

AN ECONOMIC RECOVERY STRATEGY FOR THE DOWNRIVER COMMUNITIES OF RIVER ROUGE, ECORSE, WYANDOTTE, RIVERVIEW AND TRENTON

**PREPARED ON BEHALF OF THE DOWNRIVER COMMUNITY
CONFERENCE**

SEPTEMBER 2018

PREPARED BY

MDB INSIGHT

100 BROADVIEW AVE

SUITE 322

TORONTO, ON M4M 3H3





Table of Contents

1.	Introduction	1
1.1	Background	2
1.2	Expected Outcomes & Project Methodology	2
1.3	Coordinating with Other Economic Development Efforts.....	4
1.4	Defining Regional Economic Development for the Downriver Communities	7
2.	Creating the Strategy	11
2.1	Creating the Strategy	12
2.2	Technical Research (Conditions Analysis).....	12
2.3	Community Engagement	17
3.	Strategy Direction.....	22
3.1	What Should We Focus Our Efforts On.....	23
3.2	Where Should We Focus Our Efforts.....	29
4.	Strategic Pillars & Recommendations.....	44
4.1	How We Recover	45
4.1.1	Strategic Pillar #1: Strengthening Quality of Place.....	45
4.1.2	Strategic Pillar #2: Educating Our Future Workforce	46
4.1.3	Strategic Pillar #3: Growing Entrepreneurship	47
4.1.4	Strategic Pillar #4: Becoming Investment Ready.....	48
4.1.5	Strategic Pillar #5: Marketing the Region.....	49
5.	Implementation.....	51
5.1	Implementation Structure.....	52
5.1.1	Creation of a Regional Economic Development Corporation.....	52
5.1.2	Branding a Region.....	53
5.1.3	Implementation.....	54

For the purposes of this report the following terms are applied to define the five communities.

- **Downriver Communities:** Refers to the 5 communities of River Rouge, Ecorse, Wyandotte, Riverview and Trenton.
- **Downriver Region:** Refers to the 20 Downriver Communities in Wayne County



1. Introduction





1.1 Background

The recent news of the closure of the DTE Rouge River and Trenton power plants in 2020 requires redevelopment and new economic development opportunities for the residents of River Rouge, Ecorse, Riverview, Wyandotte, and Trenton in order to ensure the long term viability of these communities.

Located along the Detroit River, the power plants are situated in an area with an extensive history of industrial production. They are also located less than a mile (River Rouge) from the proposed Gordie Howe International Bridge to Canada. While the elimination of these plants will have a direct impact on industrial tax assessment in both communities, their departure offers an opportunity to bring needed economic recovery to the area, through community revitalization, new business and industrial investment, and increased employment opportunities.

Currently, these five communities of Downriver are in the midst of a broader regional economic decline. With over half of the population across the communities having incomes under the poverty line, a historically disadvantaged minority community, and an unemployment rate that is nearly double that of other Wayne County communities, the decline being experienced has been ongoing for some time. Historically and today, these five communities rely on the stability of steel production and automotive manufacturing success in southeastern Michigan. Throughout the 1930s-1970s, steel production and automotive manufacturing industries attracted thousands of workers that resided in these communities. However, since 1980 and the economic downturn of the late 2000s and early 2010s, Southeast Michigan has seen over 50.9% of its manufacturing and production jobs leave. The impact spurred an ongoing increase of foreclosed properties across the Downriver region.

However, recent municipal efforts have begun to slowly introduce a recovery process into the area. Each community has begun or recently completed a master planning effort that has led to an emphasis on downtown revitalization and quality of place characteristics (i.e., trails, waterfront development). Recognizing these efforts, the Downriver Community Conference (DCC) in conjunction with DTE Energy and the five communities applied for a grant administered by the U.S. Department of Commerce, Economic Development Administration to complete a region-wide economic development recovery strategy that focuses on responding to the long-term economic distress along with identifying new opportunities for economic vitality in the area.

To assist with the completion of the Economic Recovery Strategy, the DCC sought proposals from qualified economic development consultants, selecting MDB Insight, an economic development consultancy firm from Toronto, Canada.

1.2 Expected Outcomes & Project Methodology

The Downriver Community Conference has long appreciated the contributions that economic development makes to the sustainability of the region and its municipalities. With that objective in mind, it has worked to garner substantial levels of municipal support that is helping to build a stronger local and regional economy. Its successes include the provision of small business assistance to southeast Detroit region communities, a Brownfield Redevelopment Program that empowers member communities to prevent, assess, safely clean up and sustainably reuse brownfields, and a partnership network that includes connections to county, state and federal agencies.



In particular, the Brownfield Redevelopment Program is an excellent example of the effectiveness of the DCC. The organization recognized the importance of limited greenspace and made an effort to understand the economic, social and other gains that would result in focusing on brownfield redevelopment. It then structured an action plan building the partnerships and resources required to overcome the regulatory, technological and financial barriers that were impeding brownfield redevelopment and made a commitment to support these through a formal program designation.

In many ways, this project has followed a similar formula – determining an overall vision of economic growth for the communities of River Rouge, Ecorse, Wyandotte, Riverview and Trenton and the specific opportunities that will realize the vision and setting an action plan that identifies the required partnerships and resources for moving forward. While the brownfield redevelopment program was in pursuit of a singular goal, an economic recovery strategy will identify several high-level opportunities requiring a renewed focus on partnership building and priority setting between the communities, the DCC as well as other local and regional partners.

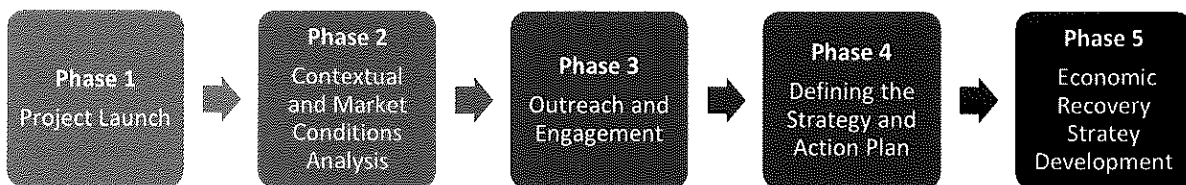
Achieving these objectives requires a different approach, orientation and definition of economic planning in the five communities; one that understands the high-priority areas of economic opportunity in the region and its existing capabilities, but stresses the importance of an inter-disciplinary and regional approach and reflects Southeast Michigan Council of Governments (SEMCOG) Partnership for Prosperity Economic Development Strategy. In addition, the approach needs to consider emerging trends (e.g. diverse population, globalization, market volatility, urban-rural migration, coal plant closures, etc.). As such, the project will provide justification for regional economic development decisions that generate interest among the stakeholders to achieve success that goes beyond political and administrative boundaries.

The five communities provide a critical connection within the larger Detroit-Toledo Corridor, one of the most productive manufacturing and transportation and logistics regions across the nation. The area's diverse economy is vital to the future economic prosperity of Michigan. In order to promote a greater intensity of economic activity, all levels of government and the private sector must come together to make smart investments in infrastructure and programs and make changes to regulations that will enable growth and investment.

The result of this project will be a foundational document that informs and advises key stakeholders on the priorities for economic development in the five communities. The study is anticipated to play a key role in the coordination of various economic development initiatives being undertaken by local governments, the private sector, SEMCOG, and the State and the Federal Governments.

Overall, the study follows a five phase process as demonstrated in Figure 1.

Figure 1: Project Process





1.3 Coordinating with Other Economic Development Efforts

An inter-disciplinary and regional approach to economic development requires an understanding of existing regional and local economic development efforts. A review of the current economic development programs and policy documents impacting the five communities assists in grounding the Economic Recovery Strategy in an understanding of the growth opportunities and challenges for the region and in identifying where coordination in regional and local planning efforts might take place.

1.3.1 Regional Initiatives

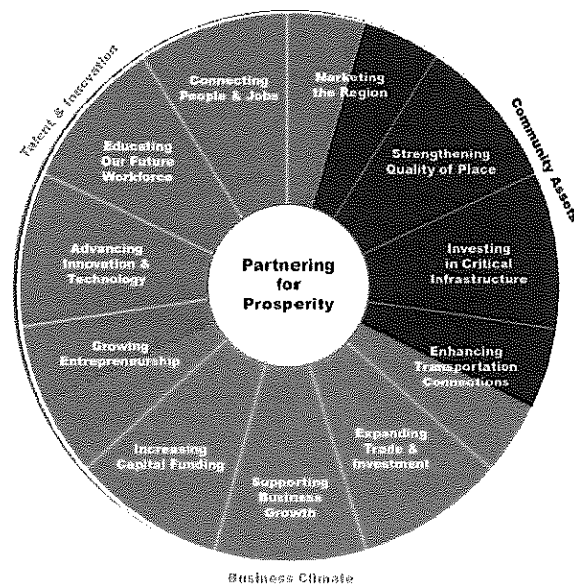
SEMCOG Partnering for Prosperity – Economic Development Strategy

The 2016 Partnering for Prosperity – Economic Development Strategy is a broad regional approach to economic development for Southeast Michigan. The plan is comprised of 11 interrelated strategies within three core areas, namely, community assets, business climate, and talent and innovation, each with specific action plans.

The action plans demonstrate a commitment to improving the quality of life for the downriver communities. Community development efforts relay a need to market local assets, improve transportation infrastructure and revitalize downtowns. It calls for increasing economic participation in individual communities, to enable employment growth and reduce poverty. Business development strategies identify support for local businesses, entrepreneurship growth, an increase in trade and capital funding. Talent and innovation is the third core of the strategy and emphasizes the need to invest in education and innovation and strengthen networks between systems and sectors to further the economic infrastructure.

The strategy is comprehensive in that it recognizes the role of regional marketing, partnerships and organizations in advancing the economic agenda of Southeast Michigan. This includes the development of a regional branding campaign and regional site selection tool and partnerships with SEMCOG, Next Michigan Development Corporations (NMDCs), University Research Corridor (URC), Automation Alley, Lightweight Innovations for Tomorrow, Institute for Advanced Composite Manufacturing Innovation and the Pure Michigan campaign.

Although the strategy identifies ongoing projects in the region that link to the core areas, the plan lacks specific direction on accountability and performance metrics for each of the action plans. However, the core areas identified in the strategy have influenced the development of this document.





Michigan Economic Development Corporation's Redevelopment Ready Communities (RRC) Program

The RRC Program is a voluntary, no-cost certification available to all communities' across the state of Michigan. This program enables communities to evaluate planning, zoning and development considerations against a set of best practices and thereby develop effective redevelopment strategies. The program is a three-step process that includes a best practices training session, formal evaluation, and certification. Through the process, communities can identify top sites for redevelopment and market them to developers and businesses. The program provides certified communities with an advantage over other communities to attract new investment as they have access to Michigan Economic Development Corporation (MEDC) assistance, broad community support and effective business-friendly procedures and marketing efforts.

Recently, River Rouge, Wyandotte and Trenton had their RRC evaluations completed with Ecorse's RRC evaluation currently underway. The next step would be to become a certified RRC community. Once certified, communities have access to additional technical assistance and opportunities to showcase their community to potential developers. Each RRC community is expected to be making progress toward certification on a regular basis in order to remain in good standing, but ultimately a community can work toward certification at its own pace.

Other Regional Community Development Efforts

Other regional community development efforts such as the Michigan Main Street Program and the Placemaking tool guide are designed to promote redevelopment through a set of best practices. The Michigan Main Street Program identifies Wayne County as a 'select level' community and provides technical assistance to develop and maintain the historic character of local main streets.

The Rising Tide Initiative is another regional partnership between the Michigan Economic Development Corporation (MEDC), Talent Investment Agency, and Michigan State Housing Development Authority and is centered on building capacity within the Rising Tide communities. As one of the ten Rising Tide communities, the City of River Rouge received technical assistance in developing a Master Plan, Downtown Revitalization Strategy, Target Market Analysis, a Branding Strategy, and a corresponding Communications Plan.

1.3.2 Local initiatives

In addition to the regional strategy and development initiatives, the five communities have developed plans to provide the context for community development, marketing, and business attraction. These include the Ecorse Master Plan, Riverview Master Plan, River Rouge Action Plan, River Rouge Downtown Revitalization Strategy, Wyandotte Downtown Development Authority Strategic Plan and the Downtown Wyandotte Healthy Initiative Plan.

River Rouge

The 2017 River Rouge Action Plan developed as a planning document for the next 15-20 years, focused on 6 priority areas, namely, Housing, Redevelopment, Health and Environment, Communication, Transportation and Economic Development. The plan identifies the need for a city-led approach to redevelopment that includes updating zoning considerations to support medical marijuana businesses,



leveraging the RRC Program to identify potential redevelopment sites, supporting local businesses and improving the downtown and downtown buildings, creating a worker co-rental space and vacant storefront program that improves the conditions of empty stores by partnering with local artists. The plan also identifies the importance of engaging with the local high school and encourages students to volunteer for the City. The plan also identifies the importance of regional partnerships, entrepreneurship and workforce training through the Southeast Michigan Community Alliance (SEMCA) skilled trades training fund and Detroit Micro-Enterprise Fund to achieve this vision.

The 2017 Downtown Revitalization Strategy (developed in concert with the Corridor Improvement Plan, currently under development) focuses on improving the downtown and the surrounding neighborhoods in River Rouge. The strategy is centered on addressing the high vacancy rate across the city and recommended 7 projects to revitalize the downtown. These projects include the creation of an online inventory of available properties, Facade Improvement Program, Vacant Storefront Program, a grocery store and streetscape and wayfinding along Jefferson.

Ecorse

The 2015 Ecorse Master Plan identifies downtown revitalization and redevelopment of properties as strategic priorities to attracting medium and high-income residents and successfully transition from the industrial past to commercial and office-based growth. The goals of the plan that specifically relate to economic recovery include the creation of a downtown corridor and enhanced waterfront access along Jefferson Avenue, development of Frenchman's Cove/Dingell Park Area and the heritage districts around Salliotte Street. Business investment to support both local businesses and attract new businesses is also identified as central to economic growth. The Plan emphasizes the need to improve program and marketing support for start-ups and entrepreneurs, a business incubator and manufacturing "maker" spaces to allow for innovation, networks, research, and development. Community development and investments include the development of community facilities, neighborhood beautification programs and promotion of a unified vision for the City.

Wyandotte

The 2017 Wyandotte Downtown Development Authority Strategic Plan and the Downtown Wyandotte Healthy Initiative Plan recognizes the value of the business marketing, place-making and design initiatives and public-private partnerships as central to growth. They also acknowledge the need to develop and diversify retail businesses in the downtown. In 2016, the City conducted a Comprehensive Market Feasibility Study for the development of a hotel in Wyandotte, Michigan. Based on the economic condition and market feasibility, the report proposed an upper midscale hotel either along the Riverfront between Oak and Elm or along the entrance to the downtown at South Gateway corner of 3rd and Eureka.

The above-reviewed documents speak to a community undergoing an economic transition. While the planned closures of the DTE Energy power plants in River Rouge and Trenton and declining traditional base will have implications for growth and infrastructure development, the region is also anticipating growth opportunities associated with the re-opening of the Bascule Bridge and planned developed of the international Gordie Howe Bridge to Canada. Similar to the broader regional strategy, the individual community master plans recognize the role of community-based growth that includes support for local businesses and enhanced regional partnerships, educational offerings, and transportation infrastructure.



Riverview

The 2015 Riverview Master Plan is an update to the 2009 plan to determine goals, objectives and future land use for the City of Riverview for the next 10 to 20 years. The plan identifies support for and development of business districts and industrial sites along with improving and maintaining community facilities. The plan envisions a move from intensive industrial to light manufacturing, research and development and alternative energy uses along with recreation and supporting commercial uses. It is a strategic document in that it prioritizes zoning and development considerations for four opportunity areas, namely, Jefferson Avenue corridor, Pennsylvania Road, Fort Street between Pennsylvania Avenue and Sibley Road and West side of Fort Street North of King. Specifically, the Jefferson Avenue corridor and Pennsylvania Road is intended to be repurposed for clean industry and research facilities or as a mixed-housing residential neighborhood. The Fort Street and West side of Fort Street North of King are both commercial parcels and is envisioned as a pedestrian-friendly office, commercial and/or residential zone. Although the plan details specific recommendations and timelines for implementation, the performance measures have not been explicitly defined.

Trenton

The 2017 Trenton Resiliency Master Plan is the combination of an updated Master Plan and Resiliency Plan. The Resiliency Master Plan places a heightened focus on impending change from a variety of well-being indicators (economic, environmental, and social), above and beyond a traditional long-range land use planning. The Resiliency Master Plan underwent extensive consultation asking citizens and students across the city to grade Trenton's performance on a range of subject matters. The result of the consultation revealed that while Trenton was performing well on the delivery of infrastructure and services it lacked the economic opportunities citizens and businesses desired. Recent economic impacts (closures and vacancies across industrial lands) have placed Trenton in a position of economic vulnerability. The Resiliency Master Plan recognizes that for Trenton's economic future the City would likely need to move towards a more diverse economy rather than recapturing the legacy of heavy industry and resource extraction. . To assist in diversifying the economy, the Resiliency Master Plan puts forward three economic goals. The first goal is to improvement business recruitment to attract out-of-the-box businesses that would revitalize the downtown. The second goal is to remediate contaminated industrial sites and rebuild the site to accommodate environmentally sensitive industry. The last goal is to create incentives to attract new developers that would increase the tax base and strengthen neighborhoods and the local economy.

1.4 Defining Regional Economic Development for the Downriver Communities

Acting regionally means proceeding with a strategy that is focused on the long-range use of local and regional assets to enhance competitiveness. While there is often competing interests amongst communities that might otherwise work together in this effort, with effective leadership communities can create a shared narrative, build consensus, institutionalize innovation and lead change.

Many of the fundamental drivers of economic growth, such as access to sustainable sources of energy and water, smart transportation and logistics, Research and Development facilities, colleges and universities and financial services function on a regional level, as should programs for skills



development, entrepreneurship development and business retention and recruitment.

Marketing and Promotion

A community's image or place brand plays a key role in economic development marketing, contributing to the differentiation of an area and outlining the unique value proposition of the community to businesses, visitors and residents. Effective and strong place branding requires a strategic approach to public relations and communications, as well as the broad recognition across the community that the formation and management of an image or brand for a community is an ongoing, interactive, and community-wide process. Community branding is more than the development of a logo, tagline, or slogan – it requires a brand identity with community traction and buy-in, strong stewards that will ensure the brand is communicated consistently over the long term, and a commitment from stakeholders to deliver on the core messages of the brand. Once a brand is clearly identified and supported, lead agencies can provide direction to other community stakeholders through their individual marketing and communications efforts. (e.g. website design, marketing collaterals, digital development and technological innovation).

Business and community leaders have suggested that the Downriver communities lack a strong regional brand. Given the competitive nature of both investment and talent attraction, there is a need for a stronger narrative of the business and industry successes occurring across the 5 communities. Successful business stories can assist in countering internal and external perceptions of lagging investment and promote a brand and value proposition that appeals to new and existing businesses, workers and residents. In addition, success stories that reflect and celebrate the unique quality of place experience, strengths associated with research and development, the ecosystem of support that is in place for start-ups and entrepreneurs will also reflect a value proposition that appeals to future businesses, workers and residents.

Mobilizing regional marketing and promotion efforts requires both effort and resources. Over the long term, consideration must be given to deploying a functional body to market and promote the region; particularly one that will work in partnership with all 5 municipalities to enhance the region's value proposition.

Investment Readiness

Investment attraction encompasses activities that attract new businesses and investment to the region from another location. One of the goals of the Economic Recovery Strategy is to increase new business investment, and one way to accomplish this is to convince business owners to locate or relocate an enterprise to the Downriver communities as opposed to another area. Businesses relocate or open a new location when business needs or conditions motivate a change in location or expansion; for example, when a business expands beyond the capacity of a particular site. Local entrepreneurship is generally not included in this category of investment activity.

A community can encourage investment opportunities by identifying and articulating the competitive advantages of their city, town or region to an investor. Articulating competitive advantages indicates to an investor the target areas a community wants to grow investment within, target areas can include specific industry sectors or key strategic locations within the community. A community can communicate its competitive advantages through outreach and relationship building activities using techniques such as marketing collateral and investor tours. Having information to provide investors also allows an investor to select which of its leads would best suited for the community.



Likewise, investment readiness is also about having the physical assets available and prepared to come online in a short period of time. This includes having available shovel-ready land (shovel-ready refers to land that is available for development in the immediate timeframe – 2-6 months), buildings to purchase or lease, online-presence of land availability, incentive programs, and quality physical infrastructure (roads, rail, etc.)

The five Downriver communities have strategic advantages relevant for investment attraction activities, such as its proximity to the City of Detroit and the Port of Detroit, access to Interstate 75, the planned construction of the Gordie Howe international bridge, the availability of industrial land, proximity to major US and Canadian markets and deep water port capacity . Businesses contacted for the business survey suggested that bringing more businesses/attracting new businesses is one of the most important regional initiatives for strengthening the regional economy.

Since investment attraction is targeted at a business person who may not be familiar with the Downriver communities, a coordinated approach to marketing investment ready commercial and industrial properties dispersed among municipalities is called for. Investors have little time or patience to talk with several contacts to secure the right information. Any confusion can result in a missed opportunity. Therefore, a full time contact that can speak to these opportunities is recommended as the most efficient way to market the Downriver communities.

Small Business and Entrepreneur Programming Support

Small business growth will be a critical consideration for the Downriver economy. Although each business may not employ many people in comparison to a major manufacturer, the collective contribution of small business to employment in the Downriver region is substantial. Beyond employment, small businesses provide services that may not otherwise be available locally. By providing goods and services to residents and tourists, small businesses contribute greatly to the attractiveness of a community as a place to live and to open more businesses.

Research and consultation input that small businesses are an important component of the Downriver economy, and that they are in need of increased support. This support for small business can come in many forms. Small business needs include access to innovation services and support, capital, and education or training to increase their chances of success and expansion. These types of businesses are more likely to rent space, rather than build new, and are seeking affordable rental space in a neighborhood that is attractive and convenient for their customers. Commercial core development, including building façade improvements, improved signage, hard street-scaping and public realm improvements, are therefore a critical strategy to encourage small business development. Commercial core development is an urgent concern put forward by business associations and small business owners.

Quality of Place

Quality of place is increasingly being recognized as an important factor in the economic performance of communities. The perception of a community as livable, diverse, and inclusive is a vital component of a community's ability to attract and retain residents from a wide range of demographic groups. This discussion takes on greater relevance in the battle to attract the workforce required to drive the development of more knowledge-based sectors of an economy (e.g. health care, advanced manufacturing and professional, scientific and technical service firms). Attracting creative workers, or the intellectual capital that powers the development of a knowledge-based economy, has become a priority in many areas of the United States and Michigan in particular. With an aging workforce paired



with low rates of immigration and post-secondary educational attainment this adds an element of urgency to this discussion.

There is a diverse range of considerations that can contribute to the quality of place in an area. Broadly speaking, quality of place can be influenced by natural heritage features (access to lakes, rivers, open spaces), cultural amenities (historic buildings, festivals, events, libraries, religious centers, entertainment), efficient transportation networks, diverse and affordable housing opportunities, accessible healthcare and education, and openness to newcomers. In order to fully leverage quality of place as a driver for the attraction and retention of skilled and talented people, the Downriver communities must give due consideration and attention to these elements.



2. Creating the Strategy



2.1 Creating the Strategy

The context for delivering economic development programming has never been more complex, but the five Downriver Communities are tackling this challenge head-on. Communities in southeast Michigan, the Midwest, as well as other areas of the U.S. and Canada are still recovering from the economic recession of 2009-2011, all while the economy transitions from traditional manufacturing-based activities to one centered on professional services, technology and innovation. For the Downriver communities this situation has been further exacerbated by the planned closure of the two coal fired power plants.

To be competitive in today's economy however requires a compelling narrative about the opportunities that exist in that community – why people and businesses should live and invest in a community. This narrative is must be grounded in an understanding of the recent economic performance of the community, the broader needs of business as well as the aspirations of the public and the broader stakeholder community. This approach allows for decision-making to be based on both a factual and intuitive, first-hand local knowledge of what's possible and relevant to the community. Using both sources of perspective is essential to creating a plan that is tailored to meet the needs of the community and assist in its economic growth and recovery.

2.2 Technical Research (Conditions Analysis)

This discussion that follows presents an overview of the social-economic trends of Ecorse, River Rouge, Riverview, Trenton, and Wyandotte based on the U.S. Census Bureau Data, SEMCOG 2040 forecasts and the Longitudinal Employer-Household Dynamics (LEHD) program. A more detailed analysis of the economy is provided in **Appendix A**.

2.2.1 Demographic Trends

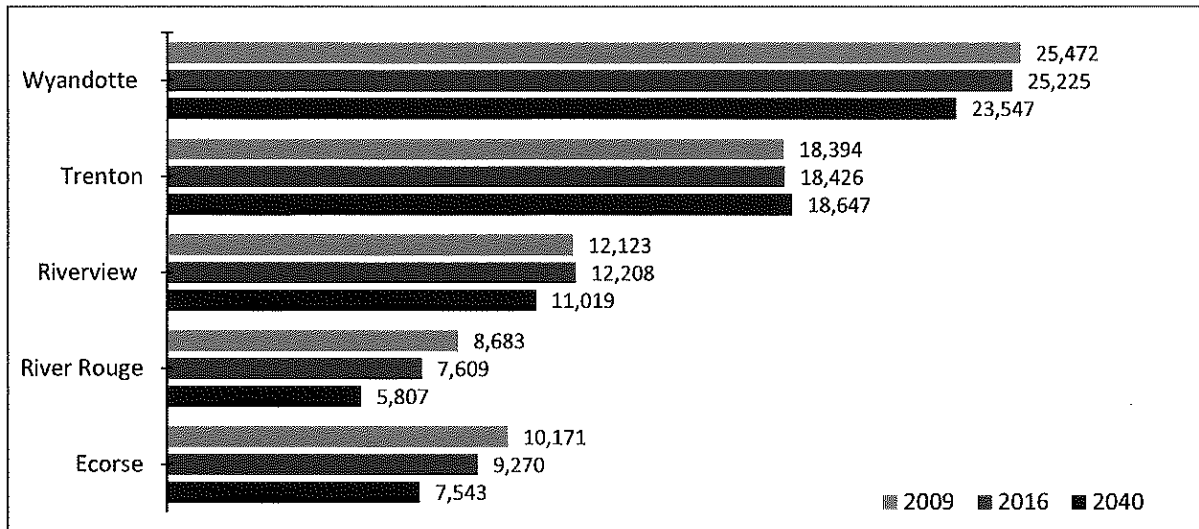
In 2016, the Downriver Communities¹ collectively accounted for 4% of Wayne County's total population or approximately 66,563 persons. This represents a decline of 11% (loss of 8,280 persons) from the 2009 estimates. The pattern of population decline is projected to continue for the Downriver Communities; the SEMCOG forecasts predict a loss of 6,175 persons by 2040. Figure 2 shows the population numbers for the Downriver Communities for 2009, 2016 and 2040.

¹ For the purposes of this report the following terms are applied to define the five communities.

- **Downriver Communities:** Refers to the 5 communities of River Rouge, Ecorse, Wyandotte, Riverview and Trenton.
- **Downriver Region:** Refers to the 20 Downriver Communities in Wayne County



Figure 2: Total Population (numbers), Downriver Communities, 2016 and 2040

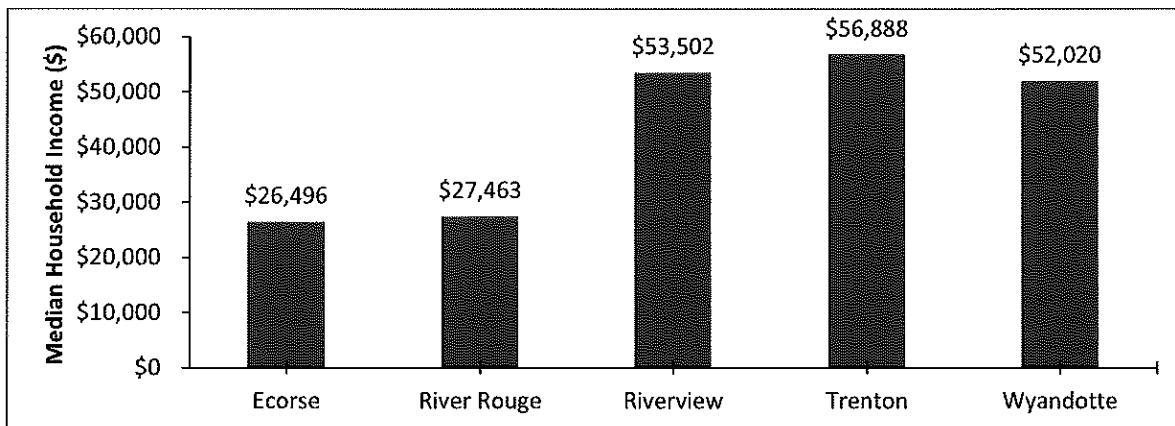


Source: U.S. Census Bureau, American Community Survey, SEMCOG 2040 Forecast

In addition to the declining population, the Downriver Communities are aging, as evidenced by the higher median age of 41.4 years compared to 37.8 years in Wayne County and 39.5 years in Michigan. The number of young adults has also decreased (20-34) while the senior population (55 years and older) is on the rise.

Other socio-economic conditions such as income and poverty status show appreciable difference among the individual cities. While Trenton, Riverview, and Wyandotte enjoy household income levels above \$50,000, the levels for River Rouge and Ecorse from \$26,000-\$27,000, are well below the average county income levels. Also, 41% of the total River Rouge population and 34% Ecorse lived below the poverty level in the past twelve months compared to 13% in Riverview, 10% in Wyandotte and 7% in Trenton.

Figure 3: Median Household Income, 2016

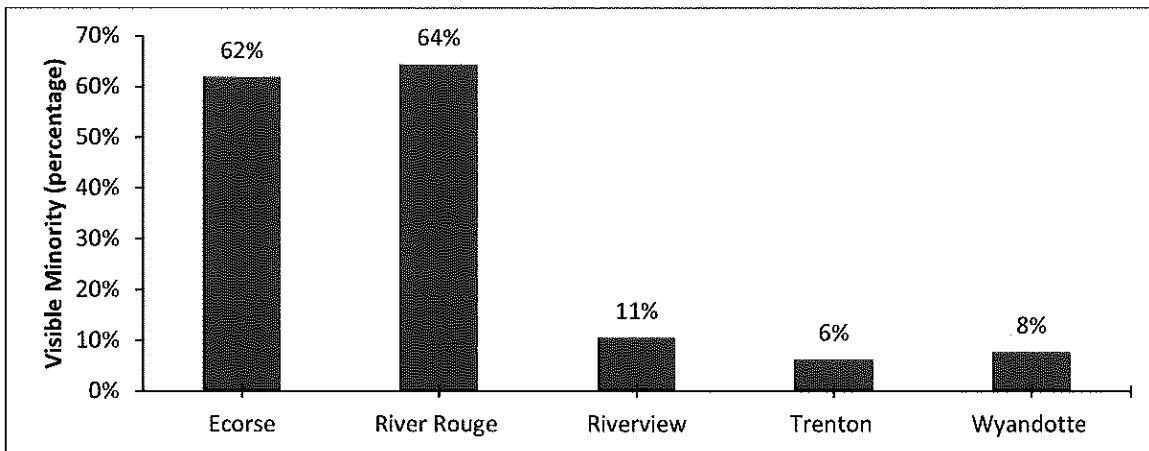


Source: U.S. Census Bureau, American Community Survey



Figure 4 illustrates that Ecorse and River Rouge have a higher proportion of visible minority population compared to Riverview, Trenton, and Wyandotte. The visible minority includes Black or African American, American Indian and Alaska Native, Asian, Native Hawaiian and Other Pacific Islander and Hispanic or Latino.

Figure 4: Proportion of Visible Minority Population, 2016



Source: U.S. Census Bureau, American Community Survey

The educational trends show that while 11% of the total Downriver Communities' population had no form of education, 27% were high school graduates and 13% had a Bachelor's degree or higher. Enrollment levels in schools have declined by 17% from 2010 to 2016.

The Downriver Communities show high internal migration with residents moving to different communities within the County, particularly the population with no formalized education and income status below the poverty level. The high migration levels may be due to labor force challenges and the lack of job opportunities in the communities. The net population decrease, aging population, and low-income levels have negative implications including a reduction in labor supply, decreased investment opportunities and long-term decline in productive capacity. Also, the aging population requires that the communities need to develop support programs and infrastructure that allows for the population to 'age in place.'

2.2.2 Workforce Trends

Downriver Region has a lower participation rate and higher unemployment rate when compared to the State of Michigan. The low participation rate suggests that people are not actively looking for jobs or have withdrawn from the workforce. At the same time, the high unemployment rates show that even with this low participation rate there are not many jobs available in the area or that the local population lacks the skills to participate in the jobs available.

Labor flow

The labor flow patterns analysis shows that the Downriver Communities experience a significant outflow of workers to surrounding communities. The Downriver Communities are able to attract 18,882 people



from outside the region to work. However, 28,029 residents travel outside to work, thus, losing approximately 9,147 residents to other communities for work. The significant labor outflow could be attributed to the lack of local job opportunities in these communities.

Labor flow by Industry

As per the 2015 estimates, the Downriver Communities saw the largest inflow of workers employed in the manufacturing industry. Of the 5,611 employed in manufacturing in the area, only 3,969 workers are residents, suggesting an inflow of 1,642 workers from other communities.

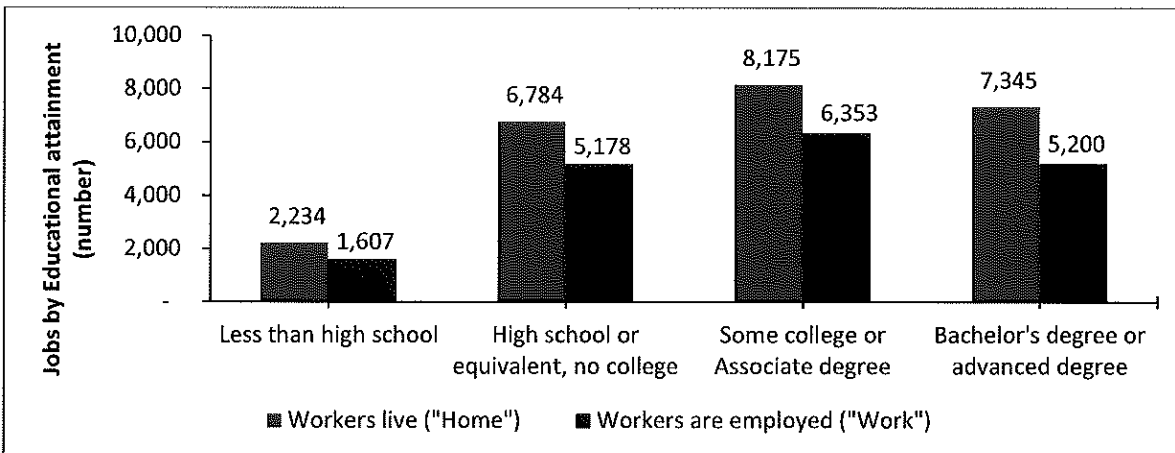
While Real Estate and Rental and Leasing, Utilities and Health Care and Social Assistance are the other industries that witness a leakage in labor, the area has a surplus of workers in Retail Trade, Administration & Support, Waste Management and Remediation and Accommodation and Food Services. The 2016 estimates of the top employing occupations are service-related occupations such as office and administrative support, sales, food preparation and serving and production and management occupations.

While the Downriver Communities only employed 517 workers in Professional, Scientific, and Technical Services, almost 1,888 residents employed in this sector travel outside the area to work. This suggests that the area has a high proportion of skilled workers, capable of participating in the knowledge economy. However, the area lacks the jobs and infrastructure needed to employ these workers. These skilled workers are primarily concentrated in Wyandotte and Trenton, indicating that they may choose to live here because of the perceived quality of life it affords.

