

1. Agenda

Documents: [01- PLANNING COMMISSION AGENDA 06-20-2012 .PDF](#)

2. Packet

Documents: [PC_6-20-12_PACKET .PDF](#)

Agenda
Planning Commission
Council Chambers
Wednesday, June 20, 2012 - 7:00 P.M.

I. Call to Order

II. Roll Call

Roderick Johnson, Chair	P	A
Mark Bullard	P	A
Gary Clark	P	A
Phil Hollifield	P	A
Daniel Lautenbach	P	A
Brett Lenart	P	A
Richard Murphy	P	A
Kelly Weger	P	A
Cheryl Zuellig	P	A

III. Approval of Minutes

- May 16, 2012

IV. Audience Participation

Open for general public comment to Planning Commission on items for which a public hearing is not scheduled

V. Public Hearing Items & Presentations

- Climate Action Plan (Michigan Suburbs Alliance)
Presentation
- Study Item: Proposed Parkridge Center expansion (TG and Rod Jones, WorkSkills Corporation)

VI. Audience Participation

Open for public comment on Climate Action Plan

VII. Old Business

- Water Street Recreation Center Update (TG)

VIII. New Business

- Study Item: Potential Master Plan revisions/rezoning – Superior Road and Boys and Girls Club property (TG)
- Master Plan and Zoning rewrite – Draft RFP (TG)

IX. Committee Reports

- Master plan update committee [Johnson, Lenart, Murphy]
- Ordinance committee [Bullard, Lautenbach, Weger]
- Non-motorized transportation committee [Johnson, Murphy]
 - Minutes: May 2012
 - Minutes: June 2012

X. Future Business Discussion / Updates

XI. Adjournment

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**PLANNING COMMISSION
MEETING MINUTES
May 16, 2012
CITY COUNCIL CHAMBER
7:00 P.M.**

I. CALL TO ORDER

The meeting was called to order at 7:00 p.m.

II. ROLL CALL

Present: R. Johnson, G. Clark, C. Zuellig, D. Lautenbach, M. Bullard, R. Murphy, K. Weger, P. Hollifield

Absent: B. Lenart (excused), R. Murphy (excused), G. Clark (excused) M. Bullard (excused)

Staff: Teresa Gillotti, City Planner
Bonnie Wessler, Planner I
Nan Schuette, Executive Secretary

III. APPROVAL OF MINUTES – March 21, 2012

Commissioner Zuellig moved to approve the minutes of March 21, 2012 as written (Support: K. Weger) and the motion carried unanimously.

IV. AUDIENCE PARTICIPATION

None

V. PUBLIC HEARING ITEMS & PRESENTATIONS

1. Climate Action Plan

Ms. Gillotti stated that the Climate Action Plan is a collaborative effort made possible by a grant awarded to the City of Ypsilanti by the Michigan Department of Environmental Quality in 2010. The Plan has been included in the Planning Commission packet on the City Website. In partnership with the Michigan Suburbs Alliance, the Cities of Ypsilanti, Hazel Park and

Southgate individually received \$50,000 to develop a model process for small-city climate action planning.

A slide presentation was made by Valerie Beiberich, Michigan Suburbs Alliance, who was accompanied by Melanie Piana. Ms. Beiberich referred to the draft review adding that she hopes to get the final to City Council next week for their review, with possible adoption by July 18, 2012. The draft includes an explanation of what Climate Action Planning is, a statement of purpose and why the City of Ypsilanti is involved, etc. She also stated that the role of the Planning Commission is to review the draft plan and respond to her with any concerns, comments, etc. as well as indicate their support. She has received a lot of input from the community in support of alternative transportation.

VI. AUDIENCE PARTICIPATION

D. McMullan, Architect, stated that it was his opinion it would be difficult to get the public to take the Climate Action Plan seriously. He feels that this is heading for a catastrophe and not reversible.

T. Windish stated we have many things that are out of our control but as responsible human beings we should minimize that effect.

Commissioner Lautenbach moved to move Old Business after New Business (Support: K. Weger) and the motion carried unanimously.

VII. NEW BUSINESS

1. 328 E. Michigan, South side of E. Michigan between Park and Grove.

This is a request for site plan approval for expansion of a building where existing regional retail use is permitted. Ms. Wessler stated that the parcel is 0.75 acres in size. There is an existing 3,200 square foot building and 34 space parking lot; the applicant is proposing to add 1,600 square feet of warehouse space, for a total building size of 4,800 sq. ft. Also proposed is the relocation of a dumpster enclosure, reduction in number of parking spaces to approximately 20 and an increase in landscape area.

Ms. Wessler added that the architect for the project has submitted a revised plan from the original prior to the meeting, which addresses some of the conditions listed by staff.

After much discussion by board members, review of the updated plan with the applicant, and agreement to recommended changes, C. Zuellig moved to approve the request for expansion of building at 328 E. Michigan Avenue Renter-A-Center Warehouse Expansion with the following:

Findings

1. The applicant substantially complies with Section 122-127.

Waivers

1. From Sec 122-558 (1) (a) under Sec 122-713, to eliminate the 10' wide greenbelt requirement.
2. From Sec 122-558 (6) to omit photometric plans
3. From Sec 122-706, Foundation Landscaping, under Sec 122-713, to omit foundation landscaping.
4. From Sec 122-712 (e) under Sec 122-713, to omit in-ground irrigation

Conditions

1. Construct sidewalk conforming all City standards along Parsons.
2. Construct additional 400 s.f. landscaped area as required by Sec 122-706 Sec. 122-558(1) (c) (i) and Sec 122-558 (1) (d).
3. Add one tree to meet the requirements of Sec 122-704 (b) (1).
4. Clearly indicate the location, height, and type of the exterior building-mounted lighting to meet the requirements of Sec 122-558 (6) and Sec 122-641.

The motion was supported by Commissioner Lautenbach. A roll call vote was taken and carried unanimously.

VIII. OLD BUSINESS

1. Water Street Recreation Center Update

Ms. Gillotti gave a brief update stating that there are a series of committees involved to work on this project. The Steering Committee consists of the County Parks & Recreation personnel, City Planner Teresa Gillotti, Bill Kinley of the Community Foundation, Cathie Duchon of the YMCA and Councilmember Murdock, who have already met to be introduced to the project. There are three professors and a number of students from the U of M School of Architecture and Urban Planning who are working on the project to come up with concept plans and model, after which, it will be presented to the community for comment. The whole group met last week and hope to have the first broad design ideas in a few weeks.

IX. NEW BUSINESS (Cont'd)

2. Disposition policy draft for tax foreclosure reverted policies

Ms. Gillotti stated that recently, the City received back a number of properties from the County Treasurer's Office after they failed to sell at tax foreclosure auction. The City has the option to accept or reject these properties and currently has not taken a position on how to review or potentially handle these properties. Ms. Gillotti reviewed a potential policy for review by board members and asked that they respond to her with their recommendations or ideas on how various properties could be disposed.

3. Chairman Johnson read an email from Commissioner Clark in which he stated his intent to resign as the Planning Commission liaison to the Zoning Board of Appeals (ZBA)

effective July 1, 2012. Commissioner Clark will also evaluate his commitment to the Planning Commission and make a decision in the fall regarding possible resignation.

Commissioner Lautenbach moved to appoint Chairman Johnson as liaison to the ZBA effective July 1, 2012 (Support: K. Weger) and the motion carried unanimously.

X. COMMITTEE REPORTS

- Master Plan Update Committee (Johnson, Murphy, Lenart)
Ms. Gillotti provided an update with minutes of May 9, 2012 meeting.
- Ordinance Committee (Bullard, Lautenbach, Weger)
D. Lautenbach gave an update adding that businesses are concerned they will be affected by mobile food vending.
- Non-motorized Transportation Committee (Johnson, Murphy)
Minutes of March 2012 and April 2012 were included. Chairman Johnson stated that he is unable to attend these meetings due to a conflict with his regular job and asked for another volunteer.
- Capital Improvements Plan Committee (yet to meet)

XI. FUTURE BUSINESS DISCUSSION/UPDATES

Ms. Gillotti stated that the following items will possibly be on next month's agenda: Climate Action, Food Ordinance, Master Plan Update, and Updating Parks Plan.

XII. ADJOURNMENT

Since there was no further business, Commissioner Lautenbach moved to adjourn the meeting (Support: K. Weger) and the motion carried unanimously. The meeting adjourned at 8:35 p.m.

Teresa Gillotti

From: Melanie Piana [melanie@suburbsalliance.org]
Sent: Thursday, 14 June, 2012 5:55 PM
To: Teresa Gillotti
Cc: Valerie Bieberich; Conan Smith; Richard Murphy; Sarah Hoerl
Subject: Ypsi CAP Report for PC Mtg 6-20-2012
Attachments: 0-CAP_Ypsi_Report PlanningCommissionVersion_20120614.pdf

Teresa:

Enclosed is the Ypsilanti climate action plan ready for the planning commission to pass a resolution in support of the plan. We appreciate your understanding and patience with our plan submission in Word format versus final design, as originally planned. Please convey to your commission our sincere apologies. We'll make sure they get a final printed copy when the report heads to council for adoption.

As discussed between you and Valerie, this report is mostly final, meaning we have some tweaks to make after the PC passes the resolution, however, these changes are minor in nature, therefore we highly recommend moving forward with PC approval. We will provide you a change notice document to inform you what language in the recommendations we modified after today.

Please note that Word is less than stellar with handling unique fonts. You'll notice the recommended actions headers are slightly messed up because Word does not recognize CAP's branded fonts when saved to Adobe PDF. Such font non-sense will not appear in the final version.

If you require anything else in preparation for the PC meeting , please contact me so I can get you what you need.

Warm regards,

Melanie

Climate Action Planning

City of Ypsilanti | June 13, 2012

Planning Commission Review Document

ACKNOWLEDGMENTS

THE CITY OF YPSILANTI

Teresa Gillotti, City Planner

Stan Kirton, Director of Public Services

City Council

Mayor Paul Schreiber

Mayor Pro-Tem Lois Richardson

Council Representative Ricky Jefferson

Council Representative Michael Bodary

Council Representative Daniel Vogt

Council Representative Peter Murdock

Council Representative Brian Robb

Planning Commission

Commissioner Mark Bullard

Commissioner Gary Clark

Commissioner Phil Hollifield

Commissioner Roderick Johnson

Commissioner Daniel Lautenbach

Commissioner Brett Lenart

Commissioner Richard Murphy

Commissioner Kelly Weger

Commissioner Cheryl Zuellig

COMMUNITY ORGANIZATIONS

Eastern Michigan University

Growing Hope

EMU PLACE

Transition Ypsi

MICHIGAN SUBURBS ALLIANCE

Valerie Bieberich, Community Outreach

Stephanie Chueh, Intern

Sarah Hoerl, Project Assistant

Richard Murphy, Transportation Director

Melanie Piana, Deputy Director

WARM TRAINING CENTER

Amanda Cross, Intern

Joel Howrani Heeres,

Sustainable Communities Coordinator

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Appendix A: City of Ypsilanti Greenhouse Gas Assessment

Appendix B: List of All Collected Strategies

A CLIMATE ACTION PLAN FOR YPSILANTI

Metropolitan Detroit, as Michigan's largest metro area, is both the state's greatest challenge to sustainability and holds the most promise for the future. The region holds an abundance of human capital, energy and other resources for development but is also rooted in a history of sprawl, inadequate transportation options and aging infrastructure. To move toward a better, more sustainable future, we must draw on both a desire to change as well as local resources in order to confront these substantial barriers to reform. The City of Duluth lays out the environmental challenge to city development in its own climate plan: "International scientific and political communities recognize that elevated temperatures, loss of habitat and species, and economic hardships due to damage from severe weather patterns and changes in natural resources are just some of the substantial changes we may experience in the coming years if action is not taken to reverse current [emissions] trends."¹

As a built-out and de-industrializing community, Ypsilanti struggles to meet the challenge of GHG emissions reduction. While the city's historic core predates the automotive era, the land use and transportation decisions of the last half century have been planned around the automobile. This left the city with significant greenhouse gas "legacy costs."

In 2011, the City of Ypsilanti joined the Millennial Mayors Congress, a collaborative body of veteran and emerging civic leaders who focus on developing replicable models for local action that will produce a more prosperous, environmentally sustainable and equitable Detroit region. Each of the 22 participating communities is represented by a city official and a Millennial, or 18-35 year-old, resident. In December 2009, the Congress adopted the Energy Savings Protocol, setting a goal of reducing government uses of energy from non-renewable sources to 25% below 2005 levels by 2015. Now they are working together to implement localized approaches to this regional goal.

The Cities of Southgate, Hazel Park and Ypsilanti seek to go beyond this 2015 energy goal, however, and have stepped up to lead the region in local sustainability efforts. Together, we seek to assess strategies for community engagement, devise plans for reductions in municipal GHG emissions, and develop and test strategies targeting community-wide emissions due to limited transportation options, inefficient buildings, and dependence on fossil fuels. All three cities seek to develop and test components of a climate action plan that will result in a measurable reduction of GHG emissions from both city government and community activities.

¹ Skoog, Carin. "Greenhouse Gas Inventory & Forecast Report: With Recommendations for the Development of Duluth's Local Action Plan." *City of Duluth*. October 2001. Web, 12 June 2012.

http://www.natcapsolutions.org/ClimateManual/Cities/Chapter3/Duluth_baseline_14vii06.pdf

What Is Climate Action Planning?

Climate change is by definition global and cannot be addressed by one community acting alone. Many mitigation efforts, however, can only be implemented at the local level, and community-scale strategies must be developed.

The local communities where we live and work present many opportunities to reduce greenhouse gas emissions, simultaneously addressing climate change and providing direct local benefits. While small cities may not be able to match national examples like Chicago for big flashy efforts, they have the ability to tailor efforts to local concerns and be just as impactful.

From an individual home to the citywide street network, local action can help slow climate change while also saving money, improving quality of life, and supporting new business and employment opportunities.

Why Ypsilanti? Why now?

Ypsilanti has already established itself as a leader in energy conservation and related issues, with the community taking a lead on sustainability. The Ypsilanti Climate Action Plan is a way to aggregate many of these efforts, support them through the City in the form of a formalized process, and collectively move forward toward City and community goals related to climate change.

Municipal efforts in the past few years have included a number of significant energy-related projects, and have been effective in an opportunistic, incremental approach: incorporating energy efficiency measures into already-planned projects, or leveraging outside funding opportunities to undertake projects that reduce greenhouse gas emissions and bring other benefits.

Examples of these projects are detailed below:

- Recent renovations to the city's Senior Center and Parkridge Community Center included energy-saving measures like insulation, more efficient windows and boiler upgrades, in addition to improvements for structural maintenance and better ADA access.
- City Hall features a 2.5 kW photovoltaic array installed in 2010 with the help of the Solar Ypsi initiative. During this project, the Historic District Commission also developed explicit guidelines for appropriate installation of solar panels on historic properties, streamlining future installations.
- A 2011 streetscaping project on West Cross used LED fixtures in the new streetlights, a choice expected to save the city over \$3,500 a year in energy and maintenance costs.

- Currently, the city is establishing a municipal tree nursery to provide for shade tree planting along public streets and in parks at a fraction of the cost of purchasing mature trees. This work is funded by a Great Lakes Restoration Initiative grant and includes a workforce training component.
- Ypsilanti has leveraged Congestion Mitigation and Air Quality grants for several recent projects, ranging from the construction of a segment of the “Border to Border” bike/walk trail to the replacement of the city’s aging street sweeper with a lower emissions model.

Looking more broadly, Ypsilanti is home to a number of citizen groups and non-profits interested in climate-related issues. Whether around bicycling, gardening, farmers markets, renewable energy or general sustainability, the community’s tradition of vibrant civic engagement provides both momentum and opportunity for new, coordinated efforts.

Finally, Eastern Michigan University, which occupies a quarter of the city’s total land area and accounts for roughly 40% of the city’s total daytime population,² has incorporated energy efficiency measures into its recent capital projects: the renovation and expansion of the Mark Jefferson Science Complex alone included energy-related improvements that will save an estimated \$400,000 in annual operating costs and eliminate more than 3,000 metric tons of carbon dioxide equivalent (mtCO₂e) in annual greenhouse gas emissions. The University has also taken steps to support transit commutes and encourage staff to live locally.

Through the sum of these efforts, Ypsilanti is already actively, though not always explicitly, pursuing climate change mitigation. The community lacks specific priorities. While the opportunistic approach has worked well in a number of cases, a strategic look at various options will help the city more strategically select projects—an important consideration in a time of extremely limited funds and staff time.

² Based on commute data and estimates from EMU staff, Ypsilanti’s daytime population is around 25,000. With around 5,000 students commuting into town for school and 5,000 students already residing in the city, EMU represents roughly 40% of the daytime population.

A REGIONAL PARTNERSHIP FOR LOCAL AND GLOBAL IMPACT

This project is a collaborative effort made possible by a grant awarded to the City of Ypsilanti by the Michigan Department of Environmental Quality in August 2010. In partnership with the Michigan Suburbs Alliance, the Cities of Ypsilanti, Hazel Park and Southgate each received \$50,000 to develop a model process for small-city climate action planning. From 2010 to 2012, with leadership from the Michigan Suburbs Alliance, Ypsilanti has developed a basis for climate action planning that takes into account the city's limited resources and builds upon the tight-knit nature of the local community to effect change.

The participating cities set three goals for the local climate action planning process. First, test and model greenhouse gas emissions reduction strategies for small cities in metro Detroit. Second, engage a broad and diverse citizenry in reducing our collective carbon footprint. And third, develop a local climate action plan that addresses issues like transportation, buildings, renewable energy and government operations. This process will develop a model process and plan for other small Michigan cities to follow, a library of best-practice strategies to reduce greenhouse gas emissions and a city-specific climate action plan for each community to be adopted by city council.

A successful city climate action plan must be defined and supported by local residents and businesses. Citizens must feel empowered and included in the city's planning activities. Local development of the Ypsilanti Climate Action Plan was rooted in broad civic engagement and supported by planning professionals at the city, the Michigan Suburbs Alliance and WARM Training Center. Ypsilanti convened a dedicated group of local stakeholders throughout the process who participated in community forums to identify how the city can reduce the impact of climate change in their community. In large part, this report is their work.

What this plan contains

This report outlines a plan to guide Ypsilanti into a more sustainable future by coordinating municipal and community efforts to reduce greenhouse gas emissions and address climate change. The plan begins with an outline of the methodology used to create this plan and reviews community conditions, both from an emissions and qualitative standpoint. Next, the report delves into the strategies themselves and depicts the recommended tactics the city can use to reduce its greenhouse gas emissions. The strategies have been sorted into climate action areas: buildings, infrastructure, land use and transportation, and culture change. Within each of these sections, the strategies are sorted according to the extent of city involvement: capital investments first, then policies and finally, community efforts. Additionally, the strategies have been given "tags" that indicate the nature of each idea, ranging from "municipal" to "behavior change." These tags allow

the user to further sort strategies by interest, and acknowledge the interdisciplinary nature of each idea.

After presenting and explaining the proposed strategies, the report addresses implementation. Taking into account existing city and community efforts, the report proposes a course of action to achieve the stated goals. This plan recommends where the city can act by making direct investments, taking steps through its staff and administration, creating new policies to drive change, and coordinating with the region as a whole. The plan also recognizes that some efforts may need to be led by the community, whether through specific individuals, groups or institutions, or by the creation of an official taskforce or coalition.

Finally, more detailed information on GHG emissions and community-driven strategy ideas can be found in the two appendices. Appendix A contains the full technical assessment of municipal and community greenhouse gas emissions. Appendix B is a list of all strategy ideas collected during best practices research, exploration of related efforts and community outreach. This library of approaches has been included to encourage consideration and implementation by the community or future municipal efforts.

OUR METHODOLOGY

Greenhouse Gas Data Collection

Developing realistic, implementable strategies to mitigate the impacts of climate change requires a proven methodology to analyze Ypsilanti's greenhouse gas emissions. An inventory of GHG emissions establishes a baseline for both the government and community sectors, which is then used to develop strategies for targeted sectors and measure future emissions reductions resulting from the implementation of those strategies.

The tools and resources developed by ICLEI Local Governments for Sustainability guided our determination of sources and provided quantification methodologies. Since 1990, ICLEI has been assisting cities in their efforts to limit their environmental impacts by providing analytical tools and methods to help local governments and communities measure and reduce their greenhouse gas emissions. ³

Organizational Boundaries

In the absence of any US-based standard for assessing GHG emissions, the methods used for the evaluation of community emissions are outlined in the International Local Government Greenhouse Gas Emissions Analysis Protocol. The methods used for the evaluation of governmental emissions are outlined in the Local Government Operations Protocol (LGOP), which was developed through a partnership between the California Air Resources Board, California Climate Action Registry, and ICLEI.⁴

Community

ICLEI's International Local Government GHG Emissions Analysis Protocol indicates that any community-scale emissions inventory must include all emissions associated with any activity occurring within the geopolitical boundaries pertaining to the jurisdiction of the local government. The rationale for this edict is that local governments have a greater degree of influence over activities occurring within their jurisdictions, as opposed to activities occurring outside of their jurisdiction. ⁵ The actual emission sources, as in the case of electrical power plants, may occur outside of the geopolitical boundaries but be driven by activities within the community.

Government

The Local Government Operations Protocol indicates that the preferred method quantifies GHG emissions only from sources over which a local government has operational control. A local

³ "Local Government Operations Protocol." *The Climate Registry*. ARB, CCAR, ICLEI, *The Climate Registry*, May 2010. Web. 23 May 2012. <<http://www.theclimateregistry.org/downloads/2010/05/2010-05-06-LGO-1.1.pdf>>.

⁴ *Ibid.*

⁵ *International Local Government Greenhouse Gas (GHG) Emissions Analysis Protocol*, ICLEI, p. 11, <http://www.iclei.org/index.php?id=ghgprotocol>

government has operational control if it has the full authority to introduce and implement operating policies. According to this Protocol, “one or more of the following conditions establishes operational control:

- Wholly owning an operation, facility, or source; or
- Having the full authority to introduce and implement operational and health, safety and environmental policies (including both GHG- and non-GHG- related policies).”⁶

Under this approach, the local government is responsible for all emissions that are emitted in any facility where the government has operational control. However, it is important to note that though a municipality may have full operational control over a facility, control of capital investments or other major changes may be shared. Under LGOP, however, this does not change the responsible party.⁷

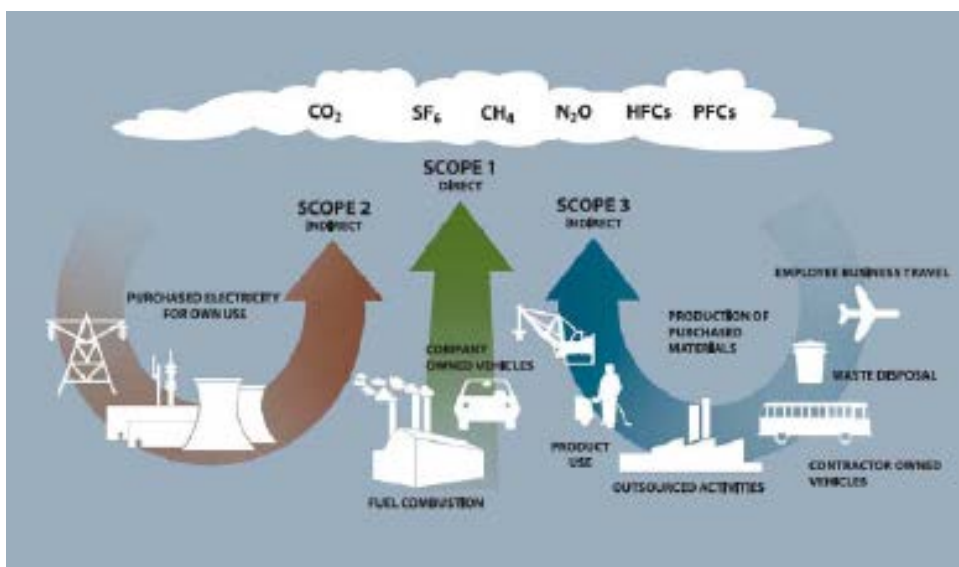
IDENTIFYING GHG OPERATIONAL BOUNDARIES

What is Scope?

Greenhouse gases are emitted in the course of daily activity, when we drive our cars, turn on lights and even when you exhale. GHG emissions can be either direct or indirect—a toaster indirectly emits, while the power plant that provides the electricity for that toaster directly emits. To account for both direct and indirect emissions, improve transparency, and provide utility for different types of climate policies and goals, this report follows the World Resources Institute/World Business Council for Sustainable Development (WRI/WBCSD) GHG Protocol Corporate Standard in categorizing direct and indirect emissions into “scopes” as follows:

Scope 1: All direct GHG emissions, with the exception of direct CO₂ emissions from biogenic sources.

Scope 2: Indirect GHG emissions associated with the consumption of purchased or acquired



⁶ "Local Government Operations Protocol." *The Climate Registry*. ARB, CCAR, ICLEI, *The Climate Registry*, May 2010. Web. 23 May 2012. <<http://www.theclimateregistry.org/downloads/2010/05/2010-05-06-LGO-1.1.pdf>>.

⁷ *Ibid.*

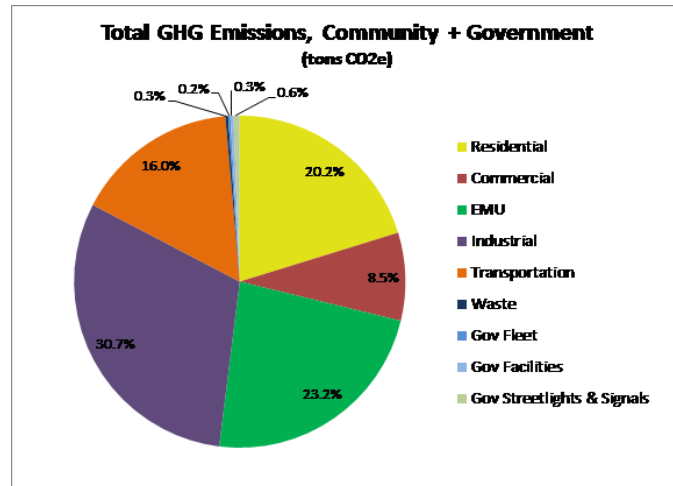
electricity, steam, heating, or cooling.

Scope 3: All other indirect emissions not covered in Scope 2, such as emissions resulting from the extraction and production of purchased materials and fuels, transport-related activities in vehicles not owned or controlled by the reporting entity (e.g., employee commuting and business travel), outsourced activities, waste disposal, etc.

YPSILANTI'S BASELINE EMISSIONS & EXISTING CONDITIONS

Over 15 months, the City of Ypsilanti and its consultants, Michigan Suburbs Alliance and WARM Training Center, collected available energy usage data with concentrated collection efforts across four main sectors: Buildings (commercial, industrial, residential and government), Culture Change (events, celebration and education), Infrastructure (water, waste and energy generation), and Land Use and Transportation (development patterns,

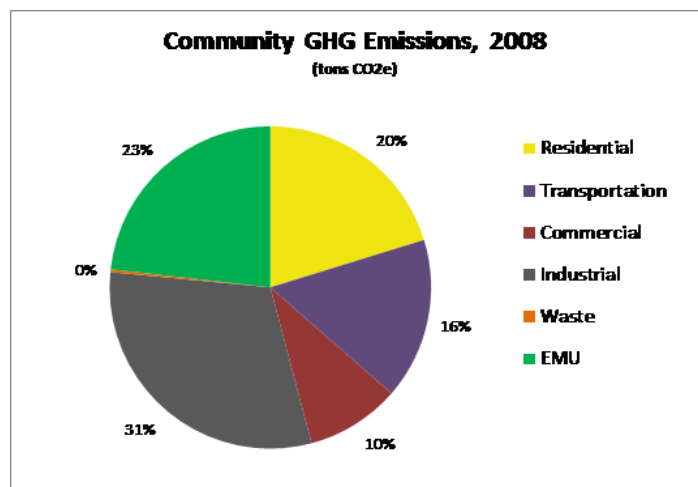
travel options). Data was collected primarily from city departments (energy bills, fleet fuel usage, gas bills, etc), DTE Energy, Southeast Michigan Council of Governments and the U.S. Census. Combined, these four sectors provide an accurate summary of Ypsilanti's total community and municipal emission usage profile and existing conditions. These GHG emission baselines, analyzed by sector, provide a path to align community emission reductions goals with realistic strategies and resident desire to positively impact existing conditions, thereby reducing the city's impact on climate change.



Community & Government Emissions

The Ypsilanti community contributed 302,710 metric tons of GHG emissions (CO2e) into the atmosphere in 2005/2008, equivalent to 15.0 metric tons per capita for the city.⁸ On average, US Emissions per capita in 2000 were 24.5 metric tons CO2 equivalent (CO2e) for comparison.⁹

The Ypsilanti city government contributed



⁸ Transportation and waste data are from 2005. All other sectors are from 2008.

⁹ Baumert, Kevin A., Timothy Herzog, and Jonathan Pershing. *Navigating the Numbers: Greenhouse Gas Data and International Climate Policy*. N.p.: World Resources Institute, 2005. 22. Web. 23 May 2012. <http://pdf.wri.org/navigating_numbers_chapter4.pdf>.

3,387 metric tons of emissions, about 1.1% of the total emissions. Municipal emissions are typically a small percentage of the overall community emissions profile. Local government has a number of levers from which to change not only its own behavior, but also that of its citizens. Local governments have control over the processes, technologies, and procedures that result in municipal emissions. A dedicated focus on these emissions can be a productive source for emissions reductions.

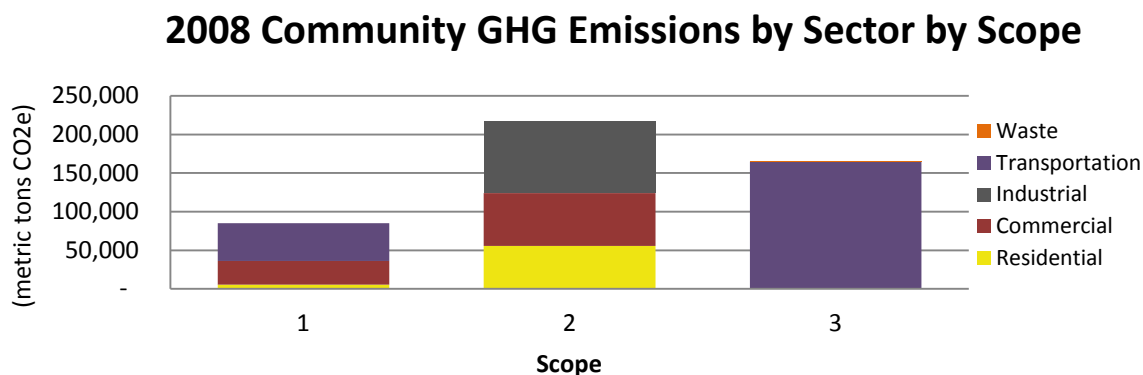
Community Sector Emission Usage

The commercial sector in Ypsilanti was the greatest contributor to GHG emissions, with 9.5% of the total emissions plus 23% additional commercial from Eastern Michigan University (EMU). Industrial followed close behind at 31%. Residential was third, with 20% of the total emissions. Transportation emitted 16% of total emissions. Emissions from community waste, a Scope 3 source, made up 0.3% of the overall emissions profile.

The large contributions of the industrial and commercial sectors are attributed to two factors. First, Eastern Michigan University, a significant part of the Ypsilanti community, was a large commercial emitter, producing 70,228 metric tons of CO₂ equivalent emissions in 2008. EMU's emissions were considered additive to the existing community emissions. Unclear data scope is another methodological issue that could have led to the large contribution of industrial and commercial to overall community emissions. See the Electricity/Natural Gas methodology section in Appendix A for an in-depth explanation.

Emissions by Scope and Sector

Examining emissions by scope is an important component of any GHG assessment, as scopes help prioritize investments to reduce impacts. Scope 1 and 2 emissions are the most directly impacted by local action and thus most inventories only include scope 1 and 2 emissions in their totals. Scope 3 emissions are those emissions either partly or wholly outside of the geographic bounds of the city.



For Ypsilanti, Scope 2 emissions are more than double Scope 1 emissions. Scope 3 emissions are attributed to sources outside of the city and, in Ypsilanti's case, include emissions from the miles travelled for all trips beginning or ending with the city (including those miles travelled outside of the city) and the fugitive emissions (largely methane) from garbage produced by city residents and businesses and sent to the Woodland Meadows landfill, operated by Waste Management.

OVERALL YPSILANTI EMISSIONS REDUCTION GOALS

From the baseline greenhouse gas emissions level of 302,710 metric tons CO₂-equivalent, the target reduction amount selected was 50% by 2050, or approximately 12.5% (37,838 mtCO₂e) per decade. This percentage is based on a review of climate planning efforts around the country and a consideration of feasibility: many of these used targets of 80%-100% emissions reductions by 2050, but based on the more limited powers of a smaller city on issues like regional land use or travel patterns, this number was considered unrealistic for Ypsilanti's plan.

In addition, the City of Ypsilanti should formally commit to the Millennial Mayors Congress 2009 Energy Savings Protocol by passing a resolution of support through the local City Council. This would add an additional energy savings goal of reducing municipal energy use from non-renewable sources to 25% below 2005 levels within 5 years time.¹⁰

For more data and analysis about the city of Ypsilanti's GHG emission usage by community, sector and source, reference City of Ypsilanti's Greenhouse Gas Assessment, Appendix A.

¹⁰ *The Millennial Mayors Congress Energy Savings Protocol, adopted in 2009, calls upon member cities to reduce energy use to 25% below 2005 levels by 2015. However, since City of Ypsilanti would be adopting the protocol later than the Congress as a whole, it would make sense to extend the target year.*

PUBLIC ENGAGEMENT

The City of Ypsilanti chose to create this local climate action plan through a community-driven process. By engaging residents from the very beginning of the process, the plan has generated a greater variety of ideas, and the community as a whole will be more likely to support its implementation. This ensures that the final plan will more fully represent community desires, taking into account local challenges and resources. Ypsilanti already has a base of climate activists; however, these stakeholders act independently of one another with varied purpose. The primary planning process goal was to connect these parties with less-engaged citizens around the creation and later implementation of a climate action plan.

Community outreach began in September 2011 using the following tactics:

Community meetings formed the main tool for community engagement.

In all, we gathered the names of [80] residents. In total, our first four community meetings drew [55] participants.

Partner meetings with Historic Eastside, Normal Park and College Heights Neighborhood Associations, the Downtown Association of Ypsilanti, Eastern Michigan University and Growing Hope allowed residents to hear presentations from the climate plan team and contribute their own input to the plan.

Including four partner meetings, [141] Ypsilanti residents were present at climate plan gatherings

Stakeholder interviews oriented project staff to community conditions and local expertise, identifying a core group of participants who created connections to the broader community.

[10] of these interviews were completed in Ypsilanti with local activists, leaders and educators. [7] more were completed across all 3 cities, and the information gathered in each expert interview was used across the region.

Online engagement at <http://climateplan.uservice.com> allowed residents from all three participating cities to submit their own ideas to reduce greenhouse gas emissions and vote and comment on others' ideas.

[26] new ideas have been submitted across all three cities, and [47] unique users have voted or commented on these ideas.

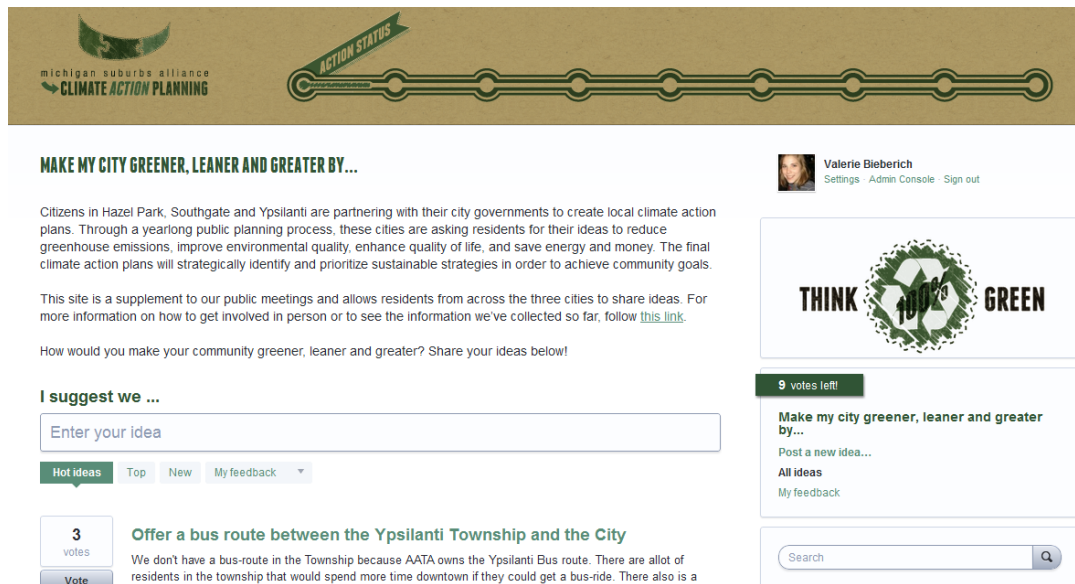


Figure 1: Screenshot from <http://climateplan.uservice.com>

Through these opportunities for public engagement, residents were able to set local goals, inform plan writers about community conditions and resources, brainstorm ideas to reduce greenhouse gas emissions, assess proposed strategies, suggest how to best implement the plan, and give general feedback and comments on drafts of the Ypsilanti climate action plan. Residents also sought to move implementation of the lower-priority strategies—those that will not be included in this plan but that could be important for community goals—into the sphere of community work.

The City of Ypsilanti has few resources to implement this climate plan. Many of these strategies for greenhouse gas reductions will need to be driven by the community. This means the City must provide avenues for both formal and spontaneous citizen engagement in plan implementation. A final community meeting in September will kick off this process by informing a broad swath of citizens about the plan and providing them with resources to get involved.

RECOMMENDED EMISSIONS-REDUCTION STRATEGIES

More than one hundred strategies were collected and considered for this plan, based both on community suggestions and on best practices research. The research considered related efforts in other communities, both locally and across the nation, as well as compilations of climate change mitigation tactics from ICLEI and Transition Network.

For the purpose of the plan document, attention has been focused on providing a greater level of detail on action steps and relevant resources for a smaller number of “first steps” strategies. These strategies were selected based on a combination of effectiveness (clear and significant links to greenhouse gas reduction), community support and perceived feasibility. The selection process also emphasized strategies that offer clear financial returns or other substantial benefits in addition to the greenhouse gas mitigation.

The full list of potential strategies identified during the process is included in Appendix B for reference. Some of these additional strategies may be appropriate “next steps” for future consideration; others are likely to be unworkable, due to cost, legal barriers, or other challenges.

