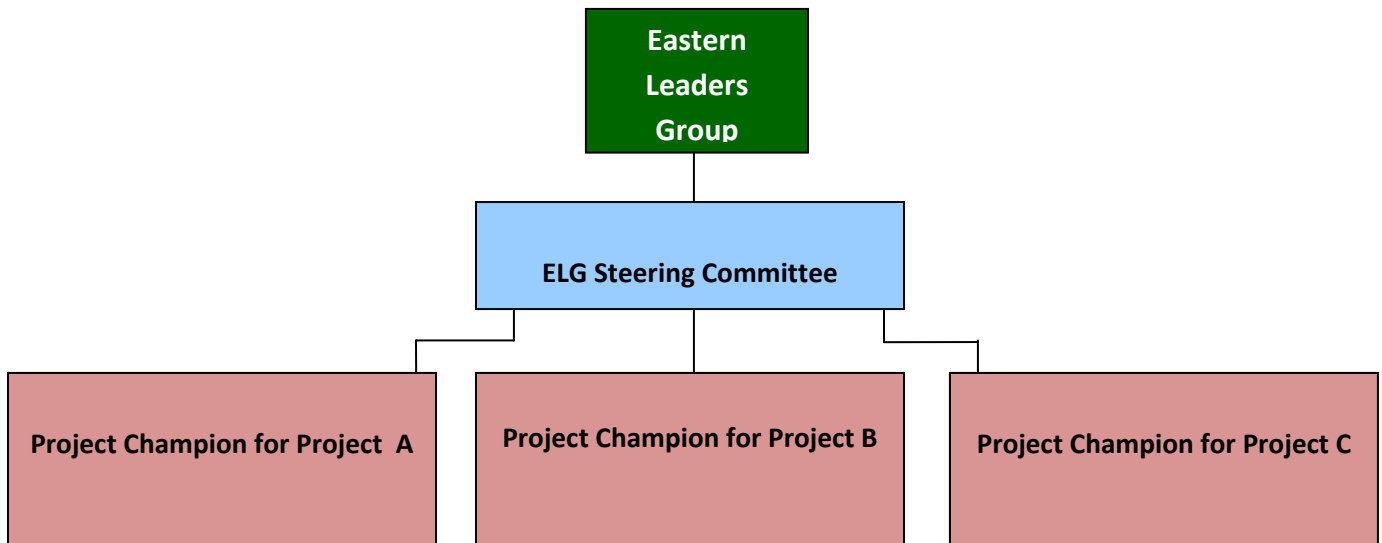
funding designated to increase economic viability in the Ypsilanti region. The 2009 Recovery & Reinvestment Strategies are integrated plans which focus on Business Development & Employee Training, Community Revitalization & Stabilization and a Micro Loan Program.

The ELG will pursue these initiatives and projects that will benefit the community. All strategies will be identified and formulated into projects to increase the success of the initiative. The ELG project reporting structure and requirements are specified below.



The projects will need at least two champions to volunteer and lead each project. The champions are responsible for recruiting the implementation team of community leaders from all sectors who will develop and pursue a plan of action. This plan includes a list of tasks and the resources and timelines needed to succeed. It also identifies the outcomes that will demonstrate progress. Each team is assigned a project manager who will convene meetings, gather information, develop reports, and keep the process moving. All project updates and reporting will flow to the Eastern Leader’s Group to keep all stakeholders informed as depicted below.

ELG Project Reporting Structure



Eastern Leader’s Group Members - includes key stakeholders from business, education, government and not-for-profit:

Universities and Colleges			
Eastern Michigan University		EMU Board of Regents	
Morell D. Boone	Academic Dean, College of Tech	Gary Hawks	
David Clifford	Professor, Health Sciences	Thomas Sidlik	
Don Loppnow	VP for Advancement	Roy Wilbanks	
Susan Martin	President		
David Mielke	Academic Dean		
Joe Ohren	Professor, Political Science		
Vernon C. Polite	Academic Dean		
Shirley Wentz	Admin Secretary		
Washtenaw Community College			
Charlie Penner	Regional Director, MI-SBTDC		
Larry Whitworth	President		
University of Michigan (CEAP)			
Marian Krzyzowski	Director, IRLEE		
Larry Molnar	Assoc. Director, IRLEE		
Business			
Daphne Adams	GM	Karen Maurer	Maurer Management
Stewart Beal	Beal Inc.	Phillip Meier	General Dynamics
David Behen	GDI Infotech	Mike Miller	Environmental Quality
Cheryl Bow	Trinity Health	Les Mohler	Mohler Construction
Tae Hyun Cho	Hyundai	David Palmer	LaVision, inc.
Bill Craigmile	OHM Advisors	Elizabeth Parkinson	Ann Arbor Spark
Erik Dotzauer	Depot Town CDC	Mark Perry	AA Airport Advisory Committee
Fred Eaton	Comcast	Kirk Profit	Governmental Consulting Services Inc.
Mike Finney	Ann Arbor Spark	Yvette Pugh	AT&T
Peter Fletcher	Ypsilanti Credit Bureau	Gary Roberts	Demattia
Bill French	Aubree's	Tim Robinson	Ann Arbor Spark
Brian Galbraith	Medallion Group	Paul Saginaw	Zingerman's
Paul Ganz	DTE	Joe Sesi	Sesi Motors
Rene Greff	Arbor Brewing Company	Julie Strong	Gershenson Realty & Investment
Thomas Harrison	Michigan Ladder	Mark Torigian	Hyundai
Shamar Herron	Ann Arbor Spark	John Whartman	General Dynamics
Scotty James	Materials Unlimited	Eric Williams	Puffer Reds
Diane Keller	Ypsilanti Chamber of Commerce	Doug Winters	McLain and Winters
Bill Kinley	Phoenix Contractors	Don Wortman	Carlisle & Wortman Associates
Reynold Lowe	Materials Unlimited	Susan Yi	Hyundai
James Marks	VGKids		