Labor flow by Educational Attainment

Based on the job flow by educational attainment levels, almost 72% of the residents with less than high school degree are employed in the area. Similarly, the educated population is also seen to be predominately working in the area (71%) with only 2,145 residents traveling outside the area for work. The educated populations with at least a bachelor degree are predominantly in business, education and related fields and science and engineering-related fields which complement the top occupations seen in the area.

Figure 5: Job flow by worker educational attainment, Downriver Communities, 2015



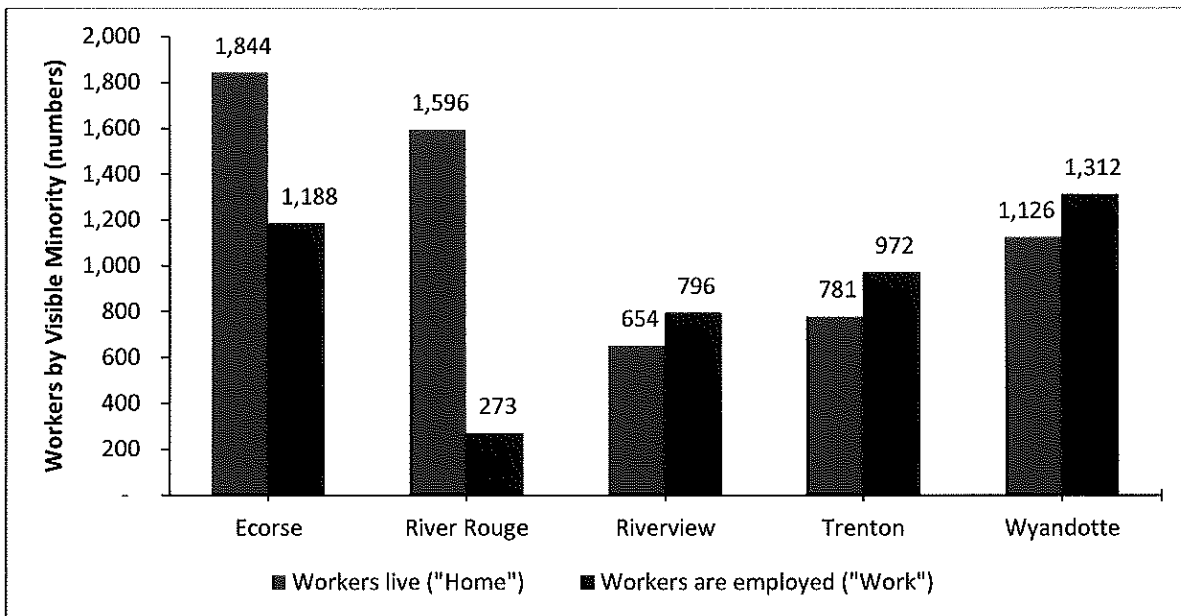
Source: U.S. Census Bureau, Center for Economic Studies



Labor flow by Race

The job flow by race data is seen to vary by the individual community (Figure 6). 64% of the visible minority population of Ecorse is employed within Ecorse. However, only 17% of River Rouge's visible minority residents are employed in the community, indicating that the remaining 83% (1,323 workers) travel outside the community to work. Riverview, Trenton, and Wyandotte have a lower proportion of visible minority residents. However, they show a higher proportion of employed visible minorities, suggesting an influx of workers from other communities.

Figure 6: Job Flow by Race, 2015



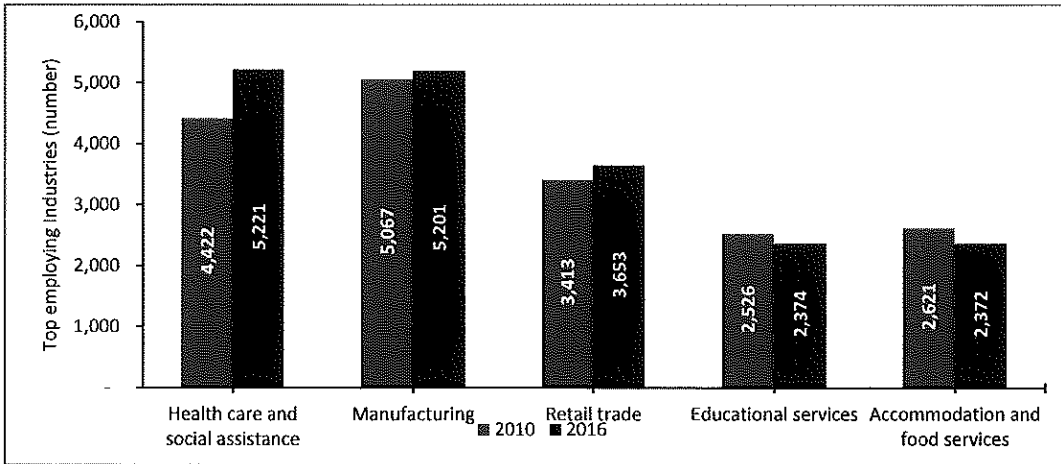
Source: U.S. Census Bureau, Center for Economic Studies

2.2.3 Industry Trends

The analysis of industry sector performance shows that in 2016, the top employing industries in the area were Health Care and Social Assistance and Manufacturing, accounting for 5,221 and 5,201 employees, respectively. It should be noted that employment in these sectors is concentrated in only a few employers (e.g. Henry Ford Wyandotte Hospital, Beaumont Hospital, BASF, and U.S Steel). The other major employing industry sectors were Retail trade, Educational services and Accommodation and Food services. While employment in Health Care and Social Assistance, Manufacturing and Retail services increased from 2011 to 2016, employment in Educational services and Accommodation and Food services has declined.



Figure 7: Employment by Industry, Downriver Communities, 2011 & 2016



Source: U.S. Census Bureau, American Community Survey

On examining the performance of the individual industry sectors, the largest growth sectors were Health Care and Professional, Scientific, and Technical Services (PSTS) which saw net employment increase by 799 and 440 jobs respectively. Other high employment growth industries include Administrative and Support and Waste Management services, Retail Trade, Manufacturing and Construction. The Information sector which includes publishing, broadcasting and telecommunication related activities accounted for only 1.5% of total employment in 2016 and saw employment decrease by 36% from 2010 to 2016.

Business counts shows that Wayne County is characterized by small business operations with 52% of all businesses employing 1 to 4 employees and 42% businesses employing 5 to 49 employees. The majority of business establishments are in Retail Trade industry (19%) followed by Health Care and Social Assistance with 13% and other services (personal services) accounting for 11% of all business establishments.

2.3 Community Engagement

A key consideration in the development of the Economic Recovery Strategy was the need to engage with the local business communities as well as key community and economic development stakeholders. The engagement process was led by a Steering Committee comprised of representatives from each of the five communities with input from the Consulting Team. The Steering Committee placed a high value on hearing from a broad array of businesses and interested residents. Therefore, an outreach effort was administered using a telephone survey method and a series of community workshops, which reached over 220 businesses and has been especially informative to this planning process.

2.3.1 Stakeholder Workshops

Four stakeholder workshops were held in Trenton, River Rouge/Ecorse, Riverview and Wyandotte. Both businesses and community organizations were invited to attend the workshops. In total over 60 individuals and organizations were consulted across the Downriver Communities. At each workshop, the



following questions were discussed:

1. What unique strengths and assets does your community or the region have to support economic growth?
2. What opportunities hold the greatest economic development potential for your community, for the Downriver region? What steps do we need to take to advance these opportunities?
3. Looking out ten years, what will success look like in your community? How will we know we have been successful?

Below are common themes that emerged across the consultations. A detailed workshop summary is provided in **Appendix B**.

Potential Regional Initiatives

- Creation of an arm's length regional economic development steering committee or corporation.
- A regional entrepreneurship programs to support businesses and young individuals.
- Improvements to the West Jefferson corridor (upgrade condition, beautification, coordination of new businesses etc.).
- Creation of a marketing initiative to change the perception of the identity and image of the Downriver Communities.
- A regional approach to the delivery of municipal services.
- A plan for the redevelopment of waterfront properties.
- A coordinated approach to Brownfield Development
- A plan for the growth of tourism initiatives building off regional tourism assets e.g. Wildlife Refuge
- A plan centered on mobility solutions that allow people to easily move around the region, including east-west roads.

Defined Focus Areas (Immediate Opportunities)

- Develop and create access to the waterfront.
- Attract a satellite post-secondary education institution.
- Develop a marketing campaign focused on families and business opportunities.
- Market the five communities as prime locations for repurposed industrial and commercial activity.
- Continue to develop downtowns focusing on improving walkability, pedestrian access, hotels and restaurants.
- Focus on growing our small business presence through entrepreneurship programs and business support programs.
- Embrace the growth of diverse populations and improve the perception of the communities to attract highly educated residents and help them to feel welcome.
- Focus on repairing and creating community attractions to keep families interested in the Downriver Communities (e.g. Waterfront Park, community enhancements, festivals, fairs, recreation facilities).
- Developable available property along the Jefferson Corridor.
- Engage SEMCA and Advance Michigan and other job training programs to prepare workforce for the transitioning economy.

Long Term Vision

- Thriving business climate, new businesses opening constantly and continual build of new properties.
- Improved perception and image of our communities
- Quality of life improved: a great place to live, work and play.



- Increase in jobs and average household income.
- Waterfront has been revitalized with parks, trails and stores.
- Low vacancy rates in our downtowns.
- Area is attractive to youth and families.
- Stable and diverse population growth with a rebalance of the age demographic.
- Jefferson Corridor revitalized
- Local municipalities have sufficient revenue for infrastructure maintenance, city services, schools have excelled.

2.3.2 Business Survey

A telephone survey was administered in January of 2018 to a random selection of businesses across the Downriver Communities. A total of 62 businesses in Wyandotte, 46 in Trenton, 25 in Riverview, 18 in River Rouge and 12 in Ecorse were surveyed. The majority of businesses are within the service sector followed by manufacturing and professional services. The businesses were analyzed through four lenses, namely, location, the age of business, number of employees, and type of business.

Table 1: Number and nature of surveyed businesses

Location of Business		Age of Business				Number of Employees by Business			Type of Business		
	Number	Percent		Number	Percent		Number	Percent		Number	Percent
Ecorse	12	7.4%	Less than 1 year	5	3.1%	1 - 5	117	71.8%	Self-Employed Business	76	46.6%
River Rouge	18	11%	1-5 years	35	21.5%	6 - 10	18	11%	Locally Owned and Operated	66	40.5%
Riverview	25	15.3%	6-10 years	22	13.5%	11-20	16	9.8%	Externally Owned and Operated	21	12.9%
Trenton	46	28.2%	More than 10 years	101	62%	21-50	5	3.1%			
Wyandotte	62	38%				51+	7	4.3%			

Source: CATI survey, MDB Insight, 2017

As seen in Table 1, the majority of participating businesses were well established, operating in the area for more than ten years. 3% of all the surveyed business started operating in the Downriver communities within the last year. The majority of the businesses reported employing 1 to 5 employees, including the owner of the business. Almost 47% of all surveyed businesses stated to be self-employed establishments.

Businesses were asked about their levels of satisfaction with owning and operating a business in Downriver and rate specific factors by level of satisfaction. Approximately 97% of business owners



identified that they were satisfied with owning and operating a business in Downriver. The highest satisfaction levels were attributed to Quality of Life and Access to Supply Chain, with approximately 91% of business rating them as Very Satisfied or Satisfied. Businesses reported a high level of dissatisfaction with the road conditions; 63% were dissatisfied with the conditions of regional roads and highways/freeways and 47% were dissatisfied with the local conditions of roads and highways/freeways.

Table 2: Satisfaction level of various factors that relate to doing business in the Downriver region

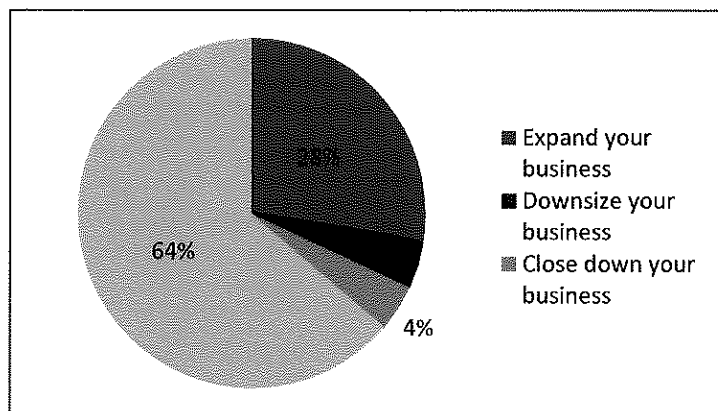
Factor	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	Not Applicable / Unsure
Municipal property taxes	5.5%	59.5%	22.1%	1.8%	11%
Utility billing rates	4.9%	60.7%	23.3%	3.7%	7.4%
High speed broadband	12.3%	63.8%	15.3%	1.2%	7.4%
Workforce availability	9.8%	64.4%	21.5%	0.6%	3.7%
Availability of space for rent or lease or own	11.7%	63.8%	11%	0.6%	12.9%
Local conditions of roads and streets	9.2%	42.9%	35%	11.7%	1.2%
Regional conditions of roads and highways/freeways	1.2%	35%	53.4%	9.8%	0.6%
Support from other businesses	12.3%	73.6%	6.1%	0.6%	7.4%
Support from regional business program suppliers (ex. chamber, workforce boards)	8.6%	57.1%	14.1%	1.2%	19%
Community amenities (recreation, culture)	18.4%	63.8%	10.4%	1.8%	5.5%
Access to your supply chain	17.8%	73%	2.5%	0.6%	6.1%
Access to capital/financing	9.8%	69.3%	7.4%	0	13.5%
Quality of life	24.5%	66.9%	6.1%	1.2%	7.4%

Source: CATI survey, MDB Insight, 2017

In terms of their business plans, 64% of the businesses surveyed aim to 'stay the same' in the next 2 years while 28% have plans to expand.

Labor market challenges were explicitly related to the industry by small and self-employed businesses while the larger establishments identified a combination of industry and community factors. 27% of all businesses identified difficulties hiring employees while 13% had difficulties retaining employees. The critical occupations that were identified as difficult to hire and retain were cooks, bakers,

Figure 8: Business Plan of Downriver Community businesses in the next two years



Source: CATI survey, MDB Insight, 2017



servers, waiters and dishwasher and sales personnel including cashiers. This is most likely due to the associated income levels for these positions.

Businesses identified that the lack of appropriate skills or training and the lack of relevant experience as factors affecting hiring rates. Employee retention was said to suffer due to the lack of work ethic, bad workmanship, and the nature of the job itself including seasonal employment and work environment and low wages.

In terms of employee growth by the individual communities, approximately 60% of all businesses in River Rouge & Ecorse, Wyandotte and Riverview have not been able to recruit any new employees in the past three years. Trenton businesses fared somewhat better with 28% of businesses recruiting in the past three years. 20% of River Rouge and Ecorse businesses reported employee loss in the past three years.

Other key findings of the business survey are discussed in **Appendix C**.



3. Strategy Direction



3.1 What Should We Focus Our Efforts On

3.1.1 Integrating with Regional Logistics Cluster

The positioning of the Downriver Communities and Downriver Region as a logistics and transportation hub has been an evolving effort. From an industry standpoint, the logistics, warehousing and transportation sectors is one of Wayne County's largest employers. From a business perspective, the Downriver Communities has access to an impressive transportation network (air, water, rail and road).

Thinking beyond blue collar jobs in the Logistics Industry

Despite this, previous plans have failed to deliver on this sectors' potential (failed Port expansions and limited transportation infrastructure investment). The predominant reason has been the way logistics and transportation activity has been positioned previously in the five Downriver Communities. For most, the sector stops at the classic blue-collar job activities i.e. warehousing / driving trucks. But, logistics activities reach far beyond that level. It includes information technology jobs, operating tracking and optimizing freight movements globally, and jobs in customer service and management. The sector also attracts additional investment through value added activities. Distribution centers can deliver postponement operations, which is the point, in the supply chain, where customer demand is determined. The logistics sector also supports the attraction of manufacturing operations. Since these clusters require low transportation costs coupled with high level of service, manufacturing plants tend to locate in an area where it can enjoy efficient movement of inbound material and parts as well as distribution of the finished product. The Downriver Communities can offer these attributes in the attraction of future investment.

The Downriver Communities are well positioned to attract logistics activity for Southeast Michigan. Logistic centers are often chosen based on its ability to access multiple modes, and as established earlier, the Downriver Communities has access to a variety of necessary infrastructure (e.g. the airport, U.S. Class I railroads, a deep water port, and direct access to a border crossing and the I-75 corridor).

Wayne-Monroe-Northern Ohio's Regional Logistic Cluster

Research points to transportation and logistics companies looking at logistic clusters as prime service locations. The Wayne (Detroit)-Monroe-Northern Ohio (Toledo) corridor has some of the country's highest concentrations of transportation and warehousing activity and is directly competing with the likes of established logistic clusters such as Memphis. Additionally, Yossi Sheffi an expert in logistic clusters at MIT has pointed to the Detroit-Toledo corridor as a growing cluster. In 2008 he had the Detroit-Toledo corridor ranked as a level 2 logistic cluster which meant it was serving predominantly a local and state market. That same analysis in 2016, reveals that the Detroit-Toledo cluster is now closer to a level 3 logistic cluster, one that serves a greater region (in this case the Midwest region).

At the center of these stats lies a formula known as the Horizontal Cluster Logistics Quotient (HCLQ). The HCLQ calculates the difference in the number of employees in the logistics industry against the number of required employees in the logistic industry (for that given location or level). The result of this formula is an indication of how well a local economy can support new transportation and logistics activity based on the number of additional workers available to support the industry.

In replicating that formula, it was seen that the Downriver Communities had an extremely advantageous workforce to support this logistics cluster. For every one logistic job available, the Downriver



Communities had 9 individuals qualified to complete that job. This gap alongside its quasi-modal network places the Downriver Communities in a prime position to support the growth of this regional logistic cluster.

Near Term Opportunities for Downriver's Logistic Cluster

Unlike many logistic clusters across the nation, the Detroit-Toledo logistic cluster directly borders Canada (United States largest trading partner). The I-75 plays a major role as corridor for trade activity between the Cluster's communities and Canada. It provides access to all terminals.

The announcement of the new international bridge presents the largest opportunity to establish the Downriver Communities' logistic industries. Currently, the existing Detroit-Windsor Gateway is the busiest commercial land border crossing in North America with approximately 3.5 million trucks crossing each year and accounting for more than 28% of all U.S.-Canada border traffic. A large majority of the cross-border trade coming through Michigan to Canada comes by truck (roughly 74% of total Michigan-Canada trade flows in 2015). Rail is the next highest value followed by water. Trade flows from Michigan to Canada are projected to increase by 144% from 2015 to 2040, growing from \$139.4 billion to \$340.6 billion.

The second largest opportunity is the Port of Detroit and its terminals in River Rouge and Ecorse. The Port had an annual tonnage 8,800 tons of cargo in 2009, handling mostly crude materials and manufactured goods. The Port has over time seen a decrease in tonnage as suppliers opt for updated facilities in Monroe County. However, it is expected that the Port will continue to play a major role in the Downriver Region. Trade flows from Michigan to Canada by water are projected to increase by 81% from 2015 to 2040, from \$5.3 billion to \$9.6 billion. This activity along with other increases in port activity along the Detroit River resulted in the introduction of MEDC and Michigan Department of Environmental Quality (DEQ) grants. These grants are intended to build new riverfront dock facilities along the river that will allow for the simultaneous loading and unloading of multiple vessels and allow the further diversification of the cargoes that move through the river. Another example of the increasing activity on the Detroit River is the recent announcement of a new Marine Highway Project on Lake Erie. The proposed project is the Lake Erie Shuttle, which is a proposed route that will carry cargo for shippers between the ports of Detroit and Cleveland.

Driving these opportunities is the increase in local exports, in particular the demand for steel and plastics. Recent trends indicate U.S. imports of steel mill products increased 15.8% to 2.6 million metric tons from 2.2 million metric tons, resulting in steel production increasing by 3.8% to 6.8 million metric tons in May 2016 from 6.6 million metric tons in April 2016. Plastics used in auto-parts such as instrument panels, interior trim and bumpers have also seen an increase in production. Carbon fiber is gaining traction as a material of choice for auto body panels, hoods and trunk lids. Both sectors support significant automotive industry requirements. Automotive parts are the main export product of Michigan. The supply chain is certainly capable of supporting these industries in Wayne County.

Future Trends in Logistics Activity

Trends across the nation are pointing towards a growing sophisticated logistics sector. Autonomous logistics has seen a significant increase within the industry; this includes both on the ground (self-driving vehicles) and in the air (drones). A similar development can be seen in the area of robotics and automation. Complex logistics operations and cost sensitivity were key barriers to the adoption of industrial robots in the past. Next-generation robots have changed – they have become lighter, more



flexible, easier to program, and more affordable.

Additionally, the growth of the Internet of Things (IoT) model and its potential to connect virtually anything to the Internet has accelerated data-driven logistics. Significant strides are being made in the area of machine-human interaction and collaboration in logistics. Augmented reality (AR) accessed via smart glasses has exceeded predicted levels of impact.

Lastly, a new trend that will change e-commerce in the future is omnichannel logistics. The modern shopper's journey now cuts across different channels including offline and online options. It is shifting from a sequence of actions in a single channel to a seamless variety of actions across multiple channels.

These opportunities are not without its challenges. It requires an environment that is open to innovation and new ideas.

3.1.2 Embracing Innovation and a Diverse Economy

Communities across Michigan continue to face ongoing economic and social challenges as a result of the 2008-09 economic downturns that led to reduced output growth and rising unemployment. While communities are slowly recovering across the state, there is still considerable effort required to find new and sustainable sources of growth.

There is growing recognition that future growth will increasingly come from innovation-induced productivity growth. Innovation, the introduction of a new or significantly improved product or method, holds the key to boosting productivity. Innovation is not limited to one or a few sectors. It encompasses a wide range of activities in addition to R&D, such as organizational changes, training, testing, marketing and design or the implementation of a new or significantly improved product (good or service) or process.

Senior governments (Wayne County and Michigan) have made policy and budgeting decisions to encourage innovation and the creation of diverse economies. The Downriver Communities are also witnessing at the local level with the growth of knowledge based and health science occupations. Workforce projection models presented by SEMCOG and the Workforce Innovation and Opportunity Act (WIOA) Regional Plan for Prosperity Region 9, suggest this trend will continue across the Downriver Region.

Downriver Communities' Health and Life Sciences Manufacturing Sector

The Health and Life Sciences Sector is growing in importance, both to society as a whole and as an innovative economic engine. Not only does the industry bring promise of breakthroughs in health and medicine, but it is increasingly viewed as an integral part of economic development strategies, especially as states look to build a high-skill, high-wage employment base.

The Downriver Communities has seen a significant growth in this sector. This sector employs over 5,000 individuals across the five communities. There are plans to expand the sector's presence in Riverview (with the introduction of a rehabilitation and assisted living facility in 2018) and in Trenton with the repurposing of the old Riverside Hospital into a wellness and acute care center. The existing Beaumont Hospital and the Henry Ford Wyandotte Hospital have also recently invested in state-of-the-art technology and practices. These trends are reflected across Michigan's health care systems as a whole.

In 2016, Michigan's total employment in the life sciences grew 5.7% to 44,277, a gain of almost 2,400



jobs since the last findings in 2014. The increase was led by a robust 11% gain in the Drugs & Pharmaceuticals sector, demonstrating a strong recovery following the sector's consolidation during the latter part of the last decade. Employment in the Life science-related Distribution, Medical Devices & Equipment and Research/Testing/Medical Laboratories sectors improved by 6.0%, 5.7% and 5.0%, respectively. Additionally, there was parallel growth in a number of life science companies. The largest gains were seen by the Drugs & Pharmaceuticals (49%) and Medical Devices & Equipment (24%) sectors.

While the numbers are very encouraging, continued growth is not guaranteed unless the Downriver Communities proactively develops its health and life science industry. The 2017 BASF North America Annual Report released earlier in the year indicated that its operations in Michigan (which focuses on pharmaceutical ingredients manufacturing and solvents and plasticizers monomers manufacturing) has witnessed an increase of 27% in sales with a large percentage dedicated to pharmaceutical ingredient purchases. In conversations with BASF it was suggested that there are some site limitations that may constrain growth and difficulties in attracting and retaining talent given the specialized nature of their work.

Small Business Innovation Research Programs

Local business counts illustrated that small-sized businesses are the dominant supplier of jobs across the Downriver Communities. While small businesses may not generate as much economic impact as large corporations, they are a critical component of and major contributor to the strength of local economies. They provide a broad range of local employment opportunities and often have the ability to respond and adapt quickly to a changing market or business climate. This is due to the fact that small businesses are often very customer-oriented. Many local customers will remain loyal to their favorite small businesses in the midst of an economic crisis. This loyalty means that small businesses are often able to stay afloat during tough times, which can further strengthen local economies.

The State of Michigan is working to empower its small businesses as part of its transition to a diverse economy. The Small Business Innovation Research (SBIR) Program offered by the State is intended to stimulate technological innovation in the private sector by strengthening the role of small business concerns in meeting Federal research and development needs, increasing the commercial application of federally supported research results, and fostering and encouraging participation by socially and economically disadvantaged and women-owned small businesses.

In addition to the SBIR, the State of Michigan also provides a wide variety of financing and capital funding programs that assist with innovation. These programs support a range of specific industries such as high-tech, advanced manufacturing, automotive, and alternative energy (among others). In the Downriver Communities, the Southern Wayne County Regional Chamber (SWCRC) Leadership 21 initiative assists the next generation of businesses with research and coordination needs, often connecting them to the array of universities and colleges across the region, and the Michigan Small Business Development Center.

Investing in small business innovation is no longer a new frontier for economic development agencies, it is a necessity. Small businesses are largely thought to be more innovative than larger firms for three reasons: a lack of entrenched hierarchies, more competitive markets, and stronger incentives (such as personal gain and satisfaction). Small businesses are indeed vital innovators in today's economy and are technological leaders within many industries.



Becoming Investment Ready

Communities are constantly changing, and evolving faster than at any point in their history, and managing this change is a hugely difficult task. Faced with a wealth of challenges which are often elusive, communities today are expected to manage and control the change to allow its residents to have a standard of living which meets modern day expectations.

Regardless of how a community is being affected by these changes, one thing remains constant – the need to provide critical urban infrastructure and deliver municipal services as efficiently and cost effectively as possible. Mature municipalities are experiencing the need to upgrade its ageing and sometimes failing infrastructure, and recovering municipalities are now seeking to establish new infrastructure and systems that will enable transition, and position it as a next generation community.

Today, municipalities are motivated by the need to drive economic growth, increase investment and job creation, and allow for better standards of living. In response to this, community competitiveness is a subtlety that is emerging across the many jurisdictions – how to attract financial investment and human capital, and how to deliver services more efficiently. To do this, municipalities need to understand the fundamental concept of being investment ready to provide confidence to investors that the emerging challenges are understood and can be managed.

What Do Investors Need and Want

For all investors, confidence in local legal systems and the economic and fiscal economies within which they sit is critical. So is the need for stability and certainty of the associated tax and regulatory arrangements and the quality and reliability of local infrastructure (e.g. hydro grid, water and sewer, transportation corridors). This confidence translates into an expectation that the return from investment can be generated as well as captured for investors and returned to their stakeholders.

Given these expectations, it is obviously important for municipal authorities to invest time in anticipating investors' demands and, where necessary, initiating the reforms needed to create the right local conditions for investment readiness. Specifically, investors will look to the credit-worthiness of the city, the finances of the project and any guarantors backing the city. In discussion with site selectors risk identification and management is of vital importance to investors – as is investment profitability, protection and the ability to exit an investment. Investors are interested in seeing a municipality's vision, its strategic objectives, and the priorities and programs in place to achieving the vision (e.g. ...). They are interested in seeing the overall budget strategy for delivering on the vision and how the municipality has secured support from its stakeholders for the vision, priorities and programs.

Until there is a proven track record, municipalities will also often need to act to establish examples of successful public sector investment to create confidence that the municipality is capable of delivering. The ability of a municipality to successfully implement a particular delivery, funding or finance option will often correlate directly to the extent to which appropriate legal and regulatory structures have been adopted and established.

Achieving Investment Readiness

The number one concern in achieving investment readiness for most communities is the long term fiscal implications. The Downriver Communities are not a stranger to this issue. The Partnering for Prosperity Economic Development Strategy prepared for Southeast Michigan paints a sobering picture of the road ahead for the local governments in the region and adds a sense of urgency to future economic



development budget and policy deliberations at the local level. The implications of a limited population base from which to pay for local services; an over reliance on residential tax assessment; increases in local government debt; and policy and program design conditions that limit participation of many smaller communities present major challenges to the Downriver Communities' ability to generate sufficient revenues to sustain services and often to deliver those services in a cost-effective manner (e.g. parks and recreation programming and facilities, downtown revitalization program, road repairs, policing, etc.).

A diminishing commercial and industrial tax assessment base means that the Downriver Communities rely almost exclusively on residential tax assessment as its primary source of revenue. This means that individual households are carrying almost all the cost of paying for local services, including services which are provided to State facilities and assets.

The Downriver Communities are also hampered in their ability to pay the costs of delivering public services by design of policy and programs that limit options for participating. As such Wyandotte and Trenton is carrying most of the responsibility for the region's infrastructure costs. The introduction of new and improved shared service agreements can support the

The Partnering for Prosperity Economic Development Strategy emphasized throughout its strategies that collaboration across municipal boundaries and levels of government was a necessary element to support economic development priorities across the region. It spoke at lengths about the need to strengthen and build collaboration between education and businesses to ensure students develop problem solving, critical thinking, analytical, and other skills needed for lifelong learning and career success. Additionally, it stressed the need to involve workforce development agencies, education and training organizations, state and federal agencies in economic development discussions around attracting and developing sophisticated workers.

The strategy also spoke directly about the role municipalities could take in being facilitators of collaboration and partnership. It raised the notion of Southeast Michigan's potential as an advanced innovation and technology bubble for advanced manufacturing and the automotive industry.

3.1.3 Attracting a Skilled Workforce

Attracting, developing, and retaining a skilled workforce is critical to ensuring the continued vitality of Downriver Communities' commerce. As baby boomers age and retire, companies will lose a significant number of experienced workers and, consequently, valuable institutional knowledge. For the first time in the history of America, the incoming generation of workers is smaller than the preceding generation – resulting in a net reduction of skilled workers. As noted earlier, the impact of this situation is exacerbated in the Downriver Communities by the loss of residents who leave the area to find jobs that meet their lifestyle, geographic, or career preferences.

Having a diverse population provides the skills and a 'global perspective' that increase the competitiveness of industries and the innovation process. Low graduate retention rates in universities and colleges can reduce an area's competitiveness related to educational attainment, cost of public services, and competencies needed for industrial productivity. In the Downriver Region, the challenge is extended when neighboring communities continue to build reputations as a destination for highly skilled and motivated employees that work for dynamic companies in a welcoming business climate.



Quality of life matters in attracting and retaining skilled workers and employers, and making neighborhoods appealing and attractive. Even when a job prospect is the initial draw to a city or region, quality of life is often what keeps people in a place. A growing body of research over the past years has identified quality of life as central to fostering an inviting environment within which old and new businesses, entrepreneurs, workers and their families can flourish. International research on the topic found that the improvement to quality of life is not only a question of social equity, but also, elements of strategies aiming to attract people and investments in certain locations. Before the advent of footloose industries, or industries not tied to a geographic location, traditional economic development strategies were focused on location factors such as raw materials, labor costs, site or infrastructure costs, transportation links, industry clusters and other incentives. However, as industry has become uncoupled from geographic location, quality of life and quality of place have become much more central to location decisions.

Fostering an exciting urban environment within which businesses, workers and entrepreneurs alike can flourish, is no longer an added investment. It is at the core of a community's economic health and prosperity. No company wants to locate its business where its workers will not also want to live. It is no coincidence that cities with a high quality of life enjoy similarly robust economies: in Michigan people are migrating to cities like Ann Arbor for its "cultural edge," openness to new things, touted creative amenities, shops and restaurants, abundant natural areas, opportunities for intellectual and social interaction, quality public schools and vibrant neighborhoods.

It is evident that investment in quality of life and quality of place has become a priority across the five municipalities. Recent efforts by the Wyandotte Downtown Development Authority have seen the revitalization of the City of Wyandotte's downtown district. It has seen improvements from physical design, to animation of space with events and festivals to repairs on older infrastructure. Coupled with incentives such as loan programs, businesses have built on that energy and have begun to reinvest in their storefronts and interactions with public spaces.

The State of Michigan has also begun to invest in the quality of life assets within its communities. Through its Rising Tides program, the State is creating opportunities for redevelopment, placemaking and economic growth in downtowns across the state. The City of River Rouge is involved in the second instalment of this new initiative. Over the next year the City will receive the tools needed to design and build a successful economic framework. Through collaborated efforts between the City and State, River Rouge will receive advice and support on the organization, promotion, economic restructuring and design of its community.

Embracing more of these programs will support the Downriver Communities' ability to attract a stronger workforce and build a more sustainable economy.

3.2 Where Should We Focus Our Efforts

Priority Development Areas are locations across the Downriver Communities that offer unique opportunities to improve the area's social and economic conditions. The Priority Development Areas identified in this report bring focus to the redevelopment potential within the Downriver Communities. As the financial condition of the Downriver Communities strengthens, these Priority Development Areas will also provide direction to City leaders on how development incentives and capital projects are prioritized.



3.2.1 Identifying Areas of Priority Development

A two part approach was taken to identify the development opportunities in the project study area. This included intuitive and technical elements. The two steps included listening to the community (stakeholder input) and technical analysis. Both of these steps as outlined below informed the identification and selection of the Priority Development Areas.

Step 1 - Stakeholder Input and Evaluation

This step involved meeting with local stakeholders to determine what areas should be considered for future development and why. A series of small group stakeholders meetings were conducted during the planning process of this plan. Perspectives from participants were given on location, market feasibility, community need, local and state programs that can drive future development, as well as environmental considerations. This information was based on local knowledge and intuitive insight into the Downriver 'landscape'.

Step 2 – Technical Analysis

This step included a review of the existing conditions within the areas. A variety of elements such as vacant land, infrastructure, brownfield, among other potential development factors were evaluated. The output of the analysis illustrated what areas may be considered development, and what factors or conditions were present in the site or surrounding context.

Analysis Overview

Due to the highly urbanized nature and industrial legacy present in the Downriver region, the project team was able to use collective data efforts from existing governmental organization databases. SEMCOG spatial and attribute data was relied upon heavily during this process, and were used in conjunction with data provided by the State of Michigan, the Michigan Department of Environmental Quality (MDEQ), Environmental Protection Agency (EPA), and Wayne County. Below is an overview of data sources and processes utilized in the production of the individual map series. All maps are provided in **Appendix D**.

Green Space

SEMCOG's Land Use GIS dataset (2015) includes land attributed as Park and Open Space, which was combined with the online curated SEMCOG Parks layer to display an overall snapshot of open space. Green Space does not include vacant land or brownfields for this map series. Three Green Space maps were produced (see Maps 1-3).

Community Assets

In order to provide an outline the properties in the project area that are currently owned by not-for-profit organizations, the SEMCOG Land Use layer (2015) was evaluated and filtered for results of churches, schools, and hospitals in the five community project area. The overall map produced can be used to gauge the density and distribution of these spaces in relation to the other map series produced, while the five individual community maps can be used to focus attention on particular areas in each municipality (see Maps 4-6).



Brownfields

These sites, defined by EPA as "... a property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant," have been outlined in this project separately from vacant land parcels. Data made available through the MDEQ and EPA were processed and used to identify the presence of known contaminated sites in the five community project area.

Baseline Environmental Assessments (BEAs)

In an effort to create a more detailed look at brownfield properties within the project area, the project team combined data made available through MDEQ concerning sites that have had at least one BEA submitted. Per the MDEQ website:

"A person can buy, lease, or foreclose on contaminated property and be protected from liability for cleanup of existing contamination on the property if they: 1) conduct a baseline environmental assessment (BEA) and 2) disclose it to the DEQ and subsequent purchasers and transferees of the property, as outlined in Part 201 (Environmental Remediation) and Part 213 (Leaking Underground Storage Tanks). For questions regarding the regulations and the process to conduct and submit a BEA: Jeanne Schlaufman 586-753-3823."