The selected strategies have been generally divided into four categories, with the acknowledgement that these overlap and are interconnected:

- Buildings
- Infrastructure
- Land Use and Transportation
- Culture Change

Within each strategy, examples are provided of successful implementation in other communities--locally, where possible, estimates of implementation costs on a relevant per-unit basis, estimates of potential greenhouse gas mitigation impacts, discussion of ancillary benefits, identification of potential partners or stakeholders for implementation, and additional considerations that may help appropriately target adoption. Except where otherwise noted, both implementation costs and GHG and cost savings were estimated using the ICLEI Climate and Air Pollution Planning Assistant version 1.5 (CAPPA), which contains standards derived from the experience of local governments across the country.

BUILDINGS

Heating and lighting buildings consumes a substantial amount of energy, producing 27% of emissions from municipal operations and the great majority of emissions at the community scale. As of 2010, city assessing records showed 6,683,191 square feet of commercial and industrial property on 446 parcels, and 6,495,995 square feet of residential property on 4,119 parcels.¹¹

Improvements to buildings are made by individual building owners, but the City of Ypsilanti has a number of tools to support these improvements and can also use the improvements it makes to its own buildings to model opportunities for other property owners. Many energy efficiency improvements in buildings have high returns on investment, paying back capital costs in as little as 1 year, or within 5 to 10 years, making them attractive to property owners. National experience also suggests that highly energy-efficient buildings can bring higher rents or sale prices, providing another incentive for owners to make improvements.

Because each building is unique—especially when working with historic properties—it is difficult to identify “one size fits all” solutions. Any energy efficiency work on a building should start with an energy audit to identify the best opportunities to reduce energy usage and save money. DTE Energy offers walkthrough audit service for commercial properties as well as subsidized energy audits for homes; Southeast Michigan Regional Energy Office (SEMREO) and other nonprofits also offer energy audits for a fee.

Due to the outsized role of energy use by buildings, 70% of the overall emissions reduction goal is targeted at building-related strategies: a 26,487 mtCO₂e reduction by 2020. Additional community goals set around buildings include:

- Property owners improve energy efficiency in all types of buildings, with special attention paid to historic structures.
- Owners and residents of rental housing units, a substantial portion of the city's building stock, share in the benefits of energy savings.

¹¹ *These numbers may not include some un-assessed, tax-exempt properties.*

IMPLEMENT LIGHTING RETROFITS

tags: buildings, commercial industrial, municipal, economic development, energy saving, lighting

Ypsilanti's historic building stock is certainly an asset to the community. However, this historic nature also indicates that many of the buildings in town have outdated lighting technology. For commercial and institutional applications, lighting retrofits are one of the quickest, surest paybacks, usually in the range of 1 to 7 years. The City of Ypsilanti has already upgraded many of their older fluorescent lights to more efficient fixtures.

Examples:

Numerous Southeast Michigan Regional Energy Office members have performed lighting upgrades in their municipal buildings. A video case study can be found on the Energy Office's website.¹² Ypsilanti has already upgraded some older fluorescent light ballasts in City Hall.

Implementation costs:

Lighting retrofits are often in the range of \$60 per 1,000 square feet of building, depending on the technology used.

Expected GHG savings: Lighting retrofits can bring energy savings of 15% or more: 1.5 mtCO₂e annually per 1,000 square feet of construction, based on ICLEI "typical experience" measures. Applied across approximately 100,000 square feet of municipal buildings, this would total 150 mtCO₂e. If 5% of the city's commercial and industrial properties undertake lighting upgrades annually, reductions of 4,000 mtCO₂e could be achieved by 2020.

Additional benefits:

Occupants can expect energy cost savings of approximately \$200 per 1,000 square feet, resulting in lower operating costs over the lifetime of the building. Lighting retrofits also reduce fluorescent flicker, improving employee comfort and building appearance.

Partners & stakeholders:

DTE offers free walk-through inspections to advise commercial building owners on opportunities and available incentives. City of Ypsilanti, as a member of the SEMREO, can also utilize those technical assistance resources to implement lighting retrofits in its buildings.

¹² A video case study can be found at the following link: <http://www.youtube.com/watch?v=Rc7Fwz4rwek>

Considerations:

There are a number of options for lighting retrofits, ranging from T8 or T5 fluorescents to LED or other forms of solid state lighting technologies. An energy audit focused on lighting is recommended for any building that seeks to upgrade its lighting technology.

Recommended approach:

Upgrade lighting in city buildings as soon as possible. Advertise the availability of low and no cost energy audit services to help building owners prioritize the energy work they would like to do in their buildings. Partner with relevant organizations to help market available services.

INSTALL AND PROMOTE BUILDING LIGHTING SENSORS

tags: efficiency, capital improvement, municipal, commercial, lighting

Installing occupancy sensors on interior lighting can be a simple and cost-effective way to reduce electricity consumption—typical experience suggests a 35% reduction in electricity usage is possible in commercial buildings, with payback of installation costs in less than a year. In other locations, light-level sensors that can dim or brighten lighting based on natural light levels can save energy while maintaining constant light levels. However, these light sensors require dimmer-friendly fixtures and may not be as reliable as occupancy sensors.

Implementation costs:

Hardware and installation costs average around \$50 per room, or \$50-\$100 per 1,000 square feet.

Expected GHG savings:

Each 1,000 square feet installed with occupancy sensors can prevent 1.8 mtCO₂e annually, with up to \$250 in accompanying annual electricity savings. Applied across all city buildings, this could reduce 180 mtCO₂e annually.

Partners & stakeholders:

Beyond public and institutional buildings, improvements must be made by individual building owners. The Ypsilanti Downtown Development Authority, Downtown Association of Ypsilanti and Ypsilanti Area Chamber of Commerce can help get information to building owners.

Considerations:

The total impact of this strategy is lessened significantly when lighting fixture upgrades are also undertaken. Additionally, the use patterns of many of the city's spaces specifically—whether they are occupied continuously or very rarely—may reduce effectiveness. However, the overall cost/benefit consideration remains high.

Recommended approach:

Install occupancy sensors on lights throughout public buildings. The City and EMU can undertake this internally and communicate impacts to other community stakeholders.

PURSUE SOLAR THERMAL AND PHOTOVOLTAIC OPPORTUNITIES

tags: buildings, commercial industrial, municipal, residential

In general, building-scale alternative energy generation should only be pursued after all reasonable energy efficiency measures have been completed: energy efficiency is typically much more cost-effective than energy generation. However, Ypsilanti stakeholders have demonstrated a strong interest in alternative energy generation, and various combinations of federal tax incentives, DTE incentives and grant funding may make solar installations cost competitive. Solar energy generation may include solar photovoltaic (PV), which generates electricity, solar thermal, which heats water, or hybrid, “water-cooled” systems—photovoltaic panels that generate hot water as a byproduct.

Examples:

The Solar Ypsi initiative has initiated or supported several solar photovoltaic installations around Ypsilanti, and is unique in the region for its online interface that shows live and cumulative energy generation.

Implementation costs:

A University of Michigan team working with the Corner Brewery estimated a commercial-building-scaled 20 kW photovoltaic/thermal hybrid system as costing approximately \$200,000 to install.¹³ Expected GHG savings: Each 1 kW of solar PV/thermal hybrid installed can be expected to offset 2,150 kWh of electricity and 223 cubic feet of natural gas usage annually, preventing 2.6 mtCO₂e of emissions.

Additional benefits:

Without any financial incentives, a solar system will likely take decades to recoup savings that equal the initial cost. Combinations of currently available incentives, however, can yield payback periods of less than 10 years. Additionally, solar installations have a higher profile than many other strategies: this visibility provides opportunities for education and for promotion of the community's achievements, and support a sense of pride shared by many Ypsilanti residents.

¹³ Bennett, Jazmine, Jarett Diamond, Gary Fischer, and Kerby Smithson. "The Green Brewery Project." Apr. (2010). Web. 25 May 2012. <<http://hdl.handle.net/2027.42/83664> >.

Partners & stakeholders:

Solar Ypsi is a strong unifying brand for the community. The site and the people behind it can serve as a clearinghouse for information and funding opportunities, with the support of relevant non-profits like Clean Energy Coalition and SEMREO.

Considerations:

Current federal incentives expire in 2016, while DTE's SolarCurrents program is fully subscribed as of this writing. Maintaining clear, current information on opportunities for interested businesses and homeowners will be the most significant challenge in supporting adoption. A solar thermal or hybrid system will have the most impact for a building that uses a lot of hot water.

Recommended approach:

Monitor financing opportunities for solar installation and publicize via Solar Ypsi. The City should monitor grant opportunities for solar hybrid systems on high water-usage public buildings, such as the Rutherford Pool and Fire Department, and remain alert for low-cost ways to support private installations; a PACE program would be one such option.

INCORPORATE GREEN BUILDING STANDARDS INTO INCENTIVE PROGRAMS

tags: policy, buildings, economic development, capital investment

Ypsilanti has made significant use of various redevelopment incentive programs and tax abatements over the past decade, including brownfield, obsolete property, industrial facilities, and facade grant programs. The City's adopted economic development incentive policy states a preference for projects that are "green," but does not provide any specific measure for green development. Providing clear guidance, via reference to industry-accepted standards or certifications, will make this criterion more meaningful and provide clearer guidance to developers and city staff. While Leadership in Energy and Environmental Design (LEED) certification is the most well-known program, it has been criticized for the costs required to achieve certification; alternative systems such as Green Building Initiative's Green Globes certification may be more appropriate to minimize the cost and effort needed to demonstrate compliance.

Examples:

East Lansing adopted an ordinance in early 2009 requiring any construction project that receives municipal incentives to achieve LEED certification. The requirement is triggered based on the value of incentives as a percent of project cost.

Implementation costs:

A Green Globes self-assessment costs about \$500, if the city is willing to allow review internally rather than requiring third-party review. A report with third-party verification costs about \$3000.

Expected GHG savings:

Certification can yield energy savings of 25% or more: 3.4 metric tons CO₂ annually per 1,000 square feet of construction, based on ICLEI "typical experience" measures.¹⁴ Based on recent history, with an average 10,000 square feet of development projects receiving public subsidies annually, such a policy could save a total of 272 mtCO₂e by 2020.

Additional benefits:

Occupants can expect energy cost savings of up to \$500 per 1,000 square feet, and certified green buildings can also bring higher rents through cachet factors, translating to higher income for property owners and higher property values for the community.

¹⁴ Using CAPPA 1.5 calculator, "Require Green Building for New Construction."

Partners & stakeholders:

Developers of recent projects in the city can be asked for feedback on the selected evaluation tool, as many are “repeat users” of incentive programs. Ann Arbor SPARK can help communicate the policy’s benefits to prospective developers and businesses.

Considerations:

The Green Globes certification process appears to be reasonably scaled for typical projects in the city, especially when tied to municipal subsidies—recent projects given Obsolete Property Rehabilitation Act abatements, for example, received \$50,000 or more per year in effective subsidy. An alternative approach based on building code-style language and review rather than a certification review would require publicly subsidized projects to use a standard such as ASHRAE 189.1 “High-Performance Buildings.”¹⁵

Recommended approach:

Adopt a Green Globes certification requirement for any development project receiving at least \$10,000 in municipal incentives or tax abatements in a single year. While a trigger based on percent of project cost could also be used, the \$10,000 condition is already used in other city incentive policies and would provide consistency.

¹⁵ This particular standard, however, does not cover “low-rise residential,” which would exclude many recent projects that have received tax abatements.

CREATE ENERGY-EFFICIENT RENTAL HOUSING CERTIFICATION

tags: residential, buildings, energy efficiency, policy

A large share of Ypsilanti's housing—nearly 2/3 of all dwelling units—is rental-occupied, ranging from single-family homes to large apartment complexes. Rental housing is traditionally difficult to target with energy efficiency programs, because the capital cost of any upgrade is typically borne by the landlord, while the month-to-month costs, and therefore the benefits of any upgrade, are typically the tenants' responsibility. Ypsilanti already has a strong rental housing inspection and certification program that could be leveraged to address this problem through a combination of improved information and regulatory requirements. Chapter 58, Article IV of the City's Code of Ordinances addresses "Landlord and Tenant Relations" and could be extended for this purpose.

Energy efficiency rental housing ordinances could take a number of forms, and many of these options can be combined or implemented in phases over time. Local landlords must be involved in the process to ensure any new requirements are feasible. Many of the community's best and most attentive landlords may welcome new ways to differentiate themselves within a crowded market.

Option 1: Require energy cost disclosure by landlords.

The most basic approach to rental greening is to require that landlords provide tenants with information on utility costs prior to signing a lease. This gives tenants a better understanding of the total cost of a unit and allows them to shop around. It also avoids "punishing" landlords who invest in energy efficiency measures and attempt to recoup those costs through higher rents.

Examples:

City of Ann Arbor City Code Sec. 8:524, "Information regarding utility charges," requires provision by landlords of estimated utility costs prior to signing a lease.

Implementation costs:

Costs are minimal for both the city—developing and passing an ordinance—and for landlords—providing utility cost information.

Considerations:

Landlords who comply with this requirement can apply peer enforcement by encouraging prospective tenants to ask other landlords for the same information.

Option 2: Provide formal recognition for energy efficient rental units.

Verifying and certifying rental units that meet certain energy standards requires more effort, but would produce a more user-friendly and comprehensive way for tenants to shop for efficient units. Examples: The “Energy Star Homes” program certifies new-construction homes nationally; while not directly applicable for Ypsilanti’s rental stock, it can be used to benchmark a certification program.

Implementation costs:

Costs would remain minimal for landlords under this option. The City would expend more effort to craft and administer the program, though it could still be managed within the existing rental housing inspection program.

Considerations:

City staff have already discussed this option with City of Ann Arbor staff and have identified a shared interest; developing such a program in partnership would reduce the burden on city staff. Additionally, while Eastern Michigan University does not currently offer a database of off-campus housing options, such a tool could help students find high-quality housing and offer a way to publicize the energy efficiency certification.

Option 3: Require achievement of certain energy standards.

A more aggressive—and effective—approach would require that rental housing units meet certain efficiency standards. These standards would likely need to be phased upwards over time or tied to certain “triggering” events.

Examples:

City of Ann Arbor City Code Sec 8:528, “Basic winterization in rental housing,” provides minimum air sealing and insulation standards for rental units.

Implementation costs:

Costs are minimal for the city, though developing such an ordinance would be more complex than the mandated disclosure option. Compliance costs would be higher for landlords—around \$3,000 per unit for weatherization.

Considerations:

Current weak market conditions and Ypsilanti's small geographic size mean this option may not be appropriate at present, due to concerns about placing additional burdens on landlords within the city that are not felt in the adjacent townships.

For all options:

Expected GHG savings:

Modeling this option as an educational program targeting Ypsilanti's 5,300 rental housing units, 10% energy savings can be achieved, saving 1.20 mtCO₂ per rental household, or 6,443 mtCO₂ in total. This total, however, will not likely be achieved for several years due to the generally indirect, market-driven nature of the first two approaches.

Additional benefits:

Median rental household earnings in Ypsilanti are around \$21,000 annually. This income group spends about 11% of its annual income on home energy costs. Providing tenants with the opportunity to reduce their home energy costs frees up income for other needs.

Partners & stakeholders:

Local landlords, DTE and Ypsilanti Community Utilities Authority (YCUA), and the EMU Office of Campus Life can help design requirements that are appropriate for local conditions and easy to comply with. Ypsilanti Township could also be a partner in development and adoption of standards, as they look for ways to encourage and support "high road" rental properties in their community.

Recommended approach:

Develop a utility costs disclosure ordinance for rental housing units. Disclosure should include actual billings from utility providers, plus a calculation of each unit's share in the case of multi-unit properties with prorated utilities, and should be provided even when utility costs are included in rent charges. Depending on city resources, a disclosure ordinance could be a first step, followed by a formal recognition or certification program for energy efficient units, or the two could happen at the same time. City of Ann Arbor, Ypsilanti Township, and Eastern Michigan University should all be approached as partners on any effort to establish uniform standards that are easy for landlords and tenants to understand.

PROMOTE RESIDENTIAL WEATHERIZATION PROGRAMS

tags: buildings, efficiency, residential

Residential weatherization projects make homes more energy-efficient through methods such as insulation and caulking. Residents also become more aware of their energy use, spend less in energy costs and find that their homes become more comfortable. The City of Ypsilanti is already a participant in two programs that assist residents in weatherizing their homes: BetterBuildings for Michigan and, through Washtenaw County, the federally-funded Weatherization Assistance Program (WAP).

Examples: BetterBuildings for Michigan, a state-run program funded with federal dollars and administered by the Southeast Michigan Regional Energy Office, will “sweep” the City of Ypsilanti in June-December 2012. They expect to achieve 15% energy reductions in approximately 400 homes in Ypsilanti in 2012.

Implementation costs:

A basic weatherization package that includes an energy audit, customer education, and installation of more efficient compact appliances like compact fluorescent lights and water saving showerheads costs between \$1,000 and \$1,300.

Expected GHG savings:

A basic weatherization package reduces a typical household's emissions by about 1.1 mtCO₂e per year. If BetterBuildings hits its targets, including basic weatherization and additional measures, they will reduce annual emissions in Ypsilanti by 720 mtCO₂e by the end of 2012.

Additional benefits:

The average household can expect to save between \$300 and \$450 per year after a basic weatherization project. Residents will also be more comfortable in their homes, as they are better insulated from the elements, and may see property values increase.

Partners & stakeholders:

Homeowners and landlords should be made aware of existing opportunities and the benefits that come along with weatherization. Federal, state and county governments as well as utility providers such as DTE should be tapped for funding and other support.

Considerations:

Weatherization programs received a large influx of support from the American Recovery and Reinvestment Act. Many of the opportunities afforded by this expansion, however, are set to end at the end of 2012. The Weatherization Assistance Program may continue, but is targeted only towards low-income households. Federal and state budgets will largely determine future availability of funds for weatherization.

Recommended approach:

Promote available energy efficiency incentive programs to reach maximum adoption in the city. The city and community partners should aggressively promote available home (and business) energy efficiency programs in order to capture as much benefit as possible for city residents. Some of these programs, like BetterBuildings, can offer as much support as residents are able to take advantage of, but are time limited; others, like WAP, are more limited in the total funds available, and the city should be alert for opportunities to support expanded funding at the state and federal levels.

INFRASTRUCTURE

The following strategies cover programs the city could initiate in order to reduce the amount of greenhouse gases emitted by municipal service provision—or by the behaviors it supports. Several of these deal with waste stream management, as an opportunity to affect the “upstream” impacts related to manufacturing the items that residents consume. It is important to note that Ypsilanti has been proactive with providing services such as curbside recycling and yard waste pick-up, but only 18.8% of the municipally collected waste stream (by weight) is in the form of recycling, compared to the national average of 34%; since this does not include larger housing complexes or business users, most of whom only have garbage dumpsters, not recycling, the overall recycling rate is likely even lower.

In some communities, water and wastewater treatment are significant targets for energy reduction; the City’s water main replacement program over the past decade has eliminated significant leakage—thereby reducing energy used in treating water—and YCUA is already independently considering energy saving measures at the operational level. Due to these factors, water has not been specifically targeted as a priority area for action by the city at this time.

By implementing the following strategies, we seek to achieve 5% of our total greenhouse gas reduction target, or 1,892 mtCO₂e by 2020. The community has also stated qualitative goals for Ypsilanti including that the city maintains the high quality level of its city services, with special focus on waste management and energy efficiency.

UPGRADE STREETLIGHTS TO LEDS

tags: infrastructure, energy efficiency, capital investment, lighting

LED-based street lighting options are becoming more prevalent, typically offering opportunities for fast return on investment through lower energy use and reduced maintenance costs relative to traditional mercury vapor and high pressure sodium lighting. With 54% of Ypsilanti's governmental sector emissions coming from street lighting and traffic signals, this is a high-priority target. Ypsilanti's street lighting has a high percent of total energy use partially because of reduced energy use by the city in other areas, but is also high on a per capita basis when compared to other cities. Ypsilanti has 1,770 streetlights that are owned and operated by DTE.

Examples:

Ypsilanti's West Cross streetscaping project upgraded 28 streetlights to LEDs and will save \$3,500 annually at DTE's current rates.

Implementation costs:

A typical streetlight upgrade costs \$600-\$700 per fixture, including hardware and installation. Replacing all DTE-maintained streetlights at this rate would cost a total of \$1.1 million, though economies of scale could be achieved for larger installations.

Expected GHG savings:

Each streetlight upgrade averages 0.25 mtCO₂e in annual savings, yielding about 500 mtCO₂e if all of the streetlights were converted to LED.

Additional benefits:

DTE does not yet have standard rates for LED fixtures, so exact savings are hard to estimate, but cities in DTE's service area have experienced an average of \$90 annual savings per fixture. This means the payback period for the initial conversion costs is about 7 years. If Ypsilanti's entire inventory of street lighting were upgraded, the City could save \$160,000 annually. In addition to cost savings, many people prefer the whiter light of LED fixtures to traditional yellow high-pressure sodium lighting. The conversion could also reduce light pollution and glare.

Partners & stakeholders:

Any conversion must be negotiated with DTE. By partnering with other institutional entities such as EMU or with other cities via the Regional Energy Office, joint purchasing could reduce hardware costs. The Michigan Public Service Commission and Department of Energy, Labor and Economic

Growth have provided grants for streetlight conversions in recent years, which could reduce costs further. The DDA may also pay for streetlight upgrades in their designated downtown districts through TIF funds.

Recommended approach:

Upgrade as many street lights as possible with the city's revolving loan fund, working with the DDA, EMU and REO to achieve the best price through bulk upgrades and to identify any grants or other funding opportunities. This should be undertaken as soon as possible, so that savings from initial upgrades can pay for additional lights in future years. The DDA and Public Services Department should also review existing light levels during this process—in some locations, additional energy and cost savings may be achieved through removal of unneeded fixtures.

INCREASE STREET TREE CANOPY

tags: infrastructure, beautification, capital investment, well-being

Canopy trees provide several climate-related benefits: absorbing carbon dioxide, shading buildings to reduce cooling costs and reducing the “heat island” effect of exposed street and parking lot asphalt. Canopy trees additionally provide aesthetic benefits, enhancing quality of life and property values. While many Ypsilanti neighborhoods have substantial canopy cover, the city’s February 2012 Urban Forestry Management Plan identified 3,000 additional planting sites within street rights-of-way and parks, not including opportunities on private properties.

Examples:

The City of Ann Arbor has one of the largest urban forestry programs in the state, with over 47,000 trees. The city’s canopy saves businesses and homeowners an estimated \$2.25 million in energy costs annually.

Implementation costs:

The Urban Forestry Management Plan prepared by Davey Resource Group recommends planting 1,948 trees over the next 8 years. At an average cost of \$110 per tree, this adds to approximately \$27,000 annually.

Expected GHG savings:

Each canopy tree can offset about 0.4 mtCO₂e annually through a combination of carbon absorption and reduced cooling costs.

Additional benefits:

The City of Ann Arbor’s urban forestry program is estimated to return \$2.68 for every \$1 invested, though most of these benefits accrue to private property owners through energy savings. Furthermore, street trees add an estimated 3% to residential property values.

Partners & stakeholders:

Individual residents can easily engage in tree planting, and community members have expressed interest in implementing this strategy.

Considerations:

The DTE Energy Foundation offers annual matching grants for tree planting. The city’s recently-established tree nursery will provide low-cost trees, but they will not be ready to plant for a few

years. City staff has proposed a streamlined process for allowing residents and business to plant trees in public rights-of-way.

Recommended approach:

Identify funding sources to implement recommended tree planting program and continue policy support. In addition to traditional public and grant funding sources, tree planting lends itself to crowdsourced approaches, including small donations or direct individual planting. The City should also ensure that its landscaping standards for development favor canopy tree planting, either on-site or in rights-of-way.

INCREASE RECYCLING RATES THROUGH COMPETITION

tags: waste, community building, EMU, institutional partners

Competition is a great motivator, and an inter-neighborhood recycling competition is a relatively low-cost way to increase visibility and encourage people to work together towards a shared goal: proving that where they live is the greenest and best. With a 2010 recycling rate of 18.8%, residents of Ypsilanti have a fair amount of room to improve their waste practices.

Examples:

Alameda County in California has committed to reducing waste by 75%. In pursuit of this goal, they've established the website StopWaste.org and hold an annual "Ready Set Recycle" contest.¹⁶ They ask citizens to commit to keeping all recyclable and compostable items out of the trash, and randomly select garbage bins to measure the amount of these items in trash. Winners are eligible for cash and prizes. In the 2011 contest, 1537 residents made online pledges and 893 homes were selected for sorting. ¹⁷

Implementation costs:

The program in Alameda County cost \$856,712.¹⁸ This was paid for out of facility fees and a grant from the recycling board to a nonprofit. Assuming the same cost per person, Ypsilanti could expect the program to cost \$44,000. However, this program was fairly expensive because Alameda County sent out trash bin sorters ahead of the regular trash collectors. If, instead, Ypsilanti simply weighed the amount recycled, costs could be kept to a minimum.

Expected GHG savings:

Each ton of waste diverted to recycling rather than to a landfill saves 2.87 metric tons CO₂E. If residents were challenged to increase their rate of recycling from the 2010 city average of 18.8% to the national recycling rate of 34.1% (and met that challenge), 610 tons of waste would be diverted from the landfill into recycling bins, saving 1750.94 metric tons of emissions.

¹⁶ "Ready Set Recycle Contest," StopWaste.Org. Web. 30 May 2012.
<<http://www.readysetrecyclecontest.org>>.

¹⁷ Becerra, Jeff. "Winning the Recycling Game." *Resource Recycling* Aug. 2011: 31-33. Print.

¹⁸ "Annual Budget Fiscal Year 2011-12." StopWaste.org. Alameda County Waste Management Authority, June 2011. Web. 1 June 2012. <<http://stopwaste.org/docs/fy11-12-budget.pdf>>.

Additional benefits:

A recycling competition would increase visibility for better waste management practices and can create better habits in participants, encouraging behavior change after the competition has ended. Reducing the amount of waste landfilled also can save the City money. The amount saved is variable, but as of May 2012, the City paid \$24.99 per ton of trash landfilled and received \$14 per ton of recyclables.

Partners & stakeholders:

As the provider of recycling services, the City of Ypsilanti should host and coordinate any waste-reduction competition. The Ann Arbor Materials Recovery Facility handles Ypsilanti's recycling and should also be included in any recycling efforts. The City should work with existing neighborhood associations to promote and coordinate the competition.

Considerations:

Other Michigan cities and counties have paid for expanded recycling services through landfill or waste fees or have created intergovernmental agreements to expand purchasing power and lower prices. EMU already participates in an annual inter-university recycling competition—the community could use this as a model or compete against students to increase the rate of recycling. A system that measures waste and recycling amounts per pickup day could best allow for neighborhood competition, but because it would require a change in DPW methods, might be prohibitively expensive. A University of Michigan study found that four key themes to a successful recycling program were culture, convenience, communication of information and custodial support.¹⁹

Recommended approach:

Work with neighborhood associations and Eastern Michigan University to hold a recycling competition, based either on improvements over past performance or on town vs. gown recycling rates. The challenge for Ypsilanti residents should be to collaborate with or out-compete neighbors, but also on an individual level, to achieve the national average rate of recycling: 34.1%. The City should consider using a neighborhood competition as a pilot—perhaps working only with a few neighborhoods to begin with or seeking to later expand to include local businesses, as well.

¹⁹ Fox, Elizabeth. "Recycling Best Practices Report." University of Michigan Plant Building and Grounds Services. Aug. 2011. Web. 30 May 2012.

<http://www.recycle.umich.edu/grounds/recycle/PDF/RecyclingBestPracticesReport.pdf>.

PLACE ARTISTIC TRASH AND RECYCLING BINS THROUGHOUT COMMUNITY

tags: infrastructure, waste, beautification, behavior change, commercial, industrial, institutional partners

Universities across the country have used decorated waste containers to encourage recycling efforts and proper waste disposal on their campuses while providing a creative outlet for local talent. These artistic receptacles beautify the city, pay for themselves with sponsorships, and teach citizens how to dispose their trash and recyclables.

Examples:

Collegetown ART (Art, Recycling, and Trash cans) at Cornell University, as part of a student sustainability effort, held an art contest in the spring of 2010 to decorate bins on campus. Interested parties can sponsor a bin for between \$225 and \$900, and their company logo will appear on a decorated bin.²⁰ Indiana University's "More Art, Less Trash" program hosted by the Student Sustainability Council offers small cash prizes each year for designs submitted to be displayed on ten recycle bins in high-use locations.²¹

Implementation costs:

Costs for implementation involve materials to create refuse and recycling bins. A 95-gallon waste bin typically costs between \$50 and \$75. The DDA budget currently allots \$20,000 annually for "pedestrian trash receptacle collection" in downtown areas. The city does not currently have public recycling bins, though it does provide recycling services to the downtown.

A report from 1993, shortly after University of Michigan (UM) instituted public recycling bins, states that the costs of recycling generally equal the savings from the reduced amount of trash it pays to be sent to the landfill.²² UM has reported higher amounts of recycling on campus since it instituted public recycling bins.²³ The university receives payment for recyclables from its solid waste provider, which ultimately means that increased recycling reduces the cost to dispose of waste.

²⁰ Cornell University, "College Town Art," Web. 24 April 2012. <<https://sites.google.com/site/collegetownart/>>.

²¹ Indiana News Room, "'More Art, Less Trash' artistic outdoor recycling bins installed on campus," 9 April 2009. Web. 24 April 2012. <<http://newsinfo.iu.edu/news/page/normal/10489.html>>.

²² EPA, "2009 Success Story: University of Michigan." Web. 24 April 2012. <<http://www.epa.gov/wastes/partnerships/wastewise/challenge/gameday/09success-um.htm>>.

²³ University of Michigan, "Recycling Timeline," 11 November 2010. Web. 24 April 2012. <http://www.recycle.umich.edu/grounds/recycle/history_of_recycling.php>.

Expected GHG savings:

Every ton of waste diverted to recycling rather than a landfill saves 2.87 mtCO₂e. If public recycling in specially-indicated bins encouraged Ypsilanti residents to increase the community's rate of recycling to the national average of 34.1%, as discussed in the strategy "Increase recycling rate through competition," the community would reduce emissions by 1750.94 mtCO₂e.

Additional benefits:

This strategy will expose residents and visitors to local artists and make the city's beautification and recycling efforts more visible. Displaying artwork created by local youth also provides an opportunity to teach children about environmental responsibility and recycling, especially if artistic bins are installed on school property.

Partners & stakeholders:

Ypsilanti could partner with Eastern Michigan University and local schools to start a small-scale outdoor recycling program that features artistic bins. The DDA could also partner with local businesses to sponsor bins downtown.

Considerations:

The City will need to ensure the recycling and trash receptacles are emptied regularly, approve the addition of a public recycling service, site these bins in high-traffic areas and limit the risk of cross contamination. The City of Ann Arbor's Commercial Recycling Expansion and Implementation Plan indicates that cross-contamination can be limited by ensuring that recycle bins are visibly distinct from garbage receptacles.²⁴ For example, if a recycling bin should only be used for aluminum cans, the bin should indicate this requirement in writing and with imagery. Recycle bins that are specifically intended for plastic bottles and aluminum cans could have cylindrical holes to deposit the intended materials, while bins for paper could have small, rectangular holes. Eye-catching designs can encourage citizens to use the proper receptacle.

Recommended approach

Partner with EMU, local schools, and the DDA to create an artistic trash bin design contest, incorporating local sponsorships and educational efforts. Additional savings could be generated by investing in an outdoor recycling service in the city's parks and downtown areas.

²⁴ City of Ann Arbor, "Commercial Recycling Expansion and Implementation Plan," 29 April 2002. Web. 24 April 2012.

http://www.a2gov.org/government/publicservices/systems_planning/recycle/Documents/systemsplanning_commercialrecycling_implementationplan_4-29-02.pdf.

CREATE KITCHEN COMPOST DROP-OFF SYSTEM

tags: infrastructure, waste, commercial industrial, EMU, institutional partners

The US EPA estimates that food waste makes up 14 percent of the US municipal solid waste stream, making it the largest single component of landfilled material. Much of this waste could be composted rather than sent to a landfill.²⁵ Ypsilanti currently has a functional yard waste collection program and a free yard waste compost and wood chip pick-up site. Residents are interested in adding kitchen compost collection. This requires more active management than composting yard waste alone in order to prevent contamination with non-compostable or vermin-attracting material. However, the added operations would result in a reduction of greenhouse gas emissions, preservation of landfill space, reduced need for fertilizers, a reduction in tipping fees by redirecting funds to sustainable waste management practices, and the production of a higher-value, more nutrient-rich compost. Additionally, newer self-contained biodigesters can maximize the amount of emissions avoided by capturing gases from compost materials for use as a heating fuel source for nearby buildings, and can also handle a wider variety of material, reducing the problems of contamination.

Examples:

The US EPA provides guidance on how to incorporate food waste into existing yard waste and composting operations.²⁶ The term used is “food residuals” which includes all pre- and post-consumer foods and food by-products, as well as organic items which may accompany food, such as manufactured organic materials and soiled paper products. The EPA guide details the rate of decomposition for various types of food waste, different methods to create the compost, and how to produce mixes suitable for redistribution or resale. Closer to home, the City of Ann Arbor collects uncooked vegetable waste as part of its curbside compost system.

Implementation costs:

Cornell University's 1999 report “Small to Medium Scale Composting of Food Wastes in New York City” evaluated the use of municipal composting systems. A city can purchase existing equipment for composting food waste. This could cost between \$30,000 and \$80,000, depending on the amount of waste the city expects to collect. Labor to maintain the system can cost between \$15

²⁵ “Basic Information about Food Waste.” US EPA. Web. 10 May 2012.

<<http://www.epa.gov/osw/conservation/materials/organics/food/fd-basic.htm>>.

²⁶ The U.S. Composting Council, “Best Management Practices (BMPs) for Incorporating Food Residuals into Existing Yard Waste Composting Operations,” 2009. Web. 24 April 2012.

<http://www.epa.gov/reg3wcmd/pdf/FR2YW_BMP.pdf>.

and \$20 an hour. 27 The City of Eugene, Oregon has implemented a system for commercial food waste collection that charges per bin for weekly pick-up, based on cubic yard capacity. Combined with compost sales, this fee is intended to cover the costs of running the service.

Expected GHG savings:

Each ton of food waste recycled rather than landfilled can reduce emissions by 1 to 3 mtCO₂e, primarily in methane, depending on what practices are used. Using the EPA's estimated share of total waste, Ypsilanti's municipal waste stream likely contains 745 tons of food waste annually. For every 1% of this amount diverted to compost, up to 22.3 mtCO₂e could be reduced.

Additional benefits:

Finished compost can be added to lawns and gardens to replenish nutrients in the soil. Biodigesters can additionally help heat nearby buildings, reducing heating costs from purchase of natural gas. Each 1% of the food waste currently landfilled will reduce landfill tipping costs by approximately \$175.

Partners & stakeholders:

The larger the venue, the more food waste is produced—partnering with the Downtown Association of Ypsilanti, the school system, or the proposed Washtenaw County Kitchen Incubator could provide large single sources of compostables, reducing collection costs and the difficulty of monitoring for contamination. One of these organizations or the local nonprofit Growing Hope should undertake a food waste audit to identify opportunities for a pilot project.

Considerations:

Focusing on large producers of material can minimize contamination challenges, as can using biodigesters rather than open air composting. As compared to a curbside system, a voluntary drop-off program would eliminate collection costs and provide better control of waste stream. Educational efforts around home composting may be more cost-effective than a citywide system for non-institutional waste.

Recommended approach

Partner with Growing Hope and local businesses that are high generators of food waste to implement a pilot program for a municipal kitchen compost system using the drop-off site method. Solid waste, alternative energy or similarly targeted grants should be explored to fund installation of a biodigester at any selected pilot site.

²⁷ "Small to Medium Food Wastes in New York City," Cornell University, August 1999. Web. 24 April 2012. <<http://compost.css.cornell.edu/NYCComposting.pdf>>.

LAND USE AND TRANSPORTATION

Land use patterns are a major determinant of development, travel choices and other behaviors that create greenhouse gas emissions. A community with smaller lot sizes and walkable commercial districts near residential areas will support walking, transit and cycling as alternatives to driving. In another example, a mixture of single- and multi-family housing types will reduce heating costs due to shared walls. Various sources have noted this impact: a recent EPA study showed that the choice to live in a transit-supportive location reduces household emissions more than undertaking home energy efficiency improvements and driving a fuel-efficient car.²⁸ The international Transition movement noted in its guide to climate planning that communities need to address land use first, "or else nothing else matters."

The City of Ypsilanti contains a downtown area and neighborhoods that feature walkable, compact and diverse land uses, and has taken conscious steps to encourage biking and walking and preserve transit service. The City has also sought to encourage infill development over the past decade, including downtown loft projects, rehabilitation of the former high school into senior housing, and construction of additional student housing. Parts of this section are therefore dedicated to measuring the expected impacts of existing policies and efforts. However, Ypsilanti still has improvements to make to its land use and transportation patterns. Some portions of the city are generally hostile to walking, such as the Washtenaw Avenue corridor, or lack neighborhood amenities, such as the Leforge Road area, and may require additional efforts to create the type of district that the community wants and that permit low-emissions travel behaviors.

Many more Ypsilanti residents and workers could take advantage of low-emissions travel modes. The Census's Longitudinal Employer-Household Dynamics commuting dataset from 2010 shows that 52.7% of working Ypsilanti residents worked within 10 miles of home, including 29.6% working in Ann Arbor and 8.2% within Ypsilanti. Similarly, 50.7% of the 6,424 people employed within city limits live within 10 miles of their workplace. Many of these Ypsilanti residents and employees therefore have commute distances which make walking (1 mile), bicycling (5 miles), or transit (10 miles) reasonable options.

This plan seeks to accomplish 20% of its greenhouse gas reductions target through land use and transportation measures, reducing emissions by 7,568 mtCO₂e by 2020, with the following additional goals:

²⁸ US EPA, "Location Efficiency and Housing Type: Boiling it Down to BTUs," March 2011. Web, 13 June 2012. <http://www.epa.gov/dced/pdf/location_efficiency_BTU.pdf>.

- Vacant and underused properties are redeveloped or reclaimed as green, productive spaces.
- Goods and services are available within neighborhoods, or within walking distance of residents.
- Streets are safe for all, providing for travel by any mode without fear of either crime or traffic crashes.
- Residents, commuters, and students choose to bike, walk or bus when possible.

COMPLETE NETWORK OF BICYCLE FACILITIES

tags: transportation, non-motorized, well-being, capital investment, economic development,

Ypsilanti has shown a strong commitment to complete streets and non-motorized transportation, including bicycling, and has nearly 11.5 miles on on-road bike lanes and off-road paths. The 2006 WATS Non-Motorized Plan identifies 37.3 additional miles as “deficient” for bicycles (with each side of a two-way street counted independently). As the City is already actively pursuing this strategy, it is included primarily for the consideration of greenhouse gas impacts.