Government and Not-for-Profit

Washtenaw County

Mary Jo Callan	Director, Community Development	Catherine McClary	Treasurer
Jerry Clayton	Sheriff	Mark Ouimet	Commissioner, BOC
Gene DeRossett	Court Admin, 14A District Court	Ronnie Peterson	Commissioner, BOC
Jeff Fulton	Director, 911 Central Dispatch	Wes Prater	Commissioner, BOC
Teresa Gillotti	MSU Extension	Trenda Rusher	Executive Director, ETCS
Bob Guenzel	County Administrator	Ken Schwartz	Commissioner, BOC
Leah Gunn	Chair, Board of Commissioners	Rolland Sizemore	Commissioner, BOC
Jeff Irwin	Commissioner, BOC	Conan Smith	Commissioner, BOC
Derrick Jackson	Director of Community Engagement	Kirk Tabbey	14A District Court
Kristin Judge	Commissioner, BOC	Tony VanDerworp	Director, Office of Strategic Planning
Verna McDaniel	Deputy County Administrator		

City of Ypsilanti

Ypsilanti Township

Michael Bodary	City Council Member	Jean Currie	Ypsilanti Twp Trustee
Ed Koryzno	City Manager	Larry Doe	Treasurer
Debbie Locke-Daniel	Executive Director, Ypsilanti CVB	Stan Eldridge	Ypsilanti Twp Trustee
April McGrath	Assistant City Manager	Mike Martin	Ypsilanti Twp Trustee
Pete Murdock	City Council Member	Karen Lovejoy Roe	Clerk
William Nickels	City Council Member	Dee Sizemore	Ypsilanti Twp Trustee
Lois Richardson	City Council Member	Brenda Stumbo	Supervisor
Brian Robb	City Council Member		
Paul Schreiber	Mayor		

Superior Township

Augusta Township

Bill McFarlane	Supervisor	Pete Hafler	Supervisor
Brenda McKinney	Treasurer	Kathy Giszczak	Clerk
Dave Phillips	Clerk	Kathleen Jackson	Augusta Twp Trustee

Pittsfield Township

Mandy Grewal	Supervisor
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Other

Chong-Anna Canfora	Office of Senator Debbie Stabenow
Andy Labarre	Office of Congressman John Dingell
Ryan Werder	Office of Congressman John Dingell
Anne Brown	State of Michigan AWS
Kent Baumkel	20/20 Task Force
Gary Clark	20/20 Task Force

ELG Projects

Spark East Spark Incubator

Description: Having office space and SPARK business services available downtown for new companies will provide several benefits. Reduced rent and business accelerator services will help foster new innovative companies and employment in the area. The new incubator tenants will generate sales for local businesses along Michigan Avenue while being exposed to the area's culture and living environment.

Project Outcome: Establish a high-tech business incubator in Downtown Ypsilanti by Q1 of 2009 that will provide business start up and expansion services. The incubator will be leased and operated by Ann Arbor Spark with an initial five year term. The incubator will have an open concept with cubicles, conference rooms, administrative offices and training/classrooms.

Project Champion(s): Dave Mielke, Dean EMU College of Business, David Behen, Washtenaw County Deputy Administrator and Mike Finney, President and CEO Ann Arbor SPARK

Project Manager: Shamar Herron-Ann Arbor SPARK

Implementation Team: Greg Fronizer- Ann Arbor SPARK, Brian Vosburg- Ypsilanti DDA, Charlie Penner- Washtenaw Community College, Diane Keller- Ypsilanti Chamber of Commerce, Ed Koryzno- City of Ypsilanti, Roy Wilbanks- EMU, Scott Olson- Ann Arbor SPARK ,Tom Harrison- Michigan Ladder, James McFarlane-Washtenaw County, Anthony VanDerworp- Washtenaw County, David Behen-Washtenaw County

Action Steps	Timelines
1) Develop Operations Plan	Complete
2) Identify site options	Complete
3) Secure Funding	Complete
4) Secure Site/Site Development	Complete
5) Tenant identification	Complete
6) Begin operation of Incubator	Complete
7) Secure Incubator Clients (SPARK already has confirmed 4 clients)	Q3 2009

Spark East 5 Year Operating Budget

Ann Arbor Spark

Ypsilanti Business
Incubator
5 Year Operating Budget

Square Feet 8,500

Revenue			Year 1	Year 2	Year 3	Year 4	Year 5	Total
Contributions	Contribution	Ypsilanti Township	5,000	5,000	5,000	0	0	15,000
	Contribution	City of Ypsilanti	5,000	5,000	5,000	0	0	15,000
	Contribution	Superior Township	5,000	5,000	5,000	0	0	15,000
	Contribution	Ypsilanti DDA	5,000	5,000	5,000	0	0	15,000
	Contribution	EMU	60,000	60,000	60,000	60,000	60,000	300,000
	Contribution	Washtenaw County	50,000	50,000	50,000	50,000	50,000	250,000
	Contribution	DTE	25,000	0	0	0	0	25,000
Rent	Rent	Tenant Rent (\$400/mo/cube -12 cube avg.)	57,600	57,600	57,600	57,600	57,600	288,000
	Rent	Meeting room rental (\$50 per night-4nts/wk/50 wks)	10,000	10,000	10,000	10,000	10,000	50,000
Total Revenue			222,600	197,600	197,600	177,600	177,600	973,000
Expense								
Personnel	Personnel Costs - salary + fringes (2% annual increase)		69,300	70,686	72,100	73,542	75,013	360,640
Occupancy	Building Lease		72,000	80,000	80,000	80,000	80,000	392,000
Occupancy	Utilities & Other Bldg Costs (\$3 sq. ft.)		24,000	24,000	24,000	24,000	24,000	120,000
Office	Copier Lease		7,200	7,200	7,200	7,200	7,200	36,000
Office	Insurance		2,320	2,320	2,320	2,320	2,320	11,600
Office	Other Operating Costs (IT, Cleaning, Maintenance, Supplies, Phone/ISP/T1)		20,000	20,000	20,000	20,000	20,000	100,000
Taxes	Property Taxes - landlord will not charge tenant		0	0	0	0	0	0
	<i>Tenant Services - Coaching/Mentoring/Consultants TBD</i>							
Total Expenses			194,820	204,206	205,620	207,062	208,533	1,020,240
Surplus/Shortfall			27,780	-6,606	-8,020	-29,462	-30,933	-47,240

Assumptions

Note: Lease directly with Ann Arbor Spark

NOTE: All Build out on building paid by landlord

Utilities estimate \$3.00 Per Square foot

Eastern Gateway Redevelopment

Description: A redevelopment plan is needed to promote redevelopment of the area. Without a plan for the area, private developers will be hesitant to invest in any redevelopment areas (particularly in the current economic environment).