Spreadsheet data provided by MDEQ was refined to include only properties that MDEQ could locate documentation concerning, as well as property attributes including location on a major arterial road, inside the boundary of a designated downtown development authority, and close proximity to the Detroit River waterfront. A desktop survey was then conducted the subset of properties created, in order to eliminate sites that have been developed since the BEA submission (see Maps 7-11).

Vacant land

An initial vacant land map series was produced using the SEMCOG vacant land data (2015). Because the stock of vacant land is formidable across the entirety of the project area, focus was given to using mapping techniques to display and further illicit common and unique attributes among individual properties as well as blocks of properties. After vacant land parcel boundaries were dissolved, the dataset was filtered to only include properties matching specific criteria-

- Area of 9000 square feet or greater (can be contiguous properties)
- Location on a major arterial road with a direct connection to Interstate Highway 75
- Location within a Downtown Development Authority boundary
- Proximity to Detroit River waterfront

The resulting dataset of vacant land properties was then overlaid with the SEMCOG Future Land Use dataset (2015) to enable analysis of vacant land and land use in targeted areas. Focus was given to vacant land in medium and high density residential as well as commercial and industrial land use areas. The map series produced provides a characterized view of the stock of vacant land in the five community areas and how it coincides with regional land use. This data can be used to prioritize blocks of vacant parcels for commercial, industrial, and residential redevelopment (see Maps 12-16).



3.2.2 Selection of Priority Development Areas

After the completion of the stakeholder and technical analysis was conducted the project study area was evaluated to determine where the best opportunities for future growth and development are located. Because of the size of the study area, there are a significant number of sites within the area that show development potential, specifically areas of vacant land. To prioritize these areas a set of evaluation criteria were used to determine what the best opportunity sites are. These criteria included the following:

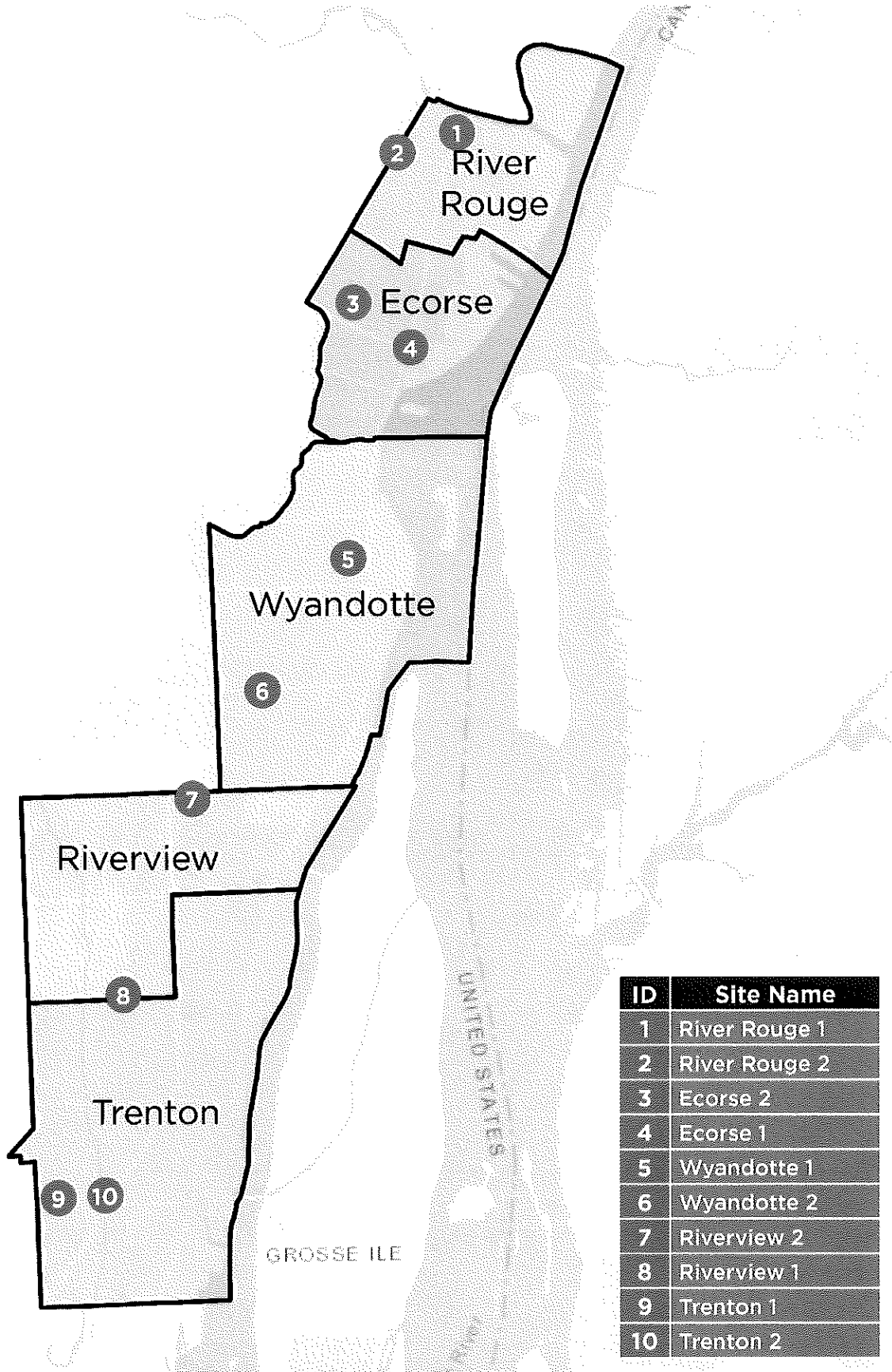
- Area of 9000 square feet or greater (can be contiguous properties).
- Location on a major arterial road with a direct connection to Interstate Highway 75
- Location within a Downtown Development Authority boundary (preferred)
- Proximity to Detroit River waterfront
- Vacant and ready for development
- Areas that represent each of the downriver communities

3.2.3 Priority Development Areas

A series of ten Priority Development Areas were selected to highlight as part of this study (see Figure 9). The Priority Development Areas represent sites or a collection of sites that have unique qualities that make them desirable for future development, and may serve as a catalyst for change within the Downriver Communities, or at a smaller scale within district of individual community. Each site provides unique opportunities to developers and investors while the collective effort to bring market-based uses to these sites serves the overall fiscal health, as well as quality of life, of the entire region. The development and revitalization of these selected focus sites may also serve as a catalyst in supporting additional development along the respective corridors of each site.

An overview of each of the featured sites which were selected using the criteria discussed above is provided in the following section, as well as a map showing the location and jurisdiction of each site. Two sites were selected in each of the five study area communities.

Figure 9: Map of Priority Development Areas



ID	Site Name
1	River Rouge 1
2	River Rouge 2
3	Ecorse 2
4	Ecorse 1
5	Wyandotte 1
6	Wyandotte 2
7	Riverview 2
8	Riverview 1
9	Trenton 1
10	Trenton 2



Ecorse PDA #1

Overview

The collection of sites available along Jefferson Ave present ideal opportunities for infill commercial development. Plans for streetscape improvements, including dedicated bike lanes, on Jefferson Ave. may compliment future private investment.

Site Data	
Jurisdiction:	City of Ecorse
Acres:	0.85
Parcel ID(s):	34-006-08-0001-000 34-005-08-0003-000 34-007-10-0093-000 34-007-10-0094-000 34-004-08-0158-000
Owner(s):	1
Current Land Use:	Vacant Commercial
Street Address:	4168 W Jefferson Ave. 4014 W Jefferson Ave. 4432 W Jefferson Ave. 4436 W Jefferson Ave. 3714 W Jefferson Ave.

Context Map



Desired Vision

The vision for the development areas along Jefferson Ave. includes a series of uses with the goal of promoting a strong terminating view in the core of the community with a defined building wall strengthening the streetscape and community character. Future uses may accommodate commercial or mixed income housing.

- Towncenter commercial
- LITC housing



Ecorse PDA #2

Overview

Located along the Detroit River and adjacent to rail lines, the site has ample access and frontage opportunities. It is surrounded by a myriad of uses including a community park.

Site Data	
Jurisdiction:	City of Ecorse
Acres:	44.98
Parcel ID(s):	34-014-01-0001-000 34-014-01-0046-000 34-014-01-0052-000 34-014-01-0055-000 34-014-01-0053-000 34-014-01-0058-000 34-014-99-0014-000
Owners:	1
Current Land Use:	Vacant Industrial/Manufacturing
Street Address:	Mill St.

Desired Vision

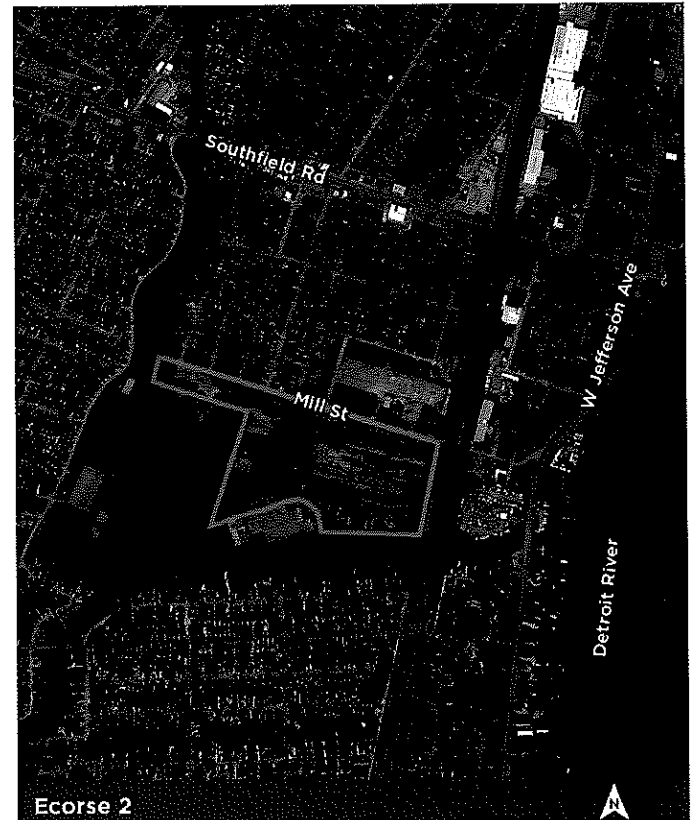
With close proximity to the rail services, and the Detroit River, this site can accommodate various uses that could support bridge building activities in the short term.

- Industrial

Context Map



Opportunity Map





River Rouge PDA #1

Overview

Located near the Rouge River and the Gordie Howe International Bridge, the site has easy interstate and bus transit access.

Site Data	
Jurisdiction:	City of River Rouge
Acres:	0.7
Parcel ID(s):	50007110001000 50007110003001
Owners:	2
Current Land Use:	Vacant Commercial
Street Address:	10210 W Jefferson Ave 10248 W Jefferson Ave

Desired Vision

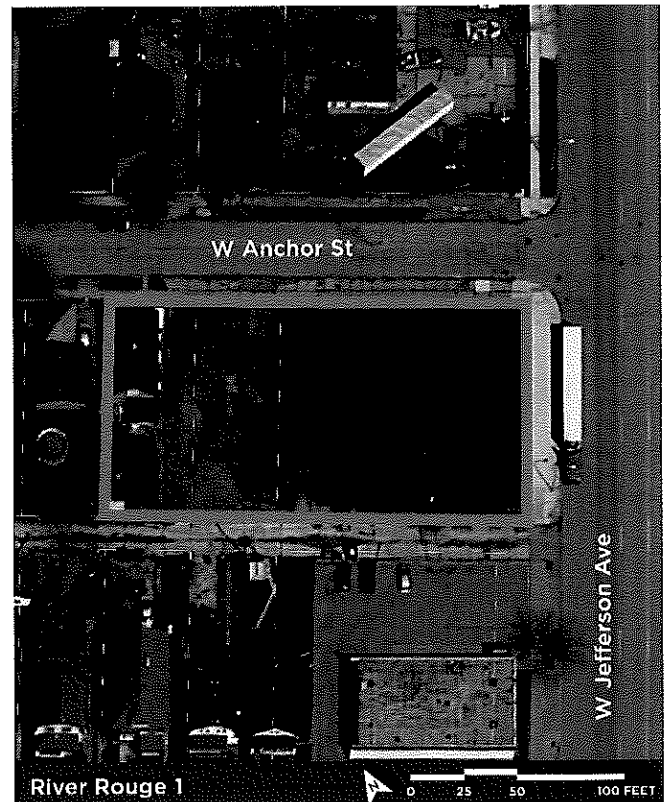
The vision for this property is for a small, mixed-use infill structure. While the site is small, it can accommodate uses which will complement the corridor.

- Mixed-use Infill

Context Map



Opportunity Map





River Rouge PDA #2

Overview

This +/- 15 acre site sits where the Rouge River empties into the Detroit River. It has rail access and is surrounded by industrial and manufacturing uses.

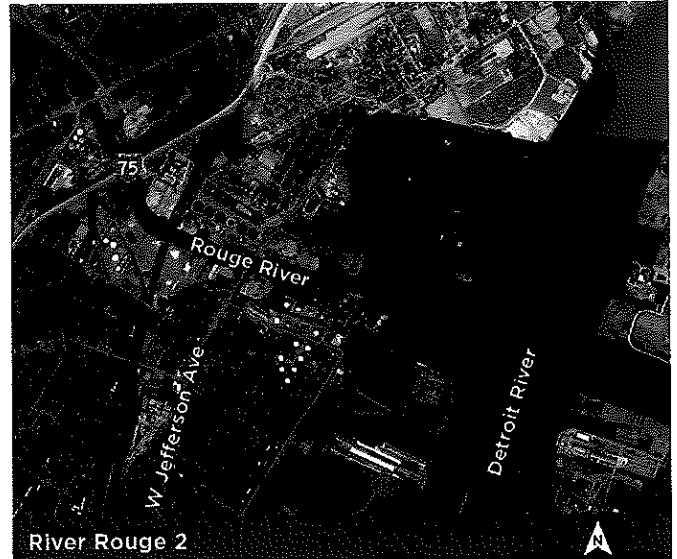
Site Data	
Jurisdiction:	City of River Rouge
Acres:	15.63
Parcel ID(s):	50-006-99-0003-001
Owners:	1
Current Land Use:	Vacant Industrial/Manufacturing
Street Address:	800 Marion Industrial Hwy.

Desired Vision

Located along the river and next to rail service and power plant facilities, this site is suited for both staging and storage for a variety of uses that complement and support the nearby energy production industries.

- Staging and Storage
- Complimentary Energy Production Industrial Activity

Context Map



Opportunity Map





Wyandotte PDA #1

Overview

This site sits within a strong mix of existing businesses. Adjoining uses include warehousing, logistics, medical and office with some residential to the south.

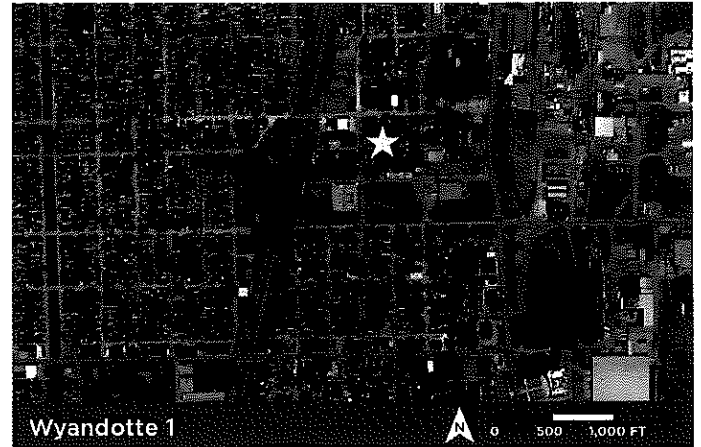
Site Data	
Jurisdiction:	City of Wyandotte
Acres:	2.47
Parcel ID(s):	57007050067000 - 57007050080000 57007050097000 57007050101000 57007050107000 57007050109000 - 57007050116000
Owners:	2
Current Land Use:	Vacant
Street Address:	337, 333, 327, 323, 317, 313, 305, 239, 233, 229, 225, 249, Clark St. 1624 3 rd St. 1639 McKinley St.

Desired Vision

This site presents one of the stronger redevelopment opportunities within the Downriver community. The site is currently vacant and has only two owners. There is a strong opportunity for clustering and collaboration among neighboring users and owners such as Henry Ford and BASF. Future development opportunity on this site may include the following.

- BASF Additional Offices
- Office/medical office
- Research and development
- Warehousing/logistics

Context Map



Opportunity Map





Wyandotte PDA #2

Overview

Located on a commercial corridor off M-85 with bus transit access and adjacent to single-family residential.

Site Data	
Jurisdiction:	City of Wyandotte
Acres:	0.51
Parcel ID(s):	57018010162000 57018010165000 57018010166000 57018010167000 57018010170000 57018010171000
Owners:	3
Current Land Use:	Vacant
Street Address:	1503 Eureka Rd. 1535 Eureka Rd. 3315 16 th St.

Desired Vision

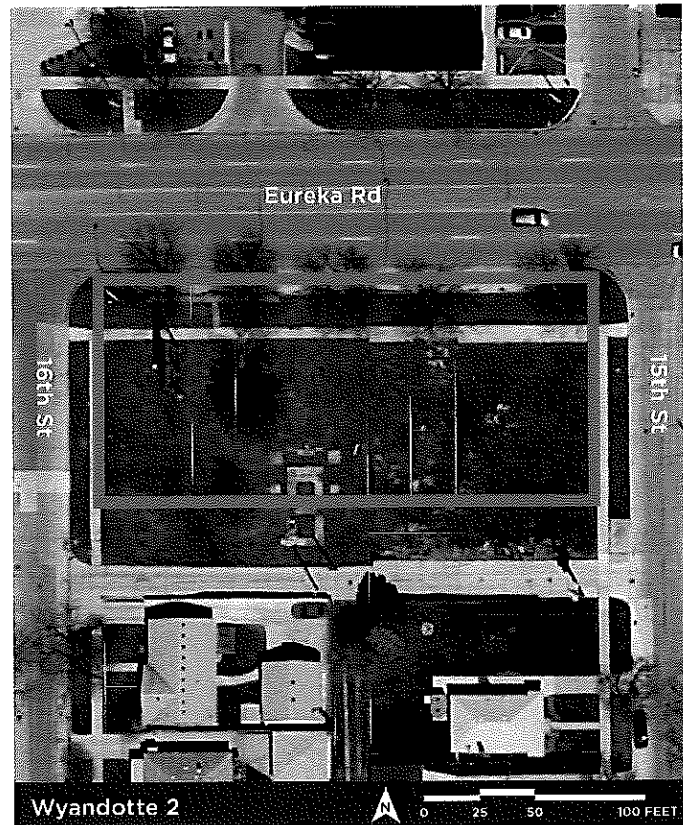
This site sits with a mixed use commercial corridor. The site is approximately half an acre, with the potential to include an additional half acre to the east which is currently underdeveloped. The current site has the potential to accommodate additional infill development that adds to the mix of the commercial corridor and creates new jobs and income generating uses. Future uses may include the following.

- Commercial/office
- Restaurant
- Research and development

Context Map



Opportunity Map





Riverview PDA #1

Overview

The site is located along W Jefferson Ave. near Bridge Rd. and the Detroit riverfront. It is bordered by Huntington Creek to the west and is situated among industrial and manufacturing.

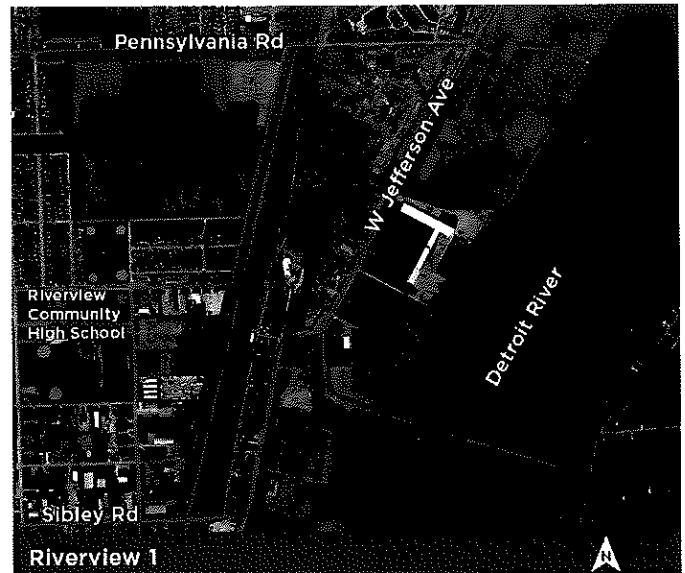
Site Data	
Jurisdiction:	City of Riverview
Acres:	6.56
Parcel ID(s):	51-007-99-0011-000 51-007-99-0007-704
Owners:	2
Current Land Use:	Vacant Commercial/Industrial
Street Address:	17800 W Jefferson Ave. 17720 W Jefferson Ave.

Desired Vision

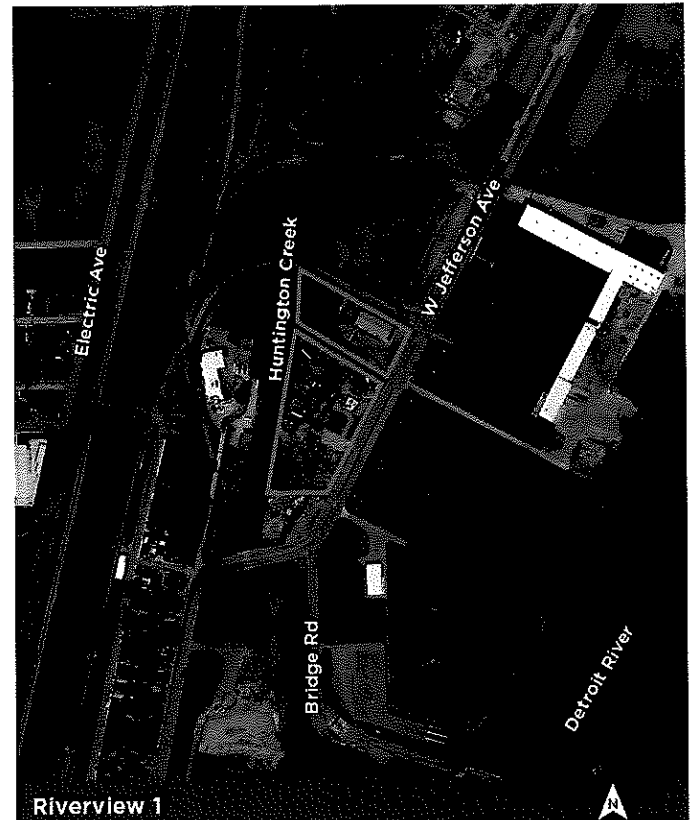
Located along West Jefferson Avenue, with rail service, this site should be targeted for warehousing or manufacturing to support the automotive industry or other innovation and/or research and development focused corporations. Future targeted uses for this site include the following.

- Warehousing
- Manufacturing
- Research and Development

Context Map



Opportunity Map





Riverview PDA #2

Overview

Its central location along main corridors in Riverview provide convenient access for commercial use on the site. It is positioned across the street from the Riverview Commons Shopping Center and near residential neighborhoods and civic uses.

Site Data	
Acres:	2.27
Parcel ID(s):	51-004-99-0021-005
Owners:	1
Current Land Use:	Vacant Commercial
Street Address:	13800 Sibley Rd.

Desired Vision

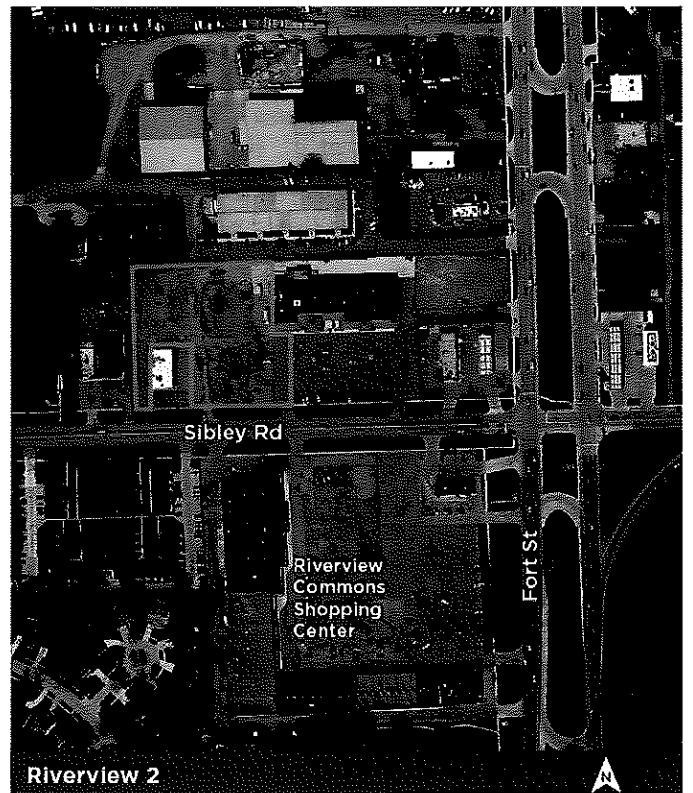
This site is in an area that can accommodate a variety of uses. The highest and best use for the site is commercial-based uses, with a focus on retail, general office, and/or medical office. Future targeted uses for this site include the following.

- Medical office
- General office
- Retail
- Personal service

Context Map



Opportunity Map





Trenton PDA #1

Overview

This large vacant industrial site is conveniently located along Fort Street. The surrounding area is characterized by the revival of manufacturing and industrial uses.

Site Data	
Jurisdiction:	City of Trenton
Acres:	37.52
Parcel ID(s):	54-003-99-0001-701
Owners:	1
Current Land Use:	Vacant Industrial/Manufacturing
Street Address:	1251 Fort St.

Desired Vision

This site has the potential to accommodate a variety of uses. Potential for target uses should include the following. This redevelopment of the site should include.

- Medium to high density residential
- Commercial
- Flex Office/Warehouse/Storage

Context Map



Opportunity Map





Trenton PDA #2

Overview

Adjacent to the aforementioned site is a nearly 8-acre parcel which has been cleaned up for reuse. The site fronts King Rd. and is just north of Downtown Trenton.

Site Data	
Jurisdiction:	City of Trenton
Acres:	7.69
Parcel ID(s):	54-003-99-0002-002
Owners:	1
Current Land Use:	Vacant Industrial/Manufacturing
Street Address:	King Rd.

Desired Vision

This opportunity site sits at the intersection of two major arterials, Fort Street and Van Horn Rd. The site is currently vacant with surrounding commercial uses. Give the location and surrounding cluster of uses this site is best positioned as a commercial infill site that helps to defined and promote the quality of the roadway/intersection. Future redevelopment of this may include the following.

- Commercial/retail
- Restaurant

Context Map



Opportunity Map





4 ● Strategic Pillars & Recommendations



4.1 How We Recover

Based on research and input from the Steering Committee and the broader stakeholder community, the following five pillars were identified as the most tactical starting point for the Downriver Communities' economic recovery effort. The strategic pillars link the where and what we want to focus on through a set of achievable actions that create impact and build momentum towards the overall economic recovery. It is expected that these strategic pillars will stimulate other projects.

The five Strategic Pillars are listed below:

1. **Strengthening Quality of Place**
2. **Educating Our Future Workforce**
3. **Growing Entrepreneurship**
4. **Becoming Investment Ready**
5. **Marketing The Region**

4.1.1 Strategic Pillar #1: Strengthening Quality of Place

What is it?

Quality of place is an important consideration in business and personal residence location decisions. The quality of K-12 and post-secondary educational systems, public infrastructure, and transportation connections are essential requirements for many businesses and residents. Amenity-rich areas that provide a diversity of cultural, entertainment, natural, and outdoor recreation resources can assist business recruitment and retention efforts and be a key factor in business start-ups as well as attracting and retaining knowledge workers. These assets help create a positive image, contribute to a region's ability to attract tourists and conventions, and create small business opportunities.

Why is it Important?

Input from stakeholders suggests that the key to residential and business attraction is to expand, create and publicize a diverse set of experiences and services. Stakeholders agreed that the Downriver Communities were uniquely positioned alongside waterfront and other natural assets. Recent trail and downtown development has been met with increased use, increased retail business and beautification of community cores. These investments are contributing to a positive image and highlight and encourage sustainable development.

Additionally, stakeholders noted the need to improve the quality of regional schools and reduce the wait time at health institutions. According to stakeholders, investments in schools and hospitals are signs of economic prosperity within a community and one of the first considerations when choosing a place to live.

Existing Assets & Momentum

- Access to the Great Lakes
- Access to Health Care Systems
- Close proximity to Canada and international experiences
- Numerous natural resources and outdoor recreational opportunities
- Revived community spirit



Recommendations

1. Improve and increase accessibility to recreational amenities, business districts, employment centers, and residential neighborhoods. This includes enhancing physical connections such as roads, transit, sidewalks, and multi-use trails.
2. Promote and support activities along area waterways that contribute to increased recreational and economic development opportunities. Create and/or implement waterfront redevelopment plans.
3. Promote and create recreational, cultural, nature tourism, sports, and other economic opportunities within and outside the region.
4. Support further development of arts and culture institutions and events, which contribute to the character of a place and enhance quality of life. Consider the development of a combined Cultural Plan for the Downriver Communities as a way to inform and leverage cultural amenities and activities.
5. Evaluate the benefits of establishing a Corridor Improvement Authority (CIA) along Jefferson Avenue to support downtown management, infrastructure funding and business grant and loan programs.
6. Work with the Southern Wayne County Chamber of Commerce to establish a pop-up retail program to showcase available retail space, recruit new downtown businesses and attract foot traffic to the downtown.
7. Apply for a second Rising Tide program in the region.

4.1.2 Strategic Pillar #2: Educating Our Future Workforce

What is it?

An educated workforce is critical to economic development. Identifying the knowledge and skills needed to support economic growth in the future is a challenge in a continually evolving economy. The vast majority of jobs will require some level of post-secondary education – including two- and four year degrees, graduate degrees, apprenticeships, or industry credentials. In addition, the future workforce must have the skills to adjust to economic and employment changes through a culture of lifelong learning.

Why is it Important?

Stakeholder input indicated a need to strengthen and build collaboration between education and business to ensure students develop problem solving, critical thinking, analytical, and other skills needed for lifelong learning and career success, particularly as it relates to the area's secondary schools. Stakeholder interviews indicated a desire to promote best practices for creating career- and college ready students through collaborative programs such as career technical education, early/middle college, and community college programs.

Existing Assets & Momentum

- Secondary Schools
- Michigan Works! Southeast
- Southeast Michigan Community Alliance Workforce Development Board



- **Regional Community Colleges**

Recommendations

8. Develop career pathways in partnership with employers and Southeast Michigan Community Alliance to help students identify potential areas of interest and make informed decisions about post-secondary education options and careers.
9. Strengthen ties between education/training organizations and employers to ensure employees have needed skills.
10. Raise awareness and interest in pursuing careers such as those in skilled trades and manufacturing through experiential learning with local business.
11. Share information about job skills training programs with Downriver residents and employers.
12. Continue to work with workforce organizations to undertake the recommendations emerging from the Region 9 Prosperity Initiative (SEMCA Workforce Development Strategy)
13. Establish partnerships with industry and local school programs to provide training, workforce development, and industry exposure for local high school students.

4.1.3 Strategic Pillar #3: Growing Entrepreneurship

What is it?

New business growth is essential to the American economy and the Downriver Communities. New businesses account for nearly all net new job creation and almost 20 percent of gross job creation across the country. According to SEMCOG's Economic Development Strategy, entrepreneurs forming new businesses are vital to expanding and diversifying Southeast Michigan's economy.

Small businesses span numerous sectors ranging from mom-and-pop restaurants and stores, to manufacturing, commercial businesses, and information technology companies. They contribute to a community's quality of life and economy. Startup firms can also ignite innovation, generate jobs, and lend to the region's image as a desirable place to live and conduct business.

Why is it Important?

Encouraging business ventures by making it easier for entrepreneurs to take calculated risks to start and grow small businesses is an important element for a recovering economy. Stakeholders across the Downriver Communities highlighted the need to match aspiring entrepreneurs and small businesses with the information, business finance, and technical resources they need to succeed. Stakeholder input also suggested that entrepreneurs need assistance in growing and adapting products to an ever evolving economy. The presence of accelerators, incubators or connections to institutions that are assisting with research and development was identified by numerous businesses in the survey.

Existing Assets & Momentum

- Southern Wayne County Chamber of Commerce
- Wyandotte Business Association
- Downriver Community Conference
- Detroit Chamber of Commerce



- Monroe Port Authority
- Detroit Port Authority
- Michigan Economic Development Corporation
- School Districts
- Post-Secondary in Southeast Michigan

Recommendations

14. Connect aspiring entrepreneurs and existing small businesses with available – but perhaps not widely known/understood – business training and resources, including: technical assistance, financial management, and business counseling/mentoring.
15. Develop and market an inventory of programs that assist entrepreneurs.
16. Designate a regional location for affordable and interactive work spaces for small businesses that need a place to become established and grow.
17. Work with regional post-secondary to introduce a business incubator or accelerator in the Downriver communities.
18. Working with local school districts, encourage young people to think about starting their own businesses, including education and encouragement in K-12.

4.1.4 Strategic Pillar #4: Becoming Investment Ready

What is it?

Becoming investment ready encompasses activities that attract new investment to the region from another location. Businesses relocate or open a new location when business needs or conditions motivate a change in location or expansion; for example, when a business expands beyond the capacity of a particular site. A community can encourage investment attraction opportunities by identifying and articulating the competitive advantages of their city, town or region, as well as other information relevant to an investor in marketing materials, and by identifying target sectors and eventually target businesses.

Why is it Important?

The five Downriver communities have a strategic advantages relevant for investment attraction activities, such as its proximity to the City of Detroit, access to Interstate 75, the planned construction of the Gordie Howe international bridge, the availability of industrial land, and proximity to major US and Canadian markets. Businesses contacted for the business survey suggested that bringing more businesses/attracting new businesses is one of the most important regional initiatives to strengthen the regional economy.

Since investment attraction is targeted at a business person who may not be familiar with the Downriver communities, a coordinated approach to investment ready commercial and industrial properties dispersed among municipalities is called for. Investors have little time or patience to talk with several contacts to secure the right information. Any confusion can result in a missed opportunity. Therefore, a key contact that can speak to these opportunities and provide relevant information is recommended as the most efficient way to market the Downriver communities.



Existing Assets & Momentum

- Southern Wayne County Chamber of Commerce
- Downriver Community Conference
- Michigan Economic Development Corporation
- Post-Secondary in Southeast Michigan
- Southeast Michigan Community Alliance Workforce Development Board

Recommendations

19. Maintain and increase investment in the diverse types of transportation infrastructure that currently gives the Downriver Communities a competitive advantage.
20. Invest in the development of an online site selection tool that depicts surrounding resources and available sites, with the ability for computer-aided design applications for virtual speculative buildings.
21. Using the Michigan Redevelopment Ready Communities program tool, implement a 'one-stop shop' model across local municipalities to strive for a universal local regulatory and permitting process.
22. Work with public- and private-sector leaders to define critical infrastructure issues, maximize service efficiencies, develop and integrate solutions, and encourage service-provider collaboration.
23. Consider and implement recommendations from SEMCOG's Access to Core Services report to connect people to jobs and other core services.
24. Identify potential job and business growth opportunities resulting from transportation infrastructure projects such as construction of the Gordie Howe International Bridge and reconstructing freeways.
25. Consider the strategic future value of properties near commercial port areas to preserve port capacity as well as to identify land assembly opportunities for new industrial uses, industrial buffer areas, and green infrastructure.

4.1.5 Strategic Pillar #5: Marketing the Region

What is it?