Expected GHG savings:

Each 1 mile of bike facilities per square mile of city area is estimated to increase cycling share by 1% of total travel#. Applying this figure to non-freeway weekday passenger travel in Ypsilanti, each mile of bike lanes could convert 162,000 motor vehicle miles traveled (VMT) to cycling each year, leading to a reduction of 75 mtCO₂e. Assuming an additional mile of bike lanes is created in the city each year, through reconstruction or restriping projects, 600 mtCO₂e could be reduced annually by 2020.

Considerations:

The Washtenaw County Road Commission will be an important partner in extending the bicycle network beyond Ypsilanti. WCRC has implemented 4-lane to 3-lane “road diets” recently and found them effective in improving both bicycle and automobile safety while maintaining road capacity. Including way-finding signs could help increase visibility of these projects and encourage more walking and biking, especially if these signs are visible from cars.

Recommended approach:

Continue development of bicycle and pedestrian network in coordination with Townships, WCRC, and Border to Border (B2B) trail development. Considering existing, predominantly east/west commuting patterns, roads like Forest Avenue, East Cross and West Cross/Packard may hold the most benefit in terms of converting traffic from motor vehicle miles to bicycle miles.

PROVIDE PARKING ALTERNATIVES AND CASH-OUT OPTIONS FOR EMPLOYEES

tags: transportation, incentives, behavior change, well-being, policy

Employers typically subsidize automobile use by providing parking spaces for employees but do not take on responsibility for any costs associated with commuting by other modes, such as transit or bicycle. The City of Ypsilanti, for example, provides downtown parking permits for City Hall employees, which typically costs \$200 per pass; many EMU departments similarly cover the costs of employee parking permits, while student commuters pay \$200 for fall/winter parking hangtags. A parking cash-out program can be a beneficial alternative method to traditional employee parking programs. The cash-out program makes the cost of parking transparent to the employee, and removes the incentive to drive by offering them the cash value of an unused parking permit, or by allowing them to transfer the value of the permit to another travel mode, such as a transit pass.

Examples:

The go!pass system is used by over 500 employers in downtown Ann Arbor to offer employees a transit fare benefit as an option to driving and parking. EMU recently offered students discounted Ann Arbor Transportation Authority (AATA) monthly passes as an alternative to buying a parking permit. Both these programs have proven popular.

Implementation costs:

Employers who currently pay for employee parking can offer cash-out options or alternative benefits at no additional cost. Employers who own parking spaces and view them as a no-cost benefit to employees might consider this an additional \$200 annual cost per employee, if the cash-out value were set equal to the paid downtown or campus parking options.

Expected GHG savings:

Assuming a modest 2.5% shift of the commuters living within 10 miles of their workplace from driving alone to other modes, 92.5 mtCO₂e would be avoided annually.

Additional benefits:

Downtown employees (including those at City Hall) who choose a cash-out or alternative benefit clear public parking spaces for downtown business patrons. Similarly, EMU commuters who choose alternative benefits free up parking capacity without new construction costs. Choosing to bike or walk to work rather than driving also carries health and fitness benefits.

Partners & stakeholders:

The DDA, City Treasurer and EMU each issue employee parking permits for various lots; they and downtown commercial landlords would be the key actors in an alternative benefits system.

Considerations:

The 2008 survey of downtown Ypsilanti employees found that offering transit benefits would be the single most appealing option to change commute behavior. In order to address other potential concerns about not driving to work, offering alternative commuter benefits works best in coordination with strategies like car-sharing systems and improved visibility of other travel modes.

Recommended approach

Provide a discounted AATA pass via the City Treasurer and DDA as an alternative to downtown parking permits. AATA may be able to offer additional discounts for permits purchased by downtown employees, as counter-peak commuters. City Hall can lead by example by implementing a parking cash-out or alternative benefit option for employees currently eligible for parking permits. Other major parking providers such as Washtenaw County and the Key Bank Building may also be approached as potential participants. EMU should continue to promote their transit pass and shuttle options.

PROVIDE MORE VISIBILITY FOR ALTERNATIVE TRANSIT, INCLUDING BIKING AND WALKING PATHS AND BUS ROUTES

tags: transportation, non-motorized, behavior change, education, infrastructure

While local governments cannot necessarily change the structure of regional transit systems, municipalities can facilitate the use and adoption of transit and non-motorized modes, including biking and walking. This includes a broad category of activities: cities can market available options, publish bicycle maps, improve signs for bike routes, or provide workshops or other informational material. The use of a survey to understand residents' transportation needs can help create more effective, targeted marketing and programs.

Examples:

Portland, Oregon's Smart Trips program has reduced single-occupant car trips by 8-13% in the areas of the city that have been targeted.²⁹ Transportation Riders United (TRU) has offered "Transit 101" workshops in Detroit and its suburbs in past years to teach people how to use the transit system, successfully converting "never riders" to "occasional riders."

Implementation costs:

Costs for implementing biking/walking or ridership promotion programs typically cost around \$30 per household targeted. Some measures, such as bike/walk maps, are significantly cheaper; others, such as reduced-rate transit passes, are significantly more expensive.

Expected GHG savings:

Average GHG savings are about 0.8 metric tons mtCO₂e per household, or 4,400 mtCO₂e city-wide.

Additional benefits:

People who switch from car use to other travel modes can save substantially on travel costs. Reducing the number of vehicles on the road results in less congestion and a reduced need for parking. Additionally, increased walking and biking improves health and fitness.

²⁹ "Smart Trips." Portland Bureau of Transportation. Web. 25 April 2012.
<<http://www.portlandonline.com/TRANSPORTATION/index.cfm?c=ediab>>.

Partners & stakeholders:

The Ann Arbor Transportation Authority is the key partner to promote transit and is currently rolling out increased transit service within the city and countywide. City of Ann Arbor and Washtenaw County can both assist in establishing and publishing bike routes and maps. Community groups such as Bike Ypsi and the Washtenaw Biking and Walking Coalition could help spread the word about any new initiatives among social networks.

Considerations:

People look for predictability and convenience in their travel modes. To encourage a switch, additional benefits must be highlighted because it can be hard for other travel modes to compete with automobiles on only convenience measures.

Recommended approach

Engage community partners in an effort to understand residents' travel needs and develop a marketing plan to meet those needs. Provide bicycle maps, designated routes, and other wayfinding mechanisms to make the transition to bike commuting easy and convenient. Special attention should be paid to the connections between EMU's campus and Ypsilanti's downtown and Depot Town areas, encouraging students to explore the surrounding city. The existing Non-Motorized Advisory Committee should lead this effort within the city.

CREATE AND PROMOTE BIKE-SHARING AND CAR-SHARING PROGRAMS

tags: transportation, biking

Vehicle-sharing programs allow users to rent bikes or cars by the hour, increasing transportation access and making it easier to get where they need to go. Creating a bike-sharing or car-sharing program in Ypsilanti would supplement existing bus service, allow more residents to go without cars, and encourage travelers to take advantage of existing non-motorized transportation networks while spending time in Ypsilanti.

Examples:

M-Bike.org suggests that our region should use Nice Ride Minnesota—the twin cities' bike share program—as a model. Users can pick up a bike from one of 75 kiosks over a 7.75 square mile service area. Rental rates are charged by the hour, and users must pay to subscribe for the day, month or year. The program is managed by a nonprofit. Nice Ride MN was founded through a partnership between local government, foundations, and local businesses.

Zipcar at the University of Michigan maintains around 1,000 vehicles and states that each Zipcar takes 15-20 cars off the road. Zipcar reports that 90% of their members drove 5,500 miles or less each year which equates to more than 32 million gallons of gasoline unused (219 gallons of gas saved per member).

Implementation costs:

University bike rental programs are typically funded by grants and rental fees. Initial costs include bike and rack purchase, storage, maintenance and management hiring. A bike share program that covers EMU's campus, Ypsilanti's historic downtown and Depot Town could be implemented with initial costs of \$492,000 and an annual operating cost of \$229,000.³⁰ Annual operating costs could be recouped through fees for subscription or bike use.

Car sharing can be as simple as instituting an online community forum for residents and students to formulate carpool systems. The forum can be publicized through municipal websites, Facebook, local community groups and by local universities. Another option is encouraging universities and businesses to participate in a private shared-use car service for their students and employees, which can be a cost-saving alternative to purchasing parking passes.

³⁰ *This calculation uses Nice Ride's cost per bike and formulas for projected number of subscribers, and assumes that 1 bike will cover 15 subscribers.*

Expected GHG savings:

Bike Detroit notes that a 4 mile trip by bicycle will keep 15 pounds of pollutants out of the air. Using the same ridership projections as Nice Ride which estimates 5% of resident use, 3% local employee use, and 7% student use, bike sharing could alleviate 23,007 vehicle miles travelled annually in Ypsilanti. That equates to 10.3 mtCO₂e in savings annually.

Zipcar at the University of Michigan saves 313,586 mtCO₂e each year, or 2.1 mtCO₂e per member. EMU has a similar car sharing program with Hertz—this initiative should be analyzed for current emissions savings.

Additional benefits:

Encouraging bike use improves resident quality of life due to increased exercise. Both bike-sharing and car-sharing decrease the amount of cars on the road, limiting the amount of traffic congestion and traffic delays—saving time and gas. Fewer cars commuting to campus also reduces the need for parking spaces.

Partners & stakeholders:

More and more students across the country are urging their universities to provide bike rentals on campus to encourage safer, faster, cheaper, more environmentally friendly means of traveling to class and around the city. Eastern Michigan University would be a great place to implement these practices. Oakland University already runs a free bike share program—EMU could meet with staff there. Ypsilanti Cycle and BikesEMU should also be approached as partners.

Considerations:

The City of Ann Arbor may soon be adopting a bike sharing program. Once this effort gets underway (if Ypsilanti's does not begin before FY2013, which is when Ann Arbor's is slated to begin), Ypsilanti can learn from this neighboring city.

Recommended approach

Partner with Eastern Michigan University to create a bike-sharing program and car-sharing network. The City would benefit from a partnership with Eastern Michigan University and the DDA to encourage the creation of a bike-sharing program and expand awareness of its car-sharing network. The programs can originate at the university, targeting students as the primary users with the source of information available online and at new student orientation. From there the online network can expand to faculty and university employees. Partnership with the DDA could provide local businesses with a bike or car-sharing option for employers and employees to utilize in the place of parking permits.

PRIORITIZE INFILL DEVELOPMENT OPPORTUNITIES IN MASTER PLAN UPDATE

tags: land use, well-being, economic development, buildings, commercial, residential, municipal, policy

Infill development prioritizes development on vacant or underused land in existing cities and urban areas over construction in outlying areas. In addition to supporting lower GHG behaviors, as mentioned in the introduction to this section, infill development makes financial sense to communities, increasing tax yield over a given area: the State of Michigan's 2009 Climate Action Plan identifies land use planning measures as the single most cost-effective means to reduce greenhouse gas emissions. While development policies can be responsible for the greatest degree of change in a community's energy consumption, this change tends to happen slowly and incrementally.

While the City of Ypsilanti is no stranger to encouraging infill, it could capitalize on additional opportunities. These suggestions should be fully developed during the upcoming revision of the city's Master Plan:

- **Re-evaluate parking standards:**

The City's zoning ordinance requires large amounts of parking for new and expanded developments; not only does this reinforce high-emissions automobile travel habits, but it also poses a financial challenge for many of the small developers working in the city. Significantly reducing the parking requirements could both support other transportation modes as well as ease costs on businesses and developers.

- **Consider the role of "neighborhood" commercial uses:**

While the City's B1 zoning district is named "neighborhood commercial", its primary application is on Washtenaw Avenue, which has a decidedly non-neighborhood feel. This district should be evaluated and potentially updated for use in supporting single-parcel "corner store" uses in actual neighborhoods, such as the convenience store at the corner of East Forest and Prospect.

- **Fill the "missing middle" segment of the housing stock:**

While some neighborhoods, such as the Historic South Side, appear to have a stable mix of single-family houses and 2- to 3-unit apartment houses, the city's zoning predominantly supports either strict single-family housing or large apartment complexes. Revisiting the topic of small "accessory dwelling units," encouraging rehabilitation of historic carriage barns and other tools can bring more people to Ypsilanti neighborhoods, supporting property values and taking advantage of the walkable, transit-served downtowns, without

the impact of the larger apartment building. This is particularly an opportunity within the historic core, where large homes now typically house much smaller families than they once did.

- **Plan for commercial uses in Huron River Drive area:**

More than 2,500 people live in the apartment complexes around Leforge Road and Huron River Drive, but the area virtually lacks neighborhood amenities for these residents and encourages driving. Planning for additional uses in this area that serve these residents could reduce automobile necessity, strengthen these residents' connection to the Ypsilanti community and also capture business from on-campus residents and campus commuters. Uses such as coffee shops and small-format grocery stores have been identified as desires during past planning work, though land availability will be a challenge for any substantial commercial use.

CULTURE CHANGE

Individual behavior is one of the most important ways we impact greenhouse gas emissions, but it is also one of the most difficult to measure or change. While many Ypsilanti residents already recognize the importance of living in a way that's oriented around sustainability concerns and around reducing greenhouse gas emissions, they feel the majority of citizens have not heard of or do not fully understand these concepts. In order to relate to these issues and change behavior to incorporate the concepts into daily life, Ypsilantians need to understand sustainability and the actions they can take.

This section on culture change attempts to begin the difficult task of reorienting community thought and practice around climate change, the natural environment, and triple-bottom-line sustainability. We seek to achieve 5% of our total greenhouse gas reduction target through these strategies, or 1,891 mtCO₂e by 2020.

Based on community feedback, we have also set a number of qualitative goals for the future:

- Ypsilanti celebrates efforts to reduce greenhouse gas emissions and circulates information about sustainability and reducing greenhouse gases to residents. Community members understand the importance of climate action and the ways they can impact climate change, individually and collectively.
- In partnership with the community and municipal plans and priorities, local schools have refocused education towards sustainability.
- Ypsilanti works in collaboration with surrounding communities and the metro Detroit region to achieve broader changes.

ENCOURAGE CONSERVATION THROUGH ENERGY COMPETITION

tags: energy efficiency, community building, behavior change, EMU, institutional partners

Let's face it, people are motivated by competition. Given that the City of Ypsilanti is home to Eastern Michigan University, leveraging college rivalry can be a powerful tool to leverage energy savings both within the university and the community. A non-university Ypsilanti competition could motivate the community to improve on past performance. The main key to a competition is extensive marketing and promotions, along with a web presence, key giveaways such as efficient light bulbs, and cultivating peer to peer networks.

Examples:

The "Take Charge Challenge" in Kansas³¹ pitted 16 different towns (some with universities) against one another in a 9 month long challenge to save energy. Total savings were \$2,341,025 in energy costs and 22 million pounds of CO2 emissions.³¹

Implementation costs:

Costs are around \$2 to \$5 per person contacted, which would equate to \$50 to \$100/ton of GHG reduction. Of course, this can vary greatly depending on the depth of contacts, availability of volunteer labor, and other factors.

Expected GHG savings:

Each person contacted can be expected to save about 55 kWh during the time of the competition, or about 1.75 lbs of CO2e. There are many questions about the longevity of the behavior changes, but the changes done within the competition can be a gateway to further improvements.

Additional benefits:

Energy savings for students and residents of Eastern Michigan University and Ypsilanti.

Partners & stakeholders:

Eastern Michigan University would be a prime partner in this endeavor, as shown in the Kansas competition, university rivalries motivated more energy savings than towns without universities. Within the university and the city, networking with as many existing organizations as possible

³¹ "Take Charge Challenge with Efficiency Kansas," *Take Charge Kansas*, http://www.takechargekansas.org/Site_Data/Sub_Pages/Home.php, accessed May 15, 2012.

would help spread the words. The challenger cities would also be essential partners. Competition could also be coordinated through neighborhood associations or even commercial groups. Residents are able to rent Kill-A-Watt EZ electricity usage monitor from the Ypsilanti District Library, so tracking resources are readily available.

Considerations:

One main consideration would be fostering change that “sticks” and articulating the energy conservation message while promoting the rivalry. Many people, students especially, may be motivated to “Beat State,” but the challenge will be in relaying the actual reasoning behind the conservation competition. The strategy could be first tested by the university or by select neighborhoods and then expanded city-wide.

Recommended approach:

Work with community stakeholders to initiate an energy competition. The University and City can partner together to challenge another city and university to an energy reduction competition.

COMMUNITY SUSTAINABILITY LIBRARY

tags: education, community building, policy, EMU, institutional partners, well-being

Ypsilanti stakeholders are knowledgeable about and interested in issues of climate change, energy use and environmental sustainability. Ypsilantians are willing to take on individual and community action to support local emissions reductions, but would benefit from a resource library: a shared space to hold collective knowledge on these topics and catalogue community resources.

Examples:

The Green Garage in Detroit is home to the Urban Sustainability Library, which hosts, produces and disseminates information on how “people and organizations [can] make more sustainable choices.”³² Their physical and online library contains books and studies, but also displays current projects and facilitates community conversations.

Implementation costs:

This library can be created with limited monetary expense, though it will require a large time investment from stakeholders. Costs may include staff and volunteer time as well as the physical or online space for the library.

Expected GHG savings:

Compilation of this resource library will not, in itself, result in GHG emissions reductions. It may inspire future reductions, but these are difficult to quantify.

Additional benefits:

As a community resource, the library can continue to collect best practices, new ideas and possible emissions reductions strategies after the climate plan has been adopted and the process is complete. It can serve as a new communal, coordinating space for sustainability in Ypsilanti and lead to individual and community actions to reduce missions.

Partners & stakeholders:

The Ypsilanti District Library and Eastern Michigan University can act as hosts, curators and resources for the strategy library. They should be accompanied by the many community groups

³² *Urban Sustainability Library. Green Garage, 28 Feb. 2012. Web. 21 May 2012.*
<http://greengaragedetroit.com/index.php?title=Urban_Sustainability_Library>.

who have a stake in either pulling from or putting resources into the library, including Transition Ypsilanti, local nonprofits and neighborhood associations.

Considerations:

Simply compiling existing community resources will lead to a substantial base of knowledge for the library. The difficult part is curating the collection, ensuring it is kept up to date and usable by the average person. Outreach strategies must also be built into the creation of the library to publicize its existence and begin the dialogue that is at the heart of this community space.

Recommended approach

Local experts and the EMU community can create an Ypsilanti sustainability library. The City will be able to pull from resources compiled in the process of creating this climate action plan as well as in a collaborative and ongoing research effort with EMU students. A plan for the continued existence of the library should be developed in partnership with community stakeholders.

RESIDENTIAL ENERGY EDUCATION

tags: residential, energy efficiency, education, behavior change, well-being

Teaching residents to use low- and no-cost techniques for saving energy in their home is one of the most cost-effective ways to reduce energy use and resulting emissions on a community scale. This can be done through a workshop setting or a home visit. Workshops are the less expensive option, but corresponding savings are less as well.

Option 1: Implement a series of energy saving workshops in different venues.

Use these workshops to communicate a basic level of understanding of home energy issues to residents, such as how to read your energy bill, sealing doors and windows and turning off appliances when not in use.

Examples:

The City of Lathrup Village held a workshop to educate its residents on how to save money in their homes. ³³ The Southeast Michigan Regional Energy Office put together a video case study that can be found at this link: <http://bit.ly/JLU8pc>. The City of Ypsilanti's Historic District Commission has in the past hosted workshops by State Historic Preservation Office (SHPO) staff and EMU Historic Preservation students on historic home maintenance—this topic could be expanded to include energy-specific historic home workshops.

Implementation costs:

Workshops can be conducted by local non-profits for about \$500 each, either as stand-alone programs or as part of an existing, funded projects such as home weatherization programs or municipal energy efficiency upgrades.

Expected GHG savings:

Based on the past experience of the Regional Energy Office, households can save at least 0.25 mtCO₂e from implementing measures outlined in the workshop format. Savings depend greatly on the scale of the workshops and resident adoption.

³³ "EECBG Case Study #10: Resident Education." WARMTraining.org. N.p., n.d. Web. 21 May 2012. <http://www.warmtraining.org/gov/pdf/EECBG%20Case%20Study10_ResidentEducation.pdf>.

Option 2: Implement a comprehensive program that encourages all residents of the city to either attend a workshop or have a home visit, or both.

This would require both funding and an outside entity to administer the program.

Examples:

The BetterBuildings for Michigan (BBFM) program is conducting consumer education, energy audits and direct installation of energy efficiency measures in Ypsilanti over the course of 2012.³⁴

Implementation costs:

A residential energy audit and education program will cost approximately \$1000 per household to implement. This cost may be reduced or covered by programs such as BBFM or DTE incentives.

Expected GHG savings:

Similar programs have achieved an approximate 1.2 mtCO₂e reduction per house in yearly GHG emissions.

For all options:

Additional benefits:

Increased thermal comfort and lower energy bills for residents and renters.

Partners & stakeholders:

WARM Training Center, BetterBuildings for Michigan, Clean Energy Coalition and DTE offer relevant programs. EMU's historic preservation program or Washtenaw Community College's building trades programs may also be able to offer workshops for residents.

Considerations:

The City of Ypsilanti should leverage the federal resources of the BetterBuildings for Michigan program during 2012 to get as much federal funding as possible to fund energy education and improvements for Ypsilanti housing stock. Any educational initiative should publicize the energy

³⁴ BetterBuildings for Michigan. *Southeast Michigan Regional Energy Office, n.d. Web. 22 May 2012.*
<<http://regionalenergyoffice.org/betterbuildings/>>.

and money savings achieved by participants. Deliberately communicating benefits is key to the success of this strategy.

Recommended approach

Work with local universities and nonprofit organizations to expand educational workshops and resources. Past leveraging of EMU and SHPO offerings for historic property owners can be expanded to include a focus on energy efficiency in historic properties—a substantial share of Ypsilanti's building stock. BBFM outreach efforts during the course of 2012 should increase general awareness of energy-saving behaviors, and non-profit partners can build on this with future targeted educational efforts.

ENCOURAGE PUBLIC EMPLOYEES TO LIVE IN YPSILANTI

tags: incentives, community building, transportation, residential, municipal, EMU, institutional partners

Residents frequently express a preference for municipal and other public employees to live in the city where they work. While requiring residency as a condition of employment is not legal, public employers can provide incentives to promote residency. The Eastern Leaders Group (ELG) is working with EMU to set up an incentive for new staff and faculty to live within Ypsilanti: a forgivable loan towards a down payment. Similar programs in Detroit have proven very successful. All such programs have the twin goals of supporting the local housing market and encouraging commuters to invest—emotionally and monetarily—in the community. However, these programs also support reduced GHG emissions by offering the participants a better ability to use non-car travel options, both to commute to work and to meet other needs.

Examples:

The LiveYpsi program is still under development by ELG and EMU, but would be easily extensible to other employers.

Implementation costs:

Detroit's Live Midtown and Live Downtown programs offer \$20,000 incentives; LiveYpsi will likely be much smaller. A \$5,000-\$10,000 incentive would completely cover the down payment on most foreclosed homes in Ypsilanti.

Expected GHG savings:

Each employee who moves from an average 25 mile one-way commute to an in-town commute will prevent approximately 6 mtCO₂e annually.

Additional benefits:

In addition to the intangible benefits usually cited for public sector employee residency—greater investment in the community—such a program can also have indirect fiscal benefits for the community. By incentivizing new buyers, this strategy can contribute to faster recovery of home

prices. More importantly, if targeted at foreclosed homes, it can help mitigate the estimated 1-2% loss of property value caused to every property within a block radius of a foreclosure.³⁵

Partners & stakeholders:

Expanding ELG's program would be the easiest way to implement this strategy. Washtenaw County and YPSD may be approached to offer residency benefits to their employees.

Considerations:

Offering direct cash incentives to public employees is politically difficult, and substantial work needs to be done to define the fiscal benefits of the strategy for the city and set the right level of incentive. To reduce the cost of implementing such a program, it would be most easily introduced at the same time that employee concessions are being sought, as part of the overall package. Since the City and other local public employers make very few new hires, the incentive might be offered to all employees, rather than only to new hires.

Recommended approach

Consider a public employee residency incentive, in the form of a forgivable loan for down payment assistance for purchase of foreclosed homes. Defining the fiscal benefits of the program will be the key to successful implementation. Depending on employee income, Community Development Block Grant funds may be an option to cover some of the incentive costs.

³⁵ Immergluck, Dan, and Geoff Smith. "There Goes the Neighborhood: The Effect of Single-Family Mortgage Foreclosures on Property Values." June (2005). Web. 21 May 2012.
<http://ftp.nw.org/network/neighborworksprogs/foreclosureresolutions/reports/documents/TGTN_Report.pdf>.

PROMOTE CITY SUCCESSES TO LEAD BY EXAMPLE

tags: education, energy efficiency, municipal, policy

The City of Ypsilanti has already taken on a number of energy-saving, “green” initiatives. By better publicizing and educating citizens around these efforts, they can impact the actions of their constituents. The government should create a coordinated strategy to educate residents about the steps that staff, officials and institutions take to create a more sustainable city. Leading by example requires not only better communication, but a visible presence in the community.

Examples:

The City of Southgate created a video case study of the solar panels installed on its city buildings, featuring the mayor. This video ran on the local access channel, and the City is talking about using it, in conjunction with mayoral appearances, as an education and outreach tool.

Implementation costs:

The City of Ypsilanti may need to devote staff time to personal outreach, written communications and social media updates. Costs other than time, though, can be minimal to none.

Expected GHG savings:

This strategy is geared towards the publication of GHG emissions reductions rather than achieving new reductions, though it may inspire citizen action.

Additional benefits:

The City can lead a community-wide resurgence in the sustainability movement and contribute to education efforts.

Partners & stakeholders:

City leaders, including appointed and elected officials and staff, must commit to in-person participation and more intentional, coordinated communications. They will need to work with local news agencies, both print and online, and community groups to reach citizens. Solar Ypsi is already reporting the city’s solar power generation—this can compose part of the city’s outreach and provides a model for further efforts.

Considerations:

Communications and outreach around sustainability should be part of a greater institutional culture of openness in government operations. The city currently appears to lack an adopted or understood overall communications and outreach plan. Low cost methods of public outreach include social media, public events such as the Heritage Festival or the Mayor's State of the City, or the incorporation of energy and sustainability into existing reporting such as the state-required dashboard.

Recommended approach

Increase communications and citizen outreach around sustainability, publicizing efforts and providing information on how citizens can get involved or replicate green initiatives. These efforts should be part of a broader communications strategy by the city, rather than a standalone effort, in order to present energy and sustainability concerns alongside economic development, budgetary, and other information. This overall strategy should consider the role of the city's recently updated webpage and Facebook presence alongside more "traditional" media and outreach work.

INCLUDE STEWARDSHIP, ENGAGEMENT AND SUSTAINABILITY EDUCATION IN LOCAL SCHOOLS

tags: education, community building, education, EMU, institutional partners, behavior change, well-being

The residents of Ypsilanti have expressed a desire to teach students in grades K-12 about how each person can make sustainable choices each day to impact the future. The EPA agrees that the future of environmental education lies in teaching the concepts of sustainability and stewardship through youth programs and provides information on how schools can get more involved.

Examples:

The EPA encourages K-12 educators to join the “SustainK12 listserv” which allows for collaboration on strategies that implement sustainable practices and lessons in their teaching plans. The EPA also links to various resources on environmental education curricula.³⁶ The Sustainable School Project located in Vermont provides examples of lesson plans suitable for grades 3-8 on a number of subjects. They also provide the Sustainable Schools Project Starter Kit, which outlines three modules for teachers and students to complete in about two days.³⁷ The Ecology Center in Ann Arbor provides workshops that are aligned with Michigan Grade Level Content Expectations. Their classroom programs and field trip options are fun for students and teach valuable lessons about the environment.³⁸

Implementation costs:

Implementation costs are relatively low and should only require training educators on relevant subjects as well as the purchase of any materials that might be needed for class projects. With the number of project examples available, the schools can design a curriculum that fits their budgets while still making an impact on the student body.

³⁶ “Teaching Stewardship and Sustainability.” US EPA, n.d. Web. 22 May 2012. <<http://www.epa.gov/region8/ee/teachingsustainability.html>>.

³⁷ Sustainable Schools Project. *Shelburne Farms*, n.d. Web. 22 May 2012. <<http://www.sustainableschoolsproject.org/>>.

³⁸ Ecology Center. n.d. Web. 22 May 2012. <<http://www.ecocenter.org/>>.

Expected GHG savings:

Including sustainability education in school curriculum will not, in itself, result in GHG emissions reductions, but will support the implementation of other strategies the community undertakes. Educating schoolchildren sets the stage for a more sustainable future.

Additional benefits:

Students learn about sustainable life choices early and have the chance to make a larger impact throughout their lifetimes. It is also likely that students will bring home what they learn, encouraging parents to change their own behaviors.

Partners & stakeholders:

Ypsilanti Public Schools and any local charter or private schools should be the primary parties in this effort. Ypsilanti is lucky to have local sustainability resources such as Creative Change Educational Solutions, Growing Hope and Transition Ypsilanti, that the city can reach out to for support in encouraging the local schools to include sustainability efforts to the curriculum. The city would benefit from engaging these experts and local teachers from K-12 schools, especially Central Gardens Middle School, Washtenaw Community College and Eastern Michigan University when meeting with the school board to discuss implementation methods.

Considerations:

The city may not have much control over the Ypsilanti public school system curriculum. The success of this strategy relies on a positive relationship between the city, the school board and other local educational institutions.

Recommended approach

Utilize the community's experts to gather support for adding sustainability education to the curriculum in local K-12 schools. There are many resources and ready-made lesson plans that can be added to existing school practices. The Eastern Michigan University community and local schoolteachers and parents would serve as valuable stakeholders to lead this strategy.

IMPLEMENTATION

The strategies detailed in this plan are considered to be immediate or short-term strategies: actions that can be implemented with existing tools and partners over the next 3-5 years, and which will yield net cost savings or other benefits under current conditions. Strategies are summarized in this section based on the City's role in implementing them. Some require direct capital investments by the city; others are changes to policies or ordinances; still others must be taken up by community members and will involve little direct involvement by City Hall. The strategies included here are by no means the only ones possible, and other opportunities may arise that should also be pursued and celebrated.

EVALUATING AND COMMUNICATING PROGRESS

Because the focus of the plan is on near-term opportunities, some evaluation can take place immediately or on an annual basis. The plan as a whole should be evaluated after about five years to select a new set of action steps. Opportunities for evaluating and reporting progress include:

Continuously:

The city and its implementation partners have numerous channels available for communicating efforts as they happen. Social media such as the city's Facebook page and "new media" outlets such as Concentrate (www.concentratemedia.com) are especially suited for communicating implementation steps at launch, completion, and as they produce positive results. This almost-instant communication is especially important for action steps that require broad public awareness or participation in order to have significant impacts.

Annually:

Existing communication tools can be used to report on progress from year-to-year, as well as to remind community members of ongoing efforts. The Mayor's State of the City address provides an opportunity to report city successes and recognize the efforts of community members. Information on programs or initiatives available to individual property owners could be provided within annual tax bills or water bills. Direct energy and cost savings by the city should be compiled from utility bills annually and reported on the local dashboard required by the State's Economic Vitality Incentive Program.

Long-term:

This entire plan should be evaluated in about 5 years to quantify community-wide trends in energy use and greenhouse gas emissions, and to comprehensively review successes and setbacks. By this point, most of the relatively easy, low-cost improvements to municipal operations and facilities management should be completed, and the city's actions are likely to be more indirect, with a greater focus on items like land use. As a result, maintaining a dedicated climate plan may be less important than incorporating any next steps into the city's master plan. Long-term evaluation of the climate plan should be coordinated with a 5-year update of that document.

FUNDING CHANGE: TOOLS AND OPPORTUNITIES

While many of the strategies recommended lead to significant cost savings for residents, businesses and City Hall, upfront implementation costs are still an issue in the city's current fiscal condition. Several options are possible to fund improvements.

Property Assessed Clean Energy (PACE):

A PACE program provides private property owners with affordable financing to make energy related improvements, with payments made over time in the form of an assessment on the property. Because the loan is attached to the property, it is considered lower risk than a loan to an individual, keeping defaults and financing costs low. Additionally, the cost savings from the energy efficiency improvements often cover the costs of the payments over time. A PACE program requires the backing of a municipal entity through issuance of bonds: the City of Ypsilanti is unlikely to undertake this, due to the community's small size and existing debt load, but the city can take advantage of a regionally pooled PACE program currently being created by SEMREO.

Revolving loan fund:

The City of Ypsilanti has set aside \$250,000 from past years' budget surpluses to be used as an internal revolving loan fund to make energy efficiency improvements to municipal buildings. This unusual and forward-thinking action provides the city with the resources to invest in its own energy and cost savings. The city should undertake full energy audits of its structures to identify the highest returns on investment of these modest funds, and leverage DTE rebates or bulk purchasing opportunities with EMU or other communities. In any case, though, the city should work to invest as quickly as possible: it is only once the fund is used that the savings from energy improvements can replenish the account. Similarly, returns to the fund should be spent as soon as the accumulated savings are enough to make further investments, in order to maximize financial benefits.

Voluntary contributions:

Some projects may find community support through voluntary contributions. Ypsilanti has already had success with this approach around the Solar City Hall project, raising \$1,000 in grant matching funds through donations. A donation program is most appropriate for projects that have only indirect financial benefits but that are highly visible or provide benefits in the form of quality of life or pride of place. Efforts like planting street trees, raising matching funds for major bike/walk projects, alternative energy pilot projects or developing a community sustainability library are most likely to fall into this category. For a voluntary contribution program to work, it should have a clearly stated purpose for the funds. The city might consider asking a trusted third-party organization, such as the community foundation, to serve as fiduciary. Contributions could include structures such as

monthly or annual “subscriptions” or a carbon offset based on the donor’s driving patterns or utility bills.

DDA TIF funding:

In the past few years, the Ypsilanti DDA successfully used direct matching grants to help property owners make facade improvements and other capital investments. This program could be explicitly extended to cover energy efficiency or alternative energy projects; these projects are within the DDA’s mission by helping reduce business operating costs. The DDA could also undertake public infrastructure improvements with its TIF funding, including streetlight upgrades, street tree planting, or shared geothermal well installation in coordination with future parking lot resurfacing work.

State and federal grant funding:

The largest energy-specific grant opportunities in recent years may or may not recur in the future: the Federal Energy Efficiency and Conservation Block Grants (EECBG), which were part of the federal stimulus program, and municipal grant programs by the Michigan Public Service Commission are not funded in 2012. Other recurring grant programs may be applicable to implementation of this plan, however. Michigan DEQ’s Community Pollution Prevention grants, available annually, can often be used for capital projects related to air quality, which may include energy and GHG emissions reductions. Transportation funding such as Congestion Mitigation and Air Quality (CMAQ), Urban Safety, and Transportation Enhancement (TE) may support a variety of transit or non-motorized transportation efforts, and the city successfully leveraged these funds in the past.

Tax Incentives:

Private sector investments in energy efficiency measures may qualify for various federal tax incentive programs, reducing the effective cost. For example, the Business Energy Investment Tax Credit can be used to offset up to 30% of the capital costs of solar panels, wind turbines and similar measures installed by private businesses, and is expected to be available through 2016. The Historic Rehabilitation Tax Incentive can be used to offset up to 20% of the cost of appropriate renovation costs on buildings within the Ypsilanti Historic District. This incentive may cover lighting upgrades, weatherization, window and air-sealing work, and similar measures for commercial properties. DTE offers incentives for both commercial and residential properties, including rebates for energy efficiency measures and purchase of renewable energy credits (RECs) for solar photovoltaic installations. DTE funding may be used in tandem with tax incentives. All such incentive programs require documentation, and property owners are encouraged to research them carefully before undertaking projects.

EFFORTS UNDERWAY

These are activities that are currently underway by the city or other actors in the community. These efforts may not need any active intervention at this point, except to be monitored and celebrated as significant achievements.

City actions: continue progress, celebrate success!

STRATEGY	SHARE OF TARGET	COST AND FUNDING SOURCES	LEAD ACTOR	PARTNERS
Continue development of bicycle and pedestrian network.	600 mtCO ₂ e	\$5,000-\$20,000 per mile on-road \$100,000 per mile off-road Funding via CMAQ (federal), WCPARC, MDOT Urban Safety funds	Planning & Development Department, Non-Motorized Advisory Committee	Washtenaw Area Transportation Study (WATS), Washtenaw County Parks & Recreation Commission (WCPARC), EMU, adjacent townships, Washtenaw County Road Commission
Prioritize infill development opportunities in Master Plan update.	Depends on specific measures adopted	Funding in place via Washtenaw County	Planning & Development Department, Planning Commission	Business and neighborhood associations, DDA, Ann Arbor SPARK, Washtenaw County, EMU
Increase communications and outreach around sustainability, publicizing efforts and providing information on how citizens can get involved.	Supports implementation of other efforts	Costs: Staff time	City Manager	Elected officials, city staff, COPAC, local media

DIRECT INVESTMENTS

Some strategies require direct capital investment by the city or a close partner to upgrade buildings, infrastructure, or other assets so that they function more efficiently. These actions typically also result in direct financial savings for the city government in the form of reduced energy bills. As noted above, the city has previously established an internal revolving loan fund (RLF) to invest in energy efficiency improvements and recapture cost savings.

City actions: prioritize projects, identify funding opportunities, perform work, track results.

STRATEGY	POTENTIAL GREENHOUSE GAS EMISSIONS REDUCED	COST AND FUNDING SOURCES	LEAD ACTOR	PARTNERS
Upgrade lighting fixtures in city buildings as soon as possible.	150 mtCO ₂ e	\$6,000 Expected ROI less than 1 year Funding via internal RLF	Department of Public Services	Southeast Michigan Regional Energy Office
Install occupancy sensors on lights throughout public buildings.	180 mtCO ₂ e	\$7,500 Expected ROI less than 1 year Funding via internal RLF	Department of Public Services	
Upgrade street lights as quickly as possible, focusing on least efficient fixtures first.	0.25 mtCO ₂ e per fixture 500 mtCO ₂ e for all lights	\$400-600 per fixture Up to \$1.1 million Expected ROI 4-7 years Funding via internal RLF and additional grants	Department of Public Services	Downtown Development Authority, Eastern Michigan University, Southeast Michigan Regional Energy Office

PROGRAMMATIC EFFORTS

These strategies generally rely on some ongoing effort by the city or a close partner to support or encourage behavioral change in the community at large. These actions typically do not result in a direct energy cost savings to the city government, but may free up resources for other efforts or result in increased tax revenues by making the community more attractive and supporting property values.