The “Gateway Area” includes the I-94 / Huron Street Interchange, properties along Huron, Hamilton and Spring Streets, the Water Street project in the City of Ypsilanti and the properties along Huron St. in Ypsilanti Township. Components of redevelopment include:

- Redevelopment land use and design concepts by area experts
- Interchange landscaping to enhance the appearance and “feel” for visitors;
- Re-use opportunities of the ACH Plant and other properties along Spring Avenue;
- Tie the Water Street project into a larger redevelopment plan for the area
- Physically and visually connect the Ypsilanti Township “New Town Center” and Ford Lake recreation to the City’s Downtown shopping and Riverside Park amenities
- Implementation actions including land use, zoning, design standards and incentives
- Determine strategy for Parkview

Project Outcome: Increase jobs and tax base in the eastern portion of the County by developing and implementing concepts for the redevelopment of the “gateway” into the City of Ypsilanti.

Project Champion(s): Ed Koryzno, Ypsilanti City Manager, Bill Kinley, President, Phoenix Contractors, Representative from Ypsilanti Township Leadership

Implementation Team: Paul Schreiber-City of Ypsilanti, Mike Martin- First Martin, Ronnie Peterson- Washtenaw County, Karen Lovejoy Roe- Ypsilanti Township, Ken Schwartz- Washtenaw County, Rolland Sizemore-Washtenaw County, Gary Hawks-EMU, Roy Wilbanks- EMU, Kirk Profit- Governmental Consulting Services Inc, Brenda Stumbo- Ypsilanti Township, Bill McFarlane- Superior Township, Tom Harrison- Michigan Ladder, Peter Fletcher- Credit Bureau of Ypsilanti, Paul Saginaw-Zingerman’s

Project Manager: Tony VanDerworp- Washtenaw County

*The cost of developing concepts and implementing actions is \$30,000. ***The timelines and project scope will be solidified upon the formation of the project team.***

Action Steps	Timelines
1. Gateway area land use and infrastructure resources and mapping	
2. Design Workshop and presentation to Implementation team	
3. Revise the plan based on Team comments	
4. Present to the ELG	
5. Implement concept plan	

University/Community Redevelopment

Project Description: Universities have a significant presence and impact on the communities in which they reside. There are many examples of universities working with local communities to develop plans and actions to improve the area surrounding the university with positive impacts spilling into the broader area. This working group prepared a case study report on how the university can play a more significant role in community revitalization.

Project Outcomes:

1. Establishment of an Eastern Michigan University Office of Community Affairs charged with providing one central point of contact for community residents and leaders regarding community initiatives, reducing duplication of services and help focus university resources toward important community needs.
2. Institutionalize communication and collaboration among the colleges, universities, governmental entities and other civic/social organizations involved in community initiatives in Eastern Washtenaw County to align community initiatives.

Project Champion(s): TBD

Project Manager: TBD

Implementation Team: TBD

****On hold pending President's Review***

Action Steps	Timelines
1) Case Study Report	Complete
2) Identify current university resources working in the community	
3) Identify the resources needed for a new Office of Community Affairs	
4) Develop a metrics/reporting system to regularly report results	
5) Coordinate and staff the ELG meetings	
6) Institutionalized communication and collaboration	

Case Study Summary

University-Community Collaboration Case Studies

University – Community Redevelopment Case Study Committee

Case Study Report and Committee Recommendations

Members: David Clifford and Joe Ohren (EMU); Ed Koryzno (City of Ypsilanti); and Ken Schwartz (County Commissioner) and Tony VanDerworp (Washtenaw County)

The Committee is one of three formed by the Eastern Leaders group to work on immediate tasks. The Committee met on four occasions to review and discuss earlier drafts of the Case Study Report presented here and to develop the following recommendations. Based on our review of the case studies, the Committee believes that the University can offer significant resources to further the vision and goals of the Eastern Leaders Group and recommends that the University take the lead in forming a sustainable framework for community engagement and improvement through the following actions.

1. Eastern Michigan University should establish an Office of Community Affairs.

We believe that establishing and institutionalizing an Office of Community Affairs (OCA) within the EMU structure is the best way to ensure a focused and long term commitment to the eastern Washtenaw community. As the Report indicates, EMU has made and continues to make important contributions to the community. While important, these efforts have been idiosyncratic and project focused rather than institutionalized. The OCA would provide a single point of contact for those in the community and would link university efforts more closely to ongoing community problem-solving. The intent is not to replace important departmental community-focused efforts, but rather serve as catalyst and facilitator for an even greater commitment of resources and support.

In anticipation of establishing such an Office, we believe that the President's Office at EMU should enlist participation from those departments currently involved in community relations activities to better understand the current level of commitment; identify strategies for reducing duplication of effort and insuring greater synergy; help focus current university resources toward important community needs; identify the resources needed for a new Office of Community Affairs; and develop a metrics/reporting system to regularly report results.

2. Institutionalize communication and collaboration among the colleges, universities, governmental entities and other civic/social organizations involved in community initiatives in eastern Washtenaw county.

As our discussions and preliminary research indicate, there are numerous initiatives underway in the eastern portion of the county. Regular communication and information sharing between and among the actors involved in these efforts will ensure that initiatives align toward community goals, reduce duplication of efforts, and identify and create greater opportunities for synergy and shared resources, leading ultimately to an improved quality of life in the community.