The Downriver Communities has a wealth of valuable assets that make it a desirable location to live, work, visit, and conduct business. The Downriver Communities' competitive advantage and economy can be bolstered through collaborative efforts to market these resources in order to grow business, attract and retain residents, and increase tourism and convention business.

Why is it Important?

Input from stakeholders suggest that the Downriver Communities currently lacks a strong identity and suffers from a negative perception of people and investors from outside the area. Several of the key stakeholders pointed to the quality of local schools and lack of integrated diversification. However, the Downriver Communities have a rich history, rooted in manufacturing, steel and many other assets that are not yet widely-known. A defined marketing plan for the area can assist in diminishing negative perceptions of the Downriver Communities and bring the positive aspects of the community forward including the level of public investment that is underway. The Downriver Communities has a story of



community pride and a dedicated group of municipal governments that want to better connect existing and future residents to current events and opportunities in the communities. A logical next step is to work with local industry and organize and increase efforts to promote the area and change the perception of Downriver.

Existing Assets & Momentum

- Waterfront
- Available Commercial and Industrial Lands
- Highly Visible Industries (U.S. Steel, BASF, Henry Ford Health System and Hospital, Beaumont Hospital Care System)
- Michigan Economic Development Corporation
- Southern Wayne Chamber of Commerce
- Downriver Community Conference

Recommendations

26. Create a regional branding campaign that provides facts about the region's competitive advantages, regional assets, and quality of life amenities.
27. Create a comprehensive database and an accessible market analysis tool to serve as a regional data resource for site selectors, developers, businesses, communities, and others in the economic development community.
28. Dispel negative stereotypes and perceptions through positive media coverage that touts the benefits of the Downriver Communities as a business and residential location.
29. Market abundance of amenities such as natural resources and recreational opportunities, cultural institutions, sports teams, and events.
30. Explore promotion that builds upon success of statewide Pure Michigan campaign to highlight the broad range of regional assets and activities that are important to residents and visitors.
31. Work with local convention centers and chambers of commerce to create a regional visitors bureau to promote regional and local attractions.
32. Evaluate the potential of developing a shared marketing strategy for the priority development sites and properties.



5. ● Implementation



5.1 Implementation Structure

5.1.1 Creation of a Regional Economic Development Corporation

Cities and municipalities across the country are banding together to develop and deliver strategies that promote a wider regional economic development vision having realized that there are greater strengths and opportunities in achieving economic development through co-operation and a more coordinated approach. Bringing together their individual strengths provides them with a more compelling message with which to attract investment and allows for the more effective and efficient delivery of programs and projects at a regional level.

One of the primary challenges for derailed or delayed implementation of any economic development strategy is the lack of financial resources and the reliance on municipal staff or volunteers who often don't have the time or the expertise needed to lead a regional economic development initiative. While in-kind support from partner organizations is a consideration, this too can present challenges in the face of shifting mandates and competing priorities, particularly if other levels of government fund these organizations.

Economic regions, of course, vary in their size and function; some are entire States, others follow County boundaries and others are city regions. What distinguish all of the regional economic development efforts is the recognition of an integrated regional economy and an understanding of the benefits of co-operating across jurisdictional boundaries to promote the economic growth and development of the wider region.

This diversity of size and function has also lead to many different models or governance structures for regional economic development. Research suggests that the emphasis on governance to achieve success, in particular, horizontal and vertical collaboration across tiers of government is essential. Some of the key factors in the governance of these prosperous regions include:

- **Leadership** – the public sector plays a key role, however, they are not the only actor and other institutions and individuals also important
- **Strategic, long term (and collective) vision** – all regions had a sustained and evolving vision, developed through a sophisticated analysis of the region drawn from research activity and evidence.
- **Tailored policy** – with an agreed strategy there was greater alignment and tailoring of regional and local policy to meet wider regional needs.
- **Program synergy and interdependence** – these regions also look for opportunities to combine, coordinate and integrate parallel programs to be delivered across the region as a whole.
- **Institutional support** – there is no “one institution fits all” but rather a need to align with appropriate institutions (regarding leadership, resources, autonomy, stakeholder engagement, capacity, etc.).

The level of effort and coordination required to implement the Economic Recovery Strategy successfully will be significant. For this reason, it is essential that consideration is given to the appropriate governance structure through which business and community stakeholders, civic leaders and elected officials from across the Downriver Communities can regularly come together to make well-informed, strategic and regional contributions to economic development.



Building on the work of the Downriver Community Conference, a Regional Economic Development Corporation should be created to oversee the implementation planning associated with the Economic Recovery Strategy. The Regional Economic Development Corporation would function as a forum for thinking and acting regionally; enable decision-making and effective collaboration between various agencies and organizations; and provide a focal point for the implementation and monitoring of the regional economic development strategy.

Specifically, the Regional Economic Development Corporation would be responsible for:

- Overseeing the creation and efforts of any related working groups;
- Serving as a conduit for information and policy positions with stakeholders;
- Tracking and reporting on the performance of the Downriver economy, as it relates to the strategic priorities of the Economic Recovery Strategy;
- Tracking and reporting on the overall progress of the implementation of the Strategy using agreed upon metrics; and
- Identifying the need for advocacy by the Downriver Communities on key issues, as necessary.

Administrative and logistical support will be required to ensure the implementation of the Economic Recovery Strategy. In the short term, this will require a consultant/employee to assist the Regional Economic Development Corporation with prioritizing the proposed action items and preparing the implementation plans.

5.1.2 Branding a Region

Branding a region is not creating a logo and a tagline. There are several examples across the nation that has failed to recognize the full scope of branding. True branding must be derived from a region's core strategy for economic development. A brand must reflect a region's DNA – it is an identify that is expressed in every interaction each community has with its stakeholders, both formal and informal.

Branding a region requires a realistic, competitive and very compelling strategic vision and needs to ensure that it is supported, reinforced and enriched by every act of communication between that place and the rest of the world. Every government and municipal department or local agency, local people and local companies must consistently communicate and demonstrate the same carefully developed brand.

For a brand to succeed it must be rooted in what is great and unique about the region. For example, if the region wants to brand itself as the steel capital of Michigan, then it must have the infrastructure, investment and skilled workforce to back that up. Otherwise the brand is little more than a tagline, and the experience of the region will not live up to the promise of the brand. In short, the brand must fall out of your economic development strategy, in this case the Regional Economic Development Corporation, which in turn must be built on the region's strengths and ambitions (items that have been laid out within the Economic Recovery Strategy).

Three emerging practices from across the nation stand out as tactics that the Downriver Communities and the Regional Economic Development Corporation can deploy.

1. Be Different From Competitors

Many economic development organizations fail to think about the competition when thinking about branding their communities. This is a tenet of traditional product branding that place marketers would be wise to observe. Economic development organizations must recognize that site selectors, businesses



and workers are not looking at your region in isolation. It is one choice in a sea of options, and the only way to stand out is to think not just about what the region has to offer, but to think about what the region offers that is different. As the International Economic Development Council (IEDC) points out: “Technically, your community may have the same strengths and assets as a number of others. The key is finding a differentiator in the mind of the client, and understanding site selection criteria so you can turn features such as transportation or education into distinct advantages.” Build the brand message around the region’s competitive advantages.

2. Get Stakeholders Excited About What Really Matters

Get your stakeholders excited about what is really driving the branding exercise in the first place. This will garner lasting engagement that can be counted on well after the launch of the brand. The Medinge Group, a not-for-profit think tank of communications professionals, says that this type of approach: “...helps the key stakeholders of the place to chart a route towards realizing their shared vision for the development of the future offer of the place. It helps define the value that will be created for those stakeholders, for example through increased income generated by sports events or from retail sales, from increased investment in land and buildings, from job creation and from the creation of new services. It provides a decision making tool for shareholders to identify really ‘on-brand’ investments from among the many possibilities and opportunities on offer to them.”

When community leaders present a unified message, it is a clear indicator to site selectors and investors that this is a place that has its act together and will be easy to work with. Successful branding initiatives must have the support and buy-in of the region’s leadership and spokespeople to succeed in the long term.

3. Appoint Ambassadors

A U.S. consultancy, Development Counsellors Inc., released the results of a survey of top executives responsible for site selection. The survey has been conducted five times since 1996, and asks the question: “What sources of information influence your perception of a community’s business climate?” The top response was “Dialogue with industry peers”, with 61% of respondents citing it as a factor.

To take advantage of this channel in a formal way, many communities are creating ambassador programs as a component of their branding initiatives. The idea behind these programs is simple: In a world of too much information, a message has more credibility when it is delivered by a trusted source. Advice and personal experience from an industry peer can strengthen the brand of a community and reach deep into networks that economic development professionals may have a difficult time accessing. Structured ambassador programs ensure that professional networks become a forum to further promote a region’s brand

Whether the Regional Economic Development Corporation pays attention to branding or not, there will always be an audience that will have a perception about the region. Smart economic developers are those that take steps to influence these perceptions and use them to strengthen their overall strategy.

5.1.3 Implementation

The Economic Recovery Strategy sets out a strategic roadmap for economic development in the region. Recognizing the challenges associated with this level of strategic planning an implementation framework



and series of operational plans will be critical to the execution of the Plan if the Regional Economic Development Corporation is to achieve and successfully deliver on the Plan's recommendations.

Effective implementation will also require collaboration with a broad range of industry associations, organizations, business, senior levels of government and economic development professionals. These partners will need to work together over the long term to achieve the vision of economic growth for the Downriver Communities.

There is significant optimism across the region for the growth of the Downriver economy. However, many of the businesses that participated in the consultation phase of the project felt that the region is not promoted in a way that illustrates the employment opportunities, business investment, or that counters the negative narrative that has emerged in recent years.

The Regional Economic Development Corporation is only one of many players that will need to be involved in the implementation of the Recovery Strategy. In particular, the Regional Economic Development Corporation will need to:

- Collaborate with all regional stakeholders partners, and their related agencies associated with economic development to ensure the adequate resourcing of the Strategy;
- Work closely with the County and State Governments to articulate and facilitate regional economic development activities that are mutually beneficial and meet with Southeast Michigan needs; and
- Promote the intent and objectives of the Strategy to business and community stakeholders to ensure an ongoing level of engagement and commitment to the Strategy's implementation.



Economic Development Commissions/Orgs

Name of Organization	Purpose	Funding Model	Organizational Model
Allegan County Economic Development Commission http://www.allegancountyedc.com/	<ul style="list-style-type: none">▪ Markets the ecdev assets of Allegan County▪ Business workshops, events	<ul style="list-style-type: none">▪ Annual budget set by the County.▪ Encouraged to seek additional private & public sector grant funding to match.	Agency of Allegan County.
Eastern Upper Peninsula Regional Planning and Development Commission http://www.eup-planning.org/	<ul style="list-style-type: none">▪ Grant writing assistance for municipalities▪ Community surveys▪ Land use planning▪ Recreation planning▪ GIS mapping	State funded.	Administers State & Federal grants to community orgs. Regional, non-profit government agency.



Name of Organization	Purpose	Funding Model	Organizational Model
<p>Lehigh Valley Economic Development (LVEDC)</p> <p>https://lehighvalley.org/</p>	<ul style="list-style-type: none"> ▪ Market the ecdev assets of Lehigh Valley ▪ Recruit companies in targeted sectors ▪ Support growth/retention of new/existing employers ▪ Promote skilled workforce ▪ Provide intelligence/data on Lehigh Valley economy ▪ Expand public & private sector investment in LVEDC & build partnerships for economic growth 	<p>Funded by public and private sector investors.</p>	<p>Non-profit org. Public-private partnership. Partners include:</p> <ul style="list-style-type: none"> ▪ County of Lehigh, PA ▪ County of Northampton, PA ▪ 50+ private sector business ▪ Universities
<p>Corpus Christi Regional Economic Development Corporation</p>	<ul style="list-style-type: none"> ▪ Obtain and facilitate funding for economic development projects ▪ Business attraction, BR&E programs ▪ Site selection POC for Corpus Christi 	<p>Public and private sector investment</p>	<p>The CCREDC’s partners include the city of Corpus Christi, the Port of Corpus Christi Authority and over 180 private-sector members. The CCREDC is governed by a 25-member Board of Directors whose members are appointed by the city, port and membership.</p>



Name of Organization	Purpose	Funding Model	Organizational Model
<p>Cape Breton Partnership (Cape Breton, NS)</p> <p>https://capebretonpartnership.com/about/</p>	<ul style="list-style-type: none"> ▪ Markets ecdev assets of Cape Breton ▪ BR&E ▪ Business workshops, events ▪ Expand public & private sector investment in Cape Breton Partnership & build partnerships for economic growth 	<p>Membership fees; primarily private sector investors. Some public sector partnerships.</p>	<p>Private-sector based partnership non-profit organization. Partners include:</p> <ul style="list-style-type: none"> ▪ Municipalities of County Victoria, Inverness, Richmond ▪ 50+ private sector companies
<p>Southeastern Economic Development Commission (North Carolina)</p> <p>http://www.sedcnc.org/about</p>	<ul style="list-style-type: none"> ▪ Facilitates federal grant funding for member county governments ▪ Provides grant writing support assembling EDA investment applications 	<p>Receives funding from the U.S. Department of Commerce Economic Development Administration (EDA) yearly.</p>	<p>Nonprofit org that is designated as an Economic Development District (EDD) by the US Dept. of Economic Development Administration. Creates Comprehensive Economic Development Strategy for the District to maintain eligibility for government funding.</p>
<p>Southwestern Michigan Economic Growth Alliance</p> <p>http://www.southwesternalliance.org/index.php?submenu=About&src=gendocs&ref=About&category=Main</p>	<ul style="list-style-type: none"> ▪ Site selection POC for participating municipalities ▪ Reports, studies, data resources ▪ Operates a business incubator centre ▪ Obtains/facilitates grant funding for ecdev projects 	<p>Pay to play: investment dollars from private and public sector partners.</p>	<p>Non-profit org, private sector driven; public-private partnerships.</p> <ul style="list-style-type: none"> ▪ 10 public sector partners (City; County; Townships) ▪ Numerous private sector business investors (not listed)



An Economic Recovery Strategy for the Downriver Communities of River Rouge, Ecorse, Wyandotte, Riverview and Trenton

Appendix A – Detailed Economic Analysis Report

Prepared on behalf of the
Downriver Community Conference

July 2018



Table of Contents

List of Figures	ii
List of tables	ii
1. Demographic Profile	1
1.1 Population	1
1.2 Migration Patterns	3
2. Household Income and Poverty Status	3
3. Education Profile	4
4. Labour Profile	6
4.1 Labour Force Characteristics	6
4.2 Employment by Industry	6
4.3 Employment by Occupation	8
4.4 Class of Worker	9
4.5 Business Patterns Assessment	13
4.6 Employment Characteristics – Job Flows	15
5. Commuting Patterns	11



List of Figures

Figure 1: Downriver Population, 2010 to 2016 and SEMCOG Population forecast 2020 to 2045 **Error! Bookmark not defined.**

Figure 2: Population by age, Downriver, 2010 and 2016..... 2

Figure 3: Racial Composition, Downriver, 2016..... **Error! Bookmark not defined.**

Figure 4: Migration Patterns of Downriver, 2016 3

Figure 5: Household income percentage by income margins, Downriver, 2016..... 4

Figure 6: Education Attainment, Downriver, 2016 5

Figure 7: Unemployment rate by age groups in Downriver, 2016 6

Figure 8: Class of worker, Downriver, 2016..... 10

Figure 9: Net change in Class of Worker, Downriver, 2010 to 2016..... 10

Figure 10: Inflow Outflow Job Counts (Primary Jobs), Downriver, 2015 11

List of tables

Table 1: Population change (2010 to 2015) of Downriver..... **Error! Bookmark not defined.**

Table 2: Population Forecast 2040 of Downriver **Error! Bookmark not defined.**

Table 3: Median Household Income, 2016 and 2010 4

Table 4: Population 25 years and over with a Bachelor's degree or higher attainment, 2016 5

Table 5: Labour force profile, Downriver, 2016..... 6

Table 6: Percentage of labour force by industry, Downriver,2016..... **Error! Bookmark not defined.**

Table 7: Downriver employment net change by industry, 2010 and 2016 7

Table 8: Location quotients by industry for Downriver, 2016 8

Table 9: Labour force Percentage by Occupations in Downriver, 2010 and 2016 8

Table 11: Business Patterns, Wayne County, 2015..... 14

Table 12: Employment Characteristics by Industries, 3rd Quarter, Wayne County, 2016..... 16

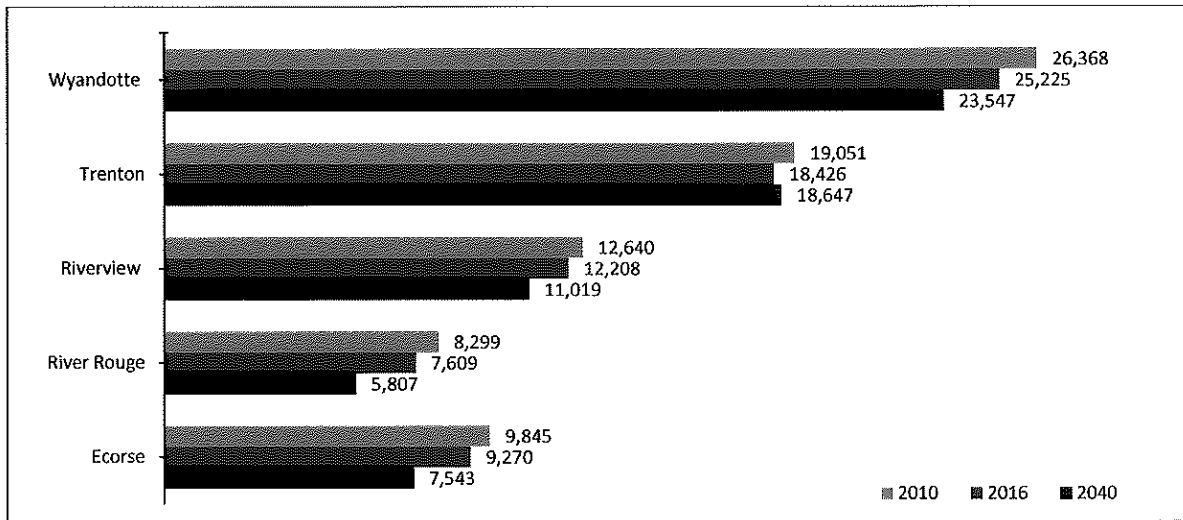


1. Demographic Profile

1.1 Population

In 2016, the Downriver Communities collectively accounted for 4% of the County's total population. Over the years, this area of the Downriver Region has seen its population decrease. In 2016, the Downriver Communities collectively accounted for a population of 72,738 persons, which is a decline of 5% (loss of 3,465 persons) from the 2010 estimates. The pattern of population decline is projected to continue for these communities; the SEMCOG forecasts predict a loss of 6,175 persons by 2040. Figure 1 shows the population numbers for the Downriver Communities for 2010, 2016 and 2040.

Figure 1: Total Population (numbers), Downriver Communities, 2010, 2016 and 2040



Source: U.S. Census Bureau, American Community Survey & SEMCOG 2040 Forecast

Wyandotte had the highest population in 2016, accounting for 1.4% of Wayne County's total population followed by Trenton with 1.1%. From 2010 to 2016, all the five communities declined with Wyandotte, River Rouge, Trenton, Ecorse and Riverview declining by 1,143, 690, 625, 575 and 432 people, respectively.

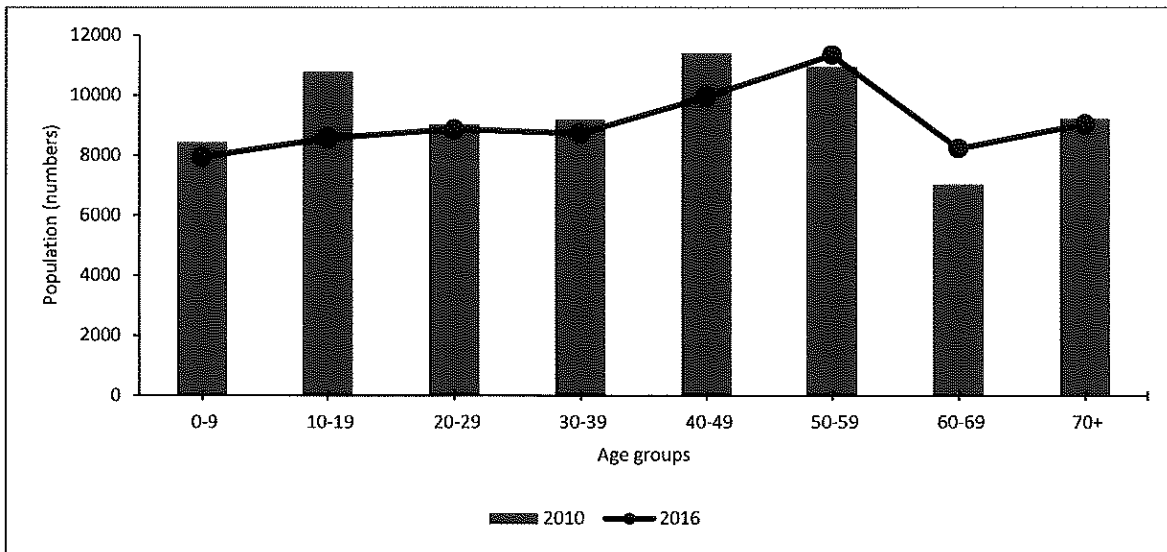
The declining population of the Downriver communities suggests that the region is unable to attract growth. In 2010, the majority of the population were between 40-49 years, accounting for 15% of the total population. By 2016, the population had aged, with 16% of the population between 50-59 years. Furthermore, in 2016, 18% of the total population were seniors aged 65 years and above. The decline in population between 10 to 19 years and the minimal growth seen for the 20 to 29 year age group suggests that there is significant out-migration of youth. The region also saw a net decline of 9% in the core workforce between 30 to 49 years of age. The significant out-migration of youth, declining core workforce and net natural decrease suggests that the region will see a continual decrease in productive capacity and economic investment opportunities.

Analyzing the median age, the Downriver Communities are aging, evidenced by a higher median age of 41.4 years compared to 37.8 years in Wayne County and 39.5 years in Michigan. Trenton showed the



highest median age with 45.7 years followed by Riverview with 45.4 years, Wyandotte with 42.7 years and Ecorse with 39.6 years. River Rouge was the only Downriver community with median age lower than Wayne County, 35.5 years. The number of young adults has also decreased while the senior population is on the rise. This may indicate that young individuals are moving out of the community.

Figure 2: Population by age, Downriver Communities, 2010 and 2016



Source: U.S. Census Bureau, American Community Survey

The racial composition of a community is an essential social characteristic to identify the diverse needs of its population. On analysing the 2016 U.S. Census Bureau race categories, Riverview, Wyandotte and Trenton show a predominately white population while Ecorse and River Rouge have a higher visible minority population. The visible minority includes Black or African American, American Indian and Alaska Native, Asian, Native Hawaiian and Other Pacific Islander and Hispanic or Latino. Figure 3 shows the racial composition of the Downriver Communities in 2016.

Figure 3: Racial Composition, Downriver Communities, 2016

Racial Composition	Ecorse	River Rouge	Riverview	Trenton	Wyandotte
White	3,168	2,594	10,715	17,111	23,050
Black or African American	4,427	3,765	693	220	247
Hispanic or Latino	1,252	1,138	531	738	1,488
American Indian and Alaska Native	52	0	13	27	67
Asian	1	0	24	187	148
Native Hawaiian and Other Pacific Islander	6	0	0	0	0
Some other race	0	0	41	0	21
Two or more races	364	112	191	143	204

Source: U.S. Census Bureau, American Community Survey

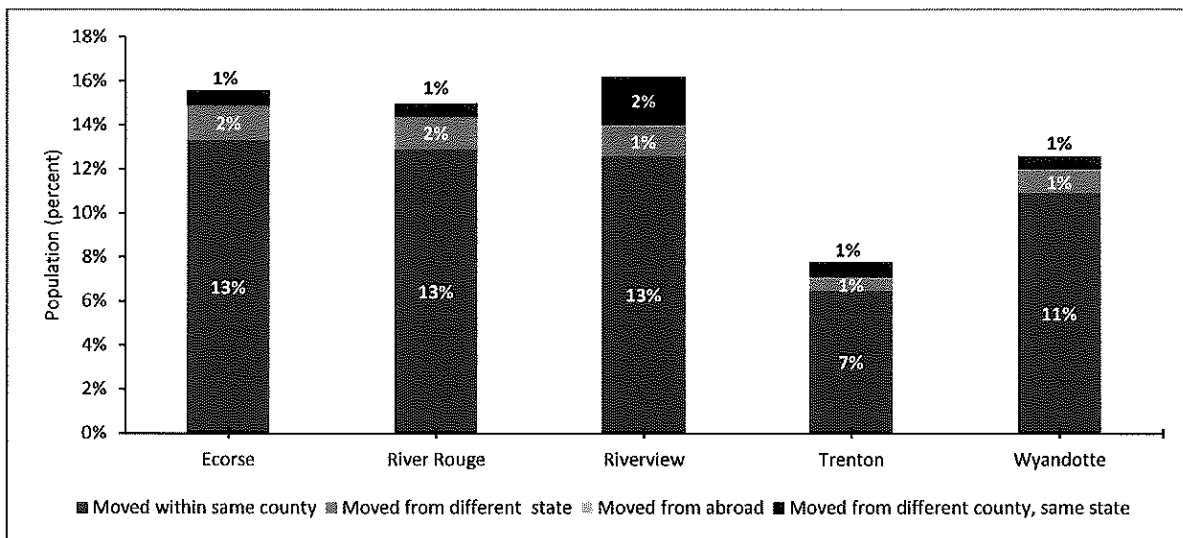


1.2 Migration Patterns

Understanding the immigrant profile and population redistribution due to the geographical mobility of a region is central to bridging its available labour supply and demand gap. In 2016, 9% of the total population in Wayne County were foreign-born, of which 26% had entered the region in 2010 or later¹. As per the Migration Policy Institute², the state of Michigan accounts for 1.4% of the total immigrant population in the United States of which 23% are located in Wayne County.

Migration data is classified by type: within the same county, from a different county in the same state, from a different state, or from abroad. Figure 5 shows the migration patterns of Downriver communities in 2016. The communities show high internal migration, approximately, 13% of all residents in Ecorse, River Rouge and Riverview move within the county possibly due to workforce challenges.

Figure 4: Migration Patterns of Downriver Communities, 2016



Source: U.S. Census Bureau, American Community Survey

2. Household Income

The 2016 estimate of household income for Wayne County at \$42,241 is significantly lower compared to Michigan with \$48,432 (Figure 5). Household incomes for Trenton, Riverview, and Wyandotte were \$56,888, \$53,502 and \$52,020, respectively. River Rouge and Ecorse show household income at \$27,463 and \$26,496, well below the average county income levels. Also, 41% of the total River Rouge population and 34% Ecorse lived below the poverty level in the past twelve months compared to 13% in Riverview, 10% in Wyandotte and 7% in Trenton.

¹ U.S. Census Bureau, 2016 American Community Survey 1-Year Estimates

² Migration Policy Institute tabulation of data from the U.S. Census Bureau's pooled 2011-2015 American Community Survey.



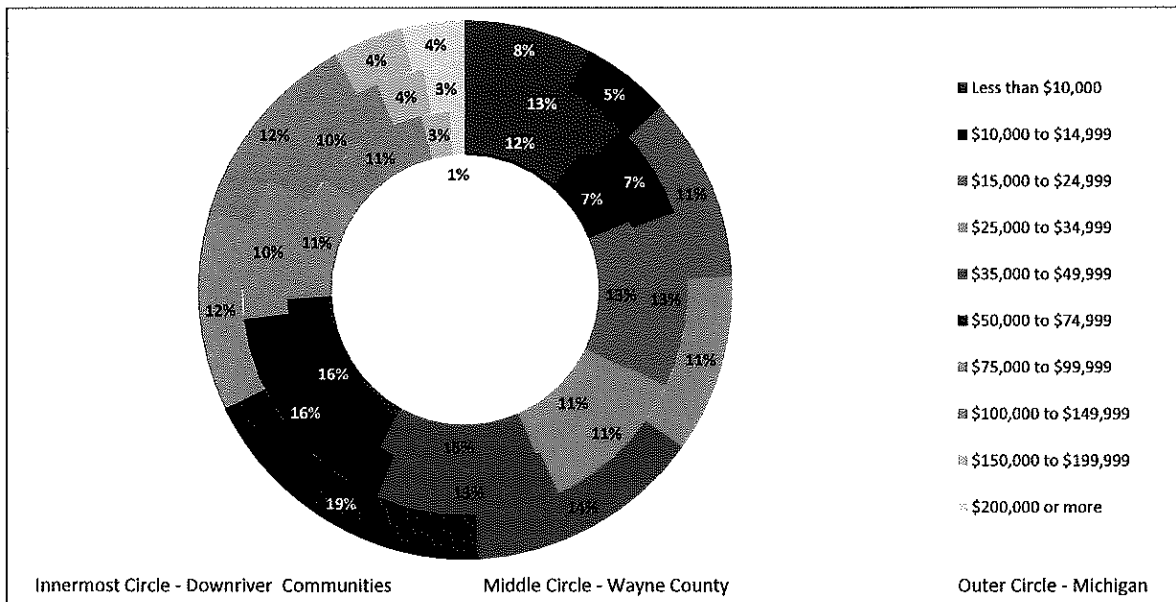
Figure 5: Median Household Income, 2016 and 2010

Year	Michigan	Wayne County	Ecorse	River Rouge	Riverview	Trenton	Wyandotte
2010	\$48,432	\$42,241	\$28,463	\$25,970	\$49,172	\$54,841	\$50,065
2016	\$50,803	\$42,043	\$26,496	\$27,463	\$53,502	\$56,888	\$52,020

Source: U.S. Census Bureau, American Community Survey

In 2016, 32% of Downriver residents had a median household income of less than \$10,000 to \$24,999, of which 12% had incomes less than \$10,000. These levels are on par with income margins in Wayne County at 13% while only 8% of Michigan population have incomes less than \$10,000. 26% of Downriver residents have a median household income between \$25,000 to \$49,999 while 28% show incomes from \$50,000 to \$99,999. 20% of Michigan’s population showed median incomes of \$100,000 or more compared to only 14% in Downriver.

Figure 6: Household income percentage by income margins, Downriver Communities combined, 2016



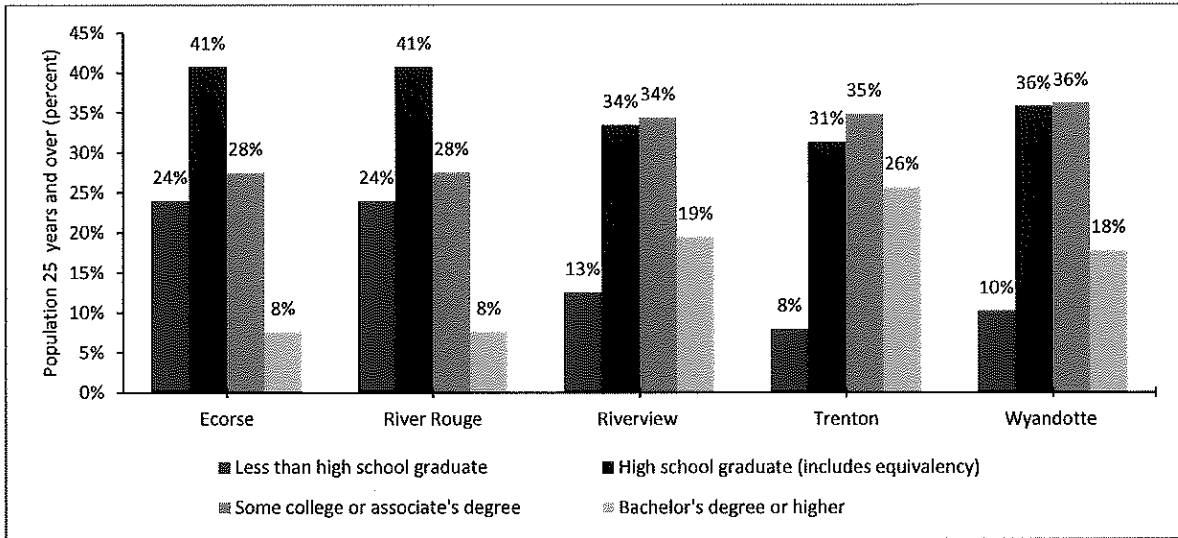
Source: U.S. Census Bureau, American Community Survey

3. Education Profile

In 2016, the Downriver communities of Ecorse and River Rouge have a higher percentage of high school graduates compared to those with a Bachelor’s degree or higher. The majority of population 25 years and over in Ecorse and River Rouge have some college or associate’s degree. Riverview, Trenton and Wyandotte show a comparatively higher proportion of residents with a Bachelor’s degree or higher compared to Ecorse and River Rouge. Figure 7 shows the Educational Attainment of the population 18 years and over in the individual communities.



Figure 7: Education Attainment, Downriver Communities, 2016



Source: U.S. Census Bureau, American Community Survey

Figure 8 shows the Field of education of the populations 25 years and over of all the Downriver Communities. In 2016, the majority of population 25 years and over in Downriver communities had business degrees (21%) while 18% had degrees in education. While 14% of the population had degrees in Science and Engineering-Related Fields, only 3% had degrees in Computers, Mathematics and Statistics. It is essential that education offerings in the region foster education in math and computer science complement the growth in Science and Engineering-Related Fields to compete in the Knowledge Economy.

Figure 8: Population 25 years and over with a Bachelor's degree or higher attainment, 2016

Field of Education	Wayne County	% of total by field of study in Wayne County	Downriver Communities	% of total by field of study in Downriver
Total	279,771		10,323	
Business	59,248	21%	2136	21%
Education	34,779	12%	1872	18%
Science and Engineering Related Fields	29,969	11%	1398	14%
Other	19,506	7%	682	7%
Engineering	28,375	10%	663	6%
Liberal Arts and History	12,441	4%	521	5%
Social Sciences	17,795	6%	483	5%
Psychology	13,139	5%	458	4%
Literature and Languages	10,009	4%	394	4%
Physical and Related Sciences	9,868	4%	383	4%



Field of Education	Wayne County	% of total by field of study in Wayne County	Downriver Communities	% of total by field of study in Downriver
Biological, Agricultural, and Environmental Sciences	12,503	4%	366	4%
Visual and Performing Arts	8,762	3%	340	3%
Computers, Mathematics and Statistics	10,946	4%	318	3%
Communications	10,426	4%	273	3%
Multidisciplinary Studies	2,005	1%	36	0%

Source: U.S. Census Bureau, American Community Survey

4. Labour Profile

4.1 Labour Force Characteristics

Wayne County has a lower labour force participation rate at 58.8% and a high unemployment rate of 13% compared to Michigan at 61% participation rate and 8.5% unemployment rate (Figure 9). The low participation rate suggests that people are not actively looking for jobs. At the same time, the high unemployment rates show that even with this low participation rate there are not many jobs available in the County.

Figure 9: Labour force profile, Downriver, 2016

Employment Status in 2016	Michigan	Wayne County	Ecorse	River Rouge	Riverview	Trenton	Wyandotte
Labor Force Participation Rate	61.2%	58.8%	47.8%	53.3%	59.0%	58.6%	64.5%
Unemployment rate	8.5%	13.0%	21.4%	23.3%	5.8%	4.4%	8.8%

Source: U.S. Census Bureau, American Community Survey

4.2 Employment by Industry

The Employment by Industry analysis shows that the top employing industries were Health care and social assistance and manufacturing, accounting for 16% of total employment followed by Retail trade, Educational services and Accommodation and food services with 11%, 7% and 7% total employment respectively.

From 2010 to 2016, the top employing industry, namely Health care and social assistance saw a net growth of 799 jobs. Other high employment growth industries were Professional, scientific, and technical services which saw employment increase by 440 jobs, Administrative and support and waste management services with 347 net employee growth and retail trade with 240 employee growth. Primary industries such as manufacturing and construction also saw net growth in employment. The largest decline was seen for Public administration and Agriculture, forestry, fishing and hunting. While educational services and Accommodation and food services are top employing industries, employment



in these industries was seen to decrease from 2010 to 2016. The information sector which includes the publishing, broadcasting and telecommunication, accounting for only 1.5% of total employment in 2016 saw employment decrease by 36% from 2010 to 2016.