City actions: identify necessary partners, refine program goals and activities, launch

STRATEGY	SHARE OF TARGET	COST AND FUNDING SOURCES	LEAD ACTOR	PARTNERS
Advertise the availability of low and no cost business energy audit services.	4,000 mtCO ₂ e	Free to city	Southeast Michigan Regional Energy Office	DTE Energy, DDA, Chamber of Commerce, Downtown Association of Ypsilanti (DAY)
Monitor financing opportunities for solar installation and publicize via Solar Ypsi.	208 mtCO ₂ e	City: staff time Installation: \$10,000 per kW capacity Funding via available grants and credits	Solar Ypsi	SEMREO, Clean Energy Coalition
Promote available energy efficiency incentive programs to reach maximum adoption in the city.	720 mtCO ₂ e	Free to city	Planning & Development	SEMREO, Washtenaw County, DTE
Increase recycling rates via promotion and competition.	1750.94 mtCO ₂ e (2.87 mtCO ₂ e per ton of recycling diversion)	\$44,000	Department of Public Services	Eastern Michigan University, Ann Arbor Materials Recovery Facility, neighborhood associations

Programmatic Efforts . . .*continued*

STRATEGY	SHARE OF TARGET	COST AND FUNDING SOURCES	LEAD ACTOR	PARTNERS
Provide attractive sidewalk recycling bins for downtown, campus.	(supports goal of increased recycling rates)	\$50-75 per bin Funding from local sponsorships	DDA	DDA, Eastern Michigan University, downtown business owners
Engage community partners in an effort to understand residents' travel needs and develop a marketing plan to meet those needs.	4,400 mtCO ₂ e	\$30 per household targeted	Non-Motorized Advisory Committee	Ann Arbor Transportation Authority, EMU
Partner with Eastern Michigan University to create a bike-sharing program and car-sharing network.	Bike sharing: 10.3 mtCO ₂ e annually Car sharing:	Bike sharing: \$492,000 initially \$229,000 annually Annual operating costs recouped via fees for subscription Car sharing: No cost to city	EMU	DDA, Hertz, Non-Motorized Advisory Committee
Implement a series of energy saving workshops in different venues.	0.25 mtCO ₂ e per household		EMU, Clean Energy Coalition	WARM Training Center, SHPO, BBFM
Implement a pilot program for a municipal kitchen compost system with high food-waste generators.				

POLICIES DRIVING CHANGE

One of the most effective ways for government to effect broad change in the community is through policy efforts that remove barriers to or provide incentives for certain activities. Land use policy and zoning, building codes, and use of tax abatements and financial incentives all provide opportunities to create a more attractive environment for low-carbon investments and behaviors.

City actions: refine goals, craft legislative or policy language, adopt, apply and promote

STRATEGY	SHARE OF TARGET	COST AND FUNDING SOURCES	LEAD ACTOR	PARTNERS
Adopt a Green Globes certification requirement for any development project receiving at least \$10,000 in municipal incentives or tax abatements in a single year.	272 mtCO ₂ e	City costs: staff time only, as part of incentive review process	Planning & Development Department	SPARK, local developers
Develop a utility costs disclosure ordinance for rental housing units.	6,443 mtCO ₂ e (eventually)	City costs: staff time only, to develop ordinance and monitor as part of existing rental certification enforcement	Building Department	Planning & Development Department, City of Ann Arbor, Ypsilanti Township, local landlords
Identify funding sources to implement recommended tree planting program and continue policy support.	358 mtCO ₂ e	\$110 per tree or \$27,000 annually DTE grants or voluntary contributions appropriate	Planning & Development	Individual residents and businesses
Provide a discounted AATA pass via the City Treasurer and DDA as an alternative to downtown parking permits.	92.5 mtCO ₂ e annually	No additional cost or \$200 per employee	DDA	Ann Arbor Transportation Authority, Washtenaw County, Key Bank, EMU
Expand "Live Ypsi" public employee residency incentives.	240 mtCO ₂ e	\$5,000-\$10,000 Funded by Community Block Grant Funds	Eastern Leaders Group	EMU, Planning & Development, Washtenaw County, Ypsilanti Public Schools

COMMUNITY INITIATIVES

Ypsilanti has a strong tradition of grassroots citizen efforts, and several strategies arose in the community engagement process that would not necessarily need the involvement of the city government, but could be undertaken by community members. This category of strategies may require city support in the form of endorsement of grant applications, ordinance or policy changes, or similar actions.

City actions: support, endorse, remove barriers.

STRATEGY	SHARE OF TARGET	COST AND FUNDING SOURCES	LEAD ACTOR	PARTNERS
Work with community stakeholders to initiate an energy competition.	1.75 lbs of CO ₂ e	\$2 to \$5 per person contacted	Neighborhood associations, DTE Energy	EMU, Ypsilanti District Library, residents
Create an Ypsilanti sustainability library.	Supports implementation of other efforts	Costs may include staff and volunteer time as well as the physical or online space for the library	Members of EMU community	Local residents, Ypsilanti Public School District (YPSD), Ypsilanti District Library
Utilize the community's experts to gather support for adding sustainability education to the curriculum in local K-12 schools.	Supports implementation of other efforts	Costs may include the training of educators and the purchase of supplies for lesson plans	School District?	Ypsilanti Public School system, EMU, Central Gardens Middle School, Washtenaw Community College, Creative Change Educational Solutions, Growing Hope, Transition Ypsilanti
Implement a series of energy saving workshops in different venues.	0.25 mtCO ₂ e per household		EMU, Clean Energy Coalition	WARM Training Center, SHPO, BBFM
Implement a pilot program for a municipal kitchen compost system with high food-waste generators.	112 mtCO ₂ e	\$50,000 for biodigester unit	Growing Hope, Washtenaw County Kitchen Incubator	DDA, DAY, YPSD

**City of Ypsilanti
Greenhouse Gas Assessment**

**WARM Training Center
Michigan Suburbs Alliance
February 5, 2012**

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Ypsilanti Greenhouse Gas Assessment

The purpose of this Greenhouse Gas Inventory is to establish a baseline of greenhouse gas emissions for both the governmental and community sectors. This baseline will be used to develop strategies for emissions reduction and measure future changes in greenhouse gas emissions resulting from the implementation of those strategies.

Data Collection Boundaries

The tools and resources developed by ICLEI Local Governments for Sustainability guided determination of sources and quantification methodologies. Since 1990, ICLEI has been assisting cities in their efforts to limit their environmental impacts by providing analytical tools and methods to help local governments and communities measure and reduce their greenhouse gas emissions.¹

In the absence of any US-based community emissions protocol during the creation of this report, the methods used for the evaluation of community emissions are outlined in the International Local Government Greenhouse Gas (GHG) Emissions Analysis Protocol. The methods used for the evaluation of governmental emissions are outlined in the Local Government Operations Protocol (LGOP), which was developed through a partnership between the California Air Resources Board, California Climate Action Registry, and ICLEI – Local Governments for Sustainability (ICLEI).²

The ICLEI Protocol indicates that any community-scale emissions inventory must include all emissions associated with any activity occurring within the geopolitical boundaries pertaining to the jurisdiction of the local government. The rationale for this edict is that local governments have some degree of influence over activities occurring within their jurisdictions, as opposed to activities occurring outside of their jurisdiction.³ The actual emission sources, as in the case of Scope 2 emissions, may occur outside of the geopolitical boundaries. This is discussed in the Operational Boundaries section below.

The Local Government Operations Protocol indicates that the preferred method quantifies GHG emissions ONLY from sources over which a local government has operational control. A local government has operational control over an operation if the local government has the full authority to introduce and implement operating policies. According to this Protocol, “one or more of the following conditions establishes operational control:

- Wholly owning an operation, facility, or source; or
- Having the full authority to introduce and implement operational and health, safety and environmental policies (including both GHG- and non-GHG- related policies).”⁴

Under this approach, the local government is responsible for all emissions that are emitted in any facility where the government has operational control. However, it is important to note that though a municipality may have full operational control over a facility, control of capital investments or other major changes may be shared. Under LGOP, however, this does not change the responsible party.⁵

¹ "Local Government Operations Protocol." *The Climate Registry*. ARB, CCAR, ICLEI, The Climate Registry, May 2010. Web. 23 May 2012. <<http://www.theclimateregistry.org/downloads/2010/05/2010-05-06-LGO-1.1.pdf>>.

² Ibid.

³ International Local Government Greenhouse Gas (GHG) Emissions Analysis Protocol, ICLEI, p. 11, <http://www.iclei.org/index.php?id=ghgprotocol>

⁴ "Local Government Operations Protocol." *The Climate Registry*. ARB, CCAR, ICLEI, The Climate Registry, May 2010. Web. 23 May 2012. <<http://www.theclimateregistry.org/downloads/2010/05/2010-05-06-LGO-1.1.pdf>>.

⁵ Ibid.

Based on this protocol, GHG analysis has been organized into two categories, community and governmental emissions, as presented above. This separation based on controlling entities will continue in the following assessment and in the emissions reduction recommendations.

Operational Boundaries

Scope

Greenhouse gases are emitted in the course of daily activity, when we drive our cars, turn on lights and even when you exhale. GHG emissions can be either direct or indirect—a toaster indirectly emits, while the power plant that provides the electricity for that toaster directly emits. To separately account for direct and indirect emissions, to improve transparency, and to be usable when crafting any number of climate policies and goals, this Greenhouse Gas Assessment follows the World Resources Institute and World Business Council for Sustainable Development GHG Protocol Corporate Standard in categorizing “direct and indirect emissions into “scopes” as follows:

- Scope 1: All direct GHG emissions (with the exception of direct carbon dioxide (CO₂) emissions from biogenic sources).
- Scope 2: Indirect GHG emissions associated with the consumption of purchased or acquired electricity, steam, heating or cooling.
- Scope 3: All other indirect emissions not covered in Scope 2, such as emissions resulting from the extraction and production of purchased materials and fuels, transport-related activities in vehicles not owned or controlled by the reporting entity (e.g., employee commuting and business travel), outsourced activities, waste disposal, etc.⁶

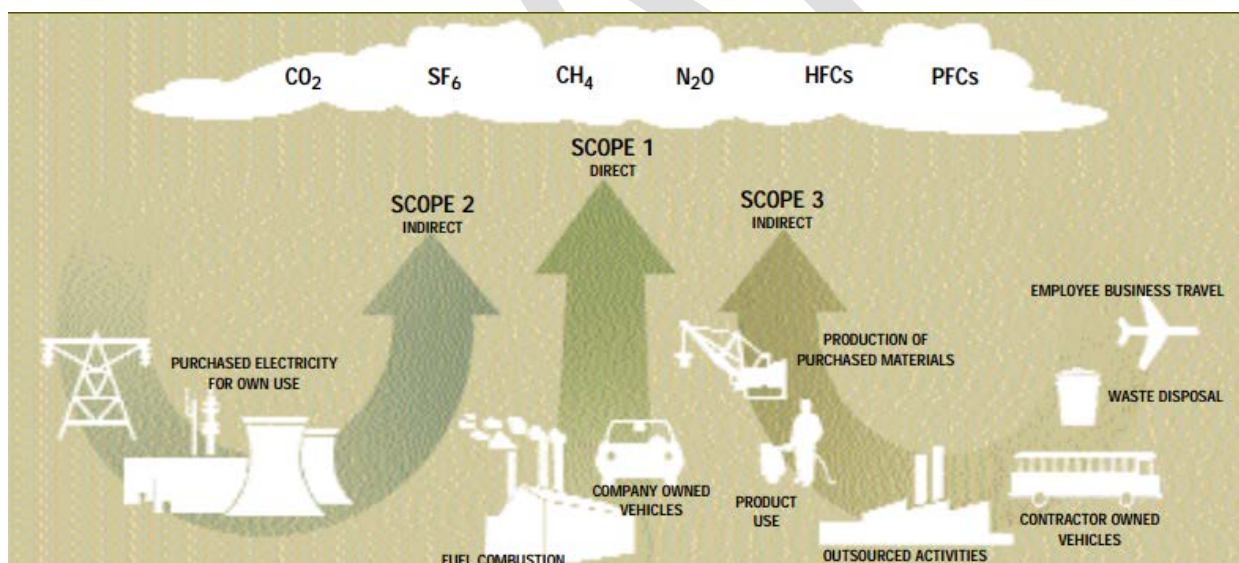


Figure 1 - Overview of Scopes and Emission Sources

Source: WRI/WBCSD GHG Protocol Corporate Standard, Chapter 4 (2004).

Community

Community emissions result from a number of different sources. Scope 1 emissions include heating, cooling, and lighting of homes, businesses, and institutions; individual vehicles and mass transit;

⁶ *The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard*. Revised ed. World Business Council for Sustainable Development and World Resources Institute, n.d. 25-32. Web. 23 May 2012. <<http://www.ghgprotocol.org/files/ghgp/public/ghg-protocol-revised.pdf>>.

landfills; and industrial processes. Scope 2 emissions are from electricity generation for electric use in residential, commercial, and industrial facilities throughout the community. Scope 3 emissions are produced by waste generated within but disposed of outside of the community, vehicle emissions from community residents, government waste disposal, and employee commute. Any biogenic emissions from the burning of biomass or biofuels are counted as information items in the greenhouse gas emissions accounting protocols.

Municipal

Municipal emissions are typically a small percentage of the overall community emissions profile. However, because the government has control over the processes, technologies, and procedures that result in municipal emissions, focus on these sources can be a productive source for reductions. Scope 1 emissions from local governments include fossil fuel combustion and fugitive emissions in governmental buildings and facilities as well as fleet and transit vehicles. Scope 2 emissions are from electricity generation for lighting and air conditioning in municipal buildings. Scope 3 emissions result from contracted services, government waste disposal, and employee commute. Any biogenic emissions from the burning of biomass or biofuels are counted as information items in the greenhouse gas emissions accounting protocols.

Community			Governments	
	Emission Category	Example Sources	Emission Category	Example Sources
Scope 1	Stationary Combustion	Heating Buildings with Fossil Fuels	Stationary Combustion	Heating Buildings with Fossil Fuels
	Fugitive Emissions	Escaped Refrigerant Gasses (Buildings, Vehicles), Wastewater Treatment or Landfill Emissions within community	Fugitive Emissions	Escaped Refrigerant Gasses (Buildings, Vehicles), Methane from Government Operated Waste Disposal Facilities
	Process Emissions	Industrial Processes, Manufacturing		
	Mobile Emissions	Vehicle Miles Travelled Within Community	Mobile Emissions	Vehicle Fleet, Transit Fleet
Scope 2	Emissions from Purchased Electricity	Lighting, Appliances, Air Conditioning	Emissions from Purchased Electricity	Lighting, Computers, Air Conditioning
Scope 3	Fugitive Emissions	Community-Generated Waste at Landfills Outside City Limits	Fugitive Emissions	Emissions from Contracted Waste Hauling Service, Government Waste Disposed to Date
	Mobile Emissions	Emissions from Vehicles Used by Community Residents	Mobile Emissions	Emissions from Employee Commute, Contracted Services

Information Item	Biogenic Emissions	Wood Heat, Biofuel Use	Biogenic Emissions	Wood Heat, Biofuel Use, Renewables
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Figure 2 - Community and government scope inclusions

Overall Emissions

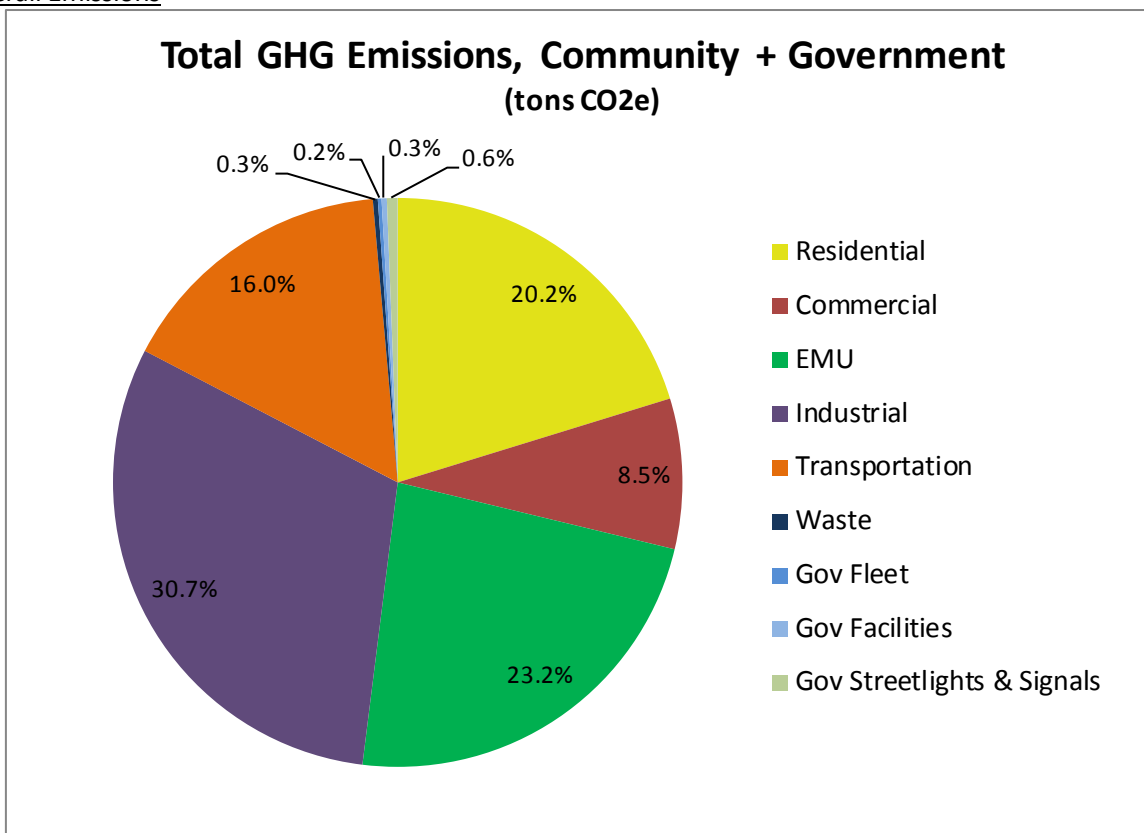


Figure 3 - Total greenhouse gas emissions in Ypsilanti in years 2005 or 2008

The community of Ypsilanti contributed 302,710 metric tons of GHG emissions (CO₂e) into the atmosphere in 2005/2008,⁷ equivalent to 15.0 metric tons per capita for the city. On average, US Emissions per capita in 2000 were 24.5 metric tons CO₂ equivalent (CO₂e) for comparison.⁸ Ypsilanti city government contributed 3,387 metric tons of emissions, about 1.1% of the total emissions.

Community Emissions

Emissions from the community at large are significantly greater than those emissions just from governmental operations. In 2008, total emissions from the community of Ypsilanti were 302,710 metric tons metric of CO₂ e.

⁷ Transportation and waste data are from 2005. All other sectors are from 2008.

⁸ Baumert, Kevin A., Timothy Herzog, and Jonathan Pershing. *Navigating the Numbers: Greenhouse Gas Data and International Climate Policy*. N.p.: World Resources Institute, 2005. 22. Web. 23 May 2012. <http://pdf.wri.org/navigating_numbers_chapter4.pdf>.

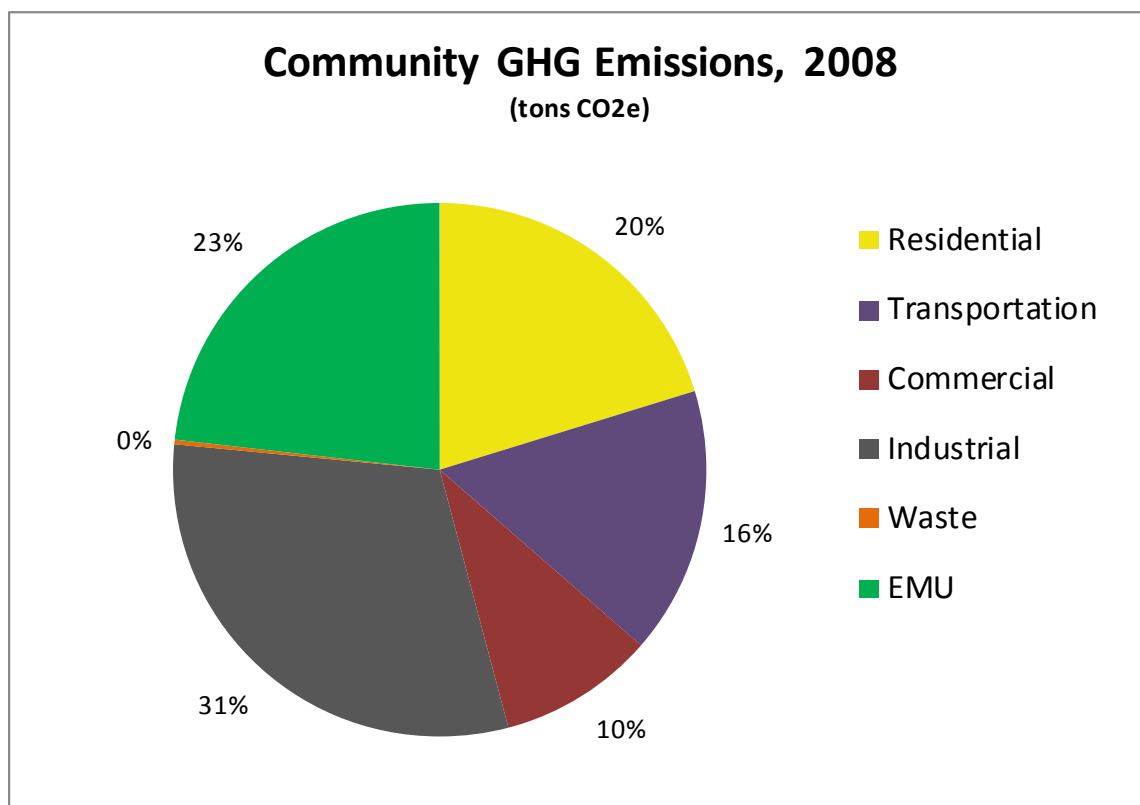


Figure 4 - Percentage of community greenhouse gas emissions by sector⁹

As illustrated, Ypsilanti's commercial sector was the greatest contributor to GHG emissions, with 9.5% of the total emissions plus an additional 23% from Eastern Michigan University (EMU). Industrial followed close behind at 31%. Residential was third, with 20% of the total emissions. Transportation emitted 16% of total emissions. Emissions from community waste, a scope 3 source, made up 0.3% of the overall emissions profile.

The large contributions of the industrial and commercial sectors are attributed to two factors. First, Eastern Michigan University forms a large part of the Ypsilanti community in terms of land use, population, and resulting emissions, producing 70,228 metric tons of CO₂ equivalent emissions in 2008. EMU's emissions were added to the existing commercial emissions. Second, a methodological issue due to unclear data scope could have led to the large contribution of the industrial and commercial sectors to overall community emissions. See the Electricity/Natural Gas methodology section for an in-depth explanation.

⁹ See "Community Inventory: Detailed Report" at the end for all data sources.

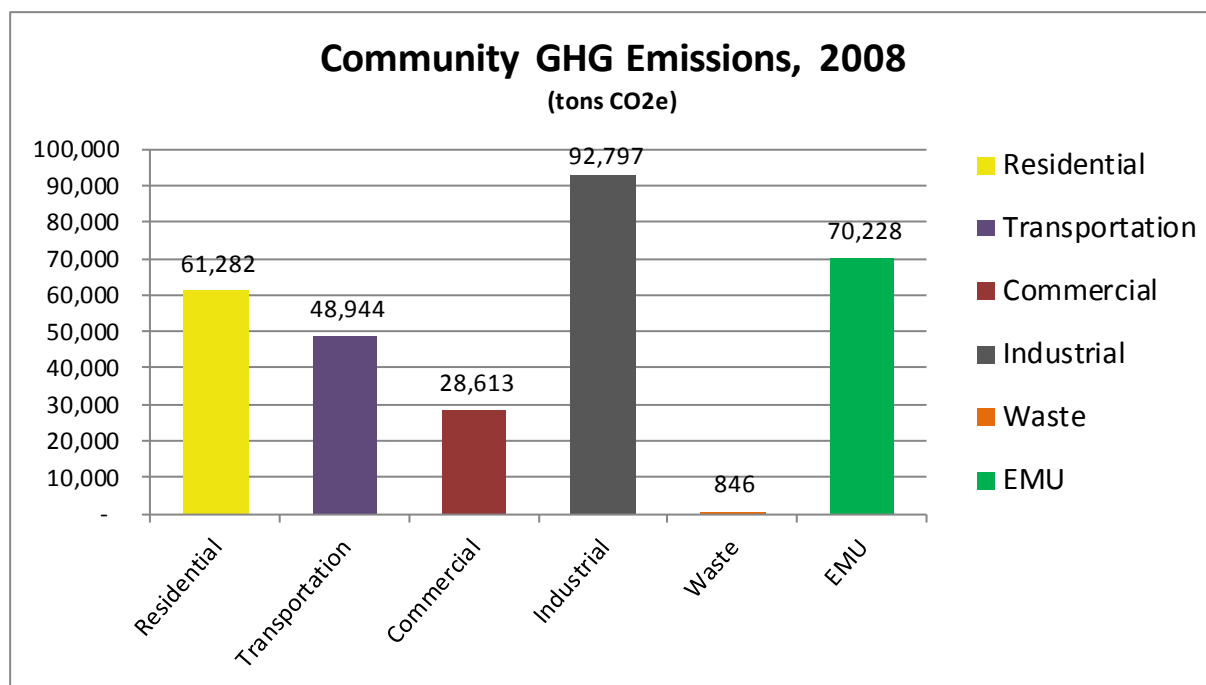


Figure 5 - Raw amount of community greenhouse gas emissions by sector

Emissions by Fuel

In examining community emissions by fuel type, note that 71.6% of total community emissions come from electricity. Gasoline and natural gas are close, with 12.1% and 11.6% respectively. This is followed by diesel (4.0%). Fuel oil (0.2%) and fugitive emissions (0.3%) each make up a small percentage of total emissions.

In comparison to emissions for the state of Michigan as a whole (36%), electricity in Ypsilanti was responsible for about twice as many emissions, by percentage. Emissions from heating fuel use (natural gas, fuel oil, and propane) in Ypsilanti were less than half as much as (12%) the statewide profile (27%). Emissions from transportation (gasoline and diesel) were about even for both, at approximately 24%. Emissions from waste in Ypsilanti were about one tenth of that statewide. Finally, emissions from industrial processes and agriculture were not noted in the case of Ypsilanti, whereas they consisted of 7% and 3%, respectively, for the state.¹⁰

¹⁰ *Final Michigan Greenhouse Gas Inventory and Reference Case Projections 1990-2025*. Center for Climate Strategies, November 2008. 8.

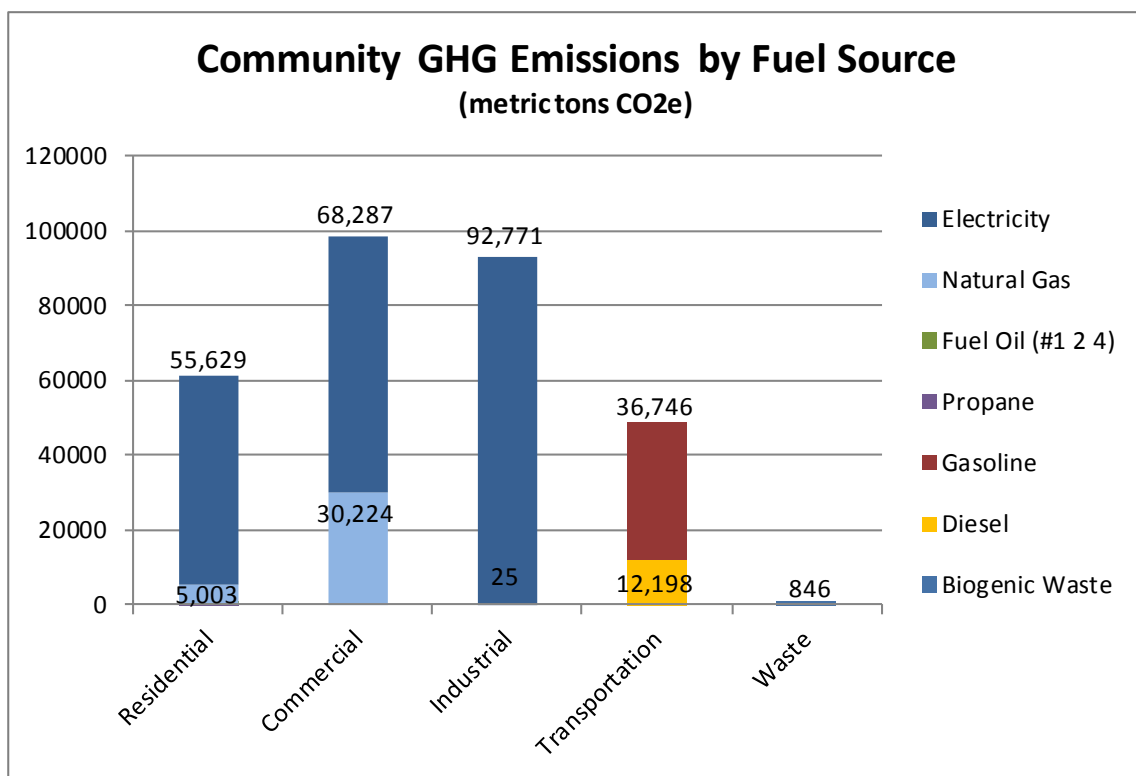


Figure 6 - Ypsilanti community emissions by fuel source in years 2005 or 2008

Emissions by Scope and Sector

Examining emissions by scope is an important component of any GHG assessment (see figure 7), as scopes help prioritize investments to reduce impacts. Scope 1 and 2 emissions are the most directly impacted by local action and thus most inventories only include scope 1 and 2 emissions in their totals. Scope 3 emissions are those emissions either partly or wholly outside of the geographic bounds of the city.

For Ypsilanti, Scope 2 emissions are more than double Scope 1 emissions. Scope 3 emissions are attributed to sources outside of the city and in Ypsilanti's case, include emissions from the miles travelled for all trips beginning or ending with the city (including those miles travelled outside of the city) and the fugitive emissions (largely methane) from garbage produced by city residents and businesses and sent to the Woodland Meadows landfill operated by Waste Management.

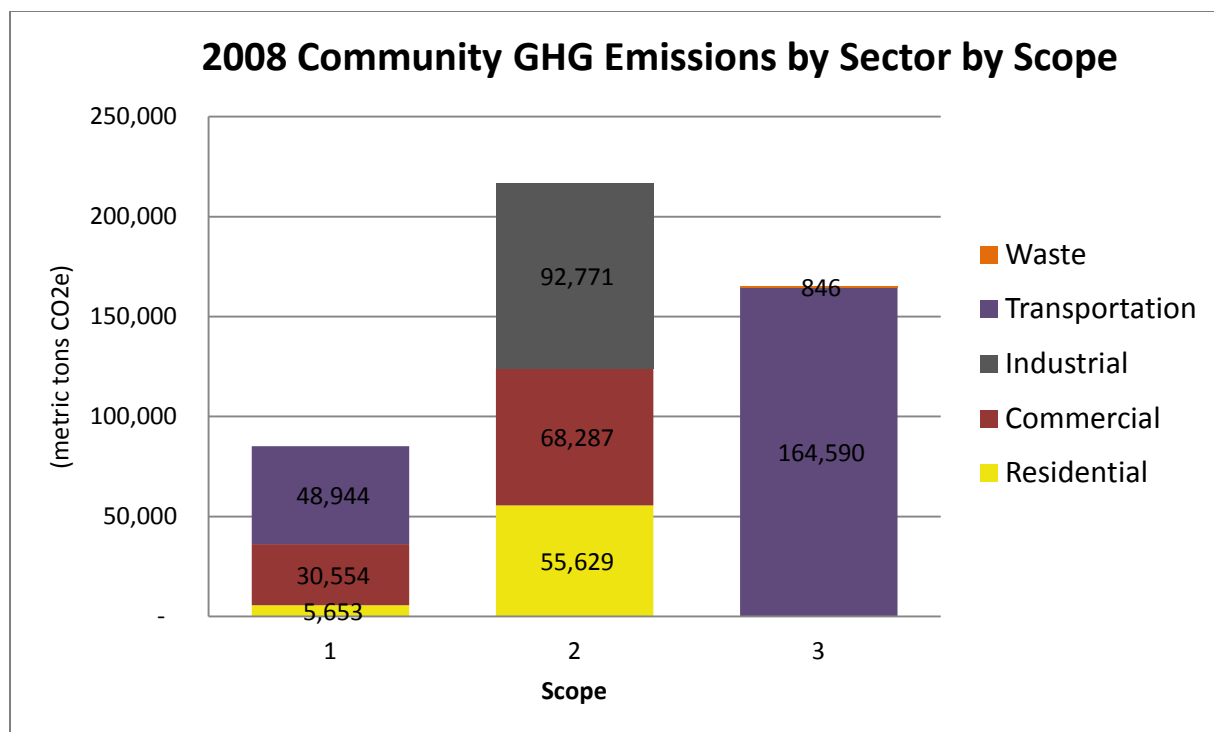


Figure 7 - Total community emissions by scope

Residential

The residential sector in Ypsilanti was responsible for 61,282 metric tons of CO₂e GHG emissions in 2008. Residents of Ypsilanti consumed 941,128 thousand cubic feet (MCF) of gas and 71,106,154 kWh of electricity in 2008 purchased from MichCon/Detroit Edison (DTE). Per household, Ypsilanti residents used about 97.5 MCFs of natural gas and 7,366 kWh of electricity annually.¹¹ Based on data provided by the Michigan Public Service Commission, the average residential MichCon/DTE customer in Michigan consumed 109.4 MCFs of natural gas and 7,942 kWh of electricity in 2008.¹² Given these figures, consumption in Ypsilanti is below the average for both gas and electric.

In addition, using census estimates and Energy Information Administration (EIA) figures, 2005 fuel oil and liquid petroleum gas (LPG) usage in Ypsilanti is estimated to be 19,110 and 77,616 gallons, respectively. Estimates showed 35 housing units used fuel oil as their primary heat sources and 112 housing units used LPG.

Commercial/Industrial

Commercial customers, emitted 28,613 metric tons of CO₂e, whereas industrial customers emitted 92,797 metric tons through consumption of natural gas and electricity. Eastern Michigan University, the major commercial customer in Ypsilanti, emitted 70,228 metric tons of CO₂e in 2008. Commercial customers consumed 35,354,150 kWh of electricity and 179,518 MCFs of natural gas in 2008 to produce the above-mentioned GHG emissions.

¹¹This number assumes 9,653 occupied housing units in Ypsilanti in 2008, according to the US Census Bureau.

¹² "Statistical Data of Total Sales Electric Utilities in Michigan." *MPSC - Electricity*. Michigan Public Service Commission, 31 Dec. 2010. Web. 23 May 2012. <<http://www.dleg.state.mi.us/mpsc/electric/download/electricdata.pdf>>.

Industrial customers used 118,582,186 kWh of electricity and 4,794 MCFs of natural gas from MichCon/DTE. The low number for industrial natural gas may be because industrial customers bought gas through third party providers, which are numerous and difficult to contact.

Emissions from alternate fuels such as fuel oil and LPG for commercial and industrial sectors were not calculated because there was no reliable method to estimate the usage statistics for these sectors. Unlike the residential sector, no surveys were conducted that would indicate approximate number of businesses using different fuels for heating.

Transportation

Scope 1 emissions from all the vehicle miles travelled (VMT) on *non-freeway* roads within the city of Ypsilanti resulted in 48,944 metric tons of GHG emissions, representing 291,560 vehicle miles travelled each weekday throughout the year. These emissions were calculated based on the Southeast Michigan Council of Governments (SEMCOG) regional transportation model.

Freeway VMT was decided to be outside the scope of this GHG assessment for several reasons. First, the City of Ypsilanti has no jurisdiction over the operation and maintenance of I-94 and thereby cannot affect traffic on the freeway. Second, much of the traffic on the highway is neither coming from, nor bound for the city. Thus, attributing the GHG emissions from the freeway passing through Ypsilanti to the community emissions profile was deemed inappropriate for this study.

Emissions from bus transit in the city of Ypsilanti provided by the Ann Arbor Transportation Authority (AATA) amounted to 426 metric tons, representing approximately 14,262 service hours in the community and 578,229 annual boardings.

Scope 3 emissions from the total VMT for all trips beginning and ending within the city on all road types (including highways) were estimated to be 164,590 metric tons of CO₂e. Because a significant portion of these miles would be driven outside the city boundaries, this estimate is considered a “Scope 3” emission source. However, because these miles are driven by people travelling to or from the city, it is an important source of potential emissions reduction.

Waste

Emissions from solid waste for the residents and businesses of the city of Ypsilanti are considered to be Scope 3 because the waste is disposed of outside of the geographic boundaries of the city. Emissions from the waste landfilled in 2005 contributed 846 metric tons of GHG emissions to the environment.

Waste from the City of Ypsilanti is taken to Waste Management’s Woodland Meadows landfill, where there is a landfill gas capture system. While the quantity of methane expelled to the atmosphere through landfilling depends on the technology used at the specific landfill, we assumed a methane capture efficiency of 75%, a generally accepted efficiency rating for landfills. Different landfills are able to capture greater or lesser amounts of methane for other uses.

Municipal Emissions

Municipal emissions in 2005 totaled 3,387 metric tons of CO₂e. This amounts to only 2.2% of the total community emissions profile. However, this assessment focuses on these emissions because the municipality can have a tangible effect on the activities that cause these emissions.

As illustrated, lighting makes up the majority (54%) of total emissions for the City of Ypsilanti. The

category of buildings and facilities comes in second at 27%, with fleets at 19%.