We believe that the Eastern Leaders Group (ELG) should initiate, facilitate and support this communication and collaboration since the Group represents a broad cross section of the community and members are engaged in their personal capacity, not as representatives of any particular agency. Additional individuals may need to be recruited to the ELG to broaden community involvement, but we

believe that the ELG needs to evolve to become an ongoing mechanism for communication and collaboration.

Once additional members are enlisted, the ELG should solicit participation in regular periodic meetings of a point person from each of the ongoing community initiatives to share information concerning current efforts; identify further needs and additional opportunities for action; help align resources; and regularly report on progress.

We believe that one of the functions of the newly established OCA at EMU is to coordinate and staff these ELG meetings. The University transcends political and organizational boundaries and has the intellectual resources to facilitate discussion and support further collaboration among the participants. To build on the current momentum and to avoid delays associated with establishing the new OCA, we also recommend that the EMU President designate a senior staff person to support the efforts of the ELG until such time as the OCA is up and running.

EMU's current community commitments, an extensive past record of community involvement, and the "best practices" of other Universities and Colleges noted in the Case Study Report provide compelling evidence of how the considerable human and intellectual resources of the University can be brought to bear to meet the challenges and opportunities in eastern Washtenaw County. The Committee recognizes that our recommendations may require some additional discussion and clarification and we stand ready to assist in any way possible.

Eastern Michigan & Local Schools

Description: Eastern Michigan University is one of the premier schools in the country, yet the local k-12 school systems do not perform as well as other area schools. EMU should take a leadership role in school improvement, not only to increase the chance of success for existing students but to have the schools consistently rated among the best in the nation. This consistent ranking is one of the most important qualities of living components needed to attract talent and innovation companies.

Project Outcomes: Improve local school performance (graduation rates) through a partnership between EMU College of Education and local school districts on projects to improve performance. Additionally, the group is creating a centralized web portal to inform community stakeholders of relevant information and current successes within the Eastern Washtenaw School Districts.

Project Champion(s): Joe Pollack, Director, Charter Schools, Eastern Michigan University

Implementation Team: Joe Pollack-EMU, Patricia Tierney- WISD, Karen Erhardt-Domino-WISD, Penny Morgan-Willow Run, Lynn Cleary-Lincoln Schools, Verna McDaniel-Washtenaw County, James Hawkins-Ypsilanti Public Schools and Richard Weigel- Ypsilanti Public Schools

Status: The EMU & Local Schools Committee completed partnership agreements between EMU and the Eastern School Districts. The group also created a central web portal which displays pertinent information from the districts. Both the partnership agreements and web portal can be viewed at <http://elg.ewashtenaw.org>

*The term of the Education Committee has sunset however to continue the educational effort in Eastern Washtenaw County, the following project is underway:

K-12 & Early College Expansion

DEVELOPING THE BEST AND BRIGHTEST MINDS (EXPAND EARLY COLLEGE ALLIANCESM AND IMPROVE K-12 PERFORMANCE)

We have a lot of activity around school improvement initiatives particularly at the secondary level. Ypsilanti Public Schools <http://www.ypsd.org> is completing a restructuring plan for grades 6-12 as well as instituting an early college program expansion for the next two years with the support of the University of Michigan Engineering School and the Early College AllianceSM @ Eastern Michigan University (EMU). This work is being funded by a grant from the Ann Arbor Area Community Foundation with support from Washtenaw Intermediate School District (WISD) <http://www.wash.k12.mi.us>.

Willow Run Community Schools <http://www.wrccs.k12.mi.us> has an approved High School Restructuring plan supported by state funding for High Priority Schools. They are also offering summer academies for academic support and credit recovery.

These programs are inclusive of the economically disadvantaged youth in the Ypsilanti communities. An overview and status of each of these initiatives is presented below.

EXPAND EARLY COLLEGE ALLIANCESM (ECA)

Background and Description

Innovative education programs such as the Early College AllianceSM (ECA) @ Eastern Michigan University (EMU), where public school students can earn up to sixty (60) college credits during high school, can increase attainment and skill development of our youth. These programs can also provide skilled workers in key growth areas like science, technology, mathematics and medicine. ECA students currently have the opportunity to attend Eastern Michigan University to prepare themselves for careers in high-demand occupations. With the first two years of college provided at no cost to the student or parent, a key to expanding these programs across the county is the ability of students to fund their third and fourth years of college.

The ECA @ EMU is one of only nine early college programs in the state. It was created in 2007 to expand college credit earning opportunities for all high school students, beginning with students in Eastern Washtenaw County. The ECA @ EMU is available to all high school students with thirty percent (30%) of the available slots reserved for students from low socio-economic status (SES) households. The ECA @ EMU currently has 150 students participating in the program with an incoming cohort of approximately 140 students, bringing the total enrollment to about 290 for the Fall of 2009.

To expand the early college program, the School District of Ypsilanti is considering establishing a STEM (science, technology, engineering and mathematics) middle school strand of the Early College AllianceSM to prepare more Ypsilanti students for the early college option.

Action Outcomes:

Create a STEM (science, technology, engineering and mathematics) strand of the Early College AllianceSM @ EMU.

Create an Early College AllianceSM Occupational Studies strand with Washtenaw Community College (WCC) that will provide high school students greater occupational education options while attending high school.

Create an Early College AllianceSM Arts and Culture strand to support the Washtenaw county arts and culture initiatives, as well as meeting the needs of high school students interested in the arts.

Expand dual enrollment options under the auspices of the Early College AllianceSM for all high school students across the county.

Enroll 150 new students each fall in the ECA program (beginning in the fall of 2011) to reach a maximum of 400-500 students per year enrolled in the STEM ECA program. Students from other public school

districts in addition to those from Ypsilanti Schools, who attend the ECA, will directly participate in the expanded programs.