Figure 10: Downriver Communities employment net change by industry, 2010 and 2016

Employment by Industry	Downriver Communities		% of total Downriver employment in 2016	2010-2016	
	2010	2016		Net Change	% Change
Total	31,793	31,813	100%	20	0.1%
Health care and social assistance	4,422	5,221	16.41%	799	18.1%
Manufacturing	5,067	5,201	16.35%	134	2.6%
Retail trade	3,413	3,653	11.48%	240	7.0%
Educational services	2,526	2,374	7.46%	-152	-6.0%
Accommodation and food services	2,621	2,372	7.46%	-249	-9.5%
Transportation and warehousing	2,058	1,819	5.72%	-239	-11.6%
Professional, scientific, and technical services	1,369	1,809	5.69%	440	32.1%
Construction	1,566	1,702	5.35%	136	8.7%
Administrative and support and waste management services	1,156	1,503	4.72%	347	30.0%
Other services, except public administration	1,251	1,353	4.25%	102	8.2%
Finance and insurance	1,227	1,180	3.71%	-47	-3.8%
Public administration	1,378	923	2.90%	-455	-33.0%
Wholesale trade	974	713	2.24%	-261	-26.8%
Arts, entertainment, and recreation	754	537	1.69%	-217	-28.8%
Real estate and rental and leasing	407	506	1.59%	99	24.3%
Information	772	494	1.55%	-278	-36.0%
Utilities	414	377	1.19%	-37	-8.9%
Agriculture, forestry, fishing and hunting	376	47	0.15%	-329	-87.5%
Mining, quarrying, and oil and gas extraction	-0	17	0.05%	17	

Source: U.S. Census Bureau, American Community Survey

The Location Quotients for Industry employment in Downriver is shown in Figure 11. Location Quotients are a good representation of the local economy and specialized industries in the region. If the LQ for employment in a particular industry is 1.25 or higher, the industry is specialized with a higher employment rate compared to other industries. If the LQ is below 0.75, it shows the industry has low growth and insufficient opportunities for employment. If the LQ is between 0.75 and 1.25, it shows that the industry employs people on par with provincial employment. LQ of 1.0 represents perfect parity (i.e. neither lagging nor leading). Educational Services is the only specialized industry in Downriver with an LQ of 1.54, while almost all the other industries are on par with employment in Wayne County.



Figure 11: Location quotients by industry for Downriver Communities, 2016

Employment by Industry in 2016	LQ 2016	
	Wayne County as a factor of Michigan	Downriver Communities as a factor of Wayne County
Educational services	0.23	1.54
Administrative and support and waste management services	1.48	1.15
Professional, scientific, and technical services	0.96	1.10
Real estate and rental and leasing	1.04	1.06
Information	0.97	1.06
Accommodation and food services	0.84	1.02
Retail trade	1.04	0.99
Wholesale trade	0.97	0.97
Health care and social assistance	0.95	0.96
Finance and insurance	1.00	0.94
Agriculture, forestry, fishing and hunting	1.08	0.91
Transportation and warehousing	1.11	0.90
Arts, entertainment, and recreation	0.94	0.87
Manufacturing	1.38	0.87
Construction	1.04	0.86
Mining, quarrying, and oil and gas extraction	1.11	0.79
Utilities	0.24	0.56
Other services, except public administration	1.19	0.44

Source: U.S. Census Bureau, American Community Survey

4.3 Employment by Occupation

In 2016, the top employing occupations were service-related occupations such as Office and administrative support occupations and Sales and related occupations, accounting for 15.8% and 10.4% of total occupations. Production occupations that include assemblers and fabricators accounted for 9.7% of total occupations which saw a growth of 19% from 2010 to 2016. Occupations in Life, physical, and social science occupations, Legal occupations, Health technologists and technicians and Community and social services occupations saw growth from 2010 to 2016, although they account for only 5% of all occupations. The growth in the trade and middle-level skill occupations are in tandem with the level of education seen in the region, which has a high proportion of the population with trade-related education. Thus, the region should capitalize on these mid skills sectors and provide skills training and upgrading to encourage continued growth and stabilize the social fabric of the region.

Figure 12: Labour force Percentage by Occupations in Downriver Communities, 2010 and 2016

Employment by Occupations	Downriver		% of total Downriver Occupations	2010-2016	
	2010	2016		Net Change	% Change



Employment by Occupations	Downriver		% of total Downriver Occupations	2010-2016	
	2010	2016		Net Change	% Change
Office and administrative support occupations	5,154	5,019	15.8%	-135	-2.6%
Sales and related occupations	3,183	3,315	10.4%	132	4.1%
Production occupations	2,595	3,086	9.7%	491	18.9%
Management occupations	2,327	2,222	7.0%	-105	-4.5%
Food preparation and serving related occupations	2,241	1,889	5.9%	-352	-15.7%
Education, training, and library occupations	1,517	1,626	5.1%	109	7.2%
Personal care and service occupations	1,098	1,423	4.5%	325	29.6%
Construction and extraction occupations	1,277	1,383	4.3%	106	8.3%
Health diagnosing and treating practitioners and other technical occupations	1,367	1,341	4.2%	-26	-1.9%
Material moving occupations	1,454	1,282	4.0%	-172	-11.8%
Transportation occupations	1,392	1,265	4.0%	-127	-9.1%
Installation, maintenance, and repair occupations	1,286	1,218	3.8%	-68	-5.3%
Business and financial operations occupations	1,089	1,108	3.5%	19	1.7%
Building and grounds cleaning and maintenance occupations	1,060	1,077	3.4%	17	1.6%
Healthcare support occupations	892	866	2.7%	-26	-2.9%
Health technologists and technicians	511	709	2.2%	198	38.7%
Firefighting and prevention, and other protective service workers including supervisors	616	538	1.7%	-78	-12.7%
Architecture and engineering occupations	748	510	1.6%	-238	-31.8%
Computer and mathematical occupations	331	450	1.4%	119	36.0%
Legal occupations	245	378	1.2%	133	54.3%
Community and social services occupations	262	373	1.2%	111	42.4%
Arts, design, entertainment, sports, and media occupations	415	264	0.8%	-151	-36.4%
Law enforcement workers including supervisors	291	251	0.8%	-40	-13.7%
Life, physical, and social science occupations	95	194	0.6%	99	104.2%
Farming, fishing, and forestry occupations	347	26	0.1%	-321	-92.5%

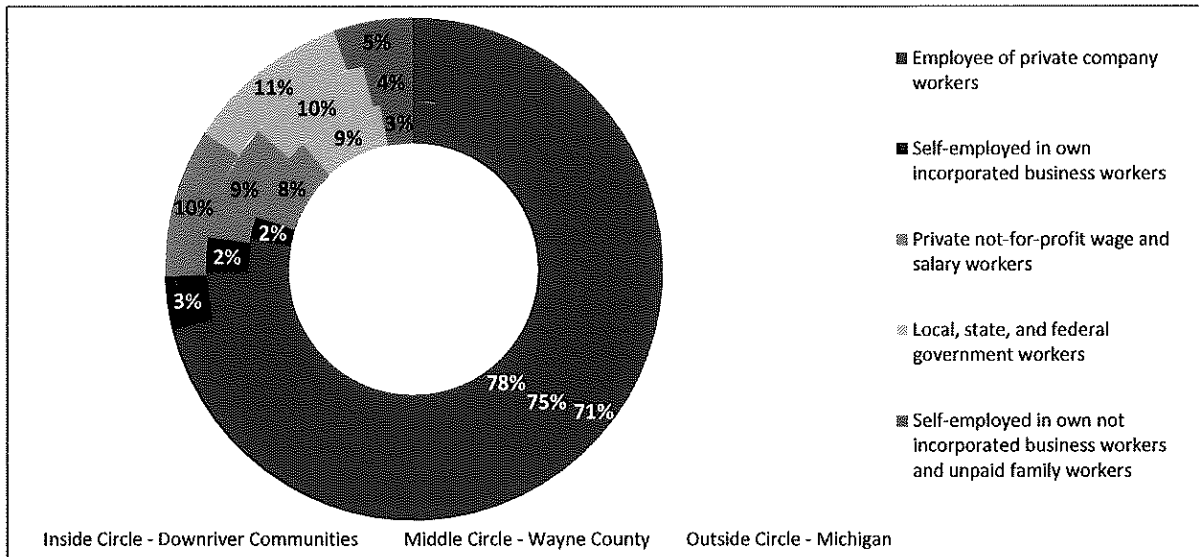
Source: U.S. Census Bureau, American Community Survey

4.4 Class of Worker

In 2016, 78% of the employees in Downriver were employed in Private companies while only 3% were self-employed in own businesses. From 2010 to 2016, Private salaried workers grew by 8% while self-employment grew by 2% for the same time period. The proportion of Local, state, and federal government workers in the region is on par with Wayne County and the state of Michigan; these occupations grew by 5% from 2010 to 2016.



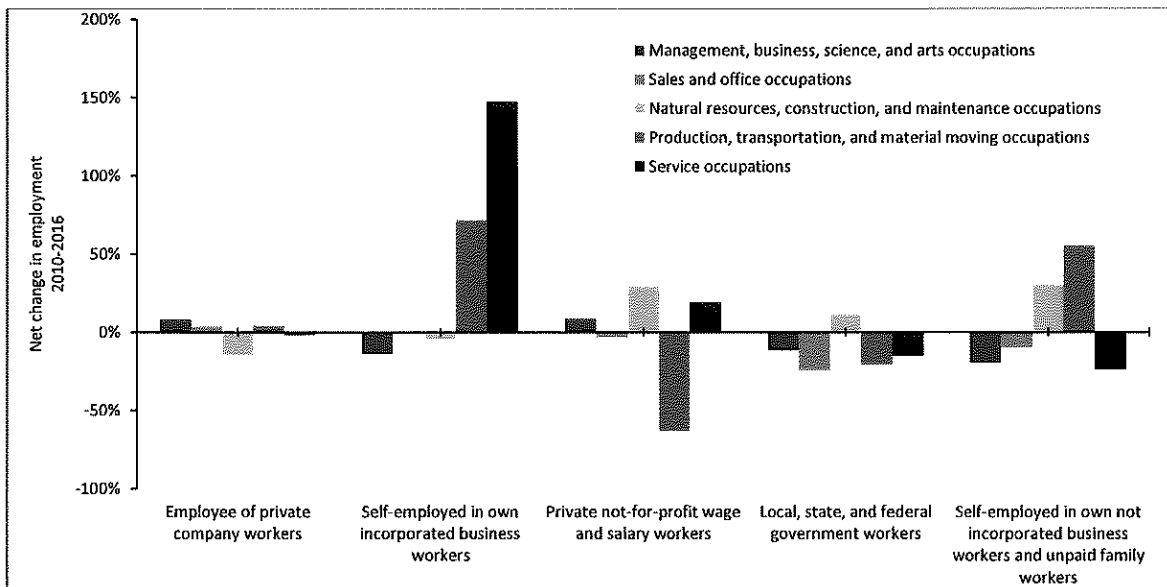
Figure 13: Class of worker, Downriver Communities, 2016



Source: U.S. Census Bureau, American Community Survey

Figure 14 shows the net change in class of worker by occupations from 2010 to 2016. While the proportion of salaried workers show slight increases for all occupations except Natural resources, construction, and maintenance occupations, the proportion of self-employed in own incorporated business workers increased for Production, transportation, and material moving occupations and Natural resources, construction, and maintenance occupations. The increase in self-employment might be related to the employment growth in the trucking and construction workers.

Figure 14: Net change in Class of Worker, Downriver Communities, 2010 to 2016



Source: U.S. Census Bureau, American Community Survey



5. Commuting Patterns of the Labor Force

Labor flow

The labor flow patterns analysis shows that the Downriver Communities experience a significant outflow of workers to surrounding communities. The Downriver Communities are able to attract 18,882 people from outside the region to work. However, 28,029 residents travel outside to work, thus, losing approximately 9,147 residents to other communities for work. The significant labor outflow could be attributed to the lack of local job opportunities in these communities.

Figure 15: Inflow Outflow Job Counts (Primary Jobs), Downriver, 2015

Region	Employed in the Selection Area but Living Outside	Living in the Selection Area but Employed Outside	Living and Employed in the Selection Area
Wayne County	298,142	276,359	374,612
Downriver	18,882	28,029	2,622
Ecorse	3,460	2,839	225
River Rouge	837	2,548	95
Riverview	3,735	4,898	315
Trenton	4,126	7,879	652
Wyandotte	6,724	9,865	1,335

Source: Source: U.S. Census Bureau, Center for Economic Studies

Labor flow by Industry

As per the 2015 estimates, the Downriver Communities saw the largest inflow of workers employed in the manufacturing industry. Of the 5,611 employed in manufacturing in the area, only 3,969 workers are residents, resulting in an inflow of 1,642 workers from other communities.

While Real Estate and Rental and Leasing, Utilities and Health Care and Social Assistance are the other industries that witness a leakage in labor, the area has a surplus of workers in Retail Trade, Administration & Support, Waste Management and Remediation and Accommodation and Food Services. This can be related to the 2016 estimates of the top employing occupations being service-related occupations such as office and administrative support, sales, food preparation and serving and production and management occupations.

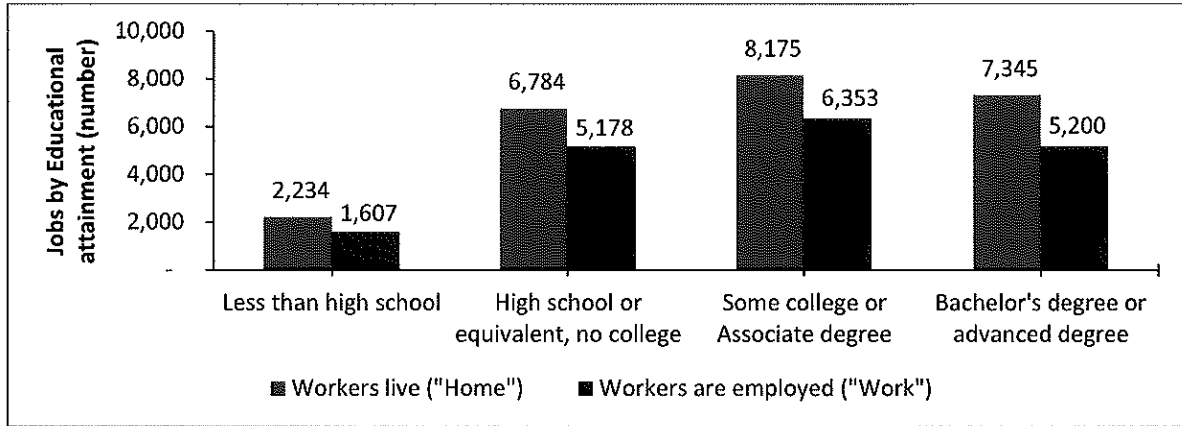
While the Downriver Communities only employed 517 workers in Professional, Scientific, and Technical Services, almost 1,888 residents employed in this sector travel outside the area to work. This indicates that the area has a high proportion of skilled workers, capable of participating in the knowledge economy. However, the area lacks the jobs and infrastructure needed to employ the skilled workers, and hence they travel outside the community for work. These skilled workers are primarily concentrated in Wyandotte and Trenton, indicating that they choose to live here because of the quality of life it affords.

Labor flow by Educational Attainment



Based on the job flow by educational attainment levels, almost 72% of the residents with less than high school degree are employed in the area. Similarly, the educated population is also seen to be predominately working in the area (71%) with only 2,145 residents traveling outside the area for work. The educated populations with at least a bachelor degree are predominantly in business, education and related fields and science and engineering-related fields which complement the top occupations seen in the area.

Figure 16: Job flow by worker educational attainment, Downriver Communities, 2015

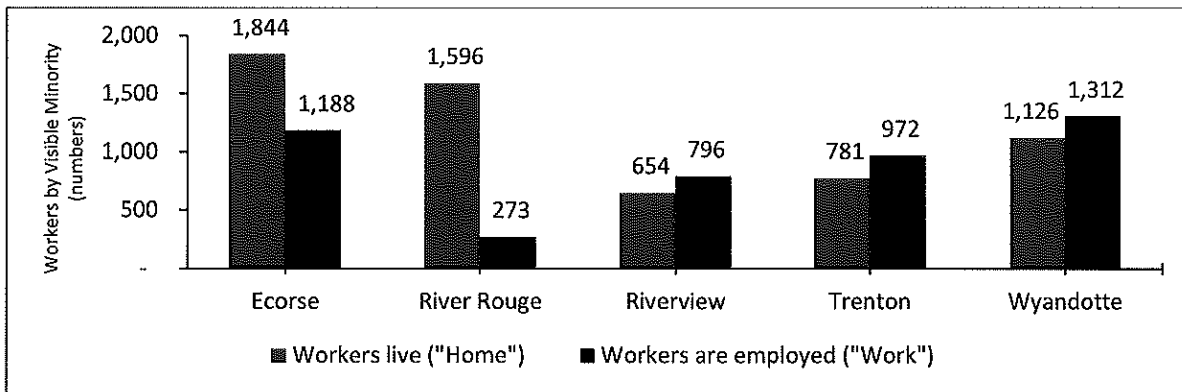


Source: U.S. Census Bureau, Center for Economic Studies

Labor flow by Race

The job flow by race data is seen to vary by the individual community (Figure 6). 64% of the visible minority population of Ecorse is employed within Ecorse. However, only 17% of River Rouge's visible minority residents are employed in the community, indicating that the remaining 83% (1,323 workers) travel outside the community to work. Riverview, Trenton, and Wyandotte have a lower proportion of visible minority residents. However, they show a higher proportion of employed visible minorities, indicating an influx of visible minority workers from other communities.

Figure 17: Job Flow by Race, 2015



Source: U.S. Census Bureau, Center for Economic Studies



6. Business Patterns Assessment

The County business patterns data provides information on the number of establishments and establishment size by a number of employees (Table 11). There were a total of 32,034 business establishments in Wayne County in 2015. Key observations include:

- 52% of all businesses are small businesses employing between 1 to 4 employees while 41.5% businesses employ between 5 to 49 employees
- There are a total of 71 businesses employing between 500 to 999 employees, the majority of which are in manufacturing
- There are a total of 60 businesses employing 1000 or more employees in Wayne County of which 17 businesses are in Healthcare and social assistance and 13 in manufacturing
- The majority of business establishments are in Retail trade industry (19%) followed by Health care and social assistance with 13% and other services (except public administration) accounting for 11% of all business establishments
- The majority of small business establishments employing between 1 to 4 employees are in retail trade (20%)



Table 1: Business Patterns, Wayne County, 2015

Industry (NAICS)	All establishments									
	1 to 4	5 to 9	10 to 19	20 to 49	50 to 99	100 to 249	250 to 499	500 to 999	1,000 +	
0 Total for all sectors	32,034	16,776	6,218	4,109	2,952	1,001	667	180	71	60
11 Agriculture, forestry, fishing and hunting	6	4	0	1	1	0	0	0	0	0
21 Mining, quarrying, and oil and gas extraction	9	5	2	0	1	1	0	0	0	0
22 Utilities	47	10	4	8	5	4	9	5	1	1
23 Construction	1,835	1,211	275	176	111	33	19	7	2	1
31-33 Manufacturing	1,462	468	272	261	223	103	77	31	14	13
42 Wholesale trade	1,626	776	290	241	190	69	47	9	2	2
44-45 Retail trade	6,052	3,277	1,365	796	376	103	114	21	0	0
48-49 Transportation and warehousing	1,588	959	183	158	151	69	49	11	6	2
51 Information	442	244	60	48	37	29	17	5	2	0
52 Finance and insurance	1,534	872	426	130	58	17	9	7	8	7
53 Real estate and rental and leasing	1,059	706	214	72	45	16	6	0	0	0
54 Professional, scientific, and technical services	2,791	1,840	424	246	159	57	43	13	7	2
55 Management of companies and enterprises	259	90	25	32	49	21	18	10	8	6
56 Administrative and support and waste management and remediation services	1,659	947	236	157	142	80	64	21	8	4
61 Educational services	359	160	48	56	51	24	14	2	3	1
62 Health care and social assistance	4,105	1,700	1,092	700	338	109	115	25	9	17
71 Arts, entertainment, and recreation	361	180	49	57	43	15	11	4	1	1
72 Accommodation and food services	3,213	1,017	538	628	776	209	38	4	0	3
81 Other services (except public administration)	3,588	2,273	713	342	196	42	17	5	0	0
99 Industries not classified	39	37	2	0	0	0	0	0	0	0

Source: U.S. Census Bureau, 2015 County Business Patterns



7. Employment Characteristics – Job Flow

The employment characteristics of industries in the Wayne County in terms of job flows are presented in Table 12. In 2016, the beginning-of-quarter employment data shows a total of 712,265 jobs while the number of jobs on the last day of the quarter was estimated at 702,591 jobs a net change of 9,674 jobs. A total of 115,688 new hires started a new job in the 3rd quarter of which while 13,701 were hired recalls, (i.e.) workers who returned to the same employer where they had worked within the previous year. A total of 26,501 jobs were gained at firms throughout the quarter while 28,657 jobs were lost at firms throughout the quarter. Thus, Wayne County experienced a net decrease of 2,156 jobs in the 3rd quarter. Key observations include:

- The construction industry saw the highest net growth of 1,113 jobs as a result of 4,765 new hires of which 1,194 were job recalls. The industry has a high proportion of self-employment which could be attributed to job growth
- The majority of Firm Job Gains was seen in Healthcare and social assistance a net job gain of 4,310 jobs
- The most significant decline was seen in Educational services; although the industry saw 1,015 job gains, approximately 6,155 job losses were seen resulting in a net decrease of 5,139 jobs
- Health care and social assistance and the Administrative and support and waste management and remediation services saw the highest job recalls of 2,957 and 2,446 jobs



Table 2: Employment Characteristics by Industries, 3rd Quarter, Wayne County, 2016

Industry (NAICS)	Full-Quarter Employment	New Hires	Hires/Recalls	Firm Job Gains	Firm Job Loss	Net Job Change
All Industries	712,265	115,688	13,701	26,501	28,657	-2,156
11 Agriculture, forestry, fishing and hunting	299	114	41	91	33	57
21 Mining, quarrying, and oil and gas extraction	698	22		2	13	-11
22 Utilities	5,690	201	18	20	135	-115
23 Construction	21,128	4,765	1,194	2,128	1,015	1,113
31-33 Manufacturing	87,052	7,072	661	1,990	1,468	523
42 Wholesale trade	29,508	2,480	222	756	802	-46
44-45 Retail trade	70,776	14,670	1,095	3,300	2,686	614
48-49 Transportation and warehousing	37,975	5,436	428	1,399	917	482
51 Information	9,794	1,617	139	186	445	-258
52 Finance and insurance	27,983	2,424	188	825	522	303
53 Real estate and rental and leasing	8,406	1,400	82	456	483	-27
54 Professional, scientific, and technical services	58,719	4,847	588	1,545	1,745	-199
55 Management of companies and enterprises	35,528	2,212	204	328	249	79
56 Administrative and support and waste management and remediation services	40,999	21,661	2,446	2,736	2,376	359
61 Educational services	40,080	3,759	886	1,015	6,155	-5,139
62 Health care and social assistance	106,407	14,349	2,957	4,310	2,040	2,270
71 Arts, entertainment, and recreation	11,290	1,776	441	424	1,560	-1,136
72 Accommodation and food services	71,179	21,430	1,219	3,582	3,735	-153
81 Other services (except public administration)	22,024	3,695	522	1,219	1,436	-216
99 Industries not classified	26,730	1,759	369	268	814	-546

Source: Longitudinal Employer-Household Dynamics LED Extraction Tool, Quarterly Workforce Indicato





5. Commuting Patterns of the Labor Force

Labor flow

The labor flow patterns analysis shows that the Downriver Communities experience a significant outflow of workers to surrounding communities. The Downriver Communities are able to attract 18,882 people from outside the region to work. However, 28,029 residents travel outside to work, thus, losing approximately 9,147 residents to other communities for work. The significant labor outflow could be attributed to the lack of local job opportunities in these communities.

Figure 15: Inflow Outflow Job Counts (Primary Jobs), Downriver, 2015

Region	Employed in the Selection Area but Living Outside	Living in the Selection Area but Employed Outside	Living and Employed in the Selection Area
Wayne County	298,142	276,359	374,612
Downriver	18,882	28,029	2,622
Ecorse	3,460	2,839	225
River Rouge	837	2,548	95
Riverview	3,735	4,898	315
Trenton	4,126	7,879	652
Wyandotte	6,724	9,865	1,335

Source: Source: U.S. Census Bureau, Center for Economic Studies

Labor flow by Industry

As per the 2015 estimates, the Downriver Communities saw the largest inflow of workers employed in the manufacturing industry. Of the 5,611 employed in manufacturing in the area, only 3,969 workers are residents, resulting in an inflow of 1,642 workers from other communities.

While Real Estate and Rental and Leasing, Utilities and Health Care and Social Assistance are the other industries that witness a leakage in labor, the area has a surplus of workers in Retail Trade, Administration & Support, Waste Management and Remediation and Accommodation and Food Services. This can be related to the 2016 estimates of the top employing occupations being service-related occupations such as office and administrative support, sales, food preparation and serving and production and management occupations.

While the Downriver Communities only employed 517 workers in Professional, Scientific, and Technical Services, almost 1,888 residents employed in this sector travel outside the area to work. This indicates that the area has a high proportion of skilled workers, capable of participating in the knowledge economy. However, the area lacks the jobs and infrastructure needed to employ the skilled workers, and hence they travel outside the community for work. These skilled workers are primarily concentrated in Wyandotte and Trenton, indicating that they choose to live here because of the quality of life it affords.

Labor flow by Educational Attainment



An Economic Recovery Strategy for the Downriver Communities of River Rouge, Ecorse, Wyandotte, Riverview and Trenton

Appendix B – Detailed Workshop Summary

Prepared on behalf of the
Downriver Community Conference

July 2018



DOWNRIVER COMMUNITIES

**ECONOMIC DEVELOPMENT RECOVERY STRATEGY
CONSULTATION HIGHLIGHTS
NOVEMBER 6-8, 2017
REVISION 1**

SESSION	N =	DATE
WYANDOTTE	16	NOVEMBER 6
RIVERVIEW	13	NOVEMBER 7
TRENTON	19	NOVEMBER 7
RIVER ROUGE & ECORSE	21	NOVEMBER 8

Participants:
See participant list
In Association with:
MDB Insight
Queen's University Executive Decision Centre
Facilitator: Erik Lockhart
Ph#: 613 533-6681
E-mail: elockhart@business.queensu.ca

Table of Contents

Executive Summary	3
1.0 – City of Wyandotte (n = 16).....	8
1.1 – Assets and Strengths.....	8
1.2 – Opportunities	10
1.3 – Vision of Success.....	13
1.4 – Regional Initiatives.....	14
1.5 – Participants	14
2.0 – City of Riverview (n = 13)	15
2.1 – Assets and Strengths.....	15
2.2 – Opportunities	16
2.3 – Vision of Success.....	18
2.4 – Regional Initiatives.....	19
2.5 – Participants	19
3.0 – City of Trenton (n = 19)	20
3.1 – Assets and Strengths.....	20
3.2 – Opportunities	21
3.3 – Vision of Success.....	24
3.4 – Regional Initiatives.....	25
3.5 – Participants	26
4.0 – City of River Rouge and City of Ecorse (n = 21).....	27
4.1 – Assets and Strengths.....	27
4.2 – Opportunities	28

4.3 – Vision of Success.....	31
4.4 – Regional Initiatives.....	33
4.5 – Participants	33

Executive Summary

This document contains proceedings from four consultations that will inform the Economic Recovery Strategy for the Downriver communities. The strategy is intended to provide the communities with a foundational document that informs and advises on the priorities for economic development in the area. The strategy is anticipated to guide actions and advocacy to address the shared economic concerns of the Downriver area. The outcomes for this project include:

- Identify opportunities to advance the economy of the Downriver region that also leverages the ongoing efforts of local, state and federal programs.
- Improve the underlying conditions for economic development throughout the region.
- Generate a series of specific strategies and actions, including emphasis on activities that alleviate and reverse economic challenges associated with the closure of the coal plants

In each consultation, the following questions are discussed:

1. What unique strengths and assets does your community or the region have to support economic growth?
2. What opportunities hold the greatest economic development potential for your community, for the Downriver region? What steps do we need to take to advance these opportunities?
3. Looking out ten years, what will success look like in your community? How will we know we have been successful?

Below are some of the common themes that emerged across the consultations.

Regional Initiatives (initiative that require a multi community approach)

1. **Regional economic development steering committee/corporation** - ie Ann Arbor Spark, Midland Tomorrow - seed money, courage and buy in from all/majority Downriver communities,
2. **Regional Entrepreneurship programs** -> support for business plans, etc.
3. **West Jefferson corridor** (upgrade, beautification, coordination of new businesses etc.)
4. **Changing the identity / image** of the Region
5. **Regional approach to municipal services** -> "better ways to do business" note: tax loss in some communities e.g regional fire departments
6. **Redevelopment of waterfront** properties
7. **Connecting the trails:** Iron Belle Trail - complete gaps in the trail, increase visibility for the trail and events on the trail
8. **Convention and Visitors Bureau**
9. Coordinated approach to **Brownfield Development**
10. **Tourism initiatives** e.g. Wildlife Refuge ... Walleye capital of the World (regional approach to promoting this to world)
11. **Regional transportation / logistics** connections (e.g. high speed rail) -> mobility solutions that allow people to easily move around the region * east-west roads

Opportunities that hold the great potential (could be taken on by a specific community but mentioned across several)

1. **Develop the waterfronts:** transient Marina, McLouth, DTEE; XXX
2. **Satellite post secondary education** institutions, spoke campuses XXX
3. **Put the region and our communities on the map better** - develop a marketing campaign for better well known to Outside of Downriver – focused on families.. Opportunity to market and brand the area as being prime for industrial use, and great for families XXXXX
4. **Develop downtowns:** improvement of walkability, pedestrian access, uptown hotels/restaurants on waterpark... XXXXXX
5. **Grow our small business presence:** Good presence of large businesses, but tremendous Small business community driving economic development - great opportunity for entrepreneurship... Business attraction strategy and tax incentives: Taking advantage of the region's assets of the waterway, people, and its proximity to other business areas to attract businesses that will provide support a health Downriver economic base. *Hire a firm to help engage local and State politicians to prompt suitable replacement businesses. XXXXX
6. Become **more welcoming to a diverse population** of highly educated residents and help them to feel welcome, stay, invest their families and resources here XXX
7. **More community attractions** (Waterfront Park, community enhancements, festivals, fairs) -> attracting young families with a sense of community: millennials are looking for an area that will create a work / family life balance XXX
8. **Jefferson Corridor:** Developable property along Jefferson Ave. * lots of unused space, need to bring property up to standards XXX
9. **Riverside Hospital Redevelopment,** completion of the project that would create density in the downtown area, provide jobs for professionals which would spin out economic activity into other professional businesses and restaraunts. Project is slated for starting, what does the doctor need to move this project forward?
10. **Approach tech companies,** Educational tech and Parks and Recreation tech: marketing plan * **tech centre, incubator, accelerator** XXX
11. **Capacity to retrain/repurpose the workforce** - engage SEMCA and Advance Michigan and other job training programs to prepare workforce. XXX
12. **Regional steering group** to coordinate various planning initiatives that are simultaneously in progress, high opportunity for economic development on a regioanl basis. - establish a steering committee to ensure implemetation responsibilities and roles are clearly defined.

Vision of Success: in five years time, we aspire to ... (common elements)

1. **Thriving business climate**, new businesses opening constantly and continual build of new properties XXXXXX
2. **Improved perception and image** of our communities (changed from industrial town) XXXXXX
3. **Quality of life improved**: a great place to live, work and play XXXXXX
4. Increase in **jobs** and average household income, XXXXX
5. **Waterfront** has been revitalized with parks, trails, stores XXXXX
6. **Low vacancy rates** in our downtowns XXXXX
7. **Attractive to youth and families** XXXXX
8. **Downtown aesthetics and walkability**, people who do not live here want to visit XXX
9. **Stable and diverse population growth** with a rebalance of the age demographic XXX
10. **Jefferson Corridor** revitalized, XX
11. **Local municipalities have sufficient revenue** for infrastructure maintenance, city services, schools have excelled etc XX

Editor's Notes:

- a. The symbol // or ... indicates that two similar ideas have been merged together.
- b. This document contains the meeting proceedings and is not intended as a "Final Report"

1.0 – City of Wyandotte (n = 16)

1.1 – Assets and Strengths

What unique strengths or assets does your community or the region have to support economic growth?

XXX = differentiate City RRR = region

1) XXX Waterfront - public space and assets on the waterfront. ..Waterfront development and ability to draw all demographics into the community ..Our water front area. family friendly

1.1) waterfront

1.2) The Waterfront

1.3) waterfront

1.4) Access to water.

1.5) Waterfront

1.6) Waterfront

1.7) Waterfront development and ability to draw all demographics into the community

2) XXX A vibrant, growing downtown. .. "jewel" of downriver communities... defined downtown that employees of both Professional and labor force can enjoy and support ... lots of activities that cater to everyone ..Mix of Historical and current update activities to engage all

2.1) Downtown

2.2) Actual defined downtown area because Wyandotte began as a village not a township/farm

3) XXX Recreation: we have space that is open and accessible... Regional System of Greenways & Blueways

4) XXX Tight knit community / Small town feel - everyone knows one another, have each others backs, people who live here don't move north.. or they come back ..energized community leaders and stakeholders

5) XXX Historical character, heritage, museum and significant upkeep/maintenance... pride in keeping it updated

6) XXX Arts and culture attractions, cool & fun events (theatre, art gallery, street fair,)

7) XXX lots of economic opportunities for young people (fortune 500, entrepreneurial openings)

8) RRR Regional System of Greenways & Blueways

9) RRR Large regional area downriver - collection of tight knit...group of x21 communities ... what is good for one, good for all... strength in critical mass

10) RRR The only International Wildlife Refuge in the U.S.

11) automotive industry

12) close proximity to Detroit ..Proximity to airport

12.1) Proximity to Downtown Detroit

13) International border

14) good housing stock

- 15) Available land for development ... vacant industrial/commercial properties for redevelopment ...
- 16) Access to highways.
- 17) Strong community partnerships
- 18) quality education. both public and private
- 19) Strong government support for downtown (champions, advocacy)
- 20) Large Companies and employers ..Several major Corporate presences (BASF, Henry Ford)
- 21) regional infrastructure (highways, airports, ports)
- 22) Many Churches

1.2 – Opportunities

What opportunities hold the greatest economic development potential for your community, for the Downriver region? What steps do we need to take to advance these opportunities?