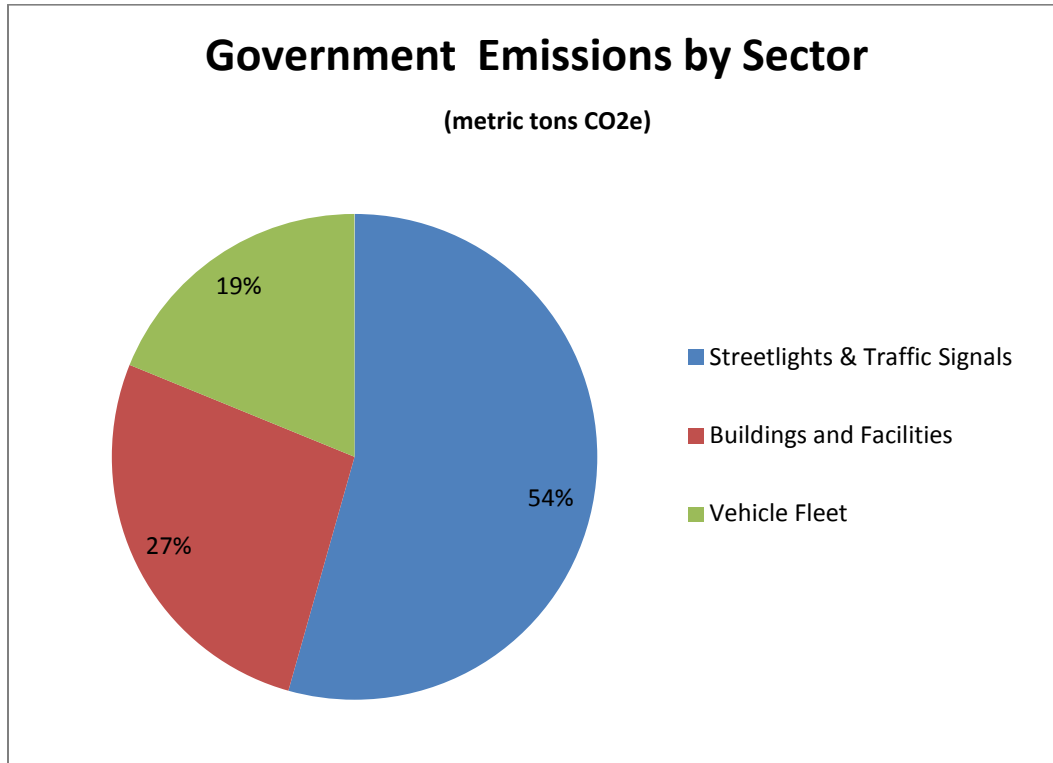


Figure 8 - Ypsilanti government emissions by sector in year 2005

Emissions by Fuel

Emissions from electricity generation (Scope 2) make up the vast majority of municipal emissions, at 69%. The final 31% of municipal emissions is made up of gasoline (13%), natural gas(12%), and diesel (6%).

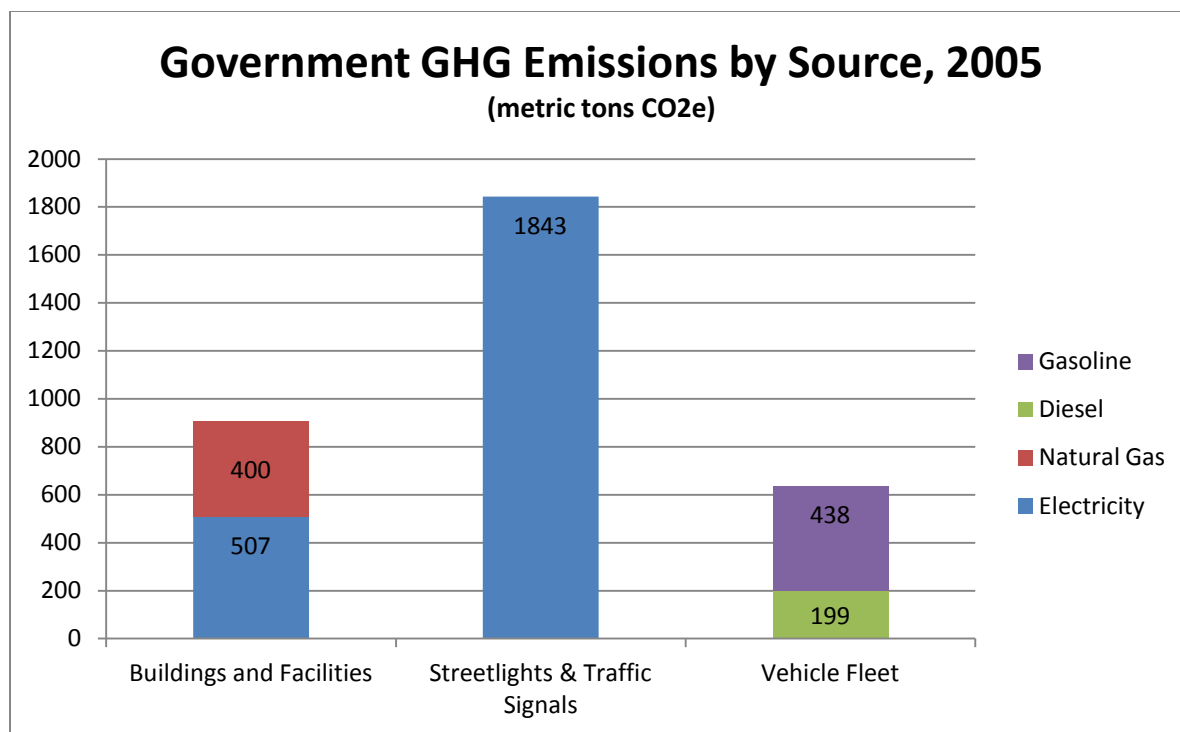


Figure 9 - Government GHG Emissions by Fuel and Sector

Emissions by Scope and Sector

When considering municipal emissions, it is important to consider emissions by scope. Scopes delineate the degree of control that a local government has over the source. See the Scope section of the introduction for more on this topic. The majority of emissions from local government operations come from Scope 2, or electricity generation. Scope 1, or direct emissions from heating fuels and other on-site uses, constitutes a lesser component of the total emissions. The Scope 3 emissions come from estimation of employee commute.

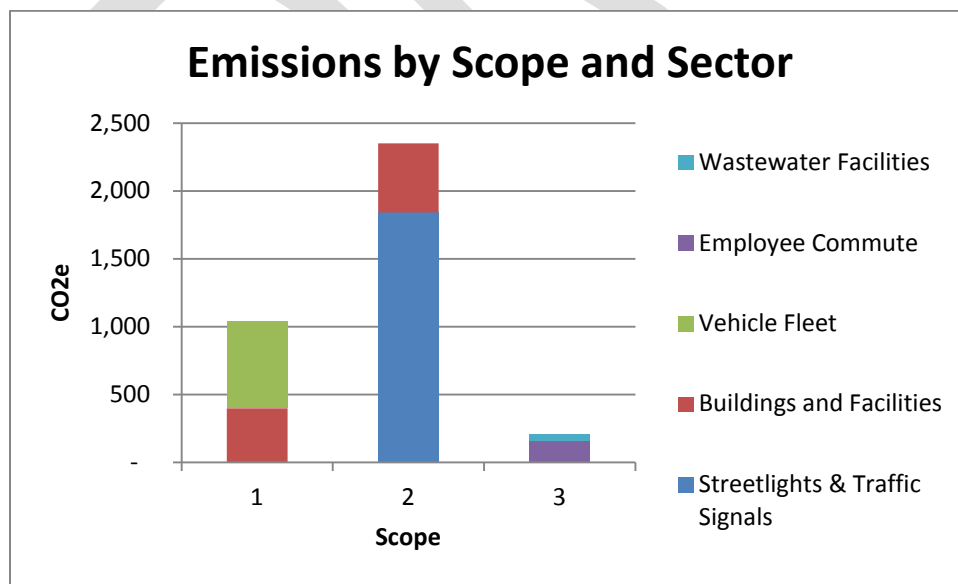


Figure 10 - Government emissions by scope and sector in year 2005

Buildings and Facilities

Emissions from facilities account for approximately 27% of the total municipal emissions in 2005. Buildings and facilities were responsible for 907 metric tons of GHG emissions in 2005.

Municipal Building or Facility	% of Sector Emissions from Electricity	% of Sector Emissions from Natural Gas	CO2e Emissions from Electricity	CO2e Emissions from Natural Gas	Total CO2e Emissions
Fire Station	12%	10%	109	94	203
Police Station	14%	7%	128	64	191
City Hall	12%	1%	111	12	123
Public Works Yard	3%	8%	28	72	100
Rutherford Pool	5%	5%	44	44	88
Parkridge Community Center	4%	5%	38	47	85
Ypsilanti Historical Museum	2%	3%	17	29	46
Senior Center	3%	2%	28	16	44

Figure 11 - Total emissions and percentage of emissions from government buildings

The Fire and Police Stations are some of the most intensive energy users, each emitting approximately 200 metric tons CO2e per year. City Hall and the Public Works Yard are the next most intensive, each emitting about 100 metric tons per year. The pool and community center each emit around 90 metric tons and the Historical Museum and Senior Center emit approximately 45 metric tons annually. Further analysis should examine energy intensities for these buildings.

Public Lighting

Emissions from lighting make up 54% of total municipal emissions, an exceptionally high amount as compared to neighboring municipalities. Streetlights make up 68% of lighting emissions. Traffic accounts for 30%. The remaining 2% consists of parks, parking, and miscellaneous lighting.

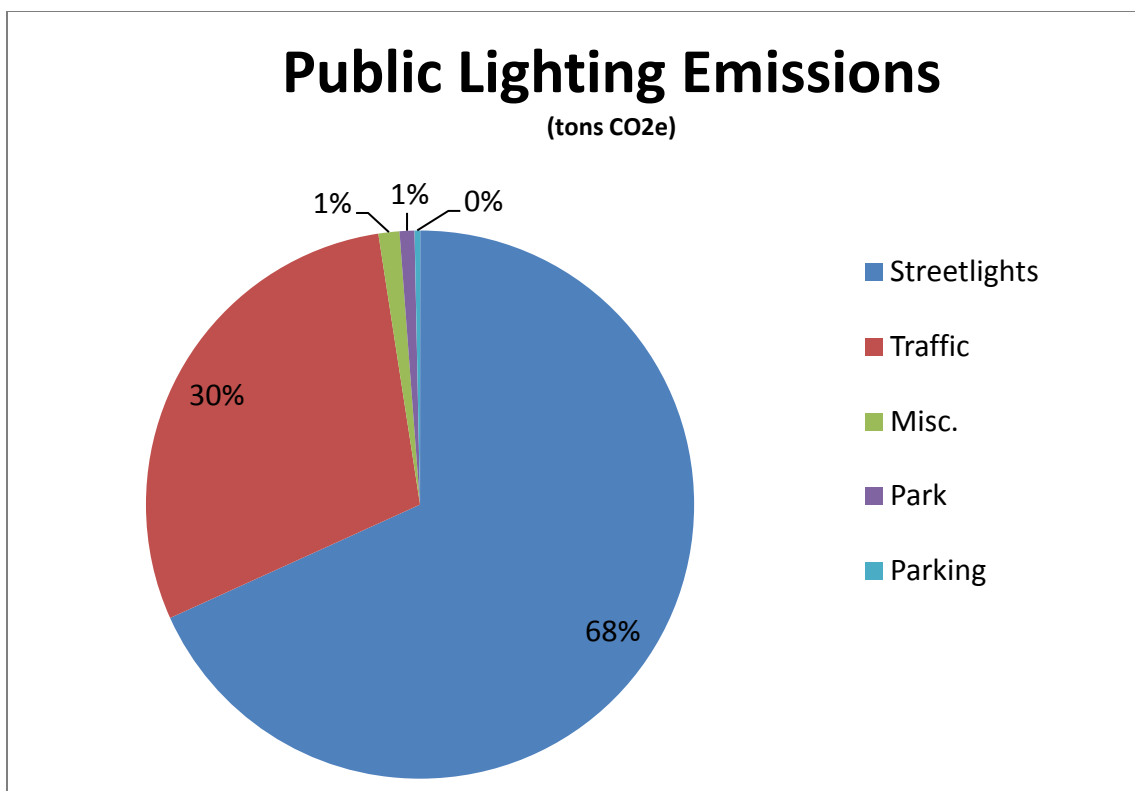


Figure 12 – Emissions by Lighting Type in year 2005

Fleet

Overall GHG emissions from the City of Ypsilanti vehicle fleet were 637 metric tons of CO₂e in total. Emissions from police vehicles accounted for the greatest quantity of emissions (219 metric tons), followed by public works (179 metric tons), environmental (124 metric tons), fire (62 metric tons), building (29 metric tons), and general (25 metric tons).

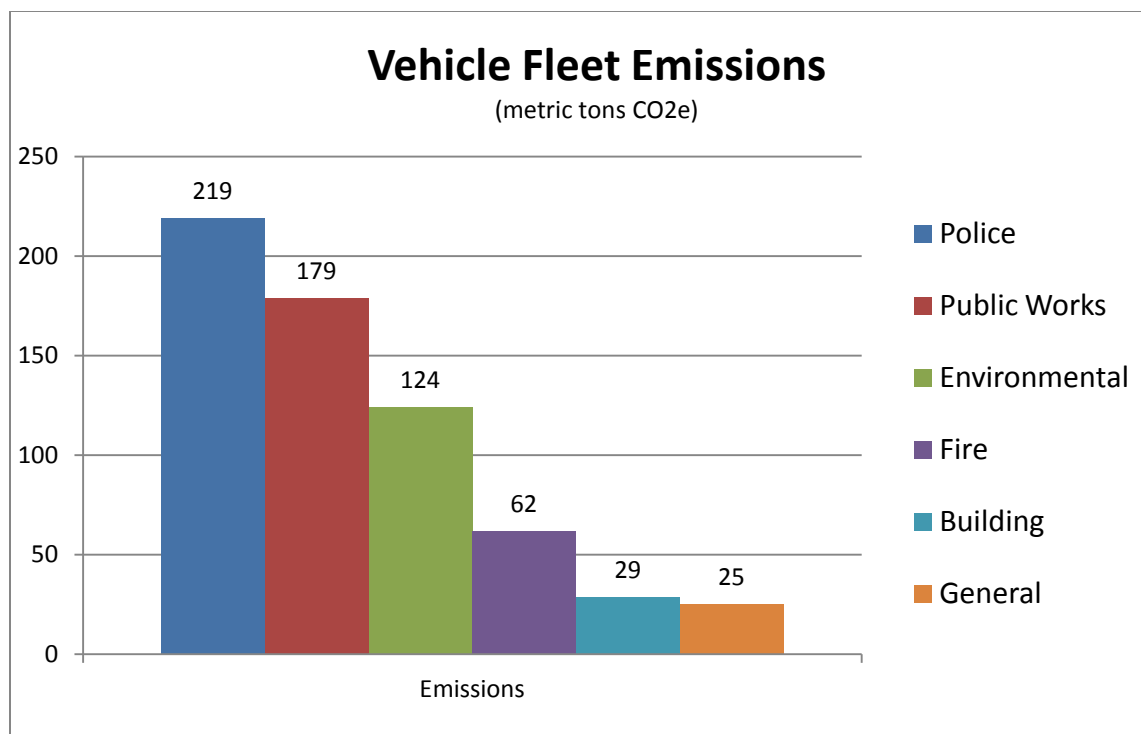


Figure 13 - Graph of government vehicle fleet emissions separated by department in year 2005

Waste

This assessment did not obtain any data specific to the waste generated within municipal operations within the City of Ypsilanti. Regardless, any emissions from waste disposed of outside the city are considered to be Scope 3. However, numerous actions can be taken to reduce the quantity of municipal waste headed for the landfill.

Wastewater

Wastewater produced within the City of Ypsilanti is treated by the Ypsilanti Community Utility Authority (YCUA), a quasigovernmental authority managed by a board with representatives from all the member communities. The City of Ypsilanti does not have control over the operations of the YCUA, and neither is the wastewater treatment plant located within the geographic bounds of the City. Therefore, any emissions from the wastewater treatment plant should be considered scope 3 emissions for the City of Ypsilanti.

The YCUA wastewater treatment plant emitted 48.5 metric tons of CO2e emissions in 2005, composed entirely of nitrous oxide in the process of treating wastewater from the City of Ypsilanti.

Employee Commute

Emissions from current employee commuting patterns are estimated to equal 163 metric tons of CO2e.

Mode	%
Carpooling	41%
Vanpooling	24%
Public Transportation	21%
Bicycling	31%
Walking	21%

88 out of 95 employees drive 389,323 vehicle miles yearly. Therefore, only 7 employees arrive to work by modes other than individual vehicle. However, 31% of employees lived within 5 miles of their job location. Additionally, many respondents were interested in other modes of travel, as noted in Figure 14.

Figure 14 - Government employee interested in commute mode

Methodology

This section outlines the methods used to generate the Ypsilanti GHG emissions estimates. As data availability varied for each of these sectors, slightly different methods were used depending on the detail and accuracy of the data procured. Each section begins with a table that summarizes the data sources, years and assumptions made throughout the emissions calculations.

Community

Community Data Sources and Assumptions				
	Data	Year	Data Source	Assumptions
Residential	Electricity	2008	DTE	Prorated based on Occupied Households
	Natural Gas	2008	DTE	Prorated based on Occupied Households
	Fuel Oil	2005	Census/EIA	Based on Surveys
	LPG	2005	Census/EIA	Based on Surveys
Commercial/ Industrial	Electricity	2008	DTE; EMU	Prorated based on Occupied Households; EMU energy not included in DTE commercial
	Natural Gas	2008	DTE; EMU	Prorated based on Occupied Households; EMU energy not included in DTE commercial
	Fuel Oil	2008	EMU	Added to Other Estimates
	LPG		N/A	Not Available
Transportation	Vehicle Miles Travelled	2005	SEMOG (VMT) ICLEI (emissions factors)	Based on Regional Travel Model Only non-highway VMT within the jurisdiction included
	Transit		AATA	Service Hours billed to Ypsilanti
Waste	Tons Landfilled	2008	City	Accounts for All Waste in City; 75% Methane Capture; Organic Waste Corresponds with EPA Averages
	Tons Recycled	2008	City	
	Tons Composted	2008	City	

Figure 15 - Ypsilanti data sources, years and assumptions

Electricity/Natural Gas

For the community inventory, a number of methods were used to compile the needed data. One main source was the utility providers. Meetings were set up with both DTE and Consumers, with the help of Chuck Hersey at SEMCOG, to explain the data request. After working through various channels, the utilities provided data sets that contained the total annual consumption of electricity and natural gas within the residential, commercial and industrial sectors for 2008, 2009 and 2010. 2008 figures were used for this analysis, because they were closest to the desired base year, 2005. However, the city of Ypsilanti lies in two different zip codes: 48197 and 48198. Preliminary analysis on the utility data

corresponding to Ypsilanti revealed that the per-household usage was several orders of magnitude higher than the usage in other communities. Out of curiosity, this statistic was computed with the total number of households in the City of Ypsilanti, Ypsilanti Charter Township, and Superior Township (all the units of government in zip codes 48197 and 48198). This made the per-household usage comparable to that for other communities. DTE Energy did not respond to repeated requests for a description of the “envelope” from which this data was drawn. Therefore, the electricity and gas data provided by DTE Energy for residential, commercial and industrial sectors was prorated based on the Census number of occupied households in the City of Ypsilanti, divided by the total number of occupied households in the City and the two surrounding townships.

Eastern Michigan University provided electricity, natural gas and fuel oil figures for 2008. EMU purchased electricity from DTE Energy and natural gas through a third party, delivered by DTE Energy. However, because of unanswered questions regarding energy data from DTE Energy, energy figures from DTE Energy for commercial users and energy figures from EMU were added together. Realistically, some of the commercial energy use reported by DTE Energy could likely be from EMU. However, because of lack of communication on the part of DTE, we were never able to clarify these questions. Therefore, likely the commercial energy use estimation for Ypsilanti is an overestimate.

Emissions factors for electricity were DTE-specific emissions factors for 2007 from EPA E-Grid.¹³

Other Fuels

Other fuels such as fuel oil and LPG are not accounted for within the estimate given by the utilities. Therefore, for the residential sector, the US Census was used to find the number of households using different kinds of heating fuels. This data is based on a survey of household energy use and, based on the number of occupied housing units, computes what the likely number of units using a specific fuel might be. Survey estimates of the average quantity of fuel used per household were derived from estimates published by the Energy Information Agency. In that report, the table US8, Average Consumption by Fuels Used, 2005, Physical Units per Household estimates average fuel usage by census region and division. Figures were computed, then, by using the Census to find the number of households using a fuel type and multiplying by the average consumption/household in the East North Central division of the Midwest Census region. Usage of wood as a heating fuel was not estimated because of its biogenic nature.

Commercial and industrial fuel oil and LPG consumption was not estimated because of the decentralized nature of suppliers. The Census does not estimate information on heating fuel usage for commercial or industrial buildings, thereby making it difficult, if not impossible, to attain an estimate. The assessor’s office in Ypsilanti indicated that their records did not denote heating fuel used. Eastern Michigan University did provide fuel oil figures.

The Michigan Air Emissions Reporting System (MAERS) database, compiled by the Michigan Department of Environmental Quality, collects emissions estimates from large industrial operations. Two industrial operators in the City of Ypsilanti had entries in the MAERS database for 2005: Eastern Michigan University and Automotive Components Holdings (ACH). However, these entries were largely restricted to natural gas and electricity. Natural gas emissions were included in the information provided by the DTE Energy. Emissions from fuel oil were included for EMU. Subsequently, EMU provided energy figures

¹³ *eGrid*. US EPA, 10 May 2012. Web. 23 May 2012. < <http://www.epa.gov/cleanenergy/energy-resources/egrid/index.html> >.

from 2008 with fuel oil included. Additional air pollutant emissions were noted, namely volatile organic compounds and toluene. However, for the purpose of the GHG inventory, these emissions were considered outside of the scope.

Transportation

Community transportation data was developed using the regional transportation model of the Southeast Michigan Council of Governments (SEMCOG). SEMCOG estimates include total weekday VMT, highway and non-highway, within the jurisdictional boundaries of the city of Ypsilanti. It is important to note that SEMCOG's model only takes into account major roads, thereby undercounting VMT on neighborhood streets.

Scope 1

SEMCOG also provided the regional distribution of weekday VMT by vehicle type. Using the default vehicular emissions factors embedded in the Clean Air and Climate Protection (CACAP) 2009 tool developed by ICLEI, the VMT assumptions per vehicle type were modified to reflect the distribution statistics provided by SEMCOG. Finally, we entered the total weekday VMT¹⁴ only for non-highway VMT for each community, reflecting the distribution provided by SEMCOG. We did not include the highway VMT because many of those trips likely did not have the city of Ypsilanti as an origin or a destination. However, a portion of the highway VMT likely did have the city as a destination. For that reason, our estimate of emissions from Ypsilanti's transportation network is likely a conservative underestimate.

Community	Freeway		Non-Freeway		Total
	Miles of Roadway	VMT	Miles of Roadway	VMT	
Ypsilanti	3.6	183,630	47.4	291,560	475,190

Figure 16 - 2005 Average Weekday Vehicle Miles of Travel (VMT) by Road Type

	Vehicle Mile Travelled		%	
	Gas	Diesel	Gas	Diesel
Passenger Cars & Motorcycles	158,435	768	54.3%	0.3%
Light Trucks	102,413	4,109	35.1%	1.4%
Heavy Duty Trucks	-	25,818	0.0%	8.9%
SUBTOTAL	260,849	30,695	89.5%	10.5%
TOTAL		291,560		100.0%

Figure 17 - 2005 Average Weekday VMT from Non-Highway Travel in Ypsilanti

Public transit data from 2008 was procured through the Ann Arbor Transportation Authority (AATA). AATA performed 14,262 hours of service in the City of Ypsilanti. The AATA annual report was used to calculate a ratio of revenue miles per hour of service for the entire AATA system as a whole. At a reported fuel efficiency of 4.08 miles/ gallon, AATA buses used 41,718 gallons of diesel fuel and 7366

¹⁴ Annually, "weekday VMT" adds up to 262 days.

gallons of B100 biodiesel in 2008 while providing service within the City of Ypsilanti. Standard fuel emissions factors were used to calculate the total emissions from the fuel consumed. The biodiesel component of the fuel mix had an effective 0 emissions factor due to its biogenic character.

Scope 3

SEMOG also used their regional transportation model to derive total VMT for all trips beginning or ending (on all road types) within the city of Ypsilanti. Note that this VMT includes miles travelled outside of the city boundaries, en route from or to a location within the city. The same methodology cited above was used to convert the total VMT into CO₂ emissions. The emissions from this VMT is classified as scope 3, as the city of Ypsilanti cannot necessarily influence the driving habits of its residents, especially when they are outside the geographic boundary of the city. However, as a community metric, this statistic is important because the residents of the city of Ypsilanti can change their modes of travel.

Community	Passenger Vehicle Miles Travelled			Truck Miles Travelled			Total VMT
	Start From	End In	Start & End In	Start From	End In	Start & End In	
Ypsilanti	45,720	46,440	12,540	3,440	3,460	480	112,080

Figure 18 - 2005 Average Weekday VMT for Trips Beginning and/or Ending in Community

Waste

Waste generated by city residents and businesses but disposed outside of the city boundaries is considered a Scope 3 emissions source. The landfill emissions are generated outside the geographic boundaries of the city and citizens have no input in how the landfill is operated. Waste Management operates the Woodland Meadows landfill where municipal solid waste from the city of Ypsilanti is taken. The City of Ypsilanti provided waste generation data on quantities of waste landfilled, recycled, and composted. Recycling and composting do not count towards overall GHG emissions and thus count as zero. However, to compute the emissions from landfills, default municipal solid waste (MSW) percentages from EPA were used as a proxy.¹⁵ Because only biogenic waste produces methane, the quantity of methane was calculated using the default waste emissions factors within the CACP software.

Data calculations assumed a methane capture efficiency of 75%, a generally accepted assumption for efficiency of LFG collection systems.

Wastewater

Fugitive emissions from wastewater treatment were provided by the Ypsilanti Community Utility Authority (YCUA), which transports and treats wastewater and potable water for Ypsilanti residents. These emissions are considered Scope 3, because although the wastewater is produced inside the boundaries of the City, treatment is performed outside the geographical boundaries of Ypsilanti. Additionally, because the YCUA is not under control of the City of Ypsilanti, these emissions are not within the scope of the government operations.

Emissions for the YCUA Wastewater treatment plant were calculated using the Wastewater Emissions Data Tool from ICLEI. The YCUA treatment plant does not use digesters, lagoons or septic systems, and so the sole source of emissions was fugitive N₂O emissions totaling 0.1565 metric tons. CACP calculated the CO₂e emissions at 53 metric tons based on a global warming potential for N₂O of 310.

¹⁵ <http://www.epa.gov/epawaste/nonhaz/municipal/pubs/mswchar05.pdf>

Municipal

Municipal Data Sources and Assumptions				
	Data	Year	Data Source	Assumptions
Buildings & Facilities	Electricity	2005	City of Ypsilanti	All City Facilities Accounted For
	Natural Gas	2005	City of Ypsilanti	All City Facilities Accounted For
	Fuel Oil		N/A	
	LPG		N/A	
Streetlights & Signals	Electricity	2005	City of Ypsilanti	All City Facilities Accounted For
Fleet	Vehicle Miles Travelled	2008	City of Ypsilanti	Yearly Averages Used Based on 2008-09 Budget
	Gallons Fuel Purchased	2008	Wacker Petroleum	Fuel Purchased Was Consumed Within the Year
				Fuel Consumption Prorated Based on Vehicle Mileage and Type
Waste	Tons of Waste	Current Estimate	City of Ypsilanti	Approximated Based on Number, Volume of Dumpsters and Frequency of Pick-Up

Figure 19 - Municipal data sources, years used, and assumptions made

Buildings and Facilities

A noble intern, Scott Kalafatis, sifted through paper energy bills at the City manually recording each of the building's billing amounts into a spreadsheet format for 2005. Using the DTE Energy specific emissions factors, emissions were computed from natural gas (Scope 1) and electricity (Scope 2) used by the buildings and facilities owned and managed by the City of Ypsilanti. Because these accounts were associated with specific addresses and not building names, current and former planning staff assisted the project by providing specific building names for the addresses provided. Calculations assumed that no facilities used fuel oil or LPG.

Streetlights and Signals

Data on streetlights and signals were collected in the same manner as for buildings, by going through boxes of paper bills. Again, DTE specific emissions factors were used to calculate the emissions associated with these facilities.

Fleet

Fleet emissions were calculated using the gallons of fuel consumed, the total vehicle miles travelled and the vehicle types. Numerous assumptions were made to arrive at this data. First, vehicle data and overall mileage were procured from the city's internal 2008-09 budgeting process. Second, total diesel and gasoline were consumed in two specific buckets: DPW and Fire/Police. The total mileage and date purchased for the vehicles were used to calculate an average annual mileage. Using that number and the assumed average fuel economy for these vehicles, fuel use was prorated to determine the amount of fuel used by vehicle. This number was then aggregated to calculate fuel used per vehicle type per department, which was used to calculate both CO₂, CH₄ and NO₂ emissions. The CACP database provided default fuel and mileage emissions factors.

Usage of one fire vehicle was measured in hours, not mileage, and no hours figure was provided. There

was no indicator of usage provided for equipment such as weed trimmers, chainsaws, and lawnmowers. Calculations of emissions assumed that this equipment used 10% of the DPW gasoline and 2% of the DPW diesel fuel purchased. Emissions for the equipment were calculated by using the default emission factors for a passenger vehicle because no standard methodology was available.

Fugitive emissions from vehicle cooling systems are another source of GHG emissions. However, this data could not be procured from the City of Ypsilanti. Contributions from fugitive emissions typically contribute a quite low percentage (~1%) to overall emissions, but this is a gap in the data.

Employee Commute

A survey was used to gather information from employees of the City of Ypsilanti. 29 employees responded to the survey, which asked about commute patterns, mode of travel and other parameters. Their responses were used to estimate the total gallons of fuel consumed by vehicle type. Using given responses, the data was extrapolated up to the total 95 employees of the City of Ypsilanti. Therefore, calculations assume that the responses of those 29 employees are representative of City of Ypsilanti employees as a whole. Other assumptions were that each employee has 10 days of vacation, 10 sick days and 10 holidays each year.

Projections

Community

Projecting GHG emissions into the future helps estimate what emissions for the community and government will look like in 5, 20 and 50 years from now. The projection known as Business as Usual (BAU) is an estimate of what emissions from the city of Ypsilanti will look like in 2050 if no measures are adopted to curb current GHG-emitting actions. If Ypsilanti's population growth rate stabilizes at 0.0013% annually and nothing is done to change current usage trends, emissions will be 302,776 metric tons CO₂e by 2025. In 2050, emissions will be up to 302,873 metric tons of CO₂e.

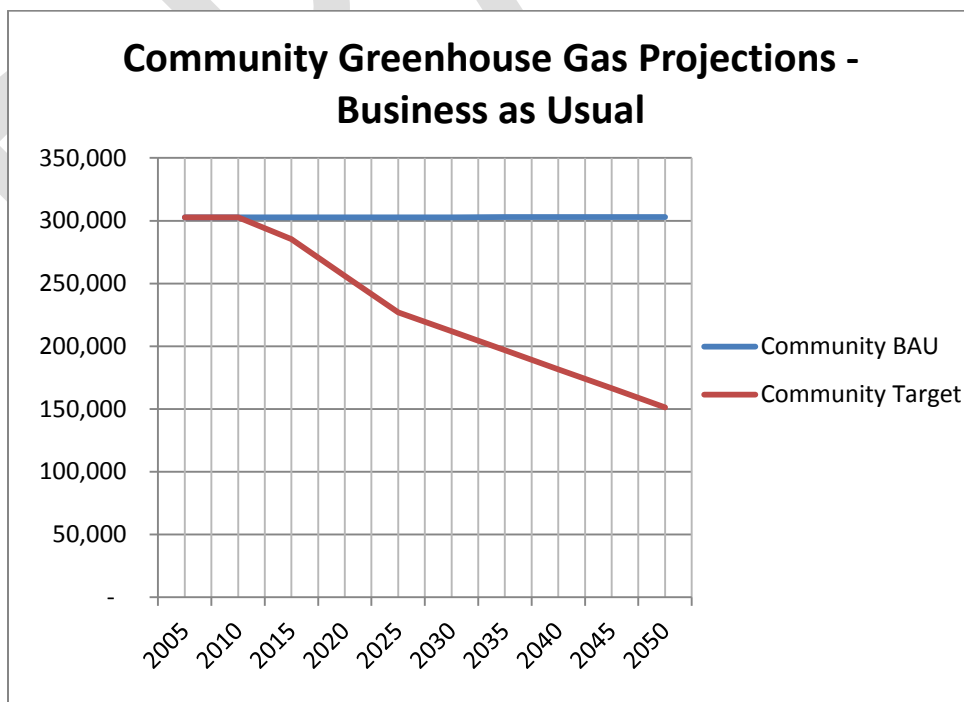


Figure 20 - Community Future Greenhouse Gas Projections: Business as Usual

Government

BAU projections for the City of Ypsilanti indicate that if emissions trends continue, total GHG emissions will fall. The projections show that in 2005, the government emitted 3,387 metric tons of CO₂.

Assumptions were that government employees continue to drop by 1.4% annually until 2025, and losses will slow to 0.0013% annually thereafter. In 2005, municipal operations produced 3,387 metric tons CO₂e. Providing that no actions to curb or increase the rate of change are taken, in 2025 this number will fall to 2,555 metric tons CO₂e and by 2050, the government will emit 2,556 metric tons CO₂e. This amounts to a decline of about 831 metric tons CO₂e over a period of 45 years.

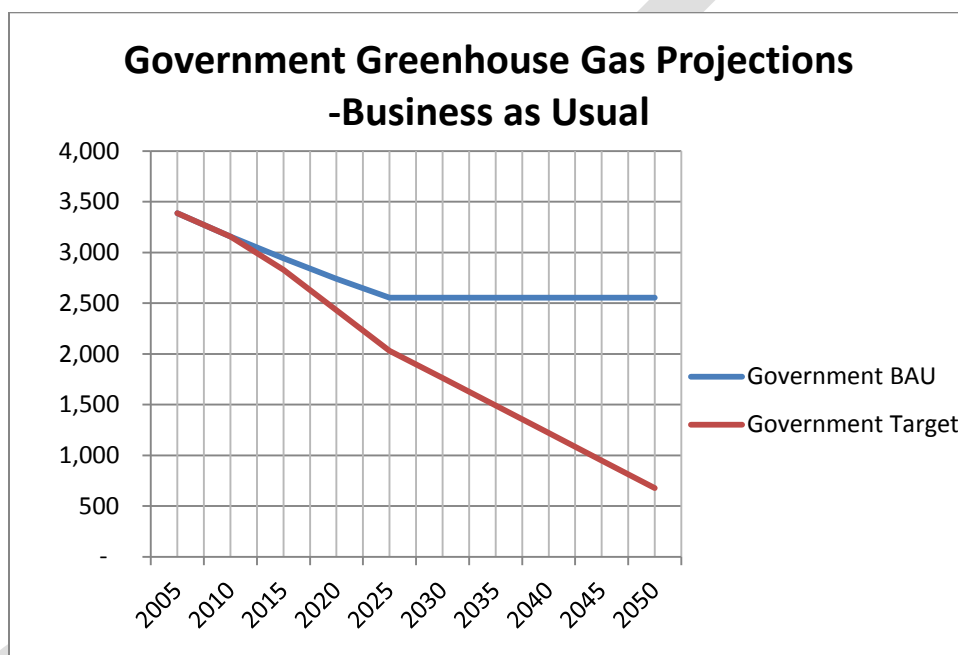


Figure 21 - Government Future Greenhouse Gas Projections: Business as Usual

Methodology

Information about the current population and employment trends in the city was obtained from both SEMCOG and the City of Ypsilanti. Annual population change in the city of Ypsilanti was calculated using SEMCOG's projections along with recommendations from Kurt Metzger, a demographer with Data Driven Detroit. Future projections were made based on the increase in population change relative to the current amount of GHGs emitted within the community.

Based on these estimates, the population of the city of Ypsilanti will stay approximately the same, with a very slight growth rate of 0.0013%. Therefore, community GHG emissions will stabilize at approximately the same level. Other factors, however, such as growth in commercial or industrial sectors, could further affect the community emissions profile.

Information provided by the city government about past and current employee numbers was used to project employee numbers into the year 2050. This provided a percentage change in number of employees that work for the city of Ypsilanti. This percentage and current GHG emissions were used to project future greenhouse gas emissions. Government GHG emissions decline because the City employment declines by -1.4% per year. This leads to overall declining trends in GHG emissions analysis

when looking at BAU. However, we considered that after a time (in 2025), losses would have to slow.

Numerous factors can influence projections of population, size of government and the correlated emissions. Large degrees of uncertainty exist in this field so the data presented here are conservative, but provide a basis upon which to estimate needed emissions reductions.