Action Champions: Ann Arbor Area Community Foundation, Eastern Michigan University, Washtenaw Intermediate School District, University of Michigan College of Engineering, St. Joseph Mercy Health System, University of Michigan Health System, Ypsilanti Chamber of Commerce, Michigan Works!, Ypsilanti, Milan, Lincoln Consolidated and Whitmore Lake School Districts.

Status: Grant funding from the Ann Arbor Area Community Foundation was awarded and there is a detailed action plan with milestones.

For more information, contact David Dugger, ECA Director, at 734-487-4293 or via email at eca_dugger@emich.edu or go to the web site <http://www.earlycollegealliance.org/>

IMPROVE K-12 PERFORMANCE

Background and Description

Economic success for the region depends on well-educated, creative young people who choose to live, work and create here. For this reason, economic development agendas must be built upon substantial investment in the development of indigenous human capital, through a transformation of all elements of the public education system.

High quality education systems (from early childhood through post-secondary) are needed to develop skilled workers and attract companies and talent to our region. Companies considering expanding or relocating to our region need to know that children of their employees can get the best education possible whether they live in our villages or urban core. This is one of the key factors that site selectors assess when recommending sites for expansion and relocation. High school graduation rates are good in most areas of the county but we need to consistently achieve high attainment levels in all school districts.

Status Ypsilanti District

The Ypsilanti Public School's staff and faculty have collaboratively developed a restructuring plan for Ypsilanti High School to:

- Strengthen teaching and curriculum offerings in all core content areas, with an emphasis on supporting student success at the post secondary level, and in STEM fields,
- Provide a mentoring experience for all students, and
- Provide additional learning options both inside and outside the traditional school setting.

To support the reform at the high school, Ypsilanti Public Schools plans to undertake a number of changes at the middle-and high-school level including:

- Develop a pre-engineering program with a strong focus on STEM (science, technology, engineering and math) in grades 6-10,
- Add double math options at the middle-school level, (This may be a two-hour block of math or an additional methods hour for students struggling with traditional instruction. It is an opportunity for struggling students to receive supplementary instruction during the normal school day.)
- Bring in engineering projects,
- Work with the Algebra Project supported by University of Michigan, Eastern Michigan University and Washtenaw Intermediate School District.
- Redesign the middle - and high-school class schedules to provide options for more focused instruction for any student who is not performing at grade level in a core academic area.

These align, and reinforce other ongoing reforms in the Ypsilanti School District, including the establishment of the elementary and middle school STEM Academies.

Action Outcomes:

Create a sixth-grade-through-college success pipeline, serving students who either chose to attend ECA or remain in their high school.

Create a culture of high expectations for all Ypsilanti students.

Open the innovations at Ypsilanti High School, East Middle School and Adams Elementary to all Ypsilanti Public Schools' students.

For more information, contact Richard Weigel, Executive Director of Educational Services at Ypsilanti Public Schools, at 734-712-1206 or via email at weigel@ypsd.org

Status Willow Run Community Schools

Willow Run Community Schools is undertaking a number of changes at the middle-and high-school level in the recently combined middle and high schools secondary complex which include:

- Developing and implementing a comprehensive staff development plan around the theme of building a successful learning community including collaborative leadership and effective use of data to drive the instructional program.
- Implementing a structured teacher mentor program
- Providing students with extended learning through summer academies that include academic support and credit recovery through Michigan Virtual University and Sylvan Learning.
- Strengthening teaching and curriculum offerings in content areas through targeted professional development including Adolescent Literacy and Mathematics and a mathematics coach for the high school mathematics department to promote best practices in teaching mathematics.

- Working with the Algebra Project supported by University of Michigan, Eastern Michigan University and Washtenaw Intermediate School District.

Action Outcomes

Complete alignment of curriculum and extended academic support at the secondary complex.

Create a learner-centered education with multiple pathways leading to 21st Century jobs.

Provide each student opportunities for internships, project-based learning and mentoring experiences within the school and in settings beyond the school building.

District Strategic Plan

Willow Run Community Schools held a series of forums to inform the community about the current status of the district. On Saturday April 18th, a strategic planning session was held to develop goals and objectives in the following areas: student achievement, facilities and finance, leadership and staff quality, safety and security, technology, parent and citizen involvement and district image. A follow-up session will be held to finalize the strategic plan.

For more information, contact Dr. Doris Hope Jackson, Willow Run Schools Superintendent at 734-961-6315 or via email at hopejacksondoris@wrcs.k12.mi.us

Status Lincoln Consolidated Schools

- Presenting an updated 5 year strategic plan in May 2009
- K-12 summer enrichment program
- Engineering summer program with Project Lead the Way and Eastern Mich. Univ.
- Michigan Institute for Aviation and Technology started at the Willow Run Airport
- Founding member district in the Early College Alliance

For more information, contact Lynn Cleary, Lincoln Schools Superintendent at 734-484-7001 or via email at cleary@gw.lincoln.k12.mi.us

Michigan Suburbs Alliance Preliminary Report

Scope of Work

The Michigan Suburbs Alliance will research stakeholder interests in short- to medium-term economic development initiatives for eastern Washtenaw County and assist in the development of a three- to five-year action plan for restoring economic vibrancy to the region.

Deliverables

1. No less than 50 stakeholder interviews across the political, business, nonprofit and citizen sectors within the geographic boundaries of the project.
2. A scan of economic development plans from various organizations in the region.
3. Leadership alignment report that highlights research findings and key recommended actions in response to those findings.
4. A convening of the Eastern Leaders Group to discuss research findings.
5. A final analysis of the project, due within 60 days of the completed Scope of Work.

Items 1, 2 and 4 are complete. The results of that research will be compiled in the leadership alignment report (#3 above) and will be delivered to County staff. The ELG Working Committee decided not to pursue a summit in 2008. The Suburbs Alliance presented their preliminary report at the last ELG Working Committee meeting in fall of 2008.