Item	IF WE COULD ONLY FOCUS ON SIX OF THESE...	Average	#votes/16
1	develop the waterfront ... Transient Marina; Project: build one!	0.81	13
3	Promote Wyandotte via supply chain/vendor partnerships: High tech companies Marketing Wyandotte for companies to partner with current companies (BASF, Henry Ford Wyandotte Hospital)	0.69	11
16	Satellite universities / post secondary education institutions	0.69	11
2	Put Wyandotte on the map better - develop a marketing campaign for City getting Wyandotte better well known to Outside of Downriver	0.63	10
4	develop hotels/restaurants on waterpark... Hotel: build one downtown, or create conditions to attract one	0.63	10
11	Grow our small business presence: Good presence of large businesses, but tremendous Small business community driving economic development - great opportunity for entrepreneurship by connecting small business owners with resources to support small business development. Opportunity to drive creative class! - start an entrepreneurship and business accelerator that educates business owners and encourages partnerships with business owners and economic developers.	0.50	8
6	Encourage and build stronger partnerships and projects alongside institutions and organizations who could or should provide services to community.	0.38	6
9	Become more welcoming to a diverse population of highly educated residents and help them to feel welcome, stay, invest their families and resources here - education campaign for community and its leaders why its so valuable to be welcoming and to market to diverse professionals(at the hospital)	0.31	5
12	regional economic development corporation - ie Ann Arbor Spark, Midland Tomorrow - seed money, courage and buy in from all/majority Downriver communities,	0.25	4
13	need certified industrial parks and land (investment-ready)	0.25	4
8	Location, location, location! Strong Downtown, nice looking and different from other Downriver communities, coupled with location and access to infrastructure, makes Wyandotte a great place to do business - expand and continue events, projects, programs and marketing effort to add fuel to	0.19	3

	Downtown Development. ..More downtown condos in Wyandotte to attract young professionals		
15	Iron Belle Trail - complete gaps in the trail, increase visibility for the trail and events on the trail	0.19	3
5	Senior friendly opportunities -> Strong human development assets - Great services for diverse age populations through entire lifecycle, 'cradle to grave' - developments (past, present, future) geared towards senior housing.	0.13	2
7	can use additional parking or parking structure	0.13	2
14	Grow our Events: Expand the Tall Ship Festival buy-in from group collective (Downriver), ships at Belanger Park, Bishop Park, Elizabeth Park (need a regional entity to champion this) ... * convention & visitor bureau - communities collectively take the initiative to gain entry into the Detroit CVB	0.13	2
10	Build/convert an avenue with a higher speed limits, no potholes, and fewer traffic lights to the freeway north !!!	0.06	1

Ideas that did not make the 1st screening:

Number of Contributions: 66

(1) Team 1

(1/1) Redevelopment of waterfront property - clarification of plans for McClouth site and how can Wyandotte benefit from it

(1/2) Redevelopment of brownfields - mapping of existing opportunities with understanding of contaminants/problems on the sites

(2) Team 2

(2/1) grow our small businesses.

(2/2) having a 'group effort' mentality. lots of people are willing to participate in the growth of our community.

(2/3) having a big hospital and basf with a good tax base.

(2/4) there is an opportunity to expand many businesses. Fort Street, Eureka could use a boost.

(2/5) developing old empty buildings, such as schools, old city hall, empty churches.

(2/6) great location for a marina, it will happen!!!!

(3) Team 3

(3/1) High residential occupancy rates Downtown and throughout the City suggest more development needed!

(3/2) Strong and proactive government, progressive and innovative programs - economic development incentives and tool box. Strong local and regional partnerships with State Agencies.

(3/3) Great physical assets in vacant land, albeit a few contaminated brownfields, most are redevelopment ready.

(4) Team 4

- (4/1) changes in Bishop Park
- (4/2) seasonal boat docks
- (4/3) restaurants on waterfront

(5) Team 5

- (5/1) Prepare for legalization of pot for medical uses;

(6) Team 6

- (6/1) Be both a bedroom community and place for employers to locate

1.3 – Vision of Success

Item	SUCCESS IN WYANDOTTE MEANS....	Average	#votes/15
10	schools have excelled, city services are excellent, property values are high.	0.73	11
1	low vacancy rate downtown ..low housing and commercial rental space...because it is all full! Fully developed do ..High occupancy rate for existing commercial buildings	0.67	10
2	Property values increase. ... When housing values reach pre-2008 values	0.67	10
13	local municipalities have sufficient revenue for infrastructure maintenance, city services, etc	0.67	10
3	stable and diverse population growth .. We have the fastest growing population in the region ..Rebalancing of age demographic. ..increased diversity in population (age, race, income levels, etc) ..our population has grown by 25%	0.53	8
6	we have created a reason for young families to be able to thrive, i.e. jobs and homes, keeping the Small Town feel of Wyandotte for every generation	0.53	8
5	Average HH income has increased ..Success looks like high per capita income and employment	0.47	7
12	We have a hotel, a marina and a satellite university ..When the transient marina and hotel(s) are built - build it and they will come!	0.47	7
16	Business is flourishing, .. more businesses have located to wyandotte ..diverse businesses (large, small, intermediate	0.47	7
7	People know where Wyandotte is ..city is a draw for visitors seeking a variety of recreational opportunities	0.33	5
9	total taxable value: consistent trend of increasing tax base equal to high-performing jurisdictions in SE Michigan.	0.27	4
14	mass transit, BRT - designated bike lanes - active alleyways	0.27	4
17	Voted best place to live work and play for community of its size nationally	0.27	4
11	Competition for waterfront development	0.20	3
19	Move away from the blue collar mentality	0.20	3
4	Residential real estate is renting between \$2/SF to \$3/SF ..Commercial real estate is renting between \$35/SF and \$40/SF triple net	0.13	2
8	more homeowners	0.07	1
18	decreased rental housing in the neighborhoods	0.07	1
15	People move "up" from Grosse Ilse to Wyandotte	0.00	0

1.4 – Regional Initiatives

Regional Opportunities (not ranked)

- 1) Redevelopment of waterfront property - clarification of plans for McClouth site and how can Wyandotte benefit from it
- 2) Regional economic development corporation - ie Ann Arbor Spark, Midland Tomorrow - seed money, courage and buy in from all/majority Downriver communities,
- 3) Convention and Visitors Bureau
- 4) Brownfield Development
- 5) Wildlife Refuge
- 6) Connecting the trails: Iron Belle Trail - complete gaps in the trail, increase visibility for the trail and events on the trail
- 7) Regional approach to municipal services -> "better ways to do business" note: tax loss in some communities
- 8) Regional educational initiative?! (see Baker College culinary institute,)
- 9) Tourism initiatives e.g. Walleye capital of the World (regional approach to promoting this to world)

1.5 – Participants

- 1) Anne Majlinger, Wyandotte DDA, Mane Floor Salon, Wyandotte< MI
- 2) Peter Karadjoff, COO Henry Ford Wyandotte
- 3) Mary Bohling, MI Sea Grant
- 4) Amy Malmer, SEMCOG
- 5) Gorette Yung, Michigan Department of Transportation
- 6) Joe Gruber, DDA
- 7) Dichondra Johnson, MEDC
- 8) John Darin, Wyandotte Beautification Commission
- 9) Noel Galeski Wyandotte Beautification Commissioner
- 10) Jim DeSana, Wyandotte
- 11) Bob Curtis, Wyandotte Rotary President
- 12) Rob DeSana City Council City of Wyandotte
- 13) Jeffery Carley, Wyandotte Fire Chief
- 14) Greg Mayhew, Planning Commission
- 15) Andrea Fuller Wyandotte Beautification Commission
- 16) Craig Pilkington, Opportunity Grosse Ile
- 17) Alice Ugljesa

2.0 – City of Riverview (n = 13)

2.1 – Assets and Strengths

What unique strengths or assets does Riverview or the region have to support economic growth? XXX = differentiates Riverview RRR = the region

- 1) XXX Outstanding education program, schools
- 2) XXX low crime
- 3) XXX some commercial property and available land ..property availability
- 4) XXX Strong sense of community ... lots of residential ...quiet town... not a bustling downtown
- 5) XXX activities for families... places to play for my kids ... rec centres, parks.. lots of sports ... access to outdoor sports, golf etc
- 6) XXX emergence of young, new businesses
- 7) RRR Downriver region unique b/c of 15 communities, critical mass
- 8) close to Detroit ..Close to DTW airport
- 9) Transportation Accessibility ... access to major expressways ..Access to rail service
- 10) close to the center of downriver region
- 11) possible seaport
- 12) Reasonable taxes ..low millage rates
- 13) wide range of housing options
- 14) Infrastructure (roads, sewers, water etc.)
- 15) Stability of community -> Steady working class , solid working class, not alot of vacancies
- 16) access to manufacturing areas

2.2 – Opportunities

Item	IF WE COULD ONLY FOCUS ON six of THESE...	Average	#vote/12
9	Put Riverview on the map better * marketing campaign to promote city/Aggressive Marketing Strategies	0.75	9
4	More community attractions (Waterfront Park, community enhancements) -> attracting young families with a sense of community: millennials are looking for an area that will create a work / family life balance * programs: community park additions/enhancements	0.67	8
12	Road improvements: need to ensure our roads are improved so that easier access to businesses... people can get around easier	0.67	8
13	Festivals & Fairs: monthly festival bringing in visitors, showcase small business . start in fall .. giant farmers markets	0.67	8
6	Fort/Sibley business area - Add buildings in parking lot area. Current setup doesn't draw people (would benefit businesses)	0.58	7
7	Available land in existing business areas (depth in lots along entire stretch - Fort st.) * residential development, trails, etc. note: zoning changes ...	0.58	7
8	Developable property along Jefferson Ave. * lots of unused space, need to bring property up to standards	0.58	7
1	Tax structure: Tax incentive program for new businesses	0.50	6
2	small businesses attraction - restaurants, start up business that don't create a large environmental footprint	0.25	3
3	a community multimedia newspaper: allows all community members to be aware of what is going on in the community and provides easy education to upcoming events, growth, gov't info, etc.	0.25	3
5	More housing development or mixed use, possibly where McClouth Steel or Quarry property is. (Expand on growth in Detroit)	0.25	3
10	Friendly Government (make it easier for small business to work through process to set up) - welcoming package, streamline protocol... Supporting Development/ Supporting Entrepreneur program	0.17	2
11	Develop solo Industrial property on Pennsylvania and Fort Street	0.08	1

Ideas that did not make the 1st screening:

What opportunities hold the greatest economic development potential for Riverview, for the Downriver region? What steps do we need to take to advance these opportunities?

(1) Team 1

- (1/1) Quarry property Sibley and Fort Street
- (1/2) Property on W Jefferson and Pennsylvania
- (1/3) monthly festival bringing in outside small business . start in fall

(2) Team 2

- (2/1) opportunities for growth through land availability
- (2/2) great potential - backs up to the water (easy access)

(3) Team 3

(4) Team 4

- (4/1) Large businesses joining the community i.e Kroger
- (4/2) Great education supports great potential for development * youth entrepreneurship program, incubator
- (4/3) Strong municipal asset management and capital improvement programs

(5) Team 5

(6) Team 6

- (6/1) Developing the land along Jefferson project: Road repair
- (6/2) attracting a large employer with a tax base
- (6/3) develop riverfront
- (6/4) marina expansion
- (6/5) food/entertainment venue

2.3 – Vision of Success

Item	SUCCESS IN RIVERVIEW MEANS....	Average	#votes/12
4	success would be a continual build of new properties that provide a mix of community development that stays relevant to the generation. While there is a great sense of community, to keep the growth we will have to make sure we provide updated businesses, parks, recreation areas, and housing	0.75	9
1	people are happy with there place to live and shop ...When you draw families to drive to Riverview for dinner, parks, etc. instead of their local community. (give me something to drive here for)	0.67	8
6	Active waterfront - parks, stores, trails	0.58	7
5	our open commercial buildings are full of business doing well with potential to scale, schools maintaining the highest standards, low crime consistently, and we become a place that people who do not live here WANT to come to.	0.50	6
9	An increase in population & growth of businesses. A place that is sought out for others to want to be a part of.	0.50	6
3	when we see no empty buildings in the city ... Shopping areas have no vacancies * a new remodel of business buildings supported by city grants	0.42	5
10	securing a major development that brings lots of professional employees and support the other local businisses. Could be satellite college or hospital etc.	0.42	5
11	We know we have been successful when there are new businesses opening which also create more job opportunities. * more business start ups	0.42	5
2	New major mix use housing retail park like riverfront development	0.33	4
7	schools have excelled,	0.25	3
8	city services are excellent,	0.08	1

2.4 – Regional Initiatives

Regional Projects (not ranked)

- 1) RRR Road improvements/fixes: need to ensure our roads are improved so that easier access to businesses... people can get around easier
- 2) RRR Tax structure: Tax incentive program for new businesses
- 3) Festivals/Fairs - Downriver regional approach
- 4) Regional economic development corporation - ie Ann Arbor Spark, Midland Tomorrow - seed money, courage and buy in from all/majority Downriver communities,
- 5) Regional marketing/tourism campaign
- 6) Connecting the waterfronts/ trails: Iron Belle Trail - complete gaps in the trail, increase visibility for the trail and events on the trail
- 7) Housing: attracting millenials to live here (figure out exactly what they want) .. dont forget baby boomers who need accessible places to live. (lifestyle housing)
- 8) Transport system (trolley, rail) that runs all the way down Jefferson

2.5 – Participants

- 1) Lisa Kaiser, Business Owner
- 2) Don Jones
- 3) Joseph Bacall The Bellaire Senior Living
- 4) Will Evans Go Big Multi-media
- 5) Cheryl Shelton, Target Steel
- 6) Ron Snider Homespun Furniture Inc.
- 7) branden gelineau- hardline tattoo company
- 8) Douglas Drysdale - City of Riverview
- 9) SOUHEIL SABAK C. E. RAINES COMPANY, 17700 FORT STREET, RIVERVIEW MI 48193
- 10) Tarita Coley- State Farm
- 11) Deanna Boone State Farm Insurance
- 12) kim bartles Full Moon Bar Grill
- 13) Lauren Millier, Erik Lockhart, Jason Dias, MDB Insight

3.0 – City of Trenton (n = 19)

3.1 – Assets and Strengths

What unique strengths or assets does your community or the region have to support economic growth? XXX = differentiates City of Trenton

- 1) XXX Waterfront/Detroit River access
 - 1.1) waterfront community
 - 1.2) Waterfront access
 - 1.3) on the river
 - 1.4) Waterfront
 - 1.5) The Detroit River- the most underutilized asset in the state
- 2) XXX close knit business community: everyone knows one another... works well together... B2B ..established business
 - 2.1) business community
- 3) XXX Wildlife Refuge Big Educational Draw
- 4) XXX People - untapped resource, goodwill, smaller town feel, neighbourly, need to educate, sense of independence, resilience XX, can do and will do, long term residents here... or they come back
- 5) XXX Elizabeth Park ..close to Elizabeth park and humbug marsh
 - 5.1) Elizabeth Park
 - 5.2) close to Elizabeth park and humbug marsh
- 6) RRR blue collar nature of workforce (historically)
- 7) RRR regional identity of the Downriver communities... more likely to work across boundaries
- 8) RRR Large industrial spaces available for larger themed development.
- 9) international waterway ... Deep water port
- 10) History of the area
- 11) Volunteers ? - very strong orgs (e.g. Rotary, Goodfellows, city committee volunteers) -> big events
- 12) Close proximity to Detroit ..across from windsor
- 13) Roads & Infrastructure -> access to thruways, rail, etc ..access to good roads
- 14) affordable quality housing
- 15) strong municipal services
- 16) Natural resources (water, parks, greenspace)
- 17) Recreational opportunities
- 18) strong planning commission and consultant
- 19) Weather

3.2 – Opportunities

Item	Ballot Item	Average	#votes/18
1	Industrial waterfront - McLouth, DTE, - * teambuilding to gather and focus ideas ..* incentivize development	0.83	15
2	Proximity of available sites can be tied together (especially in proximity to Wildlife Refuge) - * develop large destination eco-science center (similar to Outdoor Adventure Center)	0.78	14
5	Development of Downtown; * improvement of walkability, pedestrian access, uptown (West rd.) Note: 3 different areas ..Develop business districts - *write grant to make actionable master plan	0.67	12
4	Attracting/retaining families & grads to come live - *create better marketing campaign for family related activities * Develop a program to keep/attract college graduates to region	0.56	10
6	Riverside Hospital Redevelopment, completion of the project that would create density in the downtown area, provide jobs for professionals which would spin out economic activity into other professional businesses and restaraunts. Project is slated for starting, what does the doctor need to move this project forward?	0.50	9
8	Approach tech companies, Educational tech and Parks and Recreation tech: marketing plan * tech centre, incubator, accelerator	0.50	9
9	Business attraction strategy: Taking advantage of the region's assets of the waterway, people, and its proximity to other business areas to attract businesses that will provide support a health Downriver economic base. *Hire a firm to help engage local and State politicians to prompt suitable replacement businesses.	0.50	9
3	Tourism product/marketing; create hotels, convention center, hospitality industry;	0.22	4
10	Sustainable destination type entertainment/unique venues: action marketing plan	0.17	3
7	Buildable land with good roads * market the availability of sites to the state of Michigan (site selection)	0.11	2

Top Ideas with merged comments (prior to voting):

- 1) Industrial waterfront - McLouth, DTE, - * teambuilding to gather and focus ideas ..* incentivize development
 - 1.1) McLouth/DSC Partnership w/potential Developers; business partners * incentivize development
 - 1.2) The former McLouth Steel plant is a 180 acre site that could be parcelled up into 9 20 acre parcels, provided Crown Enterprises flattens site as they have outlined in their

proposal. What type businesses could be attracted to the site with an international port, rail and highway access? Would Crown take the whole site with one development? Build a relationship between the City, County of Wayne and Crown Enterprises. Can the City or County provide assistance to Crown to help them cut red tape, deal with regulatory agencies, perform highway development around the site, to engage the Corp of Engineers for clearing the port for service and update the rail services.

2) Proximity of available sites can be tied together (especially in proximity to Wildlife Refuge) - * develop large destination eco-science center (similar to Outdoor Adventure Center)

2.1) Business cooperative with International Wildlife Refuge Corridor creation along Jefferson, hotel restaurant cross promotion

3) Tourism product/marketing; create hotels, convention center, hospitality industry;

4) Attracting/retaining families & grads to come live - *create better marketing campaign for family related activities * Develop a program to keep/attract college graduates to region

5) Development of Downtown; * improvement of walkability, pedestrian access, uptown (West rd.) Note: 3 different areas ..Develop business districts - *write grant to make actionable master plan

6) Riverside Hospital Redevelopment, completion of the project that would create density in the downtown area, provide jobs for professionals which would spin out economic activity into other professional businesses and restaurants. Project is slated for starting, what does the doctor need to move this project forward?

7) Buildable land with good roads * market the availability of sites to the state of Michigan (site selection)

8) Approach tech companies, Educational tech and Parks and Recreation tech: marketing plan * tech centre, incubator, accelerator

9) Business attraction strategy: Taking advantage of the region's assets of the waterway, people, and its proximity to other business areas to attract businesses that will provide support a health Downriver economic base. *Hire a firm to help engage local and State politicians to prompt suitable replacement businesses.

9.1) Develop strategy to utilize our proximity to Metro Airport & Willow Run

10) Sustainable destination type entertainment/unique venues: action marketing plan

Ideas that did not make the 1st screening:

Number of Contributions: 64

(1) Team 1

(1/1) Solutia Phosphate Plant,

(1/2) DTE energy

(1/3) Each property needs a viable plan for development after its initial use is completed. Partnerships need to be established between the City and each individual property owners.

(2) Team 2

(2/1) Closure of Trenton Channel Power Plant site will make site available

(2/2) Solutia site is available

(2/3) Hospital site available

(2/4) Wildlife Refuge as eco-tourism destination

(3) Team 3

(4) Team 4

- (4/1) Vacant Industrial land
- (4/2) Big Three Auto Industry

(5) Team 5

- (5/1) West Rd business district
- (5/2) vacant Owen School property
- (5/3) Sibley Quarry?
- (5/4) Rail crossing management
- (5/5) Recreational opportunities - *

(6) Team 6

- (6/1) Tech teams
- (6/2) Technology for Parks and Recreation/augmented reality
- (6/3) Tie in high school level tech/robotics team
- (6/4) Higher Educational opportunities in the brown fields
- (6/5) Sustainable businesses/recycling businesses?
- (6/6) Wall climbing experience on DTE poles or make them into palm trees for tropical experience !!!!!

(7) Team 7

- (7/1) McClouth/DSC site
- (7/2) Regional bike path; connection to neighboring communities
- (7/3) Improving Downtown appearance, walkability, businesses;
- (7/4) Hockey community
- (7/5) Kennedy Center

(8) Team 8

- (8/1) Promote / spread the news the City of Trenton beyond Downriver. * marketing campaign
- (8/2) Improving Downtown appearance, walkability, businesses * facade/streetscape improvement program
- (8/3) The idle commercial properties that are underdeveloped or underutilized. These properties need to be repurposed towards businesses or housing that will create jobs, tax revenue, and/or economic development.

3.3 – Vision of Success

Item	FUTURE OF TRENTON	Average	#votes/18
5	We changed our identity of being an industrial town and lifted our property values ... It has established a new identity ("aging, retired, stodgy, traditional, big huge hulk of building prominent") ..The City of Trenton is no longer thought of as an "older community" but rather more young families have moved to the area and the city continues grow/thrive. ..Increased school enrollment (growing community/young families) and subsequent improvement of district facilities and programs	0.83	15
4	When DTE and Mclouth properties have tax paying, job creating, environmentally friendly business on them. .. eco-friendly business operating at mcLouth site with all hazardous material removed	0.67	12
3	There is no more vacant buildings or industrial sites. When all the store fronts are full on West Rd, Trafford Square and Jefferson	0.56	10
6	When it is recognized as a viable community outside of the Downriver Community. When Regionally we are known as a top community to live and work in.	0.50	9
8	The City of Trenton has been successful when the City is filled with working families that are able to live in affordable housing while enjoying the high quality City services in a vibrant and active downtown located on the nationally recognized international waterfront.	0.50	9
7	When other regional communities use Trenton as the example	0.28	5
9	We know we will have been successful if we have a higher percentage of families living here and businesses are thriving.	0.22	4
1	We will be successful if we retain 100% of the City's Employees (police, fire, dps, parks and administration)	0.11	2
2	... when Trenton is clean, fresh, and vibrant. You will know when you see it's full of people.	0.11	2

3.4 – Regional Initiatives

Regional Initiatives (unranked):

- 1) Redevelopment of waterfront property
- 2) Regional economic development corporation - ie Ann Arbor Spark, Midland Tomorrow - seed money, courage and buy in from all/majority Downriver communities,
- 3) Convention and Visitors Bureau
- 4) Brownfield Development
- 5) Connecting the trails: Iron Belle Trail - complete gaps in the trail, increase visibility for the trail and events on the trail
- 6) Regional approach to municipal services -> "better ways to do business" note: tax loss in some communities
- 7) Tourism initiatives e.g. Wildlife Refuge ... Walleye capital of the World (regional approach to promoting this to world)
- 8) Changing the identity / image
- 9) Regional transportation / logistics connections (e.g. high speed rail) -> mobility solutions that allow people to easily move around the region * east-west roads
- 10) Better engagement / integration of Politicians (city, county, state, federal)
- 11) West Jefferson corridor (upgrade, beautification, etc.)

3.5 – Participants

- 1) Stephanie Pinage
- 2) Mike Dunlap, DTE Energy
- 3) Chris Hancock
- 4) Scott Cabauatan, Trenton Planning Commission Chairman
- 5) Aaron Castle, Trenton Planning Commission
- 6) virgil m.maiani - building official
- 7) jim zanglin
- 8) Bruce Jocks
- 9) Kathy Kane Trenton Trib/Trenton Business Assoc.
- 10) Mari Frost, interested individual
- 11) Paul Frost
- 12) Wendy Pate - Trenton Resident - Downtown area
- 13) Rodney Wakeham, Trenton Public Schools
- 14) John G. McNally - McNally Law Offices
- 15) Jeffrey Chicoine, Beaumont
- 16) Laurie Dixon
- 17) Mario Ferrante, planning
- 18) Monique Holliday-Bettie, DTE Energy

4.0 – City of River Rouge and City of Ecorse (n = 21)

4.1 – Assets and Strengths

What unique strengths or assets does your community or the region have to support economic growth? XXX = differentiates River Rouge or Ecorse

- 1) XXX Multi modal transport/logistics access: Rail and Water access to the East Coast - for marine / shipping purposes
- 2) XXX heart of industry
- 3) Proximity to Canada. XXX close to the new bridge to Canada
- 4) XXX MOTIVATED CITY COUNCIL TO DEVELOP THE CITY.
- 5) XXX strong sporting community -> people come here for events
- 6) XXX tight knit community, Safe, friendly community
- 6.1) tight knit community, proximity to Detroit,
- 6.2) tight knit community, proximity to Detroit,
- 6.3) tight knit community, proximity to Detroit,
- 7) RRR Lake/riverfront exposure ..The River-both for recreation, environmental assets and transportation,
- 7.1) The Detroit River
- 8) RRR Affordable housing
- 9) RRR less traffic congestion -> quality of life
- 10) RRR Strong blue collar history and work ethic
- 10.1) strong blue collar work ethic

- 11) proximity to Detroit,
- 12) good street network of local, collector, and trunkline roads. ..N-S freeway access, proximity to metro airport.
- 13) City services - Police and Fire
- 14) Jefferson Corridor as designated route for Iron Belle Trail
- 15) Established downtown district. ...Strong urban fabric, ripe for retrofit / beautification; traditional downtown with multi-story buildings (River Rouge) a huge opportunity for mixed-use development.
- 16) Generate Industrial Park on Detroit Edison property
- 17) Downriver Linked Greenways
- 18) Regional proximity to academic institutions
- 19) GREAT LOCATION FOR BUSINESS DEVELOPMENT.

4.2 – Opportunities

Item	pick five opportunities - high impact, feasible	Average	#votes/19
3	1 mile from the new international bridge, 4 - 5 thousand jobs for 5 years. * Opportunity for the city to enforce or create an ordinance for opportunist building owners waiting for the Gordie Howle bridge * Gordie Howe international bridge - increase in transportation and logistics capacity by repurposing brownfield properties within established industrial district for cargo storage and transfer, warehousing, or other job creating market sectors	0.68	13
8	capacity to retrain/repurpose the workforce - engage SEMCA and Advance Michigan and other job training programs to prepare workforce.	0.68	13
1	Deep port water access and rail services ..Use of the DTE property for Container Port; No container ports in the State of Michigan. All containers are now transported by Rail.	0.58	11
9	Regional steering group to coordinate various planning initiatives that are simultaneously in progress, high opportunity for economic development on a regioanl basis. - establish a steering committee to ensure implemetation responsibilities and roles are clearly defined.	0.58	11
7	Make make Jefferson corridor more pedestrian and bicycle friendly ..Jefferson corridor identity * Create on-road or offroad bicycle and pedestrian connectivity that links towncenters to neighborhoods and parks along the river; also connecting R.Rouge & Ecorse to Detroit and Southern Downriver Communities. * solutions should also accomodate freight for slow moving first/last miles, but directing lobger trips to Fort Street or I-75	0.53	10
10	Opportunity to market and brand the area as being prime for industrial use, and great for families	0.47	9
5	Vocational / College Training Center	0.42	8
6	Opportunity for a warehouse and distribution facility due to the intermodal assets	0.32	6
2	New business attraction strategy -> to bring companies here * Tax breaks for new investors	0.26	5
11	Increase in population will benefit local businesses * revamp zoning limitations to create more density	0.26	5
4	Downtown improvement * facade/streetscape program to improve look &feel	0.21	4

Top three Ideas from each group with merged comments prior to vote:

- 1) 1 mile from the new international bridge, 4 - 5 thousand jobs for 5 years. *
Opportunity for the city to enforce or create an ordinance for opportunist building owners waiting for the Gordie Howle bridge * Gordie Howe international bridge - increase in transportation and logistics capacity by repurposing brownfield properties within established industrial district for cargo storage and transfer, warehousing, or other job creating market sectors
- 2) Capacity to retrain/repurpose the workforce - engage SEMCA and Advance Michigan and other job training programs to prepare workforce.
 - 2.1) - workforce/industry development trainings - build a coalition of non-profit, academic, municipal and private entities to identify best practices in enhancing workforce business capabilities
- 3) Deep port water access and rail services ..Use of the DTE property for Container Port; No container ports in the State of Michigan. All containers are now transported by Rail. * note: concerned with container storage, contaminants, etc. and are there high paying jobs
 - 3.1) Opportunity to develop an industrial park at DTE power plant project
 - 3.2) Industrial park for DTE property.
- 4) Regional steering group to coordinate various planning initiatives that are simultaneously in progress, high opportunity for economic development on a regional basis. - establish a steering committee to ensure implementation responsibilities and roles are clearly defined.
- 5) Make make Jefferson corridor more pedestrian and bicycle friendly ..Jefferson corridor identity
 - * Create on-road or offroad bicycle and pedestrian connectivity that links towncenters to neighborhoods and parks along the river; also connecting R.Rouge & Ecorse to Detroit and Southern Downriver Communities.
 - * solutions should also accommodate freight for slow moving first/last miles, but directing longer trips to Fort Street or I-75
- 5.1) Jefferson corridor identity
 - branding like Woodward Avenue Action Association or 8 Mile Blvd Association
 - branding on strengths to market new people/business and keep existing residents here
- 6) Opportunity to market and brand the area as being prime for industrial use, and great for families
- 7) Vocational / College Training Center
- 8) Opportunity for a warehouse and distribution facility due to the intermodal assets
- 9) New business attraction strategy -> to bring companies here * Tax breaks for new investors
 - 9.1) Empower people to open new businesses through a business incentive program (taxes, easy to do busy, counselling)
- 10) *** Gaps: neighbourhood development, in fill investments required
- 11) Downtown improvement * facade/streetscape program to improve look & feel
- 12) Increase in population will benefit local businesses * revamp zoning limitations to create more density

Ideas that did not make the 1st screening:

Number of Contributions: 54

(1) Team 1 -

- (1/1) Increase in population will benefit local businesses.
- (1/2) Developer looking at in-fill housing
- (1/3) The better Detroit does, the better we do and the region does.
- (1/4) U.S Steel continues to grow.

(2) Team 2

(3) Team 3

- (3/1) Dte property provides for port
- (3/2) Deepwater Draft for ships. Tied into Railroad for intermodal freight
- (3/3) Zoned for industrial use
- (3/4) Available Storefronts for rental or sales
- (3/5) influx of local workers due to bridge project

(4) Team 4

(5) Team 6

- (5/1) SUPER MARKET
- (5/2) MOTEL/HOTEL
- (5/3) TRADING/ IMPORT & EXPORT / LOGISTIC TO ATTRACT NEW BUSINESS
- (5/4) New business attraction strategy -> to bring companies here
- (5/5) URGENT CARE / HOME HEALTH CARE.
- (5/6) FISHERY

(6) Team 5

- (6/1) Opportunity to pursue large data center project at the old DTE power plant

(7) Team 7

- (7/1) Vocational / College TRAINING CENTER

4.3 – Vision of Success

Looking out ten years, what will success look like in River Rouge and ECorse? How will we know we have been successful?

Themes:

- increase in jobs,
- quality of life improved,
- thriving business climate,
- Jefferson Corridor revitalized,
- improved health and safety environment,
- downtown aesthetics and walkability,
- attractive to youth and families,
- improved perception and image of our communities

Individual submissions with similar comments merged (...)

- 2) ...median incomes rise appreciably (adjusted for inflation) ..unemployment rate/underemployment at or below the state averagenumber of individuals and families living in poverty decrease
- 3) When we develop the dte property
- 4) Increase in population
- 5) local economy is more "recession proof" ... diversified tax revenue from multiple market sectors ..when the tax base of property has increased
- 6) housing development - in fill ... No blighted and vacant homes ..infill housing
- 7) When we have job training and opportunity
- 8) less rentals and more homeowners
- 9) quantified improvement in regional environmental conditions (air quality, contaminated lands, etc.)
- 10) Viable active downtown from Rouge to Ecorse and beyond
- 11) ...50% of Jefferson corridor is redeveloped for both commercial and residential ..All vacant and under utilized buildings will be fully occupied and at their highest and best use.
- 12) We have been successful when....Southeast Michigan residents and businesses know of and have a positive image of Downriver and we begin experiencing population and business growth that is not the result of cannibalizing our neighboring communities. ..establishment of River Rouge as a destination community for new residents and visitors
- 13) ...looking around, residents and business owners see beautiful public spaces, including rights-of-way, with "pride of place" for pedestrians and bicyclists
- 14) New grocery store and restaurants
- 15) walkability
- 16) industrial parkway
- 17) ...young folks living here perceive River Rouge and Ecorse to be environments of opportunity, rather than environments of scarcity
- 18) Visger road thriving

- 19) 10 years down the road success would look like...1) families in green belt areas, 2) clean frontal business properties, 3) rise in property values, 4) median income rises, 5) redevelopment of riverfront properties
- 20) WHEN BUSINESS AND RESIDENTS ARE HAPPY AND STAY IN THE CITY WITH HIGHER REVENUES. INCREASE IN POPULATION, AND HIGHER SCHOOL ENROLLMENT.
- 21) The Cities of Ecorse and River Rouge would have positive cash flows, and balanced budget, while providing excellent schools and services to the businesses and residents ..when funds for the city are up and housing within the city are full with families
- 22) ...improved public health indicators, cleaner industries
- 23) Higher education in community

4.4 – Regional Initiatives

Mentioned at this workshop:

- 1) Regional economic development steering committee/corporation - ie Ann Arbor Spark, Midland Tomorrow - seed money, courage and buy in from all/majority Downriver communities,
- 2) Regional Entrepreneurship programs -> support for business plans, etc.
- 3) West Jefferson corridor (upgrade, beautification, coordination of new businesses etc.)
- 4) Changing the identity / image of the Region
- 5) Regional approach to municipal services -> "better ways to do business" note: tax loss in some communities e..g regional fire departments
- 6) Leverage some of our existing organizations who have a regional lens

Mentioned at previous workshops:

- 7) Redevelopment of waterfront property
- 8) Connecting the trails: Iron Belle Trail - complete gaps in the trail, increase visibility for the trail and events on the trail
- 9) Convention and Visitors Bureau
- 10) Brownfield Development
- 11) Tourism initiatives e.g. Wildlife Refuge ... Walleye capital of the World (regional approach to promoting this to world)
- 12) Regional transportation / logistics connections (e.g. high speed rail) -> mobility solutions that allow people to easily move around the region * east-west roads
- 13) Better engagement / integration of Politicians (city, county, state, federal)

4.5 – Participants

- 1) John Carmody Waynemetrometro
- 2) Dakota Korth, Wayne County
- 3) Mark King DTE Energy Economic Development
- 4) Brian Pawlik
- 5) Dominic Romano MEDC Community Assistance Team
- 6) Charlie Lefler - Pak-Rite Industries, Ecorse, MI
- 7) Stephanie Cayce Wayne County
- 8) Ryan Higuchi - ECT, Wayne County Consultant
- 9) Brian Pawlik, SEMCOG, Plan Implementation Group
- 10) Sarah Traxler, AICP - McKenna (River Rouge City Planner)
- 11) Karl Laub Community Development RiverRouge
- 12) Michael Cytacki, Michigan Marine Terminal
- 13) Curt Robinson, Michigan Marine Terminal
- 14) qrwa
- 15) Sohail Zaman, Ford Motor Co
- 16) Jim Krueger, River Rouge EDC Chairman
- 17) Michael D. Bowdler, Mayor, River Rouge
- 18) Olive Roberts, Planning Commission Chairperson, River Rouge

- 19) Peggy Madden, Assistant City Attorney River Rouge
- 20) HOUSES REVANATION, HELPING THE CITY WITH AUTOMOTIVE TRAINING AND I.T TRAINING, OTHER BUSINESS DEVELOPMENT OPPORTUNITIES.



An Economic Recovery Strategy for the Downriver Communities of River Rouge, Ecorse, Wyandotte, Riverview and Trenton

Appendix C – Business Survey Results

Prepared on behalf of the
Downriver Community Conference

July 2018



Table of Contents

1. Downriver Business Survey	1
1.1 Lens: Location	1
1.2 Lens: Type of business	4
1.3 Lens: Age of Firm	8
1.3.1 Full-time employees	10



1. Downriver Business Survey

In February 2018, MDB Insight conducted a survey of businesses in the downriver region through a computer assisted telephone survey to understand the role of the community in supporting the business environment, the nature of businesses and barriers faced by business owners. Findings from the 163 businesses surveyed are analyzed through four lenses; where business are located, the type of business, the age of firm, and the number of employees.

Of the 163 responses received, 62 were in Wyandotte, 46 in Trenton, 25 in Riverview, 18 in River Rouge and 12 in Ecorse. The majority of businesses are within the service sector followed by manufacturing and professional, scientific and technical services. The report combines the results of businesses in River Rouge and Ecorse due to the number of responses obtained and comparable community conditions, allowing for a more reliable analysis of the responses.