DRAFT

Appendices

Community Inventory: Detailed Report

Sector Label	Group Name	Scope	Quantity	Units	Source	Fuel	Vehicle Type	WasteTech Name	Waste Product
Residential	Fuel Oil & LPG	1	19110	(US gal)	Fuel and Electricity	Fuel Oil (#1 2 4)			0
Residential	Fuel Oil & LPG	1	77616	(US gal)	Fuel and Electricity	Stationary LPG			0
Residential	DTE	2	71106154	(kWh)	Grid Average	Electricity			
Residential	DTE	1	941128	(therms)	Fuel and Electricity	Natural Gas			
Commercial	DTE	2	35354150	(kWh)	Grid Average	Electricity			
Commercial	DTE	1	179518	(therms)	Fuel and Electricity	Natural Gas			
Commercial	Eastern Michigan University	2	51931600	(kWh)	Grid Average	Electricity			
Commercial	Eastern Michigan University	1	32212	(US gal)	Fuel and Electricity	Fuel Oil (#1 2 4)			
Commercial	Eastern Michigan University	1	550632	(MMBtu)	Fuel and Electricity	Natural Gas			
Industrial	DTE	2	1.19E+08	(kWh)	Grid Average	Electricity			
Industrial	DTE	1	4794	(therms)	Fuel and Electricity	Natural Gas			
Transportation	AATA	1	7362	(US gal)	Transport	Biodiesel (B100)	Heavy Duty Vehicles All MYs		
Transportation	AATA	1	41718	(US gal)	Transport	Diesel	Heavy Duty Vehicles All MYs		
Transportation	SEMCOG Model Data	1	6764313	(vehicle-n	Transport	Diesel	Heavy Duty Vehicles Alt. Metho		
Transportation	SEMCOG Model Data	1	1076485	(vehicle-n	Transport	Diesel	Light Trucks Alt. Method		
Transportation	SEMCOG Model Data	1	201222	(vehicle-n	Transport	Diesel	Passenger Cars Alt. Method		
Transportation	SEMCOG Model Data	1	26832283	(vehicle-n	Transport	Gasoline	Light Trucks Alt. Method		
Transportation	SEMCOG Model Data	1	41510062	(vehicle-n	Transport	Gasoline	Passenger Cars Alt. Method		
Transportation	Trips Beginning and Ending	3	22946835	(vehicle-n	Transport	Diesel	Heavy Duty Vehicles Alt. Metho		
Transportation	Trips Beginning and Ending	3	3651802	(vehicle-n	Transport	Diesel	Light Trucks Alt. Method		
Transportation	Trips Beginning and Ending	3	682614	(vehicle-n	Transport	Diesel	Passenger Cars Alt. Method		
Transportation	Trips Beginning and Ending	3	91024167	(vehicle-n	Transport	Gasoline	Light Trucks Alt. Method		
Transportation	Trips Beginning and Ending	3	1.41E+08	(vehicle-n	Transport	Gasoline	Passenger Cars Alt. Method		
Waste	Landfill _ Woodland Meadows	1	38	(tons)	Waste	Paper Products		Managed	1334.18
Waste	Landfill _ Woodland Meadows	1	13	(tons)	Waste	Food Waste		Managed	456.43
Waste	Landfill _ Woodland Meadows	1	10	(tons)	Waste	Plant Debris		Managed	351.1
Waste	Landfill _ Woodland Meadows	1	4	(tons)	Waste	Wood or Textiles		Managed	140.44
Waste	Landfill _ Woodland Meadows	1	35	(tons)	Waste	All Other Waste		Managed	1228.85
Waste	Recycle	1	100	(tons)	Waste	All Other Waste			805
Waste	Yard Waste	1	100	(tons)	Waste	Plant Debris		Compost	1450

Appendix A

Waste Unit	Energy Output	CO2 Output	N2O Output	CH4 Output	Combined Output	BioCO2 Output	NOx Output	SOx Output	CO Output	VOC Output	PM10 Output	Vehicle Distance	Passenger Distance
	2,637.18	195.05	0.00	0.03	196.24	-	5.28	0.35	1.14	0.42	0.37		
	7,140.67	449.72	0.01	0.08	453.76	-	-	-	-	-	-		
	242,683.11	55,611.95	-	0.81	55,628.88	-	84.37	283.02	8.68	1.03	7.55		
	94,112.80	4,989.86	0.01	0.47	5,002.66	-	7.50	0.29	1.85	0.40	0.22		
	120,662.63	27,650.39	-	0.40	27,658.81	-	41.95	140.72	4.31	0.51	3.75		
	17,951.80	951.80	0.00	0.09	954.25	-	1.37	0.05	0.35	0.08	0.04		
	177,240.95	40,615.58	-	0.59	40,627.95	-	61.62	206.70	6.34	0.75	5.51		
	4,445.26	328.77	0.00	0.05	330.78	-	8.89	0.58	1.92	0.71	0.63		
	550,631.99	29,194.51	0.06	2.75	29,269.39	-	41.96	1.67	10.83	2.31	1.28		
	404,717.35	92,742.84	-	1.34	92,771.08	-	140.71	471.99	14.47	1.72	12.59		
	479.40	25.42	0.00	0.00	25.44	-	0.06	0.03	0.02	0.00	0.00		
	942.34	-	0.00	0.00	0.07	69.57	0.72	0.00	0.21	0.02	0.02	68,180	68,180
	5,760.44	425.94	0.00	0.00	426.24	-	2.82	0.09	1.80	0.23	0.14	302,623	302,623
od	149,804.61	11,076.92	0.03	0.03	11,087.71	-	76.87	3.27	64.69	8.30	2.58	10,886,107	10,886,107
	7,945.14	587.48	0.00	0.00	588.00	-	0.94	0.17	1.10	0.37	0.18	1,732,435	1,732,435
	1,297.84	95.97	0.00	0.00	96.03	-	0.18	0.02	0.27	0.08	0.02	323,835	514,898
	240,960.61	16,926.90	1.16	0.84	17,304.88	-	33.56	2.66	448.70	45.40	0.63	43,182,374	43,182,374
	271,025.29	19,038.87	1.22	1.15	19,441.43	-	56.44	3.11	656.70	65.43	1.41	66,803,969	106,218,311
od	508,187.84	37,576.66	0.11	0.12	37,613.26	-	260.78	11.10	219.46	28.16	8.74	36,929,351	36,929,351
	26,952.59	1,992.94	0.01	0.00	1,994.70	-	3.20	0.58	3.72	1.26	0.60	5,877,006	5,877,006
	4,402.72	325.55	0.00	0.00	325.77	-	0.61	0.07	0.92	0.27	0.05	1,098,561	1,746,712
	817,419.76	57,421.76	3.94	2.86	58,703.99	-	113.83	9.04	1,522.14	154.03	2.13	146,489,197	146,489,197
	919,409.31	64,586.28	4.14	3.91	65,951.88	-	191.45	10.55	2,227.75	221.97	4.79	226,621,626	360,328,386
(tons)	-	-	-	30.81	647.01	-	-	-	-	-	-		
(tons)	-	-	-	5.97	125.29	-	-	-	-	-	-		
(tons)	-	-	-	2.60	54.61	-	-	-	-	-	-		
(tons)	-	-	-	0.92	19.28	-	-	-	-	-	-		
(tons)	-	-	-	-	-	-	-	-	-	-	-		
(tons)	-	-	-	-	-	-	-	-	-	-	-		
(tons)	-	-	-	-	-	-	-	-	-	-	-		

Appendix A

Municipal Inventory Detailed Report

SectorLabel	GroupName	Scope	List1	Indicat or1	Indicat or2	Quantity	Units	Source	Fuel
Buildings and Facilities	City Hall	2				145,463	(kWh)	Grid Average	Electricity
Buildings and Facilities	City Hall	1				2,342	(therms)	Fuel and Electric	Natural Gas
Buildings and Facilities	Senior Center	2				36,700	(kWh)	Grid Average	Electricity
Buildings and Facilities	Senior Center	1				3,083	(therms)	Fuel and Electric	Natural Gas
Buildings and Facilities	Public Works Yard	2				36,820	(kWh)	Grid Average	Electricity
Buildings and Facilities	Public Works Yard	1				13,525	(therms)	Fuel and Electric	Natural Gas
Buildings and Facilities	Ypsilanti Historical Museum	2				22,471	(kWh)	Grid Average	Electricity
Buildings and Facilities	Ypsilanti Historical Museum	1				5,511	(therms)	Fuel and Electric	Natural Gas
Buildings and Facilities	Carriage House Apartments	2				4,016	(kWh)	Grid Average	Electricity
Buildings and Facilities	Ypsilanti Freighthouse	2				2,422	(kWh)	Grid Average	Electricity
Buildings and Facilities	Police Station	2				167,519	(kWh)	Grid Average	Electricity
Buildings and Facilities	Police Station	1				11,987	(therms)	Fuel and Electric	Natural Gas
Buildings and Facilities	Fire Station	2				142,510	(kWh)	Grid Average	Electricity
Buildings and Facilities	Fire Station	1				17,691	(therms)	Fuel and Electric	Natural Gas
Buildings and Facilities	Parkridge Community Center	2				50,161	(kWh)	Grid Average	Electricity
Buildings and Facilities	Parkridge Community Center	1				8,765	(therms)	Fuel and Electric	Natural Gas
Buildings and Facilities	Rutherford Pool	2				57,440	(kWh)	Grid Average	Electricity
Buildings and Facilities	Rutherford Pool	1				8,253	(therms)	Fuel and Electric	Natural Gas
Buildings and Facilities	Public Works 2?	1				18	(therms)	Fuel and Electric	Natural Gas
Buildings and Facilities	Historical Museum	1				3,079	(therms)	Fuel and Electric	Natural Gas
Buildings and Facilities	Ypsilanti Freighthouse Gas	1				1,038	(therms)	Fuel and Electric	Natural Gas
Streetlights & Traffic Signals	Traffic Signals/Controller	2				710,187	(kWh)	Grid Average	Electricity
Streetlights & Traffic Signals	Streetlights	2				1,649,919	(kWh)	Grid Average	Electricity
Streetlights & Traffic Signals	Frog Island Park - Parking lot lighting	2				4,293	(kWh)	Grid Average	Electricity

Appendix A

VehicleType	Energy Output	CO2 Output	N2O Output	CH4 Output	Combined Output	NOx Output	SOx Output	CO Output	VOC Output	PM10 Output	Vehicle Distance	Passenger Distance
	496.46	110.23	0.00	0.00	110.82	0.24	0.64	0.02	0.00	0.01543		
	234.20	12.42	0.00	0.00	12.45	0.02	0.00	0.00	0.00	0.00055		
	125.26	27.81	0.00	0.00	27.96	0.06	0.16	0.00	0.00	0.00389		
	308.33	16.35	0.00	0.00	16.39	0.02	0.00	0.01	0.00	0.00072		
	125.67	27.90	0.00	0.00	28.05	0.06	0.16	0.00	0.00	0.0039		
	1,352.50	71.71	0.00	0.01	71.89	0.10	0.00	0.03	0.01	0.00315		
	76.69	17.03	0.00	0.00	17.12	0.04	0.10	0.00	0.00	0.00238		
	551.12	29.22	0.00	0.00	29.30	0.04	0.00	0.01	0.00	0.00128		
	13.71	3.04	0.00	0.00	3.06	0.01	0.02	0.00	0.00	0.00043		
	8.27	1.84	0.00	0.00	1.85	0.00	0.01	0.00	0.00	0.00026		
	571.74	126.94	0.00	0.00	127.63	0.28	0.73	0.02	0.00	0.01777		
	1,198.69	63.55	0.00	0.01	63.72	0.09	0.00	0.02	0.01	0.00279		
	486.38	107.99	0.00	0.00	108.57	0.24	0.62	0.02	0.00	0.01511		
	1,769.06	93.80	0.00	0.01	94.04	0.13	0.01	0.03	0.01	0.00412		
	171.20	38.01	0.00	0.00	38.22	0.08	0.22	0.01	0.00	0.00532		
	876.54	46.47	0.00	0.00	46.59	0.07	0.00	0.02	0.00	0.00204		
	196.04	43.53	0.00	0.00	43.76	0.10	0.25	0.01	0.00	0.00609		
	825.34	43.76	0.00	0.00	43.87	0.06	0.00	0.02	0.00	0.00192		
	1.84	0.10	0.00	0.00	0.10	0.00	0.00	0.00	0.00	4.3E-06		
	307.92	16.33	0.00	0.00	16.37	0.02	0.00	0.01	0.00	0.00072		
	103.83	5.51	0.00	0.00	5.52	0.01	0.00	0.00	0.00	0.00024		
	2,423.85	538.16	0.01	0.01	541.07	1.20	3.11	0.09	0.01	0.07532		
	5,631.12	1,250.26	0.02	0.01	1,257.03	2.78	7.23	0.20	0.02	0.17497		
	14.65	3.25	0.00	0.00	3.27	0.01	0.02	0.00	0.00	0.00046		

Appendix A

SectorLabel	GroupName	Scope	List1	Indicat or1	Indicat or2	Quantity	Units	Source	Fuel
Streetlights & Traffic Signals	?? Downtown christmas light outlets? Meter for N. Adams and/or N. Huron parking	2				23,978	(kWh)	Grid Average	Electricity
Streetlights & Traffic Signals	Prospect Park	2				638	(kWh)	Grid Average	Electricity
Streetlights & Traffic Signals	Candy Cane Park	2				7,069	(kWh)	Grid Average	Electricity
Streetlights & Traffic Signals	Riverside Park Bridge Lighting	2				3,964	(kWh)	Grid Average	Electricity
Streetlights & Traffic Signals	Water Street 1	2				4,753	(kWh)	Grid Average	Electricity
Streetlights & Traffic Signals	Water Street 2	2				1,996	(kWh)	Grid Average	Electricity
Streetlights & Traffic Signals	Riverside Park Outlets	2				1,336	(kWh)	Grid Average	Electricity
Streetlights & Traffic Signals	Depot Town Parking Lot	2				3,350	(kWh)	Grid Average	Electricity
Streetlights & Traffic Signals	Depot Town Signal Tower/ Christmas Tree 1	2				4,426	(kWh)	Grid Average	Electricity
Streetlights & Traffic Signals	Depot Town Signal Tower/ Christmas Tree 2	2				1,592	(kWh)	Grid Average	Electricity
Streetlights & Traffic Signals	Water Street 3	2				1,247	(kWh)	Grid Average	Electricity
Wastewater Facilities	Ypsilanti Community Utilities Authority	3		1E+08	1E+08	0	(tonnes N2	Absolute Emissi	Nitrous Oxi
Vehicle Fleet	Heavy Duty-PW	1	Public Works	32550	17	11,245	(US gal)	Transport	Diesel
Vehicle Fleet	Heavy Duty-ES	1	Environment	12490	6	4,315	(US gal)	Transport	Diesel
Vehicle Fleet	Light Truck - BD	1	Building	27348	4	3,194	(US gal)	Transport	Gasoline
Vehicle Fleet	Light Truck- DPW	1	Public Works	59214	14	7,111	(US gal)	Transport	Gasoline
Vehicle Fleet	Light Truck - ES	1	Environment	49627	10	6,242	(US gal)	Transport	Gasoline
Vehicle Fleet	Heavy Duty- Fire	1	Fire	6398	5	2,859	(US gal)	Transport	Diesel
Vehicle Fleet	Light Truck - Fire	1	Fire	5231	2	1,004	(US gal)	Transport	Gasoline
Vehicle Fleet	Passenger- Fire	1	Fire	12929	2	2,617	(US gal)	Transport	Gasoline
Vehicle Fleet	Passenger-Gen	1	General	13714	2	2,776	(US gal)	Transport	Gasoline
Vehicle Fleet	Heavy Duty - Police	1	Police	541	1	242	(US gal)	Transport	Diesel
Vehicle Fleet	Passenger-Police	1	Police	109995	16	24,164	(US gal)	Transport	Gasoline
Vehicle Fleet	Equipment-ES	1	Environmental			819	(US gal)	Transport	Diesel
Vehicle Fleet	Equipment-ES	1	Environmental			1,767	(US gal)	Transport	Gasoline
Employee Commute	All Employees	3		389323	88	7,615	(US gal)	Transport	Gasoline
Employee Commute	All Employees	3		389323	88	10,473	(US gal)	Transport	Gasoline

Appendix A

VehicleType	Energy Output	CO2 Output	N2O Output	CH4 Output	Combined Output	NOx Output	SOx Output	CO Output	VOC Output	PM10 Output	Vehicle Distance	Passenger Distance
	81.84	18.17	0.00	0.00	18.27	0.04	0.11	0.00	0.00	0.00254		
	2.18	0.48	0.00	0.00	0.49	0.00	0.00	0.00	0.00	6.8E-05		
	24.13	5.36	0.00	0.00	5.39	0.01	0.03	0.00	0.00	0.00075		
	13.53	3.00	0.00	0.00	3.02	0.01	0.02	0.00	0.00	0.00042		
	16.22	3.60	0.00	0.00	3.62	0.01	0.02	0.00	0.00	0.0005		
	6.81	1.51	0.00	0.00	1.52	0.00	0.01	0.00	0.00	0.00021		
	4.56	1.01	0.00	0.00	1.02	0.00	0.01	0.00	0.00	0.00014		
	11.43	2.54	0.00	0.00	2.55	0.01	0.01	0.00	0.00	0.00036		
	15.11	3.35	0.00	0.00	3.37	0.01	0.02	0.00	0.00	0.00047		
	5.43	1.21	0.00	0.00	1.21	0.00	0.01	0.00	0.00	0.00017		
	4.26	0.94	0.00	0.00	0.95	0.00	0.01	0.00	0.00	0.00013		
ide	-	-	0.16	-	48.51	-	-	-	-	0		
Heavy Duty Vehicles All MYs	1,552.64	114.81	0.00	0.00	114.89	0.76	0.02	0.48	0.06	0.03774	81,568	81,568
Heavy Duty Vehicles All MYs	595.75	44.05	0.00	0.00	44.08	0.29	0.01	0.19	0.02	0.01448	31,297	31,297
Light Trucks Alt. Method	399.21	28.04	0.00	0.00	28.67	0.06	0.00	0.74	0.08	0.00104	71,542	71,542
Light Trucks Alt. Method	888.78	62.43	0.00	0.00	63.83	0.12	0.01	1.66	0.17	0.00232	159,277	159,277
Light Trucks Alt. Method	780.14	54.80	0.00	0.00	56.03	0.11	0.01	1.45	0.15	0.00203	139,808	139,808
Heavy Duty Vehicles All MYs	394.77	29.19	0.00	0.00	29.21	0.19	0.01	0.12	0.02	0.0096	20,739	20,739
Light Trucks Alt. Method	125.46	8.81	0.00	0.00	9.01	0.02	0.00	0.23	0.02	0.00033	22,484	22,484
Passenger Cars Alt. Method	327.09	22.98	0.00	0.00	23.46	0.07	0.00	0.79	0.08	0.00171	80,623	128,191
Passenger Cars Alt. Method	346.96	24.37	0.00	0.00	24.89	0.07	0.00	0.84	0.08	0.00181	85,521	135,979
Heavy Duty Vehicles All MYs	33.42	2.47	0.00	0.00	2.47	0.02	0.00	0.01	0.00	0.00081	1,755	1,755
Passenger Cars Alt. Method	3,020.17	212.16	0.01	0.01	216.65	0.63	0.03	7.32	0.73	0.01574	744,431	1,183,645
Heavy Duty Vehicles All MYs	113.09	8.36	0.00	0.00	8.37	0.06	0.00	0.04	0.00	0.00275	5,941	5,941
Heavy Duty Vehicles Alt. Met	220.85	15.51	0.00	0.00	15.81	0.03	0.00	0.33	0.03	0.00078	13,817	13,817
Light Trucks Alt. Method	951.77	66.86	0.00	0.00	68.35	0.13	0.01	1.77	0.18	0.00248	170,566	170,566
Passenger Cars Alt. Method	1,308.98	91.95	0.01	0.01	93.90	0.27	0.02	3.17	0.32	0.00682	322,646	513,008

YPSILANTI CLIMATE ACTION PLAN APPENDIX B: List of all collected strategies

Community Goals and Strategies

Ypsilanti is seen as a leader in small-city sustainability, attracting residents, businesses and visitors.

Specifically, the community aims to reduce its greenhouse gas emissions (measured on a per capita basis) by 12.5% per decade, or 50% by 2050.

Categories

- Buildings
Commercial, Industrial, Residential and Government
- Culture Change
Education, Events, Celebration
- Infrastructure
Waste, Water, Energy Generation
- Land Use and Transportation
- Well-being
Health, Public Safety, Food

Buildings

Target GHG Reduction: 70%

Goals:

- Property owners are making buildings, including rental properties and historic homes, more energy efficient.
- Ypsilanti beats out Greensburg, Kansas for the greenest city.
- Ypsilanti is off the grid.

Strategies:

- Create a green rental certification program to encourage energy-efficient improvements.
- Incentive for landlords to do energy upgrades: require energy/heat cost disclosure
- Community awards program for energy efficiency, separated out by businesses and by neighborhoods
- Water efficiency: fix leaky faucets
- Hold an energy competition between the town and university, or between universities, or between student groups at EMU
- Install light sensors in buildings, especially at EMU
- LED lights (or best available option) for residential and business
- Require LEED for any building project receiving a tax abatement
- Make energy-saving technologies available to low-income families at reduced rates and better publicize existing opportunities such as energy audits
- Host neighborhood “parties” to educate about and do weatherization
- Make energy-saving technologies available to low-income families at reduced rates and better publicize existing opportunities such as energy audits; provide funding for low-income residents to install wind or solar energy in households
- Research funding for brownfields or lobby for return of credits
- Incentivize installation of solar PV at gas stations, carports and parking garages
- Explore the possibilities of wind energy
- Focus on businesses:

- o Highlight savings from weatherization
 - o Shift costs from business owners to building owners
 - o Mitigate heat effects from south-facing windows
- Building audit information – energy audit before upgrade
- Cool roof installation
- Residential geothermal
- Florescent fixture upgrades
- Green roof installation
- HVAC upgrades: energy-efficient retrofit at time of sale
- Municipal solar thermal water heating
- Residential solar thermal water heating
- Residential weatherization

Culture Change

Target GHG Reduction: 5%

Goals:

- The community celebrates green efforts and circulates information about sustainability and reducing GHGs to residents and the region, and community members understand the importance of climate action and the ways they can make an impact individually and collectively.
- EMU and local schools have refocused education and outreach towards sustainability, in partnership with the community.
- Ypsilanti works in collaboration with surrounding communities to achieve broader changes.
- Residents have changed norms of consumption so that people expect to consume less.

Strategies:

- Get City leaders and employees visibly active on climate change issues
- Include stewardship, engagement and sustainability education in local schools
- Create a community energy “library” with information on how residents can make change, including the sustainability book list from Transition Ypsilanti
- Provide more visibility for alternative transit, including biking and walking paths and bus routes, or create a detailed database and a map for navigating routes
- Provide incentives to have biking/walking employees
 - o Charge employers for parking spaces per amount of employees
 - o Give credits or money to employers that have biking or walking employees
- Provide residents with information on their home’s carbon emissions and utility costs.
- Micro-grants or loans to promote individual change
- Create a folk school centered around skills-trading
- Regional carbon off-set fund

Infrastructure

Target GHG Reduction: 5%

Goals:

- Ypsilanti has a clean local water system.
- The city generates and distributes clean energy locally.
- The community has limited its contribution to light pollution.

Strategies:

- Community-wide recycling contest
- Closed-loop recycling system

- Place artful trash and recycling bins throughout community
- Financing: Worker-owned cooperatives
- Financing: micro-grants or –loans to individuals or groups
- Municipal operations: Use sheep and a moveable fence to mow city parks
- LED streetlights
- Become dark sky compliant, potentially in the course of lighting upgrades
- Cooperative funding or loans for improvements
- Geothermal energy installation under streets and parking lots
- Motion-sensor lights in public lots and near residential areas
- City-wide composting system (curb-side or drop-off) for waste disposal; explore composting pet waste and plants or weeds in neighborhoods
- Use the Ford dam for energy production; create hydroelectric power with Ypsilanti's currently un- or under-used dams
- Increase gray water awareness and usage
- Impervious surface tax or "stormwater utility fee"
- Community-level alternative energy micro-grids
- Install a solar farm, possibly on brownfields
- Explore existing funding options, including the Southeast Michigan Regional Energy Office and the PACE program
- Waste disposal program: "pay as you throw"
- Wastewater treatment plant upgrade
- Wind power installation

Land Use and Transportation

Target GHG Reduction: 20%

Goals:

- Residents, commuters and students choose to bike, walk or bus rather than drive.
- Streets are safe for all, providing routes safe from both crime and cars.
- Land use patterns are coordinated at a high-level, integrating sustainability concerns.
- Vacant and underused properties are reclaimed as green, productive spaces.
- Make more goods and services available within neighborhoods, or make it possible for residents to walk to businesses.

Strategies:

- More bike lanes and bike-safe streets; create a network of bike facilities
- Create a pop-up bike shop
- Encourage pop-up businesses downtown
- Express bus service between Ypsilanti and Ann Arbor oriented towards commuters
- Extend AATA bus service to include a route out to Ypsilanti Township, including Kroger and Whittaker Road Library
- Complete the Border to Border trail across Washtenaw County
- Extend the existing park system along river
- Create community orchards and gardening (zoning for food)
- Start a circulation bus or trolley
- Install plug-in EV charging stations in municipal and campus parking lots
- Have days free from car use
- Create car-free zones in the city
- Allow for live/work zoning on the first floor of buildings (frontage remains commercial) and expand ordinances to allow for businesses run from homes
- Complete Streets policies, focusing especially on Water Street, parks and the B2B Trail
- Regional tax sharing system that incentivizes reinvestment in city neighborhoods

- Regional commuter trains (or BRT)
- Help EMU increase walkability, including connections between city and campus and wayfinding
- Businesses encourage employees to live nearby and commute via bike, walk or bus; Charge employers for parking spaces per amount of employees; Give credits or money to employers that have biking or walking employees
- Parking cash-out for city, county, campus employees
- Reuse closed and vacant schools (especially the bus barn) to store and teach about salvaged materials
- Complete sidewalk gaps
- Hybrid transit
- Photovoltaic carport structures
- Ridership promotion
- Vanpooling promotion
- Increased residential density
- Infill development

Well-being

Target GHG Reduction: 0%

Goals:

- All residents have access to healthy, affordable food options.
- Community health is not significantly impacted by climate change or greenhouse gases.
- The community feels safe; residents are able to communicate with neighbors, and walk and bike.
- Financing options are made available to community members to implement climate change mitigation strategies.
- The benefits of living in a sustainable community are shared by all community members.
- The city has increased local self-reliance by creating a sustainable local economy.

Strategies:

- Find a 12-month location for the farmers market, put it indoors, and explore multiple locations or transportation options to ensure accessibility
- Encourage walking through city-sponsored events, benefit walks, and meetings
- Develop a co-op barter network as well as a coordinating co-op board
- Make ordinances more friendly to urban agriculture and other forms of local food production
- Locally source cafeterias and vending machines
- Modify and replicate Cleveland's Gardening for Greenbacks program, a small grant program for equipment/material costs related to market garden efforts
- Encourage community gardens, including training on growing, with demo sites, good food education, classes and skill sharing, land access, a city-wide seed and tool share, and a cooperative market stand
- Gardening education in schools
- Shade trees



Memo

To: Planning Commission
From: Teresa Gillotti
Date: June 15, 2012

Subject: Study Item: Proposed Parkridge Community Center Addition

Staff is in receipt of an application for a master plan amendment and rezoning of the south side of the 700 block of Harriet Street in order to accommodate a 10,000 to 12,000 square foot proposed expansion of Parkridge Center. Currently, the block is anchored by Parkridge Center to the west and Perry School to the east, with Parkridge Park to the south.

To begin the process, the requests will be presented as a study item so the Commission will have time to review existing documentation, hear a presentation from Rod Jones of WorkSkills, as well as other project team members, and have adequate time for dialogue before the applications are presented for a decisions, which is currently expected for the July meeting.

Project Team

The application is from Parkridge Cultural and Job Training Center, a state-registered non-profit whose board will likely consist of John Barfield, The Bartech Group, Rod Jones, WorkSkills Corporation, local youth advocate Tommy Fry and Mayor Pro-Tem Lois Richardson and one to three members. All but Mr. Jones were a members of the Parkridge Advisory board which assisted in providing funding and other support to the Parkridge Community Center in previous years.

Proposal components

Parkridge Cultural and Job Training Center are proposing to purchase 767 and 761 Harriet Street directly east of the existing Parkridge Community Center for a 10,000 to 12,000 addition to the Parkridge Community Center. The proposed addition would feature a museum of African-American art, developed from the existing Barfield family collection of Paul Collins artwork, and offices and classroom/training space for workforce development training, to be utilized by WorkSkills Corporation. (See attached draft business plan for more detail.)

To date, the partners report having raised \$600,000 in cash for the project which is currently estimated at \$1.8 to \$2 million. Other sources of funding will be sought through additional fundraising, grants, and other means.

Requests to the City,

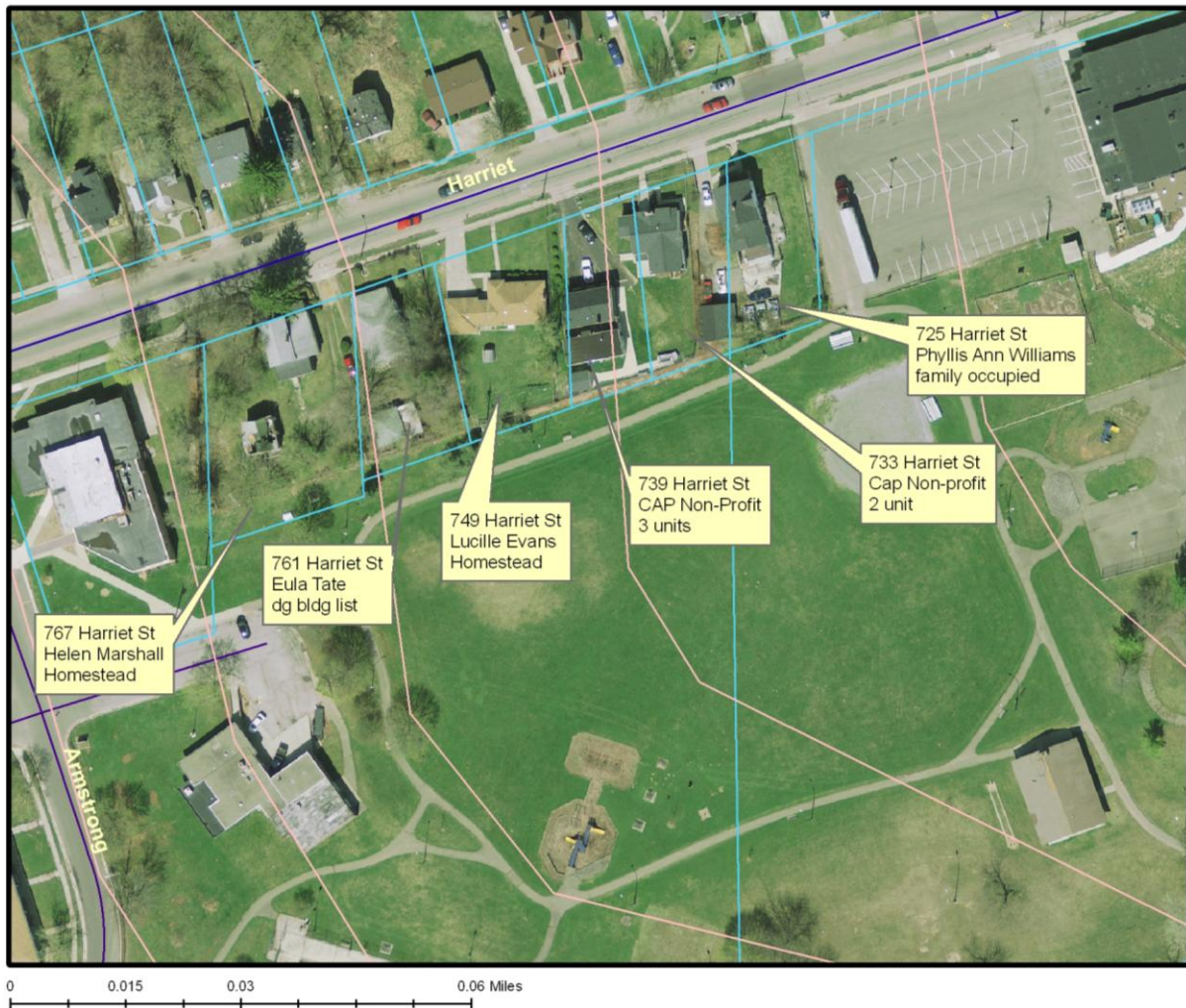
The partners intend to purchase the 767 and 761 Harriet Street, and are requesting that the City of Ypsilanti demolish existing structures and do some basic site preparation for the addition. The partners are also requesting either transfer of ownership or a long-term lease of the existing Parkridge Recreation Center facility. Staff has separated the two requests into phases, representing the partner's interest in prioritizing the expansion.

Phase 1 – Parkridge addition:

The project is described as follows in the 2012 business plan:

The project begins with a 12,000 square foot addition to the Parkridge Community Center; 6,000 square feet will be dedicated to housing the Work Skills Corporation Employment Services staff presently located in Ann Arbor Michigan. The other 6,000 square feet will be used for the Paul Collins Art Museum which will feature original Paul Collins artwork. A new 501 (c) 3 entity, The Parkridge Cultural and Job Training Center, will be formed as a joint venture between Work Skills Corporation and The Parkridge Community Center. WSC will be the managing partner responsible for the ongoing management of the new facility and its operations. WSC will develop a menu of programs and services that can be delivered immediately and will begin the process of identifying services that need to be developed to augment the many services presently offered by the Parkridge Community Center and its affiliates.

Zoning of the parcels, 767 and 761 Harriet Street, and four additional properties to the east, is R2, one and two family residential. Harriet Street are also zoned R2. The Parkridge Community Center (corner of Armstrong and Harriet), Perry School and parking lot (Perry and Harriet streets) as well as Parkridge Park are all zoned PL, Public Land.



The future land use map denotes houses in the 700 block on the South side of Harriet to remain two-family residential, and there is no other change indicated in the Master Plan. To construct the addition as presented, a Master Plan Amendment and zoning map amendment are required, and have been applied for.

Staff met with the applicant and suggested two potential paths to a master plan amendment and rezoning:

- 1- PL, Public Land district, which would allow cultural exhibitions and educational services as a permitted use.
- 2- Lot combination of three lots (adding in the Parkridge Community Center) and proceeding with Planned Unit Development (PUD).

The applications are requesting a master plan amendment (see attached) and a rezoning to PL, Public land with the potential for half the 700 block to have a residential/business zoning. Staff is seeking clarification on the request.

Phase II – Parkridge Community Center transfer of control

The Parkridge Community Center and Parkridge Park are currently listed as “protected” by the City of Ypsilanti. Additionally, CDBG funds have been used numerous times in the life of the building requiring it maintain available for public use in perpetuity. This might make sale of the property more complicated. However, it does not mean that operation of the facility cannot transfer, similar to what has occurred with the Friends of the Freighthouse, and what is underway with the Friends of the Rutherford Pool. Staff suggests looking into a long-term lease of the facility with an incorporated non-profit “Friends” group as described in the current City of Ypsilanti Parks and Recreation Master Plan.

That process includes:

- Establishment of a non-profit, often a 501c3, to provide management and responsibility for the long-term care and operation of the public facility as a community center
- Development of a business plan that details a long-term operating plan for the lifetime of the lease, as well as a management structure, capacity and financing to sustain the center
- Development of a MOU with the City to agree to the terms, conditions and respective roles related to the operation of the Parkridge Community Center for the duration of the long-term lease.

Discussion Points

Final documentation of options on the property are the last documents required before the application can proceed. However, as the proposal may represent a dramatic change for the neighborhood, staff has prepared an initial list of questions for discussion during Wed.,

1. Will these proposed uses primarily support residents and neighbors, or is it intended as a regional draw? What is the potential impact on neighboring properties
2. What are the plans to accommodate parking?
3. How will the expansion utilize access to the Park?
4. A community meeting was held in May at the Parkridge Center, what kind of attendance and feedback did you experience? What other plans do you have for engagement?
5. Have other locations been considered in more active districts?
6. How are the museum, work skills facility and the existing recreation center intended to interact? Will they be separate or connected? Is the museum expected to be open at the same hours, or based on appointments?
7. The business plan shows consideration primarily of the workforce training facility. Has a marketing study or comparable analysis been done for the museum?

Please contact me with any comments or questions prior to the meeting

Teresa Gillotti

tgillotti@cityofypsilanti.com

734-483-9646

Print Form



City of Ypsilanti Planning & Development Department

One South Huron • Ypsilanti, MI 48197
Phone: (734) 483-9646 • Fax: (734) 483-7260
www.cityofypsilanti.com

Non-refundable
Planning Fee:
\$350

Date: 2/13/2012

MASTER PLAN AMENDMENT APPLICATION

Applicant*

Name Parkridge Advisory Board		
Address 591 Armstrong Drive		
City Ypsilanti	State MI	Zip 48197
Phone / Fax (734) 483-7700		E-Mail

*If applicant is not owner of property, a written, notarized statement from the owner authorizing this application must be included.

Property

Name of project Parkridge Cultural & Job Training Center
Address 591 Armstrong Drive, Ypsilanti, MI 48197
List all parcel numbers &/or Master Plan text references for which a change is requested (may continue on a separate sheet) # 761 and # 767 Harriet Street
Change requested (may continue on a separate sheet): Requesting the block of Harriet Street from Armstrong dr. to Hawkins St. We would like the immediate parcel zoned Public Land and the rest of the block Residential Business. One of the parcels requested is on the demolition list and will likely remain vacant for some time. (see attached)
Circumstances, factors and other relevant information (may continue on a separate sheet): See attached

Signature

I hereby attest that the above information is accurate. I am authorized to and grant permission to the City of Ypsilanti staff to be on the subject property for the purposes of preparing staff reports and/or evaluating this application.	
Signature: <i>John W. Barfield</i>	Date: 2/13/2012
Print Name: John W. Barfield	

Change Requested

Requesting the block of Harriet Street from Armstrong dr. to Hawkins St. We would like the immediate parcel zoned Public Land and the rest of the block Residential Business. One of the parcels requested is on the demolition list and will likely remain vacant for some time.

We would like to use the two lots to build a 10,000 – 12,000 sq. ft. addition to the Parkridge Community Center. 6,000 sq. ft. would be used for office space for the Work Skills Corporation and the remaining 6,000 sq. ft. would be used for the Paul Collins Art Museum for African American Art. Part of the plan would be to do some remodeling inside and outside of the existing center. Cost for construction and remodeling is estimated to be \$2,000,000. The main focus of our project is to build Community pride and most important of all, create new jobs.

Circumstances

The Advisory Board and others have diligently worked to keep the doors of Parkridge Community Center open and maintain services since the city removed recreation from the City Budget. For the past several (5-6) years the Advisory Board has been the main financial contributor and has maintained oversight of the Center.

The Center due to size and inadequate facilities no longer meets the needs of the community or the city. It is well past due for some major renovations.

The Center is located in a depressed area and has a large population of under-educated, unemployed youth and adults that will benefit greatly from the Jobs Skills Program.

The Art and Cultural Museum in addition to being a state of the art museum and cultural center will provide classes and training in art, music, drama and other areas of the arts. It will provide a very much needed facilities for presentations, programs and meeting facilities for the community and the city.

This is a project that will do much to boost the morale of a neighborhood community that has long been overlooked and underserved. However, this project is not just for the immediate area it will also bring a much needed boost to the morale of the City of Ypsilanti.



City of Ypsilanti Planning & Development Department

One South Huron • Ypsilanti, MI 48197
Phone: (734) 483-9646 • Fax: (734) 483-7260
www.cityofypsilanti.com

**Non-refundable
Planning Fee:**
\$800

5/24/2012

Date: _____

MAP AMENDMENT (REZONING) APPLICATION

Applicant*

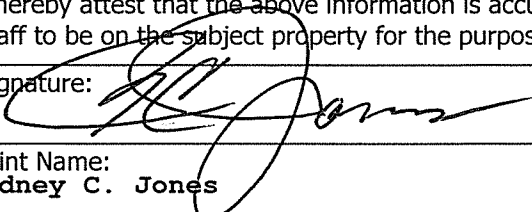
Name Parkridge Cultural & Job Training Center		
Address 100 Summit Street		
City Brighton	State MI	Zip 48116
Phone / Fax 810.227.4868/810.227.1344		E-Mail rodj@wskills.com

*If applicant is not owner of property, a written, notarized statement from the owner authorizing this application must be included.

Property

Name of project Parkridge Cultural & Job Training Center	
Address 691 Armstrong Court, Ypsilanti, MI 48197	
List all parcel identification numbers included in request: 11-11-39-468-008 & 11-11-39-468-007; possibly to include: 006, 005, 004 & 003	
Current Zoning: R2	Proposed Zoning: PL or other Appropriate Zoning
Circumstances, factors, and other relevant information (may continue on a separate sheet): Properties to be included in the construction of an addition to the Parkridge Community Center and the development of the new Parkridge Cultural & Job Training Center	

Signature

I hereby attest that the above information is accurate. I am authorized to and grant permission to the City of Ypsilanti staff to be on the subject property for the purposes of preparing staff reports and/or evaluating this application.	
Signature: 	Date: 5/24/2012
Print Name: Rodney C. Jones	

FY 2012 Business Plan



Parkridge Cultural and Job Training Center



FY 2012 Business Plan

Executive Summary

The Parkridge Cultural and Training Center will be a joint venture between Work Skills Corporation and the Parkridge Community Center formed to expand service delivery to the Greater Ypsilanti Area. The plan centers on a 12,000 square foot expansion of the Parkridge Community Center, located at 591 Armstrong Drive, Ypsilanti, MI 48197. 6,000 square feet will be dedicated to housing the Work Skills Corporation Employment Services staff presently located in Ann Arbor Michigan. The other 6,000 square feet will be used for the Paul Collins Art Museum which will feature original Paul Collins artwork. The estimated project cost is \$1,800,000 - \$2,000,000. Additional Education and Job Training programs and services will be developed to augment the wide range of services presently offered by the Parkridge Community Center.