Preliminary Research Results

Interview subjects stated repeatedly that:

- Defined and focused leadership is missing in the region
- The City of Ypsilanti and surrounding townships continue to allow past conflicts marginalize any movement toward collaboration
- Education and talent retention should be a greater community priority
- Negative perceptions of Ypsilanti City and southeast Michigan as a whole impede investment

Their short-term priorities include:

- Marketing the assets of the community
- Opening of Spark East Incubator in Downtown Ypsilanti
- Creating non-motorized and public transportation connections
- Water Street...increase critical mass in the City of Ypsilanti
- More collaboration between city and townships

Federal Funding for Revitalization Projects

Description: Funding will be a key piece of successful implementation of the “Business Plan for the Revitalization of Eastern Washtenaw County”. Obtaining funds from the EDA is contingent on the development and acceptance of a “Community Economic Development Strategic Plan” (CEDS). The CEDS can be developed from previous studies, readily available information and community project prioritization that have occurred over the past few months.

Project Outcome: Develop and gain EDA approval of a CEDS plan that will allow access to EDA funding for ELG projects.

Project Champion Tony VanDerworp, Director Strategic Planning, Washtenaw County

Project Manager: Tom Fielder- Washtenaw County

Potential Implementation Team:, Brian Vosberg- Ypsilanti DDA, Charlie Penner- Washtenaw Community College, Diane Keller- Ypsilanti Chamber of Commerce, Ed Koryzno- City of Ypsilanti, Tony VanDerworp- Washtenaw County, Shamar Herron- Ann Arbor SPARK, David Behen- Washtenaw County, Greg Fronizer-Ann Arbor SPARK, Erik Dotzauer-Ypsilanti CDC, Karen Lovejoy Roe-Ypsilanti Township, Ronnie Peterson-Washtenaw County, Ken Schwartz- Washtenaw County , Bill McFarlane,-Superior Township, Dave Betts -Washtenaw County. Additional implementation team members will be identified when the CEDS Board is formed.

Action Steps	Timelines
1) Review Guidelines for creating a CEDS plan from EDA and identify a good example from another small government entity that we can use as a guide for our CEDS plan and work with EDA contact to make sure our document is adhering to the general guidelines from the EDA	Q4 2008 - Complete
2) Develop an outline for the document, collate all available socioeconomic research and obtain the necessary information to complete the CEDS plan.	Q1 2009 -Complete
3) Prepare Draft CEDS Plan and review by the implementation team	Q2 2009 – In Progress
4) Create CEDS Board from subset of ELG	Q2 2009
5) Submit to EDA for review and approval	Q3 2009
6) Completed CEDS Plan	Q4 2009

Community Revitalization and Stabilization Programs

Neighborhood Stabilization Program

Description: Purchase and rehabilitate abandoned or foreclosed properties in order to sell, rent or redevelop the properties. Additionally, the project is intended to demolish blighted structures while redeveloping demolished or vacant properties. The Neighborhood Stabilization program will enable the direct investment of \$3.2 million over the next three years. Additional funds must be leveraged in order to maximize the scope of revitalization efforts undertaken.

Project Outcome: Leverage County Neighborhood Stabilization Program (NSP) grant funds to help revitalize the Eastern portion of Washtenaw County.

Project Champion(s): Leah Gunn- Washtenaw County Commissioner, Bill McFarlane- Superior Township Supervisor, Brenda Stumbo- Ypsilanti Township Supervisor, Paul Schreiber- City of Ypsilanti Mayor & Andy LaBarre, Congressman Dingell’s Office

Project Manager: Mary Jo Callan – Washtenaw County Community Development

Implementation Team: Jennifer Hall – Washtenaw County, Damon Thompson – Washtenaw County, Darnishous Ingram – Washtenaw County, Lyle Rice – Washtenaw County, Alvin Nunn - Washtenaw County, Jon Vaneck - Washtenaw County, Anita Mure - Washtenaw County and Mirada Jenkins - Washtenaw County. Other stakeholders from the ELG will also be identified to participate on the implementation team.

* The program is under development pending funding award. For more information contact Mary Jo Callan, project manager at (734) 622-9005 or callanm@ewashtenaw.org

Action Steps	Timelines
1) Understand the priorities and parameters of NSP	September 20 09
2) Identify NSP projects that align with the goals of the ELG	October 2009
3) Develop project plans, including metrics, budget and identify resources	January 2010
4) Make recommendations to the UCEC	January 2010

CDBG/HOME Project

Description: The Washtenaw Urban County community is committed to creating housing and economic opportunities to provide a suitable living environment, principally for our low to moderate income residents. The Washtenaw Urban County Annual Plan summarizes the 2008-09 annual goals and objectives for the Community Development Block Grant (CDBG), Home Investment Partnerships Program (HOME), and American Dream Down Payment Initiative (ADDI) funding that comes to the County from the U.S. Department of Housing & Urban Development for the jurisdictions currently participating in the Urban County. The Washtenaw Urban County is comprised of Ypsilanti Charter Township, Pittsfield Charter Township, Ann Arbor Charter Township, Bridgewater Township, Salem Township, Superior Charter Township, the City of Ypsilanti, York Township, Scio Township, Northfield Township, and Washtenaw County as the lead entity.

Current & planned projects in the pipeline for the Eastern side of the County include the following:

- 10 LMI households will become first-time homebuyers by purchasing newly constructed or rehabilitated homes.
- 5 units of affordable rental housing will be identified, acquired and/or rehabilitated for special needs, homeless, and/or households.
- 14 LMI households will receive low- or no-interest loans/grants to rehabilitate their homes.
- 432 Rental Housing Units in West Willow & Sugarbrook will be inspected for Code Compliance
- 222 households will receive health care and mortgage foreclosure prevention services to promote housing and community stability
- 68 individuals with special needs will receive meal delivery and representative payee services to improve safety and livability
- 177 residents will receive transportation and child care subsidies to promote community inclusion and increase economic opportunities
- The Ypsilanti Township Community Center, the Ypsilanti City Pool, and the Ypsilanti City Parkridge Community Center will be rehabilitated to improve the functionality of these public facilities
- 20 ADA Curb cuts will be constructed in the City of Ypsilanti and the Scio Township Delhi bridge will be rehabilitated in order to increase the safety and sustainability of public infrastructure

Project Outcome: To leverage funding and improve the suitable living environment within Eastern Washtenaw County and the surrounding communities. Additionally, the project team will obtain the advice of the ELG to identify the highest priority projects within the community to realize the greatest community impact.