1.1 Lens: Location

Communities play an important role in building a strong resilient economy and strengthening local businesses. The municipalities in the downriver region were analyzed to determine their ability to start or grow a business. The top factors for business owners to own and operate business in each of the downriver communities are:

- Availability of suitable land/buildings
- Business friendly environment
- Location of business is close to home
- Access to major transportation routes
- Adequate supply and access to cost effective utilities
- Availability of local labor force

The downriver region as a whole is identified as 'Very good' for starting or growing a business. However, the individual municipalities showed varying approval levels as only 13% business in River Rouge & Ecorse identified the community as very good compared to 37% in Trenton and 32% in Wyandotte and Riverview, respectively. The low approval rates for River Rouge & Ecorse may be due to poor marketing efforts at promoting the region as a place to start or grow a business. The survey analysis shows that 27% of businesses rated marketing efforts of River Rouge & Ecorse as 'poor' compared to 8% in both Wyandotte and Riverview and 2% in Trenton. However, it should be noted that the same percentage of business in River Rouge & Ecorse feel local marketing efforts are 'good'.

Business owners feel satisfied when it comes to owning and operating a business in the Downriver Region. The most commonly cited factors in all the municipalities are:

- Quality of life
- Support from other businesses
- Access to supply chain



Of the 28 local businesses¹ in River Rouge & Ecorse, 17 were operated by residents. River Rouge & Ecorse had the highest proportion of businesses operating in owned property in Downriver, indicating that these municipalities may have a higher proportion of home-based businesses. Wyandotte had a total of 55 local businesses, 30 of which were operated by residents. 58% of all businesses in the municipality were run on own property. Of the 21 local businesses in Riverview, 12 were run by residents. Compared to other municipalities, Riverview had the lowest proportion of business operating in own properties at 52%. 27 of the 38 local businesses in Trenton were operated by residents. Approximately 57% businesses in Trenton were run on own property.

60% of all businesses in River Rouge and Ecorse cater to residents while 33% market to the downriver region. Only 7% of businesses in these municipalities cater to a larger national and international market. A similar trend is observed for other municipalities as the majority cater to their own residents. While Riverview and Wyandotte cater more towards the regional market, Trenton has businesses that equally cater to the regional and the broader national market.

Figure 1: Primary Target Market for business by Individual Municipalities

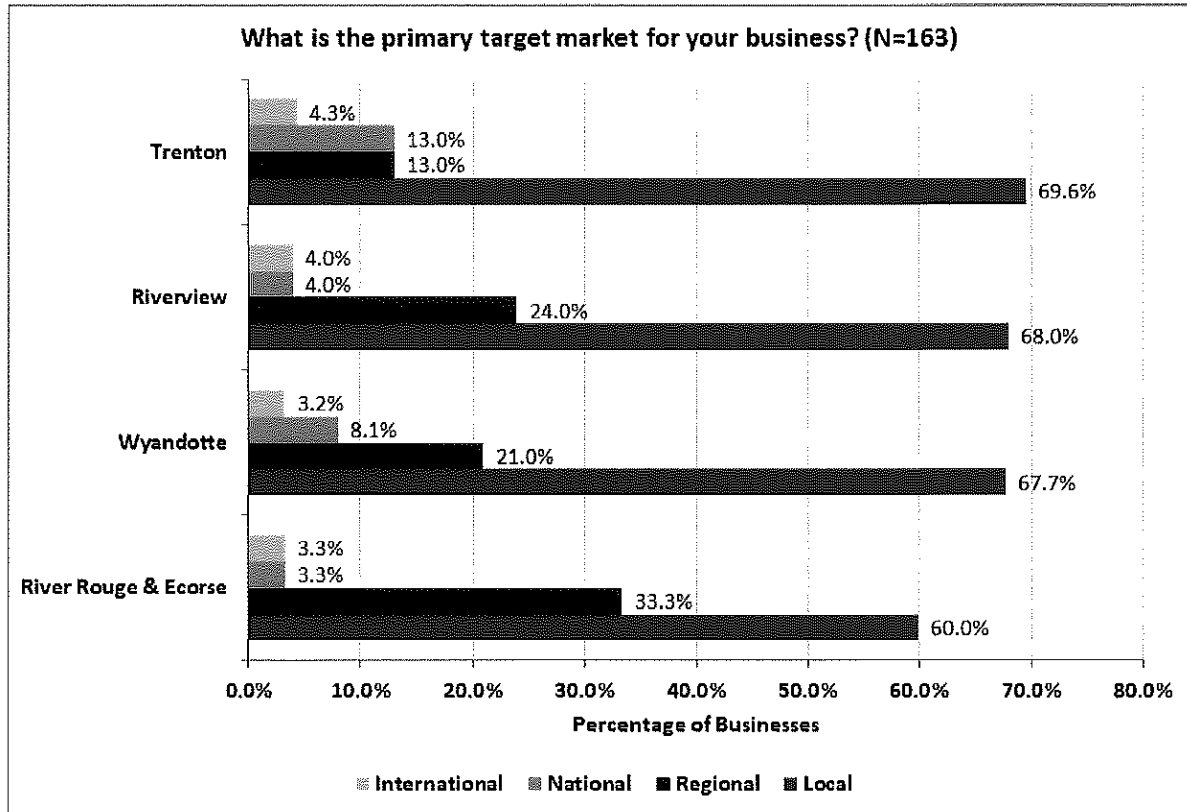


Table 1 shows the number of employees by each municipality in downriver. The majority of businesses employed 10 or fewer employees in all the communities. Wyandotte, Riverview and Trenton accounted for 36%, 29% and 25% of businesses with 11 or more employees.

¹ Includes self-employed and locally owned and operated



Table 1: Employee Number by Individual Municipalities

Downriver	10 or less	11 or more
River Rouge & Ecorse	27	3
Wyandotte	52	10
Riverview	17	8
Trenton	39	7

In terms of employee growth, approximately 60% of all businesses in River Rouge & Ecorse, Wyandotte and Riverview have not recruited any new employees in the past three years. Trenton fared comparatively better than the surrounding municipalities, as 28% of businesses recruited in the past three years. Although river Rouge & Ecorse recruited 20% of employees in the past three years, 20% still lost employees.

30% of all businesses in River Rouge & Ecorse expressed difficulties in hiring employees. Similarly, 28% of businesses in Trenton, 26% in Wyandotte and 24% of businesses had difficulties in hiring new employees. The factor affecting hiring rates are seen to be similar for all municipalities as the lack of appropriate skills or training, and lack of relevant experience emerged as major barriers when asked if business have difficulties hiring employees.

The majority of businesses in the municipalities have no difficulties when it comes to retaining employees. 92% of businesses in Wyandotte, 89% in Trenton, 84% in Riverview and 73% businesses in River Rouge & Ecorse are satisfied with employee retention rates. Of the businesses that mentioned difficulties in retaining employees, the following factors emerged:

- Seasonal employment, lack of work ethic and bad workmanship were top barriers to retaining employees in River Rouge & Ecorse
- The work environment, nature of the job, lack of work ethic and low wages were factors affecting employee retention in Wyandotte and Riverview
- In Trenton, the work environment, nature of Job, competition among businesses and low wages were barriers to employee retention

Low-level service occupations including cooks, baker, servers, waiters, Machine operators and other general labour positions have shown to be difficult to recruit and retain in the municipalities. While other communities do not independently affect these labor force challenges, 21% of responses indicated the nature of the community in River Rouge & Ecorse upsets labor force recruitment and retention.

Over the past 12 months, the majority of businesses in downriver saw no growth in revenue. However, businesses in River Rouge & Ecorse, Riverview and Trenton saw an increase in business revenue over the past 12 months. Also, the majority of businesses in each of the municipalities expect an increase in revenue in the next 12 months. Business growth and expansion is critical to growing the economic base of a community. With this in mind, business owners were asked about expansion plans in the next two years. Table 2 shows that the majority of businesses in each community have no plans to expand in the immediate future. However, all communities in downriver are favourable for business expansion; 33% and 29% of all businesses in Trenton and Wyandotte have plans to expand compared to 23% in River Rouge & Ecorse and 20% in Riverview (Table 2).



Table 2: Business Performance in the next two years by Individual Municipalities

Business Performance in the next two years	River Rouge & Ecorse	Wyandotte	Riverview	Trenton
Expand your business	7	18	5	15
Downsize your business	2	2	1	2
Close down your business	1	4	1	1
Stay the same	20	38	18	28

Keeping in trend with business satisfaction, owners have an overall ‘positive’ outlook in doing business in all the downriver municipalities. However, the following factors were identified as hindering businesses growth in all the communities:

- Support from regional business program suppliers (ex. chamber, workforce boards)
- Access to capital/financing
- Municipal property taxes
- High-speed broadband
- Local conditions of roads and streets
- Regional conditions of roads and highways/freeways

Factors including support from other businesses, availability of space for rent or lease or own and utility billing rates were overall satisfactory but could be improved on.

- The single most important regional initiative that could be undertaken to strengthen the economy of River Rouge & Ecorse is to bring more business / bring large manufacturing / attract new businesses
- The single most important regional initiative that could be undertaken to strengthen the economy of Wyandotte is to improve education / trade schools / training
- The single most important regional initiative that could be undertaken to strengthen the economy of Riverview is to fix the roads / infrastructure improvement
- The single most important regional initiative that could be undertaken to strengthen the economy of Trenton is to fix the roads / infrastructure improvement

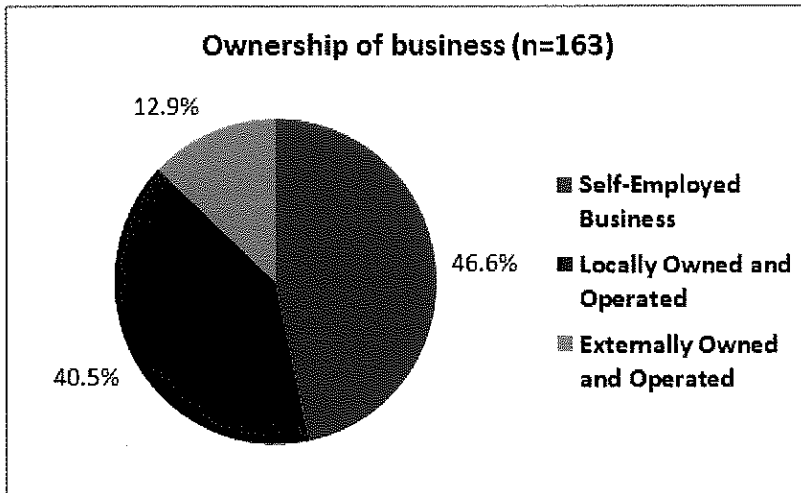
1.2 Lens: Type of business

The survey also analyzed businesses by ownership type, namely, self-employed, locally owned and operated and externally owned and operated. Analyzing business ownership will help develop support programs that are specific to each business type and identify barriers that affect business growth.

The majority of businesses in downriver are self-employed establishments (Figure 2). These businesses have a sole proprietorship and are run by one individual. Locally owned and operated businesses account for 40.5% of all businesses in downriver while 12.9% were externally owned and operated business.



Figure 2: Ownership of business



44 of the 76 self-employed businesses rated their community as favorable to start or grow a business. 38% of businesses rated local efforts at promoting the region as a place to start or grow a business as 'good'. 99% of business owners are satisfied with owning and operating a business in the downriver Region. The top 3 factors rated as important to doing business in the downriver region:

- Quality of life
- Access to your supply chain
- Support from other businesses

37 of the 66 local businesses rated their community as favorable to start or grow a business. 29% of businesses rated local efforts at promoting the region as a place to start or grow a business as 'good'. 95% of businesses are satisfied with owning and operating a business in the downriver Region. The top 3 factors rated as important to doing business in the downriver region:

- Access to your supply chain
- Quality of life
- Workforce availability

14 of the 21 external businesses rated their community as favorable to start or grow a business. 33% of businesses rated local efforts at promoting the region as a place to start or grow a business as 'good'. 95% of businesses are satisfied with owning and operating a business in the Downriver Region. The top 3 factors rated as important to doing business in the downriver region:

- Access to your supply chain
- Quality of life
- Support from other businesses

The 'location of business is close to home' is the most important factor for self-employed and locally owned and operated businesses for locating the business in the community. Other top factors include the availability of suitable land/buildings and a business-friendly environment. Externally operated

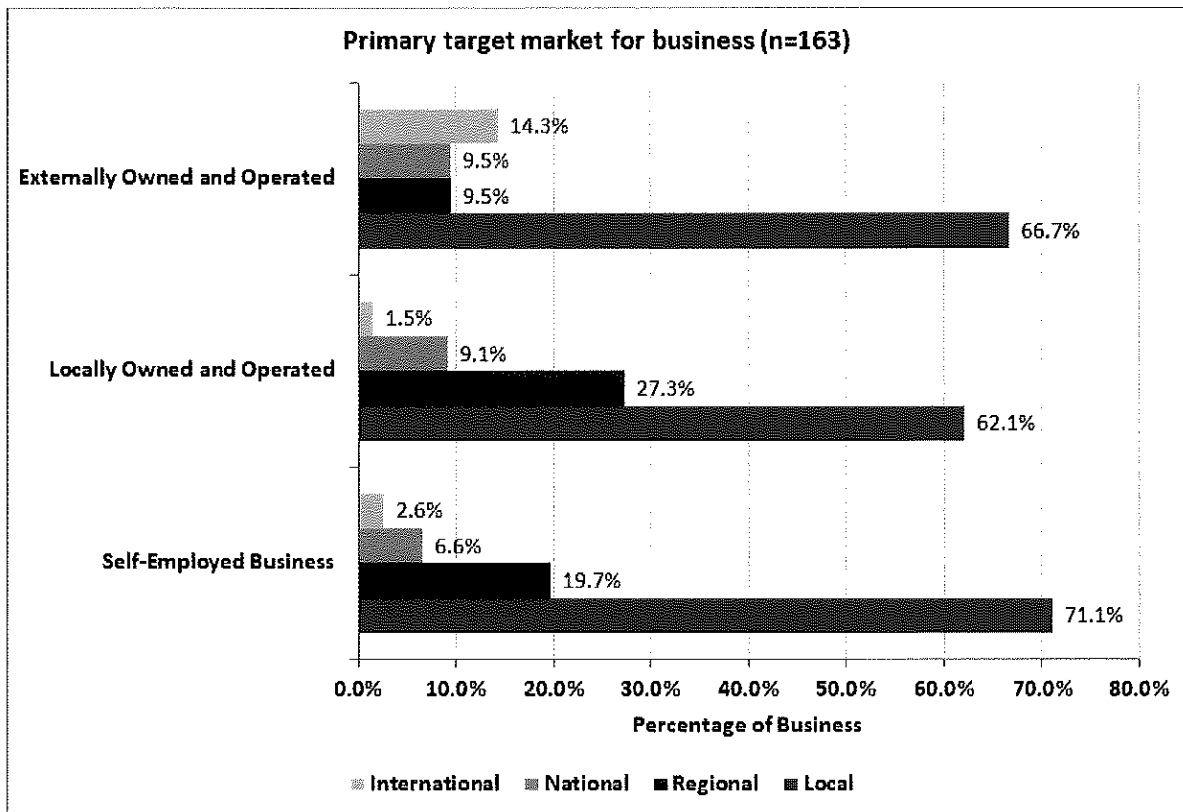


businesses identify the availability of suitable land/buildings, business-friendly environment and access to major transportation routes as factors for locating the business in the community.

58% of self-employed and 53% of local businesses was owned by residents compared to only 33% of the external businesses. Also, 64% and 59% of self-employed and local businesses were run on owned property compared to only 38% external businesses. The majority of businesses have been operating in downriver for more than 10 years; 62% of self-employed, 64% of locally owned and operated and 57% externally owned and operated. Less than 30% of all business types have been operating in the region for 5 years or less, indicating that the region may not be favorable for new businesses.

On analyzing the target market of the businesses, it was determined that the primary target market for all businesses was local. Self-employed businesses and locally owned businesses also had a regional target market presence but saw a corresponding decrease in national and international markets. The externally operated and owned businesses target both local market and a significant proportion of the international market.

Figure 3: Primary Target Market for business by Business Type



Over the past 3 years, the number of people employed, stayed the same in 59% of self-employed business while 17% increased employees and 24% lost employees. While 62% of locally owned and operated employees did not hire or lose employees, 23% increased their employees and 15% decreased their employees. 48% of externally operated businesses did not hire or lose any employees while 38% hired new employees.



- 30% of self-employed business had difficulty hiring employees while 16% had difficulties retaining them. The major barriers to hiring employees were the lack of candidates and relevant experience. Low wages and the nature of the work environment were identified as factors to retaining employees. The major occupations that were identified as critical to hire for were General Labour / Labour / Crew members and Servers / Waiters.
- 24% locally owned and operated had difficulty hiring employees while 12% had difficulties retaining them. The major barriers to hiring employees were lack of appropriate skills or training and lack of relevant experience. Low wages and the nature of the work environment were identified as factors to retaining employees. Cook / Baker and General Labour / Labour / Crew members were critical operations to locally owned and operated businesses.
- 24% externally owned and operated businesses had difficulty hiring employees and 10% had difficulty retaining employees. The major barriers to hiring employees were lack of appropriate skills or training and too few applicants. The nature of the work environment was identified as the major barrier to retaining workers. Cashier and Machine operators / Slitter operator were operations specific to external operations that are difficult to hire for.

The business revenue of 33% self-employed and 35% locally owned and operated remained the same over the past 12 months, compared to 24% of externally owned and operated businesses. Relative to the past 12 months, 45% of the self-employed businesses, 27% of locally owned and 29% of externally owned businesses identified that the business revenue would stay the same in the next 12 months.

38% of externally owned and operated businesses increased their revenue in the past 12 months, compared to only 29% and 26% of self-employed and locally owned and operated businesses. Relative to the past 12 months, 51% of the self-employed businesses, 59% of locally owned and 67% of externally owned businesses identified that the business revenue increase in the next 12 months. In terms of business expansion and growth, the majority of all the three types of businesses plan to stay the same while 25%, 29% and 33% plan to expand within the next two years.

Table 3: Business Performance in the next two years by Type of Business

Type of Business	Self-Employed Business	Locally Owned and Operated	Externally Owned and Operated
Expand your business	19	19	7
Downsize your business	5	1	1
Close down your business	5	2	0
Stay the same	47	44	13

Labor market challenges for all three types of business are specifically related to the industry. Owner perceptions towards doing business in downriver have not changed for the majority of all business types.

- The single most important regional initiative that could be undertaken to strengthen the economy of the downriver region for self-employed businesses: Bring more business / Bring large manufacturing / Attract new business
- The single most important regional initiative that could be undertaken to strengthen the economy of the downriver region for self-employed businesses: Fix the roads / Infrastructure improvement



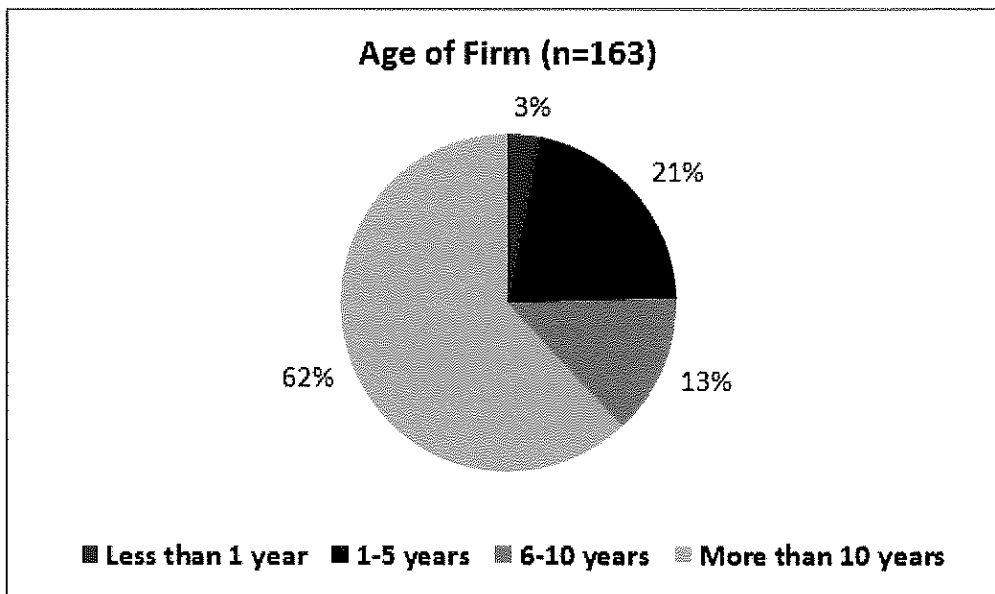
- The single most important regional initiative that could be undertaken to strengthen the economy of the downriver region for self-employed businesses: Fix the roads / Infrastructure improvement

1.3 Lens: Age of Firm

The age of a business is important to the economy of a community as start-ups, young companies and established firms all increase efficiency and strengthen the local market. New firms are the primary source of job creation and are also instrumental in stimulating innovation and attracting more firms.

The survey analyzed firms as those operating for 5 years or less and those operating for 6 years or more. Figure 4 provides a detailed breakdown of businesses in downriver by the age of firm. The majority of firms, 62% have been operating for more than 10 years in downriver while 13% have been operating for at least 6 to 10 years. Only 24% of businesses have been operating from 1 to 5 years, of which 3% of businesses were started less than a year ago. While downriver seems to have a healthy proportion of established businesses, the low proportion of new businesses indicates that the region has barriers to job creation which affects the economic base and ultimately economic competitiveness.

Figure 4: Age of Firm



32.5% of businesses operating for 5 years or less rated their community as 'good' to start or grow a business. 30% of businesses rated local efforts at promoting the region as a place to start or grow a business as 'good'. 98% of businesses are satisfied with owning and operating a business in the downriver Region. The top 3 factors rated as important to doing business in the downriver region:

- Support from other businesses
- Access to your supply chain
- Quality of life



31.7% of businesses operating for 6 years or more rated their community as ‘very good’ to start or grow a business. 35% of businesses rated local efforts at promoting the region as a place to start or grow a business as ‘good’. 97% of businesses are satisfied with owning and operating a business in the downriver Region. The top 3 factors rated as important to doing business in the downriver region:

- Quality of life
- Access to your supply chain
- Support from other businesses

Irrespective of the age of the firm, the following factors were identified as the top factors for selecting the community for operating the business. Location of business is close to home, availability of suitable land/buildings, business-friendly environment, adequate supply and access to cost-effective utilities, availability of local labor force and access to major transportation routes.

Over the past three years, the majority of businesses stayed the same in terms of employment change. 25% of firms operating for 5 years or less had difficulties hiring employees, while 10% had difficulties retaining them. The major barrier to hiring employees was the lack of candidates. The nature of the work environment was identified as factors to retaining employees. The major occupations that were identified as critical to hire for were cashier, cook or baker, general labour or crew members.

28% of firms operating for 6 years or more locally owned and operated had difficulty hiring employees while 15% had difficulties retaining them. The major barriers to hiring employees were lack of appropriate skills or training and lack of relevant experience. Low wage, lack of work ethic and the nature of the work environment were identified as factors to retaining employees. General labour or crew member, cook or baker and servers or waiters were critical operations to businesses.

Over the past 12 months, 28% of the newly established businesses identified that the business revenue stayed the same compared to 31% of businesses operating for 6 years or more. 28% and 29% of all businesses operating for 5 years or less and 6 years or more saw an increase in revenue. 68% and 53% businesses expect revenue to increase in the next 12 months. 23 of the 40 new businesses expect to stay the same in the next two years while 15 aim to expand. Of the businesses operating for 6 years or more, 81 plan to stay the same, 30 aims to expand and 7 aims to close down.

Table 4: Business Performance in the next two years by the age of Firm

Business Performance in the next two years	5 years or less	6 years or more
Expand your business	15	30
Downsize your business	2	5
Close down your business	0	7
Stay the same	23	81

Labor market challenges for the business were identified to be specifically related to the industry and to a lesser degree as a nature of the industry and community. Owner perceptions towards doing business in downriver have not changed for the majority of all business types.

- The single most important regional initiative that could be undertaken to strengthen the economy of the downriver region for a firm operating for 5 years or less: Fix the roads / Infrastructure improvement



- The single most important regional initiative that could be undertaken to strengthen the economy of the downriver region for a firm operating for 6 years or more: Fix the roads / Infrastructure improvement

1.4 Lens: Full-time employees

Business owners in downriver were also surveyed for employee information (Table 6). 72% of all 163 businesses were small establishments, employing from 1 to 5 employees. This includes the owner of the businesses. Only 7 of the businesses were large establishments, employing at least 51 employees.

Table 5: Number of Employees

Total Businesses	Number of Employees				
	1 to 5	6 to 10	11 to 20	21-50	51+
163	117	18	16	5	7
30	24	3	2	0	1
62	48	4	5	1	4
25	15	2	4	2	2
46	30	9	5	2	0

56.3% of all businesses operating with 10 or less employees are run by residents compared to 35.7% businesses operated with 11 or more employees. 60% of the business operating with 10 or less employees were run on own property compared to only 53.6% of businesses operated with 11 or more employee.

30% of businesses with 10 or less employees rated their community as 'good' to start or grow a business. 32.6% of businesses rated local efforts at promoting the region as a place to start or grow a business as 'good'. 96% of businesses are satisfied with owning and operating a business in the downriver Region. The top 3 factors rated as important to doing business in the downriver region:

- Quality of life
- Access to your supply chain
- Support from other businesses

While 28.6% of businesses employing 11 or more employees 31.7% rated their community as 'very good' to start or grow a business, the same percentage rated the community as 'fair'. 39.3% of businesses rated local efforts at promoting the region as a place to start or grow a business as 'good'. 100% of businesses are satisfied with owning and operating a business in the downriver Region. The top 5 factors rated as important to doing business in the downriver region:

- Access to your supply chain
- Quality of life
- Support from other businesses

The following factors were identified as the top factors for selecting the community for operating the business. Location of business is close to home, business-friendly environment, availability of suitable



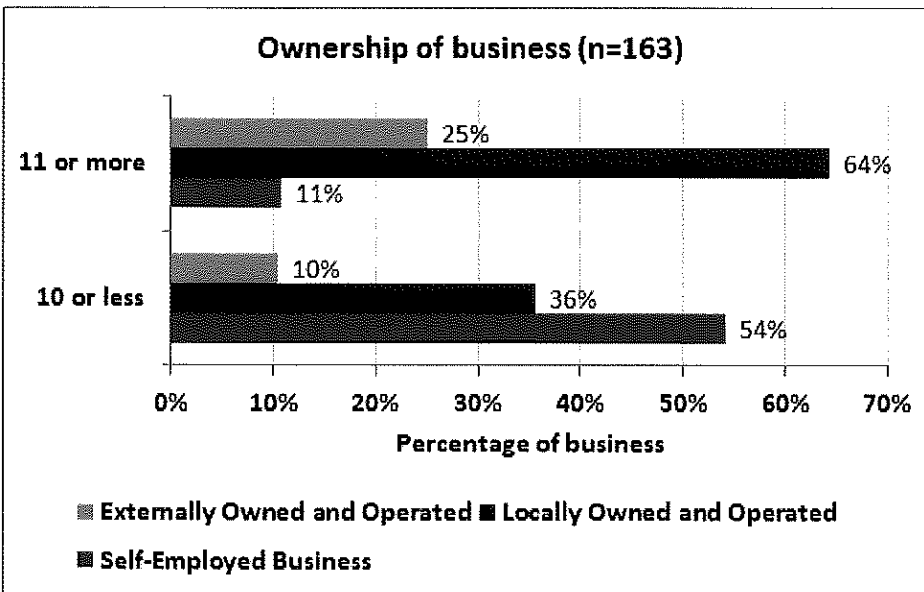
land/buildings, adequate supply and access to cost-effective utilities, access to major transportation routes and availability of local labor force.

Over the past three years, the majority of businesses employing 10 or fewer employees stayed the same in terms of employment change whereas 50% of firms employing 11 or more employees hired employees. 21.5% of firms operating with 10 or less employees had difficulty hiring employees while 13.3% had difficulties retaining them. The major barrier to hiring employees was the Lack of relevant experience. The nature of the work environment was identified as factors to retaining employees. The top occupation that was identified as difficult to hire for was general labour or crew members.

53.6% of firms operating with 11 or more employees had difficulty hiring employees while 14.3% had difficulties retaining them. The major barriers to hiring employees were lack of appropriate skills or training. The nature of the work environment was identified as factors to retaining employees. Cook or baker, servers or waiters and machine operators or slitter operator were critical operations to businesses.

Of the businesses with 10 or fewer employees, 58% are self-employed business, 36% are locally owned and operated, and 10% are externally owned and operated. Of businesses that have 11 or more employees, 11% were self-employed, 64% were locally owned and 25% externally owned.

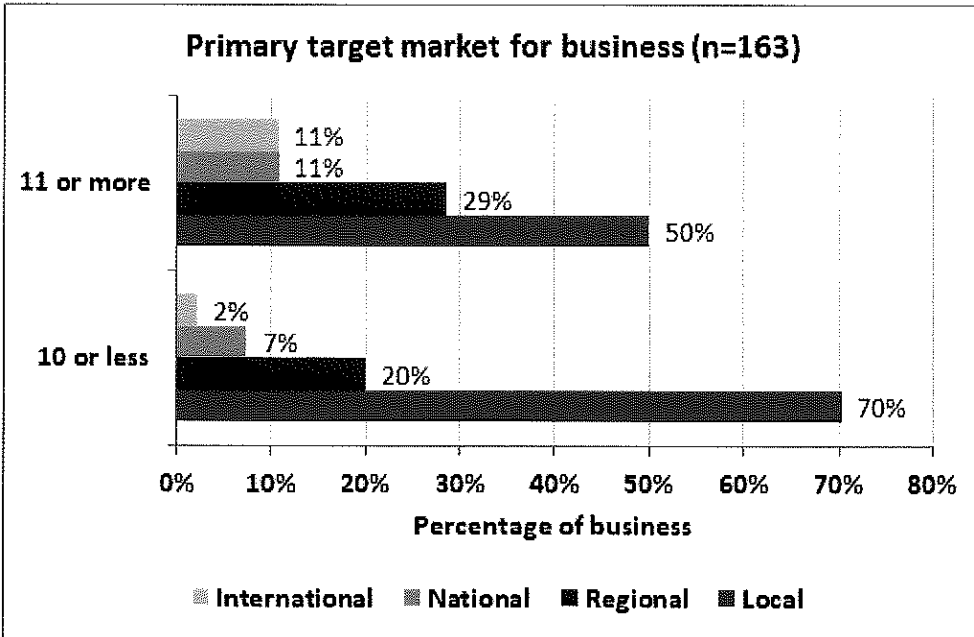
Figure 5: Ownership of business by Number of Employees



Businesses with 10 or less employees have a larger local market presence than businesses with 11 or more employees. 20% of businesses with 10 or less employees have a regional presence compared to 29% operating with 11 or more employees. While businesses with 10 or less employees account for only 9% of national and international markets, 22% of the businesses operating with 11 or more employees have a national and international presence.



Figure 6: Primary Target Market for business by Number of Employees



The majority of businesses have been operating in downriver for more than 10 years; 61% of businesses operating with 10 or less employees and 68% with 11 or more employees. Only 18% of large establishments with 11 or more employees have established in the region in the past five years, indicating that the region might not be favourable to attract large businesses. Over the past 12 months, 32% and 36% of businesses revenue with 10 or less employees and 11 or more employees stayed the same. 29% of all businesses saw an increase in revenue. Relative to the past 12 months, 55% and 64% of businesses expect revenue to increase in the next 12 months.

Table 6: Business Performance in the next two years by employee number

Business Performance in the next two years	10 or less	11 or more
Expand your business	37	8
Downsize your business	7	0
Close down your business	7	0
Stay the same	84	20

47.4% of businesses employing 10 or less employees felt that Labor market challenges were explicitly related to the industry while the larger establishments identified a combination of industry factors and community factors. Over 60% of business owners for both the small and large firms have not changed their view about conducting business in Downriver over the past 12 months while 30% have had a more 'positive' outlook.