As we work toward the construction phase of the project, we will also be working with another strong community partner, The Community of God church. The church has a school building that previously housed the Victory Academy. The facility is located on church property near Parkridge Community Center. WSC leased the facility and now provides Employment & Training services from that location until construction at Parkridge is completed. WSC has submitted an application to the State of Michigan to establish a charter Alternative High School at this location.

This business plan has been developed as a tool to guide the expansion of the Parkridge Community Center the development of the Parkridge Education and Job Training Center and the WSC Academy, Ypsilanti Campus.

WSC Overview

In 1973, Work Skills Corporation (WSC) was founded to provide rehabilitation services to people with disabilities. We have since broadened our mission to include a full range of employment and training programs and services to anyone who can benefit.

WSC can be characterized as a quality provider of employment and training services to the community-at-large and quality support services to the manufacturing/business community.

We are a private 501-C3 non-profit Michigan Corporation. We chose the non-profit status to ensure our ability to serve people with more severe disabilities and difficult to serve populations.

Our business headquarters is located at 100 Summit, Brighton. We also have operations located at 3820 Packard, Ann Arbor, 420 Nine Mile Road, Hazel Park, 111 West Street, Brighton and 740 Advanced Street, Brighton.

WSC serves over 1,500 people annually with an operating budget averaging \$12,000,000.

WSC Mission

The mission of Work Skills Corporation is to optimize human potential.

FY 2012 Business Plan

Vision Statement

WSC's team of talented people are motivated to provide world-class employment and training in every venue we choose to compete in, while supplying superior services that address community and global needs; are customer driven; high-quality and innovative.

Core Values

- We value and respect the dignity and individualism of people
- We value teamwork, continuous improvement and customer satisfaction
- We value entrepreneurship and innovation, combined with fiscal responsibility
- We value our commitment and responsibility to the communities we serve

Employee Satisfaction

Recognizing that our most important asset is our human resource, we focus on expanding and enhancing employee satisfaction through training, appreciation and recognition.

Project Overview

The Parkridge Community Center is a small recreation center located in Ypsilanti, Michigan. Established in 1943, the "Center" as it is affectionately known, had been a stable resource in the community for a number of years. A place where community youth and teens gathered to interact with one another in a safe environment, Parkridge "was the place to be." Many local residents recall a time when everyone had to learn how to play pool or chess.

It's where dances were held and you got help with your homework. It's also where the community gathered when there were important issues to discuss. An addition in the early 1980's expanded the center and provided more space for the growing community.

In 2003 due to an already shrinking budget the City of Ypsilanti was forced to eliminate recreation. As one of the city's three recreation facilities, Parkridge was slated to be closed. In response to closure the community rallied behind an effort to keep the facility open as an after school safe haven. Today Parkridge is surviving through partnerships and donations.

Lead by the efforts of an advisory group, Parkridge Community center has developed a programming partnership with Washtenaw Community College. Through this partnership an array of community activities for residents of all ages has started to take place. A grant from the Corporation of National and Community Services has placed three volunteers to help develop and sustain the program. Support from the local universities in placing students as graduate and undergraduate interns have also proven to be an invaluable transference of experience and resource development.

Consultation with community leaders and residents has led to many new programs including art, health education, fitness programming, youth leadership, academic enrichment, sports and recreation activities. Some much needed repairs to the facility – new signage; a fresh coat of

FY 2012 Business Plan

paint, beautiful landscaping and a ground swell of support has the Parkridge Community buzzing.

Project Direction

Parkridge is heading into a new direction with renewed energy and focus. The Parkridge Community understands how vital education, training, entrepreneurship and community improvement is in changing how a community or individual views itself. It is these programs and principals we would like to address as we look to develop the Parkridge Cultural and Job Training Center. As a state of the art Cultural and Training Center, Parkridge will partner with existing programs and services and expanding opportunities with the theme of entrepreneurship.

The project begins with a 12,000 square foot addition to the Parkridge Community Center; 6,000 square feet will be dedicated to housing the Work Skills Corporation Employment Services staff presently located in Ann Arbor Michigan. The other 6,000 square feet will be used for the Paul Collins Art Museum which will feature original Paul Collins artwork. A new 501 (c) 3 entity, The Parkridge Cultural and Job Training Center, will be formed as a joint venture between Work Skills Corporation and The Parkridge Community Center. WSC will be the managing partner responsible for the ongoing management of the new facility and its operations. WSC will develop a menu of programs and services that can be delivered immediately and will begin the process of identifying services that need to be developed to augment the many services presently offered by the Parkridge Community Center and its affiliates.

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Initial services offered:

- Vocational Exploration
- Vocational Assessment
- Job Training
- Job Seeking Skills Training
- Job Placement
- Placement Follow-up

Services to be developed:

- Alternative High School
- GED Preparation
- Occupational Skills Training; focused on entrepreneurship

Objectives

WSC provided a full range of education and job training services to the Ypsilanti community from our Willow Run location until we were forced to close that facility and move to our present

FY 2012 Business Plan

location in Ann Arbor in 2008. Our primary client population continues to be located in the Greater Ypsilanti Area which is where WSC should relocate our offices.

The Parkridge Education and Job Training Center presents WSC the opportunity to return to the community of our client population. To accomplish this, we will:

- Relocate our Ann Arbor office to the Parkridge Center to include; Vocational Assessment, Job Training and Job Placement services
- Develop a GED preparation program
- Develop Alternative High School
- Develop a Social Media/Entrepreneurial program with a Computer Lab
- Develop a manufacturing operation in Ypsilanti to augment Job Training Programs
- Establish a Community Advisory Board to provide input on community need and future program direction

Product Life Cycles

The programs and services offered by WSC vary from community to community based on target populations, expressed needs of the community and the composition of the local employer base. We attempt to keep program content fresh and relevant by surveying our customer base and paying attention to trends in the labor market. We also understand the importance of staying abreast of, and training with the latest technology.

Useful Features/Benefits

Services at WSC are client centered. The client customer plays a prominent role in designing individual service plans and choosing vocational objectives and potential employers. WSC functions as a client advocate, especially in the placement process. We focus on the client and select employers that match client needs.

Return on Investment

It is the intent of WSC to recover the full costs of providing products and services with a positive return on investment. While new programs and services are often developed utilizing grant funds, it is the practice of WSC to develop a fee for service to ensure the ongoing success of our offerings.

Relationship with Government Representatives

WSC enjoys a longstanding positive relationship with our local, state and federal representatives. We interact with the community on many levels from boards, committees, focus groups, and civic groups.

FY 2012 Business Plan

Trends

The economy continues to be weak with high unemployment and lower wages and benefits. Focusing on entrepreneurship is consistent with the national trend toward self employment and/or creating additional sources of income as jobs become more difficult to secure.

Labor Market

The top five expanding industry sectors in Washtenaw County (as measured by employment growth) are utilities, professional/scientific/technical, educational services, real estate, and administrative support. The region hosts a wide variety of private- and public-sector employers, including the University of Michigan, University of Michigan Health Centers, St. Joseph Mercy Hospital, Ford Motor Company, Eastern Michigan University, Veterans Hospital, and Toyota Technical Center among many others. Newly announced employers include Google, Toyota Research Institute, and Aernnova Engineering. It is home to the corporate headquarters of Borders Group and Dominos Pizza. Between 2000 and 2007, the county expanded in population by 7.3% (23,690 residents)—dramatic growth compared to the state (2.2%), but about the same as the nation (7.0%). Caritas estimates indicate growth of 4.3% between 2007 and 2012, reflecting a net population increase of almost 15,000 residents. The county's average annual unemployment rate in 2007 was 4.8%, which was lower than the state average (7.2%), an equal to the national average. In February 2008 the rate was 5.0% versus 7.8% for the state and 4.8% for the nation. The county's labor participation rate in 2007 was 69.50%, above the Michigan average (64.9%) and national average (64.1%).

Washtenaw County has the strongest employment environment in Michigan with an unemployment rate that matches the national average. The county's unemployment rate historically has been below the national average. In 2007 the rate rose to match the national average. Much of the increase is due to downsizings in the transportation and supporting sectors.

Market Definition

Our market area will be Washtenaw County with a focus on the Greater Ypsilanti Area.

Customer Profile

Our customer will be anyone in the community that can benefit from educational support to complete high school and/or take advantage of job training and job seeking services to maximize employment opportunities. Populations that we serve are:

- People with disabilities
- Young Adults (age 20-25) without a High School diploma
- Youth working on High School completion or GED; Job Training
- Adults with criminal records transitioning back into the community

FY 2012 Business Plan

Competition

WSC considers competition in this project to be “friendly competition” in that the groups and agencies that typically provide services in the community might provide similar services in some areas. Our task is to eliminate any duplication of services by partnering whenever possible to maximize service delivery.

Risk

The top business risks that the Parkridge Education and Job Training Center faces are:

- A volatile economy
- Reduction in case service funds in government agencies
- Maintaining sufficient working capital

Key Customer Service Successes/Issues

We schedule routine contacts with customers to solicit feedback and determine their specific business needs.

Relationship with Key Referral Sources

WSC has a longstanding relationship with the groups and agencies that provide the resources to support services to the Ypsilanti population. We will involve each and every source in building the partnerships that strengthen community services.

Several key WSC staff will maintain ongoing customer communication. This helps ensure that referral sources have a connection with more than one staff should turnover occur. Relationships tend to be strong and are typically two-sided. In addition to regular contact, we survey all customers according to specific schedules. Staff is also available all hours by cell phone to ensure customers can reach us pending an emergency.

Financial Plan

Sources of Revenue

The Parkridge Cultural and Job Training Center will have three distinct entities; Work Skills Corporation, Employment & Training; Parkridge Community Center, Recreation & Education; Museum Operations. WSC has a fee for service schedule for all services provided. That revenue will support Employment and training programs and services. Operating expenses for the Parkridge Community Center and the museum will initially be derived through grants and donations. WSC has hired a Chief Development Officer who will be responsible for developing and executing an annual giving plan with an overall objective of establishing an endowment that will support the operations of the Parkridge Cultural and Job Training Center. WSC has also hired additional sales staff to support and expand our staffing service and manufacturing/production operations. Revenue from these business operations will be used for the ongoing expenses in conjunction with grants and WSC Foundation support.

FY 2012 Business Plan

(Attached)

Teresa Gillotti

From: Thom Phillips [tphillips@hobbs-black.com]
Sent: Friday, 24 February, 2012 9:55 AM
To: Teresa Gillotti
Cc: John Barfield; Lisa Sansone, BC,; jhinkley@hobbs-black.com
Subject: Park Ridge - Paul Collins Art Museum - Schematic Site and Floor Plan - Email 1 of 4
Attachments: PARK RIDGE Floor Plan Schematic 02232012 18x24 HOBBS+BLACK.pdf; PARK RIDGE Site Plan Schematic 02232012 18x24 HOBBS+BLACK.pdf; PARK RIDGE Site Plan Schematic B 02232012 18x24 HOBBS+BLACK.pdf

Follow Up Flag: Follow up
Flag Status: Flagged

Good morning Teresa,

Please see the attached schematic design drawings we discussed last Friday. I would be happy to bring over paper copies of these as well if that would be more useful for you.

As you can see, we propose to align the addition roof with the existing Park Ridge Center building in the front, and then meet or exceed the other setbacks. I am also forwarding the progress renderings, which we are continuing to refine.

Please review and phone/email with any questions, comments or concerns. My cell is 734-645-6170

Regards:

Thomas L. Phillips

Vice President

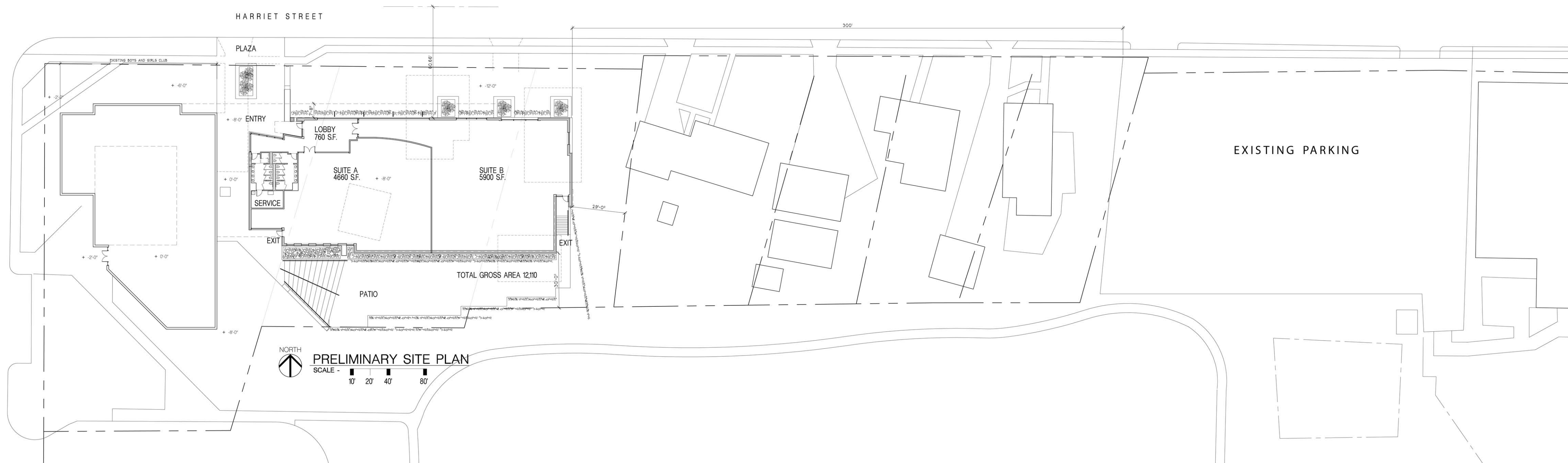
LEED AP

HOBBS+BLACK ARCHITECTS

100 N. State Street Ann Arbor, MI 48104

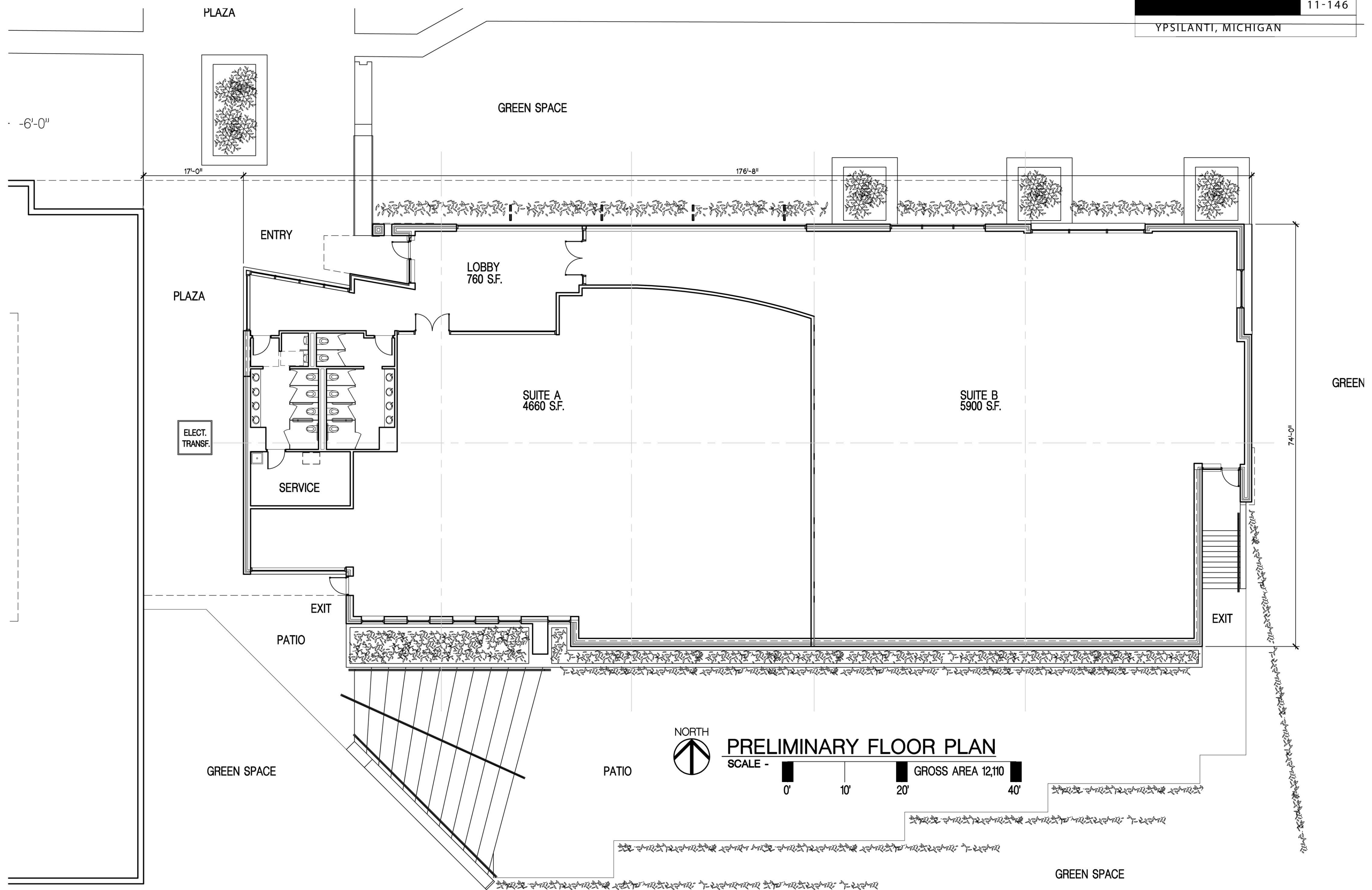
P: 734-663-4189

F: 734-663-1770



NOTE: SITE LAYOUT SUBJECT TO REVISION AFTER SURVEY HAS BEEN COMPLETED

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NOTE: SITE LAYOUT SUBJECT TO REVISION AFTER SURVEY HAS BEEN COMPLETED

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CORPORATE ENTITY DETAILS

Searched for: PARKRIDGE CULTURAL & JOB TRAINING CENTER**ID Num:** 71200Y**Entity Name:** PARKRIDGE CULTURAL & JOB TRAINING CENTER**Type of Entity:** Domestic Nonprofit Corporation**Resident Agent:** RODNEY C. JONES**Registered Office Address:** 100 SUMMIT STREET BRIGHTON MI 48116**Mailing Address:** MI**Formed Under Act Number(s):** 162-1982**Incorporation/Qualification Date:** 3-9-2012**Jurisdiction of Origin:** MICHIGAN**Number of Shares:** 0**Year of Most Recent Annual Report:****Year of Most Recent Annual Report With Officers & Directors:****Status:** ACTIVE **Date:** Present[View Document Images](#)[Return to Search Results](#)[New Search](#)

**BYLAWS
OF
PARKRIDGE CULTURAL AND JOB TRAINING CENTER**

**ARTICLE I
OFFICES**

1.01 *Principal Office.* The principal office of the corporation shall be at such place within the state of Michigan as the board of trustees may determine from time to time.

1.02 *Other Offices.* The board of trustees may establish other offices in or outside the state of Michigan.

**ARTICLE II
MEMBERS**

There shall be no members.

**ARTICLE III
BOARD**

3.01 *General Powers.* The business, property, and affairs of the corporation shall be managed by the board of directors, which may also be referred to as a board of trustees.

3.02 *Number.* There shall be not less than five nor more than seven trustees on the board as shall be fixed from time to time by the board of trustees.

3.03 *Election of Trustees.* The initial board of trustees shall be comprised of five members. One trustee shall be designated by the City of Ypsilanti, one trustee shall be designated by Bartech Corporation, or its successor or assign, and the remaining trustees shall be appointed by Work Skills Corporation. Each trustee shall hold office until the trustee's death, resignation, or removal.

3.04 *Resignation.* Any trustee may resign at any time by providing written notice to the Corporation. The resignation will be effective on receipt of the notice or at a later time designated in the notice. A successor shall be appointed as provided in section 3.06 of the bylaws.

3.05 *Removal.* Any trustee may be removed and replaced by the entity designated in 3.03 that nominated such trustee, or by the remaining directors on the board for cause.

3.06 *Board Vacancies.* A vacancy on the board will be filled with a person selected by entity that originally appointed the departing trustee, as set forth in section 3.03.

3.07 *Annual Meeting.* An annual meeting shall be held each year on a date and at a time set by the Board. If the annual meeting is not held at that time, the board shall cause the meeting to be held as soon thereafter as is convenient.

3.08 *Regular Meetings.* Regular meetings of the board may be held at the time and place as determined by resolution of the board without notice other than the resolution.

3.09 *Special Meetings.* Special meetings of the board may be called by the president or any two trustees at a time and place as determined by those persons authorized to call special meetings. Notice of the time and place of special meetings shall be given to each trustee in any manner at least three days before the meeting.

3.10 *Statement of Purpose.* Neither the business to be transacted at, nor the purpose of, any regular or special meeting of the board need be specified in the notice for that meeting.

3.11 *Waiver of Notice.* The attendance of a trustee at a board meeting shall constitute a waiver of notice of the meeting, except where a trustee attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened. In addition, the trustee may submit a signed waiver of notice that shall constitute a waiver of notice of the meeting.

3.12 *Meeting by Telephone or Similar Equipment.* A trustee may participate in a meeting by conference telephone or any similar communications equipment through which all persons participating in the meeting can hear each other. Participation in a meeting pursuant to this section constitutes presence in person at the meeting.

3.13 *Quorum.* A majority of the trustees then in office constitutes a quorum for the transaction of any business at any meeting of the board. Actions voted on by a majority of trustees present at a meeting where a quorum is present shall constitute authorized actions of the board.

3.14 *Consent to Corporate Actions.* Any action required or permitted to be taken pursuant to authorization of the board may be taken without a meeting if, before or after the action, all trustees consent to the action in writing. Written consents shall be filed with the minutes of the board's proceeding.

ARTICLE IV COMMITTEES

4.01 *General Powers.* The board, by resolution adopted by a vote of a majority of its trustees, may designate one or more committees, each committee consisting of one or more trustees. The board may also designate one or more trustees as alternate committee members who may replace an absent or disqualified member at a committee meeting. If a committee member is absent or disqualified from voting, members present at a meeting who are not disqualified from voting may, whether or not they constitute a quorum, unanimously appoint an alternate committee member to act at the committee meeting in place of the absent or disqualified member. All committees designated by the board shall serve at the pleasure of the board.

A committee designated by the board may exercise any powers of the board in managing the corporation's business and affairs to the extent provided by resolution of the board. However, no committee shall have the power to

- (a) amend the articles of incorporation;
- (b) adopt an agreement of merger or consolidation;
- (c) amend the bylaws of the corporation;
- (d) fill vacancies on the board; or
- (e) fix compensation of the trustees for serving on the board or on a committee.

4.02 *Meetings.* Committees shall meet as directed by the board, and their meetings shall be governed by the rules provided in article III for meetings of the board. Minutes shall be recorded at each committee meeting and shall be presented to the board.

4.03 *Consent to Committee Actions.* Any action required or permitted to be taken pursuant to authorization of a committee may be taken without a meeting if, before or after the action, all members of the committee consent to the action in writing. Written consents shall be filed with the minutes of the committee's proceedings.

ARTICLE V OFFICERS

5.01 *Number.* The officers of the corporation shall be appointed by the board. The officers shall be a president, a secretary, and a treasurer. There may also be a chairperson, vice president, and such other officers as the board deems appropriate. The president shall be a voting member of the board. Two or more offices may be held by the same person, but such person shall not execute, acknowledge, or verify an instrument in more than one capacity if the instrument is required by law or by the president or by the board to be executed, acknowledged, or verified by two or more officers.

5.02 *Term of Office.* Each officer shall hold office for the term appointed and until a successor is appointed and qualified. An officer may resign at any time by providing written notice to the corporation. Notice of resignation is effective on receipt or at a later time designated in the notice.

5.03 *Removal.* An officer appointed by the board may be removed with or without cause by vote of a majority of the board. The removal shall be without prejudice to the person's contract rights, if any. Appointment to an office does not of itself create contract rights.

5.04 *Vacancies.* A vacancy in any office for any reason may be filled by the board.

5.05 *President.* The president shall be the chief executive officer of the corporation and shall have authority over the general control and management of the business and affairs of the corporation. The president shall have power to appoint or discharge employees, agents, or independent contractors, to determine their duties, and to fix their compensation. The president shall sign all corporate documents and agreements on behalf of the corporation, unless the president or the board instructs that the signing be done with or by some other officer, agent, or employee. The president shall see that all actions taken by the board are executed and shall perform all other duties incident to the office. This is subject, however, to the president's right and the right of the board to delegate any specific power to any other officer of the corporation.

5.06 *Vice President.* The vice president, if any, shall have the power to perform duties that may be assigned by the president or the board. If the president is absent or unable to perform his or her duties, the vice president shall perform the president's duties until the board directs otherwise. The vice president shall perform all duties incident to the office.

5.07 *Chairperson.* The chairperson, if elected, shall preside at all board meetings. The chairperson shall have the power to perform duties as may be assigned by the board. If the president is absent or unable to perform his or her duties, the chairperson shall perform the president's duties until the board directs otherwise. The chairperson shall perform all duties incident to the office.

5.08 *Secretary.* The secretary shall (a) keep minutes of board meetings; (b) be responsible for providing notice to each trustee as required by law, the articles of incorporation, or these bylaws; (c) be the custodian of corporate records; (d) keep a register of the names and addresses of each officer and trustee; and (e) perform all duties incident to the office and other duties assigned by the president or the board.

5.09 *Treasurer.* The treasurer shall (a) have charge and custody over corporate funds and securities; (b) keep accurate books and records of corporate receipts and disbursements; (c) deposit all moneys and securities received by the corporation at

such depositories in the corporation's name that may be designated by the board; (d) complete all required corporate filings; and (e) perform all duties incident to the office and other duties assigned by the president or the board.

ARTICLE VI CORPORATE DOCUMENT PROCEDURE

No corporate documents (including stocks, bonds, agreements, insurance and annuity contracts, qualified and nonqualified deferred compensation plans, checks, notes, disbursements, loans, and other debt obligations) shall be signed by any officer, designated agent, or attorney-in-fact unless authorized by the board or by these bylaws.

ARTICLE VII INDEMNIFICATION

7.01 *Nonderivative Actions.* Subject to all of the other provisions of this article, the corporation shall indemnify any person who was or is a party, or is threatened to be made a party to, any threatened, pending, or completed action, suit, or proceeding. This includes any civil, criminal, administrative, or investigative proceeding, whether formal or informal (other than an action by or in the right of the corporation). Such indemnification shall apply only to a person who was or is a trustee or officer of the corporation or who was or is serving at the request of the corporation as a trustee, officer, partner, trustee, employee, or agent of another foreign or domestic corporation, partnership, joint venture, trust, or other enterprise, whether for profit or not for profit. The person shall be indemnified and held harmless against expenses (including attorney fees), judgments, penalties, fines, and amounts paid in settlement actually and reasonably incurred by the person in connection with such action, suit, or proceeding, if the person acted in good faith and in a manner he or she reasonably believed to be in or not opposed to the best interests of the corporation. With respect to any criminal action or proceeding, the person must have had no reasonable cause to believe his or her conduct was unlawful. The termination of any action, suit, or proceeding by judgment, order, settlement, or conviction or on a plea of *nolo contendere* or its equivalent, shall not by itself create a presumption that (a) the person did not act in good faith and in a manner the person reasonably believed to be in or not opposed to the best interests of the corporation, or (b) with respect to any criminal action or proceeding, the person had reasonable cause to believe that his or her conduct was unlawful.

7.02 *Derivative Actions.* Subject to all of the provisions of this article, the corporation shall indemnify any person who was or is a party to, or is threatened to be made a party to, any threatened, pending, or completed action or suit by or in the right of the corporation to procure a judgment in its favor because (a) the person was or is a trustee or officer of the corporation or (b) the person was or is serving at the request of the corporation as a trustee, officer, partner, trustee, employee, or agent of another foreign or domestic corporation, partnership, joint venture, trust, or other enterprise,

whether or not for profit. The person shall be indemnified and held harmless against expenses (including actual and reasonable attorney fees) and amounts paid in settlement incurred by the person in connection with the action or suit if the person acted in good faith and in a manner the person reasonably believed to be in or not opposed to the best interests of the corporation. However, indemnification shall not be made for any claim, issue, or matter in which the person has been found liable to the corporation unless and only to the extent that the court in which the action or suit was brought has determined on application that, despite the adjudication of liability but in view of all circumstances of the case, the person is fairly and reasonably entitled to indemnification for the expenses that the court considers proper.

7.03 Expenses of Successful Defense. To the extent that a person has been successful on the merits or otherwise in defense of any action, suit, or proceeding referred to in sections 7.01 or 7.02 of this article, or in defense of any claim, issue, or matter in the action, suit, or proceeding, the person shall be indemnified against expenses (including actual and reasonable attorney fees) incurred in connection with the action and in any proceeding brought to enforce the mandatory indemnification provided by this article.

7.04 Contract Right; Limitation on Indemnity. The right to indemnification conferred in this article shall be a contract right and shall apply to services of a trustee or officer as an employee or agent of the corporation as well as in such person's capacity as a trustee or officer. Except as provided in section 7.03 of this article, the corporation shall have no obligations under this article to indemnify any person in connection with any proceeding, or part thereof, initiated by such person without authorization by the board.

7.05 Determination That Indemnification Is Proper. Any indemnification under sections 7.01 or 7.02 of this article (unless ordered by a court) shall be made by the corporation only as authorized in the specific case. The corporation must determine that indemnification of the person is proper in the circumstances because the person has met the applicable standard of conduct set forth in sections 7.01 or 7.02, whichever is applicable. The determination shall be made in any of the following ways:

- (a) By a majority vote of a quorum of the board consisting of trustees who were not parties to such action, suit, or proceeding.
- (b) If the quorum described in clause (a) above is not obtainable, by a committee of trustees who are not parties to the action. The committee shall consist of not less than two disinterested trustees.
- (c) By independent legal counsel in a written opinion.

7.06 Proportionate Indemnity. If a person is entitled to indemnification under sections 7.01 or 7.02 of this article for a portion of expenses, including attorney fees, judgments, penalties, fines, and amounts paid in settlement, but not for the total amount, the corporation shall indemnify the person for the portion of the expenses, judgments, penalties, fines, or amounts paid in settlement for which the person is entitled to be indemnified.

7.07 Expense Advance. Expenses incurred in defending a civil or criminal action, suit, or proceeding described in sections 7.01 or 7.02 of this article may be paid by the corporation in advance of the final disposition of the action, suit, or proceeding, on receipt of an undertaking by or on behalf of the person involved to repay the expenses, if it is ultimately determined that the person is not entitled to be indemnified by the corporation. The undertaking shall be an unlimited general obligation of the person on whose behalf advances are made, but it need not be secured.

7.08 Nonexclusivity of Rights. The indemnification or advancement of expenses provided under this article is not exclusive of other rights to which a person seeking indemnification or advancement of expenses may be entitled under a contractual arrangement with the corporation. However, the total amount of expenses advanced or indemnified from all sources combined shall not exceed the amount of actual expenses incurred by the person seeking indemnification or advancement of expenses.

7.09 Indemnification of Employees and Agents of the Corporation. The corporation may, to the extent authorized from time to time by the board, grant rights to indemnification and to the advancement of expenses to any employee or agent of the corporation to the fullest extent of the provisions of this article with respect to the indemnification and advancement of expenses of trustees and officers of the corporation.

7.10 Former Trustees and Officers. The indemnification provided in this article continues for a person who has ceased to be a trustee or officer and shall inure to the benefit of the heirs, executors, and administrators of that person.

7.11 Insurance. The corporation may purchase and maintain insurance on behalf of any person who (a) was or is a trustee, officer, employee, or agent of the corporation or (b) was or is serving at the request of the corporation as a trustee, officer, employee, or agent of another corporation, partnership, joint venture, trust, or other enterprise. The insurance may protect against any liability asserted against the person and incurred by him or her in any such capacity or arising out of his or her status as such, whether or not the corporation would have power to indemnify against liability under this article or the laws of the state of Michigan.

7.12 Changes in Michigan Law. If there are any changes in the Michigan statutory provisions applicable to the corporation and relating to the subject matter of this

article, the indemnification to which any person shall be entitled shall be determined by the changed provisions, but only to the extent that the change permits the corporation to provide broader indemnification rights than the provisions permitted the corporation to provide before the change.

ARTICLE VIII CONFLICTS OF INTEREST

A conflict of interest can arise whenever a trustee or officer or a member of his or her family: (1) has an existing or potential interest which impairs or might appear to impair his or her independent judgment in the discharge of responsibilities to the corporation or (2) may receive a material benefit from knowledge of information which is confidential to the corporation. Members of the board of trustees and officers have a clear fiduciary obligation to the corporation in connection with their service in such capacities. At all times they shall act in a manner consistent with this fiduciary obligation and shall exercise particular care that no detriment to the interests of the corporation (or appearance of such detriment) may result from a conflict between those interests and any personal interests which the individual trustee or officer may have. The board of trustees shall adopt a policy for trustees and officers to follow in the event of conflicts, and for the annual reporting of any conflicts. All trustees and officers shall adhere to the conflict policies adopted by the board of trustees from time to time.

ARTICLE IX COMPENSATION

When authorized by the board, a person shall be reasonably compensated for services rendered to the corporation as an officer, trustee, employee, agent, or independent contractor, except as prohibited by these bylaws.

ARTICLE X FISCAL YEAR

The fiscal year of the corporation shall end on December 31st of each year.

ARTICLE XI AMENDMENTS

The board of trustees at any regular or special meeting may amend or repeal these bylaws, or adopt new bylaws by vote of a majority of the trustees, if notice setting forth the terms of the proposal has been given in accordance with any notice requirement for the meeting of the board.



Teresa Gillott
City Planner
City of Ypsilanti City Hall
One South Huron Street
Ypsilanti, MI. 48197

Dear Ms. Gillotti:

Please be advised that Work Skills Corporation began operations at 855 Jefferson Street, Ypsilanti February 6th. We relocated staff from our Ann Arbor office to better serve the Ypsilanti community. We presently provide Employment & Training services; Vocational Assessment, Vocational Exploration, On the Job Training, Job Coaching, Job Placement and Follow-up services.

Per staff recommendations in the memo to City Council dated January 19, 2012, we have met with several groups, agencies and individuals and will continue these efforts to coordinate delivery and to insure non duplication of services. We have a long and positive history of working with county departments including Workforce Development and look forward to strengthening these relationships.

WSC is a 501 (c) 3 Michigan, Non Profit organization and provides services to the Ypsilanti community as such. We will begin the application process this week to establish a separate 501 (c) 3 entity that will include the partnership of the Parkridge Community Center and Work Skills Corporation to form the Parkridge Cultural and Job Training Center. If granted the opportunity, we look forward to serving the Ypsilanti community from the new and expanded Parkridge facility under the auspices of the new 501 (c) 3 entity.

WSC applied for and was awarded a grant to establish a charter Alternative High School at the 855 Jefferson Street location. We have applied to multiple universities to sponsor the Ypsilanti Academy and hope to hear soon. We look forward to working closely with the Ypsilanti School District, Washtenaw Community College and Eastern Michigan University as we strive to keep our young citizens in school, graduate and prepare them for successful futures.

The advice and counsel of your department and the Ypsilanti City Council is welcomed and appreciated. We thank you for the opportunity to serve the Ypsilanti community.

Sincerely,

A handwritten signature in black ink, appearing to read "Rodney G. Jones", is written over a large, stylized circular graphic element that is part of the letter's design.

Rodney G. Jones
President, CEO



WORK SKILLS CORPORATION
100 SUMMIT
BRIGHTON, MI 48116
PH: (800) 966-9616 FAX: (810) 227-1344

February 16, 2012

Mr. John Barfield

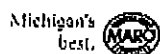
Re: The Parkridge Cultural and Job Training Center

The Parkridge Cultural and Job Training Center (PCJTC) will be a joint venture between Work Skills Corporation and the Parkridge Community Center formed to expand service delivery to the Greater Ypsilanti Area. The plan centers on expansion of the Parkridge Community Center, located at 591 Armstrong Drive, Ypsilanti, MI 48197, to initially house the Work Skills Corporation Employment Services staff presently located in Ann Arbor, Michigan. Additional educational and job training programs and resources will be developed to augment the wide range of services presently offered by the Parkridge Community Center.

The Parkridge Cultural and Job Training Center is intended to provide a place that is affordable, safe, and sustainable so that families and individuals can connect to share experiences, learn from each other, and improve their quality of life. The more popular recommended uses, as identified in the series of community focused conversations and the Ypsilanti Community Needs Assessment survey, are as follows: job training and placement; after school and between terms youth engagement activities; educational or training events; group meeting space such as nonprofit and civic organization meetings; holiday parties; social activities; nonprofit office and administrative space; community board meetings; youth gathering and leadership activities; local artists displays, exercise or stretching classes, health education; committee meetings, nonprofit fundraising events; gatherings on topics of interest such as book clubs, gardening, recreational opportunities; library/resource center; gaming area; self-development activities and training on entrepreneurship.

The Parkridge Cultural and Job Training Center is heading into a new direction with renewed energy and focus. The PCJTC understands how vital education, training, entrepreneurship and community improvement is to changing how a community or individual views itself. It is these programs and principals that have fostered this partnership with the Work Skills Corporation.

In 1973, Work Skills Corporation (WSC) was founded to provide rehabilitation services to people with disabilities. We have since broadened our mission to include a full range of employment services to anyone who can benefit. WSC can be characterized as a quality service and support provider to the community-at-large. We are a private 501-C3 non-profit Michigan Corporation. We chose the non-profit status to ensure our ability to serve people with more severe disabilities and difficult to serve populations. Initial services that will be



"Our business is employment & training.
Our product is job-ready people."



ISO9001 Certified



American Staffing Association



VISIT US AT:
www.wskills.com

provided by Work Skills Corporation Employment Services staff include: career counseling, job seeking skills training, job placement and follow-up as well as an extension of our home health care division.

The Parkridge Education and Job Training Center presents WSC the opportunity to return to the community that we have served for many years. To accomplish this, we will relocate our Ann Arbor office to the Parkridge Center; develop a Social Media/Entrepreneurial program with a Computer Lab and establish a Community Advisory Board to provide input on community need and future program direction.