Project Champion(s): City of Ypsilanti Representative, Ypsilanti Township Representative, Superior Township Representative and other Eastern Leader’s Group stakeholders

Project Manager: TBD

Implementation Team: TBD

****Action steps will be formerly solidified upon formation of the project team.***

Action Steps	Timelines
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1) Understand the priorities and parameters of CDBG/HOME	May 09
2) Identify high- priority CDBG/HOME projects that align with the goals of the ELG	June 09
3) Develop project plans, including metrics,, budget and identify resources	July 09
4) Make recommendations to the UCEC	August 09

Land Bank

Description: Create and establish a successful land bank for properties that have been abandoned or foreclosed upon. A land bank is a public authority created to efficiently hold, manage and develop tax-foreclosed property so that communities can reclaim, reinvest in and rebuild their neighborhoods. The Land Bank Authority is able to assemble land for transfer to adjacent homeowners, develop short and long-term green spaces, and initiate new housing and commercial developments. The objective is to restore the integrity of the community by removing dilapidated structures and redeveloping abandoned properties.

Project Outcome: Attain residential and commercial properties for future redevelopment.

Project Champion(s): Catherine McClary- Washtenaw County Treasurer, Mary Jo Callan - Director Washtenaw County Community Development, Trena Rusher- Executive Director Employment Training & Community Services

Project Manager: TBD

Implementation Team: Kirsten Osborne-Washtenaw County, Jennifer Hall-Washtenaw County, Damon Thompson-Washtenaw County, Mary Jo Callan-Washtenaw County, Trena Rusher-ETCS, Catherine McClary-Washtenaw County and other community stakeholders.

****Project Team is meeting in June to identify action steps.***

Business Development & Employee Training

Block by Block Initiative

Description: Provide intensive “mega” business development services and employee training to enhance economic viability and support job creation for individual businesses in the 100, 200, and 300 blocks of Michigan Avenue and Water Street in Ypsilanti.

Project Outcomes

- 25- 35 Businesses Created/Retained
- 250-300 New Jobs Created
- 180 – 360 People Placed in New Jobs
- 200 – 400 People Trained

Project Champion(s): Ypsilanti Area Chamber of Commerce Representative, Washtenaw County ETCS / Michigan Work’s Representative and Workforce Development Board Representative

Project Managers: Diane Keller-City of Ypsilanti Chamber of Commerce & Trena Risher-ETCS

Implementation Team: The project team will consist of Ypsilanti Chamber, ETCS, consultants and Interns which will be identified when funding is received.

Action Steps	Timelines
1) Ypsilanti Area Chamber Board Approval	February 25, 2009- completed
2) Washtenaw County Workforce Board Approval	March 16, 2009- completed
3) Eastern Leaders Group Adoption	April 2009
4) ARRA funds received	April 16, 2009
5) PREP/CONTRACT/TRAINING/RECRUITMENT	May 2009
6) Launch/Kickoff “Block by Block” Event	June 2009
7) Program Evaluation/Economy Stimulated	June 2011

*Additional Deliverables/Program Design includes

- Center for Transitional Talent (SEPTEMBER 2009) which includes specialized services for executives, middle management, skilled workers in need of retooling and retired workers returning to the talent pool, SBTDC, paid internships, paid mentorships, registered apprenticeships, entrepreneurship and intrapreneurships.
- Retool & Fuel which will: develop customized trainings, develop marketing assistance, coordinate with MI- SBTSC seminars, coordinate neighborhood improvement plans, develop consultation & referral services, coordinate joint services and activities between the Chamber

and ETCS and develop retail incubator/condo. The Engagement/Outreach and Gateway Board/CDFA activities will occur after the program is implemented (post launch).

- The program will also increase productivity in knowledge-based and education industries which will occur after implementation. The following are expected outcomes based on the partnership: green jobs/green economy initiatives, innovation based companies, electrification, alternative energy, high skilled/high wage/high demand jobs.
- Workforce for Youth will focus on workforce development services, recruitment, training, retaining and growth of 14-24, career jam, business side of youth and the youth mogul group.
- ECA (Early College Alliance)

Micro Loan Program

Description: One significant way to grow and develop businesses in the eastern part of Washtenaw County is to find good ways to make funding available. Micro Loan programs are efficient ways to provide sizable loans in the eastern part of the County. These funds could be used to launch new ideas or sustain existing businesses. The funding would focus on 3 areas;

- 1 to 10 person businesses. Often service type businesses with history of sales but poor cash flow.
- Established companies who are having their credit squeezed because of the current economic situation (10+ employees and growing)
- Incubator/Start up type business (1-3 person innovative company near commercialization)

Project Outcome:

Start new Micro Loan Fund focusing specifically on innovative, high growth companies to locate on the eastern side of Washtenaw County.

- Targeting Loans < \$50,000
- Looking for companies with business that will eventually extend beyond Michigan's borders.
- Aiming for companies that have a potential to generate 10 million in revenue within 5 years.
- Will charge interest to ensure that we replenish our original investment (interest rate around 12%)
- No collateral or guarantees and subordinate
- No match or bank requirement
- Opportunities reviewed by volunteer experienced advisors/consultants
- Due diligence would include background checks and technical review
- \$200,000 from County to start this program.

Contribute money to CEEDS micro loan program and create new fund to specifically target the east side of Washtenaw County (east of US-23).

- 7 to 1 match for every dollar.
- Leverage federal dollars that are available
- Targeting good business plans that have trouble getting funding
- Provides significant leverage for the money we contribute
- We can be involved in directing where the money goes.