- The single most important regional initiative that could be undertaken to strengthen the economy of the downriver region for businesses employing 10 or less employees: Fix the roads / Infrastructure improvement



- The single most important regional initiative that could be undertaken to strengthen the economy of the downriver region for businesses employing 11 or more employees: Education / Trade Schools / Training



An Economic Recovery Strategy for the Downriver Communities of River Rouge, Ecorse, Wyandotte, Riverview and Trenton

Appendix D – Reference Maps

Prepared on behalf of the
Downriver Community Conference

July 2018



Table of Contents

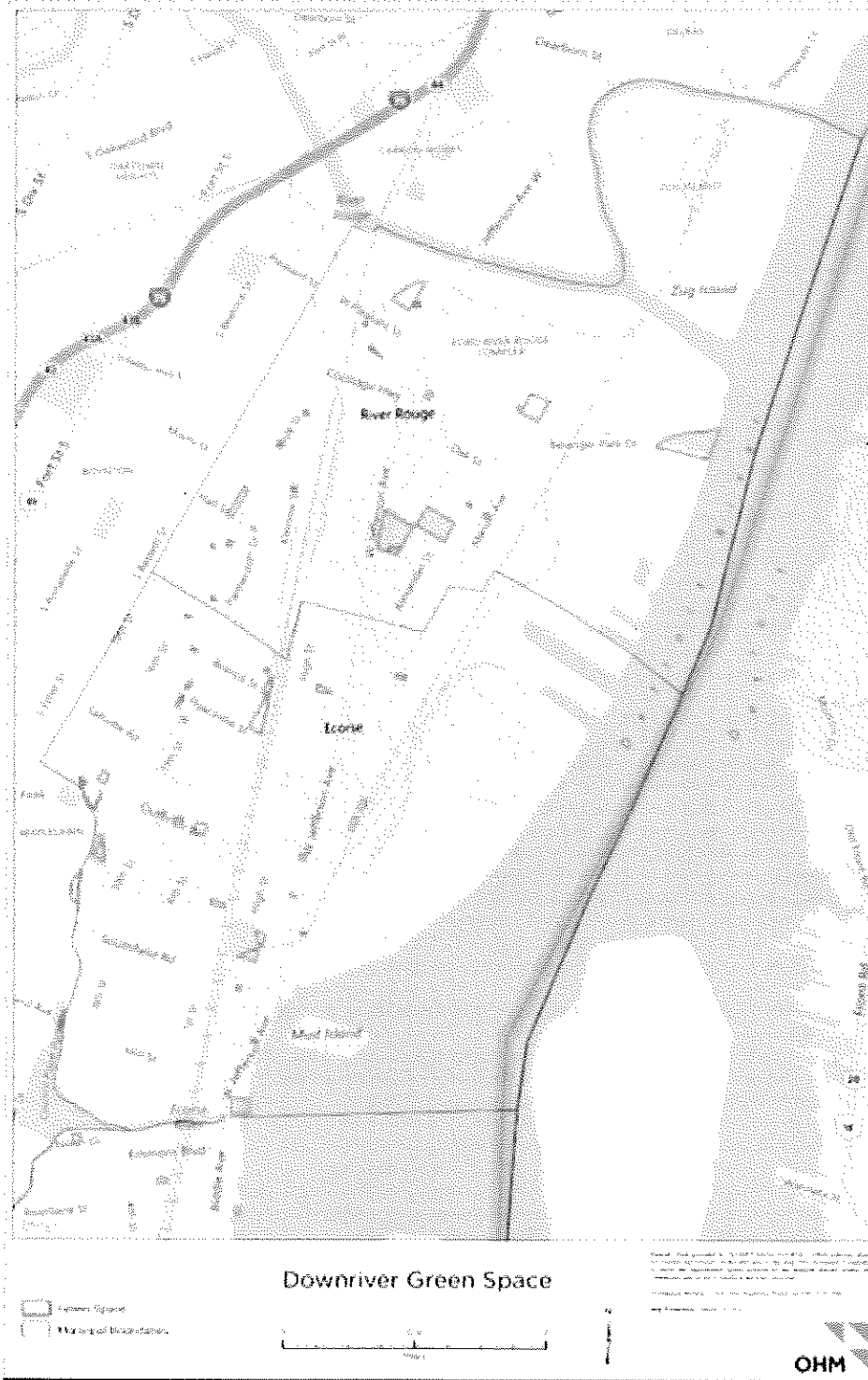
1. Greenspace Maps	1
Map 1: Greenspace River Rouge and Ecorse.....	2
Map 2: Greenspace Trenton and Riverview	3
Map 3: Greenspace Wyandotte	4
2. Community Asset Maps	5
Map 4: Community Assets River Rouge and Ecorse	6
Map 5: Community Assets Riverview and Trenton	7
Map 6: Community Assets Wyandotte.....	8
3. Baseline Environmental Assessment Maps	9
Map 7: BEAS Vacant Land Evaluation in River Rouge.....	10
Map 8: BEAS Vacant Land Evaluation in Ecorse	11
Map 9: BEAS Vacant Land Evaluation in Riverview	12
Map 10: BEAS Vacant Land Evaluation in Wyandotte.....	13
Map 11: BEAS Vacant Land Evaluation in Trenton	14
4. Vacant Land Maps	15
Map 12: Vacant Land in River Rouge.....	16
Map 13: Vacant Land in Ecorse	17
Map 14: Vacant Land in Riverview	18
Map 15: Vacant Land in Trenton	19
Map 16: Vacant Land in Wyandotte.....	20



1. Greenspace Maps

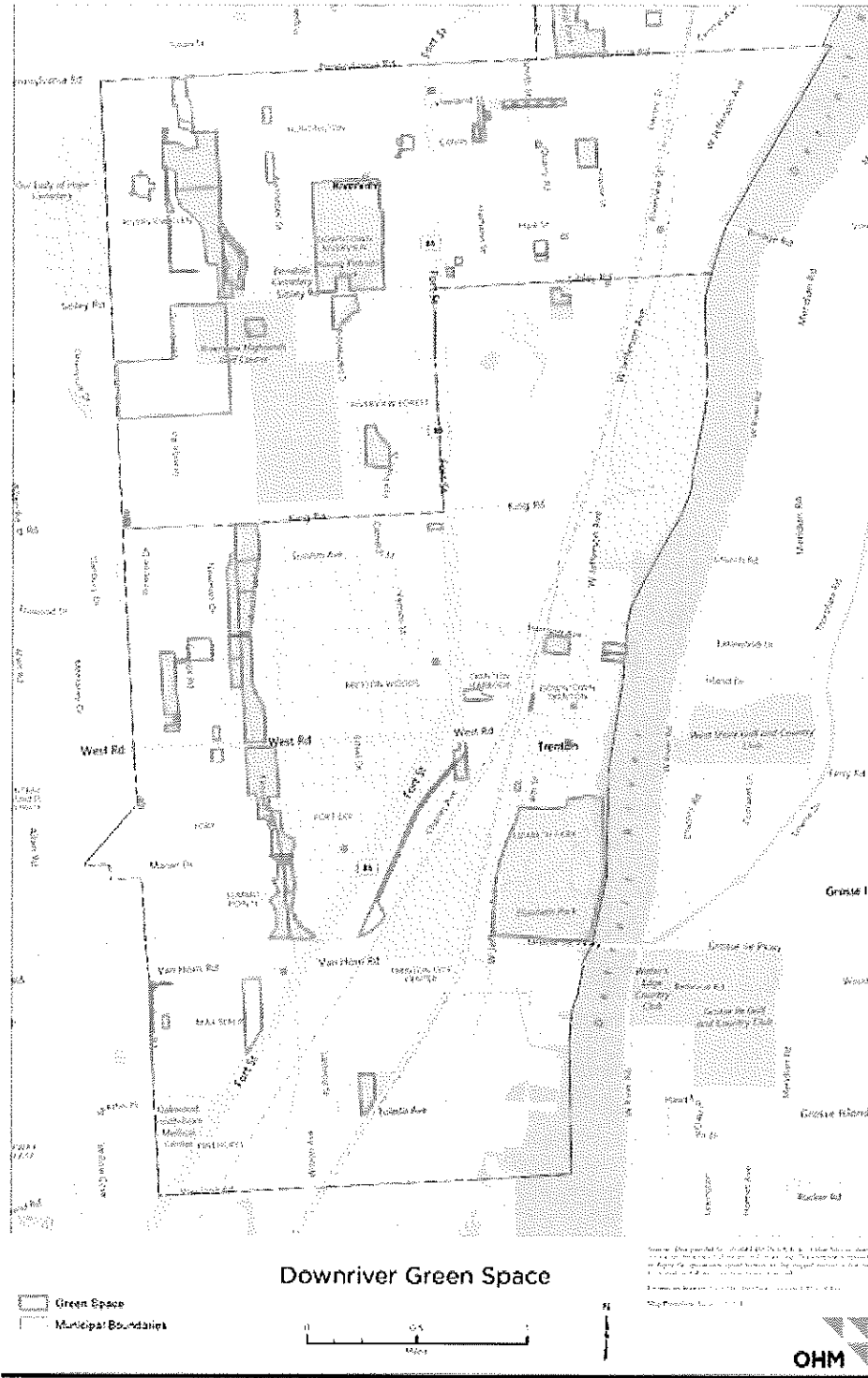


Map 1: Greenspace River Rouge and Ecorse



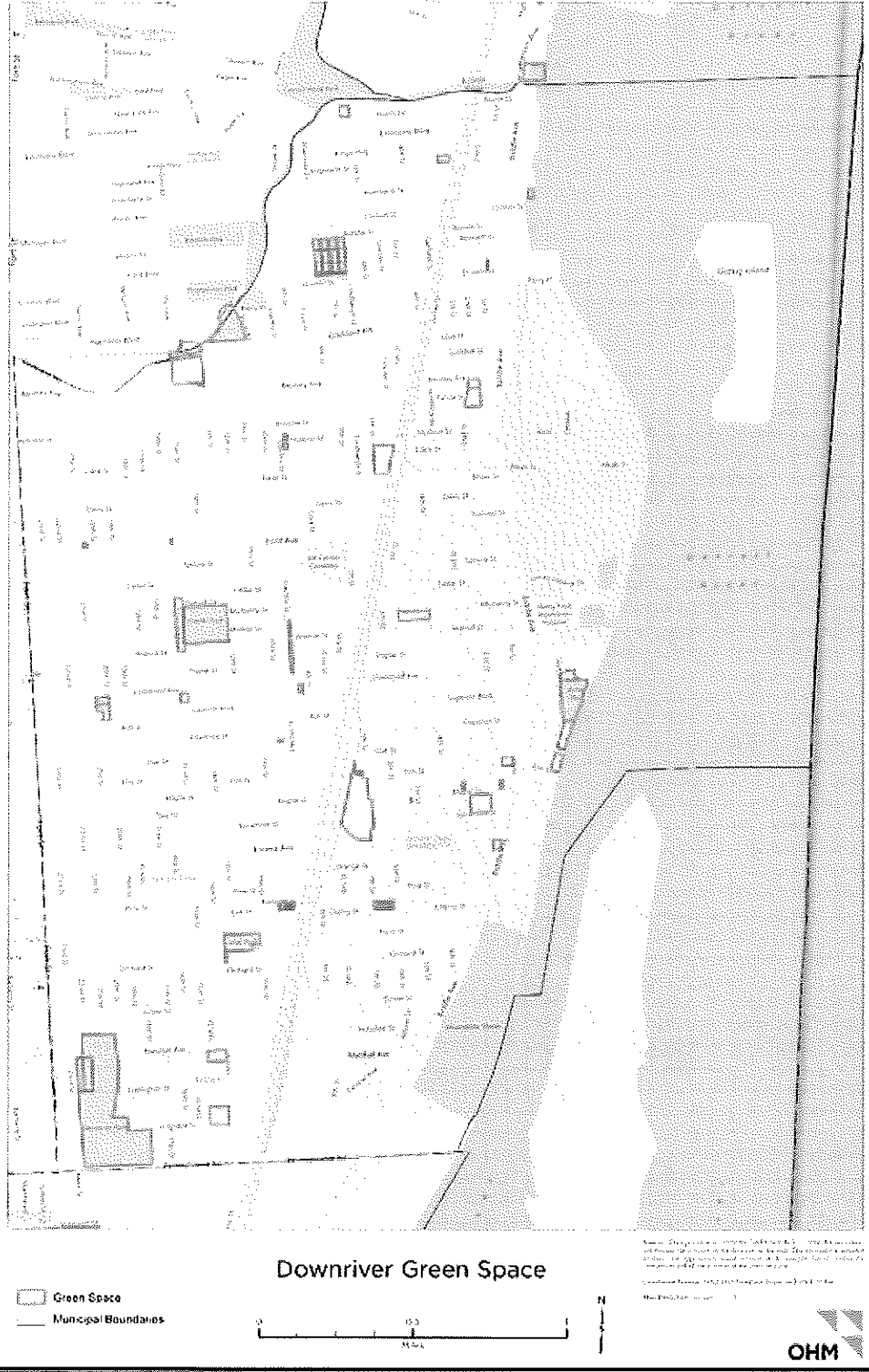


Map 2: Greenspace Trenton and Riverview





Map 3: Greenspace Wyandotte





2. ● Community Asset Maps

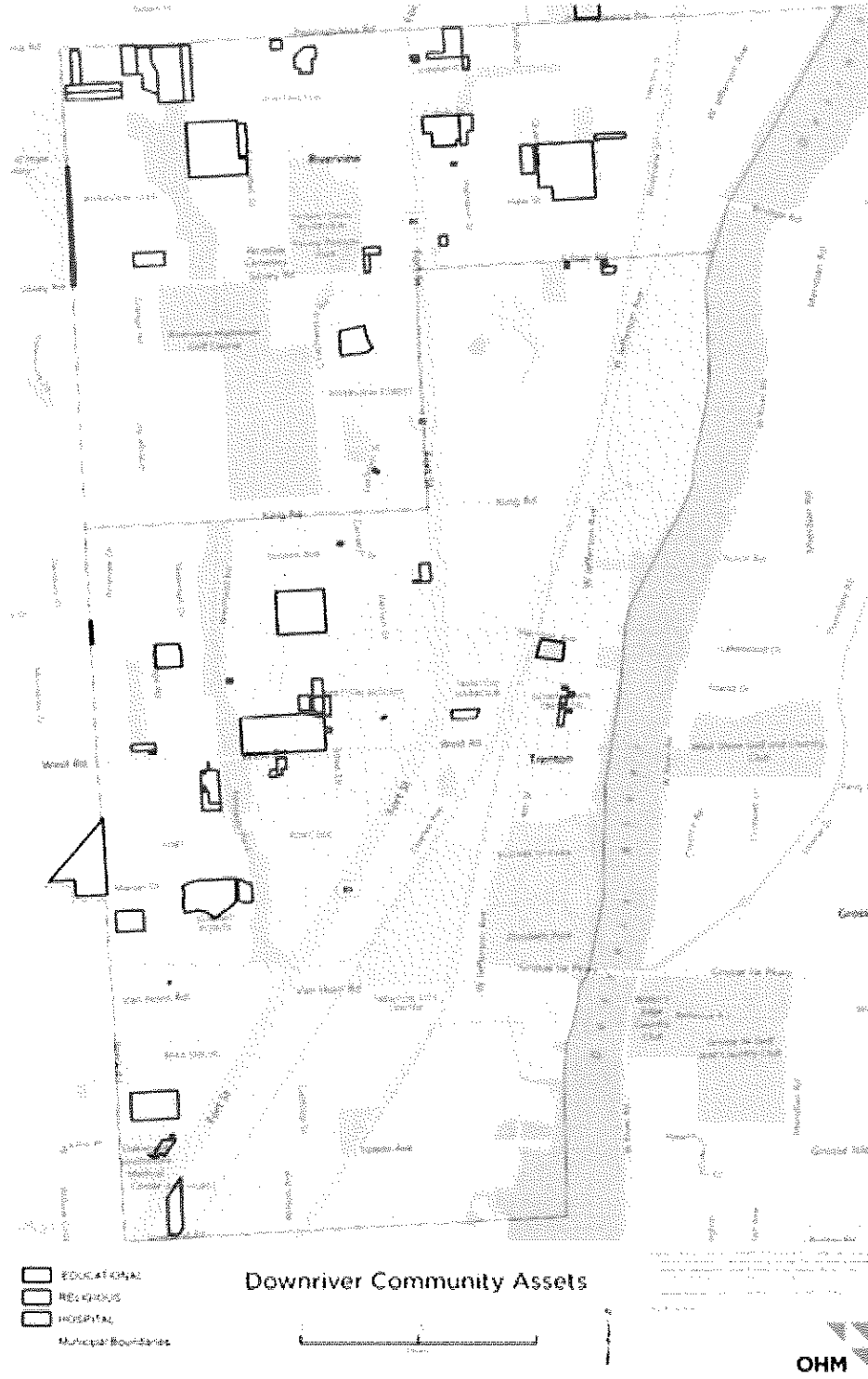


Map 4: Community Assets River Rouge and Ecorse



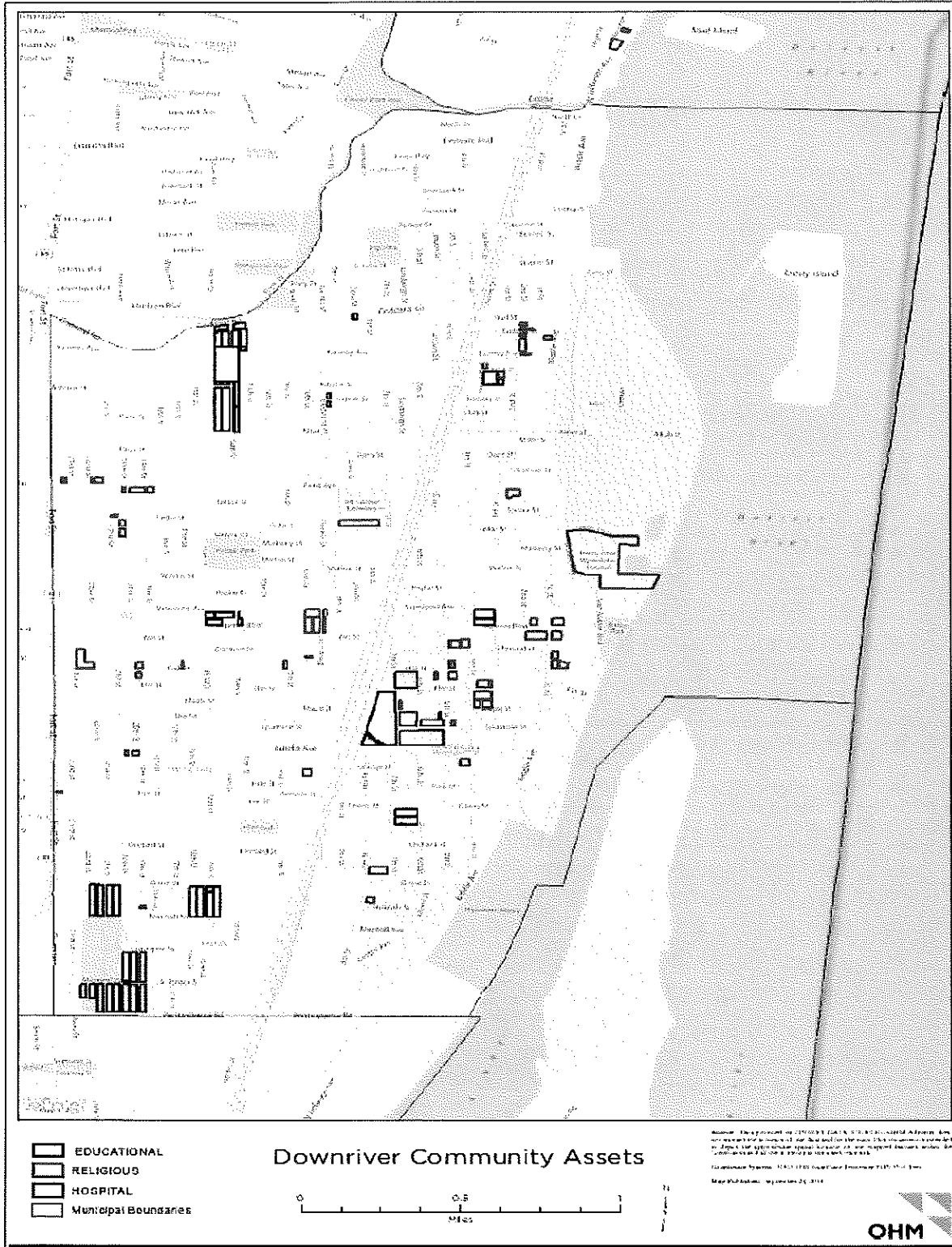


Map 5: Community Assets Riverview and Trenton





Map 6: Community Assets Wyandotte





3



Baseline Environmental Assessment Maps



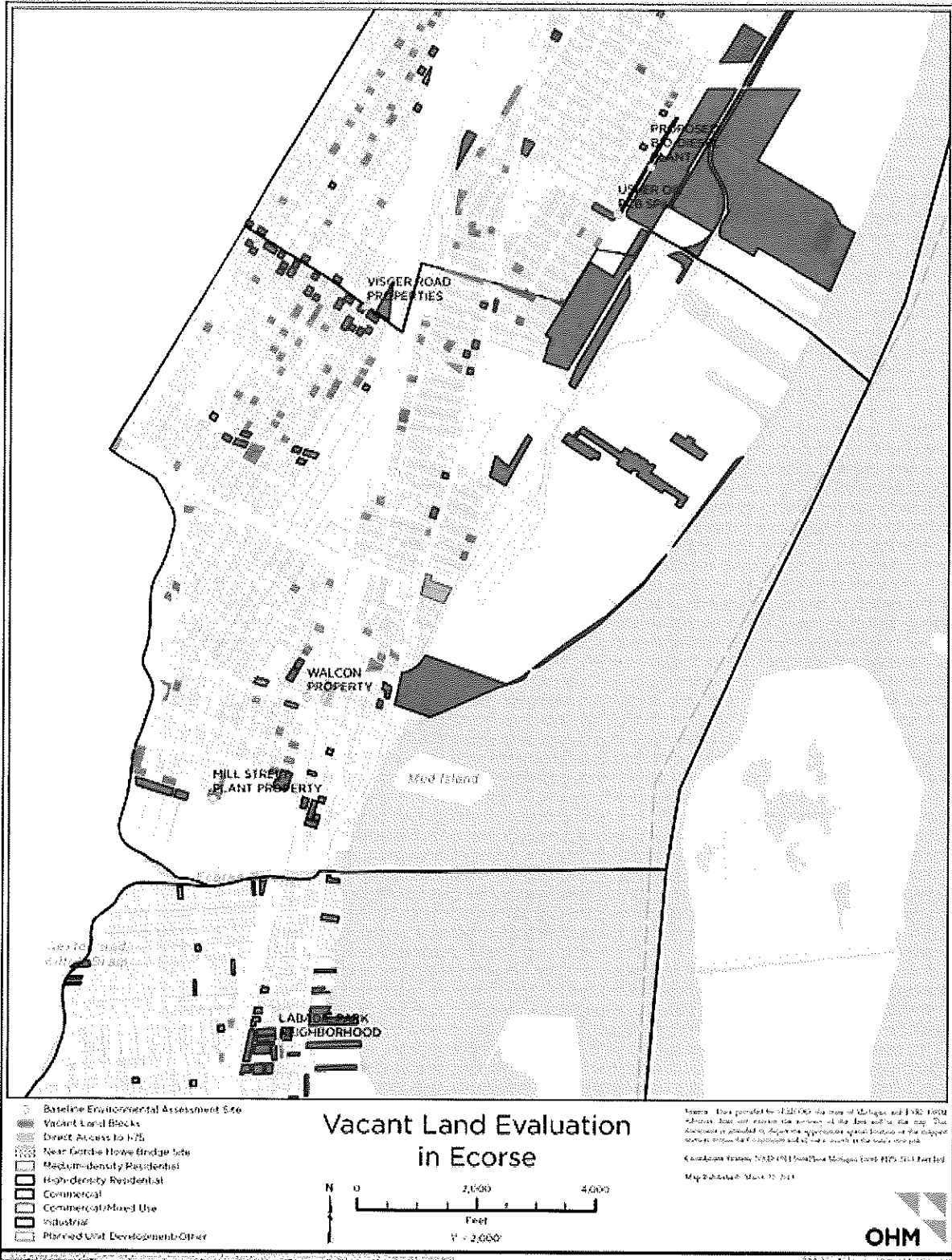


Map 7: BEAS Vacant Land Evaluation in River Rouge



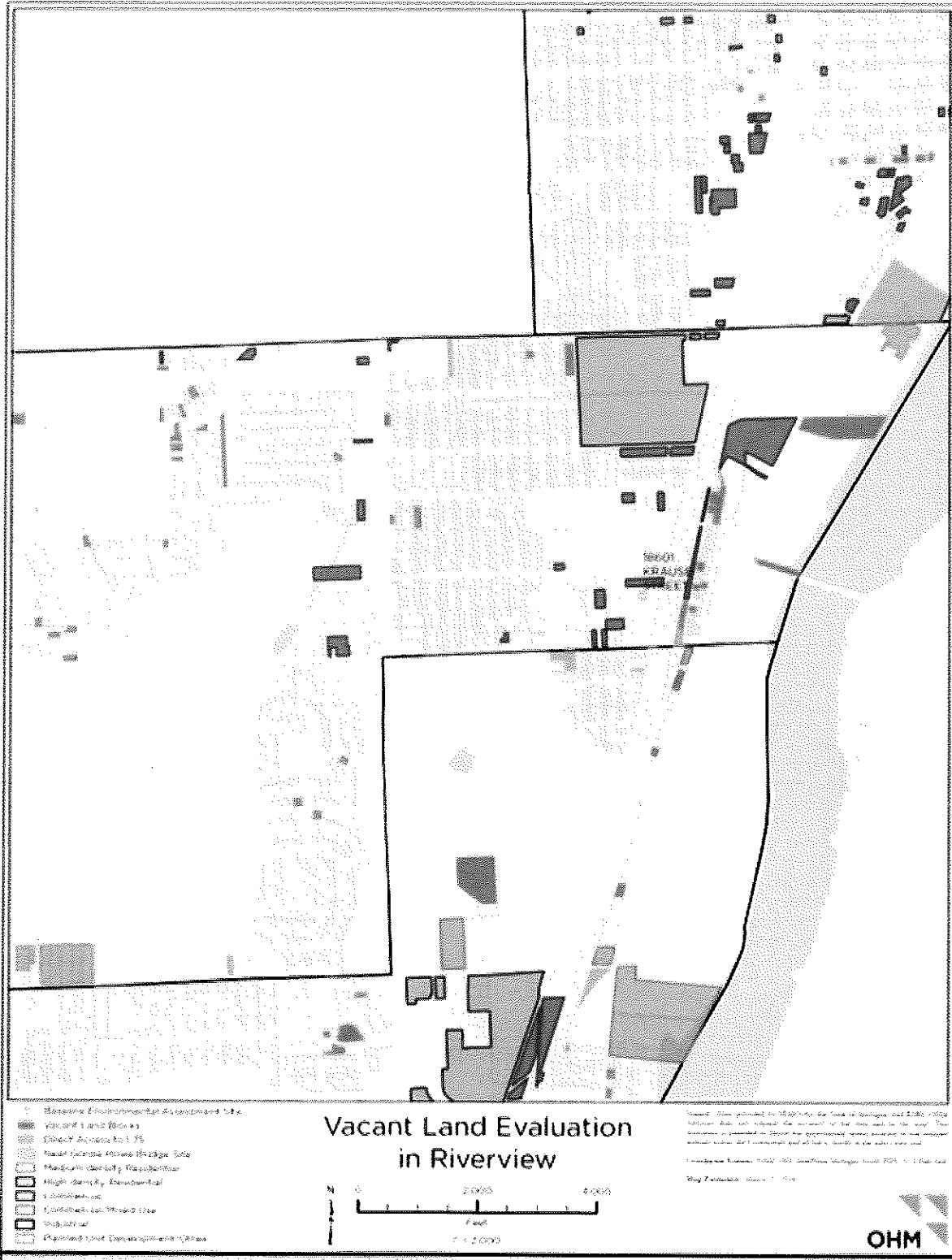


Map 8: BEAS Vacant Land Evaluation in Ecorse



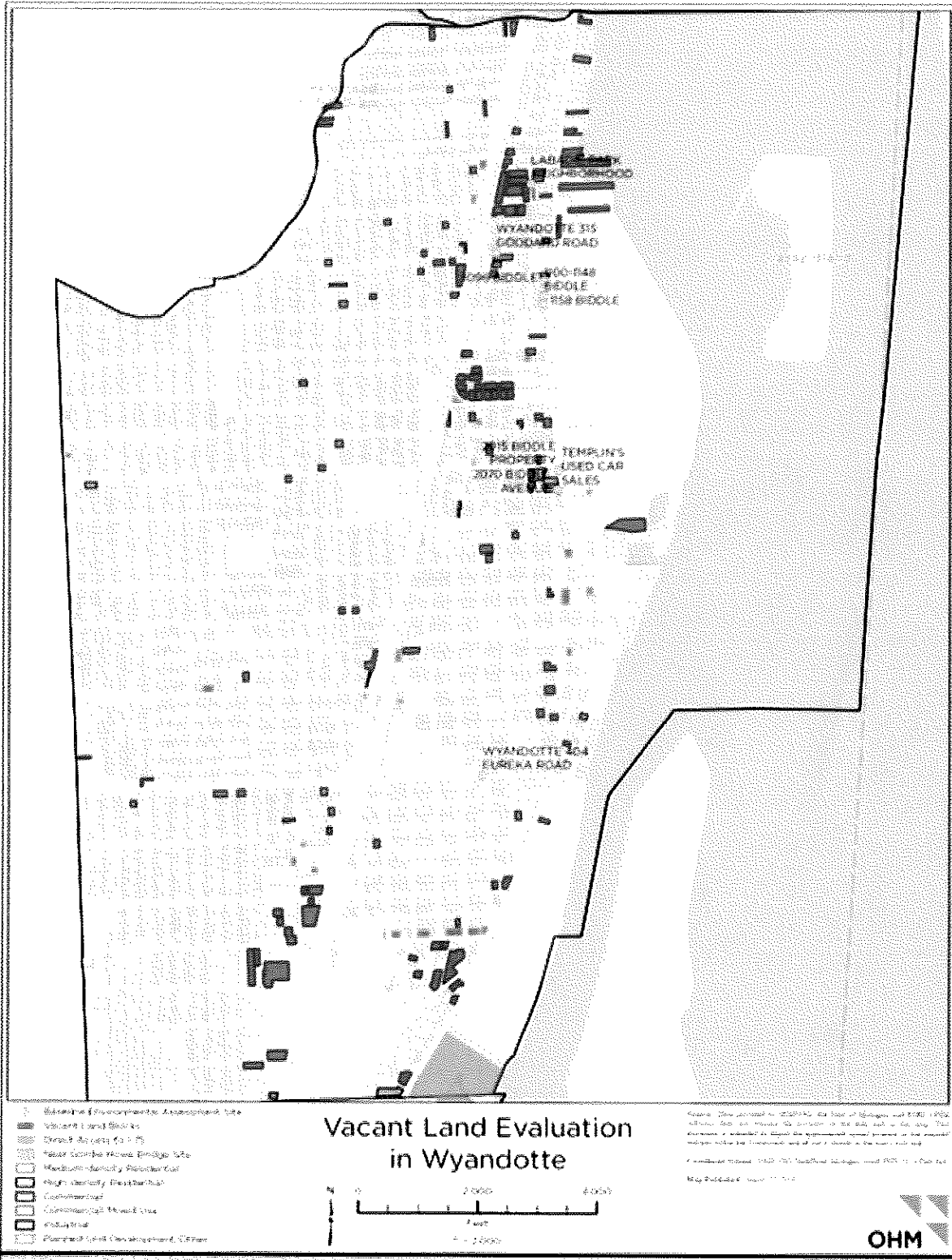


Map 9: BEAS Vacant Land Evaluation in Riverview





Map 10: BEAS Vacant Land Evaluation in Wyandotte





Map 11: BEAS Vacant Land Evaluation in Trenton

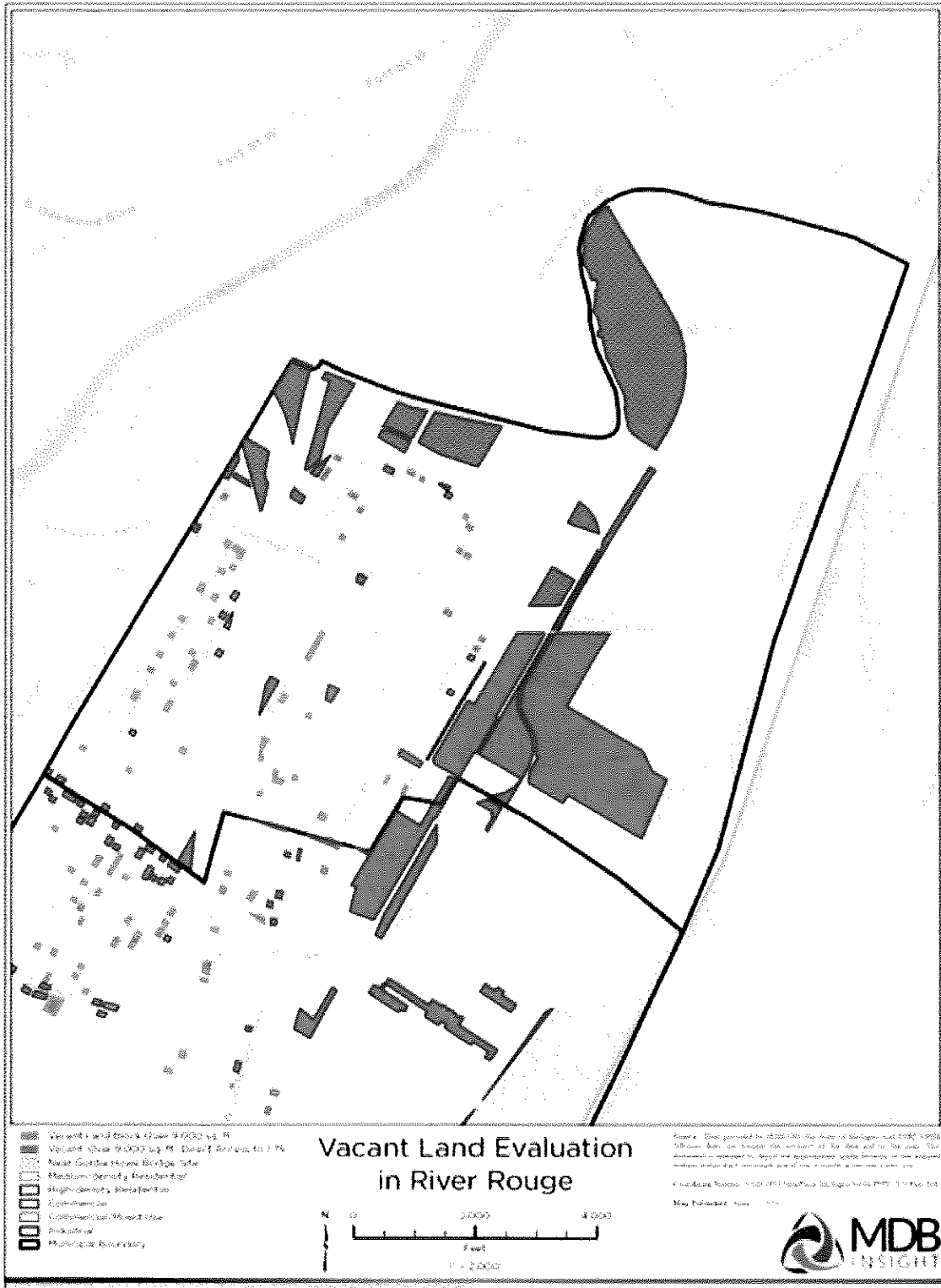




4 ● Vacant Land Maps



Map 12: Vacant Land in River Rouge



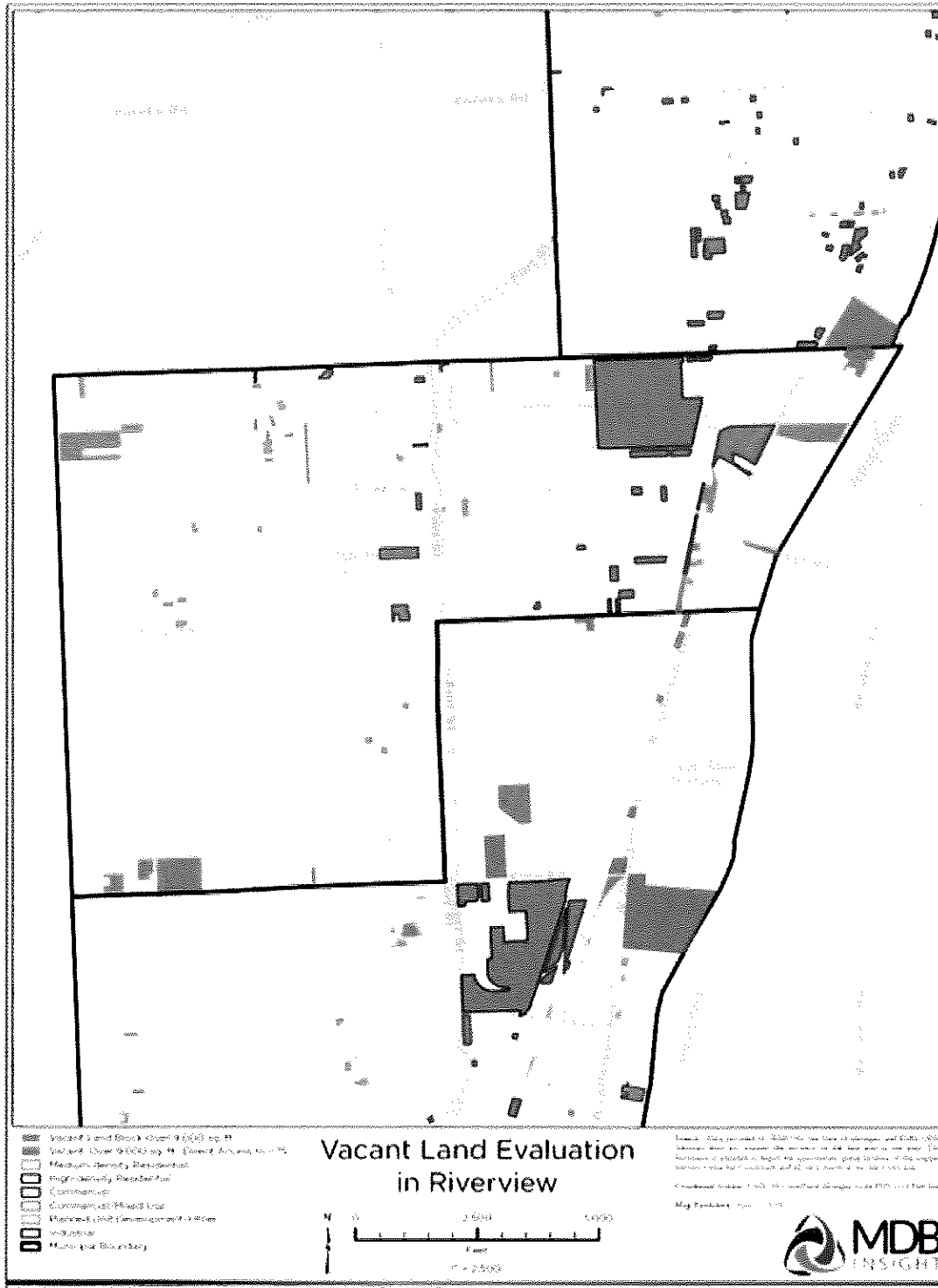


Map 13: Vacant Land in Ecorse





Map 14: Vacant Land in Riverview





Map 15: Vacant Land in Trenton





Map 16: Vacant Land in Wyandotte