The PCJTC has established a mission of community capacity building and collaboration with other businesses and organizations, both private and nonprofit and encourages volunteerism for full community participation to maximize resources and minimize service duplications.

PCJTC commits to maintaining long-standing partnerships with the Washtenaw County Employment Training and Community Services Group, the Washtenaw Intermediate School District (WISD), Eastern Michigan University Gear-U and the Business Side of Youth (B. Side) programs, Washtenaw Community College and the Ypsilanti School District.

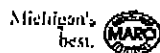
PCJTC intends to interface with local, state and federal trade associations and professional groups including Ann Arbor/Ypsilanti Chamber of Commerce, MARO Employment and Training Association, Greater Ann Arbor Society for Human Resource Management, the Economic Development Corporation, NISH, the American Staffing Association and the National Veteran Owned Business Association.

We appreciate this opportunity to enhance current delivery of services and resources within the Parkridge Community and surrounding areas. We look forward to working collaboratively with area service providers and educational institutions. We look to the community and its members for guidance as PCJTC moves forward.

Sincerely,



Anita Gibson
Vice President
Work Skills Corporation
anitag@wskills.com
810-534-6116



"Our business is employment & training.
Our product is job-ready people."



ISO9001 Certified



MEMBER
American Staffing Association



VISIT US AT:
www.wskills.com

767 Harriet St.

Ypsilanti, Michigan

48197

Ypsilanti City Planning Dept.

1 So. Huron St.

Ypsilanti, Mi.48197

To Whom It May Concern:

I Helen Marshall, owner of 767 Harriet Street have given consent/agreement for the Parkridge Advisory Board to purchase my property for the price of \$30,000, providing the City of Ypsilanti grants building rights to said Board for the construction of an addition to the current Parkridge Community Center.

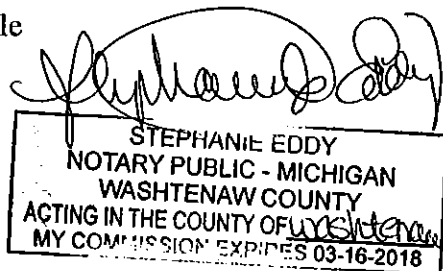
Providing the City refuses to grant building rights, this consent/agreement is null and void.

Sincerely,


Helen Marshall

Property#: 11-11-39-468-008

Description on File



Notary



Memo

To: Planning Commission
From: Teresa Gillotti, Planner II
Date: June 20, 2012

Subject: Study Item: Master plan amendment for Superior Road Property and former Boys and Girls Club Parcel

In this year's annual report, the Planning Commission stated a desire to help City Council achieve their goal of property disposition by looking into a disposition policy (revision in July) and potential master plan amendments and rezoning for existing City-Owned property available for sale.

Staff wanted to initially present two such parcels:

1. Parcel # 11-11-05-240-003, Superior Road

This property is approximately .35 acres and is the only property in the City along Superior Rd. It has Huron river access, and is currently zoned R1. This designation may be due to a previous deed restrictions limited development to single-family; however the City Attorney has challenged that and there is a ruling that the restriction no longer applies. The riverfront is considered a protected land per the city's ordinance, and staff would recommend establishment of an access easement along the frontage. The attached map shows adjacent land uses. Further west along the road, a smattering of medical offices have been constructed due to the proximity and access to St. Joseph's medical center. Staff would recommend potential consideration of the following zoning changes:

R3- multi-family – medium density. This would allow the following special uses:

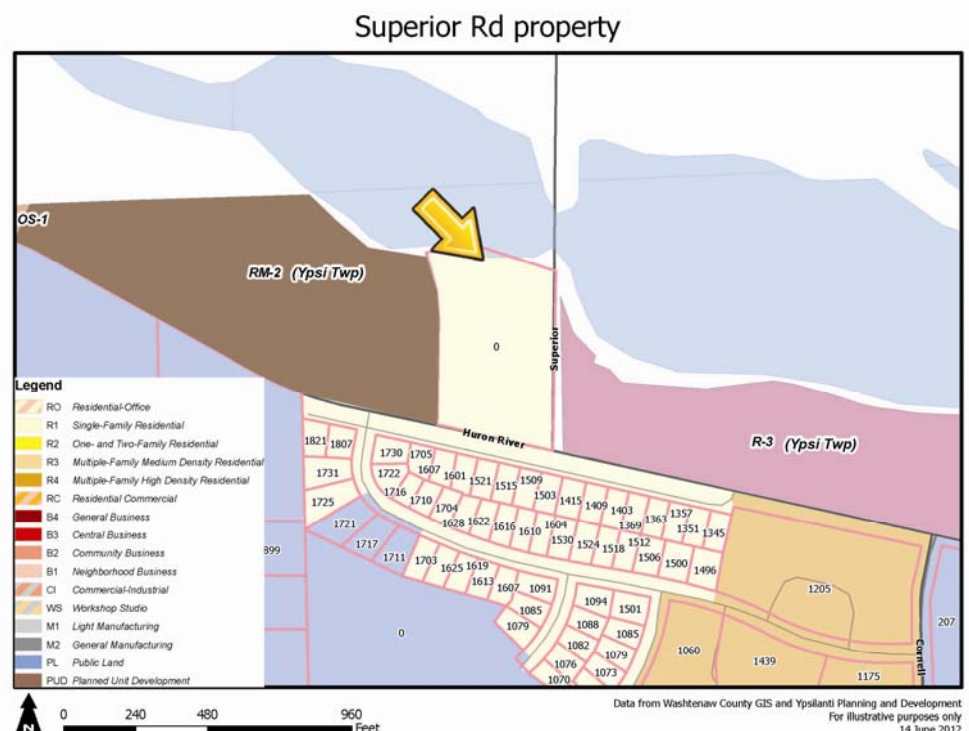
- o Bed and breakfast
- o Medical/dental office and clinic
- o Senior Citizens housing
- o Nursing home
- o Etc.

RO- Residential- Office. This would allow the following permitted uses:

- o Arts and Crafts Studios and Schools
- o Business and professional offices
- o Health office (excluding medical/dental office and clinics which are special use)
- o Residential uses up to 6 units
- o Etc

And special uses:

- o Bed and breakfast, Cultural exhibit and performance venue, Medical or dental office or clinic
- Private clubs or lodges, Housing for elderly, Nursing homes, Etc.



2. Parcel #11-11-09-111-001, 220 N. Park

This property is approximately 3.8 acres and is located on Park Street along Railroad right-of-way, adjacent to both C1, Commercial Industrial, and R1, Single family residential zoning districts. The property still has a dugout, and large building with full-sized gym, youth-sized locker rooms, classroom, and other space, as well as a breezeway connecting to a small office/garage space. The structure is built into a hill, and the site has significant grade changes.

This property is zoned R4, so the existing gym is a legal non-conforming use. Staff would recommend the following potential rezoning for the site:

WS – Workshop Studio. This would allow the following special uses:

- o Upper story residential
- o Arts and crafts studios or schools
- o Cinema production
- o Cultural exhibit and performance venue
- o Manufacture and production (limited)
- o Offices
- o Printing services
- o Appliance repair
- o Multi-family up to four units
- o wholesaling
- o Etc.

Special uses:

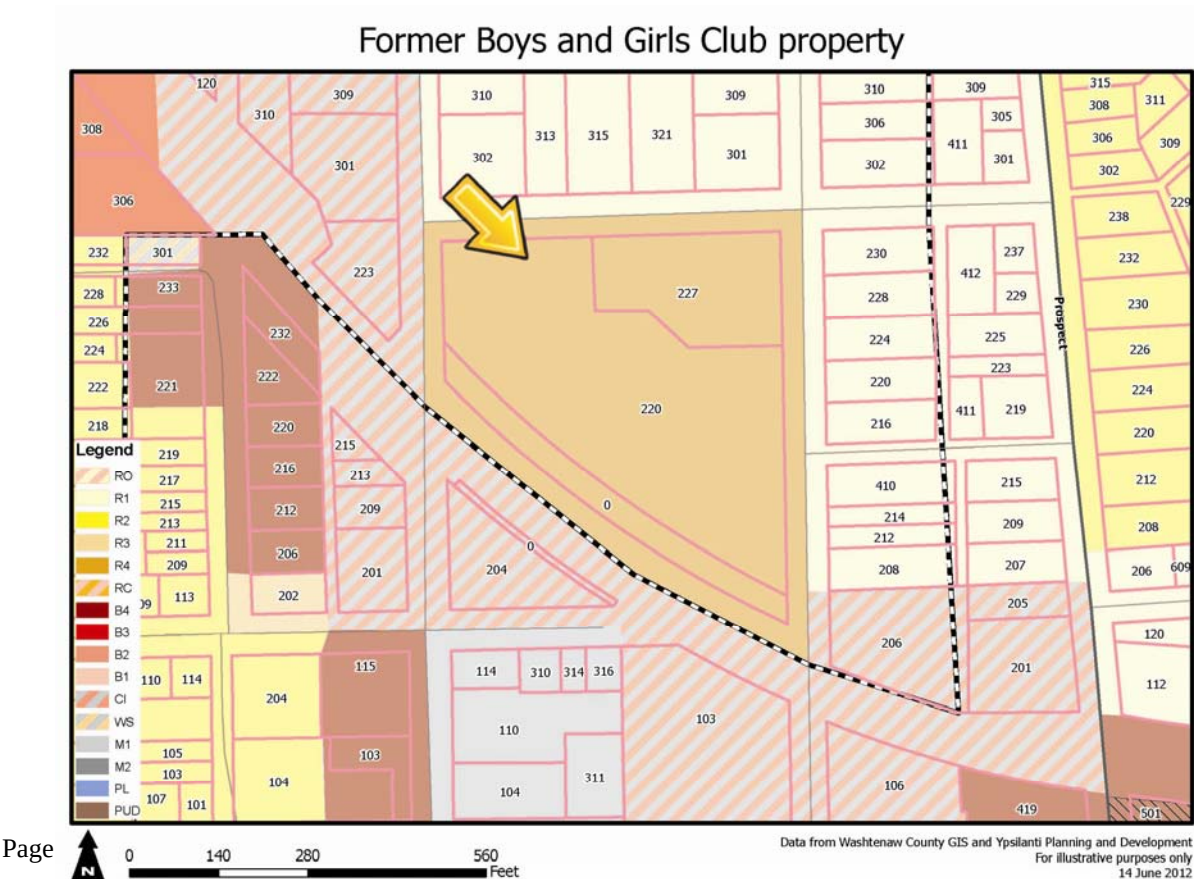
- o Clubs, Theaters, Community garage/community parking lot

CI- Commercial Industrial This would allow the following special uses:

- o Upper story residential
- o Arts and crafts studios or schools
- o Cinema production
- o Cultural exhibit and performance venue
- o Manufacture and production (limited)
- o Offices
- o Printing services
- o Appliance repair
- o Multi-family up to four units
- o wholesaling
- o Etc.

Special uses:

- o Clubs
- o Theaters
- o Community garage/community parking lot



City of Ypsilanti
2014 MASTER PLAN
REQUEST FOR PROPOSALS
Date

INTRODUCTION

The City of Ypsilanti is a small, dense urbanized community comprising 4.5 square miles within 15 miles of Detroit Metro airport and about 10 miles from Ann Arbor. It is the second city to incorporate in the State of Michigan, and has the 5th largest historic district in the state. The historic character is a wonderful complement for a youthful population – more than 35% of which is aged 18-24 due to the presence of Eastern Michigan University, as well as the proximity to the University of Michigan. Ypsilanti's population density is one of the highest in Washtenaw County, at roughly 6.4 people per acre. The land area is completely built out, and opportunities for growth are primarily in the form of redevelopment. Approximately 40% of the land area is in use by non-profits with Eastern Michigan University the largest owner of land in the City.

Ypsilanti has two downtowns, Historic Downtown Ypsilanti, located at the end of the old plank portion of the Chicago Road connecting Detroit to Chicago. Depot Town grew up around the regional and inter-urban railroads in the region. Ypsilanti has a strong automotive history which is still on display at the Automotive Heritage Museum, Ypsilanti Fire Museum and the Ypsilanti Historical Society. The Hudson and Tucker were both developed and produced in Ypsilanti.

The decline of the automotive industry and manufacturing has had a great impact on the City. Since 2001 Ypsilanti lost close to 1,600 manufacturing jobs; considering the City's population at that time was 22,362 that represent 7% of the total population. The challenges of this include a loss in property value, and personal property and large vacancies, or underutilized industrial space. Currently, the largest taxpayers in Ypsilanti are rental property owners. Remaking the economy in Ypsilanti has focused on small business development. Ypsilanti maintains low barriers of entry for new businesses, and is used to entrepreneurs starting up businesses and opening storefronts. However, new construction is still stymied in general and more so in Michigan.

Economic development efforts in Ypsilanti have been focused on placemaking. Walkability, public transit, and work toward securing commuter train service on the Ann Arbor to Detroit Line have all been transportation goals. Current efforts toward a regional transit authority may replace the City's existing service contracts with the AATA. The City's recreational programming ended in 2004, so local "friends" groups have been supporting such facilities as the Rutherford Pool, Senior Center, Parkridge Park, and are working towards completing renovation and opening the Historic Freighthouse in Depot Town. Summer events continue to provide a draw in the region, and more recent efforts such as the Shadow Art Fair, Krampus Festival and Mittenfest connect with the growing arts and music communities. A growing reputation among foodies also has helped Ypsilanti secure its place as both an everyday and destination restaurant and entertainment area in the region.

The positive changes in the community – rehabilitation in Downtown, Depot Town and along West Cross at the front door of EMU belie the financial challenges of the community. Ongoing efforts to battle the existing blight, maintain code enforcement levels as well as policing continue to be a challenge. Additionally, the diversity of the population doesn't reflect equity, as the minority populations suffer from higher unemployment and poverty rates as well as less educational attainment. Ypsilanti and

Ypsilanti Township receive the majority of human services support from Washtenaw County and provide the vast majority of affordable housing the county.

Ypsilanti has also been a leader in civil rights, as the first City in Michigan to pass a living wage ordinance and adopt an ordinance banning discrimination in housing, employment and public accommodation based on sexual orientation, gender identity/transgender status or body weight. The U.S. Census analysis of 2010 population data ranked Ypsilanti as one of the top 5 Michigan Cities for gay couples.

With all these challenges and opportunities, the City of Ypsilanti intends to begin a multi-year process to develop a new City's Master Plan and zoning ordinance with an emphasis on policy goals, flexibility and meeting local and regional goals and building on the existing character, energy and dedication of the community at large.

PROJECT DESCRIPTION

The City is hoping to engage a firm to coordinate and develop a new Master Plan, followed by a revised zoning ordinance over the course of 30 months (see attached workplan). The City received funding through Washtenaw County's successful HUD Sustainability Grant. The aforementioned workplan includes HUD approved milestones for the project, and should be considered in your proposed schedule.

The City of Ypsilanti's previous master plan from 1998 was a status quo plan that made assumptions common in many Master Plans, in this case, that industrial users would be maintained. A later Cross Street Neighborhood Improvement plan encouraged downzoning in near campus neighborhoods with sizable housing stock, made the conversion into fewer units and/or single family financially infeasible since the housing crisis. While regional and global economic factors cannot be predicted or managed in the master planning process, the City is looking for a different approach to this master plan, one that focuses on long-standing core values and characteristics to guide long-term decisions related to land use, housing, transportation, equity, and overall community sustainability including quality of life and opportunity for all of Ypsilanti's current and future residents.

Comment [AU1]: Don't do it!

After reviewing many recent local plans, the City is requesting that potential consultants set aside their existing templates, and consider new approaches to a hybrid policy/land-use plan for the City of Ypsilanti. It is important to the Planning Commission that this document be grounded in real opportunity and not suffer from boosterism or glossing over real issues to be addressed in the community. To assist in communicating some of the ideas for this, the Planning Commission's Master Plan Update Committee has put together a reading list for reference:

- [1974 Policy Plan for the City of Cleveland](#)
- [1972 – Ypsilanti 1 – alternative futures](#)

Comment [AU2]: Include Grand Rapids? Other cities outside of Michigan?

In addition to meeting the requirements of the Michigan's Planning Enabling Act, PA 33 of 2008, the Planning Commission intends for this document to include the following analysis and recommendations:

- Development of overarching "values" section that reflect community goal and character that can be used to guide decision making in the future which may include:
 - Accessibility, conservation and celebration of natural resources, commitment to transportation options, Availability of quality housing of various types and located in various areas of the City; further encouraging an open and accepting community
- TOD planning around the proposed commuter rail stop in Depot Town (initial) as well as consider other locations further west along the rail line closer to EMU (in case full service level is reached)

Comment [AU3]: Need to find a better way to get at that – for business community as well as the overarching community

Comment [AU4]: Yes or no?

- Integrate TOD planning principals into area plans for Depot Town, a former train Depot and future location of the Ann Arbor to Detroit Commuter Rail stop as well as Washtenaw Avenue Corridor TOD efforts around improved transit service
 - Similar consideration of E. And W. Michigan Avenue and Huron River Drive, just north of Eastern Michigan University and other mixed use corridors and ways to enhance accessibility to transportation options
- Development of a housing typology study in the master plan to further integrate affordable housing throughout the community as well as plan for a variety of housing options. This typology will inform zoning revisions
- Specific recommendation for Huron River frontages – allowing, when appropriate, public access, public views, slope stabilization and other relevant recommendations
- Inclusion of 5 year Capital Improvements Plan

Comment [AU5]: y/n?

The Planning Commission had not expected to have the funding to undertake a full re-write of the Master Plan originally, so had been working on incremental changes over the past few years. These efforts/ideas/community engagement need to be incorporated into the process and plan. AS well, much of the data collection and community engagement must be utilized in this process. These recent efforts include:

- [DDA Blueprint for Downtown](#) (2008)
- [Non-Motorized transportation plan](#) 2010
- [South of Michigan Community Needs Assessment](#) 2011
- [Climate Action plan](#) (draft) 2012
- [Parks and Recreation Master Plan](#) (in progress 2012)
- 1998 Master plan review matrix
- 1998 demographics update (2011-2012)
- [AATA draft 5 year plan](#) (2012)gyi
- [Washtenaw County Affordable Housing Needs Assessment](#) (2007)
- [2035 Long Range Transportation Plan for Washtenaw County](#)
- [ReImagine Washtenaw Avenue](#)
- [Washtenaw County Comprehensive Plan](#) (2004)
- Eastern Michigan University Capital Improvements Plan
- DDA downtown development plan (include drawings for increased density downtown)

Engagement approach to the hybrid plan

The Planning Commission has a small master plan update committee currently. It is expected that a Steering Committee will be formed while the RFP is out to the public. The Commission is interested in potential firms proposing a structure for creating the plan that generally follows this process:

- 1- Development of Steering committee who works on draft for values/overarching policy
- 2- Development of outreach/participation strategy
- 3- Convene work and stakeholder groups for focus areas to develop area/topic strategies and content per outreach and engagement strategy (Planning Commissioners serving leadership roles)

The Master Plan must ultimately provide a set of implementation strategies that focus on the general policies and specific tasks the Township must undertake to realize the visions and goals recognized through the master planning process. The development of the Master Plan will be accomplished through meaningful and thorough research, a comprehensive public participation process, and the utilization of various pools of talent including professional consultants, Township staff, volunteers from

the community, the support of the professionals in neighboring communities, and various outside agencies.

CONSULTANT(S)' ROLE

At the point of selection, an Executive Steering Committee will be established to oversee and guide the entire planning process. The consultant will work closely with the Executive Steering Committee to define the details of the process and a specific timeline for all aspects of the master planning process. Throughout the process the consultant will work closely with the Planning Department to: conduct background research, plan and facilitate various elements of the public participation process, provide updates on the process for the community using a variety of techniques social media and other web-based and cell phone based media, and draft all components of the Master Plan document including various maps, charts, tables, and other graphics. The consultant will be responsible for reporting to the Planning Commission and ultimately preparing the final draft of the Master Plan document to be presented to the Ypsilanti City Council for adoption after recommendation from the Planning Commission. It is expected that the consultant will continue to support the resulting Master Plan and the City in the future as needs may arise. Additionally, the consultant may choose to also submit a proposal for a full revision of the City's zoning ordinance.

PROCESS COMPONENTS

- Background research will, at a minimum, consist of the documents listed above and will include analysis of housing data for the housing typology analysis (some featured in the South of Michigan Community Needs Assessment) as available in the City Assessor's database (10+ years of parcel data)
- Public Participation – the outreach strategy (to be proposed by the consultant) should include a variety of means for garnering participation through meetings, online, and in-person. Special attention should be paid to individuals and groups that are not typically represented in planning processes. In the case of the City, this includes, seniors, youth, EMU students, low-income individuals, those with accessibility concerns as well as representing racial and ethnic diversity
- Presentations – In accordance with PA 33, of 2008, the Planning Commission and the City Council are required to take action at various points in the Master Planning process. Presentations will be made to each body prior to each action. The stage in the process and progress will determine the scope of these presentations. The planning staff will provide regular reports to the Planning Commission.

Comment [AU6]: need to estimate the number of public input sessions or presentations per Cheryl's' note on clearly giving consultants and idea of time in the community in order to have apples to apples estimates

Comment [AU7]:

Comment [AU8R7]: confirm this with HUD timeline

Comment [AU9]: this is fairly complete by committee

PLAN COMPONENTS

The following are the minimum components that must be included in the Master Plan.

Community Profile

Prepare a comprehensive profile of the City including history, location, demographics, and general physical characteristics of the City, ~~as well as a projection of the future~~
~~community profile.~~

Inventory

Create an inventory of existing land uses; existing policies including the current and future land use plans; community assets; elements of the built environment; natural resources; and an analysis of the implementation of past plans.

Comment [AU10]: have lots of this – make sure easements included

Values/Policy

This component of the plan reflect the character and values of the community, and provide the overarching approach to land use, housing, transportation, community and economic development,

long-term sustainability, and other relevant choices for this community for the next 20 years which will be dynamic in more new ways. These are the guiding principles and should be the default considerations when there are future request for modification from the plan, etc.

Land Use

Existing Land Use -This component of the plan should include an inventory of existing land use and a detailed analysis of how and why the existing land use has come to be, including historic development patterns, past policies, and regulations such as Comprehensive Plans and the Zoning Ordinance.

Future Land Use - Previous FLU maps have not aged well, the committee is looking for means to provide an idea of future land use, but also a means for adjusting it in a thoughtful way if a variety of changes to allow it to adapt to community needs. However, this map/plan should reflect proposed transportation networks, housing, economic development strategies, and the relationship between various land uses. The future land use component of the plan should focus on innovative ways to encourage infill, provide for mixed-use developments, encourage adaptive reuse, provide for alternative modes of transportation, protect existing character, support the vision for the future character, and protect natural features.

Focused development areas

Comment [AU11]: maintain most of the old – rethink railroad, harriet street, mich ave (e/w) ecorse, HRD, others?

Transportation Plan

The Transportation Plan must recognize commuter patterns, existing and proposed land uses and the relationship to Eastern Michigan University, as well as other communities. Particular attention as to how land use and transportation alternatives and options related to EMU must be included. The recently completed (2010) Non-Motorized Transportation plan will provide the majority of information on transportation alternatives and should be updated and included.

Preparing this portion of the plan must include collaboration and coordination with WATS, neighboring communities, AATA, MDOT, and regional planning agencies such as the Southeastern Michigan Council of Governments and Washtenaw County Planning.

Housing

As alluded to above, the City has a variety of neighborhoods and housing typologies while also providing a large percentage of the county's affordable housing. The plan should include an existing housing typology plan and recommend opportunities for diversifying housing products, increasing density, when appropriate, maintaining historic building stock, providing new mixed use opportunities that include housing, and reintegrating neighborhoods based on the availability of housing options. Consideration should also be given to alternative energy technologies and sustainable development practices for existing and future housing developments and the potential need for expanded amenities in existing neighborhoods.

Quality of Life

Comment [AU12]: Will revisit after other sections firmed up

Sustainability

Building off of the Climate Action plan, how can values like equitable development and equity in general be considered within this category?

Conservation

Comment [AU13]: Bonnie maps

Emphasis is on conserving and providing ongoing opportunity for interaction with the Huron River in particular as well as the few other natural(ish) areas within the City. This should include an inventory and specific recommendations on access (see above) to the River.

Economic Development

This section must identify existing characteristics of the City which support economic development that can be enhanced and promoted. It should also identify characteristics that must be developed in order to attract and retain businesses and the high quality workforce necessary to support them. The Committee is interested in exploring potential clusters to attract including a potential small-scale production incubator space (reuse of existing structure) and small business attraction and expansion space. Niches such as “green” businesses should also be pursued if appropriate. Lastly, potential for creating employee-owned or cooperative business where potentially low-skilled labor can earn higher incomes through progressing through ownership should be explored to help provide opportunity to existing residents.

Implementation

The creation of a well developed set of implementation strategies designed to provide guidance and direction to be used by decision makers is a critical component of the plan. It must be pragmatic and detailed, so that the City can achieve goals identified for each section of the plan. These strategies shall include specific recommendations for prioritizing projects, developing infrastructure, funding strategies, public education, creating necessary ordinances, and direction for rewriting the existing Zoning Ordinance. A Zoning Plan shall also be provided in accordance with PA 33 of 2008.

SUBMITTAL REQUIREMENTS

The following information shall be provided for any primary consultant submitting a proposal as well as any collaborating consultant or contractor who will be executing any tasks outlined in this RFP:

1. Provide a company profile and proof of license to practice in Michigan.
2. Provide a profile/resume for all primary employees or subcontractors who will be carrying out any part of your proposal. Please indicate past projects the team has worked on together, or how they operate together whether at the same firm, or with potential subcontractors
3. Provide descriptions of your firm’s experience working in environments you feel are similar to the City of Ypsilanti. Please do not include work you have done in the City that is more than 10 years old.
4. Provide a least three (3) samples of work your firm has completed for communities you consider to face similar challenges and opportunities as the City of Ypsilanti or examples of innovative planning documents your firm has created regardless of the community.
5. Provide a list of client references you have contracted with for similar projects. Include the project title, date, name, address, phone number, email address, and a contact person, as well as a brief description of the scope of work.
6. Provide a description of your typical public participation process and any innovative techniques that your firm has found to be effective in meeting the goals of the public participation process as described in this request. Indicate how you think this may need to be adapted for work in the City.
7. Describe your understanding of this project and any challenges you foresee.
8. Describe any resources, or significant skills or talents that your firm can bring to the process that distinguishes your firm from other similar consultants.
9. Using the HUD Work plan supplied, provide a more detailed work plan and schedule as well as a proposal for structuring the process
10. Include a schedule of fees outlined by task, in addition to an overall not-to-exceed lump sum cost.

Submittals shall be no more than 25 sheets double sided, not including resumes and sample planning documents. Links to planning documents are preferred.

Applicants must submit five (5) paper copies and (1) digital copy in a sealed envelope.

Submittals must be made to the City Clerk's Office no later than 3:00 pm on Aug ____ 2012.

City of Ypsilanti Clerk's Office

Attention: Master Plan

1 S. Huron St

Ypsilanti, MI 48197

Comment [AU14]: First week in Aug.

Proposals will be opened Monday July ____ at 9:00 am.

The City reserves the right to accept or reject all or any part of any and all proposals. The City will award the contract based on the total quality of the proposal.

A pre-bid meeting will be held to answer questions on _____

Please direct all questions to Teresa Gillotti, Planner II

Phone (734) 483-9646 or email: tgillotti@cityofypsilanti.com

City of Ypsilanti Master Plan & Zoning

Livability Principles Addressed:

Long Term Outcomes:

Activity 8 YPSILANTI MASTER PLAN REVISION and ZONING REWRITE: Advance local sustainable development planning and implementation practices through the revision of the City's Master Plan focusing on Transit Oriented Development, creative economies, and providing a diversity of housing options and coordination with neighboring jurisdictions through corridor planning.

Provide more transportation choices; Promote equitable, affordable housing; Enhance economic competitiveness; Support existing communities; Coordinate policies and leverage investment; Value communities and neighborhoods

Develop an updated Master Plan that responds to changing economic climate - providing options for small and creative economies, housing options, Transit Oriented Development along proposed commuter rail stop and along transit supported commercial corridors, and planning for

TASK	DESCRIPTION	DELIVERABLE	RESPONSIBILITY	DUE	MEASURES	EVALUATION
Task 8.1	Develop overall scope and RFP for the Master Plan update and zoning ordinance rewrite	RFP including full project scope submitted for HUD review	City Staff	2nd QTR 2012	Master Plan and zoning overall scope and design is completed	Collect feedback and make summaries of all activities; adherence to HUD requirements and outcomes measures identified in approved work plan and logic model.
Task 8.2	Issue RFP for consultant services to assist with Master Planning process and zoning rewrite in conjunction with overall planning strategy	Selection of consultant, submit for HUD review	City Staff, MP update committee, City Council	3rd QTR 2012	Release of RFP and execution of Consultant Services agreement to assist with overall Planning process	
Task 8.3	Develop outreach and public engagement strategy	Outreach and public engagement plan	Consultant, City staff	3rd QTR 2012	Plan targets variety of stakeholders, and in particular underrepresentative populations	same as above
Task 8.4	Convene work and stakeholder groups for focus areas to develop area/topic strategies and content per outreach and engagement strategy	Public engagement plans outlined with partners input; Stakeholder groups meetings held	Consultant, MP Update committee, City staff	4th QTR 2012	Initial findings include feedback from stakeholder groups and other input processes	same as above
Task 8.5	Review and document previous planning work and augment existing data collection	Draft demographics, housing analysis and TOD opportunities section	Consultant, City staff	1st QTR 2013	Initial findings include/references relevant local and regional plans, and includes new data analysis.	same as above
Task 8.6	Present Initial findings at public meeting including all stakeholders and residents	Initial findings available as presentation and in info-sheets and various formats	Consultant, City staff	3rd QTR 2013	Feedback from initial findings included in draft master plan	same as above
Task 8.7	Draft Master plan available for review per outreach and engagement strategy, including adjacent communities	Draft master plan disseminated in variety of locations and formats.	Consultant, City staff, HUD	4th QTR 2013	Input received from nearby jurisdictions, residents and other stakeholders	same as above
Task 8.8	Master plan adopted	Final Master Plan as Adopted	Consultant, MP Update committee, City staff	4th QTR 2013	Plan adopted	same as above
Task 8.9	Retool any timelines, schedules or strategies focused on zoning ordinance rewrite - kickoff process	Update of schedule with milestones, including outreach and public engagement plan - kickoff meeting	Consultant, City staff	1st QTR 2014	Scope and schedule are updated to reflect move into zoning rewrite process and communicated to community	same as above
Task 8.10	Present Initial findings at public meeting including all stakeholders and residents	Initial findings available as presentation and in info-sheets and various formats	Consultant, City staff	2nd QTR 2014	Feedback from initial findings included in zoning rewrite	same as above
Task 8.11	Draft Zoning ordinance for review per outreach and engagement strategy, including adjacent communities	Draft zoning ordinance submitted to local jurisdictions, and HUD	Consultant, MP Update committee, City staff	4th QTR 2014	Input received from nearby jurisdictions, residents and other stakeholders	same as above
Task 8.12	Zoning ordinance adopted by City Council	Ordinance adopted	Consultant, MP Update committee, City staff	1st QTR 2015	Ordinance adopted	same as above

Ypsilanti Non-Motorized Advisory Committee – June 2012 Meeting Minutes

1. Call to order – The meeting was brought to order at 7:05pm, June 7, 2012 at the Ypsilanti District Library, 229 West Michigan Avenue in downtown Ypsilanti. Committee members present included Adam Gainsley, Kevin Hill, Bob Krzewinski and Cheryl Weber. Also present was City Councilman Pete Murdock and other guests.
2. Introductions
 - a. Audience participation – None.
3. General business
 - a. Agenda approval – A motion was made to approve the agenda by Cheryl Weber, seconded by Adam Gainsley, passing without objection.
 - b. Approval of May meeting minutes - A motion was made to approve the May minutes by Cheryl Weber, seconded by Adam Gainsley, passing without objection.
 - c. Committee communications received – None.
 - d. July meeting – With the regular meeting date for July being the day after Independence Day, it was decided that there will not be a July meeting due to many people being out of town. The next scheduled meeting will be Thursday, August 2nd.
 - e. Other
4. Old business
 - a. Complete Streets improvements update – Bicycle symbol signs added to the existing “Share The Road” signs in the City is expected over the summer.
 - b. Downtown bike routes-signage-maps – Adam Gainsley is continuing to work with Jake Albers of the Ypsilanti Downtown Development Association (DDA) on a Ypsilanti specific bicycle map. Also Jake passed out maps for labeling input which should be returned to him.
 - c. Additional bike parking hoop locations – Bob Krzewinski met with Teresa Gillotti of the City Planning Department recently on a walking tour of where additional bicycle parking loops could be placed and will put the results of this site visit in writing for the Committee. Also, Bob will supply a list of present bike hoop locations to the DDA that in turn is from a flyer by the Ypsilanti Health Coalition.
 - d. City Non-Motorized web page – The City should have a dedicated Non-Motorized Committee page up within the next week on the “Boards and Commissions” portion of the City webpage.
 - e. 2012 Non-Motorized Committee Priorities – Adam is continuing to work on a League Of American Bicyclists Bike Friendly Community application.
 - f. Bike-Bus-Walk Week (Bike To Work Week) – A report was given by Bob Krzewinski of the May activities with a brief discussion for events next year.
 - g. Mix market involvement – No new update.
5. New Business
 - a. Planning Department update – Teresa Gillotti of the City Planning Department was unable to attend the meeting but Bob Krzewinski will meet with her and report back to the Committee by email.
 - b. Labor Day Ypsi “Bridge” Walk – Bob Krzewinski reported that the Michigan Governor’s Council on Physical Fitness, Health and Sports is encouraging cities in the state to have their own Labor Day “bridge” walks for people that cannot travel to the big walk across the Mackinac Bridge. Bob Krzewinski will work on trying to set up a local walk.
 - c. Other – Kevin Hill reported that the Ypsilanti Crossroads Music Festival will run most Fridays in July and August with Adam Gainsley and Bob Krzewinski working on temporary bicycle racks for the events. Bob Krzewinski reported that national Walk To School Day will be October 3rd. Bob Also reported on Michigan Legislature bills that would end the Michigan Complete Streets Committee and seriously cut non-motorized project funding in the State. On the legislation, Bob will work up summaries for possible action by City Council through the Planning Commission.
6. Major project working groups
 - a. Complete Streets subcommittee – No updates.
 - b. Sidewalks subcommittee – The need to confirm sidewalk conditions and report back to the City Planning Department was discussed.
 - c. Non-motorized projects list subcommittee
 - Border To Border Trail completion – Adam Gainsley and Teresa Gillotti recently did a walking survey of possible B to B Trail routes north out of Frog Island Park to Eastern Michigan University.
 - I-94 non-motorized crossings (Grove Road, Huron Street) – No new updates.
7. Other items – Bob Krzewinski presented a draft press release on the Adventure Cycling Association Underground Railroad bicycle tour route which passes through Ypsilanti. Bob will send out this press release through the Friends of the Border To Border Trail.
8. Adjournment – At 8:10pm a motion was made to adjourn the meeting by Cheryl Weber, seconded by Adam Gainsley, passing unanimously.

May 2012 Ypsilanti Non-Motorized Advisory Committee Meeting Minutes

1. Call to order - The meeting was brought to order at 7:05pm, May 3, 2012 at the Ypsilanti District Library, 229 West Michigan Avenue, downtown Ypsilanti. Committee members in attendance were Adam Gainsley, Kevin Hill and Bob Krzewinski.
2. Introductions
 - a. Audience participation – Guests at the meeting gave brief comments to the Committee.
3. General business
 - a. Agenda approval – Motion by Gainsley, second by Krzewinski, to accept the agenda and approved unanimously.
 - b. Approval of April meeting minutes - Motion by Gainsley, second by Krzewinski, to accept the April meeting minutes and approved unanimously.
 - c. Committee communications received – Adam Gainsley discussed programs by a grass-roots Grand Rapids bicycle advocacy group that could possibly be of use in Ypsilanti.
 - d. July meeting – Whether to meet in July will be decided at the June meeting.
4. Old business
 - a. Complete Streets improvements update - No new updates. West Cross Street non-motorized improvements expected to begin in the summer.
 - b. Downtown bike routes-signage-maps – Adam Gainsley will work with Jake Albers of the Ypsilanti Downtown Development Authority, who has experience in map-making, for a Ypsilanti specific bicycling map.
 - c. Additional bike parking hoop locations – On the morning of May 10th, Adam Gainsley and Bob Krzewinski will do a field trip with Teresa Gillottii of the City Planning Department to possible additional bike parking hoop locations in Depot Town and downtown.
 - d. City Non-Motorized web page – A dedicated new City Non-Motorized Committee web page is now up with content to be added by Bob Krzewinski. Also the site will be made easier to find by the City Planning Department staff.
 - e. 2012 Non-Motorized Committee Priorities – Adam Gainsley is continuing work on the League of American Bicyclists “Bike Friendly Community” application. At the annual Bike Ypsi Spring Ride May 6th, the Non-Motorized Committee will have a display table and will gather input on suggestions for bicycle/walking improvements to the City.
 - f. Bike-Bus-Walk Week (Bike To Work Week) – May 13-19 – Flyers were distributed on the week’s events which are also posted on the Bike-Bus-Walk Ypsi website at www.bbwypsi.org.
 - g. Mix market involvement – The Committee has been invited to drop off non-motorized information at the market.
5. New Business
 - a. Planning Department update – Bob Krzewinski gave an update on subjects he recently talked over with the City Planning Department that are non-motorized related. These included non-motorized improvements to the Huron Street/I-94 overpass (possible work in 2015-16), the Grove Road/I-94 overpass (possible work in 2013), sidewalk improvements and public information.
 - b. The Adventure Cycling Association supplied a map of their new Underground Railroad bike tour route that goes through Ypsilanti. The Non-Motorized Committee will work on press releases to the local media informing the public of this route.
6. Major project working groups
 - a. Complete Streets subcommittee – No new updates.
 - b. Sidewalks subcommittee – City Planning Department is asking the Non-Motorized Committee to confirm sidewalk gaps on a City sidewalk map.
 - c. Non-motorized projects list subcommittee
 - Border To Border Trail completion – Adam Gainsley and Bob Krzewinski will meet with Washtenaw County Parks and Recreation Commission staff on May 4th at a “Friends Of The Border To Border Trail” meeting to discuss Border To Border Trail issues, including those that relate to Ypsilanti.
 - I-94 non-motorized crossings (Grove Road, Huron Street) – Covered in item 5(a) above.
7. Other items – None.
8. Adjournment – Next meeting Thursday, June 7, 2012, Ypsilanti District Library. A motion was made by Gainsley, seconded by Krzewinski, to adjourn the meeting, passing unanimously.