Project Champion(s): David Behen – Washtenaw County Deputy Administrator, Skip Sims- Ann Arbor SPARK Managing Director, Business Acceleration/Manager, Michelle Richards-CEED Executive Director

Project Manager: Tom Fielder, Washtenaw County

Implementation Team: Charlie Penner- Michigan Small Business and Technology Development Center at Washtenaw Community College, Michelle Richards – CEED, Nicholas Fortson – Business and Banking Consultant, Maura Campbell – Gateway Board, Trena Rusher – Washtenaw County ETCS, Skip Simms – Ann Arbor SPARK.

****Action Steps will be developed upon formation of the project team.***

Energy Efficiency and Conservation Block Grant

Description: : The Energy Efficiency and Conservation Block Grant (EECBG) is an “entitlement” funding source for which Washtenaw County qualifies as a result of its population base. The program is guaranteed for a minimum of five years although it is expected that it will be a long-term funding program from the Federal government similar to CDBG dollars. The 2009 award will be \$766,900 with an application due by June 25, 2009 and funding available by the fall of 2009. The EECBG funding has identified a high focus on programs that create or retain jobs. The following is a list of eligible areas to be funding, although the Secretary of Energy has the authority/discretion to designate other special areas that are not listed: energy conservation plans, audits, retrofits, greenhouse gas emissions reducing programs, capitalizing a Revolving Loan Fund, education & information, improving energy efficiency in transportation, building & other energy related initiatives and distributed generation.

Project Outcomes: Identify high priority projects that can use energy block grant funding to help revitalize the Eastern portion of Washtenaw County.

Project Champion(s): Patricia Denig, Planning Manager

Project Manager: TBD

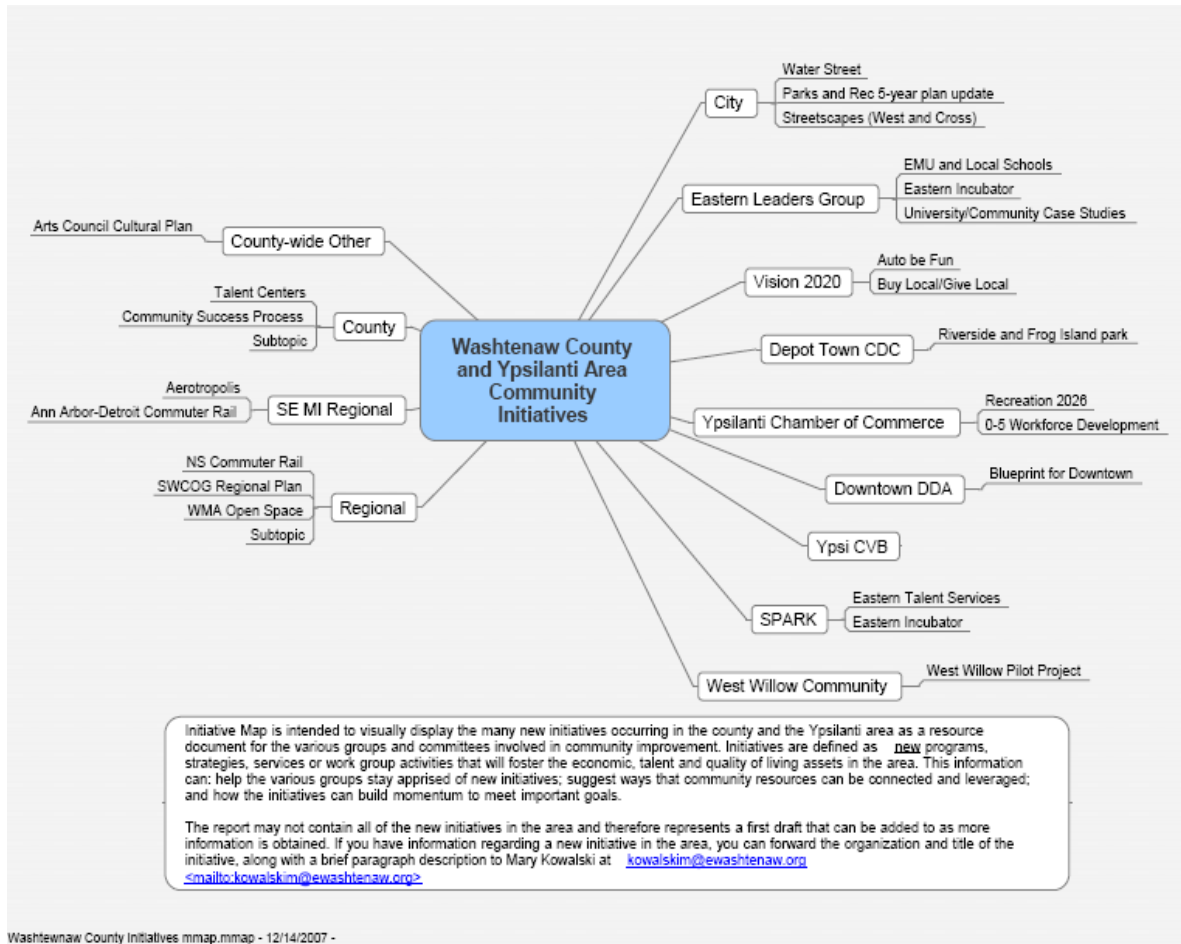
Implementation Team: TBD

****The program is under development/pending funding award.*** For more information contact Patricia Denig, Planning Manager at (734) 222-6809 or denigp@ewashtenaw.org

Attachments

Attachment A- Initiative Map of Ongoing Projects in Washtenaw County

Initiative Map



Attachment B- City of Ypsilanti Heritage Preservation & Economic Development Report

Below is the link to the Heritage Preservation & Economic Development report.

To view the report, please go to:

<http://elg.ewashtenaw.org/news/Preservation%20and%20Economic%20Development%20report>

To view the full January 2009 Ypsilanti Mayor's 2020 Task Force Final Report which outlines the long-term visioning for City of Ypsilanti, please go to:

http://city-ypsilanti.org/boards/bd_2020_taskforce/2020_taskforce_report_binder